

**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, March 31, 2015
11:00 a.m. – 12:00 p.m.
Senate and Board Chambers**

DRAFT AGENDA - OPEN BOARD

Welcome

- 1. Approval of Agenda**
- 2. Minutes**
 - a. Minutes of Regular Meeting of January 27, 2015** *(attached)*

MOTION:

THAT the minutes of the open session of the regular meeting of January 27, 2015 be approved.

- 3. Business Arising**
- 4. Remarks from the Chair**
- 5. Correspondence**
 - a. Email from Divest UVic, dated February 5, 2015**
 - b. Letter from Divest UVic, dated March 16, 2015**
 - c. Letter from University of Victoria Students' Society (UVSS), dated March 13, 2015**

CONSENT

- 6. Operations and Facilities Committee (M. Kennedy)**
 - a. Status Report on Capital Projects** BOG-Mar31/15-06
 - b. New and Revised Awards** BOG-Mar31/15-13

MOTION:

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

- *Costco Canada Undergraduate Entrance Bursary (new)*
- *Sybil Verch Woman in Business Award (new)*
- *University of Victoria German Club Jubilee Award (revised)**
- *Sharon Higgins Scholarship in the School of Nursing (new)**
- *Mrs. Matilda M. Schill Scholarship (revised)**
- *Faculty of Humanities Undergraduate Research Travel Award (new)*
- *David Johnstone Chabassol Bursary in Education (new)**
- *UVic Bookstore Scholarship in Writing (new)*
- *Dax Gibson Memorial Scholarship in Gender Studies & Anthropology (new)**
- *Dax Gibson Memorial Award in Gender Studies (revised)**
- *Pat Koster Essay in Early Women's Writing (revised)**
- *Myrna McEwen Daniels Scholarship (new)**
- *Terry Daniels Scholarship (new)**
- *CAPP Public Engagement Scholarship (revised)*
- *Michael and Olga Zachary Scholarship in Ukrainian Studies (new)**
- *Emil and Lynette Hain Scholarship in Ukrainian Studies (new)**
- *Victoria Joint Scottish Council Travel Award (revised)*
- *LaFarge Canada Scholarship in Civil Engineering (new)*
- *Pat Koster Scholarship in Early Women's Writing (revised)**
- *CFUW Victoria Anniversary Science Scholarship (new)**
- *Geraldine and Peter Shostak Scholarship in Ukrainian Studies (new)*
- *UVic Residence Bursary (new)*

** Administered by the University of Victoria Foundation*

c. Minor in Visual Arts BOG-Mar31/15-01

MOTION:

THAT the Board of Governors approve the Minor in Visual Arts effective immediately.

d. Procedures for the Selection of the Registrar BOG-Mar31/15-18

MOTION:

THAT the Board of Governors approve the updated Procedures for the Selection of the Registrar (GV0400) subject to approval by Senate.

7. Finance Committee (L. LeBlanc)

a. Short Term Investment Report to December 31, 2014 BOG-Mar31/15-05

b. Collection & Remission of Student Fees for University of Victoria Students' Society (UVSS) BOG-Mar31/15-11

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 16, 2015 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-Mar31/15-12

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2015/16 as outlined in the letter of March 9, 2015 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations.

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

REGULAR

8. Operations and Facilities Committee (M. Kennedy)

a. Enrolment Projections for 2015-16 BOG-Mar31/15-16

MOTION:

THAT the Board of Governors approve the projected annualized working enrolment target of 18,163 FTE for the 2015/16 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 February 6, 2015.

9. Finance Committee (L. LeBlanc)

a. 2015-16 to 2016-17 Planning and Budget Framework BOG-Mar31/15-04

MOTION:

THAT the Board of Governors – taking into account PART I of the 2015-16 to 2017-18 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2015-16 to 2017-18 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 2015/16 fiscal year.

b. Canada First Research Excellence Fund (CFREF) – UVic Proposal BOG-Mar31/15-15

c. Rescind Policy FM#5110 – Policy on Strategic Alliances and Revision of FM#5105 – Purchasing Services Policy BOG-Mar31/15-08

MOTION:

THAT the Board of Governors rescind Policy #5110-Policy on Strategic Alliance, and that Policy #5105- Purchasing Services Policy be amended to delete references to strategic alliances.

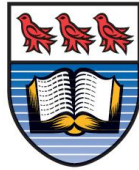
10. President's Report

a. Presentation on UVic Difference by President and Vice-Chancellor Jamie Cassels, and Director of University Communications and Marketing Bruce Kilpatrick

b. Other matters

11. Other Business

12. Adjournment



**University
of Victoria**

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

DRAFT MINUTES - OPEN BOARD

Present: Dr. Erich Mohr (Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Dr. Hélène Cazes, Ms. Ida Chong, Mr. Bradley Cranwell, Mr. Peter Gustavson, Mr. Michael Kennedy, Ms. Isobel Mackenzie, Dr. Erich Mohr, Dr. Ana Maria Peredo, Ms. Tracy Redies, Ms. Shelagh Rogers, Ms. Beverly Van Ruyven

Regrets: Ms. Kayleigh Erickson, Ms. Lindsay R. LeBlanc

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

1. Approval of Agenda

The agenda was approved upon motion (A. Peredo/T. Redies)

2. Minutes

a) Minutes of Regular Meeting of November 25, 2014

MOTION (N. Bassi/I. Mackenzie):

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

CARRIED

3. Business Arising

There was none.

4. Remarks from the Chair

Dr. Mohr welcomed Chancellor Shelagh Rogers to her first Open Board meeting. He said there would be a welcome event to formally welcome Ms. Rogers at the Chief Dan George Theatre following the Board meeting.

Dr. Mohr noted that Ms. LeBlanc was unable to attend the meeting and that he would report out on the Finance Committee's items on her behalf.

5. Correspondence

There was none.

CONSENT

6. Finance Committee (E. Mohr for L. LeBlanc)

- a. **University of Victoria Staff Pension Investment Performance Report for the Period Ended September 30, 2014** BOG-Jan27/15-11

7. Operations and Facilities Committee (M. Kennedy)

- a. **Status Report on Capital Projects** BOG-Jan27/15-14
- b. **New and Revised Awards** BOG-Jan27/15-25

MOTION:

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

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

** Administered by the University of Victoria Foundation*

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

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

CARRIED

REGULAR

8. Operations and Facilities Committee (M. Kennedy)

a. Campus Plan Update – Engagement Plan BOG-Jan27/15-15

Mr. Kennedy reminded Board members that the last plan had been prepared in 2003. He said the Board had been asked to what degree it wished to be involved in the development of the plan. After some discussion of the process, it was agreed that the opportunities proposed would be appropriate. He said the next steps would include engaging an external consultant, an extensive consultation process and a final plan would be presented to the Board in early 2016.

b. Canada First Research Excellence Fund – UVic proposal BOG-Jan27/15-16

Mr. Kennedy described the new federal competition for research funds. Mr. Kennedy reported that a proposal was being developed at UVic focused around a future ocean institute. He said the notice of intent would be finalized for submission over the next month and that the competition would be intense.

9. President's Report

President Cassels provided his report:

He spoke about developments at the Provincial level, including:

- Andrew Wilkinson had been appointed the new Minister of Advanced Education. He was planning a visit to campus in February.
- The university had submitted information required by the province on university policies and procedures related to the prescribed Code of Conduct. It expected to receive a new Mandate Letter, which would replace the Government Letter of Expectations for Board members to sign in March.
- The university had received year two instructions related to the provincial government's "re-engineering" of funding to universities and its Jobs BluePrint. Prof. Cassels said UVic had overachieved in year one in meeting the requirements and he was confident the university would be able to meet provincial requirements in year two with no disruptions to its programs or plans.

Referring to the Federal level:

- Prof. Cassels reported on the launch of the Canada First Research Excellence Fund (CFREF). He said the investment of \$1.5 billion over 10 years would be layered on top of current funds. He noted research must be within the parameters of the federal science, technology, and innovation strategy and create long-term social and economic benefits for Canada.
- Prof. Cassels had attended Association of Universities and Colleges of Canada (AUCC) meetings in Calgary and Toronto. He commented on an AUCC initiative on student mobility. He discussed what UVic had achieved in terms of offering a high quality educational experience to international students. He said the university wanted to enable international students to integrate fully into campus life and to encourage

Canadian students to seek a portion of their education in other countries or in other parts of Canada. He said that 2017 would be the sesquicentennial of Canada and it would be a great opportunity for Canadian students to get to know their own country. He said there was also a desire to put more resources in place to support offshore students who might not otherwise be able to afford to come to this country. He described a number of specific initiatives to be implemented over the course of the next four years, supported by revenue from endowments, including a President's Student Mobility Initiative through which scholarships would be established for offshore students coming to UVic and for UVic students to seek a part of their education in another country. A sesquicentennial program would also be created for students who would like to attend another Canadian university.

In other campus news:

- President Cassels said that several searches were underway, including for Vice-President Academic and Provost and for Deans of the Faculties of Human and Social Development, Science, and Humanities.
- Preparations were underway for the Joint Senate and Board Retreat at the end of February.
- The previous night's forum on Climate Change and Divestment had been an opportunity to hear a variety of points of view. Prof. Cassels said it had been webcast and would be available for viewing. Prof. Cassels described climate change and divestment as hugely important issues for us as a university and a country. He said universities had a critical role to play in addressing climate change and there were many different views on what that role should be.
- UVic had met and exceeded the campus-based United Way campaign goal. Prof. Cassels expressed his thanks to Associate Vice-President Human Resources Kane Kilbey who had led the campaign and to all the volunteers and supporters.

a. Presentation on Strategic Enrolment Management

Acting Vice-President Academic and Provost Valerie Kuehne introduced Associate Vice-President Student Affairs Jim Dunsdon, Director of Institutional Planning and Analysis Tony Eder and Associate Vice-President Academic Planning Catherine Mateer. She said that further to the November board meeting where there had been a conversation about enrolment, Mr. Dunsdon, Mr. Eder and Dr. Mateer had been invited to provide more detail on strategic enrolment management.

The Board received an overview of strategic enrolment management and its elements.

In response to a question from Ms. Redies, Mr. Dunsdon said that using alumni to help reach and inform prospective students was crucial.

Dr. Peredo asked about strategies for recruiting international students. In response, Mr. Dunsdon said the university had established a number of scholarships targeted to international students. He described what was available.

Dr. Mateer responded to a question about dropout rates. In response to a question from Ms. Redies regarding satisfaction surveys, Mr. Dunsdon said the university conducted surveys on a regular basis and made adjustments based on the results.

Dr. Mohr thanked Mr. Dunsdon, Mr. Eder, and Dr. Mateer for their presentation.

10. Other Business

There was none.

11. Adjournment

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

From: [Samantha Watkins - usec3](mailto:Samantha.Watkins@ucsec3.com)
To: [Samantha Watkins - usec3](mailto:Samantha.Watkins@ucsec3.com)
Subject: RE: Divest Thank You Letter for BOG Re: Jan 26th Climate Forum
Date: March-20-15 11:08:38 AM

From: Divest Uvic [<mailto:divestuvic@gmail.com>]
Sent: February-05-15 12:18 PM
To: Sivonne McFall - Usec1
Subject: Divest Thank You Letter for BOG Re: Jan 26th Climate Forum

Office of the Secretary of the University of Victoria,

Divest UVic's organizers politely request that this email and its attachment be forwarded to all members of the University of Victoria Board of Governors, and to all members of the Board of Governors' Finance Committee.

Attached is simply a short note to thank Board members for attending the Climate Forum hosted by the University of Victoria on January 26th.

Many thanks,
Divest UVic



Members of the Board of Governors of the University of Victoria and Members of the Finance Committee of the Board of Governors,

Divest UVic would like to sincerely thank the Board of Governors for attending the University of Victoria's recent Climate Forum event, either physically or through access to the recorded video feed available online.

We appreciate the willingness of this board to grapple with the urgency of the climate challenges we collectively face, and your willingness to include student and youth perspectives in this important discussion. We look forward to further engagement with all interested parties as the dialogue around fossil fuel divestment continues to evolve.

Respectfully,
Student organizers of Divest UVic

DivestUVic.org



March 16th 2015
Dr. Erich Mohr
Chair, University of Victoria Board of Governors
cc: Board of Governors

Dear Dr. Mohr and members of the University of Victoria Board of Governors,

On March 4th, 77% of UVic student voters showed support for fossil fuel divestment. These students added their voices to those of the 66% of UVic faculty who endorsed divestment last spring. Together, these two votes form a strong democratic mandate for the Board of Governors to advocate for divestment of the University of Victoria's endowment fund.

The financial argument for fossil fuel divestment is well documented. At UVic's divestment forum this January, responsible investment expert Cary Krosinsky stated that, "portfolios that have chosen to divest from fossil fuel producing companies have been performing well recently. And in the last year [divested funds] have been performing better." There is strong evidence that divestment is consistent with conventional interpretations of fiduciary duty:

- HSBC reports that 40-60 percent of the market value of fossil fuel companies such as Shell and BP could be lost in a carbon-budgeted world.
- The International Energy Agency suggests that action necessary to limit global warming to within the 2 degrees Celsius goal would strand 300 billion worth of global fossil fuel assets by 2035.
- S&P Capital IQ and the Aperio Group have modeled performances of indexes containing fossil fuels against hypothetically divested indexes. The divested indexes have kept pace with or outperformed their carbon-intensive counterparts.
- The United Nations Framework Convention on Climate Change has publicly offered its "moral authority" in support of the divestment movement.

There is decisive support for fossil fuel divestment among the UVic community and compelling ethical and financial arguments. Divest UVic calls on the Board of Governors to take an official position in favour of divesting fossil fuel holdings from the University of Victoria's endowment fund. We ask that this body advocate for divestment of fossil fuels in future communications with the University of Victoria Foundation Trustees. We hope that the Board of Governors will take this opportunity to affirm the university's commitment to Indigenous rights and climate action. We look forward to future dialogue.

Respectfully,
Divest UVic



March 13, 2015

Dear Chair Mohr and the University of Victoria Board of Governors,

We are writing to you to state our opposition to the residence fee increases within the proposed budget. The budget contains an increase of 13% in residence fees for students living on campus next year. This is followed by two 6% increases for the following two years, and 4% increases for the following seven years. This would result in a \$546 average yearly increase in the first year, a \$1132 increase by the 4th year, and a total \$2438 increase by the 10th year. Students in BC are already graduating with the highest amount of debt in the country and we believe that these increases are unreasonable, unaffordable, and create yet another barrier for low and middle income students already struggling to pay their way through school.

Affordable on-campus housing is an asset to the university and its students. For students who are coming from outside the Greater Victoria Area, on-campus housing serves as a landing pad. The ability to live on campus and the programming provided by Res Life connect first year students to the campus community and aid in establishing community networks and access to academic services. The proposed increases to residence fees inhibit the ability of students to access these invaluable resources. The opportunities afforded to on-campus residents should remain accessible to all.

We have been told that these cost increases are needed due to an immediate need to address deferred maintenance. It has come to our attention however that a certain portion of residence fees are set aside into a fund for preventative and on-demand maintenance. This fund was nearly depleted in 2010-2011 in order to build new residence buildings. While we understand that residence expansion is ideal and necessary in order to address the ever increasing demand for on-campus housing, we argue that this expansion should not have been paid for out of a fund set aside for maintenance. Such actions have resulted in the need to download this cost onto students. Students should not be expected to pay for previous mismanagement of maintenance funds. Future expansion - while ideal - should not be the responsibility of current students. Moreover, if expansion means that only students from higher-income students are able to access on-campus housing, the UVSS can not support it.

The average room in residence at UVic currently costs \$525 per month before the mandatory meal plan. This price is comparable to current housing rates in Victoria. However, in the first

three years this rate will increase to \$650 per month. While these rates are lower than most on-campus housing rates at other institutions, driving our cost of housing upwards will only result in an inflationary trend in the national average. We should be proud that we currently provide affordable on-campus housing for our students, rather than join the race for the least affordable. In multiple studies, students consistently point to high housing costs as the second-most reason (after tuition fees) that they did not complete their studies or where unable to access post-secondary education in the first place. Drastically increasing the cost of housing on our own campus and driving up the national average will not help students here or in the rest of the country.

In the university's own 2013 Residence Demand Survey, "great value for what I pay" ranked near the bottom and was designated a "priority action". Conversely, "great value for what I pay" for off-campus students ranked near the top. "Too expensive" was also highly ranked as a reason for leaving on-campus residences. The proposed increases will only move the university further away from its own stated residence priorities.

We respectfully ask that the board consider the budget before them with these considerations in mind. We should be finding affordable ways for students to live and have access to the quality post-secondary education that UVic provides. These proposed residence fee increases demonstrate an unwillingness to do just that. We understand that maintenance is a pressing issue and expansion is desirable. We do not believe that it should be done off the backs of current students.

Sincerely,

The University of Victoria Students Society



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: March 31, 2015

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Background

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2015

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



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

BUDGET STATUS:	Approved Budget 31-May-2011	Approved Budget 29-Jan-2013	FMGT Forecast Costs 01-Mar-2015
Consulting	\$ 6,521,500	\$ 7,404,000	\$ 7,404,000
Construction	\$ 55,851,200	\$ 62,255,600	\$ 62,755,600
Completion	\$ 4,856,500	\$ 4,680,900	\$ 4,680,900
Contingency	\$ 3,056,200	\$ 1,332,300	\$ 832,300
Sub-Total	\$ 70,285,400	\$ 75,672,800	\$ 75,672,800
HST (3.4%) / GST (1.65%)	\$ 2,389,600	\$ 1,327,200	\$ 1,327,200
TOTAL PROJECT COSTS	\$ 72,675,000	\$ 77,000,000	\$ 77,000,000

- Total Project Cost of \$77,000,000 reflects the BOG approved budget allocation of \$61,400,000 for the new CARSA Building and McKinnon Building renovations, plus \$15,600,000 for the Parkade. Funded separately are: Geothermal system, the McKinnon Building partial seismic upgrading, LED light fixtures, and funding for the Café.
- Total Commitments to date are approximately \$76,400,000, representing 99% of the approved Budget of \$77,000,000.

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

Major Risks:

- The General Contractor has submitted delay claims to the University related to the precast concrete installations for the Parkade. All parties have retained legal counsel to review the claims and work towards a settlement. Additionally there are design items being disputed by the Contractor. The resolution of these will commence shortly, and may result in additional costs. It is not possible at this time to determine whether the available contingency funds are adequate to offset UVic's liability, if any. Residual construction work is being completed, and we expect fit-up and move-in to be completed by end Apr 2015, in order to proceed with public use in 2015 May.



PROJECT: CONTINUING STUDIES BUILDING EXPANSION

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

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

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

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

Major Risks:

- Additional temporary facilities will be required for Continuing Studies to house increased student population perhaps for a longer duration than originally envisioned.
- The contractor has informed us of possible slippage in the construction schedule. This will be confirmed in June once the concrete work is completed. All efforts will be made to make up lost time.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

February 26, 2015

To: Operations and Facilities Committee
From: Valerie S. Kuehne, Acting Vice-President Academic and Provost
cc: President and Vice-Chancellor
Meeting Date: March 30, 2015
Subject: New and Revised Awards
Basis for Jurisdiction: University Act, 27(2)(k)



Previous Consultation: Senate meetings on February 6 and March 6, 2015.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the following new and revised graduate and undergraduate awards:

- Costco Canada Undergraduate Entrance Bursary (new)
- Sybil Verch Woman in Business Award (new)
- University of Victoria German Club Jubilee Award (revised)*
- Sharon Higgins Scholarship in the School of Nursing (new)*
- Mrs. Matilda M. Schill Scholarship (revised)*
- Faculty of Humanities Undergraduate Research Travel Award (new)
- David Johnstone Chabassol Bursary in Education (new)*
- UVic Bookstore Scholarship in Writing (new)
- Dax Gibson Memorial Scholarship in Gender Studies & Anthropology (new)*
- Dax Gibson Memorial Award in Gender Studies (revised)*
- Pat Koster Essay in Early Women's Writing (revised)*
- Myrna McEwen Daniels Scholarship (new)*

- Terry Daniels Scholarship (new)*
- CAPP Public Engagement Scholarship (revised)
- Michael and Olga Zachary Scholarship in Ukrainian Studies (new)*
- Emil and Lynette Hain Scholarship in Ukrainian Studies (new)*
- Victoria Joint Scottish Council Travel Award (revised)
- LaFarge Canada Scholarship in Civil Engineering (new)
- Pat Koster Scholarship in Early Women's Writing (revised)*
- CFUW Victoria Anniversary Science Scholarship (new)*
- Geraldine and Peter Shostak Scholarship in Ukrainian Studies (new)
- UVic Residence Bursary (new)

* Administered by the University of Victoria Foundation

Background:

At its meetings on February 6 and March 6, 2015, Senate reviewed and approved the attached new and revised graduate and undergraduate awards. Senate also recommends that the Operations and Facilities Committee recommend to the Board of Governors that the Board approve these awards.

Attachment(s): Memorandum to Senate on new and revised awards.

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 21, 2015

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

RE: Awards Recommended to Senate for Approval

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

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

COSTCO CANADA UNDERGRADUATE ENTRANCE BURSARY (NEW)

One or more bursaries are awarded to full-time students who enter the University of Victoria's Peter B. Gustavson School of Business directly from a secondary school in the Greater Victoria Region. This bursary is renewable for up to three years. To receive bursary renewals, recipients must submit a bursary application each year to verify that they are enrolled full-time, remain in good academic standing and continue to demonstrate financial need.

SYBIL VERCH WOMAN IN BUSINESS AWARD (NEW)

An award of \$2,500 is awarded to an outstanding woman student in the Bachelor of Commerce program at the Peter B. Gustavson School of Business who has completed the required core courses and will be entering fourth year. First preference will be given to a student who has demonstrated an interest in entering a career in finance. Second preference will be given to a student with demonstrated financial need. The recipient will be nominated by the Gustavson School of Business.

UNIVERSITY OF VICTORIA GERMAN CLUB JUBILEE AWARD* (REVISED)

Two awards ~~consisting of a German/English Dictionary will be awarded~~ will be presented annually to promising first or second year students intending to continue Germanic studies at the University of Victoria. The award was established by the University of Victoria German Club (1977-78).

SHARON HIGGINS SCHOLARSHIP IN THE SCHOOL OF NURSING* (NEW)

A scholarship is awarded to an academically outstanding undergraduate student who is entering their 3rd year in the School of Nursing and intends to complete 4th year in the following year and is a parent. Preference will be given to a student who is planning to practice in the field of Public Health Nursing. Nominations will be made by the School of Nursing.

MRS. MATILDA M. SCHILL SCHOLARSHIP* (REVISED)

A scholarship is awarded to an academically outstanding undergraduate student entering from ~~secondary school~~, a college, or university, or continuing in the Faculty of Education who has been admitted to a secondary teacher education program with an English teaching area or concentration. Preference will be given to a student with demonstrated financial need. Secondary teacher education programs include BEd Secondary Curriculum, Diploma in Secondary Teacher Education, and BEd Secondary Post-Degree Professional Program.

FACULTY OF HUMANITIES UNDERGRADUATE RESEARCH TRAVEL AWARD (NEW)

This fund supports undergraduate students travelling to participate in research activities. Each year, one or more students will be awarded up to \$500 to assist with air fare and living expenses while engaged in research at international libraries, universities or other related sites. One or more awards may be made annually, provided there are applications of sufficient merit. Applications must be submitted to the Associate Dean of Humanities by Oct. 15th and March 15th. The nomination of the recipients and the determination on the amount of the award will be made by the Associate Dean of Humanities.



Lori Nolt

2014/2015 Senate Committee on Awards

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

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 17, 2015

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

RE: Awards Recommended to Senate for Approval

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

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

DAVID JOHNSTONE CHABASSOL BURSARY IN EDUCATION* (NEW)

One or more bursaries are awarded to students pursuing a Bachelor of Education degree or Diploma in Secondary Education in the Secondary Post-Degree Professional Program.

UVIC BOOKSTORE SCHOLARSHIP IN WRITING (NEW)

Two scholarships of \$1,000 each are awarded to academically outstanding undergraduate students in the Department of Writing.

DAX GIBSON MEMORIAL SCHOLARSHIP IN GENDER STUDIES & ANTHROPOLOGY* (NEW)

One or more scholarships are awarded to academically outstanding undergraduate students who are pursuing a Major in Women's Studies, with preference given to students who have completed at least four courses in Anthropology, or who are pursuing either a Minor or Major in Anthropology. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Women's Studies.

DAX GIBSON MEMORIAL AWARD IN GENDER STUDIES*(REVISED)

~~An award of \$300 is given to an academically outstanding undergraduate student in the Department of Women's Studies who produces the most exceptional WS 400B independent research project.~~

One or more awards are given to academically outstanding undergraduate students in the Department of Women's Studies who produce the most exceptional Women's Studies 400B independent research project and/or Women's Studies honours thesis.

PAT KOSTER ESSAY IN EARLY WOMEN'S WRITING 1660-1900* (REVISED)

~~A scholarship of \$500 is awarded to an academically outstanding student proceeding to third or fourth year of an English Major or Honours program who has written the best essay on women's writing during the period 1660-1900.~~

One or two scholarships of at least \$500 are awarded to academically outstanding undergraduate students who have written the best essays on women's writing from the period 1660 to 1914, with preference given to essays on women's writing of the Restoration period or the eighteenth century. The winning students must be proceeding to third year, or above, of the English Major or Honours program. In the case of students in their final undergraduate year, they must be continuing to the University of Victoria's graduate program in English.

MYRNA MCEWEN DANIELS SCHOLARSHIP* (NEW)

Four or more scholarships of a minimum of \$2,000 each are awarded to academically outstanding undergraduate students entering second year in the Department of French. Preference will be given to students with demonstrated financial need. The Department of French will nominate the recipients.

TERRY DANIELS SCHOLARSHIP* (NEW)

Two or more scholarships of a minimum of \$2,000 each are awarded to academically outstanding undergraduate students entering second year in the Department of Electrical and Computer Engineering who intend to pursue the electronics specialization. Preference will be given to students with demonstrated financial need. The Department of Electrical and Computer Engineering will nominate the recipients.

CAPP PUBLIC ENGAGEMENT SCHOLARSHIP (REVISED)

Four scholarships of \$5000 each are awarded to outstanding graduate students in the Masters in Dispute Resolution program in the School of Public Administration and who are working in natural resource management and public engagement. Students must have at least two full academic terms remaining in their program of studies at the time of application for the award (i.e. be registered in course work, project or thesis, or co-op up to April of the following year). Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the School of Public Administration.

MICHAEL AND OLGA ZACHARY SCHOLARSHIP IN UKRAINIAN STUDIES*(NEW)

One or more scholarships are awarded to academically outstanding undergraduate students in Ukrainian Language and Culture courses in the Department of Germanic and Slavic Studies. The department will nominate the recipients of this scholarship.

EMIL AND LYNETTE HAIN SCHOLARSHIP IN UKRAINIAN STUDIES* (NEW)

One or more scholarships of at least \$1,000 are awarded to academically outstanding undergraduate students in secular Ukrainian Language and Culture courses. The nominations and the number of recipients will be at the discretion of the Department of Germanic and Slavic Studies.

VICTORIA JOINT SCOTTISH COUNCIL TRAVEL AWARD (REVISED)

An award of ~~\$500~~ \$1,000 is given to an undergraduate or graduate student in the Faculty of Humanities who is traveling to Scotland for research or course work. Students must submit an unofficial transcript, a statement of no more than 500 words describing the purpose of study/research in Scotland and its relevance to the student's program of study, and a letter of support from an appropriate instructor or supervisor familiar with the student's academic work. All application materials should be addressed to the Associate Dean, Faculty of Humanities and submitted by March 15th. (If March 15th falls on a weekend, the application is due the following Monday.) Selection of an undergraduate recipient will be made by the Senate Committee on Awards and selection of a graduate recipient will be made by the Graduate Awards Committee, upon the recommendation of the Faculty of Humanities.

LAFARGE CANADA SCHOLARSHIP IN CIVIL ENGINEERING (NEW)

Three awards of \$3,000 each are awarded to undergraduate students registered in the Civil Engineering Program who have completed 3A and are preferably registered in 3B or 4A and have demonstrated an interest in co-op opportunities with Lafarge. Students will be nominated upon the recommendation of the Manager of Engineering, Computer Science and Math Co-op and the Dean of Engineering. A minimum of one of three awards will go to a woman student. If no woman student is successful, then there will be only two awards provided.

PAT KOSTER SCHOLARSHIP IN EARLY WOMEN'S WRITING 1660-1900* (REVISED)

~~One or more scholarships are awarded to outstanding graduate students in the Department of English doing research in women's writing from 1660-1900, with preference given to a student researching in the area of the restoration period and the eighteenth century. Selection of the recipient(s) will be made by the Graduate Awards committee upon the recommendation of the Department of English.~~

One or two scholarships of at least \$1,000 are awarded to outstanding graduate students in the Department of English who are either entering or continuing in the program and who are doing research in women's writing from 1660 to 1914, with preference given to students researching in the area of the Restoration period or the eighteenth century. Selection of the recipient is made by the Graduate Awards Committee upon the recommendation of the Department of English.

CFUW VICTORIA ANNIVERSARY SCIENCE SCHOLARSHIP* (NEW)

A scholarship is awarded to a 3rd or 4th year academically outstanding woman student in an Honours or Major program in the Department of Physics and Astronomy or the Department of Mathematics and Statistics. The scholarship celebrates the 100th anniversary of the first award given by Canadian Federation of University Women (CFUW) Victoria in 1917.

GERALDINE AND PETER SHOSTAK SCHOLARSHIP IN UKRAINIAN STUDIES (NEW)

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

of 500 words outlining their accomplishments and/or studies in music and/or fine arts. Selection of recipients will be made by the Senate Committee on Awards, based on the recommendation of the Department of Germanic and Slavic Studies.

UVIC RESIDENCE BURSARY (NEW)

One or more bursaries of up to \$1,000 are available to students who are residing in a University of Victoria residence, excluding Family Housing, and have an eight month contract (September to April). The bursaries are awarded on the basis of financial need and are intended to assist students in paying their residence accommodation fees.



Lori Nolt

2014/2015 Senate Committee on Awards

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



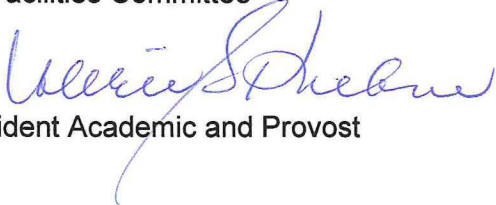
University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 31, 2015

To: Operations and Facilities Committee

From: Valerie Kuehne 
Acting Vice-President Academic and Provost

cc: President and Vice-Chancellor

Meeting Date: March 31, 2015

Subject: Minor in Visual Arts

Basis for Jurisdiction: Senate Committee on Planning meeting February 4, 2015
Senate meeting March 6, 2015

Previous Consultation: Senate Committee on Planning meeting February 4, 2015
Senate meeting March 6, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Minor in Visual Arts effective immediately.

Background:

Overview/nature of the academic program

The Minor in Visual Arts is designed to provide learning to individuals enrolled in undergraduate programs at UVic who are interested in exploring creative disciplines in Contemporary Visual Art. This program will provide complimentary value to existing Undergraduate Programs through the inherent creativity and critical thinking offered throughout all of the Visual Arts disciplines.

Alignment with the university's mission and strategic plan

Inspired teaching, interdisciplinary knowledge, research-intensive:

The Minor in Visual Arts will allow more UVic students to become involved in our richly interdisciplinary program and to engage with our own department's faculty members, all of whom are renowned for their research in this creative field. Contemporary Visual Art is rich with cross-disciplinary knowledge between science, humanities, health care, and social science. A Minor will allow students to apply knowledge from their other fields of study within U Vic to Visual Art as is being practiced today.

