



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, November 24, 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 September 29, 2015** *(attached)*

MOTION:

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

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

CONSENT

- 6. Operations and Facilities Committee (M. Kennedy)**
 - a. Academic Program Proposals:**
 - i. Proposal for New Applied Theatre Concentration in Department of Theatre** BOG-Nov24/15-08 (See appendix document for full proposal)

MOTION:

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

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

MOTION:

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

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

MOTION:

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

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

MOTION:

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

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

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

MOTION:

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

- *Lee Hayes Scholarship (revised) **
- *London Drugs Undergraduate Scholarship in Nursing (new)**
- *Miller Thomson LLP National Entrance Scholarship (new) **
- *Viking Alumni Rugby Award (revised) **
- *Edward Hammond King Bursary (new) **
- *Campus Dental Bursary (revised)*
- *Balbir Singh Sidhu Memorial Bursary in the Faculty of Science (new) **
- *Magher Singh and Basant Kaur Chima Memorial Bursary (new) **
- *Hakai-Raincoast Bursary (new)*
- *Dr. Nora Haimberger Scholarships (revised) **
- *Laura Szendrei Memorial Award (new) **
- *Law Foundation of B.C. Public Interest Award (new)*
- *Aboriginal Health Career Bursary (new)*
- *John Tucker Friends of Medieval Studies Scholarship (revised) **
- *MBA Leadership/Citizenship Award (new)*
- *Youth In Care Living Expenses Award (new)*
- *Urbanecology.ca Scholarship (revised)*
- *Corrine Lowen Memorial Award in Social Dimensions of Health (new)*
- *Elsa Eleonora Fagerberg & Clara Maria Fagerberg Entrance Scholarship*

*(revised) **

- *Colin Jones Prize in Canadian Public Policy (revised) **
- *Leonard Laudadio Prize in Environmental Economics (revised)*
- *Jeto Sangara Nursing Bursary (new)*
- *Joyce Clearihue Scholarship in Forest Biology (new) **
- *Ted Whelen Graduate Scholarship (new) **
- *Ted Whelen Graduate Entrance Scholarship (new) **
- *Russian Embassy in Canada Book Prize (new)*
- *Tectoria Video Game Industry Award for Developers (new)*
- *Shirley Case Memorial Scholarship (new)*
- *Ian & Sheila Barrodale Award in Computer Science & Mathematics (new) **
- *Dr. Arne H. Lane Graduate Fellowships in Marine Sciences (revised)**
- *Gregory Blue Scholarship in Global History (new)**
- *Ronald F. MacIsaac Prize (revised)*
- *50th Anniversary Science Entrance Scholarship (revised)**
- *University of Victoria Entrance Scholarship – The Brishkai Lund Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Donna Thomas Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. & Mrs. R.B. Wilson Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. J. Waelti-Walters (revised)*
- *University of Victoria Entrance Scholarship – The Howard Denike Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. Hugh Stephen Scholarship (revised)*

** Administered by the University of Victoria Foundation*

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

7. Finance Committee (L. LeBlanc)

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

MOTION:

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

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

MOTION:

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

c. University of Victoria Money Purchase Pension Plan, Amendment #13

BOG-Nov24/15-28

(See appendix document for full document)

MOTION:

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

d. University of Victoria Combination Pension Plan, Amendment No. 35

BOG-Nov24/15-29

(See appendix document for full document)

MOTION:

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

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

REGULAR

8. Operations and Facilities Committee (M. Kennedy)

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

(See appendix document for full proposal)

MOTION:

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

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

MOTION:

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

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

- d. **Report on Student Financial Aid 2014/15** BOG-Nov24/15-03
 - e. **Final draft of the Strategic Research Plan** BOG-Nov24/15-21
 - f. **Canadian First Research Excellence Fund (CRFEF) – UVic Ocean Proposal Letter of Intent for Competition 2** BOG-Nov24/15-17
 - g. **Due Diligence Reports – Facilities Management** BOG-Nov24/15-06
9. **Finance Committee (L. LeBlanc)**
- a. **2016/17 Budget Approach and Key Assumptions** BOG-Nov24/15-25
10. **President's Report**
- a. **Presentation on Student Orientation** – Mr. Jim Dunsdon, Associate Vice-President Student Affairs
 - b. **Presentation on University Rankings** – Mr. Tony Eder, Executive Director, Academic Resource Planning
 - c. **Other matters**
11. **Other Business**
12. **Adjournment**



University
of Victoria

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, September 29, 2015, 11:00 a.m.
Senate and Board Chambers**

DRAFT MINUTES - OPEN SESSION

Present: Dr. Erich Mohr (Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Dr. Hélène Cazes, Ms. Ida Chong, Ms. Daphne Corbett, Ms. Kayleigh Erickson, Mr. Michael Kennedy, Ms. Lindsay LeBlanc, Ms. Isobel Mackenzie, Dr. Ana Maria Peredo, Ms. Brontë Renwick-Shields, Ms. Shelagh Rogers, Ms. Beverly Van Ruyven, Dr. Julia Eastman (Secretary)

Regrets: Ms. Tracy Redies

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

Welcome

Dr. Mohr welcomed two new Board members, Ms. Daphne Corbett and Ms. Brontë Renwick-Shields. He noted Ms. Renwick-Shields would be joining the meeting shortly.

1. Approval of Agenda

MOTION (N. Bassi/K. Erickson):

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

CARRIED

2. Minutes of Regular Meeting of June 29, 2015

MOTION (A. Peredo/L. LeBlanc):

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

CARRIED

3. Business Arising

There was none.

4. Remarks from the Chair

There were none.

5. Correspondence

There was none.

CONSENT

6. Audit Committee

- a. **Government Reporting Entity Quarterly Reports – period ending June 30, 2015**
BOG-Sept29/15-11

MOTION:

THAT the Audit Committee recommend that the budget for the purposes of inclusion in the reporting on the 2015/16 University of Victoria Consolidated financial statements prepared in accordance with the Public Sector Accounting Standards, be approved as per Schedule A.

7. Operations and Facilities Committee

- a. **Status Report on Capital Projects** BOG-Sept29/15-02

8. Finance Committee

- a. **Short Term Investment Report to June 30, 2015** BOG-Sept29/15-06
b. **Long-Term Disability Trust – 2015/16 Financial Statements** BOG-Sept29/15-08

Pro Forma Motion (N. Bassi/H. Cazes): *That the above items be approved by the Board of Governors by consent.*

CARRIED

REGULAR

9. Operations and Facilities Committee (M. Kennedy)

Mr. Kennedy informed the Board that the committee had received a briefing on a sexual assault that had taken place the previous weekend. He said the foremost concern was for the individual assaulted, to whom support was being provided. The committee had reviewed the steps that the university took to prevent sexualized violence, as well as the response to the incident. He thanked Saanich police for their response to the incident.

a. Academic Staffing, Recruitment, and Vacancies Report

Mr. Kennedy provided a brief summary of the academic, recruitment and vacancies report and noted that the committee had had a discussion of retirement patterns.

b. Preliminary Enrolment Update

Mr. Kennedy informed the Board that the committee had received a preliminary enrolment update which he summarized. Overall, enrolment was strong with growth in both graduate and international students.

Ms. Brontë Renwick-Shields joined the meeting.

10. Finance Committee (L. LeBlanc)

a. 2015/16 Budget Expenditure Allocation Report

Ms. LeBlanc reported that the committee had received information on the implementation of the operating budget as outlined in the 2015/16 budget framework.

b. Comparative Analysis of Fundraising Revenue

The committee had received a report on a comparative analysis of Canadian universities' fundraising revenues. It showed that UVic was doing relatively well and ranked well in terms of endowments and donations but had potential to do even better.

11. President's Report

a. Overview of key initiatives and achievements of 2014/15

Prof. Cassels informed the Board that he would be holding a campus update on October 6 for faculty, staff and students. In preparation for that, he had made available to members of the campus community a broad overview of key initiatives and achievements. He summarized the content of the latter very briefly.

Prof. Cassels invited comments and questions. Dr. Cazes commented on the inclusiveness of the development of the UVic Edge and on its potential impact. Prof. Cassels noted that Vice-President External Relations Ms. Carmen Charette and her team would provide the Board with informational reports on implementation plans and success measures for the UVic Edge.

b. Presentation to BC Government Select Standing Committee on Finance and Government Services

Prof. Cassels summarized the messages he had conveyed to the BC Government Select Standing Committee on Finance as follows:

- BC's universities are a valuable and critical social asset.
- Universities understand their missions and responsibilities to society.
- Universities need sustained investment in order to continue to deliver high quality programs and research.

Prof. Cassels elaborated on some of these messages and said he had thanked the government for its support for the universities and for students. He further elaborated on the need for:

- a provincial graduate fellowship program.
- universities to be able to incur non-taxpayer supported debt for self-financed projects like residences.
- restoration of capital funding for health and safety and deferred maintenance.
- some programs to have flexibility regarding tuition particularly where costs and economic returns to graduates are relatively high.

In response to a question about the impact of increased tuition fees for professional programs on access for low income students, Prof. Cassels said that, before the current cap on tuition fee increases, 25% of increased fee revenue had been devoted to financial assistance for students in need.

In response to a question about whether more capital funding would enable the university to reduce planned increases in residence fees, Prof. Cassels explained that government capital funding could not be used for residences. The current philosophy was that those who live in residences should pay for their operations and renewal.

There was a brief discussion of the provincial budget process.

c. Draft Strategic Research Plan

Dr. Castle provided an update on the process of renewing the university's strategic research plan. He noted that the draft plan had been made available on the website. The consultation period had started. Once appropriate revisions had been made, the new plan would come back to the executive for consideration and presidential approval in late fall.

d. Other matters

Prof. Cassels commented on the start of the term and the orientation program for new students.

Dr. Kuehne suggested that the Associate Vice-President Student Affairs, Mr. Jim Dunsdon be invited to the November Board meeting to provide more detailed information about the orientation for new students organized this fall in conjunction with the UVSS and GSS. In

the meantime, Dr. Kuehne provided a brief description of the six week orientation program. She expressed thanks to Student Affairs and to the student groups with whom they had collaborated in welcoming and assisting new students.

Prof. Cassels acknowledged recent challenges in sustaining a diverse, welcoming working and learning environment at the university. He reaffirmed the university's commitment and desire to continue to learn and improve.

At the municipal level, Prof. Cassels reported that there was tremendous awareness of the importance of post-secondary education. He provided a brief synopsis of a City of Victoria Task Force report on economic development which had major implications for UVic and other universities in the area and their students.

Prof. Cassels provided an update on developments at the provincial level. He noted that the Ministry of Advanced Education would be reviewing the process whereby proposals for new academic programs were approved by the Province. Prof. Cassels further noted the receipt of a budget letter which confirmed the assumptions underlying the budget framework the Board had approved.

Ms. Gorrill elaborated on the budget letter.

Prof. Cassels reported that in light of the pending federal election, efforts were underway to enable students to vote. Ms. Renwick-Shield described the measures being taken to enable and encourage students and others to vote including special polling booths on campus. Dr. Cazes and others applauded the UVSS's efforts.

Prof. Cassels provided an update on the recent Canada First Research Excellence Fund (CFREF) competition. The first round had been adjudicated. UVic's proposal was not among the 5 that were funded although it had received positive and useful feedback. Round 2 was underway with the letter of intent due on October 21 and the full proposal in March 2016. UVic would develop a new proposal focusing on energy, climate and oceans.

Prof. Cassels also reported that:

- the university community had taken steps to respond to the current international refugee crisis.
- the United Way campaign had kicked off.
- the Vikes Annual Breakfast had been very successful. He thanked the Board members who had attended the event that morning.

12. Other Business

There being no other business the Board meeting adjourned at 12:00 p.m.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Proposal for New Applied Theatre Concentration in Department of Theatre

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. The attached proposal seeks to formalize a concentration in applied theatre – a practice based discipline and a first of its kind in Canada. The proposal supports our strategic mission of offering quality programs that bring recognition and build on the excellent programs we offer (see particularly objectives 2, 4, and 28 in the Strategic Plan).

Previous Consultation: At its meeting on September 10, 2015 Senate Committee on Planning approved the attached proposal for review by Senate.