Building on the attributes of a liberal education, which include, most importantly, the capacity for critical thinking, good judgment and effective communication:

Teaching critical thinking is one of the key components of the Visual Arts program. Students gain skill in analyzing visual form, articulating cultural ideas and practices, and in developing dynamic group discussion in class critiques.

Experiential learning is a feature that distinguishes UVic:

All studio courses in Visual Arts integrate learning based on doing. Students work in the shop in metal and wood fabrication. They work in the media lab producing large-scale photos prints and videos. Student installation of artwork in exhibition spaces requires experiential analysis of spatial layout, lighting, and visitor movement within the exhibition space. Hands-on fabrication is second nature to our students in everyday studies. Studio classes involve the student and teacher in a one to one relationship, listening, showing, doing, discussing.

Senate/academic considerations

Campus-wide consultations with other units' Deans and Chairs, and Student Advising have resulted in extremely positive support, and the proposal was passed by the Senate Committee on Planning and Senate.

Demand and availability

The development of the Minor was prompted by student interest and demand. The Fine Arts Faculty Advising office has, for many years, received requests from students to initiate a Minor Degree in Visual Arts. Visual Arts conducted a survey of non-visual arts UVic students who completed or are enrolled in all Visual Arts 100 or 200 level courses from September 2012 to September 2014. Students were asked how likely it would be that they would enroll in a Visual Arts Minor Program were it to be offered. Of 363 students requested to complete the survey, 93 responded (25.34%). Of those, 77% answered "yes" or "maybe," suggesting a high level of interest in the Visual Arts Minor.

Resource implications

The addition of the Minor in Visual Arts is expected to fill out enrolment in 300 level Visual Arts courses that are currently somewhat under-enrolled. The number of students expected in the Minor Program would easily be integrated within current Visual Arts Majors Program course capacities. 100 and 200 level Visual Arts courses already have a high complement of non-visual art students and these are the students who will most likely want to continue on in the Minor program. Therefore no increase in funding or recruitment is expected to be necessary for successful enrolment at this time. Should the program lead to over-demand in enrolment; a cap would be put on enrolment.

Other relevant factors

The Minor program is easily integrated within the existing course curriculum of the Major program so no significant changes to Department in terms of faculty or resources are necessary. Minor students will be complementing the existing Major program by bringing their academic interests from other areas of the University to Visual Arts classes.

Attachment(s): Proposal for Minor in Visual Arts submitted to Senate March 6 2015



University
of Victoria

Associate Vice-President Academic Planning

PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel (250) 721-7012 Fax (250) 721-7216
E-mail avmateer@uvic.ca Web http://www.uvic.ca/vpac

MEMO

Date: March 6, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Minor in Visual Arts Proposal**

At its meeting of 4 February 2015, the Senate Committee on Planning discussed and approved the proposal for a Minor in Visual Arts. The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, subject to funding, the establishment of an Minor in Visual Arts, as described in the document "Proposal for a Minor in Visual Arts", dated October 15, 2014, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

:mam

Committee Membership:

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

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

Proposal for a Minor in Visual Arts
October 15, 2014
Department of Visual Arts, Faculty of Fine Arts

Summary of the Submission:

Minor in Visual Arts

The Minor in Visual Arts is a 16.5 unit undergraduate program, designed to provide learning opportunities to individuals enrolled in undergraduate programs at UVic who are interested in exploring creative disciplines offered in the Visual Arts Department. The Minor in Visual Arts will accommodate UVic students who have the desire to learn creative disciplines at a high level of academic rigour and application to the Contemporary field of Art. This program will provide complimentary value to other existing Undergraduate Programs through the inherent creativity and critical thinking offered throughout all Visual Arts disciplines.

Target Audience:

The target audience will be students enrolled in any of UVic's undergraduate programs. The proposed Minor in Visual Arts can be paired with any Honours or Major Program in any faculty. It could also be used as part of a General Degree in Humanities, Science, and Social Science. The Minor in Visual Arts would be an excellent complement to many other areas of study, including other areas within the Faculty of Fine Arts. Regardless of their home department, having the additional skills and knowledge provided in Visual Arts will enrich students' education and potentially broaden their employment prospects after graduation.

Target Date:

It is proposed that the program will first be offered in September 2015.

Description of the proposed Minor in Visual Arts:

This program will compliment other areas of study within the University of Victoria. Creative disciplines in the Visual Arts offered include: Drawing, Painting, Sculpture, Photography, Digital Media, and Interdisciplinary Media. Students enrolled in this Minor Program will take a variety of Introductory Level Studio Art courses and will then be able to choose their own direction in the Upper Level Studio Areas. Successful students will acquire knowledge and skill in their chosen areas including the ability for visual analysis and critical thinking.

To this end, the Minor in Visual Arts will provide a foundation for professional pursuits in the field of Contemporary Visual Art and may compliment expertise gained in combination with other areas of academic study.

Introduction and Rationale for the Program:

The proposed Minor in Visual Arts can be paired with any Honours or Major Program in any faculty. It could also be used as part of a General Degree in Humanities, Science, and Social Science. The Minor in Visual Arts would be an excellent complement to many other areas of study. Due to the interdisciplinary nature of Visual Arts, and the fact that other disciplines also feature visual materials, visual acuity, analysis of cultural materials, fabrication skills, creativity and critical thinking, the skills acquired in Visual Arts are complementary to many other disciplines. Examples would be, but not limited to a combination of Anthropology, Biology, Psychology (particularly Art Therapy), Environmental Studies, Women's Studies, English, Child and Youth Care, Art in Education. Of course this program will be of interest to students in other Fine Arts programs, as the complement of disciplines can be applied to many areas in Contemporary Art such as performance, video, sound, installation art and writing both in and about art. The Minor in Visual Art will complement the existing six Minors in the Faculty of Fine Arts (Music, Arts in Canada, Professional Writing in Journalism and Publishing, Film Studies, Film and Video Production and Art History and Visual Studies).

Student Demand

The rationale for the Minor was led by student demand. The Fine Arts Faculty Advising office has, for many years, received requests from students to initiate a Minor Degree in Visual Arts. We offer ART 100 and 200 level courses as electives for other programs. Many of the students who have completed one or more of these classes would like to further their studies in Visual Arts at the upper levels, but enrolment in upper level courses is limited to Visual Art Students. Many students pursuing a Major in another program would readily choose to do a Minor in Visual Arts as a complement to their Major area of study, but completing a double Major with Visual Arts would take them too many years to complete.

Visual Arts conducted a survey of non-visual arts UVic students who completed or are enrolled in all Visual Arts 100 or 200 level courses from September 2012 to September 2014. Students were asked how likely they would enrol in a Visual

Arts Minor Program were it to be offered. Of 363 students requested to complete the survey, 93 responded (25.34%). 44 (47.31%) responded “yes”. 28 (30.11%) responded “maybe”. 21 (22.58%) responded “no”. While recognizing that those responding represent those with the most interest, with over 77% of them answering “yes” or “maybe” we also recognize that this indicates that there is high interest in a Visual Arts Minor.

Enrolment Plan:

Many non-visual art students have already completed 100 and 200 level Studio Art courses. These students will be invited to enrol in the Minor in Visual Arts Program as soon as it is offered. Students will be permitted to declare their Minor in Visual Arts in the first year of study. They will be granted second priority in registering for Visual Arts courses following Visual Arts Majors, who are given first priority. Additionally, students who have already taken Studio Art courses already available university wide, once when registration opens these courses to non-visual arts students, will be permitted to declare their Visual Arts Minor at a later stage of their course of UVic studies. Declaring will allow them to register in all Visual Arts courses they have the prerequisites for in the second priority registration period following the Majors.

We are confident from our polling numbers that the addition of the Minor in Visual Arts will help bolster enrolment in 300 level Visual Arts courses that are currently slightly under-enrolled. New efficiencies implemented in the structure of the program have enabled the Department of Visual Arts to continue to offer a wide selection of courses for students while remaining within our existing operating expenses while building capacity. That is to say, the number of students we are expecting in the Minor Program would easily be integrated within our current Visual Arts Majors Program course capacities. No increase in funding or recruitment is expected to be necessary for successful enrolment at this time. Should the program lead to over-demand, a cap would be put on enrolment in the Minor Program. This can be accomplished either on a first-come-first-serve basis, or through a portfolio application as we currently perform yearly for entry into the Major Program. The Chair of Visual Arts will assess the state of demand for the program from year to year and will put a cap on maximum enrolment for the preceding year.

The Minor in Visual Arts furthers the University of Victoria Strategic Plan in that it promotes interdisciplinary study and would help foster creativity in many other disciplines and engages students in experientially learning opportunities through hands on work in studio environments. Our students also have regular

opportunities in these specialized classes for extensive one on one consultation with teaching and technical support staff.

The course delivery methods are already in place in that all required courses are currently offered. No new courses or staff would be required.

Sandra Meigs, Professor, Visual Arts Minor Proposal Committee Chair
smeigs@uvic.ca

Proposal for a Minor in Visual Arts

The Department of
Visual Arts

Paul Walde, Chair
Visual Arts
University of Victoria
visualartschair@uvic.ca

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Proposal for a Minor in Visual Arts
Department of Visual Arts

September 2014

PART I: Institutional and Program Identification

Credential to be awarded:

Minor in Visual Arts

The Minor in Visual Arts is a 16.5 unit undergraduate program, designed to provide learning opportunities to individuals enrolled in undergraduate programs at UVic who are interested in exploring creative disciplines offered in the Visual Arts Department. The Minor in Visual Arts will accommodate UVic students who have the desire to learn creative disciplines at a high level of academic rigour and application to the Contemporary field of Art. This program will provide complimentary value to other existing Undergraduate Programs through the inherent creativity and critical thinking offered throughout all Visual Arts disciplines.

Department and Faculty offering the proposed Minor:

The Department of Visual Arts in the Faculty of Fine Arts

Anticipated program start date:

September 2015

Description of the proposed Minor in Visual Arts:

This program will compliment other areas of study within the University of Victoria. Creative disciplines in the Visual Arts offered include: Drawing, Painting, Sculpture, Photography, Digital Media, and Interdisciplinary Media. Students enrolled in this Minor Program will take a variety of Introductory Level Studio Art courses and will then be able to choose their own direction in the Upper Level Studio Areas. Successful students will acquire knowledge and skill in their chosen areas including the ability for visual analysis and critical thinking. To this end, the Minor in Visual Arts will provide a foundation for professional pursuits in the field of Contemporary Visual Art and may compliment expertise gained in combination with other areas of academic study.

Introduction and Rationale for the Program:

The proposed Minor in Visual Arts can be paired with any Honours or Major Program in any faculty. It could also be used as part of a General Degree in Humanities, Science, and Social Science. The Minor in Visual Arts would be an excellent complement to many other areas of study. Due to the interdisciplinary nature of Visual Arts, and the fact that other disciplines also feature visual materials, visual acuity, analysis of cultural materials, fabrication skills, creativity and critical thinking, the skills acquired in Visual Arts are complementary to many other disciplines. Examples would be, but not limited to a combination of Anthropology, Biology, Psychology (particularly Art Therapy), Environmental Studies, Women's Studies, English, Child and Youth Care, Art in Education. Of course this program will be of interest to students in other Fine Arts programs, as the complement of disciplines can be applied to many areas in Contemporary Art such as performance, video, sound, installation art and writing both in and about art. The Minor in Visual Art will complement the existing six Minors in the Faculty of Fine Arts (Music, Arts in Canada, Professional Writing in Journalism and Publishing, Film Studies, Film and Video Production and Art History and Visual Studies).

Student Demand

The rationale for the Minor was led by student demand. The Fine Arts Faculty Advising office has, for many years, received requests from students to initiate a Minor Degree in Visual Arts. We offer ART 100 and 200 level courses as electives for other programs. Many of the students who have completed one or more of these classes would like to further their studies in Visual Arts at the upper levels, but enrolment in upper level courses is limited to Visual Art Students. Many students pursuing a Major in another program would readily choose to do a Minor in Visual Arts as a complement to their Major area of study, but completing a double Major with Visual Arts would take them too many years to complete.

Visual Arts conducted a survey of non-visual arts UVic students who completed or are enrolled in all Visual Arts 100 or 200 level courses from September 2012 to September 2014. Students were asked how likely they would enrol in a Visual Arts Minor Program were it to be offered. Of 363 students requested to complete the survey, 93 responded (25.34%). 44 (47.31%) responded "yes". 28 (30.11%) responded "maybe". 21 (22.58%) responded "no". While recognizing that those responding represent those with the most interest, with over 77% of them answering "yes" or "maybe" we also recognize that this indicates that there is high interest in a Visual Arts Minor.

Anticipated Contributions to the Mandate and Strategic plan of UVic:

Strategic Plan: Into the Future
 "Our programs engage and challenge through inspired
 teaching, incorporate the best disciplinary and

interdisciplinary knowledge and are enriched by our research-intensive environment.” (p.12 A Plan for the University of Victoria)

The Minor in Visual Arts will allow more UVic students to become involved in our richly interdisciplinary program and to engage with our own department’s faculty members, all of whom are renowned for their research in this creative discipline. Contemporary Visual Arts as a field of study is rich with cross disciplinary research between science, humanities, health care, and social science. A Minor will also allow more students to apply their knowledge from other fields of study within UVic, both within the Faculty of Fine Arts and other Faculties on campus, to the Visual Arts as they are being practiced today.

Strategic Plan: Into the Future

“They build on the attributes of a liberal education, which include, most importantly, the capacity for critical thinking, good judgment and effective communication.” (p.12 A Plan for the University of Victoria)

Teaching critical thinking is one of the key components of the Visual Arts program. Students gain skill in analyzing visual form, articulating cultural ideas and practices, and in developing dynamic group engagement in critique.

Strategic Plan: Quality: Academic Programs, Teaching and Learning

“We expect that programs will reflect the dynamic nature of the disciplines and evolving interdisciplinary areas.” (p. 25 A Plan for the University of Victoria)

Interdisciplinarity has acknowledged benefits for the expansion of knowledge. Visual Arts is inherently interdisciplinary. The works and research of Visual Artists has been crossing between disciplines for decades and more and more Visual Artists are being sought to participate in Research Teams for their highly valued contributions to area of Research Creation. Students also have a desire to apply their knowledge and experience from other fields. Immediately complimentary crossover possibilities include those connections between Music and field of Sound Art in Visual Arts; however, those seemingly more obscure possibilities such as between Oceanographic geology and Digital Media are equally rich in potential.

Strategic Plan: “Experiential learning is a feature that differentiates UVic from many institutions.” (p. 28)

All studio courses in Visual Arts integrate learning based through doing: Our students work in our metal and wood fabrication facilities, they utilize media lab producing large-scale photographic prints and videos, as well as draw and paint in our state-of-the-art two dimensional media studios. Student installation of artwork in exhibition spaces requires an experiential analysis of spatial properties, lighting, and visitor movement within the exhibition space. Hands-on fabrication is second nature to our students in everyday studies. Our studio

classes engage the student and teacher in a one to one relationship of listening, showing, doing, and talking.

Target Audience:

The target audience will be students enrolled in any of UVic's undergraduate programs. The proposed Minor in Visual Arts can be paired with any Honours or Major Program in any faculty. It could also be used as part of a General Degree in Humanities, Science, and Social Science. The Minor in Visual Arts would be an excellent complement to many other areas of study, including other areas within the Faculty of Fine Arts. Regardless of their home department, having the additional skills and knowledge provided in Visual Arts will enrich students' education and potentially broaden their employment prospects after graduation.

Program Content:

The content for this program will all be delivered through courses currently offered in the Undergraduate Calendar in the Visual Arts department.

Delivery Methods:

Required courses, all from within already existing Visual Arts curriculum, will, in majority, be delivered face to face in our state-of-the-art Studio Facility on campus. ART 150 (Art Theory) is a large enrolment lecture course that is delivered face to face in a campus lecture hall.

Enrolment Plan:

Many non-visual art students have already completed 100 and 200 level Studio Art courses. These students will be invited to enrol in the Minor in Visual Arts Program as soon as it is offered. Students will be permitted to declare their Minor in Visual Arts in the first year of study. They will be granted second priority in registering for Visual Arts courses following Visual Arts Majors, who are given first priority. Additionally, students who have already taken Studio Art courses already available university wide, once when registration opens these courses to non-visual arts students, will be permitted to declare their Visual Arts Minor at a later stage of their course of UVic studies. Declaring will allow them to register in all Visual Arts courses they have the prerequisites for in the second priority registration period following the Majors.

We are confident from our polling numbers that the addition of the Minor in Visual Arts will help bolster enrolment in 300 level Visual Arts courses that are currently slightly under-enrolled. New efficiencies implemented in the structure

of the program have enabled the Department of Visual Arts to continue to offer a wide selection of courses for students while remaining within our existing operating expenses while building capacity. That is to say, the number of students we are expecting in the Minor Program would easily be integrated within our current Visual Arts Majors Program course capacities. No increase in funding or recruitment is expected to be necessary for successful enrolment at this time. Should the program lead to over-demand, a cap would be put on enrolment in the Minor Program. This can be accomplished either on a first-come-first-serve basis, or through a portfolio application as we currently perform yearly for entry into the Major Program. The Chair of Visual Arts will assess the state of demand for the program from year to year and will put a cap on maximum enrolment for the preceding year.

Student Evaluation:

The student evaluation process and grading scale would be the same as is currently in place within the Visual Arts department.

PART II: Program Description

Summary of Existing Programs in the Department

Presently the Department of Visual Arts offers a BFA Major degree and a Combined Major Program in Visual Arts and Computer Science.

The Major degree requires 31.5 units of department offerings. At least 21 units of the required units within the department must be taken at the 300 level or above. ART 150, 1.5 units is a mandatory course. At least 21 units of the 60 unit degree requirement must be chosen from outside the Department of Visual Arts, including 6 units of History in Art.

The Combined Major Program in Visual Arts and Computer Science may lead to either a Bachelor of Fine Arts Degree or a Bachelor of Science Degree. This program requires combined courses from both the Department of Visual Arts and the Department of Computer Science, a total of 30 units at the 100 and 200 level and a total of 30 units at the 300 and 400 level.

The Minor in Visual Arts would require 16.5 units of department offerings. 6.5 units of Visual Arts courses at the 100 or 200 level would be required. At least 9 of these required units must be taken at the 300 level or above. ART 150 is a mandatory course.

Required courses in proposed Minor:

The required 6 units of 100 and 200 level Art Studio credits would be chosen from the following offerings:

ART 103 1.5 units Foundation Drawing and Painting

One of four courses forming the foundation year for studies in Visual Arts, this course is divided into two modules. The drawing module introduces the methods, materials and concerns in contemporary drawing through studio exercises and projects. The painting module introduces contemporary painting through studio projects exploring fundamental elements, materials and concepts.

ART 104 1.5 units Foundation Sculpture and Material Methods

One of four courses forming the foundation year for studies in Visual Arts, this course focuses on the processes and ideas associated with material technologies in the visual arts and with the practices of contemporary sculpture. Students will explore a range of workshop studio practices and theoretical issues.

ART 105 1.5 units Foundation Photography and Video Art

One of four courses forming the foundation year for studies in Visual Arts, this course focuses on the processes and ideas associated with the practices of contemporary photography and video art. Students will explore a range of studio practices and theoretical issues.

ART 106 1.5 units Foundation Core Media Technologies and Arts

One of four course forming the foundation year for studies in Visual Arts, this course focuses on the core digital technologies applicable to visual arts.

ART 201 1.5 units Drawing

An introduction to concerns and methods in contemporary drawing. Students will gain experience in a range of studio practices as well as theoretical issues through projects and critiques.

ART 202 1.5 units Drawing

A continuation of 201. Students will move towards a more independent way of working.

ART 211 1.5 units Painting

A studio introduction to painting and related areas.

ART 212 1.5 units Painting

An extension of 211.

ART 221 1.5 units Sculpture

An introduction to concerns and methods in contemporary sculpture. Students will experience a broad range of studio practices as well as explore theoretical issues. Short projects and critiques are the standard format for this class.

ART 222 1.5 units Sculpture

A continuation of 221; students will continue to develop their study of contemporary sculptural practices, with an increasing focus on their ability to undertake independent work.

ART 241 1.5 units Photography

An introduction to analog black and white photography. Students will learn basic camera techniques and darkroom procedures as well as being given projects that explore contemporary issues in art photography.

ART 242 1.5 units Photography

A continuation of 241, including both practical and theoretical aspects of digital and film-based contemporary art photography.

ART 261 1.5 units Digital Media Arts

In introduction to concerns and methods in the contemporary practice of digital media in a computer lab environment including web development, audio and computer assisted design.

ART 262 1.5 units Digital Media Arts

An extension of digital arts will be extended to animation, artist book design and 2 and 3D rendering. Computer programs relevant to the above will be introduced.

ART 271 1.5 units Video Art

An introduction to the basic technical and aesthetic concepts in video production. The film and video works of contemporary artists will be explored.

ART 272 1.5 units Video Art

A continuation of 271; alternative imaging concepts, projection systems, computer displays and installation techniques will be discussed. Video will be dealt with as an extension of a contemporary art practice.

The required 9 units of 300 or 400 level Art Studio offerings will be chosen from the following:

ART 300 3 units Drawing

Advanced course in drawing.

ART 306 6 units Studies in Drawing, Photo, Media and Interdisciplinary Practices I

Intermediate application of conceptual, technical and creative skills in the independent research and production of self directed projects in the areas of drawing, photo, digital media and interdisciplinary practices. Understanding that academic explorations are linked with art practice, students will explore the contextualization of their work in relation to significant areas of contemporary thought. Team taught by faculty from Visual Arts and other disciplines, this course includes both studio and seminar components.

ART 310 3 units Painting

Advanced course in painting.

ART 320 3 units Sculpture

Advanced course in sculpture.

ART 334 3 units Multi-Media Printmaking

A studio course placing emphasis on the use of a variety of media in printmaking.

ART 340 3 units Photography

The development of more advanced skills in digital and/or film-based technologies as well as independent research and production as they pertain to contemporary art photography.

ART 351 3 units Special Studies

The study of a specialized topic or area and its relationship to practice.

ART 352 3 units Audain Studio Seminar

This course will be led by the Audain Professor of Contemporary Art Practice of the Pacific Northwest; course content will vary in accord with the area of expertise of the Audain Professor

ART 360 3 units Extended Media Practices

This course extends the dialogue and techniques of ART 260 and 261 with a special focus on the application and effect of new technologies on contemporary practices, the hybridization of long-standing traditional and intermedia disciplines such as sound, performance, light and those conceptual practices that lie outside of traditional artmaking.

ART 370 3 units Digital Video Art

An advanced course in digital video art. Relevant computer programs to capture and manipulate video will be used.

ART 380 1.5 units Curatorial Direction

Using the resources of the Visual Arts Department, students will learn to develop ideas around the exhibition of works of art. This may include organizing thematic group shows, solo exhibitions, promotion, cataloguing, presentation and fund-raising.

ART 390 1.5 to 4.5 units Directed Studies in Visual Arts

This course will be developed in consultation with the instructor and the Chair of the department.

ART 395 6 units Visual Structures in the Imaginative Realm I

Enhanced education for the creation of objects and images within a studio-centered context. Sculpture, painting and installation form core areas for creative research with a broad experimental approach. Cross-disciplinary knowledge and the relationship of studio production to the built environment will guide students towards working independently. Team taught by faculty from Visual Arts and other disciplines; includes seminar component.

ART 490 1.5 or 3 units Directed Studies

This course is for advanced students who have a shared field of interest with a particular instructor. Students are expected to have a well-developed proposal prepared in order to apply to an instructor for supervision.

The following 1.5 units is a required course:

ART 150 1.5 units Introduction to Contemporary Art Theory: Practice and Criticism

A lecture course introducing the terms and concepts necessary for an understanding of contemporary art.

Proposed Minor in Relation to programs at other BC/Canadian Institutions:

There are currently sixteen Minor Programs in Visual Arts offered throughout Canadian Institutions. Five of these are British Columbia universities. This indicates that there is both a demand for such a program, as well as proven value in the offering. There is some variance in these programs however, as they all have similar curriculum expectations in terms of the amount of course credits required at both the lower and upper levels of study. All of these programs require less than the Major Programs. This indicates that a Minor will pair well with a General Degree or with a Major Degree in another area to allow the student to have some expertise in the area of Visual Art while being able to graduate in a timely manner.

The sixteen Minor Program descriptions are attached in Appendix D.

Proposed Minor in Relation to programs at UVic:

As stated in the Rationale, the proposed Minor in Visual Arts can be paired with any Honours or Major Program in any faculty. It could also be used as part of a General Degree in Humanities, Science, and Social Science. The Minor in Visual Arts would be an excellent complement to many other areas of study. Due to the interdisciplinary nature of Visual Arts, and the fact that other disciplines also feature visual materials, visual acuity, analysis of cultural materials, fabrication skills, creativity and critical thinking, the skills acquired in the Visual Arts are complementary to many other disciplines.

Appendix A:
Minor in Visual Arts Consultations

Minor in Visual Arts Consultations

Faculty of Fine Arts		
Department of Writing, Chair	David Leach	dleach@uvic.ca
School of Music, Director	Susan Lewis	sglewis@uvic.ca
Faculty of Fine Arts, Student Advising	Anne Heintz	aheintz@uvic.ca
Department of Theatre, Chair	Allana Lindgren	theatrechair@uvic.ca
Department of Art History & Visual Studies, Chair	Catherine Harding	charding@uvic.ca

Other Faculties and Departments

Department of Curriculum & Instruction	Michael Emme	memme@uvic.ca
Associate Dean of Undergraduate Programs, Faculty of Education	Helen Raptis	advp@uvic.ca
Dean and Landsdowne Professor of International Business, Gustavson School of Business	Saul Klein	bizdean@uvic.ca
Department of Women's Studies, Chair	Annalee Lepp	alepp@uvic.ca
Associate Dean, Faculties of Humanities, Science and Social Science, Academic Advising	Cindy Holder	cholder@uvic.ca
Associate Dean, Human and Social Development	Lauren Shields	lshields@uvic.ca
Dean, Faculty of Social Science	Catherine Krull	soscdean@uvic.ca
Student Advising		
Academic Advising and International Student Services, Student Services	Susan Corner	diradva@uvic.ca
Student Affairs Registrar, Office of the Registrar, Division of Student Affairs	Lauren Charlton	ljc@uvic.ca

Appendix B
Letters of Support

Tuesday, 2 September, 2014 11:53:04 AM Pacific Daylight Time

Subject: Re: Proposal for a Minor in Visual Arts
Date: Monday, 1 September, 2014 4:22:49 PM Pacific Daylight Time
From: Writing Chair
To: Sandra Meigs, Paul Walde
CC: Lee Henderson

writing

Hi Sandra & Paul:

I finally had a chance to look at the Visual Arts Minor. It looks great to me. And Writing definitely supports it. It would be a natural match for many of our Majors, especially now that we have Lee Henderson, an experienced writer on the visual arts, and Kevin Kerr, who does a lot of trans-disciplinary work that integrates visual design, on our faculty.

Lee is teaching a course in the History of the Graphic Novel (WRIT 410) in January and it will likely repeat every other year. It may interest your Minor students (and Majors). He has also taught workshops in the past that bring together Writing Majors and Visual Arts students to do graphic novels. This might be another opportunity for talented Minors. I'm not sure on the details of how he linked your department and ours, but I definitely support more of that kind of collaboration. I will CC Lee (who is on leave this term) so he's in the loop with your Proposed Minor.

We are also working on a proposed Minor in Creative Writing, but it won't be ready for next year. I will pass by our plans once they are off the drafting table.

We are also looking at starting a first year course in Writing for (and about) the Arts that might be a good fit for students in either of your programs looking to improve their communication skills. Again, that's just in the planning stage, but we're hoping to offer a test-run section next year.

Thanks!

David

David Leach
 Chair, Department of Writing
 Fine Arts 249, University of Victoria
 dleach@uvic.ca, (250) 721-7627
 Tw: @LeachWriter
 Sk: david_a_leach

From: Sandra Meigs <smeigs@uvic.ca>
Date: Wednesday, 27 August, 2014 2:50 PM
To: Catherine Harding <charding@uvic.ca>, Writing Chair <writingchair@uvic.ca>, Director of the Music School <musdir@uvic.ca>, Theatre Chair <theatrechair@uvic.ca>
Cc: Paul Walde <pwalde@uvic.ca>, Visual Arts Chair <visualartschair@uvic.ca>
Subject: Proposal for a Minor in Visual Arts

Hello Catherine, Susan, David and Allana,

I am working on a proposal for a Minor in Visual Arts that we hope can take affect September 2015. If all goes well, it will be presented for Faculty approval at the next Fine Arts Meeting. I'm sending out a preliminary summary to you, to check in and make sure everyone is on board. If you have any curriculum concerns that would affect your programs, could you let me know. If you do support this, your feedback is also most welcome. I know that many of our students do double majors with your areas, and the minor might also make more complimentary

studies possible for them.

Let me know if you have any questions. I'm working on the details with Anne Heintz.

Thanks,

Sandra Meigs, Professor, Visual Arts

250 721 8012

Smeigs@uvic.ca

Tuesday, 2 September, 2014 11:53:53 AM Pacific Daylight Time

Subject: RE: Proposal for a Minor in Visual Arts
Date: Thursday, 28 August, 2014 11:06:56 AM Pacific Daylight Time
From: Music Director
To: Sandra Meigs

music

Thanks so much, Sandra, for sharing the proposal for a Minor in Visual Arts. This looks like a great initiative that will offer students more options and highlight the excellent courses and work that you and your colleagues are doing in Visual Arts. I'm pleased to lend support for the proposal and wish you the best in moving it forward, Susan

Dr. Susan Lewis, Director
School of Music
University of Victoria
P.O. Box 1700 STN CSC
Victoria, BC V8W2Y2
Tel. 250 721-7901
sglewis@uvic.ca

From: Sandra Meigs
Sent: August-27-14 2:51 PM
To: Catherine Harding; Writing Chair; Director of the Music School; Theatre Chair
Cc: Paul Walde; Visual Arts Chair
Subject: Proposal for a Minor in Visual Arts

Hello Catherine, Susan, David and Allana,

I am working on a proposal for a Minor in Visual Arts that we hope can take affect September 2015. If all goes well, it will be presented for Faculty approval at the next Fine Arts Meeting. I'm sending out a preliminary summary to you, to check in and make sure everyone is on board. If you have any curriculum concerns that would affect your programs, could you let me know. If you do support this, your feedback is also most welcome. I know that many of our students do double majors with your areas, and the minor might also make more complimentary studies possible for them.

Let me know if you have any questions. I'm working on the details with Anne Heintz.

Thanks,

Sandra Meigs, Professor, Visual Arts
250 721 8012
Smeigs@uvic.ca

Saturday, 20 September, 2014 1:11:55 PM Pacific Daylight Time

Subject: RE: Proposal for a Minor in Visual Arts
Date: Sunday, 7 September, 2014 5:56:58 PM Pacific Daylight Time
From: Theatre Chair
To: Sandra Meigs

Theatre

Dear Sandra,

Thanks for the opportunity to reply to the Visual Arts minor proposal. Theatre is thinking about implementing a minor, too, so I was particularly interested to read about your department's plans.

It's clear your department has put a lot of thought into this proposal. It's well reasoned and sounds like it will offer students an exciting educational option.

Good luck!
Allana

Dr. Allana C. Lindgren
Associate Professor
Chair, Department of Theatre
University of Victoria
PO Box 1700, STN CSC
Victoria, British Columbia
Canada V8W 2Y2
Phone: 250.721.7991

From: Sandra Meigs
Sent: 27 August 2014 14:50
To: Catherine Harding; Writing Chair; Director of the Music School; Theatre Chair
Cc: Paul Walde; Visual Arts Chair
Subject: Proposal for a Minor in Visual Arts

Hello Catherine, Susan, David and Allana,

I am working on a proposal for a Minor in Visual Arts that we hope can take affect September 2015. If all goes well, it will be presented for Faculty approval at the next Fine Arts Meeting. I'm sending out a preliminary summary to you, to check in and make sure everyone is on board. If you have any curriculum concerns that would affect your programs, could you let me know. If you do support this, your feedback is also most welcome. I know that many of our students do double majors with your areas, and the minor might also make more complimentary studies possible for them.

Let me know if you have any questions. I'm working on the details with Anne Heintz.

Thanks,

Sandra Meigs, Professor, Visual Arts

250 721 8012

Smeigs@uvic.ca

Saturday, 20 September, 2014 1:04:26 PM Pacific Daylight Time

Subject: Art History approval of minor in Visual Arts
Date: Wednesday, 17 September, 2014 10:17:22 AM Pacific Daylight Time
From: Catherine Harding
To: Paul Walde, Sandra Meigs

Art History

Dear Paul and Sandra, thank you for sending me your proposed curriculum change, instituting a Minor in Visual Arts. I believe that this is a good development for our Faculty, and it may well broaden out the training of some students in Art History and Visual Studies.

Please let me know if there is any other information you need in this memo conveying approval of your plans. I will be giving Paul a hard copy of our proposed programme change in Art History and Visual Studies at today's meeting for your review.

Best wishes,
Catherine

Dr. Catherine Harding
Chair & Associate Professor,
Late Medieval and Early Renaissance Italian Art,
Department of Art History & Visual Studies,
University of Victoria, Victoria, B.C.,
Canada, V8W 2Y2.
tel: 1-250-721-7940
fax: 1-250-721-7941
charding@uvic.ca

Art Education



**University
of Victoria**

Dr. Michael J. Emme
Associate Professor, Art Education
PO Box 3010 STN CSC
Department of Curriculum & Instruction
Faculty of Education
University of Victoria
Victoria, BC V8W 3N4, Canada
(250) 721-7896
memme@uvic.ca

Sandra Meigs
Department of Visual Art
University of Victoria
PO Box 1700 STN CSC
Victoria BC V8W 2Y2
CANADA

September 12, 2011

Dear Sandra:

Thank you for the information you sent regarding the proposed minor in Visual Arts and for the opportunity to discuss the relationships between our programmes in your office recently. My colleagues (Drs. Dalton, Bergland and Wiebe) and I have reviewed the courses and requirements for the minor. It is our shared feeling that the opportunity for Art Education majors to go through your portfolio process and access experience and instruction in upper-level Visual Art courses as part of that minor should be both appealing and beneficial for students hoping for intensive preparation in critical discourse and studio practice before entering the public school classroom.

Please consider this letter an endorsement from the Art Education area in the Faculty of Education for your proposed minor. I hope that this can represent the first in further opportunities for our shared focus on art and our students. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Michael J. Emme".

Dr. Michael J. Emme

Sunday, 11 January, 2015 12:36:33 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Tuesday, 16 December, 2014 5:42:49 PM Pacific Standard Time
From: Fine Associate Dean
To: Helen Raptis
CC: Anne Heintz, Fine Associate Dean

Faculty of Education

Hi Helen,

Thanks for this reply. I think the unit requirements for the proposed Minor align with the other Minors we offer in the Faculty, e.g. in History in Art (Art History and Visual Studies). I'll consult with the unit to see if there was any additional thinking behind this, but perhaps Anne also has some thoughts on this.

Eva

Dr. Evanthia Baboula
 Department of Art History and Visual Studies
 Associate Dean, Faculty of Fine Arts
 Ph: 250 721 7756

From: Helen Raptis
Sent: December-16-14 5:03 PM
To: Fine Associate Dean
Subject: Re: Proposed Minor in Visual Arts

Hi Eva,

Thanks for copying me on this email to Ralf. I have read through your proposal and summary for a Minor in Visual Arts. I think that such a program would be well received among UVic students since it could nicely compliment almost any major area of study. My only question pertains to the number of required units (16.5). Most of UVic's minors range from 9.0 to 12.0 units. I noticed that the Visual Arts minors at other institutions are a little heavier. But I'm wondering if there's a rationale for exceeding the range at UVic?

Cheers,

Helen

— Helen Raptis
 Associate Dean of Undergraduate Programs
 Faculty of Education
 University of Victoria
 P.O. Box 1700, Stn CSC
 Victoria, BC, V8W 2Y2
 250-721-6570

From: Fine Associate Dean <fineassociatedean@uvic.ca>
Date: Sunday, November 23, 2014 at 1:40 PM
To: "Ralf St. Clair - Dean of Education" <deaneduc@uvic.ca>
Cc: Visual Arts Chair <visualartschair@uvic.ca>, Faculty of Education <adup@uvic.ca>, Sandra Meigs <smeigs@uvic.ca>, Fine Associate Dean <fineassociatedean@uvic.ca>, Fine Arts Dean <finedeans@uvic.ca>
Subject: Proposed Minor in Visual Arts

Dear Ralph,

I would appreciate your feedback on the following:

The department of Visual Arts has prepared a proposal for a Minor that is ready to go to the Senate Committee on Planning for approval. The department has consulted with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Visual Arts is currently undertaking consultation with faculties outside Fine Arts and I have been asked to help with that process. Would you mind checking the attached documents and providing some feedback on the proposed program? This proposal follows the recent creation of Minors by the department of Art History and Visual Studies (formerly History in Art), as well as Writing (Professional Writing in Journalism and Publishing), and hopes to provide further links between students from Fine Arts and other faculties. The proposed Minor in Visual Arts can be combined with any Honours or Major Program in any faculty, or serve as part of a General Degree in Humanities, Science, and Social Science.

Visual Arts is hoping to get this item on the agenda for the 7th January meeting of the SCP. I would greatly appreciate your comments before that date, if possible by 19th December (deadline for agenda for the SCP meeting).

Please direct your feedback either to me or the Department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca)

Kind regards,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756
fineassociatedean@uvic.ca

Sunday, 11 January, 2015 12:34:56 PM Pacific Standard Time

Subject: Re: Proposed Minor in Visual Arts
Date: Wednesday, 17 December, 2014 12:31:40 PM Pacific Standard Time
From: Helen Raptis
To: Anne Heint, Fine Associate Dean

Thanks for letting me know Ann,

It seems that the VA minor is in keeping with others within FA.

Cheers,

Helen

-- Helen Raptis
Associate Dean of Undergraduate Programs
Faculty of Education
University of Victoria
P.O. Box 1700, Stn CSC
Victoria, BC, V8W 2Y2
250-721-6570

From: Anne Heint <aheint@uvic.ca>
Date: Wednesday, December 17, 2014 at 9:29 AM
To: Fine Associate Dean <fineassociatedean@uvic.ca>, Faculty of Education <adup@uvic.ca>
Subject: Re: Proposed Minor in Visual Arts

Dear Helen:

Minors can be as small as 9 units but can go as high as the department/school determines. Our Music Minor is 21.0 units. There are lots of Minors that have 15.0 units, English, History, History in Art etc. In Fine Arts we want our Minors to qualify for the General Degree in Humanities and Social Sciences so our Minors have to have 9.0 units of courses at the 300/400 level. We then have to determine what a student needs to be successful in those 9.0 units. Usually that is 3.0 units at the 100 level and 3.0 units at the 200 level to prepare them for the 300/400 levels. In the case of Visual Arts all the 200 and 300 and 400 level have prerequisites therefore students have to take the 200 level prerequisites for their 300/400 levels and those 200 levels have 100 level prerequisites. Visual Arts has also determined that students need the course content of ART 150. Therefore that is 16.5 units in the Minor.

If you have further questions please email me.

Cheers
Anne

--
Anne Heint
Undergraduate Advisor
Faculty of Fine Arts
Fine Arts Building, room 119
p: 250-472-5165
f: 250-721-7748
email: aheint@uvic.ca

From: Fine Associate Dean <fineassociatedean@uvic.ca>
Date: Tuesday, 16 December, 2014 5:42 PM
To: Helen Raptis <adup@uvic.ca>
Cc: aheini <aheini@uvic.ca>, Fine Associate Dean <fineassociatedean@uvic.ca>
Subject: RE: Proposed Minor in Visual Arts

Hi Helen,

Thanks for this reply. I think the unit requirements for the proposed Minor align with the other Minors we offer in the Faculty, e.g. in History in Art (Art History and Visual Studies). I'll consult with the unit to see if there was any additional thinking behind this, but perhaps Anne also has some thoughts on this.

Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756

From: Helen Raptis
Sent: December-16-14 5:03 PM
To: Fine Associate Dean
Subject: Re: Proposed Minor in Visual Arts

Hi Eva,

Thanks for copying me on this email to Ralf. I have read through your proposal and summary for a Minor in Visual Arts. I think that such a program would be well received among UVic students since it could nicely compliment almost any major area of study. My only question pertains to the number of required units (16.5). Most of UVic's minors range from 9.0 to 12.0 units. I noticed that the Visual Arts minors at other institutions are a little heavier. But I'm wondering if there's a rationale for exceeding the range at UVic?

Cheers,

Helen

— Helen Raptis
Associate Dean of Undergraduate Programs
Faculty of Education
University of Victoria
P.O. Box 1700, Stn CSC
Victoria, BC, V8W 2Y2
250-721-6570

From: Fine Associate Dean <fineassociatedean@uvic.ca>
Date: Sunday, November 23, 2014 at 1:40 PM
To: "Ralf St. Clair - Dean of Education" <deaneduc@uvic.ca>
Cc: Visual Arts Chair <visualartschair@uvic.ca>, Faculty of Education <adup@uvic.ca>, Sandra Meigs <smeigs@uvic.ca>, Fine Associate Dean <fineassociatedean@uvic.ca>, Fine Arts Dean <finedean@uvic.ca>
Subject: Proposed Minor in Visual Arts

Dear Ralph,

I would appreciate your feedback on the following:

The department of Visual Arts has prepared a proposal for a Minor that is ready to go to the Senate Committee on Planning for approval. The department has consulted with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Visual Arts is currently undertaking consultation with faculties outside Fine Arts and I have been asked to help with that process. Would you mind checking the attached documents and providing some feedback on the proposed program? This proposal follows the recent creation of Minors by the department of Art History and Visual Studies (formerly History in Art), as well as Writing (Professional Writing in Journalism and Publishing), and hopes to provide further links between students from Fine Arts and other faculties. The proposed Minor in Visual Arts can be combined with any Honours or Major Program in any faculty, or serve as part of a General Degree in Humanities, Science, and Social Science.

Visual Arts is hoping to get this item on the agenda for the 7th January meeting of the SCP. I would greatly appreciate your comments before that date, if possible by 19th December (deadline for agenda for the SCP meeting).

Please direct your feedback either to me or the Department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca)

Kind regards,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756
fineassociatedean@uvic.ca

Sunday, 11 January, 2015 12:36:01 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Wednesday, 17 December, 2014 9:47:27 AM Pacific Standard Time
From: Fine Associate Dean
To: Anne Heint, Helen Raptis
CC: Fine Associate Dean

Helen,

Thanks for raising this point. It has helped us realise that we have to fix a small glitch with some of the lower-level courses included in the proposal!

Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
University of Victoria, Canada
Ph: 250 721 7756
fineassociatedean@uvic.ca

From: Anne Heint
Sent: December-17-14 9:29 AM
To: Fine Associate Dean; Helen Raptis
Subject: Re: Proposed Minor in Visual Arts

Dear Helen:

Minors can be as small as 9 units but can go as high as the department/school determines. Our Music Minor is 21.0 units. There are lots of Minors that have 15.0 units, English, History, History in Art etc. In Fine Arts we want our Minors to qualify for the General Degree in Humanities and Social Sciences so our Minors have to have 9.0 units of courses at the 300/400 level. We then have to determine what a student needs to be successful in those 9.0 units. Usually that is 3.0 units at the 100 level and 3.0 units at the 200 level to prepare them for the 300/400 levels. In the case of Visual Arts all the 200 and 300 and 400 level have prerequisites therefore students have to take the 200 level prerequisites for their 300/400 levels and those 200 levels have 100 level prerequisites. Visual Arts has also determined that students need the course content of ART 150. Therefore that is 16.5 units in the Minor.

If you have further questions please email me.

Cheers
Anne

--
Anne Heint
Undergraduate Advisor
Faculty of Fine Arts
Fine Arts Building, room 119
p: 250-472-5165
f: 250-721-7748
email: ahaint@uvic.ca

From: Fine Associate Dean <fineassociatedean@uvic.ca>

Sunday, 11 January, 2015 12:35:19 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Wednesday, 17 December, 2014 11:47:44 AM Pacific Standard Time
From: Fine Associate Dean
To: Dean Gustavson B-School
CC: Visual Arts Chair, Sandra Meigs, Fine Associate Dean

School of Business

Dear Saul,

Thank you for taking time to consider the proposal for the Minor in Visual Arts and providing your feedback.

All the best for the coming year.

Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756

From: Dean Gustavson B-School
Sent: November-25-14 5:11 PM
To: Fine Associate Dean
Cc: Visual Arts Chair; Sandra Meigs; Fine Arts Dean
Subject: RE: Proposed Minor in Visual Arts

Dear Eva,

Thank you for sending me the proposal for a Minor in Visual Arts. It looks like a very interesting program and I applaud the move to promote interdisciplinary education.

In terms of our undergraduate offerings, however, there is no opportunity here. Our BCom students cannot do Minors in other fields; they don't have room in their programs to pursue many upper-level courses outside of Business.

There are opportunities for our pre-Commerce students to take introductory Visual Arts classes, and I hope that they will do so. I also hope that some will see the benefits of taking Visual Arts Minor courses as part of their elective component.

Good luck,

Saul

Saul Klein, PhD
Dean & Lansdowne Professor of International Business
Gustavson School of Business
University of Victoria
PO Box 1700 STN CSC Victoria BC Canada V8W 2Y2
Email: bizdean@uvic.ca; Ph: (250) 721-6422
web: www.uvic.ca/gustavson
The world looks different from here.

From: Fine Associate Dean
Sent: November-24-14 2:12 PM
To: Dean Gustavson B-School
Cc: Fine Associate Dean; Visual Arts Chair; Sandra Meigs; Fine Arts Dean
Subject: Proposed Minor in Visual Arts

Dear Dr. Klein,
I would appreciate your feedback on the following:

The department of Visual Arts has prepared a proposal for a Minor that is ready to go to the Senate Committee on Planning for approval. The department has consulted with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Visual Arts is currently undertaking consultation with faculties outside Fine Arts and I have been asked to help with that process. Would you mind checking the attached documents and providing some feedback on the proposed program? This proposal follows the recent creation of Minors by the department of Art History and Visual Studies (formerly History in Art), as well as Writing (Professional Writing in Journalism and Publishing), and hopes to provide further links between students from Fine Arts and other faculties. The proposed Minor in Visual Arts can be combined with any Honours or Major Program in any faculty, or serve as part of a General Degree in Humanities, Science, and Social Science.

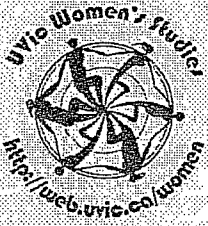
Visual Arts is hoping to get this item on the agenda for the 7th January meeting of the SCP. I would greatly appreciate your comments before that date, if possible by 19th December (deadline for agenda for the SCP meeting).

Please direct your feedback either to me or the Department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca)

Kind regards,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756
fineassociatedean@uvic.ca

Women's Studies



Memo from the Department of Women's Studies

Date: September 9, 2014

To: Sandra Meigs, Visual Arts

From: Annalee Lepp, Chair, Department of Women's Studies

Re: Proposal for a Minor in Visual Arts

The Department of Women's Studies strongly supports the proposed minor in Visual Arts. As discussed at our department meeting on 8 September 2014, Women's Studies faculty members indicated that such an interdisciplinary minor would be an excellent complement to a Major or Honours program in Women's Studies. A number of our students have taken courses in the Visual Arts program and some have expressed disappointment that such a minor did not exist. In this way, it does fill a gap in student demand.

For these reasons, the Women's Studies Department strongly endorses the establishment of this minor.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Lepp', is written over the word 'Sincerely,'.

Sunday, 11 January, 2015 12:35:40 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Wednesday, 17 December, 2014 11:32:07 AM Pacific Standard Time
From: Fine Associate Dean
To: Cindy Holder - Associate Dean, Academic Advising
CC: John Archibald - Dean Hums, sciedean, Catherine Krull - Dean, SOSC, Susan Corner - Director, Academic Advising, Joyce Gutensohn, Fine Associate Dean

Hi Cindy,

Thank you for taking the time to look through this and sending feedback.
Much appreciated.

Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250-721-7756

From: Cindy Holder - Associate Dean, Academic Advising
Sent: December-10-14 2:49 PM
To: Fine Associate Dean
Cc: John Archibald - Dean Hums; sciedean; Catherine Krull - Dean, SOSC; Susan Corner - Director, Academic Advising; Joyce Gutensohn
Subject: RE: Proposed Minor in Visual Arts

Hi Eva –

Thanks very much for your request for feedback on the Faculty of Fine Arts proposal for a Minor in Visual Arts. The Faculties of Humanities, Science and Social Sciences have no concerns regarding this proposal. Both the Advising Centre and the Faculties appreciate Ann Heintz's work in initiating and maintaining contact with Joyce Gutensohn, who is the Academic Advising Consultant for our Faculties, from the initial stages of the proposal. We believe that our students will welcome this addition to their program options.

Sincerely,

Cindy

From: Fine Associate Dean
Sent: November-23-14 1:35 PM
To: Cindy Holder - Associate Dean, Academic Advising
Cc: Fine Associate Dean; Visual Arts Chair; Sandra Meigs; Fine Arts Dean
Subject: Proposed Minor in Visual Arts

Hello Cindy,

I would appreciate your feedback on the following:

The department of Visual Arts has prepared a proposal for a Minor that is ready to go to the Senate

Committee on Planning for approval. The department has consulted with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Visual Arts is currently undertaking consultation with faculties outside Fine Arts and I have been asked to help with that process. Would you mind checking the attached documents and providing some feedback on the proposed program? This proposal follows the recent creation of Minors by the department of Art History and Visual Studies (formerly History in Art), as well as Writing (Professional Writing in Journalism and Publishing), and hopes to provide further links between students from Fine Arts and other faculties. The proposed Minor in Visual Arts can be combined with any Honours or Major Program in any faculty, or serve as part of a General Degree in Humanities, Science, and Social Science.

Visual Arts is hoping to get this item on the agenda for the 7th January meeting of the SCP. I would greatly appreciate your comments before that date, if possible by 19th December (deadline for agenda for the SCP meeting).

I am also sending the proposal to all relevant deans. Please direct your feedback either to me or the Department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca)

All best,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756
fineassociatedean@uvic.ca

Sunday, 11 January, 2015 12:37:27 PM Pacific Standard Time

Subject: FW: Proposed Minor in Visual Arts
Date: Monday, 8 December, 2014 10:26:56 AM Pacific Standard Time
From: Laurene Sheilds
To: Fine Associate Dean
CC: hsddean

Hi Eva, As Associate Dean of HSD, I was asked by Mary Ellen to provide feedback on this proposal for a Minor in Visual Arts. This looks to be an excellent option for students and HSD is fully supportive of this proposal moving forward to the Senate Committee on Planning. In our Faculty, as I believe you are aware, most students have a full course load within their degree program. However, some students do choose to take additional courses to include a minor — and this is an excellent example of that kind of opportunity for students.

The only questions that I had in relation to the proposal were clarifying some of the implementation details.

First, The section which reads "a student who has tried out the Studio Art courses already available university wide (when registration opens these courses to non-visual arts students), will be permitted to declare their Visual Arts Minor at a later stage of their course of UVic studies. Declaring will then allow them to register in all Visual Arts courses as a second priority registration (after the Majors students have had priority registration)." QUESTION: Where it says "later stage" — It would be helpful to clarify and be more specific.

Second, The section that reads "Should the program lead to over-demand in enrollment, a cap would be put on enrollment in the Minor Program. This can be accomplished either on a first-come-first-serve basis, or through a portfolio application process as we currently perform yearly for entry into the Major Program" QUESTION:

I would suggest that the "cap" should be placed at the time of declaration of the minor — if this is possible (we don't have minors in HSD so I am not aware of the intricacies of this process) but am thinking that students need to be aware of the competitive demand early in the process.

Thanks for the opportunity to review this and I wish you well in the approval process. Laurene.

*Dr. Laurene Sheilds PhD, RN
 Associate Professor, School of Nursing
 Associate Dean Academic
 Faculty of Human and Social Development*

lsheilds@uvic.ca



University
of Victoria

From: Heather Keenan <hpkeen@uvic.ca>
Date: Tuesday, November 25, 2014 at 3:42 PM
To: Laurene Sheilds <lsheilds@uvic.ca>
Subject: FW: Proposed Minor in Visual Arts

Hi Laurene,

The first .pdf is 3 pages and second one is 38 pages. Shall I tell them you can offer feedback?

Sunday, 11 January, 2015 12:56:11 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Tuesday, 25 November, 2014 2:15:04 PM Pacific Standard Time
From: Fine Associate Dean
To: Catherine Krull - Dean, SOSC
CC: Visual Arts Chair, Sandra Meigs, Fine Arts Dean, Anne Heintl, Samantha Knudson, Fine Associate Dean

Cathie,

Thank you very much for your response and the point you raised. Our advisor, Anne Heintl, suggests that Social Sciences students would be able to declare their minor at the same time as their major at the end of their 12.0 units. This would ensure consistency across the board. Please let me know if you have any further questions.

All best,
 Eva

Dr. Evanthia Baboula
 Department of Art History and Visual Studies
 Associate Dean, Faculty of Fine Arts
 Ph: 250 721 7756
fineassociatedean@uvic.ca

From: Catherine Krull - Dean, SOSC
Sent: November-24-14 4:47 PM
To: Fine Associate Dean
Cc: Visual Arts Chair; Sandra Meigs; Fine Arts Dean
Subject: RE: Proposed Minor in Visual Arts

Hi Eva,

I think that the program would be good for our students. The only issue we see is how to reconcile this proposal with timely program declaration. The proposal states that "Students will be permitted to declare their Minor in Visual Arts in the first year of study" (in the section "Enrollment Plan" in both documents). Under the new timely program declaration regulations, students in the Tri-Faculties are not permitted to declare their programs until they have completed 12.0u – in other words, until they have completed first year. This can easily be addressed though so we give our full support to the program.

Best, Cathie



CATHERINE KRULL, PhD
 Dean, Faculty of Social Science
 Professor, Sociology & Cultural Studies
 University of Victoria | PO Box 1700 STN CSC | V8W 2Y2
 T: 250-721-5058 F: 250-472-4583 | E: soscdean@uvic.ca
<http://www.socialsciences.uvic.ca>

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Sunday, 11 January, 2015 12:56:47 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Monday, 24 November, 2014 4:46:58 PM Pacific Standard Time
From: Catherine Krull - Dean, SOSOC
To: Fine Associate Dean
CC: Visual Arts Chair, Sandra Meigs, Fine Arts Dean

Hi Eva,

I think that the program would be good for our students. The only issue we see is how to reconcile this proposal with timely program declaration. The proposal states that "Students will be permitted to declare their Minor in Visual Arts in the first year of study" (in the section "Enrollment Plan" in both documents). Under the new timely program declaration regulations, students in the Tri-Faculties are not permitted to declare their programs until they have completed 12.0u – in other words, until they have completed first year. This can easily be addressed though so we give our full support to the program.

Best, Cathie



CATHERINE KRULL, PhD
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From: Fine Associate Dean
Sent: November-23-14 1:43 PM
To: Catherine Krull - Dean, SOSOC
Cc: Michael Webb - Associate Dean, SOSOC; Visual Arts Chair; Sandra Meigs; Fine Associate Dean; Fine Arts Dean
Subject: Proposed Minor in Visual Arts

Dear Catherine,

I would appreciate your feedback on the following:

The department of Visual Arts has prepared a proposal for a Minor that is ready to go to the Senate Committee on Planning for approval. The department has consulted with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Visual Arts is currently undertaking consultation with faculties outside Fine Arts and I have been asked to help with that process. Would you mind checking the attached documents and providing some feedback on the proposed program? This proposal follows the recent creation of Minors by the department of Art History and Visual Studies (formerly History in Art), as well as Writing (Professional Writing in Journalism and Publishing), and hopes to provide further links between students from Fine Arts and other faculties. The proposed Minor in Visual Arts can be combined with any Honours or Major Program in any faculty, or serve as part of a General Degree in Humanities, Science, and Social Science.

Visual Arts is hoping to get this item on the agenda for the 7th January meeting of the SCP. I would greatly

appreciate your comments before that date, if possible by 19th December (deadline for agenda for the SCP meeting).

Please direct your feedback either to me or the Department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca)

Kind regards,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756
fineassociatedean@uvic.ca

Sunday, 11 January, 2015 12:56:34 PM Pacific Standard Time

Subject: Re: Proposed Minor in Visual Arts
Date: Monday, 24 November, 2014 7:21:00 PM Pacific Standard Time
From: Anne Heintl
To: Fine Associate Dean

Excellent, have Sandra add it to their proposal. We will take care of the time for declaration. SoSc students will declare their minor when they declare their major at the end of 12.0 units. We do not need to state that in the calendar.

Cheers
 Anne

—
 Anne Heintl
 Undergraduate Advisor
 Faculty of Fine Arts
 Fine Arts Building, room 119
 p: 250-472-5165
 f: 250-721-7748
 email: aheintl@uvic.ca

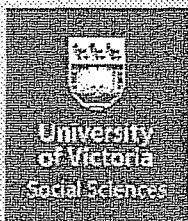
From: Fine Associate Dean <fineassociatedean@uvic.ca>
Date: Monday, 24 November, 2014 4:53 PM
To: aheintl <aheintl@uvic.ca>
Subject: FW: Proposed Minor in Visual Arts

From: Catherine Krull - Dean, SOSOC
Sent: November-24-14 4:47 PM
To: Fine Associate Dean
Cc: Visual Arts Chair; Sandra Meigs; Fine Arts Dean
Subject: RE: Proposed Minor in Visual Arts

Hi Eva,

I think that the program would be good for our students. The only issue we see is how to reconcile this proposal with timely program declaration. The proposal states that "Students will be permitted to declare their Minor in Visual Arts in the first year of study" (in the section "Enrollment Plan" in both documents). Under the new timely program declaration regulations, students in the Tri-Faculties are not permitted to declare their programs until they have completed 12.0u – in other words, until they have completed first year. This can easily be addressed though so we give our full support to the program.

Best, Cathie



CATHERINE KRULL, PhD
 Dean, Faculty of Social Science
 Professor, Sociology & Cultural Studies
 University of Victoria | PO: Box 1700 STN CSC | V8W 2Y2
 T: 250-721-5058 F: 250-472-4583 | E: sosocdean@uvic.ca
<http://www.socialsciences.uvic.ca>

Wednesday, 8 October, 2014 12:04:57 PM Pacific Daylight Time

Subject: RE: new minor in visual arts
Date: Tuesday, 23 September, 2014 2:23:11 PM Pacific Daylight Time
From: Susan Corner - Director, Academic Advising
To: Sandra Meigs

Hello Sandra,

I ran your question by two senior Academic Advisers. Both were very positive, but could not make a guess at numbers. To quote Lori Olson,

I think a Minor/General program in Visual Arts would be very well received based on the queries I have received over the years from students in Humanities, Science or Social Sciences. Many of these student are looking for creative balance to their Major programs or are considering Art Therapy or teaching Art post degree. Unfortunately, I cannot guesstimate a specific number. Exciting new program in my view!

So no estimate, but very positive response.

Susan

Susan Corner
Director
Academic Advising, and International Student Services
Student Services, A Division of Student Affairs
University of Victoria
PO Box 3025 STN CSC
Victoria BC V8W 3P2
Phone 250-853-3725
Email: diradva@uvic.ca
Web: <http://web.uvic.ca/advising/>

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From: Sandra Meigs
Sent: September-20-14 1:39 PM
To: Susan Corner - Director, Academic Advising
Subject: new minor in visual arts

To: Susan Corner, Director, Advising, Human, Sci and Sosc
From: Sandra Meigs, Professor, Visual Arts

Re: New Minor Program in Visual Arts, Can You Guesstimate?

Hello Susan,

I am putting together a proposal package for a Minor Program in Visual Arts. We would like to begin offering this program in September 2015.

We need some estimates for our proposal indicating if students have an interest in such a program. Would you be able to help me out by estimating how many of your students might take such a program? If so, could you get it to

me by Sept. 26th?

Required courses for the Minor would be:

16.5 units in Total:

6u ART 100 or 200 LVL studio

9u ART 300 or 400 LVL studio

1.5 u ART 150 (Art Theory)

Visual Arts feels that this would help your students earn a General Degree and that Visual Arts studies is a good complement to both Minor and Majors Programs in Humanities and Social Science. Many students have difficulty finding 300 lvl courses to fill in their degree requirements in other programs and this would allow them to do so, with the benefit of achieving a Minor in Visual Arts, learning creative production and critical thought.

Please let me know if you have any questions. A summary is attached. Also, I sent Lara Hannaford an email requesting written support for the Visual Arts Minor. Is that the right person to have asked?

Sincerely,

Sandra Meigs

Smeigs@uvic.ca

Ext. 8012

Sunday, 11 January, 2015 12:43:27 PM Pacific Standard Time

Subject: RE: Proposed Minor in Visual Arts
Date: Wednesday, 17 December, 2014 5:29:34 PM Pacific Standard Time
From: Lauren Charlton
To: Fine Associate Dean
CC: Visual Arts Chair, Fine Arts Dean, Sandra Meigs, Anne Heini

Hello Eva,

I apologize for my delayed response. I will review the submission tomorrow and reply as well.

Regards,
 Lauren

Lauren J. Charlton

Registrar / Office of the Registrar / Division of Student Affairs

University of Victoria / PO Box 3025 Str CSC / Victoria BC V8W 3P2 / Canada

Tel. (250) 721-8135 FAX (250) 721-6225 / E-mail ljc@uvic.ca www.uvic.ca/studentaffairs



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From: Fine Associate Dean
Sent: November-23-14 1:56 PM
To: Lauren Charlton
Cc: Visual Arts Chair; Fine Associate Dean; Fine Arts Dean; Sandra Meigs; Anne Heini
Subject: Proposed Minor in Visual Arts

Hello Lauren:

Could you please have a look at the attached documents for a proposed Minor in Visual Arts and letting me or the department of Visual Arts (Paul Walde: visualartschair@uvic.ca and Sandra Meigs: smeigs@uvic.ca) know of any feedback you may have?

Visual Arts is planning to submit the proposal to the SCP for consideration in its 7th January meeting. The department is currently consulting with faculties other than Fine Arts and I have been asked to help with that process. They have talked with Sarah Blackstone in her capacity as Acting AVP Academic Planning and more recently with Katy Mateer. Katy in particular asked if you have any concerns or suggestions regarding issues of registration, declaration and tracking of the Minor for the purpose of graduation.

I would greatly appreciate your comments.

All my best,
 Eva

Dr. Evanthia Baboula
 Department of Art History and Visual Studies
 Associate Dean, Faculty of Fine Arts
 Ph: 250 721 7756
fineassociatedean@uvic.ca

Sunday, 11 January, 2015 12:32:24 PM Pacific Standard Time

Subject: Consultation with Registrar FW: Proposed Minor in Visual Arts
Date: Thursday, 18 December, 2014 12:07:34 PM Pacific Standard Time
From: Fine Associate Dean
To: Lynda Gammon, Sandra Meigs
CC: Fine Arts Dean, Visual Arts Chair, Anne Heintz

From: Lauren Charlton
Sent: December-18-14 11:46 AM
To: Fine Associate Dean
Subject: RE: Proposed Minor in Visual Arts

Hello Eva,

I fully support the proposal to introduce a Minor in Visual Arts and believe it will address a demand that has existed for many years.