At its meeting on October 2, 2015, Senate recommended that the Board of Governors approve the attached proposal.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Proposal for New Applied Theatre Concentration in the MA program in the Department of Theatre effective immediately.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

In recent years, with developments in fields such as Theatre Studies, Performance Studies, Applied Theatre and Physical Theatre, academic programs in Theatre have undergone a transformation. Since the nineteen-nineties, the field of Applied Theatre has expanded exponentially. The term designates a set of practices that was developed in the UK in the nineteen-seventies, and was usually referred to as 'Community Theatre'. The new term was felt to be more appropriate to academic contexts, and was quickly adopted across North America, Australia and Europe. Definitions of the discipline abound, but the one that the University of Victoria has adopted is: **theatre used for extra-theatrical purposes: where extra-theatrical purposes refer to: education; social change and community-building**. Consequently, drama and theatre methods are being used across an ever-widening spectrum of community settings.

Given this rapid expansion, interest in this work and demand for the required knowledge and skills, is outstripping the supply of trained specialists available. Many organizations complain that they cannot find adequately prepared personnel to work in these innovative ways and challenging settings.

The aim of this new program is to produce future practitioners, researchers, scholars and leaders in the field of Applied Theatre. In broad terms, the MA Concentration in Applied Theatre aims to develop a student's skills in critical analysis and academic research, and to apply these skills in the practical application and study of Applied Theatre. The structure of the program therefore encourages students to develop broad-based, systematic and advanced understandings of the theories and historical antecedents of the field, and to acquire practical skills in devising for performance, workshop facilitation, and research. Students will also be provided with significant opportunities to extend and consolidate personal practice in a variety of contexts.

Core courses, coupled with electives offering students high levels of personal autonomy, are designed to enable students to deepen their knowledge in a focused exploration of particular aspects of their preferred areas of study within the field.

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

In setting out its vision for the future, the University's strategic plan, A Vision for the Future – Building on Excellence (2012), specifically targets graduate provision as a continuing priority

“In the coming years, graduate enrolments should continue to increase relative to undergraduate enrolments,” (p 18)

The current proposal engages with policy imperatives drawn directly from the university’s Strategic Plan. This document sets out the University’s Mission. Given the emphasis identified above, the following seem apposite:

“integrating teaching, learning, research and civic engagement across the disciplines”, and

“employing our core strengths to benefit our external communities – locally, regionally, nationally and internationally – and promoting civic engagement and global citizenship”. (p 6)

In line with the above, the institution has indicated its commitment to serving the external community:

“our goal is to establish UVic as a recognized cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation”. (p 36)

This translates more directly to objective 28a), **“establish a university-led civic engagement plan that integrates and supports the civic engagement efforts of individuals and units across campus” (p 36)**; and 28c), **“enhance civic literacy and promote the value of civic engagement among our students, faculty and staff through our academic programs, community outreach and other activities” (p 36)**, objectives commensurate with the over-arching goals of the program. Applied Theatre students have already been involved in joint initiatives with organizations and agencies in the local, regional, national and international communities, as well as cross-campus collaborations with other faculties, schools, departments and offices.

3. Senate/academic considerations

Fundamental to this proposal is recognition that Applied Theatre is a practice-based discipline. In light of this principle, the program seeks to develop reflective theatre practitioners through the creation of a culture of independent learning and sustained critical reflection, consistent with Master’s-level study. Methods will be necessarily intensive, rigorous, and challenging with an expectation of considerable autonomy in learning. These methods are designed to build upon the diverse experiences which individuals bring to the program; and necessarily acknowledge that Applied Theatre practice is value-driven; and that participants should therefore be open to exploring their own values as theatre professionals, as well as their knowledge, in order to develop further their own understandings and practice. The interaction between the personal context of an individual’s practice and the public context of theory and debate makes possible the development of praxis. The program will be taught through lectures, practical workshops, student presentations, student self-directed learning and individual tutorials relating to practical research projects and written work selected by the individual student and undertaken with staff supervision and support. Core courses will be taught through lectures and group workshops throughout the program. In addition, students will undertake guided independent study and practical explorations throughout, tailoring their existing knowledge to program content.

4. Demand and availability

During the past twenty years, as a consequence of the spread of Applied Theatre practices, more and more universities have started to offer related classes, often within more traditional theatre programs. However, there are currently few dedicated Masters-level programs and most of them are outside Canada: five in the United Kingdom, two in the United States, one in Germany and one in Australia In Canada, the University of

Windsor offers an undergraduate program in Drama in Education and Community and Concordia University offers individualized graduate programs, some of which have an Applied Theatre focus. As previously noted in Section 1, interest in Applied Theatre work and demand for the required knowledge and skills far outstrips the supply of trained specialists available.

Since September, 2006, with the permission of the Faculty of Graduate Studies, the Theatre Department has run both Masters and Doctoral programs under the Special Arrangement protocols. To date, three graduates have successfully completed doctoral programs and we are anticipating another four to complete within three years. Twelve graduates have successfully completed the program and four will be admitted in September 2015. Unsolicited enquiries remain buoyant. When the program is fully operational, it is anticipated that between six and eight students will be admitted annually. Within the course of an academic year, the department currently receives enquiries from up to ten potential Applied Theatre graduate students. Enquiries are, for the most part, unsolicited; and, with the benefit of focused, strategic enrolment advertising, the department anticipates that this target will easily be met.

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

The Department has two regular faculty members with expertise in Applied Theatre, as least five others qualified to serve n Applied Theatre committees, and many faculty across the campus who can serve as co-supervisors and committee members. No new courses, beyond those already regularly offered, are required for the program.

Since the graduate program in Applied Theatre has been running for nine years now, the academic impact has far outweighed the resource limitations. It is not envisaged that the formal addition of a new concentration in Applied Theatre will place any significant financial burdens on the department.

6. Other relevant factors (including impact and outcomes)

As the field of Applied Theatre continues to grow, an ever-increasing range of working contexts has developed. Graduates might expect to find employment in the following range of positions:

- qualified practitioners with specialist organizations in the fields of theatre outreach (including specialist provision for young audiences), historical interpretation and museum education, prisons, hospitals and other community-based organizations;
- education directors for cultural organizations;
- facilitators with a wide variety of youth activities including after school programs, camps, youth theatres and specialist centers (e.g. Lesbian, Gay, Bisexual and Transgender [LGBT], First Nations youth programs, juvenile detention centers);
- theatre in health education contexts (performers, program trainers, facilitators and directors);
- reminiscence and intergenerational theatre (performers, devisers, workshop leaders and directors);
- team-building and management training specialists in private, public and not-for-profit settings;
- specialists with national and international development programs, aid agencies and refugee support and trauma-relief programs.

Of the twelve MA students who have graduated since 2007, four have gone on to undertake PhD study (three at UVic and one at the University of Huddersfield in the UK); three work as teachers of English as a Second Language; one is working for the John Howard Society; one is a historical interpreter at the Barkerville historic site and also runs the Parliamentary Players' summer program; one works in the

International Office at UVic; one is developing educational programs for Landlords BC; and one is working as a workshop facilitator in the Okanagan Valley.

Given the wide-range of possible employment opportunities, the entrepreneurial attitude of Applied Theatre practitioners and the newly-fledged nature of the discipline it is difficult to offer precise indicators as to the future work prospects for graduates.

What can be claimed with accuracy, however, is that in Canada the arts and culture sector employs as many people as the combined sectors of agriculture, forestry, fishing, mining, oil, gas and utilities. According to Statistics Canada, in 2003-4 (the last year for which comprehensive arts statistics have been published), with an investment of \$7.7 billion from three levels of government, the arts and culture sector directly employed 600,000 people and generated \$40 billion for the Canadian economy. A return on investment of more than 500% of which approximately 25% of this gain goes directly back to tax revenue and which is more than the initial Government investment.

In addition, International trends in cultural activity quickly cross frontiers and these trends will have their own inevitable impact on the creative industries in Canada.

Worldwide, the creative industries are growing faster than other economic sectors, reflecting the changes in today's wealth-generating economies. Creative industries are a growing source of direct exports, e.g. film, TV, etc. They also contribute to the competitiveness of other industries, as a component of many modern commercial and consumer products. Creative industries have grown dramatically in Canada, Australia, the United Kingdom, Denmark, the United States, Singapore, Hong Kong, and New Zealand.

Attachment(s): Proposal for New Applied Theatre Stream in Department of Theatre submitted to Senate October 2, 2015.



University
of Victoria

Associate Vice-President Academic Planning

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MEMO

Date: September 16, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Proposal To Add a New Concentration in Applied Theatre to the MA Program in Theatre**

At its meeting of 10 September 2015, the Senate Committee on Planning discussed and approved the request to add a New Concentration in Applied Theatre to the MA Program in Theatre. 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 New Concentration in Applied Theatre to the MA Program in Theatre, as described in the document "Proposal To Add a New Concentration in Applied Theatre to the MA Program in Theatre", dated September 15, 2015.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
Dr. Sang Nam
Dr. Catherine McGregor
Dr. Victoria Wyatt
Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair

Senate Committee on Planning

Title of proposal:	Proposal to Add a New Concentration in Applied Theatre to the MA Program in Theatre
Contact Name and Number:	Dr. Allana C. Lindgren 250-721-8005
Date approved by Department:	November 18, 2014
Date approved by Faculty:	March 11, 2015
Date approved by Graduate Studies: (if applicable)	May 4, 2015 Grad Executive Committee May 21, 2015 Faculty of GS
Date submitted:	August 14, 2015

**PROPOSAL TO ADD A NEW CONCENTRATION
IN APPLIED THEATRE TO THE MA PROGRAM**

Revised September 15, 2015

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**PROPOSAL TO ADD A NEW CONCENTRATION IN
APPLIED THEATRE TO THE MA PROGRAM IN THEATRE**

EXECUTIVE SUMMARY

Objectives: Add a concentration in Applied Theatre to the (renamed) MA in Theatre

Location: University of Victoria

Academic Units: Department of Theatre, Faculties Fine Arts and of Graduate Studies.

Name, title, phone number and e-mail address of contacts:

Dr Allana C. Lindgren, Chair, Department of Theatre; (tel.) 250 721 8005; (e-mail address) theatrechair@uvic.ca,

Dr Warwick Dobson, University Scholar in Applied Theatre; (tel.) 250 721 7997; (e-mail address) wdobson@finearts.uvic.ca,

Dr Kirsten Sadeghi-Yekta, Assistant Professor; (tel.) 250 721 6218; (e-mail address) ksadeghi@uvic.ca

Proposal to add a new concentration in Applied Theatre

The University of Victoria is a leader in Applied Theatre pedagogy in Canada. Moreover, Applied Theatre is the most popular area of graduate study in the Department of Theatre. Adding an Applied Theatre concentration to our MA program will help to acknowledge the importance of Applied Theatre in the Department of Theatre while simultaneously streamlining the process for the increasing numbers of students who apply each year to do graduate work in Applied Theatre at the University of Victoria.

The Department of Theatre is proposing a new concentration within the existing Master of Arts degree requiring fifteen credits in total. It will be a full-time five or six semester program, offering theoretical and practical instruction in the key elements of theatre and interactive drama strategies that can be “applied” in a wide variety of settings to achieve defined aesthetic, educational and social outcomes. The goal of this new concentration is to produce future leaders and scholars in the field of Applied Theatre. A more elaborate description of the MA in Applied Theatre concentration is included at the end of this document.

The application to add an Applied Theatre concentration to the existing MA is being submitted with a separate application to change the MA name from “MA in Theatre History” to “MA in Theatre” to accommodate the new concentration of study within the existing MA program. This will result in two concentrations within the MA in Theatre: a Theatre History concentration and / or an Applied Theatre concentration.

Demands and achievements

In the past fifteen years, the field of Applied Theatre has expanded. Definitions of the discipline abound, but the one that the University of Victoria has adopted in its

undergraduate specialization is as follows: **theatre used for extra-theatrical purposes where extra-theatrical purposes refer to education, social justice and social change, and community-building**. Consequently, drama and theatre methods are being used across an ever-widening spectrum of community settings in ways that align closely with the University of Victoria's Strategic Plan.

As a consequence of the spread of Applied Theatre practices, more and more universities are offering related classes, often within more traditional theatre programs. However, there are currently few dedicated Masters-level programs. Many of the educational leaders in this field are located abroad; five in the United Kingdom, two in the United States, one in Germany and one in Australia (more details can be found in the Appendix). In Canada, the University of Windsor offers an undergraduate program in *Drama in Education and Community*. Given the rapid expansion in the field of Applied Theatre, interest in this work and demand for the required knowledge and skills, is outstripping the supply of trained specialists available. Many organizations complain that they cannot find adequately prepared personnel to work in these innovative ways.