I wish you much success with the program. It is very exciting and I hope paves the way for the introduction of additional Minor offerings in Fine Arts.

Regards,
Lauren

Lauren J. Charlton
Registrar / Office of the Registrar / Division of Student Affairs
University of Victoria / PO Box 3025 Stn CSC / Victoria BC V8W 3P2 / Canada
Tel. (250) 721-8135 FAX (250) 721-6225 / E-mail ljc@uvic.ca www.uvic.ca/studentaffairs



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From: Fine Associate Dean
Sent: December-17-14 7:16 PM
To: Lauren Charlton
Subject: RE: Proposed Minor in Visual Arts

Thank you, Lauren. I appreciate it.

All best,
Eva

Dr. Evanthia Baboula
Department of Art History and Visual Studies
Associate Dean, Faculty of Fine Arts
Ph: 250 721 7756

Appendix C:
Student Survey Results

Wednesday, 8 October, 2014 12:06:28 PM Pacific Daylight Time

Subject: FW: Minor Survey Results
Date: Monday, 29 September, 2014 4:16:08 PM Pacific Daylight Time
From: Visual Arts
To: Sandra Meigs

Hi Sandra,

One survey response was in my junk mail folder, *so the revised numbers are:*

363 – students emailed
93 – responses (25.34%)
44 – yes (47.31%)
28 – maybe (30.11%)
21 – no (22.58%)

—
Laura Nuttall
Department of Visual Arts
University of Victoria
<http://finearts.uvic.ca/visualarts/>
250-721-8011

From: Visual Arts <visualarts@uvic.ca>
Date: Wednesday, September 17, 2014 at 3:12 PM
To: Sandra Meigs <smeigs@uvic.ca>
Cc: "vachair@uvic.ca" <vachair@uvic.ca>
Subject: Minor Survey Results

Hi Sandra,

The survey totals are:

363 – students emailed
92 – responses (25.34%)
43 – yes (46.74%)
28 – maybe (30.43%)
21 – no (22.83%)

—
Laura Nuttall
Department of Visual Arts
University of Victoria
<http://finearts.uvic.ca/visualarts/>
250-721-8011

Appendix D

Canadian University Visual Arts Minor Programs

Universities in Canada Surveyed for the purposes of this Proposal:

British Columbia	page
1. Simon Fraser University	1
2. Thompson Rivers University	4
3. Vancouver Island University	4
4. University of British Columbia	5
5. University of the Fraser Valley	5
 Alberta	
6. University of Alberta	7
7. University of Calgary	7
 Saskatchewan	
8. University of Saskatchewan	8
 Ontario	
9. Bishop's University	9
10. Lakehead University	9
11. Nipissing University	10
12. University of Western Ontario	10
13. University of Toronto	10
14. University of Windsor	11
15. York University	11
 Quebec	
16. Concordia University	12

Program Descriptions excerpted from Program Calendar Listings

British Columbia

1. Simon Fraser University

Visual Art Extended Minor

This program may interest those who wish to obtain a bachelor of arts (BA) degree by completing an extended minor program. The program offers studio, history and theory courses in visual art, giving a good introduction to contemporary art issues and practices. A extended minor may be used for the purpose of teaching in public and private schools.

Methods and concepts courses are offered simultaneously as upper and lower division courses; with the exception of FPA 269/369. They may only be completed once for credit, either as a lower division course or an upper division course, but not both.

Admission Requirements

Program and course admission is contingent upon University admission. Contact Student Services for admission procedures, requirements and deadlines. Entry to all programs and to many courses is by audition, interview or application. Contact the school's office for information on procedures and deadlines.

Although the University operates on a trimester system, most FPA courses are planned in a two term (fall and spring) sequence. Consequently, students enter in the fall term (September) and are advised to contact the school in the preceding January for program entry and requirements information.

Transfer Credit and Advanced Standing

Unassigned or general elective (type 2 and 3, respectively) transfer credit awarded for courses completed at other recognized post-secondary institutions will not automatically entitle students to advanced standing in the school's programs. Advanced standing is generally given on an individual basis as a result of an audition or interview.

About the School's Course Offerings

Students are encouraged to take advantage of interdisciplinary offerings within the school. As many programs depend on a continuing sequence of courses completed in order, students should plan carefully to gain the maximum benefit and efficiency from their study. Note that not all courses are offered every term and several are offered on a rotational basis, i.e. every third or fourth term. An advisor is available to help plan study programs.

Students are reminded that the school is an interdisciplinary fine and performing arts department, and are strongly advised to acquaint themselves with the many disciplinary

courses that are available.

Special Topics Courses

The subject matter (and prerequisites) of special or selected topics courses vary by term.

Prior Approval Prerequisite

Where a prerequisite is or includes 'prior approval,' approval must be obtained before enrolling in the course. Contact the school for further information.

Program Requirements

BFA Academic Continuance Policy

After a student has declared a major in Contemporary Arts, he or she will need to maintain their BFA Program GPA (FPA) at a minimum of 3.0. Maintenance of the BFA Program GPA level will be evaluated at the end of the 1st and 2nd academic years, normally at the end of the Spring Semester. A student who falls below a BFA Program GPA of 3.0 will lose their status as major, and meet with the SCA advisor. If the student has finished first year, they will normally have one year to increase the BGA Program GPA to 3.0 or above in order to re-establish the major. If the student has finished second year, they will need to meet with the Area Coordinator and the Advisor to determine

- if the BFA Program GPA can be raised and the major can be re-established and
- plan their academic career for either re-establishing the major or pursuing a SCA Extended Minor, and the FCAT BA Double Minor.

Lower Division Requirements

Students complete a minimum of 30 units including all of

FPA 160 - Introductory Studio in Visual Art I (3)

FPA 161 - Introductory Studio in Visual Art II (3)

FPA 167 - Visual Art and Culture I (3)

FPA 168 - Visual Art and Culture II (3)

FPA 186 - Art and the Moving Image (3)

FPA 210 - Artworks, Theories, Contexts (3)

FPA 260 - Studio in Visual Art I (3)

FPA 261 - Studio in Visual Art II (3)

and six units of

FPA 262 - Methods and Concepts: Drawing-based Practices (3)

FPA 263 - Methods and Concepts: Painting-based Practices (3)

FPA 264 - Methods and Concepts: Sculptural Practices (3)

FPA 265 - Methods and Concepts: Photo-based Practices (3)

FPA 269 - Methods and Concepts: Selected Topics (3) *

* may be completed more than once under a different topic. Topics may change every term and include, but are not limited to, installation practices, performance practices, digital 2D practices, and time-based media practices. Contact the school for further information.

Upper Division Requirements

Students complete a minimum of 15 units including six units of

- FPA 362 - Methods and Concepts: Drawing-based Practices (3)
 - FPA 363 - Methods and Concepts: Painting Practices (3)
 - FPA 364 - Methods and Concepts: Sculptural Practices (3)
 - FPA 365 - Methods and Concepts: Photo-based Practices (3)
 - FPA 369 - Methods and Concepts: Selected Topics (3)
- and nine FPA upper division units including one history/theory courses.

* *may be completed more than once under a different topic. Topics may change every term and include, but are not limited to, installation practices, performance practices, digital 2D practices, and time-based media practices. Contact the school for further information.

2. Thompson Rivers University

Bachelor of Arts Minor in Visual Arts
(Only available in conjunction with a Major)

Requirements:

- 120 credits are required for the BA degree
- Minimum 36 credits and maximum 42 credits in VISA courses
- 18 credits must be upper level VISA courses

History of Art (VISA 1110/1120), 2D Foundation 1 and 2 and 3D Foundation (VISA 1010/1020/1030) and Drawing 1 (VISA 1210) are required courses

3. Vancouver Island University

Requirements for a Minor

Students must fulfill all the Institutional B.A. degree requirements, including Degree English Requirements and courses listed below:

Years 1 and 2 *	Credits
ARTS 101 - (Drawing I)	3
ARTS 112 - (History of Western Art II)	3
ARTS 120 - (Two-Dimensional Design)	3

ARTS 254 - (Painting I)	3
ARTS 301 - (Advanced Drawing I)	3
ARTS 302 - (Advanced Drawing II)	3
<i>* ARTS 102, 111 and 121 are highly recommended.</i>	

Years 3 and 4	Credits
ARTS 310 - (Cultural Studies in the Visual Arts)	3
ARTS 354 - (Painting III)	3
ARTS 384 - (Two- and Three- Dimensional Studies)	3
ARTS 484 - (Advanced Studio: Multi-Disciplinary)	3

4. University of British Columbia

BA in Visual Art (Minor) Program

The Minor in Visual Art program is for students in a Major or Honours program in a subject other than the Visual Art specialization. It allows to students to complement their primary studies with the study and practice of Visual Art and Art History. This program encourages students to explore and develop their technical skills, as well as their perceptions of contemporary and historical visual culture.

BA Minor VISA Program Requirements

- 9 credits of 100-level VISA: VISA 180/182 + VISA 183 + VISA 110 with a cumulative average of at least 72%
- 6 credits of 100- or 200-level ARTH, 3 of which must be ARTH 227 with a cumulative average of at least 72%
- 6 credits of 200 level VISA with a cumulative average of at least 72%
- 6 credits from ARTH 300-level and above
- 12 credits from VISA 300-level and above

For additional information please email deana.holmes@ubc.ca

5. University of the Fraser Valley

Visual Arts extended minor

This section specifies the Visual Arts extended minor requirements only. Please refer to the Bachelor of Arts or Bachelor of Fine Arts section for information on additional requirements. Please check the Bachelor of Arts residency section of the calendar for how many upper-level credits must be completed at UFV in order to graduate with this program.

Lower-level requirements: 21 credits

- Six credits of 100- or 200-level AH courses (see Note 2)
- Six credits chosen from VA 223, 231, 251, 271, or 283
- Six credits chosen from VA 224, 232, 252, 272, or 284
- Any 100- or 200-level VA, AH, FILM, or MACS courses, or IPK 277

Note 1: In order to be eligible to take the required upper-level courses, students must ensure they complete the appropriate lower-level prerequisites.

Note 2: Students completing a double extended minor in Visual Arts and Art History will be permitted to substitute lower-level FILM or MACS course for lower-level AH, if necessary to complete program requirements without duplications.

Upper-level requirements: 16 credits

- Four credits of 300- or 400-level Art History
- Six credits chosen from VA 321, 331, 351, 371, or 383
- Six credits chosen from VA 322, 332, 352, 372, or 384

Note 1: See official course outlines for prerequisites for Directed Study courses.

Note 2: Available studio disciplines are Painting and Drawing, Sculpture, Print Media, Photography, and New Media.

Visual Arts minor

This section specifies the Visual Arts minor requirements only. Please refer to the Bachelor of Arts or Bachelor of Fine Arts section for information on additional requirements. Please check the Bachelor of Arts residency section of the calendar for how many upper-level credits must be completed at UFV in order to graduate with this program.

Lower-level requirements: 12 credits

12 lower-level credits in Visual Arts, Film, and Art History, including:

- One Art History course
- One Visual Arts course

Upper-level requirements: 15 credits

15 credits in Visual Arts and Art History, including:

- One Art History course, 300-level or above
- One Visual Arts course, 300-level or above

Note 1: In order to be eligible to take the required upper-level courses, students must ensure they complete the appropriate lower-level prerequisites.

Note 2: See official course outlines for prerequisites for Directed Study courses.

Alberta

6. University of Alberta

Major and Minor in Art and Design and Open Studies

Students who choose to major or minor in Art and Design may take courses in studio disciplines in Fine Art Studies, Design Studies, as well as in the History of Art, Design, and Visual Culture. Students explore aspects of art and design, and develop skills in critical thinking, communication, creativity, and commitment in both academic and practical course work.

A portfolio is NOT required for admission to this program. For admission requirements to the Bachelor of Arts (BA) program, please go to the Faculty of Arts admission web page:

http://www.foa.ualberta.ca/Undergraduate_Programs/Admissions.aspx

Students who major in Art and Design will need to register in ART 134 and DES 135, Art and Design Fundamentals studio courses. Together, ART 134 and DES 135 are the prerequisites to second year studio courses in all areas offered in the department. ART 134 and DES 135 will satisfy 6 course weights toward the Breadth and Diversity requirement.

7. University of Calgary

4.8.4 Minor in Visual Studies and Art History

The Minor in Visual Studies and Art History is regulated by the section of the Faculty of Arts Graduation Requirements entitled 3.4.4 Minor Fields. Students must successfully complete at least 5.0 and not more than 6.0 full-course equivalents from the Field of Art (including all courses labelled Art and Art History) with at least 2.5 full-course equivalents at the 300 level or above.

Note: To meet prerequisite requirements, students who wish to take senior courses in Art should take Art 241, 251 and at least one of Art 231, 233, 243 or 253. Students who wish to take senior courses in Art History should take Art History 201 and 203.

Saskatchewan

8. University of Saskatchewan

Studio Art - Minor in Art

This minor may be taken in conjunction with a Three-year, Four-year or Honours B.A. or B.Sc. program in any subject area, excluding Studio Art. Students majoring in Art History must follow modified requirements listed under Art History program.

Requirements (24 credit units)

ARTH 120.3

ARTH 121.3

Choose 18 credit units ART courses such that courses are selected from a minimum of 2 of the following areas:

Painting; ART 111.6; ART 211.6; ART 311.6; ART 411.6; ART 421.6; ART 431.6;

Drawing; ART 112.6; ART 212.6; ART 312.6; ART 412.6; ART 422.6; ART 432.6;

Printmaking; ART 113.6; ART 213.6; ART 313.6; ART 413.6; ART 423.6; ART 433.6;

Extended Media; ART 136.3; ART 236.3; ART 237.3; ART 338.3; ART 339.3; ART 438.3; ART 439.3;

Sculpture; ART 141.3; ART 214.6; ART 241.3; ART 242.3; ART 341.3; ART 342.3; ART 441.3; ART 442.3; ART 443.3; ART 445.3; ART 446.3;

Photography; ART 161.3; ART 216.6; ART 316.6; ART 235.3; ART 416.6; ART 426.6; ART 436.6;

Ontario

9. Bishop's University

Minor in Fine Arts Program

The Minor in Fine Arts requires a minimum of 24 departmental or cognate credits, with 12 credits in Art History including: FIH 100: The Art of Viewing: Introduction to Art History, FIH 102: Survey of Western Art II: Renaissance to Modern, FIH 220: Twentieth- Century Art to the Sixties, FIH 221: Art since the 1960s and 12 credits in studio.

10. Lakehead University

Minor Program in Drawing

A minor in Drawing requires an overall average of 70% in three FCEs in Drawing courses, below:

- (a) Visual Arts 1150 - Introductory Drawing and Visual Arts 1170 - Introduction to Figure Drawing
- (b) Visual Arts 2021 - Intermediate Drawing
- (c) Visual Arts 3021 - Advanced Drawing

Minor Program in Painting

A minor in Painting requires an overall average of 70% in the following 3.5 FCEs:

- (a) Visual Arts 1010 - Introductory Painting
- (b) Visual Arts 2041 - Intermediate Painting
- (c) Visual Arts 3041 - Advanced Painting
- (d) Visual Arts 4041 - Senior Painting Seminar

Minor Program in Sculpture

A minor in Sculpture requires an overall average of 70% in the following 3.5 FCEs:

- (a) Visual Arts 1030 - Introductory Sculpture
- (b) Visual Arts 2121 - Intermediate Sculpture
- (c) Visual Arts 3001 - Advanced Sculpture
- (d) Visual Arts 4003 - Senior Sculpture Seminar

Note:

Students registered in the HBFA (Visual Arts Major) and BA (Visual Arts Major) programs are not eligible for these minors.

11. Nipissing University

Minor in Fine Arts

A Minor in Fine Arts is available to students pursuing a program of study in a different discipline. Students will need to achieve a minimum 60% average in the 18 credits presented for the Minor. In addition to the requirements listed below, please refer to the Minor Requirements section.

Minor in Fine Arts (Studio Arts)

Students must complete 18 credits as follows:

FAVA 1026	Art Fundamentals I	3 cr.
FAVA 1027	Art Fundamentals II	3 cr.
FAVA Upper level	Studio	12 cr.

Note: Cross-listed courses may not be counted towards a Minor in Fine Arts (Studio Arts).

12. University of Western Ontario

MINOR IN VISUAL ARTS

Admission Requirements Completion of first-year requirements, including Visual Arts Studio 1020 or Visual Arts Studio 1025 and 1.0 course from either Visual Arts History 1040 or two of VAH 1041A/B, VAH 1042A/B, VAH 1043A/B, VAH 1044A/B, and VAH 1045A/B, with a mark of at least 60% in each course, or permission of the Department.

Module 4.0 courses:

- 1.0 VAS course at the 2200 level or above.
- 1.0 VAH course at the 2200 level or above.
- 2.0 additional courses in VAS or VAH at the 2200 level or above.

Note: With permission of the Department, up to 1.0 2000 level VAS course may be used in lieu of 1.0 2200 level VAS course.

This Minor may not be combined with any of the Honors Specializations in the Department of Visual Arts.

13. University of Toronto

MINOR PROGRAM IN STUDIO (ARTS)

Undergraduate Advisor Email: studio-program-supervisor@utsc.utoronto.ca

Enrolment in the Minor in Studio is limited. Students must apply to enter the program after completing four credits including VPSA62H3 and VPSA63H3. Decisions are made on program admissions only twice a year, in May and August, and are based on student requests submitted to the registrar through ROSI. Admission is determined on the basis

of a student's overall GPA and grades in VPSA62H3 and VPSA63H3.

Program Requirements:

Students are required to complete a total of four full credits as follows:

1. VPSA62H3 Foundation Studies in Studio
2. VPSA63H3 But Why is it Art?
3. VPHA46H3 Ways of Seeing: Introduction to Art Histories
4. VPSA70H3 Drawing I
5. 1.0 credits at the B-level in VPS
6. 0.5 credits from the following:
VPSC66H3 Theory and Practice: Two-Dimensional Work
VPSC68H3 Theory and Practice: Time-Based Work
VPSC69H3 Theory and Practice: Art in a Globalizing World
VPSC70H3 Theory and Practice: New Media in Studio
7. An additional 0.5 credits at the C-level in VPS

14. University of Windsor

Minor in Art History/Visual Culture

Requirements: six Visual Arts courses, including one of 27-105, 27-106, 27-107, 27-108 or 27-110; plus 28-150, 28-214, 28-215 and two additional art history courses.

15. York University

Honours Minor (Studio)

Students must complete at least 30 credits in visual arts, including:

- 18 studio credits including six credits at the 3000 or 4000 level;
- 12 studies credits including FA/VISA 1000 3.00 and FA/ARTH 1130 6.00.

Quebec

16. Concordia University

Art History and Studio Art
Minor 30 credits

ARTH 200 6 cr to be taken as first 6 credits in art history
ARTH 300 3 cr
6-9 credits chosen from ARTH electives
12-15 credits chosen from Studio Art electives

Computation Arts
Minor 24 credits

CART 211 3 cr
CART 212 3 cr
CART 253 3 cr
CART 351 3 cr
CART 411 3 cr
CART 412 3 cr
chosen from CART 312, 345, 346, 347, 353, 355, 356, 357, 358, 360, 361, 362, 370,
398 (3 each)

Photography
Minor 30 credits

PHOT 210 6 cr
ARTH 267 3 cr
ARTH 359 3 cr
PHOT 211 3 cr
9 credits chosen from PHOT electives
6 credits chosen from PHOT or Studio Arts electives

Print Media
Minor 30 credits

3-9 credits chosen from PRIN courses at the 200 level
6-9 credits chosen from PRIN courses at the 300 level
3-9 credits chosen from PRIN courses at the 400 level
6 credits chosen from Studio Art electives
6 credits chosen from Fine Arts electives

Sunday, 11 January, 2015 12:58:16 PM Pacific Standard Time

Subject: Re: Proposed Minor in Visual Arts
Date: Monday, 24 November, 2014 1:00:45 PM Pacific Standard Time
From: John Archibald - Dean Hums
To: Evanthia Baboula
CC: Fine Associate Dean, Fine Arts Dean, Visual Arts Chair, Sandra Meigs, Tim Haskett

Thanks for this Eva.

Tim can I ask you to have our Curriculum committee look this over and provide comments to me so that I can draft a memo? if your meeting schedules do not allow if people can send you comments by email (which you could summarize for me) that would be appreciated.

All the best,

John A.

-- Dr. John Archibald
Dean, Faculty of Humanities
Follow us on Twitter @UVicHumanities
Professor of Linguistics
University of Victoria

Clearihue C305
PO Box 3045 STN CSC
Victoria, British Columbia
V8W 3P4

(250) 472-4677
deanhums@uvic.ca

From: Evanthia Baboula <ebaboula@uvic.ca>



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 16, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2015

Subject: Procedures for the Selection of the Registrar

Basis for Jurisdiction: Board of Governors
Policy on University Policies and Procedures

Previous consultation: Acting Associate University Secretary

Recommendation:

That the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the updated Procedures for the Selection of the Registrar (GV0400) subject to approval by Senate.

Background:

Our current incumbent has provided notice of her upcoming retirement and an updated set of procedures is required before we begin the search for our next Registrar. The current Procedures

for the Selection of the Registrar (“Procedures”) are mandated for updating as the last review was in November 2002. For ease of reference the previous and the updated versions of the Procedures are attached to this memorandum.

Updates that have been made to the Procedures include:

- A change to the title of the procedures by removing Executive Director, Student Enrolment and replacing it with the title Registrar to reflect the current position title;
- An update to the Search Committee composition to allow flexibility as necessary;
- The Vice President Academic and Provost has been included as the Designated Executive and Procedural officer with the ability to name a designate Chair to align with other university Procedures;
- The addition of Senate representatives who are appointed through the Senate Committee on Agenda and Governance rather than specified Chairs of two Senate Committees; and
- An overall update to the current procedures template for this level of position including provisions for committee alternates, discussion of employment equity, provisions for confidentiality, protection of privacy and records management, and the inclusion of the Authorities and Officers for the policy.

Planned Further Action: The updated Procedures will be taken to Senate on April 10 for its approval.

Attachment(s): Previous version of GV0400
Updated version of GV0400



**PROCEDURES FOR THE
SELECTION OF THE REGISTRAR AND
EXECUTIVE DIRECTOR, STUDENT
ENROLMENT**

University Policy No.: GV0400
Classification: Governance
Approving Authority: Board of Governors
Effective Date: June/07
Supersedes: February/87
Last Editorial Change:
Mandated Review:

1. PREAMBLE

Under Section 27.2 f) and g) of the University Act, the Board of Governors shall, with the approval of Senate, establish procedures for the recommendation and selection of senior academic administrators and shall subsequently appoint these administrators. The Board of Governors has delegated its authority to make appointments to the President or the appropriate Vice-President. The following procedures define the method by which the appointment, or review and reappointment, of the Registrar and Executive Director, Student Enrolment will be carried out.

1.1 Introduction

When the position is vacant or will become so within six months, the Provost shall notify Senate and the Board of Governors of the vacancy, and will convene a search committee. If necessary, the President will appoint an Acting Registrar and Executive Director, Student Enrolment to serve until such time as the new appointee takes office.

1.2 Composition, Procedures, and Responsibilities of the Search Committee

1.2.1 The Search Committee shall be constituted as follows:

- 1 The Vice-President Academic and Provost, who shall serve as the Chair of the Committee
- 2 Two Chairs of the Senate Committees on Admission, Re-registration and Transfer; and Awards
- 1 Dean of Graduate Studies, or designate
- 1 One Dean selected by the Deans (except the Dean of the Faculty of Graduate Studies)
- 1 One graduate student selected by the Graduate Students' Society
- 1 One undergraduate student selected by the University of Victoria Students' Society
- 1 Executive Director of Student and Ancillary Services
- 1 One member elected by and from the academic and professional staff in the Office of the Registrar and Executive Director, Student Enrolment

Where possible, alternates will be identified who may be asked to serve when a member needs to resign from the Committee before it begins to interview candidates. Alternates cannot be added after this point as each member of the Committee must participate in the interview of and hear the Committee's deliberations with regard to the merits of all of the candidates prior to making a recommendation. In the event that an alternate is needed and no alternate was determined at the time the Committee was constituted, the alternate shall be appointed by the remaining members of the Committee after appropriate consultation.

- 1.2.2 The University of Victoria is committed to employment equity. Where possible, constituencies should encourage representation from the four designated groups: women, aboriginal peoples, persons with disabilities, and members of visible minorities. During the selection process, the Committee should acquaint itself with human rights requirements, University equity and harassment policies, faculty equity plans, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include the four designated groups. Postings for the position, both internal and external, shall include an employment equity statement encouraging applications from the four designated groups. The Chair of the Committee is encouraged to consult the Equity Office for advice and support in running a fair and equitable search process.
- 1.2.3 Deliberations of the Committee shall be confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the Committee and forfeiture of constituency representation. Members should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the minutes. At no point is it appropriate to refer to opinions or comments expressed at meetings of the Committee.
- 1.2.4 Documentation received by the Committee during its deliberations must be kept confidential. Personal information is protected by the B.C. Freedom of Information and Protection of Privacy Act.
- 1.2.5 Members of the Committee shall be responsible for seeking information from their constituencies and keeping them advised of the process.
- 1.2.6 The Committee shall keep in camera minutes of its decisions and actions. Deliberations of the Committee concerning candidates shall not be recorded.
- 1.2.7 The Committee shall acquaint itself with the requirements of the position of Registrar and Executive Director, Student Enrolment through meetings with the incumbent and others as needed, and

shall then establish criteria on which the candidates shall be judged.

1.3 Search Procedures of the Committee

The Committee shall proceed as follows:

- 1.3.1 The Committee will invite members of the University community to suggest possible candidates and will advertise the position.
 - 1.3.2 The Committee shall gather relevant information about the candidates and shall then select a short list of candidates. It shall arrange for those candidates to meet for discussion with those individuals and offices that have substantial interaction with the Registrar and Executive Director, Student Enrolment, including staff in the office of the Registrar and Executive Director, Student Enrolment.
 - 1.3.3 The Committee shall decide on its recommendation to the President by simple majority vote.
 - 1.3.4 In the case of an academic candidate, the Committee shall consult the Dean of the relevant faculty and the Chair of the relevant department about the proposed academic appointment.
 - 1.3.5 The recommendation for the candidate put forward by the Committee shall be in the form of a report including recommendations for action and a rationale for the Committee's choice.
 - 1.3.6 When the President has approved the appointment, and the successful applicant has accepted, there shall be a meeting between the Provost and the new Registrar and Executive Director, Student Enrolment to discuss any issues arising from the appointment process.
-



PROCEDURES FOR THE SELECTION OF THE REGISTRAR

University Policy No.: GV0400
Classification: Governance
Approving Authority: Board of Governors
Effective Date: March 2015
Supersedes: November 2002
Last Editorial Change: June 2007
Mandated Review: March 2022

PURPOSE

- 1.00 The following procedures define the method by which the appointment, or review and re-appointment, of the Registrar will be conducted.

SCOPE

- 2.00 These procedures apply to: the appointment of a new Registrar and the review and re-appointment of the incumbent and to the appointment of an acting Registrar. An acting Registrar is not considered an incumbent.

PROCEDURES

Delegation of Appointment Authority

- 3.00 Under Sections 27(2) (f) and (g) of the University Act, the Board of Governors shall with the approval of Senate establish procedures for the recommendation and selection of senior academic administrators and shall subsequently appoint these administrators.

- 3.01 The Board of Governors has delegated its authority to make appointments to the President or the appropriate vice-president. The President is responsible for approving the appointment of the Registrar.

Notification of Vacancy

- 4.00 A reasonable time prior to the end of the incumbent Registrar's term, the Vice-President Academic and Provost will notify Senate and the President will inform the Board of Governors of the impending vacancy.

- 4.01 If necessary, the President will appoint an acting Registrar in accordance with section 27.00 of these procedures to serve until the new appointee takes office.

Appointment Committee Establishment and Governance

- 5.00 A reasonable time prior to the end of the incumbent's term, the Vice-President Academic and Provost will ask the University Secretary to convene the Appointment Committee (hereinafter referred to as "the Committee") in accordance with these procedures.

Representation from Equity Groups

- 6.00 The university is committed to equity and diversity. When electing members of the Committee, constituencies should encourage diverse representatives from their membership to stand for election including: women, Indigenous peoples, persons with

disabilities, visible minorities, people of all sexual orientations and genders and others who may contribute to the diversification of the Committee.

Committee Composition

7.00 The Committee shall be comprised as follows:

1	The Vice-President Academic and Provost (or designate) who shall serve as the Chair of the Committee
1	Dean of Graduate Studies, or designate
1	One Dean selected by the Deans (except the Dean of the Faculty of Graduate Studies)
1	Senator nominated by the Senate Committee on Agenda and Governance
1	One graduate student selected by the Graduate Students' Society
1	One undergraduate student selected by the University of Victoria Students' Society
1	Chief Information Officer
2	Members selected from the professional staff in the Office of the Registrar and
1	Director Student Recruitment and Global Engagement
<hr/>	
10	

Alternate Committee Members

8.00 Alternates will be identified, where possible, who may be asked to serve when a member needs to resign from the Committee before it begins to formally interview candidates. Alternates cannot be added after this point as each Committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.

8.01 In the event that an alternate is required and no alternate was determined at the time the Committee was constituted, an alternate will be appointed by the remaining members of the Committee after appropriate consultation.

Committee Member Participation

9.00 Committee members are expected to attend the Committee's meetings and must participate in interviews. A Committee member who is not able to meet these expectations shall resign from the Committee and an alternate may be appointed in accordance with section 9.00.

Establishment of Position Criteria

10.00 The Committee shall acquaint itself thoroughly with the requirements of the Registrar position through a review of appropriate university policies and procedures, meetings with the incumbent, and others as appropriate, and shall establish criteria by which to evaluate candidates.

Employment Equity

11.00 Throughout the appointment process, the Committee should acquaint itself with human rights requirements, university equity and diversity policies, include equity considerations when developing criteria for the position, and take steps to widen the pool of qualified applicants to include designated equity group members and others who may contribute to the further diversification of the university. Position advertisements shall include the current employment equity statement.

11.01 The Committee should familiarize itself with best practices for conducting fair and equitable search and selection processes.

Confidentiality, Protection of Privacy and Records Management

12.00 The personal information of the incumbent and Registrar candidates shall be managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*, and the university's Protection of Privacy (GV0235) and Records Management (IM7700) policies and associated procedures.

12.01 Documentation containing personal information received by the Committee is confidential and shall be used or disclosed only for the purpose for which the information was collected or a purpose consistent with the original collection purpose. All other uses or disclosures of such information require the consent of the incumbent or candidate.

13.00 Deliberations of the Committee are confidential. The Committee shall keep a confidential summary record of its meetings detailing its decisions and actions. Deliberations of the Committee concerning the incumbent or candidates shall not be recorded in the summary record.

13.01 Only the Chair (or designate) is authorized to speak on behalf of the Committee. Committee members shall not disclose opinions or individual comments voiced at Committee meetings and are expected to respond to questions on the Committee's progress as directed by the Chair.

13.02 A Committee member who has breached confidentiality shall be subject to sanction by the Chair potentially including dismissal from the Committee.

14.00 Committee records shall be managed in accordance with the university's Protection of Privacy (GV0235) and Records Management (IM7700) policies and associated procedures.

Consultation with Constituencies

15.00 Committee members are responsible for exercising their best judgment in the interests of the appointment process and their respective constituencies. They are expected to seek information from their constituencies and keep constituencies apprised of the non-confidential aspects of the appointment process.

15.01 The Chair will guide Committee members with respect to consultations with their constituencies.

Search Procedures

Determination of Candidate Field

16.00 The Chair, in consultation with the Committee, shall determine whether or not to initially seek internal candidates only.

16.01 The Vice-President Academic and Provost (or designate) may elect to engage a search consultant in cases where the position is open to external candidates.

Candidate Selection

17.00 The Committee will gather relevant information about the candidates and shall then select a short list of candidates.

Communication with Candidates

18.00 The Committee is responsible for ensuring all candidates are made aware of, and provided with a copy of these procedures.

18.01 Candidates shall be advised of the measures to be used for assessment and the individuals and constituency groups the Committee intends to consult.

Voting

19.00 The Committee shall reach a decision on a recommended candidate through a simple majority vote, by secret ballot. The Chair has the right to vote.

Recommendation

20.00 The Committee's appointment recommendation shall be provided to the President in the form of a report including recommendations for action and a rationale for its decision.

Appointment of an Acting Registrar

21.00 When the appointment of an Acting Registrar is necessary, the Vice-President Academic and Provost (or designate) will consult with individuals and committees, as he or she deems appropriate, and will then make a recommendation for appointment to the President. Normally such an appointment would not exceed two years.

AUTHORITIES AND OFFICERS

- i) Approving Authority: Senate and Board of Governors
- ii) Designated Executive Officer: Vice-President Academic and Provost
- iii) Procedural Authority: Senate and Board of Governors
- iv) Procedural Officer: Vice-President Academic and Provost

LEGISLATION

University Act

Freedom of Information and Protection of Privacy Act

RELATED POLICIES AND DOCUMENTS

[Protection of Privacy Policy](#) (GV0235) and associated procedures

[Records Management Policy](#) (IM7700) and associated procedures



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 31st, 2015

Subject: SHORT TERM INVESTMENT REPORT – To December 31, 2014

Basis for Jurisdiction: Short-Term Investment Policy, FM5200

Background:

The following report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension and endowment funds) for the period ended December 31, 2014.

Reporting Update:

Short Term Funds – Total Assets - December 2014

<u>Allocation</u>	<u>Held/Managed</u>	<u>\$ Millions</u>	<u>% Wt.</u>
Cash (CAD and USD)	Bank	10.0	6%
Money Market	RJ (MV)	94.4	58%
Short Term Bond and Mortgage Fund	PH&N (MV)	57.4	36%
Total Fund		161.8	100.0%

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

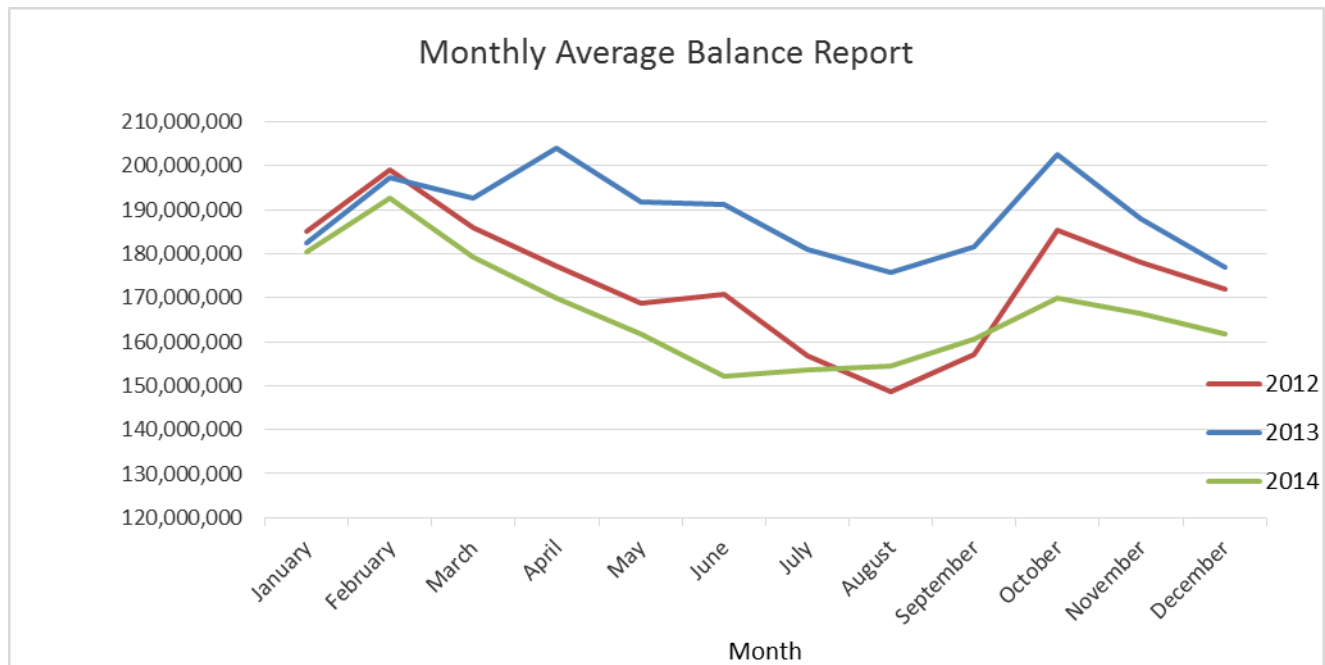
Short Term Funds Investment Return Summary – December 2014

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
0.14%	0.12%	0.02%	0.58%	0.58%	0.00%	2.59%	2.64%	-0.05%

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 payrolls being run. 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.

Graph #1 – Short Term Pooled Fund



Manager Updates

PH&N

John Montalbano has announced that he will transition from his role as CEO of RBC Global Asset Management to become Vice Chairman of RBC Wealth Management, effective May 1, 2015. In his new role, John will continue to support RBC’s business development and special projects, as well as provide counsel to the new co-CEOs of RBC GAM.

John will be succeeded by Co-CEOs Damon Williams, head of RBC GAM’s institutional business globally, and Alex Khein, CEO of BlueBay Asset Management. Bruce Geddes, currently Head of Institutional Asset Management in Canada, will replace Damon as President of Phillips, Hager & North Investment Management (PH&N).

Short Term Interest Rate Activity

The Bank of Canada (BoC) maintained a 1% overnight rate throughout 2011, 2012, 2013 and 2014. However, the slide of oil prices prompted the BoC to cut rates by 0.25% to 0.75% on January 21st, 2015. The rate cut was generally a surprise to the market and another rate cut was initially expected March 4th; however, after much speculation the BoC left the overnight rate at 0.75%.

In 2015, the consensus interest rate outlook is very similar to 2014 and 2013. Most expect rates to increase across the yield curve modestly. In the US, the Federal Reserve is expected to increase rates in mid-2015. In the past the US and Canada have generally adjusted their respective overnight rates in tandem. Given US GDP growth is expected to exceed Canadian growth in 2015, the US is more likely to be raising rates in the near term than Canada. Inflation has remained subdued but increased modestly throughout 2014. The consumer price index for 2014 increased to 2%, equal to the BoC target. Interest announcements for 2015 are scheduled as follows:

Table #1 – Interest Rate Announcement Dates

Schedule for 2015

April 15
 May 27
 July 15
 September 9
 October 21
 December 2

Investment Yields

Tables #2 and #3 below shows that the yield curve at December 31st, 2013 and 2014 decreased relatively significantly on the longer end to close to 1%. The overnight rate, however, remained anchored at 1% with short term yields remaining relatively flat. It is unprecedented that the difference between the 1 year rate and 30 year rate is only 1.34%. As seen from the implied change for 2015, even with the large decrease in rates, there is a lower expectation that interest rates will increase compared to last year's expectations. In hindsight, last year's expectation was far off the mark, demonstrating that the forward curve is based on market sentiment as opposed to being a predictor of yields one year hence.

Table #2

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%

Table #3

Government of Canada Yields	1 Year	2 Year	5 Year	10 Year	30 Year
December 31, 2013	0.98%	1.14%	1.95%	2.77%	3.24%
Forward curve for Dec. 31, 2014	<u>1.28%</u>	<u>1.31%</u>	<u>2.32%</u>	<u>3.02%</u>	<u>3.36%</u>
Implied Change (1 Year)	+0.30%	+0.17%	+0.37%	+0.25%	+0.12%

Performance Review of Short-Term Investment Pooled Funds

The first \$10 million in our bank account earns a variable rate of prime less 1.75%. On January 27th, RBC was the first major bank to cut its prime rate 0.15% in response to the BoC 0.25% cut. RBC prime rate has historically moved in line with the BoC overnight rate, so it was somewhat surprising that RBC only cut its prime rate by 0.15%. With the cut the RBC prime rate is currently 2.85%, and as a result the interest rate we earn on our deposits is 1.10%. If the BoC cuts the overnight rate further it will be interesting to see how RBC and the other banks respond. Any funds held in our bank account greater than \$10 million dollars continue to yield 1.35%.

Core banking services including the yield earned on deposits are currently out for public tender. It is expected the successful proponent will be selected by mid-April. An update on the yield being earned will be reported in the September short term investment report to the Board.

A review of net performance shows that for the 6 month period ending December 31, Raymond James returned 0.87% compared to the benchmark (DEX 91-day T-Bill Index) of 0.47%. The one year return was 1.65% and added 73 bps of value relative to the benchmark. While the yields are low on an absolute basis, the yield pick-up is relatively large on a large balance.

PH&N's Short Term Bond and Mortgage Fund is benchmarked against the DEX Short Term Bond Index. In the 6 months ending December 31, the Fund returned 1.3% and equaled its benchmark. The one year return for the fund was 3.6% and outperformed its benchmark by 55 bps, mainly as a result of corporate credit strategies and mortgages. Consistent with the overall market and as per table #4, the yield on the Fund has decreased from 2.2% last year to 1.89%. Table #4 also shows how the composition of the Short Term Bond and Mortgage Fund compares to its benchmark at December 31, 2014.

Table #4 -

Bond Portfolio Structure as of December 31, 2014

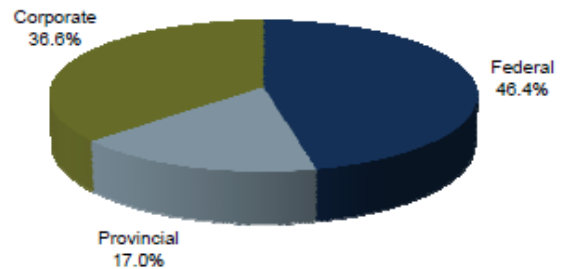
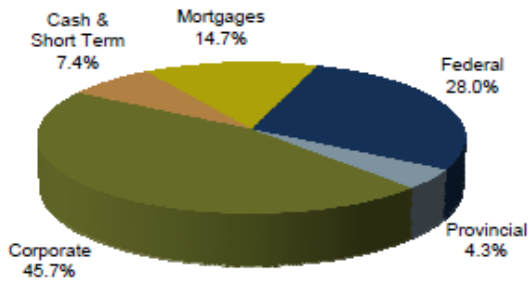
PH&N Short Term Bond & Mortgage Fund

Modified Duration: 2.52 Years
 Term to Maturity: 2.76 Years
 Yield to Maturity: 1.89%

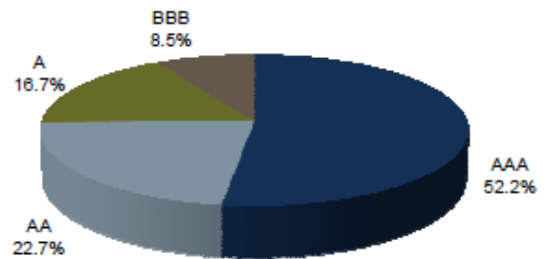
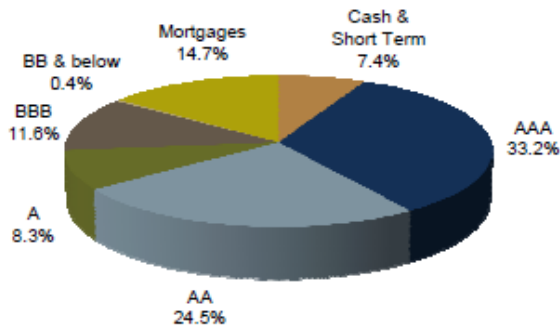
FTSE TMX Canada Short Term Overall Bond Index

Modified Duration: 2.79 Years
 Term to Maturity: 2.96 Years
 Yield to Maturity: 1.55%

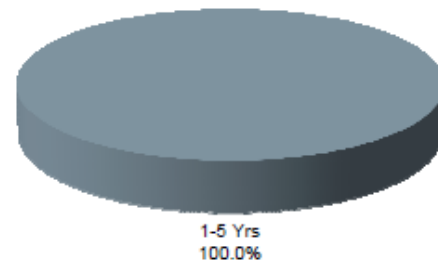
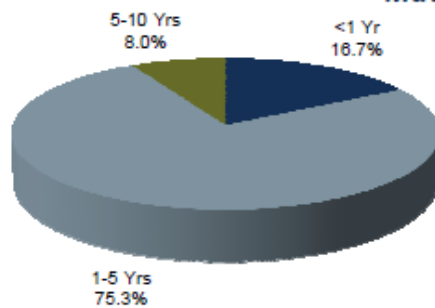
Issuer Analysis



Rating Analysis*



Maturity Analysis



* 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.

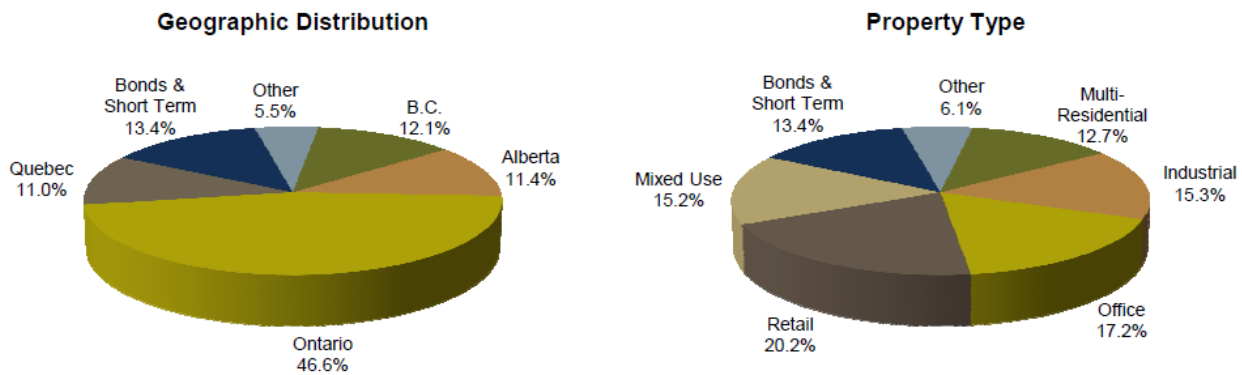
PH&N's Mortgage Pension Trust (MPT) is benchmarked against the DEX Short Term Bond Index Universe Bond Index + 1%. The university's position in the fund was initiated on December 31, 2014 and will be built up over the next 6 months.

The yield on the Fund was ~2.9% at Dec 31, 2014 versus the benchmark of 2.5%. Table #5 below outlines the geographic distribution and as well as the property type of the portfolio. A key statistical comparison is provided for 2013 and 2014.

Table #5

The charts and table below highlight the diversification and quality of the MPT portfolio.

As of December 31, 2014



Key Portfolio Statistics	December 31, 2014	December 31, 2013
Weighted average net spread:	188 bps over similar term Government of Canada bonds	193 bps over similar term Government of Canada bonds
Weighted average amortization:	20.0 years*	19.3 years
Average term-to-maturity:	4.1 years	4.0 years
Weighted average duration:	3.2 years	3.3 years
Weighted loan-to-value:	57%	56%
Weighted average cashflow coverage:	1.9x	1.8x
Number of mortgages:	609	553
Largest mortgage:	2.0%	1.1%
Marketable securities & cash:	13.4%	9.8%
Fund value:	\$2,572.3 million	\$1,846.4 million

* Excludes interest-only mortgages which represent 9.4% of the total mortgages.

The overall average term to maturity of the portfolio is 1.0 year compared to 1.7 years and 0.3 years short of the benchmark average term to maturity. The duration (or interest rate sensitivity) of the portfolio is 0.9 compared to 1.3 last year and 0.1 short of the benchmark. As per table #4 this is as a result of the PH&N funds being shorter than their respective benchmark portfolios as well as the overall fund being positioned on the short end as a result of implementing the cash flow immunization strategy for CARSA discussed further in the report below. The overall return of the fund in 2014 was 2.6% net of fees (appendix 2). The Consumer Price Index increased 2.0% in

2014 and as a result, all things being equal, the overall purchasing power of the fund increased modestly over the course of 2014 with returns exceeding inflation by 0.6%.

Manager Bond Market Outlook

PH&N Commentary

- *It has been a stunning year for bond returns, especially for bonds with longer maturities. In 2014, the U.S. economy's growth rate accelerated with the latest quarterly measure being the strongest in 11 years. This alone should have spurred yields higher in North America, however slowing inflation and stalling growth abroad proved to be a stronger force. Demand for North American bonds pushed yields lower and led to very healthy returns.*
- *"Low for longer" is a theme that describes our outlook for bond yields as well as for this business cycle (a lower growth rate and longer life than is typical). We expect that the U.S. Federal Reserve (Fed) will begin to raise its policy rate in mid-2015, its first rate hike in nine years. This should send bond yields higher but not too far or too fast. The global economy cannot handle a sharp increase and there is a strong substitution effect with capital coming from Asia and Europe to the North American bond market, limiting any upward movement in yields.*
- *We continue to anticipate moderately higher bond yields over the coming year for several reasons. First, the Fed should begin tapering its stimulus actions shortly, leading to a further increase in yields around the world; second, economic growth appears set to improve, especially in the U.S., and this is a classic driver of higher interest rates; and finally, inflation may edge a bit higher from current low levels, further stimulating yields.*

Summary and Looking Forward

In September the Short Term Investment Policy was updated to replace the Bond Fund with the Mortgage Pension Trust (MPT). As indicated when the change was recommended, the MPT has a queue of 4-6 months. As at December 31, \$4.5 million of the \$22.5 million allocation had been made. As a result, the portfolio's duration and term to maturity have decreased considerably as intended. If and when rates do eventually rise this will mitigate the effects on the portfolio in the medium to long term. In hindsight the timing of the portfolio change might have been a few months early as long term rates surprisingly continue to drop from ~3.25 to 2.5% up until September and continued downward until the end of the year and finished at 2.3%. The PH&N Bond Fund was yielding 3.5% at the beginning of 2014 and based on that yield one would have expected a return in that range. However, it returned over 9% in 2014. Similarly, but to a lesser degree, the PH&N Short Term Bond and Mortgage Fund had a yield of 2.2% to start the year and returned 3.6%. This additional return is being generated from capital appreciation due from declining interest rates. While higher short term returns are nice, this could also be viewed as borrowing from future as that capital depreciation will occur once rates rise. That being said, most have been calling for rates to rise for the last two years and in some cases longer. It seems inevitable but most agree (including PH&N) that rates will rise slowly given existing debt loads and the limited ability of the economy to continue to grow while interest rates normalize.

One thing we are mindful of and compare regularly is the S&P/TSX dividend yield to the 10 year BoC yield. Yields are what investors earn while they hold an asset. It is unusual to have a 10 year bond yield less the dividend yield on equities; however at the end of December this occurred again. The yield on the S&P/TSX was roughly 3% compared to a 10 year bond yield of 1.8%. 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.

The decline in interest rates on short-term investments has resulted in greater returns on the short term pool than expected. The total investment return to December 31 is \$0.5M greater than budgeted. However, given the low existing interest rate environment this budget will be a challenge to meet in the next year. This expected shortfall in 2015-16 will be offset by the investment income reserve that was put in place during years of returns in excess of budget.

CARSA Cash Flow – Investment Strategy Update

Given the significant dollar value of this project relative to the short term investment pool, we are continuing to align the cash inflows and outflows. The goal of aligning cash inflows and outflows is to mitigate the interest rate risk so that any interest rate volatility will affect the assets and liabilities similarly. This strategy is commonly referred to as interest rate immunization or liability driven investing. For example, if \$102 is needed 1 year from now, if interest rates are 2% then \$100 needs to be invested today to have \$102 in a year. If 1 year interest rates move 1% higher the next day, while accounting-wise the value of the bond decrease, if you hold the bond to maturity you will still receive the 2% interest and \$100 in principal in one year and have \$102 when the cash is needed.

The main advantage of this strategy was to mitigate the interest rate risk while continuing to earn a reasonable rate of interest. This strategy protects the assets put aside in the event interest rates increase and conversely has an associated opportunity cost if interest rates decrease further. To date, long term interest rates have increased more than expected and this strategy has ensured the funds will continue to earn a reasonable rate and that the funds put aside now will be sufficient to fund the project.

This strategy is not viewed as having a material impact on liquidity, credit or default risk and will continue until CARSA completion. As at December 31, 2014, roughly three quarters of the cash disbursements for the project have been made and all remaining funds are invested in money market investments to match upcoming liabilities.

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

Given uncertainty about upcoming contract renewals it was determined that roughly \$600K U.S. dollars (USD) should be purchased for the library and systems in order to protect a portion of their purchasing power of the 2014-15 budgets. The USD were purchased at a rate of 1 USD = 1.09-1.10 Canadian dollar (CAD). The CAD has weakened relative to the USD exchange rate in 14-15, and based on sales to date we expect to have a relatively small gain from implementing the hedging program. Given the CAD/USD volatility we are working with the various areas to hedge a greater dollar amount of their USD transactions.

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

	Policy FM5200	RBC		Raymond James		PH&N Short Term Bond & Mortgage Fund		PH&N Universe Bond Fund		Total Portfolio	
2014	Jul	15,606,939	10%	81,355,977	53%	34,390,118	22%	22,358,730	15%	153,711,765	100%
2014	Aug	15,935,386	10%	81,463,142	53%	34,470,292	22%	22,555,915	15%	154,424,734	100%
2014	Sep	21,875,437	14%	81,699,149	51%	34,511,703	21%	22,608,521	14%	160,694,809	100%
2014	Oct	23,571,071	14%	100,520,589	59%	45,888,832	27%	0	0%	169,980,492	100%
2014	Nov	10,139,956	6%	98,911,426	59%	57,280,154	34%	0	0%	166,331,536	100%
2014	Dec	9,970,832	6%	94,434,882	58%	57,419,454	35%	0	0%	161,825,169	100%

¹ Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report

Return as at Dec 31, 2014

Raymond James

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
0.13%	0.07%	0.06%	1.64%	0.91%	0.73%

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
0.15%	0.13%	0.02%	1.00%	0.91%	0.09%	3.60%	3.11%	0.49%

PH&N – Bond Fund

Monthly Return	Monthly FTSE TMX Universe Bond Index	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Universe Bond Index	3 Month Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX Universe Bond Index	1 Year Over (Under) Performance
0.60%	0.56%	0.04%	2.80%	2.70%	0.10%	9.30%	8.79%	0.51%

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
0.14%	0.12%	0.02%	0.58%	0.58%	0.00%	2.59%	2.64%	-0.05%



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 31, 2015

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

Basis for Jurisdiction: University Act 27.1

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

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 16, 2015 from the Chairperson of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Attachment:

Letter dated March 16, 2015 from Kayleigh Erickson, UVSS Chairperson to Jim Dunsdon, Associate Vice-President Student Affairs.



March 16, 2015

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 2015 Summer and Fall semesters. The fees in this letter are near identical to the letter sent in May 2014 as there were three referendum questions 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 2015 Summer and Fall semesters are as follows:

Fee	Amount
UVSS Fee	\$70.85 for full-time students and \$35.40 for part-time per semester
SUB Renovation Fee	\$5 for full-time students and \$2.50 for part-time students per 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 \$95.04 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 \$95.04 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,



Kayleigh Erickson
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	2015/2016 Fall Semester (Full-Time)	2015/2016 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 Color Collective	.70	.35
	\$70.85	\$35.40

Appendix "B"

Fee Type	2015/2016 Fall Semester (Full-Time)	2015/2016 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 31, 2015

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 2015/16 as outlined in the letter of March 9, 2015 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 0.9% for the 2015-16 fiscal year.

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 24 2015. If the fees are approved by both the GSS Board and the Board of Governors, it will come into effect May 1, 2015. The credit requirements for assessment remain unchanged. At the Board of Governors meeting we will confirm the results of GSS AGM on March 24, 2015.

Attachment:

Letter dated March 9, 2015 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.



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

March 9, 2015

Dear Ms. Gorrill,

I am writing to notify you of planned changes to University of Victoria Graduate Students' Society (GSS) fees for our 2015-16 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Society Act* related to our fees. The GSS is planning an increase in our mandatory Operating fee and Capital fee of 0.9%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index.

This fee increase is subject to budget approval at the GSS Semi-Annual General Meeting (SAGM) on March 24, 2015. If the budget is approved, the increase comes into effect May 1, 2015. 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.

Pending approval by the membership, GSS fees at May 2015 will be as follows:

GSS Fee	At May 2015
Operating fee:	\$40.11
Capital Fee:	\$9.10
Childcare fee:	\$1.02
Student Group fee:	\$7.50
Total fee (per semester):	\$57.73

The credit requirements for assessment remains the same as the previous academic year. All graduate students enrolled at UVIC are assessed the full GSS membership fee each term, with the exception of graduate students enrolled only in co-op, who are assessed 50% pro-rated fees.

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, 2015. GSS Extended Health and Dental plan fees are assessed when graduate students are enrolled in full-time (3.0 units) in on-campus studies.

I hereby certify that at our October 28, 2014 Annual General Meeting, the GSS circulated our 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,

A handwritten signature in black ink that reads "Stacy Chappel". The signature is written in a cursive, flowing style.

Stacy Chappel
GSS Executive Director

cc.

Ms. Kendra MacFarlane, *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

March 19, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2015

Subject: Enrolment Projections for 2015-16

Basis for Jurisdiction: University Act, s. 27

Previous Consultation: Senate meeting on February 6, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the projected annualized working enrolment target of 18,163 FTE for the 2015/16 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 February 6, 2015.

Background:

Senate approves and recommends to the Board full-time equivalent (FTE) enrolment targets annually for the university. As part of the provincial Jobs Skills Plan, UVic lowered with no loss in provincial grant or change in existing enrolment patterns its overall enrolment target to 16,463 FTE by targeting enrolments in areas of provincial priority and reducing its non-targeted enrolments. UVic expects to continue to modestly recalibrate enrolment targets with the province over the next three years.

The Ministry of Advanced Education has indicated that for 2015/16 there will be no funded increase in graduate and undergraduate FTEs. Because international enrolments are not included in the Ministry target, UVic's ultimate internal enrolment target will be higher. The international enrolment plan called for international undergraduates to reach 1,250 FTE by 2015/16. In actuality, UVic achieved this target well ahead of schedule and actual enrolments are just under 1,800 FTE. For tuition revenue planning, UVic is assuming that this enrolment level will be maintained at least 1,700 FTE and therefore the overall enrolment target will be set at 18,163.

Attachment(s): Memorandum to Senate on enrolment projections for 2015/16



University
of Victoria

Vice-President
Academic
& Provost

Vice-President Academic and Provost

PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel (250) 721-7013 Fax (250) 721-7216
E-mail provost@uvic.ca Web <http://www.uvic.ca/vpac>

MEMO

Date: January 21, 2015
To: Dr. Julia Eastman, University Secretary and Secretary of Senate
From: Valerie S. Kuehne, Acting Vice-President Academic & Provost
Re: **Enrolment Projections for 2015-2016**

Highlights

This memorandum recommends the level of student enrolment for the coming year (2015/16). For the year 2014/15, the University of Victoria was funded by the Ministry of Advanced Education (AVED) to enrol 16,528 FTE students. As part of the provincial Jobs Skills Plan, UVic lowered, with no loss in provincial grant or change in existing enrolment patterns, its overall enrolment target to 16,463 FTE by targeting enrolments in areas of provincial priority and reducing its non-targeted enrolments. UVic expects to continue to modestly recalibrate enrolment targets with the province over the next three years.

The Ministry indicates that for 2015/16 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 16,463** and possibly lower due to enrolment recalibrations via the Jobs Skills Plan.

Because international enrolments are not included in the Ministry target, UVic's ultimate internal enrolment target will be higher. The international enrolment plan called for international undergraduates to reach 1,250 FTE by 2015-16. In actuality, UVic achieved this target well ahead of schedule and actual enrolments are just under 1,800 FTE. For tuition revenue planning, UVic is assuming that this enrolment level will be maintained at least 1,700 FTE and therefore **the overall enrolment target will be set at 18,163**.

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 is 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 is 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 2014/15 academic year the University of Victoria was funded for **14,423 FTE** undergraduate students and **2,040 FTE** graduate students, for a total of **16,463 FTE**. For 2015/16 we have been advised by AVED to expect no increase in targets for undergraduate or graduate enrolments—the total provincially funded enrolments will remain at **16,463 FTE**.

In addition to the minimum 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 1,700 FTE international undergraduate students.

Report on 2014/15 Targets

The Fall interim enrolment report to the Ministry of Advanced Education (AVED) shows that 2014/15 AVED-funded enrolments (which does not include international students) at the University of Victoria are projected to be 100.9% of the overall target (16,608 FTE on a target of 16,463 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.

We have substantially exceeded our internal target associated with graduate students, as well as full-fee-paying international undergraduate students. Growing our international undergraduate population has been a strategic priority this past year and that goal has been realized—there has been a 30 percent increase in international students this year. International students now account for 12.7% of all undergraduates and 25.0% of all graduates. Overall, international students comprise 14.7% of the student population.

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)

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	10 year change	1 year change
Undergrad	13,461	13,694	13,450	13,648	14,182	14,828	14,815	14,726	15,065	15,403	1,942	338
Graduate	2,036	2,096	2,122	2,252	2,447	2,678	2,808	2,847	2,952	2,999	963	47
Total	15,487	15,790	15,572	15,900	16,629	17,506	17,623	17,573	18,017	18,402	2,915	385

AVED Target Comparison

	AVED Funded 2014/15 Target	Projected 2014/15 Total	Variance from AVED Target
Domestic UG FTE	14,423	13,609	-814
Graduate FTE	2,040	2,999	959
Total funded FTE	16,463	16,608	145

Internal Target Comparison

	UVic Internal 2014/15 Target	Projected 2014/15 Total	Variance from Internal Target
Domestic UG FTE	14,423	13,609	-814
International UG FTE	1,250	1,794	544
Subtotal UG FTE	15,673	15,403	-270
Graduate FTE	2,040	2,999	959
Total FTE	17,713	18,402	689

Enrolment matters will continue to receive attention. However, due to continuing stagnant funding levels from the province, UVic has largely finished its aggressive growth period. With this slowdown in growth, our enrolment attention will now be focused on our strategic goals of meeting our domestic undergraduate targets, enhancing the quality of our entering class, increasing overall retention rates, and increasing internationalization. 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 allow us to achieve the ministry and internal targets associated with domestic undergraduates. Internationalization will be achieved by increasing not only the enrolments and 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.

In response to projected growth in international enrolments, the Global Engagement Office is working with academic departments and service units to develop a comprehensive plan on how to support students. A particular focus will be on those Faculties and Departments that receive the largest share of international students. The Office will identify and address the needs which are unique to international students and to enhance and evaluate the services and processes necessary to ensure students are welcomed, integrated into our community and properly supported for their academic success.

With a substantial growth in post-secondary capacity across the province 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.