Since September, 2006, with the permission of the Faculty of Graduate Studies, the Theatre Department has run both Masters and Doctoral programs under the Special Arrangement protocols. To date, three graduates have successfully completed doctoral programs and we are anticipating another three to complete within three years. Eleven graduates have successfully completed the MA program and one more will complete within the next two years. One of the doctoral graduates has already secured a tenure-track position at Brock University.

There are currently five prospective students who wish to enter the graduate program in the fall of 2015. The anticipated annual intake is between six and eight students. Within the course of an academic year, the department currently receives enquiries from between five and eight potential Applied Theatre graduate students. Enquiries are, for the most part, unsolicited; and, with the benefit of focused, strategic enrolment advertising, the department anticipates that this target will easily be met.

Program Aims

In broad terms the MA in Theatre - Applied Theatre concentration aims to develop a student's skills in critical analysis and academic research, and to apply these skills in the practical application and study of applied theatre. The structure of the program therefore encourages students to develop broad-based, systematic and advanced understandings of the theories and historical antecedents of the field, and to acquire practical skills in research, coupled with significant opportunities to extend and consolidate personal practice in a variety of contexts. Core courses coupled with electives offering students high levels of personal autonomy are designed to enable students to deepen their knowledge in a focused exploration of particular aspects of their preferred areas of study within the field.

Department of Theatre Approval

The Department of Theatre faculty discussed and approved the proposed changes during a Department Faculty meeting on January 21, 2014.

Resources

The Faculty of Fine Arts Strategic Plan (2004) stated as a priority that a second appointment, at the rank of Assistant Professor, would be made to support the Applied Theatre curriculum. The Department has now made this new appointment, and Assistant Professor Dr Kirsten Sadeghi-Yekta commenced July 1st 2014. The same plan lists among its goals, the enhancement of community outreach through the development of research projects which link the university to the community at large.

Distinctive characteristics

This program will be the first of its kind in Canada. At present there are two programs in the United States: the Applied Theatre program at CUNY and the University of Southern California program. The current proposal has a broader focus than both of these programs. It is a point of principle in the department's approach to Applied Theatre that an effective practitioner requires two essential skill-sets: those of the deviser/director trained in play-building with diverse community groups; and those of the teacher/facilitator skilled in the design, development and running of exploratory drama and theatre participatory workshops.

As the field of Applied Theatre continues to grow, an ever-increasing range of working contexts has developed. Graduates might expect to find employment in a range of positions. In many cases, Applied Theatre practitioners are better placed to gain suitable employment than workers in other sectors (Statistics are included in the Appendix). Of the eight MA students who have graduated since 2007, four have gone on to undertake PhD study (three at UVic and one at Glasgow University in the UK); one has been working at the Native Friendship Centre and running an actor's agency for local community performance projects; one works as a teacher of English as a Second Language; one is a historical interpreter at the Barkerville historic site and also runs the Parliamentary Players' summer program; and the other works in the International Office at UVic.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 30, 2015

Subject: Proposal for MA in Public History

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: As articulated in the University's Mission Statement, experiential learning and community engagement are core UVic values. The program will attract students of the highest calibre, maintain our outstanding teaching standard while responding to developments in the field and student demand, engage students in applied research, offer blended delivery methods, encourage public and community engagement, offer both a local and internationalized curriculum and support lifelong learning (see objectives 4, 12-15, 18, 19, 20, 24, and 31 in the strategic plan). The MA in public history will enhance the contribution of the History Department and the Faculty of Humanities to the core mandate of the University by training students in applied, community based settings, without sacrificing

academic rigor. Public History is the “applied” arm of the field of history; the proposed program would prepare students for a range of public history careers.

Previous Consultation: At its meeting on September 10, 2015, Senate Committee on Planning approved the attached proposal for review by Senate.

At its meeting on October 2, 2015, Senate recommended that the Board of Governors approve the attached proposal.

Recommendation:

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

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

We aim to create a small (6-8 students/annum), elite graduate program in public history. This “hands on” and academically rigorous program will be offered by History in collaboration with the Cultural Resource Management Program of the Division of Continuing Studies to prepare students for careers in the public applications of historical training and for further graduate study.

The proposed MA program in Public History reflects the History Department's longstanding commitment to graduate training while also responding to student demand for directly employable skills, our strategic location, and the University's broader commitment to community engagement and experiential learning. Public History is the “applied” arm of our field; our proposed program would prepare students for a range of public history careers. Graduates of our program would be equipped to apply rigorous academic training in the many settings where members of the public encounter their pasts.

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

As articulated in the University's Mission Statement, experiential learning and community engagement are core UVic values. The program will attract students of the highest calibre, maintain our outstanding teaching standard while responding to developments in the field and student demand, engage students in applied research, offer blended delivery methods, encourage public and community engagement, offer both a local and internationalized curriculum and support lifelong learning (see objectives 4, 12-15, 18, 19, 20, 24, and 31 in the strategic plan). The MA in public history will enhance the contribution of the History Department and the Faculty of Humanities to the core mandate of the University by training students in applied, community based settings, without sacrificing academic rigor.

3. Senate/academic considerations

This program will require that students take a number of existing Graduate History courses, as well as two Cultural Heritage Studies courses offered by the Cultural Resource Management Program. This program is

therefore not offering new courses that will require Senate approval. The program includes both a practicum component and a public history major research project that have not been offered previously through the History graduate program. Because of the differences in program focus and delivery, the program as a whole sought Senate approval. Requirements for the program fit within normal academic expectations for graduate students in History and the Cultural Resource Management Program.

4. Demand and availability

Our program will be the first of its kind west of Ontario (there are currently programs at Carleton and Western University). It will fill a void in western Canada and bring the distinctive perspectives of this region into the study of public history in Canada. Unlike programs of Library and Archival Sciences (in which the University of British Columbia has an important program) our program would be distinctive in providing advanced study within the historical discipline, and therefore skills essential to public engagement with the past. Other B.C. History departments and employers in the field (including the Royal BC Museum) support the program and have articulated a need for historians trained for public practice. Students are eager for this opportunity: although a program does not yet exist, the current Public History class has for the last three years been the History department's best-enrolled graduate seminar, apart from our mandatory historiography class. Graduates from this course have been very successful in finding employment in the public history field.

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

We are not requesting additional resources for this program. Despite the addition of the Public History MA, the department will remain within its maximum graduate enrolment targets (25 students admitted per year, including the 6-8 for Public History). As such, the program can run with the resources (faculty and staff) of our existing graduate program. The Cultural Resource Management Program has agreed to provide support in placing Public History MA students who do not receive co-op placements in either paid internships (where available) or unpaid practicums through their existing practicum placement program.

The future income potential for students in this program does not justify a differential fee, but the Public History MA would be likely to generate additional revenue for the university because our experience thus far suggests that many students interested in Public History are also interested in the Graduate Professional Certificate in Cultural Heritage Studies (GPC). Our Public History MA would further incentivize and institutionalize this synergy, encouraging students to complete academic training in the History Department in addition to the applied professional training of the GPC. This collaboration will enhance student training and marketability, support the GPC program, and increase revenue.

6. Other relevant factors (including impact and outcomes)

We propose to establish one of the nation's leading programs for the training of public historians. Public history is a crucial facet of a healthy society and democracy. History grounds current practice in reflection on who we are and where we have come from. A society that has confronted the failures of the past, and that understands its successes, is better equipped to meet the challenges of the future. The importance of history is well recognized by the public: millions stream annually to historical sites and institutions in Canada and British Columbia, historical films and fiction enjoy unabated popularity, and history is recognized by the government as a cornerstone of democratic citizenship. The University of Victoria is well positioned, with this proposal, to be a key site in the training of the nation's public historians and hence a

vital institution in forging Canada's relation with its past.

Attachment(s): Proposal for MA in Public History submitted to Senate October 2, 2015.



University
of Victoria

Associate Vice-President Academic Planning

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Victoria British Columbia V8W 2Y2 Canada
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MEMO

Date: September 16, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Proposal for MA in Public History**

At its meeting of 10 September 2015, the Senate Committee on Planning discussed and approved the request for an MA in Public History. 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 MA in Public History, as described in the document "Public History MA Proposal", dated May 27, 2015, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once Senate and the Board of Governors have approved the proposal, the proposal must be posted on the Ministry of Advanced Education website for peer review for a period of 30 days.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
Dr. Sang Nam
Dr. Catherine McGregor
Dr. Victoria Wyatt
Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair

Senate Committee on Planning

Title of proposal:	MA in Public History
Contact Name and Number:	Jordan Stanger-Ross jstross@uvic.ca 250-721-7283 Lynne Marks lsmarks@uvic.ca 250-721-7392
Date approved by Department:	December 10, 2014
Date approved by Faculty:	March 24, 2015
Date approved by Graduate Studies:	April 16, 2015
Date submitted:	April 20, 2015

Public History MA Proposal

Executive Summary

1. Our history, mission, and academic goals:

Our MA program, founded in the late 1960s, remains a key source of pride and inspiration in the department. It exemplifies our larger commitment to the principles of a Humanities education: seminar style discussion and debate, deep reading, individual supervision, and the creation of powerful new analyses of social, political, and cultural life. We believe that the study of history is crucial to a healthy society. History gives us the tools to reflect on who we are, where we have come from, and the full reservoir of ideas from the past to draw upon as we consider where we might go. A society that has confronted the failures of the past, and that understands its successes, is better equipped to meet the challenges of the future.

The proposed MA program in Public History reflects these longstanding values while also responding to student demand for directly employable skills, our strategic location, and the University's broader commitment to community engagement and experiential learning. Public History is the "applied" arm of our field; our proposed program would prepare students for a range of public history careers. Graduates of our program would be equipped to apply rigorous academic training in the many settings where members of the public encounter their pasts. Students are eager for this opportunity: although a program does not yet exist, the current Public History class has for the last three years been our best-enrolled graduate seminar, apart from our mandatory historiography class. Graduates from this course have been very successful in finding employment in the public history field. Our location in the provincial capital places us in an especially advantageous position to establish a graduate program in Public History. The proposed Public History MA program aligns with the University of Victoria's 2012 Strategic Plan to expand student opportunities for experiential learning and community engagement and to be internationally competitive in our graduate programs.

2. Credential to be Awarded:

Master of Arts.

3. Location:

We propose an integrated approach to program delivery, including on-site classes in the History Department, distance learning through the Cultural Resource Management Graduate Certificate Program, and applied internships in public history institutions in Victoria and elsewhere in British Columbia, across Canada and internationally. Students may also participate in one of three field schools which take place in First Nations communities in the Lower Mainland, Europe or South Africa, respectively.

4. Academic Units:

The proposed program is in the History Department, with the collaboration of Continuing Studies (Cultural Resource Management) and the degree is offered by the Faculty of Graduate Studies.

5. Anticipated Start Date:

September 2016.

6. Anticipated Completion Time:

Four semesters (16 months).

7. Description of Proposed Program:

a. Aims, goals and objectives: We aim to create a small (6-8 students/annum), elite graduate program in public history, the first of its kind west of Ontario. This “hands on” and academically rigorous program will prepare students for careers in the public applications of historical training and for further graduate study.

b. Anticipated contribution to the mandate and strategic plan of UVic: As articulated in the University’s Mission Statement, experiential learning and community engagement are core UVic values. The program will attract students of the highest calibre, maintain our outstanding teaching standard while responding to developments in the field and student demand, engage students in applied research, offer blended delivery methods, encourage public and community engagement, offer both a local and internationalized curriculum and support lifelong learning (see objectives 4, 12-15, 18, 19, 20, 24, and 31 in the strategic plan). The MA in public history will enhance the contribution of the History Department and the Faculty of Humanities to the core mandate of the University by training students in applied, community based settings, without sacrificing academic rigor.

c. Linkages between learning outcomes and curriculum demand: Our program will require students to take preexisting traditional academic courses offered within our current graduate program as well as new courses that emphasize group work, applied skills, and community-based assignments. A blend of courses in the History Department, taught by leading scholars, and courses offered by Cultural Resource Management, taught by world-class professionals, will provide students with a solid grounding in major themes, theories, and methods in both the academic historical discipline and the practice of public historical work. In addition, the co-op, practicum, or internship placement will provide intensive “hands on” learning. The result will be students uniquely qualified for professional work in public history as well as for continued graduate study.

d. Areas of employment and further study: Graduates of our program will find employment in heritage sites and museums, urban heritage planning, Indigenous land title research, public programming, digital history, and professions in popular media and the publishing industry. Our graduates will also be fully qualified to continue to study history (in programs emphasizing public or academic streams) at the PhD level.

e. Delivery Methods: The program will take a blended delivery method, including on-site courses, distance learning, and internship/co-op placements.

f. Program strengths: The core strengths of our program are faculty expertise in various fields of public and digital history as well as faculty and University commitment to public engagement. The program also draws upon the proven track record of two successful programs—the MA in History and the high calibre professional training offered through the existing Cultural Resource Management program in Continuing Education. Additional strengths include our location near the RBC Museum, which has an MOU with the university and considerable interest in providing practicums and longer term

employment for our students, student demand for the program, and the lack of comparable programs in western Canada.

g. Overview of the level of support from other post-secondary institutions and other bodies: Our program proposal has received the explicit, written support of the History departments at Kwantlen Polytechnic University, Simon Fraser University, Thompson Rivers University, the University of British Columbia, the University of Northern British Columbia, and museum professionals at the Maritime Museum of British Columbia, the Nikkei National Museum, and the Royal British Columbia Museum. This support reflects the interests of students, who would apply to our program from peer institutions across the province and beyond, as well as the interest among employers in students trained in *both* the practical facets of public history and the scholarly study of the past.

h. Related programs: Our program will be the first of its kind west of Ontario (there are currently programs at Carleton and Western University). Ours would fill a void in western Canada and bring the distinctive perspectives of this region into the study of public history in Canada. Unlike programs of Library and Archival Sciences (in which the University of British Columbia has an important program) our program would be distinctive in providing advanced study within the historical discipline, and therefore skills essential to public engagement with the past.

University contact: Dr. Catherine Mateer, Associate Vice-President Academic Planning, 250-721-7012, avmateer@uvic.ca.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Proposal for Honours Program in Slavic Studies

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: The proposed implementation of an Honours Program in Slavic Studies is fully in line with the university's mission and strategic plan. Objective 21 of the Strategic Plan cites the need to "nurture our culture of excellence in research, scholarship, and creative endeavours, enhancing UVic's local, national and international impact and reputation as a leading, innovative, research-intensive university" (31). The strategic plan further identifies experiential learning and internationalization as core strategic goals. Finally, the strategic plan emphasizes the need to continue enhancing the quality and effectiveness of academic programs in a resource constrained environment in order to strengthen UVic's position as a university of choice.

Previous Consultation: At its meeting on September 10, 2015, Senate Committee on Planning approved the attached proposal for review by Senate.

At its meeting on October 2, 2015, Senate recommended that the Board of Governors approve the attached proposal.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Proposal for an Honours Program in Slavic Studies effective immediately.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

This proposal is for an Honours program in Slavic Studies. The Department of Germanic and Slavic Studies recently created an MA program in Germanic and Slavic Studies with two streams (an MA Stream in Germanic Studies and an MA Stream in Slavic Studies), which the Board of Governors approved on May 26, 2015. After establishing this graduate-level Stream in Slavic Studies, we believe it is even more important to offer undergraduate Slavic Studies students the opportunity to complete an Honours Program in order to give them a competitive edge when applying for graduate study or the job market. The proposed Honours Program not only offers a parallel to the Germanic Studies program, but it also provides students with a rich and rigorous academic experience as they complete their BA.

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

The proposed implementation of an Honours Program in Slavic Studies is fully in line with the university's mission and strategic plan. Objective 21 of the Strategic Plan cites the need to "nurture our culture of excellence in research, scholarship, and creative endeavours, enhancing UVic's local, national and international impact and reputation as a leading, innovative, research-intensive university" (31). The strategic plan further identifies experiential learning and internationalization as core strategic goals. Finally, the strategic plan emphasizes the need to continue enhancing the quality and effectiveness of academic programs in a resource constrained environment in order to strengthen UVic's position as a university of choice.

3. Senate/academic considerations

The Faculty of Humanities approved the Slavic Studies Honours Program proposal on May 19, 2015. The Senate Committee on Planning approved the proposal in the fall of 2015, followed by the University Senate.

4. Demand and availability

UVic is the only university in British Columbia to offer a Major in Slavic Studies and the option of an MA Stream in Slavic Studies.

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

The proposed Honours Program in Slavic Studies has no immediate resource implications and will not require the expenditure of additional resources. We currently offer enough courses for students to meet the proposed Honours requirements. The only course we do not presently offer is SLST 499 (Honours Graduating Essay), and we will implement that curriculum addition once the program has been approved.

6. Other relevant factors (including impact and outcomes)

The proposed changes are intended to improve significantly the student experience and the overall academic quality of the undergraduate experience. The new program structure aligns the program better with the university's mission and strategic plan and will increase the success potential of graduates from the program, be it as candidates for graduate study or for professional work in the public or private sector.

Attachment(s): Proposal for Honours Program in Slavic Studies submitted to Senate October 2, 2015.



University
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Associate Vice-President Academic Planning

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MEMO

Date: September 16, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Proposal for Honours Program in Slavic Studies**

At its meeting of 10 September 2015, the Senate Committee on Planning discussed and approved the request for an Honours Program in Slavic Studies. 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 Honours program in Slavic Studies, as described in the document "Proposal for Honours Program in Slavic Studies", dated July 15, 2015, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
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Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair

Cover Page Template for Senate Committee on Planning

Title of proposal:	Proposal for Honours Program in Slavic Studies
Contact Name and Number:	Helga Thorson, Chair Department of Germanic and Slavic Studies 250-721-7320
Date approved by Department:	March 31, 2015
Date approved by Faculty:	May 19, 2015
Date approved by Graduate Studies: (if applicable)	N.A.
Date submitted:	July 15, 2015



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Proposal for Certificate in General Studies

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. This proposal aligns with our strategic objective of providing broad range of flexible course delivery options to increase access to higher education (objective 15 of the strategic plan) and also supports lifelong learning (see objective 24).

Previous Consultation: At its meeting on October 8, 2015, Senate Committee on Planning meeting approved the attached proposal for review by Senate.

At its meeting on November 6, 2015, Senate recommended that the Board of Governors approve the attached proposal.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Proposal for a Certificate in General Studies effective immediately.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

The proposed non-credit Certificate in General Studies is designed to address unique learning needs of students by providing them with a framework to customize their learning program through the selection of individual courses from a cross-section of existing non-credit certificate and diploma programs offered by the Division of Continuing Studies. Students identify their learning objectives and determine, in consultation with program staff, the courses that will enable them to meet those objectives. The framework would allow students to select courses (online and/or in-class) from a variety of disciplines in order to update competencies, learn new skills, explore new career fields or add to professional expertise. The formal program would be documented through a learning contract prepared by the student and approved by the Division. Students who complete all program requirements would be awarded a University of Victoria Certificate in General Studies.

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

The proposed certificate program aligns well with the objectives articulated in the UVic Strategic Plan. Of particular note is objective 24 and some of the key strategies identified within that objective.

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

Key strategies:

24a) develop and deliver programming in diverse disciplines to support the personal and professional development needs of individuals and communities in the region and, in areas of unique strength, address national and international continuing education needs.

24b) develop expanded opportunities to deliver new and existing academic programs for lifelong learners.

3. Senate/academic considerations

The program will be open to any student who can demonstrate admissibility to Division of Continuing Studies non-credit programs. All evaluation activities, grading, and academic performance expectations will be consistent with the policies and standards for evaluation of student course work within the Division and/or the relevant department. Academic units would be involved in cases where courses are offered in credit and non-credit sections, although the students would only be taking the courses as non-credit students. The proposed program would provide a University of Victoria non-credit certificate to students

completing between a minimum of 10.5 units and a maximum of 15 units (University Policy AC1135 Policy for the Establishment of Certificate and Diploma Programs).

4. Demand and availability

Given the mobility of today's workforce and the ever-changing nature of work, a program that a student starts may not be relevant to their work demands if they change jobs or employers during the course of the certificate or diploma. A Certificate in General Studies can respond to this situation by enabling students to redirect their learning objectives.

The intended audience is a similar demographic to the students registered in other Division programs (majority are female, based in BC, approximately 33% have bachelor's degrees, 19% have Master's degrees, majority are employed full time – DCS Student Survey 2010).

We expect that 10-15 students will seek to enroll in this certificate on an annual basis. In the first year we would also approach students who had not completed their other certificates to determine if this more customized certificate could entice them back to complete a credential.

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

An existing Program Coordinator would be assigned to this program (.1 FTE). No additional instructors or library resources would be required as the program relies entirely on existing courses.

6. Other relevant factors (including impact and outcomes)

The specific learning outcomes from the Certificate in General Studies will depend on the learning objectives the student articulates in their learning contract. So, while all Division of Continuing Studies courses have learning outcomes, the certificate outcomes will be individualized.

This program would provide an opportunity for those students who are unable or unwilling to complete a certificate because of a change in job duties or interests, to receive some credit for what they have already completed while supplementing it with new learning.

This program would also provide a vehicle for the Division to assess demand in new and emerging areas. The manner in which students choose to "package" their courses can provide an indication of programs the Division might start to develop in the future.

Attachment(s): Proposal for Certificate in General Studies submitted to Senate November 6, 2015.



University
of Victoria

Associate Vice-President Academic Planning

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

MEMO

Date: October 21, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Proposal for Certificate in General Studies**

At its meeting of 8 October 2015, the Senate Committee on Planning discussed and approved the request for a Certificate in General Studies. 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 a Certificate in General Studies, as described in the document "Proposal for a Certificate in General Studies", dated September 22, 2015, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
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Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair

Cover Page for Senate Committee on Planning

Title of proposal:	Division of Continuing Studies: Certificate in General Studies
Contact Name and Number:	Nancy Moudahi 250-893-8354 uvcsasst@uvic.ca
Approved by DCS Executive Council:	September 21, 2015
Pending Approval by Senate Committee on Continuing Studies:	October 7, 2015
Date approved by Graduate Studies: (if applicable)	N/A
Date submitted:	September 22, 2015



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: 2015/16 Annual Report on Status of Academic Program Reviews

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: Under Policy AC1145, the Provost will report annually to Senate and the Board of Governors through the Senate Committee on Planning on the status of academic program reviews.
Academic Program Reviews:
- Provide regular and systematic reviews of the operation and objectives of Academic Programs;

- Foster ongoing improvement of the quality and effectiveness of programs and assess the relevance of programs in supporting the university's mission;
- Maintain the standard of excellence; and
- Provide internal and external accountability of Academic Programs.

Previous Consultation:

At its meeting on September 10, 2015, Senate Committee on Planning meeting received the attached summary and approved to have it forwarded to Senate.

At its meeting on October 2, 2015, Senate received the attached summary and approved to have it forwarded to the Board of Governors.

Background: Under Policy AC1145, the Provost will report annually to Senate and the Board of Governors through the Senate Committee on Planning on the status of academic program reviews.

Summary: Academic Program Reviews will be comprehensive and focus on:

- Effectiveness of the Academic Program in supporting the university's mission;
- The quality of the learning environment for both undergraduate and graduate students;
- Quality of the Academic Program's teaching, creative activity and research within its disciplinary context;
- Adequacy and effective utilization of resources by the Academic Program; and
- The Academic Program's service to the university and its relevant external communities and professions.

Planned Further Action: n/a

Attachment(s):

2015/16 Annual Report on Status of Academic Program Reviews memorandum submitted to Senate October 2, 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 blackstone@uvic.ca Web <http://www.uvic.ca/vpacademic>

MEMO

Date: September 16, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Copy: Dr. Valerie S. Kuehne, Vice-President Academic and Provost
Re: **2015/16 Annual Report on Status of Academic Program Reviews**

Under Policy AC1145, the Provost will report annually to Senate and the Board of Governors through the Senate Committee on Planning on the status of academic program reviews. The following is a summary:

Reviews Conducted in 2014/15:

Department of Theatre
Department of Pacific & Asian Studies

Scheduled to Initiate a Review in 2015/16:

Combined Review of Teacher Education Program and Department of Curriculum & Instruction
School of Environmental Studies
Department of Political Science

Scheduled to Initiate a Review in 2016/17:

Department of Women's Studies
School of Health Information Science
School of Public Administration
Department of French
Department of History
Department of Philosophy
Department of Biochemistry & Microbiology
Department of Biology

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
Dr. Sang Nam
Dr. Catherine McGregor
Dr. Victoria Wyatt
Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: New and Revised Awards

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

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

Strategic Relevance: These new and revised awards support our objective of increasing financial support to current and future students. The awards supports our student recruitment and retention strategies and provides competitive undergraduate and graduate scholarships and bursaries that enable us to be nationally and internationally competitive in the recruitment and retention of outstanding students (see particularly objectives 2, 4, 16 b) and 18 b) of the Strategic Plan).