Enrolment Targets for 2015/16

The list below shows enrolment targets for both Ministry-funded enrolment accountabilities and UVic's internal enrolment target for 2015/16. It is proposed that we approve an internal enrolment target of 17,713 or 150 FTE higher than the target for 2014/15. 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 2015/16 Enrolment Recommendations:

2015/16 Ministry funded undergraduate FTE	14,423
2015/16 Ministry funded graduate FTE	2,040
Total Ministry funded FTE for 2015/16	16,463
Planned enrolments beyond funded level	1,700
Total Ultimate Internal Target	18,163

I request that Senate approve the following motion:

THAT Senate approve, and recommend to the Board of Governors that it also approve, a projected annualized working enrolment target of 18,163 FTE for the 2015/16 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

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

cc: President and Vice-Chancellor

Meeting Date: March 31, 2015

Subject: **2015-16 to 2017-18 PLANNING AND BUDGET FRAMEWORK**

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors – taking into account PART I of the 2015-16 to 2017-18 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2015-16 to 2017-18 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 2015/16 fiscal year.

Background:

Attached is the 2015-16 to 2017-18 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 2015-16 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 \$80.50 to \$82.10;
- increase in housing fees for 2015-16 as contained in appendix 2 to support a required deferred maintenance program as well as approval in principle for the fees associated with the 9 year plan;
- increase in parking fees as contained in appendix 3; and
- increase in child care fees as contained in appendix 4.

Attachment: 2015-16 to 2017-18 Planning and Budget Framework



2015-2016

Planning & Budget Framework

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



March 31, 2015



University
of Victoria

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Part 1: Integrated Planning Framework

President Cassels' 2014 report on his *Campus Conversations* confirmed that the strategic plan, "A Vision for the Future – Building on Excellence" is the most important source of focus for institutional efforts; the Campus Conversations further confirmed that there is a substantial degree of alignment within the campus community with 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.

In this Planning and Budget Framework for 2015-16 to 2017-18, the Integrated Planning group, led by the Provost, has identified areas of focus, and opportunities for quality improvement. 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. Within the context of maintaining our commitment to a comprehensive university with a breadth of academic programs and maintaining overall student enrolment at about the same size, supporting students is a top priority. UVic will focus on supporting growth in areas of demand, supporting the growth in numbers of international students and continuing to enhance the student experience for all students. During this period, UVic will be updating its Strategic Research Plan as well as its Campus Plan. Enhanced communications will also be a focus through the UVic Difference project as well as improved internal communication structures.

Context

The environment for post-secondary education in BC continues to be financially constrained. Provincial operating grants for post-secondary institutions, as currently proposed, will decrease again in the upcoming year following two previous years of reductions. Tuition fee increases cannot exceed inflation changes limiting UVic's ability to increase revenues. Contractual obligations related to salaries and rising costs associated with utilities and library acquisitions are examples of pressures that will further constrain financial planning. Investments will therefore be limited to areas of strategic priority.

Within BC, a fifteen year demographic trough is beginning that forecasts decreasing numbers of 18-24 year olds, the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition will intensify for new students and UVic will need to respond by maintaining its focus on recruiting high quality students and enhancing its unique, high quality student experience. Retention and engagement of existing students will continue to receive attention. The "UVic Difference" project will shape how communications and outreach activities will help reinforce the message that UVic is a university of choice.

As part of the Campus Conversations, there was also agreement that the 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 be realignments in the program mix to match student demand and the research foci of faculty. Graduate enrolment remains robust and will grow incrementally in areas of research strengths.

This year, the provincial government launched its Jobs Blueprint which calls for an eventual targeting of approximately 25% of the university's operating grant towards programs that support a priority set of occupations. Of the "Top 60" jobs that are projected to have the highest number of openings by 2022, one-third requires a university degree (the remainder requires certificates, diplomas, or a trade accreditation). Student demand for those degree programs will naturally increase and so UVic must be positioned to meet that demand.

International student demand continues to be very strong (two years of over 30% enrolment increases) and while it would not be prudent to predict that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment, however, is not distributed uniformly across the university – programs that have felt and will continue to feel the strongest pressure from rising international numbers are Engineering, Business, and Economics. Incremental investment, therefore, will be directed to those areas to support students and faculty, and augment student support services.

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 for both teaching and research as well as student residences. Much like the operating grant reductions from government, 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. UVic will be updating its Campus Plan to guide future decisions on the physical development of the campus and this will provide an important decision-making framework for these infrastructure priorities. This is particularly true of large scale research infrastructure, which is increasingly common, but poses new and significant challenges for its sustainability and maintaining university competitiveness. These challenges are also occasioned by much more focused research competitions, for example the explicit linkage of the Canada First Research Excellence Fund to the renewed federal Science and Technology Strategy.

Sharpening Focus and Building on Strengths

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

As in previous years, our focus will be to support enrolment growth in key program areas; maintaining and enhancing the quality of academic programs; and, continuing to support efforts at improving student retention and engagement. For 2015-16 and beyond, our largest investments will be in supporting the enrolment growth in Engineering programs and in particular helping to grow the newly established Civil Engineering program. Growth is not limited to that area however; demand for programs in the Gustavson School of Business and the faculties of Social Sciences and Science is strong, particularly in the departments of Economics and Mathematics. Also receiving special attention in this and the coming years is ensuring that the Academic Writing unit, serving the majority of UVic's undergraduate students, is properly and sustainably resourced.

Student success and enhancing the student experience remains a key focus not only for enhancing quality but also for improving student engagement. Of particular focus in this and the coming years will be support for Academic Advising delivered centrally and in the Faculties. Other areas of Student Affairs receiving resources in this and the coming year include those focused on improved services and supports to students with disabilities, student life programming, and UVic's new and very successful student mental health strategy. In addition, ongoing support for undergraduate student financial assistance will be a priority.

The rapid growth in international students will be supported 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 being launched to help further diversify the number of countries from which our international students originate.

Support for Indigenous students will be enhanced, particularly for student financial support and mentorship programs. The LE, NONET Mentorship and Financial Aid Coordinator will work closely with Student Awards and Financial Aid, Student Recruitment and local school districts in facilitating the Pathways and Opportunities program with the Indigenous Community Liaison and Outreach Coordinator.

Graduate students continue to be a strategic focus for the university. Planning will be undertaken in the coming year toward the development of an enhanced and sustainable scholarship program that will aim to provide more competitive and equitable funding to graduate students across programs on campus.

UVic's unique position as a leading Canadian institution that integrates teaching and research and supports a wide range of experiential learning opportunities for students will continue to be a focus for investments in the future. Educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal will feature in this year's budget plans. Experiential learning will be supported particularly in areas of student enrolment growth as well as in support of international students. We will address educational technology demand by increasing the number of campus supported services; improve existing services; increase integration and improve usability; further develop best practices for integrating educational technology into the teaching and learning experience; and, strategically increase the adoption of educational technology through awareness and training with a focus on improving course delivery and achieving learning outcomes.

Learning and Teaching Support will be enhanced with additional English specialists; TA and tutor training; support for ongoing curricular reviews; and, supporting the Course Experience Survey. Classroom and lab enhancements will include the development 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. The opening of CARSA will provide all students, faculty and staff, as well as alumni and the broader community with 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

Developing a five-year Strategic Research Plan for the University of Victoria provides us with a timely opportunity to reflect on our research strengths, the caliber of our faculty, staff and students, and the impact of our research on Vancouver Island, nationally, and internationally. The plan will help us consolidate and project this enviable foundation for research into the future so that we can do and achieve more, withstand internal and external pressures and challenges, and further extend UVic's reputation for excellence in research and innovation.

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. Decisions must also be made about need for institutional supports for Animal Care Services, and, especially in the short-term, the Aquatics Facility. A third domain of decision making involves the management, user engagement, and sustainability of large scale research infrastructure for which the need for central coordination, management and supports are required. Finally, as the UVic Difference project comes to fruition and 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 about research partnerships, knowledge mobilization, and other major initiatives such as IdeaFest.

Community engagement is a key strategy to meet the University's mission. In the Strategic Plan, UVic is a public good that aspires to be a cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation. It does so by strengthening community access to university knowledge and promoting community engagement in research and teaching activities. Achieving these aims involves enhancing partnerships with First Nations communities, community organizations and local, regional, national and global communities, governments and industries.

The depreciation of the Canadian dollar relative to the US dollar over the past year has had a negative impact on the Library's acquisition 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 be reviewing its serial subscriptions as well as its participation in large purchasing consortia. Further, and congruent with the withdrawal of many Canadian universities from Access Copyright, the Library will also receive support for a UVic-based copyright clearance office.

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

UVic's success in meeting its teaching and research mission would not be possible without its excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remains a priority. For faculty in particular, establishing a productive and cooperative relationship with the newly certified union and achieving a first agreement is a university priority. Improving the relative position of faculty salaries remains a priority for the administration, subject to the constraints of the government mandate.

Administrative and support staff and sessional instructors are responsible for many of the support services for students and a significant amount of teaching. Support for their professional development will be enhanced including training and improved teaching platforms. Further areas of focus include enhanced support to assist all employees in their deliberations and decisions related to retirement (including their transition to retirement); and, the approval and implementation of a new 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. A working group and an advisory committee have been struck to research and recommend enhanced planning tools that will support UVic decision-makers in academic and service units in reaching that goal. Over the coming year the tools, including criteria and an institutional dataset, will assist administrators in their ongoing annual planning and decision making processes.

The working group receives advice and direction from an advisory committee, comprising members of the Senate committees on university planning and budget, plus faculty, student and staff representatives. The advisory committee provides feedback on potential criteria and the associated information that would need

to be collected from the enhanced planning process, as well as on communications and consultation activities to ensure a transparent process.

The working group has developed seven criteria and is drafting and refining associated measures that will apply to teaching, research and service/support. Over the coming year, detailed information on measures for each of the seven criteria will be presented to the university community for feedback and comment.

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.

The university's campus plan serves as a framework for future decisions on the physical development of the campus in support of the institution's core mission. The current plan, which was developed in 2003, will be updated based on input and ideas gathered during a full consultation program with both campus and external community members during 2015.

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 people who share a common understanding, appreciation and responsibility for the importance of the joy of giving and receiving for the advancement of our university.

To these ends a new fundraising priority setting process will ensure that fundraising goals align with university priorities. In the coming year, resources from within the development budget will continue to be reallocated to provide stable support to the faculties. Development staff are working collaboratively to engage donors in greater levels of support, with metrics that will continue to incentivize behaviour and measure results to inform future best practices. Predictive modelling and demographic wealth indicators are being used to identify and increase the number of potential donors, and the donor relations program is being 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. 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 digitalization of university processes and will focus on delivering services that leverage mobile devices, the cloud and social media.

Internal and External Communications and Engagement

The UVic Difference project, through an extensive process of research, consultation and engagement over the past year, has renewed and sharpened UVic's positioning to respond to changes in the internal and external environments, and the heightened international competition for students, faculty, staff, financial support, partners, donors and recognition.

The project has produced a new UVic narrative and a compelling creative tool kit to communicate our university's distinctive strengths and unique experiences, and answer the fundamental "Why UVic?" question

for our key audiences. It also identified a set of critical communications and marketing investments the university 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 with people, communities and organizations around the world.

These recommendations are embedded within a sustainable, metrics-driven multi-year institutional communications and marketing plan that creates a new positioning governance structure to keep university positioning on track. Implementation of this plan has already begun and will continue in 2015-16.

Taking its direction from the president's Campus Conversations report, 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.

The project has surveyed faculty and staff about their internal communications needs and perceptions, and is examining internal communication structures, developing new services and channels to address gaps, and working towards a campus communications strategy and engagement framework. Implementation of some measures has already started and will intensify in 2015-16.

Conclusion

This Planning and Budget Framework for 2015-16 to 2017-18 has identified areas requiring investment, and opportunities for quality improvement. Rather than attempting to describe all university activities, this framework is focused on areas of priority and investment over the coming three years, with an emphasis on student support. Three principal themes will govern the majority of that focus: UVic will support some growth in areas of student demand; augment academic resources and student services to support the growth in numbers of international students; and continue to enhance the student experience for all students. In addition to those areas, UVic will also focus on three key and important initiatives: updating its Strategic Research Plan; updating its Campus Plan; and, enhancing communications through the UVic Difference project and improved internal communication structures.

Part 2: 2015-16 Budget Framework and Three Year Plan

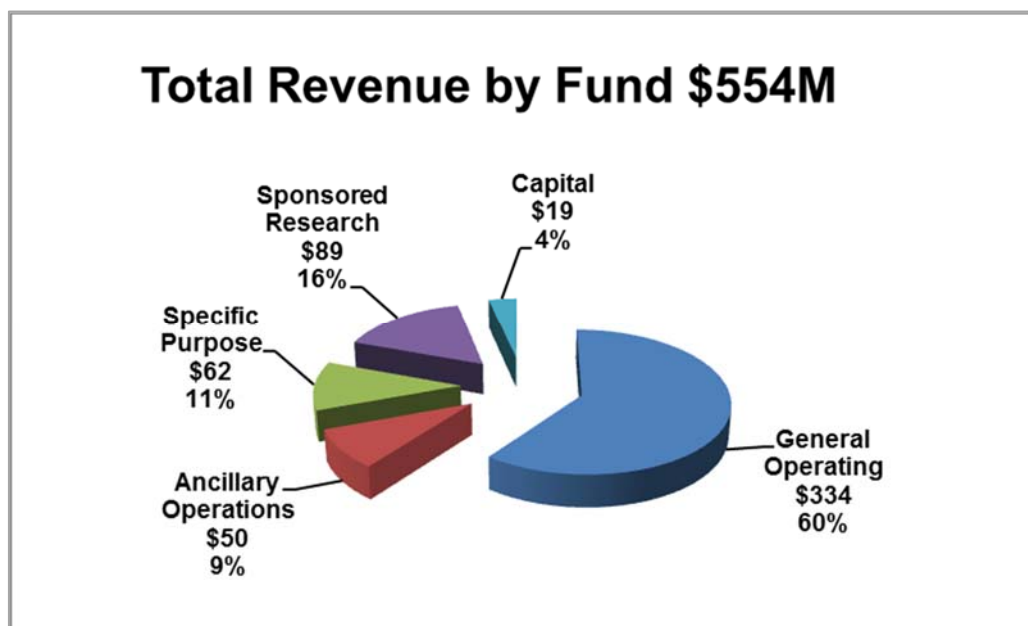
The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with institutional priorities and areas of strategic focus. Commencing with 2006-07, the university has developed its annual budget framework, financial models and plans within the context 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

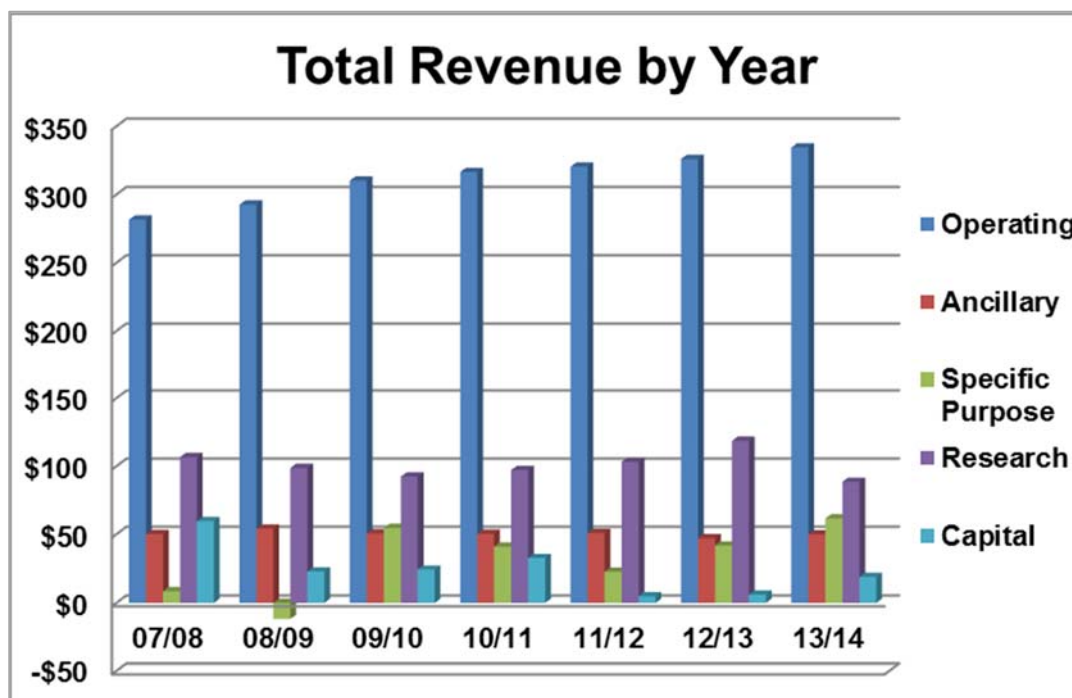
UVic is responsible for the financial stewardship of \$0.55 billion in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

- 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, 2013-14, the total actual revenue for UVic was \$554M and was distributed across the above five funds as follows:



Total revenue increased by \$13.2M or 2.5% from the prior year. The majority of this increase was a result of growth within the specific purpose and capital funds of \$19.4M and \$12.9M respectively and was offset by a decline in sponsored research of \$30.1M. The Operating and ancillary funds experienced only moderate increases. The increase in the specific purpose fund is mainly the result of a \$17.1M increase in investment income due to continued strong financial markets in 2013-14. The sponsored research fund decrease reflects a large decline in government grants (\$29.6M) mainly as a result of the timing of the large Ocean's Observatories and ARIEL research project revenues. 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 continue to be modest given enrolment growth is expected to be limited to international student growth and 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 2017/18, this document focuses on resource allocations for the 2015/16 fiscal year, and specifically requests Board of Governors' approval of the 2015/16:

- operating budget framework (including applicable tuition, application and athletic fee increases);
- routine capital allowance plan; and
- ancillary budgets (including fee increases).

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 2015-16 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;
- 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 limiting tuition increase to the rate of inflation;
- We will maintain the undergraduate international student enrolment levels attained in 2014-15 with small increases in enrolment for specifically identified programs (business and engineering);
- We will achieve our budgeted student enrolment levels;
- The provincial grant reduction for 2015-16 will be distributed on a pro-rata basis across the post-secondary sector;
- As in other sectors, the provincial government will fund 100% of the salary increases within the provincial mandate and resulting from the current round of bargaining which began in fiscal 2014-15;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from current collective agreements, collective bargaining 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 the last two years;
- While the funding for minor routine capital has not yet been confirmed for 2015-16, it is assumed to be \$625K consistent with 2014-15; 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.

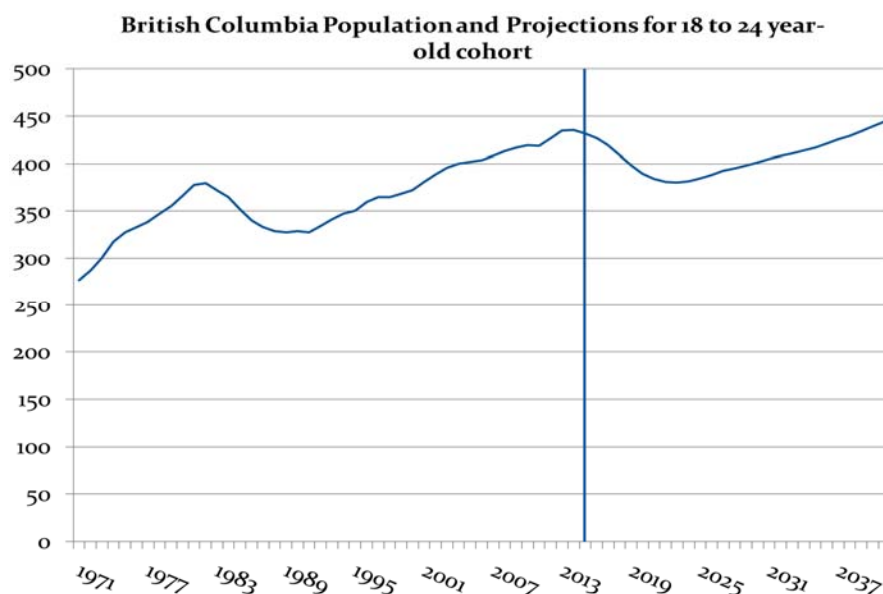
(b) Financial Summary

The following Table 1 provides a financial summary of the projected operating revenues and expenditures for 2015-16 and the following 2 years based on the above assumptions:

TABLE 1	2014-15 Operating Budget	Projected 2015-16 Operating Budget	Projected 2016-17 Operating Budget	Projected 2017-18 Operating Budget
	(000's)	(000's)	(000's)	(000's)
Revenues				
Provincial Grants	172,628	172,262	173,884	177,570
Federal Grant	6,017	6,017	6,017	6,017
Other Grants and Contracts	4,999	4,999	4,999	4,999
Student Fees	111,405	122,156	124,434	126,757
Department Revenue	28,545	28,614	28,614	28,614
Investment Income and Other	3,571	4,116	4,116	4,116
Total Revenues	327,164	338,164	342,064	348,073
Expenditures				
Salaries and Benefits	256,901	261,841	268,500	274,542
Operating Expenses - Current	70,263	70,128	70,821	71,072
Base Allocations:				
Academic Programs	-	1,865	-	-
Strategic Priorities	-	466	-	-
Differential Programs and Targeted Growth	-	1,345	126	129
Prior Year Budget Available	-	(977)	-	-
Base Expenditures	327,164	334,668	339,447	345,743
Term Allocations:				
Academic Programs	-	1,057	1,057	1,057
Strategic Priorities	-	2,439	1,560	1,274
Total Expenditures	327,164	338,164	342,064	348,074
Budget Surplus/Shortfall	(0)	(0)	(0)	(0)

The three-year financial picture in Table 1 above shows a balanced budget for the next three years. This financial picture has improved substantially from projections outlined in the 2014-15 budget framework solely as a result of significant growth in undergraduate international enrolment in 2014-15. Projections show that without this enrolment growth the university would be facing budget shortfalls estimated at \$1.3M, \$0.9M and \$0.3M for 2015-16, 2016-17 and 2017-18 respectively. Financial projections that exclude revenue from international enrolment were modeled in order to understand the financial situation assuming no growth to support operations. This financial view is important given the long term sustainability of current enrolment levels, both international and domestic, is uncertain and we have made the strategic decision to remain approximately the same size as currently, focusing on recruiting the highest quality students possible.

On the international front it is difficult to predict what sustainable international enrolment levels may be given enrolment for this segment of our student population is highly sensitive to world events and post-secondary strategies in countries around the world. With respect to domestic students, the following chart shows the projected trend for the 18-24 year old cohort for the BC population.



The 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 enrollment directly from high school and considering that our enrolment has previously mirrored the BC population trend, this demographic trough poses a significant recruitment challenge and could have a significant impact financially. Enrolment challenges have already been experienced by Ontario where some schools saw first year enrolment declines in their first year intake ranging from 8% to 14% in 2014-15. While the impact on UVic from this shift can't be predicted, it is prudent for us to continue our focus on both student recruitment and retention, and retain financial flexibility in order that we can respond to changes with the least institutional impact.

Given the uncertainty around international enrolment levels and the demographic challenge noted above, the suggested budget approach for 2015-16 to 2017-18 is to provide some on-going support to academic and other areas to address current pressures from enrolment 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 will have commitments of 3 years or less.

As well as providing flexibility to address potential future financial challenges, this approach retains flexibility to allow for future allocation decisions to be informed by the enhanced planning tools (see page 5 above).

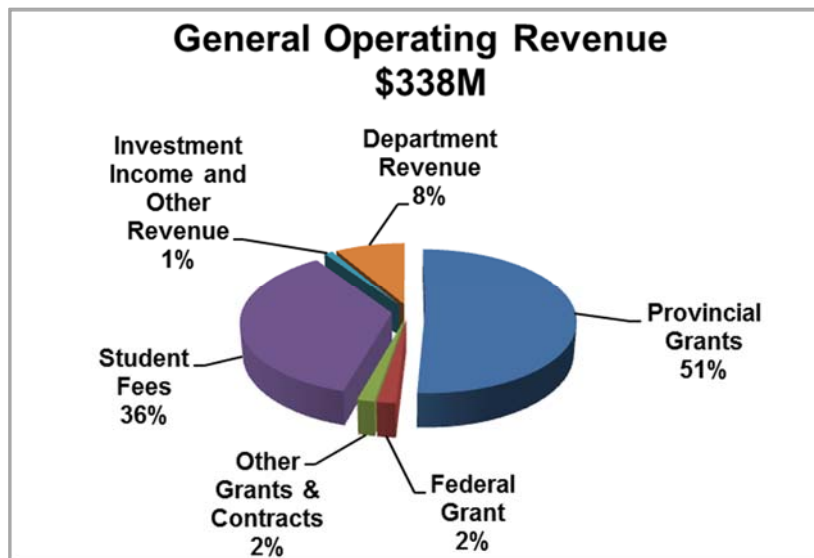
Section e below outlines how the base and term expenditure allocations were determined and their distribution. This budget approach will be reassessed each year as the enrolment environment evolves.

(c) 2015/16 Operating Revenue Information and Changes

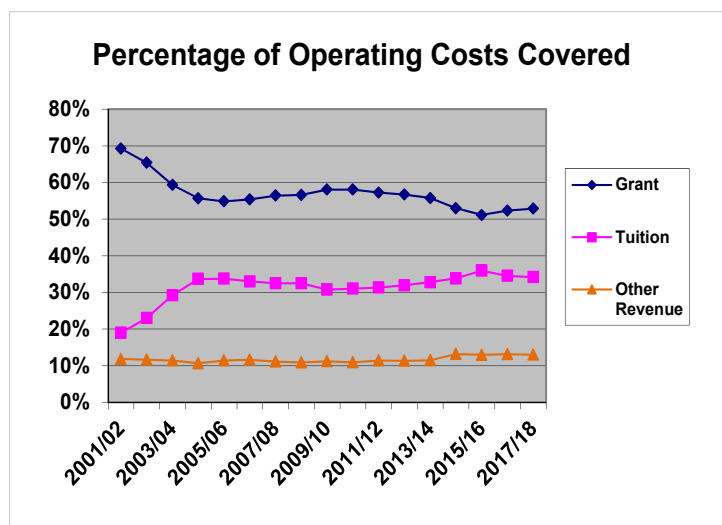
Operating costs for the university are funded from two main sources:

- government grants which account for 51% of revenues in 2015-16 (down from 53% in the prior year); and
- student fees which account for 36% of revenues (up from 34% in the prior year).

Total general operating revenue for 2015-16 is projected at \$338M from the following sources:



The **provincial grants** for 2015-16 will decrease by ~\$0.4M reflecting a \$2.4M reduction in the university's base operating grant (total \$25M post-secondary sector reduction with a pro-rata allocation to UVic) partially offset by funding from the Province to cover the costs resulting from compensation changes from bargaining associated with the Public Sector Employee Council (PSEC) mandate. The chart, "percentage of operating costs covered," shows that over time, government funding is supporting a declining percentage of operating costs. As noted above, for 2015-16 the percent is 51.1% down from 53.0% in 2014-15.



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. 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 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 2015-16 the operating grant is provided to the university based on the following expected enrolment levels:

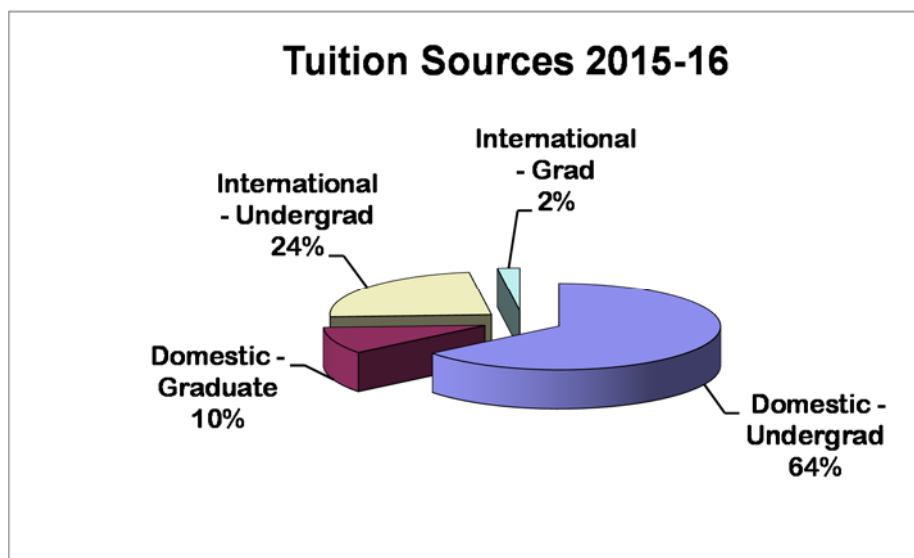
Undergraduate FTEs	14,423
Graduate FTEs	<u>2,040</u>
Total funded FTEs	<u>16,463</u>

Student Fees represent tuition paid by all student groups (undergraduate and graduate including domestic and international). Total student fees are projected to increase by \$10.8M in 2015-16. The majority of this increase, \$7.2M, is related to international revenue resulting from enrolment increases in 2014-15 (as noted above) which are now reflected in the budget plan. The remaining increase results from a 2% tuition increase for all students and targeted growth within the business and engineering programs. The province has a current policy of limiting tuition increases to inflation – assumed to be 2% for each of the three years.

Table 2 Tuition Increase	2015-16	2016-17	2017-18
Undergraduate	2.0%	2.0%	2.0%
Graduate	2.0%	2.0%	2.0%
International	2.0%	2.0%	2.0%

Given the growth in undergraduate international students over the last three years, tuition from international sources now makes up 26% of total tuition and 9% of the total student population.

The attached Appendix 1, Schedule of Tuition Fees for 2015-16, outlines the tuition fees by program and requires Board approval as part of the budget process.



The Federal Grant Revenue is annual funding received to help defray the indirect costs attributable to research. 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 2015-16 however it is projected to stay constant for each of the three years.

Department Revenue will increase in total by \$69K as a result of a 2% increase in both the athletics and recreation and applications 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, current athletic facilities and infrastructures, are supported through an annual contribution from UVic as well as a per semester student fee. With this increase, the per-semester fee will be \$82.10

Application fees will increase as follows:

- domestic undergraduate: \$70.25 to \$71.75
- domestic graduate: \$114.50 to \$116.75
- domestic law: \$88.50 to \$90.25
- international undergraduate: \$114.50 to \$116.75
- international graduate: \$140.50 to \$144.00

During the year the budget for ATRS will be adjusted to reflect revenue and expenditures as a result of the new CARSA facility.

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.