Previous Consultation: At its meetings on October 2 and November 6, 2015, Senate approved and recommended that the Board of Governors approve these new and revised undergraduate and graduate awards.

Recommendation:

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

October 2 memorandum:

- *Lee Hayes Scholarship (revised) **
- *London Drugs Undergraduate Scholarship in Nursing (new) **
- *Miller Thomson LLP National Entrance Scholarship (new) **
- *Viking Alumni Rugby Award (revised) **
- *Edward Hammond King Bursary (new) **
- *Campus Dental Bursary (revised)*
- *Balbir Singh Sidhu Memorial Bursary in the Faculty of Science (new) **
- *Magher Singh and Basant Kaur Chima Memorial Bursary (new) **
- *Hakai-Raincoast Bursary (new)*
- *Dr. Nora Haimberger Scholarships (revised) **
- *Laura Szendrei Memorial Award (new) **
- *Law Foundation of B.C. Public Interest Award (new)*
- *Aboriginal Health Career Bursary (new)*
- *John Tucker Friends of Medieval Studies Scholarship (revised) **
- *MBA Leadership/Citizenship Award (new)*
- *Youth In Care Living Expenses Award (new)*
- *Urbanecology.ca Scholarship (revised)*
- *Corrine Lowen Memorial Award in Social Dimensions of Health (new)*
- *Elsa Eleonora Fagerberg & Clara Maria Fagerberg Entrance Scholarship (revised) **
- *Colin Jones Prize in Canadian Public Policy (revised) **
- *Leonard Laudadio Prize in Environmental Economics (revised)*
- *Jeto Sangara Nursing Bursary (new)*
- *Joyce Clearihue Scholarship in Forest Biology (new) **
- *Ted Whelen Graduate Scholarship (new) **

- *Ted Whelen Graduate Entrance Scholarship (new) **
- *Russian Embassy in Canada Book Prize (new)*
- *Tectoria Video Game Industry Award for Developers (new)*
- *Shirley Case Memorial Scholarship (new)*
- *Ian & Sheila Barrodale Award in Computer Science & Mathematics (new) **

** Administered by the University of Victoria Foundation*

November 6 memorandum:

- *Dr. Arne H. Lane Graduate Fellowships in Marine Sciences (revised)**
- *Gregory Blue Scholarship in Global History (new)**
- *Ronald F. MacIsaac Prize (revised)*
- *50th Anniversary Science Entrance Scholarship (revised)**
- *University of Victoria Entrance Scholarship – The Brishkai Lund Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Donna Thomas Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. & Mrs. R.B. Wilson Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. J. Waelti-Walters (revised)*
- *University of Victoria Entrance Scholarship – The Howard Denike Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. Hugh Stephen Scholarship (revised)*

** Administered by the University of Victoria Foundation*

Background:

At its meeting on October 2 and November 6, 2015, Senate reviewed and approved the attached new and revised undergraduate and graduate awards. Senate recommends that the Operations and Facilities Committee recommend to the Board of Governors that the Board approve these new and revised awards.

Planned Further Action:

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

Attachment(s):

- Memorandum to Senate dated October 2, 2015; and
- Memorandum to Senate dated November 6, 2015.

MEMORANDUM

University of Victoria

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

TO: Secretary of Senate
University Secretary's Office

DATE: October 2, 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~~

LEE HAYES SCHOLARSHIP* (REVISED-UG)

A scholarship is awarded to a student in the Peter B. Gustavson School of Business. Applicants must submit a 1000 word letter detailing their commitment to their educational and career goals. ~~Application forms are available from the office of Student Awards and Financial Aid and must be returned with the essay~~ The essay must be submitted to the School of Business by April 30.

LONDON DRUGS UNDERGRADUATE SCHOLARSHIP IN NURSING* (NEW-UG)

One or more scholarships are awarded to academically outstanding 3rd or 4th year undergraduate students in the School of Nursing.

MILLER THOMSON LLP NATIONAL ENTRANCE SCHOLARSHIP* (NEW-UG)

A scholarship is awarded to an undergraduate student entering the Faculty of Law who exhibits the highest qualities of community service, student leadership and academic excellence.

VIKING ALUMNI RUGBY AWARD* (REVISED-UG)

One or more awards are given to undergraduate ~~or graduate~~ students who compete on the Vikes Men's Varsity Rugby team at the University of Victoria. Eligible students must meet all CIS eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Manager of Athletics.

EDWARD HAMMOND KING BURSARY* (NEW)

One or more bursaries are awarded to undergraduate or graduate students in the School of Earth and Ocean Sciences.

CAMPUS DENTAL BURSARY (REVISED)

One or more bursaries are awarded to single parent students in the Faculty of Social Sciences, with preference for students who intend to pursue a career in health care.

BALBIR SINGH SIDHU MEMORIAL BURSARY IN THE FACULTY OF SCIENCE* (NEW)

One or more bursaries are awarded to 3rd or 4th year undergraduate students in the Faculty of Science studying neuroscience and/or volunteering in the community for a mental health related agency.

MAGHER SINGH AND BASANT KAUR CHIMA MEMORIAL BURSARY* (NEW)

One or more bursaries are awarded to undergraduate students in the Faculty of Science.

HAKAI-RAINCOAST BURSARY (NEW)

One or more bursaries totalling \$1,000 are awarded to Indigenous undergraduate entrance or transfer students in the Department of Geography. If there is no eligible candidate, the bursary will be awarded to an Indigenous undergraduate entrance or transfer student in the Faculty of Social Sciences.

DR. NORA HAIMBERGER SCHOLARSHIPS* (REVISED)

Two scholarships are awarded annually. One scholarship is given to an outstanding student entering the fourth year of a major or honours program in Germanic Studies. The other is given to a promising student enrolled in Germanic Studies 100-~~or~~ 149. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Germanic and Slavic Studies.

LAURA SZENDREI MEMORIAL AWARD* (NEW)

One or more awards are given to undergraduate students who are part of the Vikes women's soccer team at the University of Victoria. Eligible students must meet all CIS eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Manager of Athletics. Preference will be given to a student from Delta, BC, who has a demonstrated record of community service.

LAW FOUNDATION OF B.C. PUBLIC INTEREST AWARD (NEW)

Six awards of \$5,000 are given to continuing second year or graduating third year students enrolled in the J.D. program who have demonstrated commitment to public interest, combined with high academic achievement.

ABORIGINAL HEALTH CAREER BURSARY (NEW)

One or more bursaries totalling \$1,000 will be awarded to students of Aboriginal heritage (First Nations, Métis, ~~and~~ or Inuit) in any health related diploma or degree program. Applicants must be registered in full-time studies at UVic. The delivery of the program/course may be through either distance education or on-campus. First preference will be given to Aboriginal students from Vancouver Island. Second

preference will be given to Aboriginal students from within B.C. Third preference will be given to Aboriginal students from within Canada.

JOHN TUCKER FRIENDS OF MEDIEVAL STUDIES SCHOLARSHIP* (REVISED-UG)

One or more scholarships are awarded to outstanding students entering fourth year in the Medieval Studies Program. Preference will be given to a student majoring in Medieval Studies. Part-time students are eligible for this scholarship.

MBA LEADERSHIP/CITIZENSHIP AWARD (NEW-GS)

Up to five awards of \$1,500 will be awarded to students who have made exceptional contributions to the educational experience of their classmates and/or to the Gustavson School of Business and the MBA program through outstanding, beyond-the-call-of-duty activities, involvement or leadership. Recipients must have completed the foundation module and be in good academic standing. Four awards will be given to daytime program students and one to an evening program student. Students may self-nominate, or be nominated by other students, faculty and staff. Applications must be accepted by the Sardul S. Gill Graduate School by October 31st. Selection of the recipients will be made by the Graduate Awards Committee upon the recommendation of the MBA Awards Committee Gill Graduate School, Gustavson School of Business.

YOUTH IN CARE LIVING EXPENSES AWARD (NEW-UG)

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

URBANECOLOGY.CA SCHOLARSHIP (REVISED-UG)

A scholarship of \$500 is awarded to an academically outstanding undergraduate student who is beginning his or her final project in the Restoration of Natural Systems program. Preference will be given to those who plan a career in urban restoration.

CORRINE LOWEN MEMORIAL AWARD IN SOCIAL DIMENSIONS OF HEALTH (NEW-GS)

An award of \$1,000 is awarded to a graduate student in the Social Dimensions of Health program whose research addresses any of the following topics: inequitable social relations; inquiring into, creating, or sustaining collaborative policy processes; relationship-building across cultural communities; Indigenous methodology; and health or educational equity for Indigenous peoples. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Social Dimensions of Health program.

ELSA ELEONORA FAGERBERG & CLARA MARIA FAGERBERG ENTRANCE SCHOLARSHIP* (REVISED-UG)

A scholarship, to a maximum of \$12,000 (payable at \$3,000 per year, for up to 4 years), is awarded to academically outstanding students entering undergraduate programs from secondary schools, colleges and universities in Canada. To be automatically renewed a student must have completed a total of 12 or more academic units in any two terms of study between May and April and maintained a grade point average of 7.50 or higher on the best 12 units. ~~If a student maintains a grade point average of 7.50 or higher,~~ The scholarship is automatically renewed for each year of a student's full time study (12 or more units) until the completion of a first degree or for a maximum of four years, whichever is the shorter period. A student whose grade point average falls below ~~between 7.00 and 7.49~~ 7.50 may file a written appeal with

the Senate Committee on Awards to seek special consideration for renewal of the scholarship. ~~No renewal is considered if a student's grade point average falls below 7.00.~~

Students registered in a co-op/work-term, will automatically be renewed in September if they have completed 12 or more academic units between May and August and have a sessional grade point average of 7.50 or higher. Co-op or work-term students who complete two or more co-op/work-terms between May and August will receive their renewal when they complete 12 academic units as long as their grade point average remains at 7.50 or higher.

Any student who takes neither a co-op/work-term or academic units for one or more terms may forfeit their scholarship.

COLIN JONES ~~MEDAL~~ PRIZE IN CANADIAN PUBLIC POLICY (REVISED-UG)

A ~~medal~~ prize of \$100 is awarded to the student in the Department of Economics for academic excellence in the study of Canadian public policy.

LEONARD LAUDADIO ~~MEDAL~~ PRIZE IN ENVIRONMENTAL ECONOMICS (REVISED-UG)

A ~~medal~~ prize of \$100 is awarded to the student in the Department of Economics for academic excellence in the study of environmental economics.

JETO SANGARA NURSING BURSARY (NEW-UG)

One or more bursaries are awarded to undergraduate students in the School of Nursing.

JOYCE CLEARIHUE SCHOLARSHIP IN FOREST BIOLOGY* (NEW- UG)

One or more scholarships are awarded to academically outstanding students in 3rd or 4th year of a major or honours program in the Department of Biology who have a special interest in Forest Biology. Applicants should submit a 300 word statement that describes their academic program, experience, or interest in Forest Biology.

TED WHELEN GRADUATE SCHOLARSHIP* (NEW-GS)

A scholarship is awarded to an academically outstanding student entering second year in the School of Public Administration graduate program whose final Master's project straddles the three disciplines (Public Administration, Community Development and Dispute Resolution) taught in the school. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the School of Public Administration.

TED WHELEN GRADUATE ENTRANCE SCHOLARSHIP* (NEW-GS)

A scholarship is awarded to the top applicant to the School of Public Administration's graduate program who has a demonstrated interest and/or practical experience in public policy development and implementation. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the School of Public Administration.

RUSSIAN EMBASSY IN CANADA BOOK PRIZE (NEW-UG)

The book prizes are a gift of the Federal Agency "Rossotrudnichestvo" under the Embassy of Russia in Canada and are awarded to top students in Russian language and culture courses in each undergraduate year.

TECTORIA VIDEO GAME INDUSTRY AWARD FOR DEVELOPERS (NEW-UG)

One or more awards are given to undergraduate students entering or continuing in the Department of Computer Science who have demonstrated an interest and/or ability in developing video games through:

1. Previous experience developing games, internships or work experience in the video game industry.
2. Membership or participation in groups like the International Game Developers Association (IGDA) or UVicGameDev.