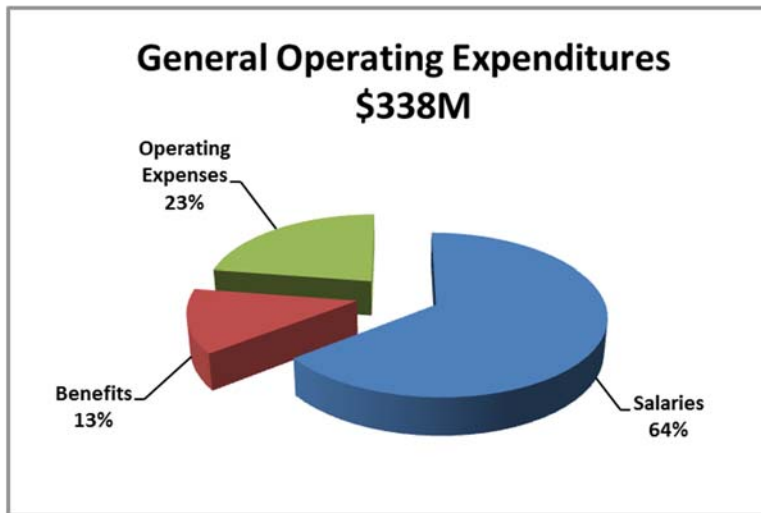
Investment Income and Other is mainly interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market and bond funds and the remaining revenue is comprised of incremental revenue expected from real estate entities UVic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

Based on the information noted above, the framework projects revenue in 2015-16 to increase in total by \$11.0M over the prior budget as follows:

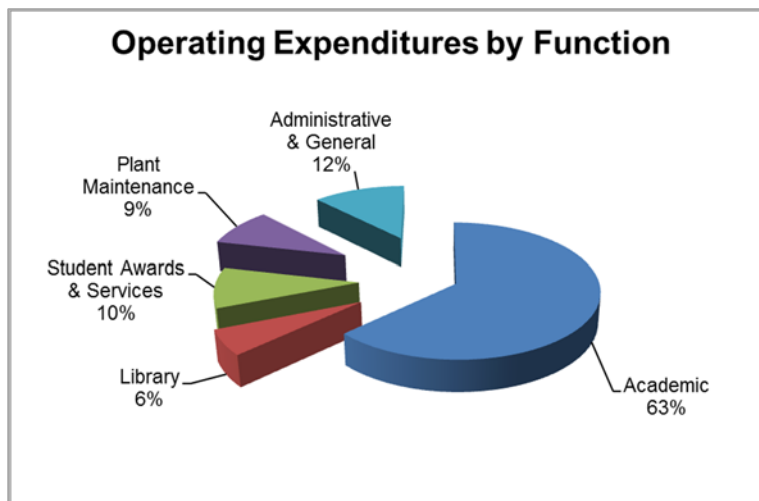
Provincial grant reduction	(\$2.39) M
Provincial grant compensation funding	\$2.02 M
Student fees – tuition increase	\$2.11 M
Student fees – international growth	\$7.17 M
Student fees – targeted growth & differentials	\$1.47 M
Department revenue and other income	\$0.62 M
Total revenue increase	\$11.0 M

(d) Operating Expenditure Information

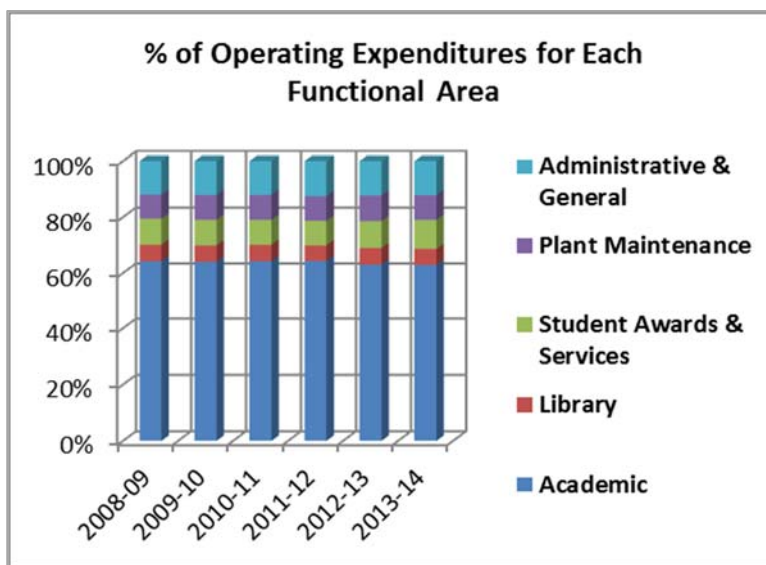
One of the four pillars of the university’s strategic plan is people. The importance of people to the institution is well reflected in the operating budget, as 78% of annual operating expenditures are allocated to support people (salary and benefit costs).



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



This allocation has remained consistent over the years as budget reductions have been applied across the board. The following chart shows the total expenditures for academic areas has remained at 79% over the last 5 years.



(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 2015-16 these total \$6.35M as follows:

Compensation (salaries and benefits)	\$4.94M
New building operating costs (continuing studies)	\$0.06M
Department revenue including differentials	\$0.19M
Targeted enrolment (engineering / business)	\$1.16M
Total allocations	\$6.35M

With the above allocations there remains \$4.65M in unallocated revenue for the current year (\$11.0M total above less \$6.35M). As well there is \$1.18M in current base budget available for reallocation as a result of prior year budget reductions (\$0.98M) and reduced on-going costs (\$0.20M for carbon tax and home relocation loan costs). Including the amount available for reallocation there is \$5.83M in unallocated funding before considering future year costs. However, as noted above, current projections for 2016-17 and 2017-18 anticipate that incremental revenue will not be sufficient to cover incremental required expenditures leaving shortfalls of \$0.88M and \$0.29M (\$1.17M over two years) as follows:

	2016-17	2017-18
Revenue:		
Current year	342,064	348,073
Prior year	338,164	342,064
Change in revenue	3,900	6,009
Expenditures		
Current year (before term allocations)	339,447	345,743
Prior year (before term allocations)	334,668	339,447
Change in expenditures	4,779	6,296
Excess of expenditures over revenue	(879)	(287)

Given the projections show an excess of incremental expenditures over revenue in future years, base budget should be retained to cover these future shortfalls. Given this the revised funding available for allocation in 2015-16 is \$4.66M as follows:

	2015/16
Total Incremental Revenue	\$ 11.00
Plus	
Current year budget reallocations	1.18
Less:	
2015-16 Expenditure allocations	(6.35)
Future excess expenditures over revenue	(1.17)
Funding available for allocation	\$ 4.66

In order to maintain financial flexibility as outlined in section "1b Financial Summary", only 50% of this funding will be allocated on a recurring basis with the remaining funding 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 with the remaining 20% allocated to address strategic priorities / pressures as follows:

Funding available for allocation	\$ 4.66
Less:	
Base allocation - Academic	1.86
Base allocation - Strategic priorities	0.47
Unallocated base	2.33

These allocations leave \$2.33M uncommitted on a recurring basis. This level of uncommitted funding provides protection from enrolment decline roughly equal to 140 FTE undergraduate international students (~8%) or 452 domestic students (~3%).

Consistent with the integrated plan the \$1.86M in funding for academic priorities will be allocated to support:

- Growth in demand in science and social science;
- Growth in international both within faculties and support areas (counselling, advising, co-op etc.); and
- Enhancements to the student experience through investments in indigenous support, student accommodation, the welcome centre and other areas.

The strategic priority funding of \$0.47M has been mainly allocated to support on-going activities that are currently funded with non-recurring funds such as:

- Access Copyright program conversion to in house service;
- Institutional web writer within marketing and communications to provide on-going support of the UVic edge project and web development across campus;
- Animal care positions in order to maintain research capacity and meet regulatory requirements;
- Systems developer in order to maintain an on-going program of systems maintenance and enhancement;
- Increased support for Equity and human rights
- An additional convocation ceremony required as a result of increase in graduates.

(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:

	2015/16	2016/17	2017/18
Unallocated base budget		3.50	2.62
Current year budget reallocations			
Base Available	5.83	3.50	2.62
Less			
Current year excess revenue over expenditures	-	(0.88)	(0.29)
Base budget allocations	(2.33)	-	-
Non-recurring available	3.50	2.62	2.33

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

Non-recurring allocation:	2015/16	2016/17	2017/18
Academic	1.06	1.06	1.06
Strategic priorities	2.45	1.57	1.28
Total	3.51	2.63	2.34

This distribution of non-recurring funds is based on allocating VPAC a total (base and non-recurring) of \$6,500 per FTE of funding to support enrolment growth. This amount is consistent with the base amount that has been used in prior years to support international student growth. For 2015-16, one time funding will be used to support the following areas:

TABLE 3

Strategic Area of Focus	Comments
Student financial aid	Funding will be used to continue the enhanced entrance scholarship program as well as for matching funds raised as part of the Vikes championship breakfast. The funds will be used for scholarships for student athletes.
UVic Edge project	Funding will be used to implement the UVic edge plan including regional and national advertising, social media programs, etc.
Orientation pilot	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.
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.
Community Engagement	Funding builds on UVic's excellence in civic engagement and community engaged research.
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.
Island Health Research Consortium (UVIC, VIHA Island medical and BC cancer)	A project officer will be hired for one year for support the development of the consortium whose role will be to facilitate research in priority areas such as health informatics, aboriginal health, aging etc.
Library Acquisitions	To support the increasing costs of library subscriptions
Institutional memberships	Required to support membership in various research related organizations including MITACS, Westgrid, ACRUA etc.
Regulatory compliance	Funding required to support various external regulatory requirements including animal care, hazardous materials handling, Microsoft licencing, etc.

Strategic Area of Focus	Comments
Canada Research Chair (CRC) program	Funds will be used to help support the difference actual costs for on campus CRCs and external funding provided.
Classroom Infrastructure and technology upgrades	To bring upgrades to critical technology in classrooms which are end of life. Funds will also be used to renovate several classrooms across campus as demonstration rooms in order to develop standards for future classrooms renovations.
Routine capital	Given reductions in provincial funding to support maintenance and renovations, funds will again be allocated to priority areas not funded by government.
Administrative systems projects	While some base funding has been provided to support systems development, additional non-recurring funding is needed to address administrative and academic systems priorities as determined through the IT governance model.
Capital priorities	Funding will be set aside to address approved capital priorities as outlined in the capital plan.

(g) Routine Capital Funding (previously known as Annual Capital Allowance)

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of the 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 and therefore institutions must annually submit individual specific project requests to government. Government will review the projects sector wide and inform institutions which projects have been approved. The process to determine how projects are selected for funding has not been communicated to institutions although it is probable that at least one factor is the information obtained on Facility Condition Index.

The envelope funding for minor projects is projected at \$625,000 for 2015-16. 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 2015-16 (as noted in table 3 above) and \$2.45M 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 minor capital reports are prepared. Maintenance projects over \$250,000 and renovation projects over \$50,000 are submitted to government. 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.

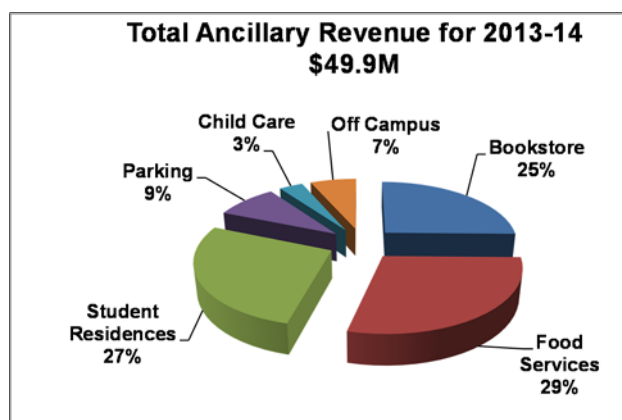
The significant reduction in routine capital funding has negatively impacted both the university budget, as we now must invest dollars into critical maintenance, and the condition of our buildings. A reduction in annual maintenance increases the level of deferred maintenance and increases the risk and cost of repair as preventative maintenance is, of necessity, reduced or in some cases eliminated. While this is the case, there has been an increased focus on understanding the information obtained through the VFA facilities assessment, identifying the highest risk projects and being in the best position possible to respond to government funding opportunities.

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 2013-14 totaled \$49.9M 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 2013-14, this source of revenue accounted for ~93% 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 2015-16 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 4 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 4

Residence Services	Budget 2014-15 (000s)	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)
Total Revenue	\$13,148	\$14,524	\$15,362	\$16,275
Salaries and Benefits	\$3,974	\$4,294	\$4,379	\$4,467
Operating Expenses	\$4,853	\$4,746	\$4,953	\$5,147
Debt Servicing	\$2,393	\$2,744	\$3,235	\$3,586
Capital projects	\$1,927	\$4,000	\$5,000	\$3,076
Total Expenditures	\$13,148	\$15,784	\$17,567	\$16,276
Loan / Draw from capital reserve	\$0	-\$1,260	-\$2,205	\$0

As noted in the 2014-15 budget framework document the Residence Services Department (RSD) completed a comprehensive review of the residence infrastructure (buildings) by VFA Canada which indicated that there is \$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. Given this fact, the RSD developed a 10 year prioritized 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

Some life safety issues were addressed between 2012 and 2014 and included window restrictions, balcony upgrades, railing, electrical and fire safety system upgrades.

Once the prioritized plan was completed, RSD undertook the development of an associated business plan to ensure that there was sufficient funding to address these critical needs. In the early stages of development of the business plan it became clear that current rates would not be sufficient to fund the required work. As a result, RSD undertook a student market analysis and reviewed current rates as compared to peers in order to determine an appropriate fee level. Based on the information gathered, a 10 year residences rate plan was developed to support the required renewal program. The following table outlines the recommended residence rate increase for the next 9 years in order to fund the plan:

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%
<i>UVic Average</i>	\$ 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%
<i>Other Institutions Average</i>	\$ 5,831	\$ 6,006	\$ 6,186	\$ 6,372	\$ 6,563	\$ 6,760	\$ 6,962	\$ 7,171	\$ 7,386	\$ 7,608
<i>UVic vs Other Institutions</i>	70%	77%	79%	82%	82%	83%	84%	85%	86%	86%

The table also provides a comparator to other university residences rates. Currently UVic is ~30% below the average of other comparable institutions and at the end of the 10 year plan UVic is expected to remain ~14% less than the average of comparator institutions.

The budgets in table 4 on the previous page reflect the residence increases noted above. These budgets provide for significant investments in the current buildings in each of the three years noted. For 2015-16 projects will include:

- Family housing exterior and interior repairs;
- Emergency lighting and power systems across various buildings;
- Roof repairs for the Lansdowne residences (3 buildings);
- Building envelope, window repairs, and upgraded lighting and pathways for various buildings; and
- Extensive interior refinishing in various buildings (carpets, paints, stairs, furniture etc.)

The planned expenditures for renewal over the three year planning cycle totals \$12.0M This exceeds the amount of revenue available after operating expenses requiring RSD to either borrow internally or draw down their capital reserve to fund these expenditures

The term rates resulting from the proposed 13% increase for 2015-16 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 rental increase experienced in the Metro-Victoria area as surveyed and reported by CMHC for October of the previous year (2013). As family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2015-16 are equal to the maximum allowable increases permitted under the agreement and range from 1.7% to 2.6% also outlined in appendix 2.

While the Board approves fees on an annual basis, the request for residence fee increases is for 2015-16 with acknowledgement of the proposed 9 year 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. Table 5 summarizes the proposed Food Services budget for 2014-15 and the next 3 years.

Table 5

Food Services	Budget 2014-15 (000s)	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)
Total Revenue	\$16,342	\$18,540	\$19,107	\$19,663
Salaries and Benefits	\$8,161	\$8,976	\$9,157	\$9,364
Operating Expenses	\$8,011	\$8,640	\$8,957	\$9,208
Debt Servicing	\$274	\$821	\$821	\$821
Provision for Capital & Reserves	-\$104	\$102	\$171	\$269
Total Expenditures	\$16,342	\$18,540	\$19,107	\$19,663

Revenue in 2015-16 is projected to increase ~13.5% over the prior year. This increase is a result of:

- a full year of operations of the new Mystic Market (opened September 2014) compared to the prior year where the outlet was closed for 5 months during renovations; and
- the opening of the new food outlet in May 2015 within the Centre for Athletics, Recreation and Special Abilities (CARSA).

Preliminary results for the year ended March 31, 2015 indicate that profitability of Food Services is lower than budgeted. This is due in large part because of the three week delay in the opening of Mystic Market (employees were already in place in anticipation of the opening), start-up costs, and required refinements in staffing, food cost management and pricing to ensure the expected profitability can be achieved. Work is currently underway to make the operational changes necessary to achieve the 2015/16 and future year budgets.

Significant capital work was completed in 2014-15 with the renovations to the University centre outlet resulting in Mystic Market. Capital for the coming year will be much more modest consisting of a roof assessment study of the Cadboro Commons building. The next major outstanding renewal or replacement project will be the Cadboro Commons facility. The approach to this facility will be determined in conjunction with the development of an expansion program for residences.

(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;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 6 summarizes the proposed Parking Services budget for 2015-16, as well as projections to 2017-18.

Table 6

Parking Services	Revised Budget 2014-15 (000s)	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)
Total Revenue	\$4,428	\$4,624	\$4,701	\$4,821
Salaries and Benefits	\$1,516	\$1,546	\$1,576	\$1,608
Operating Expenses	\$1,001	\$1,071	\$1,058	\$1,069
Capital, Provision for Reserve and TDM	\$1,911	\$2,008	\$2,066	\$2,144
Total Expenditures	\$4,428	\$4,624	\$4,701	\$4,821

The proposed budget for 2015-16 reflect a rate increase of 3% as well as modest increases in the number of permit sales. 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).

In addition to the increase in parking fees, there is also an increase in the amount of a parking citation. This increase is solely in order to increase the rate of collections with the ability to pay the same rate as previously if the citation is paid within 21 days.

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 supply and demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, a partnership with the Victoria Car Share Co-op and various educational and communication activities.

The expanded 10 bay transit exchange opened in September 2014 and has allowed for improved transit service operations on campus by BC Transit, with the potential for future service additions and routes to serve the campus community.

The Campus Bike Centre had its first full year of operation in 2014 and is established as the cycling hub on campus with lockers, racks, a repair station and improved space for the SPOKES bike loan operations. Regular communications and promotions are planned to profile the centre's features and to increase its use, including the installation of additional clothing lockers for 2015.

The October 2014 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged since the last survey in 2012. Transit riders, cyclists and pedestrians continue however to comprise approximately 51% of the trips to the campus. The survey also confirmed

that approximately 60% of people travelling to and from campus used sustainable transportation methods when carpooling is included.

Progress on achieving the 2014 - 2019 Sustainability Action Plan goal to increase transit, cycling and carpooling to 70% of the campus travel modal split will require ongoing consultation with stakeholders on possible measures to influence campus travel patterns. The Campus Plan update process which is underway will serve as one forum for planning for future campus transportation and circulation needs.

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

- The installation of new bike racks adjacent to the McKinnon Building to supplement the bike parking provided for the CARSA facility
- Assistance to SPOKES in developing an improved governance and operating structure, along with financial support
- Communications on car sharing opportunities in conjunction with Modo, the expanded new carshare coop organization, and
- Liaison with BC Transit on programs to increase transit use and convenience.

A 3% increase in parking rates will raise the annual general parking permit to \$462.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2015. 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 7 summarizes the proposed Child Care Services budget for 2015-16, as well as projections to 2017-18.

Table 7

Child Care	Budget 2014-15 (000s)	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)
Total Revenue	\$1,714	\$1,735	\$1,756	\$1,777
Salaries and Benefits	\$1,513	\$1,539	\$1,560	\$1,581
Operating Expenses	\$183	\$191	\$193	\$195
Reserve Allocation	\$18	\$5	\$3	\$1
Total Expenditures	\$1,714	\$1,735	\$1,756	\$1,777

The above budget includes fee increases ranging from 0% in infant care to 6% in summer fun programs. Infant care rates remain flat as they are already considered at full market rates. The recommended fee increases are required to cover salary and other cost increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun.

See Appendix 4 attached for the 2015-16 schedule of child care fees effective May 1, 2015.

(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 8 summarizes the proposed Bookstore budget for 2015-16 as well as projections to 2017-18.

Table 8

Bookstore	Budget 2014-15 (000s)	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)
Total Revenue	\$11,429	\$11,596	\$11,427	\$11,261
Salaries and Benefits	\$2,048	\$2,198	\$2,163	\$2,121
Cost of Goods Sold	\$9,118	\$9,148	\$9,011	\$8,885
Operating Expenses	\$234	\$231	\$233	\$236
Reserve Allocation	\$28	\$20	\$19	\$18
Total Expenditures	\$11,429	\$11,596	\$11,427	\$11,261

The overall budget for the bookstore is expected to increase slightly in 2015-16 and then decline for the next 2 years. These overall reductions in revenue are a result of a continued decline in physical book sales. In 2015-16 this decline is projected to be offset by an increase in merchandise sales given an increase in the range of merchandise available. There will be a continued focus on sourcing new concepts such as pop-up retail and community partnerships and to add to additional services to offset the decline in physical book sales. With respect to the computer store, Apple Canada withdrew from all university stores across Canada May 1, 2014. This resulted in a significant reduction in the Bookstore budget in the current year (~\$2.5M) and an overall reorganization of the computer store. In September 2014 the computer store introduced a new Microsoft Surface Higher Ed reseller program which helped to offset the Apple sales loss.

(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 the outstanding mortgage. For 2015/16 and future years, the amount expected and accordingly reflected in the budget is \$400K higher than in previous years.

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).

The majority of revenue (99.4% in 13/14) 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, sometimes significantly, year to year.

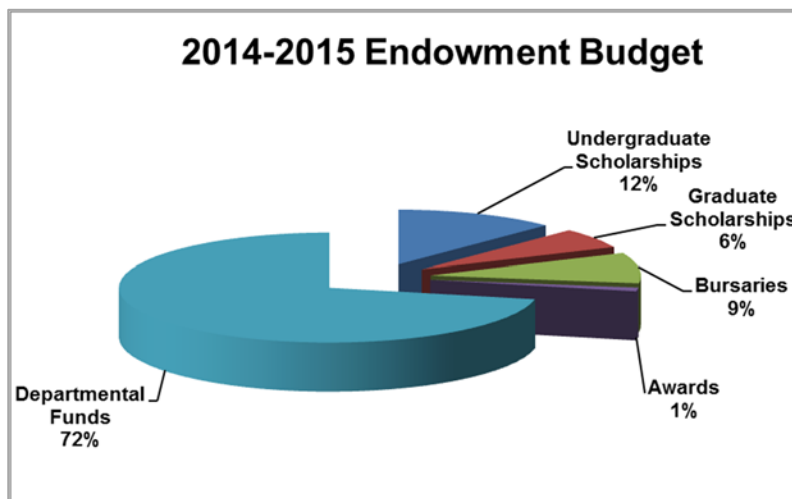
Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, UVic foundation revenue was 27.2M in 2010-11, \$9.1M in 2011-12, \$28.0M in 2012-13 and \$45.2M in 2013-14.

Total revenue for specific purpose increased \$19.4M in 2013-14 mainly as a result of investment income within the Foundation which was up \$17.2M over the previous year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2014, there were a total of 1,185 funds with a market value of \$377.3M.

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 2014-15, the total Foundation distribution was \$12.8M and was allocated as follows:



The Foundation distribution budget increased by 5% in 2014-15 or ~\$0.7M. 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. The distribution budget for the foundation is based on:

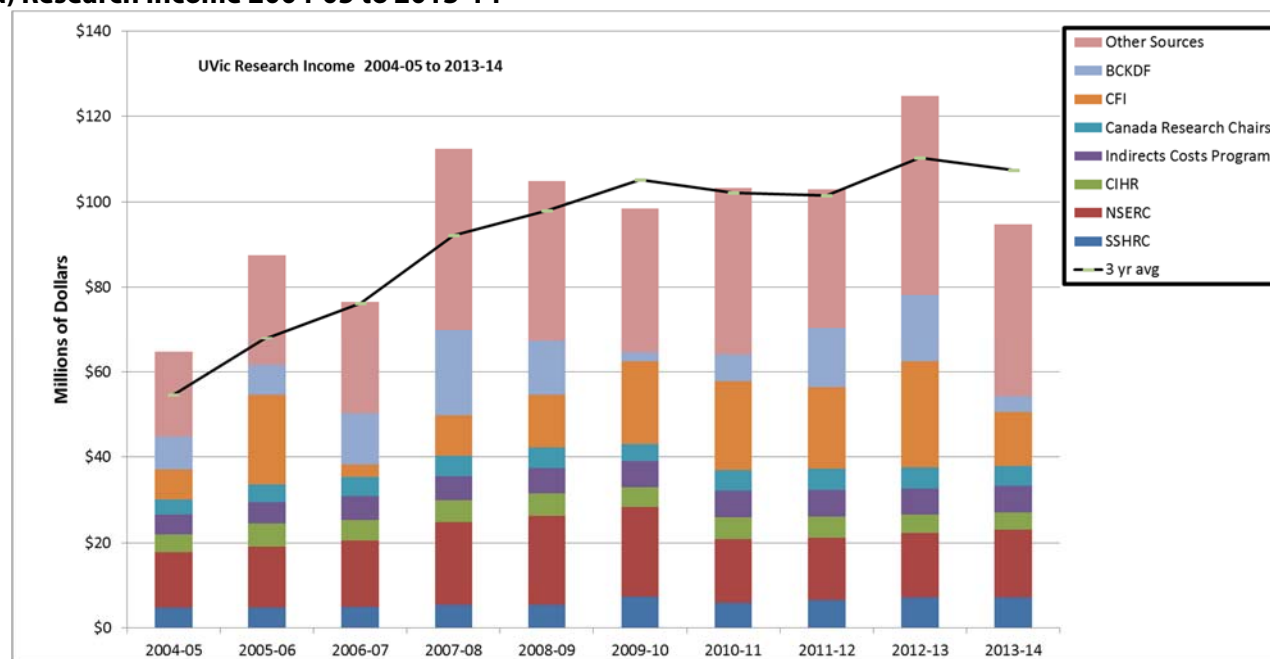
- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

4. Sponsored Research Funds

There are five major categories of sponsored research funds: 1) competitively adjudicated funding from the Tri-Agencies; 2) Indirect Costs of Research from the Tri-Agencies; 3) Canada Research Chairs 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 with governments, foundations and industry as shown in the bar chart below.

In 2013/14, UVic received \$95M in external research funding. 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 2009-2014 period the amount of funding from the federal Tri-Agencies (i.e., NSERC, SSHRC and CIHR) has been steady. We have continued to see growth in a wide range of other funding sources, including sectors such as government agencies, non-governmental organizations, and industry.

(a) Research Income 2004-05 to 2013-14**(b) Research Funding Highlights**

UVic researchers have had another highly successful year in 2014-15, Dr. Jordan Stanger-Ross received a SSHRC Partnership Grant of \$2.5M for “Landscapes of Injustice”, a 7-year multi-sector grant to research and tell the history of the forced sale of Japanese-Canadian-owned property during the Second World War.

Four faculty member - Drs. Hall, Lindquist, Murphy and Stahl - were each awarded SSHRC Partnership Development grants for \$200K over 2 years. The projects were in the diverse areas of community based research, digital governance, sustainable development and historical ecology.

UVic was successful in securing the remaining funding (in addition to the CFI commitment) required to operate Ocean Networks Canada from April 1, 2014 to the end of FY 16-17. UVic received \$20M from Transport Canada for ONC's Smart Oceans Program.

UVic has 9 proposals (5 led by UVic, 4 led by other universities with substantial infrastructure at UVic) in the 2014-15 CFI Innovation Fund Competition, for a total budget of \$92M, with \$36M being requested from CFI.

On 2 March 2015 UVic submitted an institutional application to the first round of the Canada First Research Excellence Fund (CFREF) program. The proposal on oceans and climate research involves collaboration between faculty members from four faculties with many partner organizations including Canadian universities, government ministries, industry partners and international institutions. The request is for a total of \$80.2 M over 7 years with \$18.9M in cash and in-kind contributions from UVic. Results of the competition will be known in July 2015.

The number of research agreements developed and processed with government, industry and NGOs has been steady with approximately 300 per year over the last two years. The funding through these sources is often matched through programs such as the NSERC Collaborative Research and Development program and MITACS. There has been an increase in the amount of indirect costs of research generated through these agreements

from \$753K in 2010-11 to \$1.8M in 2013-14. These funds are allocated to support the indirect costs of research in the units (faculties and centres), central services and research services, as well as to support the development of new research initiatives.

(c) National and world rankings.

The 2014 *Times Higher Education* and QS World University Rankings place UVic in the elite top 200 list, one of the 8 top-ranked Canadian universities and the only one that does not have a medical school. In 2013 the Leiden University rankings put UVic amongst the top one per cent of universities in the world, ahead of all other Canadian universities in the proportion of internationally co-authored research, confirming its place as a 'big data' powerhouse in international research collaboration. For the 12th consecutive year, ReSearch InfoSource has named UVic as a Research University of the Year, noting that UVic "demonstrates superior achievement" in earning research income and publishing research in leading scientific journals.

5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Given the project nature of the activities in this fund, revenues and expenditures can fluctuate greatly from year to year. For example capital revenue was \$19.1M in 2013/14, \$6.2M in 2012/13, and \$5M in 2011/12.

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 occupancy is expected for May 2015. The renovations to the McKinnon building are required to support the needs of the School of Exercise Science, Physical and Health Education (EPHE) and will commence in the summer of 2015. 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 for 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. Construction is projected for completion by November 2015 with the building operational by January 2016. The project will provide much needed expansion space to accommodate the Pathways Program for international students.

The capital priorities over 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, 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.

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 announced grant reductions to the sector of \$5M in 2013/14, \$20M in 2014/15 and \$25M in 2015/16. The reduction was implemented on a prorated basis in 2013/14 and 2014/15; however, confirmation of the required reduction for the coming year has not been received. Given this fact, there is risk that the reduction may be allocated on a different basis than provided for in this budget (i.e, not pro-rated);
- this budget has been developed on the assumption that the province will fully fund collective bargaining costs resulting from the next round of bargaining. While we do not yet have a confirmation letter from the Province the funding has been provided for in the budget allocation made by government to the Ministry of Advance Education.
- 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;
- while the budget reflects projected increases for salaries and benefits for next year, a financial risk still exists that salaries and benefit costs could be even greater. Given only one collective agreement has been ratified, the actual results of collective bargaining could be different from estimates.
- 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 \$338M and total annual expenditures over \$553M. 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.