Applications forms are available from the Department of Computer Science and must be returned by October 30th.

SHIRLEY CASE MEMORIAL SCHOLARSHIP (NEW-UG)

An award of \$1,000 is given annually to an undergraduate student registered in the Recreation and Health Education Co-operative Education program who has completed at least one work term. Students are eligible for this award if: (1) they did not receive payment for their work term or only received minimal compensation (e.g. accommodation, honorarium and/or travel expenses); (2) they have engaged in a volunteer, unpaid commitment equal to the time of a work term (4 months). Preference will be given to a student who has worked with at risk or under-resourced community members or organizations during their work term. Application is made through the Recreation and Health Education Co-operative Education program and must be received by January 31st. A program committee will review all applications and nominate the recipient of the award.

IAN & SHEILA BARRODALE AWARD IN COMPUTER SCIENCE & MATHEMATICS* (New-UG)

Awards of at least \$2,000 each are awarded to one or more undergraduate students in the Department of Computer Science and one or more undergraduate students in the Department of Mathematics and Statistics who:

- Are currently enrolled in Computer Science or Mathematics Co-operative Education or the Work Experience Program (WEP).
- Have demonstrated (a) determination to improve their academic standing, and/or (b) initiative through involvement in extracurricular activities in the community or within their program.

Applications forms are available from the Department of Computer Science and the Department of Mathematics and Statistics and must be returned by October 30th.

MEMORANDUM

University of Victoria

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

TO: Secretary of Senate
University Secretary's Office

DATE: November 6, 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~~

DR. ARNE H. LANE GRADUATE FELLOWSHIPS IN MARINE SCIENCES* (REVISED-GS)

Two or more fellowships are awarded to outstanding graduate students in marine sciences. Selection of the recipients will be made by the Graduate Awards Committee upon recommendation of the Faculty of Science. The nominee's research program should have a recognizable component that deals with marine sciences in some form.

GREGORY BLUE SCHOLARSHIP IN GLOBAL HISTORY* (NEW-UG)

One or more scholarships of at least \$1,000 are awarded to academically outstanding undergraduate Department of History students (continuing or graduating), with preference given to students with a demonstrated commitment to Global History, ideally with a focus on the Global South. Nominations will be made by the Department of History.

RONALD F. MACISAAC PRIZE (REVISED-UG)

A prize of ~~\$200~~ \$500 is awarded to a law student presenting the best paper ~~either in counselling sexually abused children or understanding the problems associated with assisting them~~ on social justice, counselling/assisting abused children or environmental law. Normally, eligible papers will be associated with courses in Directed Research, Family Law, Evidence, or Children and the Law offered by the Faculty of Law.

50TH ANNIVERSARY SCIENCE ENTRANCE SCHOLARSHIP* (REVISED-UG)

A One or more scholarships ~~is~~ are awarded to ~~an~~ academically outstanding students entering the University of Victoria from ~~a~~ Canadian secondary schools who ~~is~~ are pursuing ~~an~~ undergraduate degrees in the Faculty of Science.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE BRISHKAI LUND SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE DONNA THOMAS SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE DR & MRS. R.B. WILSON SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE DR. J. WAELTI-WALTERS SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE HOWARD DENIKE SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.

UNIVERSITY OF VICTORIA ENTRANCE SCHOLARSHIP – THE DR. HUGH STEPHEN SCHOLARSHIP (REVISED-UG)

Scholarships of \$1000 and \$2000 are awarded to ~~students with high~~ academically outstanding undergraduate students who are entering the University of Victoria directly from Canadian secondary schools-, colleges, or universities.



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. Smith".

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: Update on Process Improvements in Facilities Management

Basis for Jurisdiction: Section 33 University Act

Strategic Relevance:

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

Previous Consultation:

Board of Governors meeting May 26, 2015

Background:

As an integral and important part of the overall CARSA budget, there is a budget for McKinnon Building renovations in order to make the improvements necessary to provide modern teaching and research spaces for the School of Exercise Science, Physical and Health Education (EPHE).

The overall total project budget for the renovations was originally \$3.71M, of which the construction component of the budget was \$2.8M including the partial seismic upgrading. The university tendered the project on February 18, 2015, and received tender results on March 27, 2015. The lowest construction bid price was \$4.1M, being \$1.3M greater than the construction budget and translating into a total project budget increase of \$1.7M after consideration of additional soft costs, contingency and taxes.

At the May 26, 2015 meeting, the Finance Committee recommended to the Board of Governors that the Board of Governors, in order to complete renovations to the McKinnon building, approve an increase in the overall budget for the Centre for Athletics, Recreation and Special Abilities of \$1.7M to a total revised budget of \$78.7M. The motion was approved.

In the presentation of the motion to the Board, management provided reasons for some of the increase in the budget but also indicated that an additional pre-tender cost estimate / budget reconfirmation process could have identified budget challenges prior to the work going to tender. As such, management committed to reviewing its processes for developing cost estimates including how costing estimates are updated when there is a significant time delay between the original cost estimate and the project being issued for tenders. Management also committed to providing a report to the Board on the review, and any changes as a result of the review.

Process Improvements and Changes Underway

The firm of MHPM Project Leaders was hired by Facilities Management to undertake project delivery process mapping. The developed process map identifies key milestones with requirements for budget cost estimate confirmations. The process also includes best practices and the development of improved project management procedures and Project Budget Control documents.

Both a design development cost estimate, and a 99% complete / pre-tender cost estimate reconfirmation process is now being completed for all projects valued at over \$1.0M. Projects valued at over \$5.0M will also include an intermediate 50% complete stage cost estimate.

Additional budget review and approval processes are being implemented in order to enhance the alignment between scope and funding availability and, if necessary make changes that make the most effective use of resources.

It is often the case, generally because of a delay in confirming funding, that there will be a delay between when capital planning is undertaken and when projects are started, As a result of the additional processes that have already been implemented, and will be implemented shortly, together with some changes in the structure of the team, it is expected that any changes in costs will be identified earlier and as such there will be an enhanced ability to review the issues, options and opportunities in greater detail.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Previous Consultation:

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

Background

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

Attachment(s):

VPFO/FMGT Project Updates: November 1, 2015

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



PROJECT: CENTRE FOR ATHLETICS, RECREATION AND SPECIAL ABILITIES (CARSA) + PARKADE BUILDINGS

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

BUDGET STATUS:	Approved Budget 29-Jan-2013	Approved Budget 28-May-2015	FMGT Forecast Costs 01-Nov-2015
Consulting	\$ 7,404,000	\$ 7,530,670	\$ 7,530,670
Construction	\$ 62,255,600	\$ 64,265,700	\$ 64,826,500
Completion	\$ 4,680,900	\$ 4,686,165	\$ 4,686,165
Contingency	\$ 1,332,300	\$ 867,300	\$ 306,500
Sub-Total	\$ 75,672,800	\$ 77,394,835	\$ 77,394,835
HST (3.4%) / GST (1.65%)	\$ 1,327,200	\$ 1,350,165	\$ 1,350,165
TOTAL PROJECT COSTS	\$77,000,000	\$78,700,000	\$78,700,000

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

SCHEDULE STATUS:	Revised Target Date 29-Jan-2013	Actual / Forecasted Date 01-Oct-2015
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CARSA & PARKADE

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

MCKINNON BLDG RENOVATIONS

Commence Construction	May 2015	Jul 2015
Construction Complete	Jul 2016	Jul 2016
Fit-up and Move In	Aug 2016	Aug 2016

Major Risks:

- The McKinnon Building renovation work has uncovered some unforeseen conditions, which are being addressed.

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-Nov-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 \$13,097,000 or 95% of the Approved Budget.

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

Major Risks:

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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: University of Victoria Staff Pension Plan, Amendment No.29

Basis for Jurisdiction: Section 16 of the Staff Pension Plan document empowers the Board of Governors to amend the Plan.

Strategic Relevance:

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

Previous Consultation:

University of Victoria Staff Pension Plan Governance Committee
University of Victoria Staff Pension Plan Investments and Administration Committee
University of Victoria Human Resources
Lawson Lundell LLP (external legal counsel)
Towers Watson (Plan actuary)

Recommendation:

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

Background:

On May 11, 2015, the British Columbia government released the new *Pension Benefits Standards Regulation* (PBSR) which details the implementation requirements under the new *Pension Benefits Standards Act* (PBSA). This was the first comprehensive review of the Act and regulations since the original Act and Regulations came into force in 1993 and is therefore quite substantive.

The new Act and associated regulations are in force as of September 30, 2015. Plan administrators (the University under this plan) were given until December 31, 2015 to amend Plan texts so that they comply with the requirements of the new PBSA and PBSR, but the Plan must be (and has been) administered in accordance with the new legislation effective September 30, 2015. Plan administrators were also given to January 1, 2016 to develop associated policies that are also now required under the Act. This document deals solely with the Plan text amendments that are required. A document on the required associated policies is provided under separate cover.

The amendment to the Plan document, referred to as “Amendment No. 29,” incorporates the changes required to comply with the new PBSA and PBSR as noted above and also includes:

- other changes intended to add clarity and detail to better reflect current practice;
- transferring the majority of provisions in the Governance of Plan section of the Plan text to the Staff Pension Plan Governance Policy (submitted under separate cover). A Governance policy is a requirement under the new PBSA, and accordingly, is no longer required in the Plan document.
- removal of the ability for employees to make additional future voluntary contributions given the new Act would require the Plan to pay these contributions as a pension which would transfer the risk of voluntary contributions to the Plan;
- the addition of “Appendix II: Participating Employers” to recognize the current inclusion of various Agency employees in the Plan (e.g., the University club); and
- housekeeping items.

For ease of review of the changes, a summary of the amendment has been provided as appendix A. This summary outlines the changes to each section and their associated impact, if any, on the administration of the Plan and/or Plan members.

This amendment is recommended to the Board of Governors by the Governance Committee. The Governance Committee is comprised of UVic senior management and a representative of the Board of Governors, who is approved by the Board of Governors. Their duties and powers include:

“recommend to the Board of Governors amendments to the Plan that the Governance Committee deems necessary or advisable so that the Plan remains compliant with applicable law and continues to meet its mission and objectives”

In order to fulfil this obligation, particularly given the very tight timelines, the committee hired outside legal counsel who are experts in pension law to assist in the development of the amendment. Draft documents from legal counsel were reviewed in detail by the Governance

Committee and pension staff and the attached amendment reflects the committee's recommendation.

The amended and restated Plan document includes all amendments up to and including Amendment No. 29.

Attachment(s):

- **Appendix A:** Summary of Amendment No.29.
- **Appendix B:** Amendment No.29 (blackline)
- **Appendix C:** Amendment No.29 (restated Plan document)

Planned Further Action:

- Regulatory filing of the amendment with the Superintendent of Pensions (BC) and CRA by December 31, 2015.
- Notification to Plan Members.

Appendix A - Staff Pension Plan – Summary of Plan Amendments (Amendment #29)

Plan Section	New Provision(s)	Effect of amendment on administrative practice or plan member
1 Introduction <i>(new section)</i>	<ul style="list-style-type: none"> • Previous recitals section – no longer appropriate (and outdated). Therefore, “amendment and restatement” language that incorporates amendment clause as well as relevant information from the recitals added as Subsection 1(2). 	No change.
2 Definitions	<ul style="list-style-type: none"> • Defined each CUPE group. • Moved full definition of ‘Designated Beneficiary’ to Section 19, to allow for a fuller definition in Section 18(4)(a). • Amended the definition of interest for member required contributions to use CANSIM series bond rates compiled by Stats Canada. • Locked-in RRSP is now a locked-in retirement account (LIRA). • Definition of Spouse revised as per new definition in PBSA. • Other various housekeeping items. 	<p>No change. No change.</p> <p>Previously credited member accounts with Plan returns. The change does not affect the member benefit (additional Voluntary Contributions are still credited with monthly plan returns).</p> <p>No change No change No change</p>
3 Eligibility for Membership	<ul style="list-style-type: none"> • Addition of re-employment of pensioner provisions (not eligible to recontribute). • Removal of casual class (has never been an eligible class). 	<p>Reflects existing practice. Reflects existing practice.</p>
4 Enrollment	<ul style="list-style-type: none"> • Housekeeping changes only. 	No change.
5 Member Contributions	<ul style="list-style-type: none"> • Contributions must be remitted to Trust Fund within 30 days of being deducted • Additional Voluntary Contributions moved to own Section 21 (this was also done for other various Sections throughout the document). 	No change – contributions still remitted immediately.
6 University Contributions	<ul style="list-style-type: none"> • Contributions must be remitted to Trust Fund within 30 days of being payable. 	No change – contributions still remitted immediately.
7 Retirement Dates	<ul style="list-style-type: none"> • Clarifies that Normal Retirement Date of age 65 is “pension eligibility date” for PBSA purposes, as PBSA allows a member to apply for early retirement pension 10 years before that date (therefore, remains at age 55). • Formalizes application for pension process (we now require completion of an application for an estimate). • Provides consequences of not electing a retirement benefit – must be within 90 days of date in which the pension is to commence – otherwise pension is considered deferred for the purpose of age reductions (actuarial reduction to age 65 then applies). 	<p>No change.</p> <p>New requirement for plan member to complete application. Previously no administrative policy or parameters around retroactivity of pension commencement. PBSA requires a statement of consequences.</p>

Plan Section	New Provision(s)	Effect of amendment on administrative practice or plan member
8 Normal Form of Retirement Benefit	<ul style="list-style-type: none"> Housekeeping changes only. 	No change.
9 Retirement Benefits	<ul style="list-style-type: none"> Housekeeping changes only. 	No change.
10 Optional Retirement Benefits	<ul style="list-style-type: none"> Additional detail regarding Spousal Entitlement and Waivers. 	No change.
11 Death Benefit	<ul style="list-style-type: none"> Pre-retirement death benefit for a member with a spouse is now a lifetime benefit of the actuarial equivalent of 100% of the member's commuted value accrued to the date of death, but guaranteed for 10 years in any event . Added consequences for surviving spouse not making an election. Spouse can waive entitlement to the benefit, but cannot then be designated as the non-spousal beneficiary to receive a lump-sum payment. 	<p>Change of benefit to comply with PBSA requirements.</p> <p>No change but provides clarity on consequences if no election made Required under PBSA.</p>
12 Termination of Covered Employment	<ul style="list-style-type: none"> Added language to make clear that the commuted value option is only available up to age 55; after that the only option is a monthly pension. Various housekeeping changes. 	No change - clarifies existing practice.
13 Disability Retirement	<ul style="list-style-type: none"> Housekeeping changes only (closed group). 	No change.
14 Governance of Plan	<ul style="list-style-type: none"> A governance policy is a new requirement under the BC PBSA and the majority of the Section was moved to the Governance Policy, which requires BOG approval. No requirement for Advisory Committee under the new Regulations – now at the discretion of the University. 	The transfer of details of 'Governance of Plan' out of the plan text to the governance policy avoids duplication and allows for revision of plan governance provisions by the Board without the requirement for a plan amendment and Regulatory (Superintendent of Pensions and CRA) approval.
15 Trust Fund	<ul style="list-style-type: none"> Provisions have been added to allow the University the ability to establish a "Solvency Reserve Account" as now allowed under the PBSA. Surplus in the solvency reserve account is entirely the plan sponsor's property. A plan administrator may apply to the Superintendent to withdraw funds from the solvency reserve account subject to certain conditions, e.g., a withdrawal may only be made from a solvency reserve account if the plan's solvency assets exceed 105% of its 	Enabling provision only - the University currently uses a letter of credit to fund the solvency deficit.

Plan Section	New Provision(s)	Effect of amendment on administrative practice or plan member
	solvency liability.	
16 Non-Alienation of Benefits	<ul style="list-style-type: none"> • Housekeeping changes only. 	No change.
17 Amendment & Termination of the Plan	<ul style="list-style-type: none"> • Provisions in this section (e.g., priority allocation of assets to various plan membership categories) are largely limited by legislation, so were amended to the extent possible to say “in accordance with the PBSA” 	No change.
18 Miscellaneous	Various items include:	
	<ul style="list-style-type: none"> ○ Recalculation of commuted value must now be no more than 30 days from date of transfer. 	PBSA change – previously recalculation was up to 180 days from date of transfer.
	<ul style="list-style-type: none"> ○ Disclosure provisions for Designated Beneficiary of deceased members only. ○ Plan must allow the transfer of a commuted value to an RRSP to the extent permitted by the Income Tax Act. 	Reflects existing practice.
	<ul style="list-style-type: none"> ○ Change to ‘small benefit threshold’ for lump-sum commuted values to be now only based on lump-sum amount of anything below 20% of the current Year’s Maximum Pensionable Earnings (YMPE). Transferred out lump-sum amounts above the threshold can only be accessed for pension-type benefit payments (i.e., are “locked-in”). 	Will result in the majority of commuted values being transferred on a locked-in basis only.
	<ul style="list-style-type: none"> ○ Specifically allows the payment of small benefits in a lump-sum at the discretion of the Plan. 	May allow reduction of administrative costs associated with maintaining members with very small pensions. Policy needs to be developed.
	<ul style="list-style-type: none"> ○ Details of exemption from “lock-in” rules (access to pension) for non-residents ○ Detailed definition of Designated Beneficiary, subject to <i>Wills, Estates and Succession Act</i> (WESA). 	Provides additional clarity. New PBSA and WESA requirement.
	<ul style="list-style-type: none"> ○ Details of exemption from “lock-in” rules (access to pension) for shortened life expectancy. 	New PBSA requirement. Member could now request access to pension based on shortened life.
	<ul style="list-style-type: none"> ○ Basis on which cost of living adjustments will be paid from the Plan. 	New PBSA requirement – reflects existing

Plan Section	New Provision(s)	Effect of amendment on administrative practice or plan member
		practice.
	<ul style="list-style-type: none"> ○ Ability of University to enter into a contract for external payments of pensions if it becomes favourable to do so. 	Enabling provision only. No change contemplated.
19 Marriage Breakdown	<ul style="list-style-type: none"> • Most of provisions in Plan removed – simplified to avoid conflict with the provisions of the <i>BC Family Law Act</i>. 	No implications of change to existing practice.
20 Resolution of Disputes	<ul style="list-style-type: none"> • Housekeeping changes only. 	No change.
21 Additional Voluntary Contributions (AVCs) (<i>new section</i>)	<ul style="list-style-type: none"> • The new PBSA now requires, at a minimum, the University to allow the account holder of the AVC the option to have the <u>University</u> negotiate and purchase an outside annuity on behalf of the member. 	Given the implications for increased administrative cost and plan risk, the AVC provisions were revised so that new contributions are no longer allowed.
22 Change in membership to other University Plans (<i>new section</i>)	<ul style="list-style-type: none"> • New PBSA allows employee to commence a pension at minimum age 55 in one University pension plan while actively contributing to another. • PBSA still allows restriction of commuted values. • New Plan provisions set parameters for reductions (subsidized vs actuarial) for commencing Staff Plan while contributing to other University Plans as recommended to and approved by the Governance Committee. 	Previously employees were not allowed to commence a pension until termination of active membership from all University Plans. A member may now access their Staff pension while employed at UVic in a position not covered by the Staff Plan.
Appendix I – Supplementary retirement benefits	<ul style="list-style-type: none"> • Housekeeping changes only. 	No change.
Appendix II – Participating Employers (<i>new section</i>)	<ul style="list-style-type: none"> • Provisions to acknowledge Agency employees – currently about 20 plan members are considered non-UVic employees (e.g., University Club, Bamfield Marine Sciences Centre). 	



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: November 24, 2015

Subject: UNIVERSITY OF VICTORIA STAFF PENSION PLAN GOVERNANCE POLICY

Basis for Jurisdiction: Establishment of a governance policy is a new requirement under Section 42 of the *BC Pension Benefits Standards Act* (required content for policy provided under *Section 50 of the PBSA Regulation*), effective September 30, 2015.

Strategic Relevance:

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

Previous Consultation: University of Victoria Staff Pension Plan Governance Committee
Towers Watson (actuarial consultants)

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the attached University of Victoria Staff Pension Plan Governance Policy.

Background:

The new BC *Pension Benefits Standards Act* (PBSA) and *Regulation* (PBSR) requires that the administrator of a pension plan develops a governance policy which covers the structures and processes for overseeing, managing and administering the plan. Among other things, the governance policy will help define the responsibilities of various parties to the pension plan, which may include the plan sponsor, participating employer(s), and the plan administrator. The minimum content of the governance policy is detailed in the PBSR. The governance policy, which must be in place by January 01, 2016, does not need to be filed with the Superintendent of Pensions unless the Superintendent requests it. However, it must be provided upon request to plan members, employers and unions.

The Staff Plan Governance Committee engaged the services of the Plan actuary of the firm Towers Watson to lead the development of the governance policy. The Committee agreed there should be an umbrella governance policy document that mostly consists of the content in the *Governance of Plan* section from the current plan text and that this umbrella policy would instruct other accompanying policies. The transfer of details of *Governance of Plan* out of the plan text to the governance policy allows for revision of plan governance provisions without the requirement for a plan amendment and Regulators (Superintendent of Pensions and CRA) approval. Because much of the content of the *Governance of Plan* has been removed as part of Amendment #29 and moved to the attached new governance policy, this policy document, to be consistent, should be a Board of Governors policy. The accompanying governance policies would be overseen by the governance committee as per their mandate (they are more 'procedural' in nature), and are expected to include:

- Governance Policy
- Meeting Procedures Policy
- Code of Conduct Policy
- Committee Member Education Policy
- Plan Member Communications Policy
- Dispute Resolution Policy

Attachment(s):

Draft University of Victoria Staff Pension Plan Governance Policy

University of Victoria Staff Pension Plan GOVERNANCE POLICY

Governance Committee and Investment and Administration Committee

A. INTRODUCTION

The University of Victoria (the "University") maintains the University of Victoria Staff Pension Plan (the "Plan").

Under the terms of the Plan, the University is:

- the "Administrator" of the Plan for the purposes of applicable laws and regulations, including the *Pension Benefits Standards Act* (British Columbia) (the "PBSA") and the *Income Tax Act* (Canada) (the "ITA"); and
- has ultimate legal responsibility for the administration of the Plan and the investment of the Plan's trust fund (the "Trust Fund").

The Board of Governors (the "Board") of the University have created the:

1. "Governance Committee"; and
2. Investments and Administration Committee (the "IAC"),

and have delegated to those Committees certain of the University's duties and powers, as described below. The Governance Committee and the IAC are collectively referred to in this Governance Policy as the "Committees".

The Board has established a "Pension Advisory Committee" to promote awareness and understanding of the Plan amongst members and retired members of the Plan. The composition, roles and responsibilities of such committee shall be as determined by the Governance Committee in consultation with the Pension Advisory Committee.

B. APPOINTMENT OF THE COMMITTEES

1. The members of the:
 - (a) Governance Committee are appointed in accordance with Sections C.1 and 2; and
2. IAC are appointed in accordance with Sections D.1 and 2 The Board and the Governance Committee, as applicable, may, at any time, make changes to the composition of a Committee including removing a Committee member.
3. Initial and successor members will confirm acceptance of their appointment to the Committee in writing. However, Committee members who do not so confirm are deemed to accept by attending any Committee meeting.
4. The Chairs of the Governance Committee and the IAC will be determined by the Governance Committee. If there is no Chair of a Committee at any particular point in time, then the Meeting Procedures Policy will determine who the Chair is for that meeting or period. The Chair of a Committee shall designate one of the Committee members as Secretary of that Committee, or he or she may appoint someone who is not a Committee member to be a non-voting Secretary to that Committee to attend meetings and prepare minutes.
5. A Committee member, who is designated by name, may resign from that Committee by notifying the Chair and the University in writing. Such notice will state the future date on which his or her resignation takes effect and his or her resignation shall be effective from that date, but no earlier than the date of receipt. A Committee member, who is appointed by virtue of their employment position, is not permitted to resign from a Committee while holding that position.
6. A person's participation on a Committee cannot be exercised by a representative. His or her participation will automatically terminate on:
 - (a) the appointment of a successor to that person as a member of that Committee;
 - (b) the date the person ceases to be in the role that led to a position on the Committee, if the person is a Committee member by virtue of their office or position;
 - (c) the death of the person or their legal inability to fulfill his or her duties; or
 - (d) the date the person's appointment is revoked by the Board the Governance Committee or the IAC, as applicable, for any reason.

7. A Committee member who has resigned or been removed (and the personal representative of a deceased or incapacitated Committee member) will promptly return any and all confidential records, books, documents, and other property pertaining to the governance and administration of the Plan to the Secretary of that Committee.