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 Effective May 1, 2015

Page 1 of 4		Effective May 1, 2013	Effective May 1, 2014	Effective May 1, 2015
Undergraduate Tuition				
Per fee unit -	Domestic	337.20	343.94	350.80
	International	1,091.06	1,112.88	1,135.12
Course Challenge				
Per fee unit -	Domestic	168.60	171.97	175.40
	International	545.53	556.44	567.58
Co-op Program				
Per work term -	Domestic	636.72	649.46	662.46
	International	1,061.22	1,082.44	1,104.08
Co-op work Term Challenge				
	Domestic	318.36	324.73	331.23
	International	530.61	541.22	552.04
Law Tuition				
Full time, per term -	Domestic	4,425.82	4,514.34	4,604.62
	International	11,770.14	12,005.54	12,245.64
Part-time per unit -	Domestic	590.12	601.92	613.96
	International	1,569.36	1,600.74	1,632.76
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,751.08	1,786.10	1,821.82
	International	2,083.62	2,125.30	2,167.80
Half fee installment -	Domestic	875.54	893.05	910.91
	International	1,041.81	1,062.65	1,083.90
Non-degree -	Domestic	695.48	709.38	723.56
	International	829.64	846.22	863.16
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	695.48	709.38	723.56
	International	829.64	846.22	863.16
Thereafter -	Domestic	1,751.08	1,786.10	1,821.82
	International	2,083.62	2,125.30	2,167.80
MBA Tuition * per term				
Daytime Program				
Full fee installment -	Domestic	3,770.24	3,845.66	3,922.58
	International	4,102.80	4,184.84	4,268.54
Half fee installment -	Domestic	1,885.12	1,922.83	1,961.29
	International	2,051.40	2,092.42	2,134.27
Non-degree -	Domestic	1,244.18	1,269.08	1,294.46
	International	1,353.92	1,381.00	1,408.62
MBA Tuition * per term				
Evening Program, Domestic:				
	Full-time	2,513.50	2,563.76	2,615.04
	Part-time	1,256.75	1,281.88	1,307.52
Evening Program - International				
	Full-time	2,735.20	2,789.90	2,845.70
	Part-time	1,367.60	1,394.95	1,422.85

Page 2 of 4		Effective May 1, 2013	Effective May 1, 2014	Effective May 1, 2015
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,231.12	1,269.07	1,294.46
	International	1,340.86	1,381.00	1,408.62
Thereafter -				
	Domestic	3,730.66	3,845.66	3,922.58
	International	4,063.20	4,184.84	4,268.54
Master of Global Business (MGB) fees per term				
Full fee installment -				
	Domestic	6,367.26	6,494.60	6,624.48
	International	8,135.96	8,298.68	8,464.64
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,122.42	2,164.86	2,208.16
	International	2,711.98	2,766.22	2,821.54
MA in Community Development (MACD-D) fees per term				
	Domestic	2,493.84	2,543.72	2,594.60
	International	2,918.32	2,976.70	3,036.22
MACD-D Re-registration Fees, per term until maximum completion limits				
	Domestic	831.30	847.92	864.88
	International	972.78	992.24	1,012.08
Graduate Co-op Work Term -				
	Domestic	636.72	649.46	662.46
	International	755.58	770.70	786.12
Health Informatics fee, per term -				
	Domestic	4,283.08	4,368.74	4,456.48
	International	4,615.62	4,707.93	4,802.46
Health Informatics re-registration fee until maximum completion limits				
	Domestic	1,535.78	1,566.50	1,597.82
	International	1,645.54	1,678.46	1,712.02
Master of Public Health (MPH) fees per term				
	Domestic	2,122.42	2,164.86	2,208.16
	International	2,525.68	2,576.20	2,627.70
Master of Public Health (MPH) Re-registration fees, per term				
	Domestic	707.48	721.62	736.06
	International	841.90	858.74	875.90
Double Degree in Nursing & Health Informatics fees per term				
	Domestic	3,537.36	3,608.12	3,680.28
	International	4,209.46	4,296.66	4,379.52
Double Degree in Nursing & Health Informatics Re-registration fee, per term				
	Domestic	1,179.12	1,202.70	1,226.76
	International	1,403.16	1,431.22	1,459.84

Page 3 of 4	Effective May 1, 2013	Effective May 1, 2014	Effective May 1, 2015
Double Degree in MEng/MBA and MSC (CompSci)/MBA			
Domestic	4,012.98	4,093.24	4,175.10
International	4,374.14	4,461.62	4,550.86
Double Degree in MEng/MBA and MSC (CompSci)/MBA			
Re-registration fee, per term			
Domestic	1,337.66	1,364.42	1,391.70
International	1,458.05	1,487.22	1,516.96
MEng Telecommunications & Information Security, fees per term			
Domestic		6,666.68	6,800.00
International		8,333.34	8,500.00
MEng Telecommunications & Information Security, Re-registration fee, per term			
Domestic			2,266.67
International			2,833.33
Audit Fees per fee unit			
Under age 65			
Undergraduate -			
Domestic	168.60	171.98	175.42
International	545.52	556.44	567.56
Graduate -			
Domestic	292.72	298.56	304.52
International	369.66	377.06	384.60
Age 65 or over			
Undergraduate	57.12	58.26	59.42
Graduate	96.16	98.10	100.06
Graduate Certificate in Entrepreneurship fees per unit			
Domestic	795.92	811.82	828.06
International	1,061.22	1,082.44	1,104.08
Graduate Diploma in Entrepreneurship fees per unit			
Domestic	795.92	811.82	828.06
International	1,061.22	1,082.44	1,104.08
Graduate Certificate in Medical Physics fees per unit			
Domestic		1,250.00	1,275.00
International		1,487.50	1,517.26
Master's Certificate in Digital Humanities fees per unit			
Domestic		1,000.00	1,020.00
International		1,200.00	1,224.00

Page 4 of 4		Effective May 1, 2013	Effective May 1, 2014	Effective May 1, 2015
PhD in Health Informatics (HINF)				
	Domestic	5,000.00	5,100.00	5,202.00
	International	5,950.00	6,069.00	6,190.38
Grad re-reg fees, per term until maximum completion limits -				
	Domestic	1,650.00	1,683.00	1,716.66
	International	1,963.50	2,002.78	2,042.84
Thereafter - Domestic		5,000.00	5,100.00	5,202.00
International		5,950.00	6,069.00	6,190.38
Program Fees, per term:				
Master of Business Administration (MBA)				
	Daytime Program	500.00	500.00	510.00
Master of Business Administration (MBA)				
	Evening Program:	333.34	333.34	340.00
Master of Global Business (MGB)		933.34	933.34	952.00
Grad Certificate - Entrepreneurship		1,500.00	1,500.00	1,530.00
Grad Diploma - Entrepreneurship		1,125.00	1,125.00	1,147.50
PhD in International Management & Organization		500.00	500.00	500.00
Professional Specialization Certificate in Special Education		350.00	350.00	357.00
EPLS Counselling		350.00	350.00	357.00
MACD-I International Delivery		1,166.68	1,166.68	1,190.00
Double Degrees in MEng/MBA and MSC(CompSci)/MBA		428.56	428.56	437.12
Indigenous Ed grad prog in Indigenous Revitalization		350.00	350.00	357.00
LATHE (Learning/Teaching in Higher Ed Certificate)				
	Domestic	695.48	709.38	723.56
	International		846.22	863.16

Course Fee Per Unit Exceptions	Credit Units	2014/15	2015/16
Faculty of Business Courses Domestic	0.5	234.56	239.14
Faculty of Business Courses International	0.5	721.56	735.98
Faculty of Business Courses Domestic	1.5	703.66	717.44
Faculty of Business Courses International	1.5	2,164.66	2,207.94
Faculty of Business Courses Domestic	2.0	938.20	956.58
Faculty of Business Courses International	2.0	2,886.20	2,943.92
Faculty of Business Courses Domestic	3.0	1,407.32	1,434.87
Faculty of Business Courses International	3.0	4,329.30	4,415.88
CSC 390 Domestic	6.0 - 7.5	2,224.94 - 2,781.19	2,269.44 - 2,836.81
CSC 390 International	6.0 - 7.5	6,838.63 - 8,548.28	6,975.40 - 8,719.25
All Other:			
CENG, ELEC & MECH & CSC & SENG & BIOM Courses Domestic	1.5	570.86	582.27
CENG, ELEC & MECH & CSC & SENG & BIOM Courses International	1.5	1,801.18	1,837.20

Appendix 2: Housing Fee Table

Housing Fee Table

Student Residences			
	2014-15 Current Per Term	2015-16 Proposed per Term	Percentage Increase
Single Room	\$2,100	\$2,373	13.0%
Twin Room	\$1,607	\$1,816	13.0%
Standard Meal Plan	\$2,083	\$2,146	3.0%
Cluster Housing			
Single Cluster Room	\$2,435	\$2,763	13.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2014-15 Current	2015-16 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$8,366	\$9,037	8.0%
Twin room + Standard Meal Plan	\$7,379	\$7,922	7.4%
Cluster Room (no meal plan)	\$4,869	\$5,502	13.0%
Family Housing (monthly)			
	2014-15 Current	2015-16 Proposed	Percentage Increase
One bedroom apartment	\$785	\$798	1.7%
Two bedroom apartment	\$921	\$945	2.6%
Two bedroom townhouse	\$1,080	\$1,102	2.0%
Three bedroom townhouse	\$1,186	\$1,217	2.6%

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.

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			
2014-2015 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	\$1,796	\$1,203	\$593	N/A
General Reserved Parking	\$786	\$526	\$259	\$146
General Parking	\$449	\$301	\$148	\$87
General Student Parking	\$449	\$301	\$148	\$87
Motorcycle and Scooter	\$170	\$114	\$56	\$41
Flexible Reserved	\$579	N/A	N/A	N/A
Flexible General	\$335	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2014-15 (\$ per month)	Proposed Rates (\$ per month) effective May 1, 2015
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,290	\$1,290
Level B: Students	\$1,190	\$1,190
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,107	\$1,129
Level A (1): Faculty/Staff 3 day/week	\$740	\$755
Level A (2): Faculty/Staff 2 day/week	\$504	\$514
Level B: Students	\$997	\$1,017
Level B (1): Students 3 day /week	\$686	\$700
Level B (2): Students 2 day/week	\$468	\$477
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$842	\$850
Level A (1): Faculty/Staff 3 day/week	\$593	\$599
Level A (2): Faculty/Staff 2 day/week	\$405	\$409
Level B: Students	\$705	\$712
Level B (1): Students 3 day/week	\$512	\$517
Level B (2) 2 day/week	\$357	\$361

CHILDREN AGED 6 TO 12 YEARS – AFTER SCHOOL CARE		
Level A: Faculty/Staff	\$337*	\$354*
Level A (1): Faculty/Staff 3 day/week	\$243*	\$255*
Level A (2): Faculty/Staff 2 day/week	\$180*	\$189*
Level B: Students	\$308*	\$323*
Level B (1): Students 3 day/week	\$229*	\$240*
Level B (2): Students 2 day/week	\$172*	\$181*
SUMMER FUN PROGRAM		
Level A (staff)	\$169 per week** or \$672 per month	\$179 per week** or \$712 per month
Level B (students)	\$164 per week** or \$652 per month	\$179 per week** Or \$712 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
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 19, 2015

To: Operations and Facilities Committee

From: David Castle, Vice-President Research 

cc: President and Vice-Chancellor

Meeting Date: March 30, 2015

Subject: Canada First Research Excellence Fund – UVic Proposal

Basis for Jurisdiction: Strategic Plan: objectives 4, 6, 14, 21, 22, 23, 29, 31
CFI/CRC Strategic Research Plan objectives 1-6, themes 5, 8
Signing Authority Policy FM5100
Establishment and Review of Research Centres RH8300
Risk Management Policy GV0225

Previous Consultation:

Previous update to the Board - BOG-Jan27/15-16
Executive Council – January 6 & 28, February 3, 17 & 24, 2015
President’s Advisory Council – February 24, 2015
Deans’ Council – January 13 and February 18, 2015
Associate Deans Research, Research Centre Directors, PCIC and ONC Presidents – various dates between December 15, 2014 and March 2, 2015

Background

The Board was informed, at its January 2015 meeting, that UVic would be proceeding with an application to the Canada First Research Excellence Fund (CFREF). UVic submitted a Notice of Intent on February 2, and then a full proposal on March 2. CFREF received 43 NOIs with a total request of \$2.5B in funding (statistics on the number of full proposals submitted and total funding request have not yet been published).

Proposal Summary

The CFREF competition is linked to the federal government's strategy, "Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014." Proposals, which are institutional rather than led by a principal investigator, must align with the strategy's five priority areas while demonstrating scientific excellence and the potential for socio-economic impact. Each proposal has two parts:

Part A describes the overall institutional strategy, which is to meet ocean-climate challenges for Canada and the world, in terms of: 1) vision and commitment; 2) research culture and research standards; 3) implementation plan; 4) risk assessment and management plan; 5) equity plan; and 6) performance monitoring plan.

Part B of the proposal articulates the scientific strategy adopted by UVic, which is to develop solutions to ocean-climate challenges. UVic proposes a Future Ocean Institute to deliver on this scientific strategy, and to shape the policies needed to address Canada's current and future climate, environment, and development challenges and opportunities. The five challenges targeted in the proposal are: 1) new marine renewable energy; 2) new sources of marine food and genetic resources; 3) sustainable marine transportation; 4) building coastal city and community resilience; and 5) advancing ocean technology and big data delivery. The five ocean-climate challenges thematically organize the scientific strategy, as reflected in a set of five work packages outlined in the table below:

SUMMARY TABLE OF WORK PACKAGES					
	<i>Marine Energy</i>	<i>Living Resources</i>	<i>Resilient Coasts</i>	<i>Marine Transport</i>	<i>Ocean Sensors/ Informatics</i>
<i>WP1</i>	Marine energy resource modelling	Future fisheries and Canada's marine genetic resources	Tsunami and storm surge recurrence estimates	Sea ice forecasting tools for key transportation corridors	Underwater acoustic channel models and protocols
<i>WP2</i>	Device-level innovations and socio-economic assessments	Diversifying seafood production opportunities	Stability of marine gas hydrates	Sea state info delivery to vessels and marine managers	Real-time localisation and tracking of underwater and surface objects.
<i>WP3</i>	Marine energy spatial database	Fate and impact of contaminants in food webs	Earthquake ground shaking in coastal communities	Ecological baselines for marine gateways	Smart sensor networks for marine environmental managers
<i>WP4</i>	Remote community integration (kW)	Threats to fisheries and aquaculture sustainability	Coastal community preparedness	Green shipping technologies	Adaptive deployment of underwater platforms to improve ocean model state estimates
<i>WP5</i>	Provincial/ National implementation strategies	Sustainable exploitation options for Arctic fisheries	Community engagement in marine management	Port expansion analysis tools	Development of predictive capabilities for West Coast marine ecosystems and productivity

The total funding requested for the proposal is \$80.2M, which includes \$13.76M in cash and in kind funding from UVic, and \$4.54M in funding from eligible partner institutions. The bulk of the UVic cash contribution, approximately \$8M, is for the creation of eight, bridging positions. These positions will provide up to five years of funding to bridge to planned vacancies, and will be allocated through an internal competition open to all UVic faculties.

If the proposal is successful, and the funding agreement is approved by the Board of Governors, UVic can accrue expenses in September, with funds starting to flow from government to UVic in March 2016. The risk mitigation strategy for the temporary cash flow shortfall is outlined below.

Institutional Risks:

UVic's risk management structure and policy (GV0225) was used to prepare the risk management plan included in Part A of the proposal. A summary of the institutional risks identified in the proposal follows:

Human Resources

There are risks associated with capacity of High Quality Personnel (HQP, i.e. faculty, Post-Doctoral Fellows and graduate students) during the start-up period in the Fall of 2015, and the recruitment and retention of HQP during the life of the proposal. Mitigation strategies include:

- significant existing capacity identified during proposal development will be used during start-up;
- theme leaders will be identified from within our existing faculty and partner complement to provide leadership in the first two years of implementation. The work packages for the first year were developed taking into account existing capacity;
- the high profile of UVic and its partners in oceans and climate research will provide a competitive advantage for recruitment of HQP;
- UVic has a robust recruitment process and there are significant provision of resources for support, space and other recruitment incentives;
- structure and governance and organization within the research themes is conducive to continued engagement;
- multi-disciplinary initiatives support faculty to apply for new funding opportunities, supported by project managers; and
- level of research productivity and training of HQP will be enhanced by the team approach and support provided by students and Post-Doctoral Fellows.

Financial Resources

If the proposal is successful, cash flow will have to be managed because the university can incur expenses in September 2015, but funding from CFREF will flow to UVic in March 2016. UVic is committed and prepared to provide the funding support needed to mitigate this risk. There is also risk associated with the management of cash flow, in particular under/over spending to meet program goals. To mitigate this risk, the program delivery structure was designed to support on-going financial tracking and accountability. Annual work plans will be developed including goals, deliverables and budgets for the current fiscal year. Annual budgets will be reviewed by the Management Committee, which is comprised of the theme leaders, Future Ocean Institute leaders, and UVic representatives.

Interruption to Research

The failure to ensure access to research facilities and major research infrastructure required for delivery of the work packages is a risk. UVic research capacity, experienced researchers and staff, and a robust and integrated management plan should help to mitigate this risk. Ship time required for the deliverables will be assessed as part of the work plan development. There are also risks associated with the requirement for regulatory, ethics and other approvals creating delays to scheduled research. UVic has the required policies, procedures and personnel in place to ensure

regulatory and ethical compliance, and requirements for approvals will be built into timelines for the conduct of research as a component of the project management process.

Sustainability

There are a number of risks associated with the sustainability of the proposal including: the lack of stakeholder engagement resulting in poor receptivity for the outputs and outcomes of the research program; sustainability of the proposal beyond the seven year funding period; and strategies for the management of performance of the research program and the institute. These risks will be mitigated by communication and engagement strategies that ensure that stakeholders from all sectors remain engaged throughout the duration of the research program. The recruitment of new faculty members and engagement of existing faculty and partners, the multi-disciplinary team approach, and training of HQP will significantly enhance the Institute's research capacity, and chances of success and sustainability of research funding. Robust risk management strategies will be implemented to guide research project selection and development by the institutes' management committee. A broad range of Canadian and international partners within and beyond the ocean science and technology community will be engaged to assist with identifying new opportunities and research directions. Faculty will be well supported to develop high quality research proposals and eligible funding will leveraged through other funding programs.

Role of the Board: Announcement of competition results for the first round of funding is scheduled for July 2015. Timing of the receipt of the funding agreement has not been confirmed. The Board will have two significant roles in the implementation of the proposal if successful.

1. The Board will be asked to give approval to allow UVic to enter into an agreement to receive the funds from the CFREF program, as required in section 2 of the *Signing Authority* policy FM5100. The full version of the proposal (including any variances or conditions resulting from the adjudication process) and the funding agreement will be presented to a regular Board meeting (or, if approval is needed between regular Board meetings, a special meeting of the Executive and Governance Committee, as provided for in the Board procedures) following receipt of the funding agreement from the CFREF program. It is assumed that the funding agreement will be between UVic and the Social Sciences and Humanities Research Council (SSHRC), which has oversight of the CFREF Secretariat, but that has not been confirmed.
2. If the Future Ocean Institute is established by UVic as an inter-institutional centre, its establishment will require approval by the Board (via the Senate) in the Fall of 2015 as required in section 43 of the procedures associated with the policy on the *Establishment and Review of Research Centres* RH8300.

Planned Further Action:

- Update the Board at the June 2015 meeting on any additional information received about the round one UVic proposal, and report on the proposal development process for the second round of CFREF funding (the NOI deadline is 31 August and full proposal is to be submitted by 31 October 2015, with results of the round 2 competition available in the Spring of 2016).
- Communicate results of the competition to the Board as soon as they are announced.
- Present full proposal and funding agreement to the Board for approval following receipt of the funding agreement from the CFREF program.
- Seek Board approval for the establishment of the institute upon the recommendation of Senate, if it is an inter-institutional research institute.
- Continue to brief the Board regularly on implementation and risk management associated with the oceans and climate proposal, if awarded.

Attachment(s): none





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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: Finance Committee

From: Vice-President Finance and Operations 
Vice-President External Relations 

cc: President and Vice-Chancellor

Meeting Date: March 31, 2015

Subject: Rescind Policy FM#5110 - Policy on Strategic Alliances and Revision of FM#5105 – Purchasing Services Policy

Basis for Jurisdiction: Committee's terms of reference 6.1

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors rescind Policy #5110-Policy on Strategic Alliances, and that Policy #5105-Purchasing Services Policy be amended to delete references to strategic alliances.

Background:

The strategic alliance update report presented to the Board of Governors in November 2014 indicated that the university does not anticipate additional strategic alliances beyond cold beverage and dairy contracts. As noted in that material, in most other categories there has been a reduction in revenue within the strategic alliance portfolio as industry margins have become thin, suppliers do not have outlets for retail distribution and/or they have experienced diminishing marketing funds. It was further noted that opportunities for strategic alliances may also be reduced as a result of UVic's participation in provincial joint procurement initiatives.

After reviewing the Purchasing Services and Strategic Alliance policies, no changes are required other than removing all references to the Strategic Alliance policy, as the Purchasing Services policy contains sufficient principles to permit supplier value added contributions in the regular procurement process. The amendments to the Purchasing Policy are limited to reflecting the rescinding of the Strategic Alliance Policy and changes in other policies. Work is underway to revise the policy to more appropriately separate the policy from procedures.

The university will continue to seek corporate philanthropic and sponsorship opportunities outside of procurement processes.

Attachments:

Policy #FM5105 – Purchasing Services Policy; Policy #FM5110 – Policy on Strategic Alliances

PURCHASING SERVICES POLICY

University Policy No.: FM5105
Classification: Financial Management
Approving Authority: Board of Governors
Effective Date: April/07
Supersedes: September/92
Last Editorial Change: September/09
Mandated Review:

1.1 PURPOSE AND SCOPE OF PURCHASING SERVICES POLICY:

The purpose of the Purchasing Services Policy is to set out the responsibilities and accountability associated with the efficient and economical acquisition of goods and services. This policy applies to all university faculty and staff and includes all purchases, leases and rentals using operating, capital and restricted funds from trusts, contracts and research grants under the administration of the University and its affiliated entities (Section 1.6).

1.2 POLICY STATEMENT:

It is the policy of the University of Victoria to acquire goods and services through a competitive process whenever practical that results in supply arrangements at the most effective net cost, in the correct quantities, of the appropriate quality, and from the most responsive and responsible source.

Purchasing and supply management functions at the University of Victoria are centralized within the Purchasing Services Department which is delegated the responsibility and authority for acquiring goods, equipment, services and construction for all academic, administrative, and affiliated entities (Section 1.6), except those areas listed in Section 1.3 as being specifically delegated. Units responsible for excluded areas are required to comply with the same regulatory, common law, public procurement principles, processes, and procedures as if their requirements were conducted through Purchasing Services.

The chief purchasing agent will be the director, purchasing services, who shall administer the Purchasing Services Policy, and establish and employ such practices, processes, procedures or methods as are determined appropriate to the efficient and effective operation of supply management services.

In certain circumstances a portion of the Purchasing Services function may be delegated to other departments upon written approval of the vice-president finance and operations.

Contracts, Agreements and Purchase Requisitions are to be executed only as is stipulated in [Signing Authority Policy FM5100](#) and ~~[Strategic Alliance Policy FM5110](#)~~.

1.3 POLICY PROVISIONS:

1.3.1 Acquisition of goods, services and construction through purchase, lease or rental are to be undertaken in a fair, open and competitive manner.

1.3.2 Normally commitments to third parties may not be made, nor items acquired through lease which extend beyond confirmed funding availability (e.g. fiscal year budget, research grant); however, month-to-month rentals may be permitted subject to review by Purchasing Services providing there are no financial obligations initially, during, or at the expiration of an agreement that would result in a funding shortfall to the respective budget. Adjudication's regarding leases are the responsibility of the executive director, financial services, with exceptions requiring the approval of the vice-president finance and operations.

1.3.3 Commitments or indications of preference to third party suppliers are not to be made by departments, principal investigators or others apart from Purchasing Services or those responsible for excluded goods and services in 1.3. For unique and/or larger value equipment and other purchases, Purchasing Services shall be advised of the requirements at an early date both to utilize its expertise and sourcing contacts and to have the time to locate and finalize the best terms and conditions.

1.3.4 The purchase of goods and/or services shall be initiated by a properly completed and approved purchase requisition, stores requisition, or service request in accordance with spending and commitment authority guidelines (Purchasing Operating Guidelines Manual) and shall be contracted by a purchase order or formal agreement except for petty cash and purchasing card transactions. This provision also applies to delegated purchasing authority transactions.

1.3.5 Purchasing Services may issue purchasing cards, ghost cards or initiate other e-commerce purchase and payment mechanisms to facilitate acquisition of low value goods and/or services consistent with [Signing Authority Policy FM5100](#) and in accordance with Purchasing Operating Guidelines and the Purchasing Card Program Manual.

1.3.6 Whenever practical, Purchasing Services or the delegated unit responsible under 1.3 shall invite quotations from qualified suppliers for all goods and services and construction if the estimated cost is in excess of \$2,500. Purchasing Services shall establish Corporate Supply Agreements covering frequently required goods and services. Purchasing Services will, upon request, assist departments with the preparation and processing of quotations, tenders, requests for proposals, transactions, and contracts of any value including those identified in 3.1 as having delegated purchasing authority. The Spending and Commitment Authority Level Chart illustrated in the Purchasing Operating Guidelines Manual should be used as a guide in all acquisitions.

1.3.7 As set out in 1.4 and 1.5, Purchasing Services will obtain the advice, recommendation and sign-off of the various departments indicated prior to committing to a purchase with an external third party.

1.3.8 In order that Purchasing Services is aware of any potential conflict of interest in dealing with suppliers and can ensure there are no adverse consequences from such conflict, University employees with direct or indirect interest in a University supplier or merchant or potential supplier must report such interest to the director, purchasing services. Soliciting or accepting money, loans, credits, or prejudicial discounts, or the acceptance of gifts, entertainment, favors, or services from present or potential suppliers that might influence, or appear to influence purchasing decisions is prohibited. (Refer to [Conflict of Interest and Confidentiality Policy GV0210](#))

1.3.9 Purchasing Services and other contracting officers shall refrain, ~~apart from contracts in accordance with [Strategic Alliance Policy FM5110](#)~~, from entering into reciprocal agreements that restrain competition.

1.3.10 Purchasing Services shall comply with the letter and spirit of laws and regulations governing the public procurement function.

1.3.11 ~~Strategic Alliances in the form of Ce~~contractual arrangements between the University and external organizations ~~may include that set out~~ an agreed-upon exchange of cash, goods, and/or services that have a direct measurable value; ~~and where public funds are used to acquire the respective items, shall comply with [Strategic Alliance Policy FM5110](#).~~

1.3.12 Purchasing Services is responsible for the disposal of all surplus materials and assets through re-allocation, direct sale, auction, trade, donation or landfill. All academic and administrative departments must provide Purchasing Services with a list of such items for disposal, including computers and other equipment and capital assets acquired with professional development account funding.

1.3.13 Organizational units responsible for the acquisition of goods or services under Section 1.3 must ensure that processes used to purchase goods or services are conducted in a manner that best serves the interests of the University and are consistent with this Purchasing Services Policy. Purchasing Services shall periodically review practices for these excluded goods and/or services to evaluate whether effectiveness and best value procurement practices are being followed.

1.3.14 Purchasing Services will make purchases in compliance with legislation and statutory regulations including CSA for safety standards, WHMIS for hazardous products, customs duties, excise taxes, GST and provincial sales taxes.

1.3.15 Delegated units/departments are encouraged to engage the expertise and services of purchasing services who are available to assist in sourcing requirements through established processes and methods.

1.3 GOODS AND SERVICES EXCLUDED FROM PURCHASING POLICY

<u>Excluded Goods or Service</u>	<u>Responsibility</u>
Actuarial Services	Pension Trustees and Executive Director, Financial Services
Arbitrators	Associate Vice-President, Human Resources
Auditing	Respective Boards of Governors or Directors
Banking	Vice-President Finance and Operations
Employee Outplacement Services	Associate Vice-President, Human Resources
Instruction and Honorariums	FAST Account Holders (Refer to BOG Policy FM5100)
Insurance (Property & Casualty)	Executive Director, Financial Services
Investments and Investment Manager Appointments	Foundations, Pension Trustees, and Executive Director, Financial Services
Labour Relations and Benefits Advisors	Associate Vice-President, Human Resources
Legal Services (External Counsel)	General Counsel
Library Materials (Books, Periodicals & Multi Media)	University Librarian
Merchandise for Resale (Non surplus Items)	Bookstore, Computer Store Managers, (Does not include items supplied to internal departments)
Multi Media – In House Production	Chief Information Officer
Permits, Fees, Licenses (Government Issued)	Accountable Department
Personal Services Contracts	See Business Firm Retainer Form and Determination of Employment Relationship Policy HR6325
Petty Cash	Executive Director, Financial Services
Internal Photography Service	Chief Information Officer
Real Estate: Acquisitions, Disposals and Leases	Vice-President, Finance and Operations
Utilities (Electricity, Gas, and Water)	Executive Director, Facilities Management
Wall Mounted Articles	Executive Director, Facilities Management

**1.4 GOODS AND SERVICES REQUIRING TECHNICAL APPROVAL
(SPECIFICATIONS) PRIOR TO PURCHASE.**

<u>Goods or Service</u>	<u>Area of Responsibility</u>
Computers and Peripherals	Computing and Systems Services
Furniture	Facilities Management
Graphic Design (Off Campus services)	External Relations and Development
Graphic Design (On Campus services)	External Relations and Development
Printing	Printing Services
Video Tapes	Film Library

**1.5 GOODS AND SERVICES WHERE DEPARTMENTS IDENTIFY
REQUIREMENTS THROUGH SPECIFICATIONS OR SCOPE OF WORK,
PURCHASING SERVICES CONDUCTS SOURCING EXERCISE, AND
DEPARTMENT RECOMMENDS APPROVAL OF SUPPLIER OR CONTRACT.**

<u>Goods or Service</u>	<u>Responsibility</u>
Advertising and Visual Identity Program	External Relations and Development
Audio Visual	Registrar or Computing and Systems Services
Communications – Media Relations	External Relations and Development
Construction	Facilities Management
Consultants – Capital Planning/Feasibility	Facilities Management
Environmental, Recycling, Sustainability	Facilities Management
Family Assistance Programs	Human Resources
Marketing	External Relations and Development
Printing and Duplicating (Photocopiers)	Printing Services
Radio and Television	External Relations and Development
Relocations	(See Relocation Grant Policy HR6405) Vice-President Academic
Strategic Alliances	Vice-President, Finance and Operations- (BOG Strategic Alliance Policy FM5110)
Telecommunication Services (Voice, Data, Other)	Network Services (CASS)
Temporary Staff Agencies	Human Resources
Travel – Non Staff	Various FAST Account Holders

Related (Research and Other)

Travel - Staff Related (See [Travel and Business Expenses Policy HR6500](#) and [Hospitality Expenditure Policy FM600](#))

University Logo Items External Relations and Development

1.6 AFFILIATED ENTITIES:

~~1.6.1 Dunsmuir Lodge and Island Pacific Institute Foundation~~

~~1.6.21.6.1 Innovation and Development Corporation~~
~~University Industry Partnerships~~

~~1.6.31.6.2~~ University of Victoria Foundation

~~1.6.41.6.3~~ Foundation for the University of Victoria

~~1.6.51.6.4~~ Pension Plans

~~1.6.61.6.5~~ Centres of Excellence

~~1.6.71.6.6~~ Bamfield Marine Centre

~~1.6.81.6.7~~ Vancouver Island Technology Park

~~1.6.91.6.8~~ University of Victoria Properties Investments Inc.

University Policy No.: FM5110
Classification: Financial Management
Approving Authority: Board of Governors
Effective Date: April/03
Supersedes: September/00
Last Editorial Change:
Mandated Review:

POLICY ON STRATEGIC ALLIANCES

1. PURPOSE

The purpose of this policy is to set out the principles for the negotiation of strategic alliances between UVic and external organizations.

2. DEFINITIONS OF A STRATEGIC ALLIANCE

A Strategic Alliance (also called Strategic Partnership, Marketing Partnership or Marketing Alliance) is a contractual arrangement between the University and an external organization that sets out an agreed-upon exchange of cash, goods and/or services that have a direct measurable value. It is mutually beneficial to both the University and the external organization. A Strategic Alliance Agreement signed by an external organization and the University typically covers a pre-defined period of time. Additional benefits included in a Strategic Alliance will take various forms such as cash, products or services in-kind, promotional items and others, in exchange for marketing value back to the external organization. The components of a Strategic Alliance agreement will vary depending on the business category and the needs of the University. There usually is a preferential agreement offering exclusivity, preferred supplier status or other benefit for the period of time covered by the Strategic Alliance agreement.

3. PRINCIPLES

- 3.1 Strategic Alliances must be consistent with both the mission and principles of the University as articulated in its strategic plan and the policies of the Board of Governors.
- 3.2 The objective is to search out and enter into only those strategic alliances that provide the goods and services we need and at the same time provide additional benefits to the University.
- 3.3 Strategic Alliance agreements will conform to the Purchasing Services Policy (# 1750) and the Policy on Signing Authority (# 1002).

4. AUTHORITY

- 4.1 The President, or delegate, will approve the initial request to explore a strategic alliance.
 - 4.2 A strategic alliance agreement will be approved in conformity with section 2 or section V of Appendix A of the Policy on Signing Authority.
 - 4.3 As provided in section 2.3 of the Purchasing Services Policy, the VPFO may authorize, or recommend authorization, of a strategic alliance where the qualified supplier is not the one with the lowest quotation. The Vice President's recommendation will be directed to the person or body that can give authorization under the policy on signing authority.
 - 4.4 The Vice-President Finance and Operations will promulgate procedures regarding the implementation of this policy.
-