C. COMPOSITION OF THE GOVERNANCE COMMITTEE

1. The Governance Committee shall consist of the following:
 - (a) the Vice-President, Finance and Operations;
 - (b) the Associate Vice-President, Financial Planning and Operations;
 - (c) the Associate Vice-President, Human Resources;
 - (d) the Director, Pensions and Investments; and
 - (e) a member of the Board of Governors, appointed by the Board of Governors, or a person external to the University who is experienced in pension plan matters, appointed by the Board of Governors.
2. Non-Voting Members of Governance Committee

The Governance Committee may designate one or more officers or employees of the University with specific expertise to act as non-voting members of the Governance Committee to assist the Governance Committee in its deliberations and activities. Unless the Governance Committee otherwise directs, the Manager, Pension Administration, shall be a non-voting member of the Governance Committee, and shall act as the Secretary of the Governance Committee.

D. COMPOSITION OF THE INVESTMENTS AND ADMINISTRATION COMMITTEE

1. The IAC shall consist of the following:
 - (a) the Associate Vice-President, Financial Planning and Operations;
 - (b) the Associate Vice-President, Human Resources;
 - (c) the Assistant Treasurer;

- (d) the General Counsel;
- (e) three others appointed by the Governance Committee with demonstrated expertise in one or more of the field(s) of investments, communications, or staff management; and
- (f) an active member of the Plan, appointed by the Governance Committee.

2. Non-Voting Members of the Investments and Administration Committee

The IAC may designate one or more officers or employees of the University with specific expertise to act as non-voting members of the Committee to assist the IAC in its deliberations and activities. Unless the IAC otherwise directs, the Manager Pension Administration shall act as the Secretary of the IAC.

E. BOARD MANDATE

- 1. Any duty not assigned, or power not delegated' by this Governance Policy to a Committee shall remain with the Board.
- 2. Without limiting the application of Section E.1, the Board, acting to the extent it considers appropriate on the recommendations received from the IAC; shall review, adopt, and amend, as necessary, the statement of investment policies and procedures ("SIP&P") for the Plan in accordance with the requirements of the PBSA.

F. GOVERNANCE COMMITTEE MANDATE

The Governance Committee shall have the following duties and the required corresponding powers necessary to:

- 1. develop a strategic plan that:
 - (a) establishes the mission and objectives of the Plan, which mission and objectives shall be approved by the Board;
 - (b) sets out targets, performance measures, risks and reporting requirements and such other steps as are necessary to evaluate success in meeting the Plan's mission and objectives; and

- (c) provides for a periodic review of the Plan's governance structure to ensure that it continues to be appropriate to enable the Plan to meet its mission and objectives;
- 2. appoint members to the IAC and appoint members to the Pension Advisory Committee in accordance with those Committees' terms of reference;
- 3. recommend to the Board of Governors amendments to the Plan that the Governance Committee deems necessary or advisable so that the Plan remains compliant with applicable law and continues to meet its mission and objectives;
- 4. interpret the provisions of the Plan in matters where the interpretation is without precedent and may either have a large single material impact or a widespread material impact; and
- 5. adopt and maintain policies, including, but not limited to:
 - (a) a Policy on Delegated Signing Authorities which shall be subject to the approval of the Board of Governors; in the absence of a policy, any agreements, notices or other documentation required in connection with the investment of the Trust Fund, or the administration or payment of benefits under the Plan must be signed by no less than two officers or employees of the University who are members of the Governance Committee;
 - (b) a Code of Conduct Policy;
 - (c) a Discretionary Fee Policy applicable to the administration of pension division and subject to applicable laws and regulations;
 - (d) a Small Benefit Policy which shall be subject to approval of the Board of Governors and applicable laws and regulations and which establishes the minimum amount of a benefit calculated under the provisions of this Plan below which the benefit must be paid to the member in the form of a Commuted Value of that benefit and not in the form of a monthly pension;
 - (e) a Meeting Procedures Policy for the Committees;
 - (f) a Committee Member Education Policy;
 - (g) a Plan Member Communications Policy for the Plan; and
 - (h) a Dispute Resolution Policy for the Plan

G. INVESTMENTS AND ADMINISTRATION COMMITTEE MANDATE

The IAC shall invest the Trust Fund in accordance with the terms of the Plan and applicable law, and administer the Plan in accordance with its terms, and carry out the duties set out in **Appendix A**.

H. PERFORMANCE STANDARDS

In the execution of their duties and responsibilities, the Committee members will comply with:

- applicable law;
- the terms of the Plan;
- this Governance Policy; and
- all relevant Committee policies.

I. REPORTING

1. The Governance Committee shall:
 - (a) report to the Board at least annually a report on:
 - (i) the administration of the Plan and the University's compliance with the provisions of the Plan, the PBSA and the ITA that do not relate to the investment of the Trust Fund;
 - (ii) significant issues that arose in the operation of the Plan, and
 - (b) receive a report on the actuarial valuation, and on periodic asset/liability studies as commissioned by the IAC.
2. The IAC shall prepare and present a report at least semi-annually to the Board on the financial position of the Plan, the investment performance of the Trust Fund, and the University's compliance with the provisions of the Plan, PBSA and the ITA relating to the investment of the Trust Fund.

J. DELEGATION BY A COMMITTEE

1. Unless otherwise indicated in this Plan, the Governance Committee or the IAC may delegate such of their respective responsibilities and corresponding powers as either deems appropriate, provided that the Committee ensures that any party to whom it delegates responsibilities are properly supervised by the Committee and has the appropriate skills and training to carry out the responsibilities delegated to them.
2. The Governance Committee and the IAC shall ensure that if they delegate any of their responsibilities to other parties, such parties shall report to such Committee at such intervals as may be established by those Committees.

K. COMMITTEE MEMBER REMUNERATION

1. Committee members are not entitled to compensation, beyond their normal compensation as employees, for the time spent on the conduct of their duties as Committee members.
2. Committee members are entitled to reimbursement by the University, or as otherwise provided by the Plan, for reasonable expenses incurred personally in the conduct of their duties, in accordance with the expense payment procedures established by the University.

L. CODE OF CONDUCT POLICY

Each Committee member shall observe and be bound by the **Code of Conduct Policy**.

M. MEETING PROCEDURES

The Committees shall shall observe and be bound by the **Meeting Procedures Policy**.

N. AMENDMENT OF GOVERNANCE POLICY

The Board reserves the right to amend this Governance Policy. Committee members must be given notice of any change. A Committee does not have the authority to amend this Governance Policy or otherwise act in a way to alter the scope of the duties delegated to a Committee.

APPENDIX A DUTIES OF THE INVESTMENTS AND ADMINISTRATION COMMITTEE

1. Appoint a Trustee for the trust fund for the Plan (the "Trust Fund") and enter into a trust agreement for the performance of the duties set out in Section 15 of the Plan text.
2. Recommend to the Board a SIP&P for the Plan, which satisfies the requirements of the PBSA, and in accordance with the SIP&P the IAC shall:
 - (a) appoint and terminate investment managers, performance measurement services, consultants and such other service providers as are needed to ensure the efficient and prudent investment of the Trust Fund;
 - (b) employ consultants and other service providers to conduct periodic asset/liability studies as it may deem necessary to ensure the appropriate asset allocation in the Trust Fund;
 - (c) take such steps as are necessary to monitor investment performance and mandate compliance by the investment managers;
 - (d) determine the materiality of and approve temporary deviations from the SIP&P in respect of asset mix ranges and allowable investments; and
 - (e) no less frequently than once in every Plan year, review the SIP&P and either:
 - (i) confirm to the Board the SIP&P's continued appropriateness; or
 - (ii) recommend to the Board such amendments the SIP&P as it considers appropriate.
3. On an annual basis, provide a report to the Governance Committee on the degree of success in meeting the mission and objectives of the Plan.
4. Report at least semi-annually to the Board on the financial position of the Plan, the investment performance of the Trust Fund, and the University's compliance with the provisions of the Plan, PBSA and the ITA relating to the investment of the Trust Fund.
5. Appoint an Actuary to
 - (a) at least triennially, conduct a review of the Plan's assets and liabilities, based on assumptions determined by the IAC in consultation with the Plan's actuary, and

- (b) provide advice on actuarial matters and the adoption of mortality and other tables as necessary or appropriate for the operation of the Plan.

- 6. Subject to the approval of the Board, create reserves within the Trust Fund for any purpose.

- 7. Review and approve the annual report and financial statements including the findings of the auditor appointed by the Committee to express an opinion on the financial statements.

- 8. Make all annual returns and other filings with regulatory authorities in respect of the Plan.

- 9. Subject to approval by the Vice-President, Finance and Operations, adopt the annual budget for Plan operating expenses.

- 10. Determine, from time to time, the necessity of fiduciary insurance for any members of the Committees, and if deemed necessary acquire and thereafter periodically review the terms of such insurance.

- 11. Employ and supervise such counsel and agents and obtain and supervise such clerical services as it may deem necessary or appropriate in carrying out the provisions of the Plan.

- 12. Interpret the provisions of the Plan and determine any questions arising under the Plan, or in connection with the investment, administration or operation thereof, including but not limited to:
 - (a) determining the eligibility of any employee to be or become a member of the Plan, and
 - (b) determining the credited service of any Plan member and computation of the amount of retirement benefit, or other sum, payable under the Plan to any person.

- 13. Subject to the approval of the Governance Committee and the Board, enter into reciprocal agreements on behalf of the University with sponsors of other registered pension plans.

- 14. Approve the format for Member annual statements.

- 15. Monitor compliance with the Communications Policy.

- 16. Adjudicate disputes involving plan beneficiaries in accordance with the Dispute Resolution Policy.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: University of Victoria Money Purchase Pension Plan, Amendment No.13

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

Strategic Relevance:

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

Previous Consultation:

Governance and Communications Committee of the Pension Board for the University of Victoria
Money Purchase Pension Plan
Pension Board for the University of Victoria Money Purchase Pension Plan
Lawson Lundell LLP (external legal counsel)
Mercer (Canada) Ltd (Plan actuary)

Recommendation:

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

Background:

On May 11, 2015, the British Columbia government released the new *Pension Benefits Standards Regulation* (PBSR) which details the implementation requirements under the new *Pension Benefits Standards Act* (PBSA). This was the first comprehensive review of the PBSA and PBSR since the original legislation came into force in 1993 and is therefore quite substantive.

The new legislation came into force on September 30th, 2015. Plan administrators were given until December 31, 2015 to amend plan texts to comply with the requirements of the new PBSA and PBSR, but the Plan must be (and has been) administered in accordance with the new PBSA and PBSR effective September 30, 2015.

The amendment to the Plan, referred to as “Amendment No. 13,” incorporates the changes required to comply with the new PBSA and PBSR as noted above and also includes:

- Moving definitions from the Trust Agreement to Schedule A (plan text) where the terms are actually used;
- Changes intended to add clarity and detail to better reflect current practice such as defining covered employment and deemed earnings, clarifying practice during leaves etc.;
- amendment to allow Members who reduce their appointment below full time in their current position to remain in the Combination Pension Plan instead of moving to the Money Purchase Pension Plan; and
- housekeeping items such as removal of outdated references.

For ease of review of the changes, a summary of the amendment has been provided as Appendix A. This summary outlines the changes to each section and their associated impact, if any, on the administration of the Plan and/or Plan Members.

Under the Trust Agreement, the Pension Board is responsible for administration of the Plan and has the power to approve this amendment, subject to the written consent of the Board of Governors of the University of Victoria, as follows:

“The Pension Board may, with the written consent of the Board of Governors, at any time and from time to time amend the Trust Agreement or either part thereof, PROVIDED that no such Amendment of the Trust Agreement or part thereof shall result in any part of the assets of the Pension Fund being paid to the University, or otherwise used or diverted, for purposes other than the exclusive benefit of Members, joint annuitants and other Beneficiaries under the Plan. And PROVIDED further that no Amendment shall be made to increase a Member's contribution rates over those provided for in subsection 4.01 of the Plan without an affirmative vote of a majority of Members voting, upon thirty days' notice given for such purpose by mail, together with the specific consent of the University.”

As such the Pension Board has reviewed and approved these amendments and is seeking Board of Governors "written consent." In order to fulfil this obligation, particularly given the very tight timelines, the Pension Board hired outside legal counsel who are experts in pension law to assist in the development of the amendment. Draft documents from legal counsel were reviewed in detail by the Governance and Communication Committee of the Pension Board, the full Pension Board, and pension staff. The attached amendment was approved by the Pension Board at their regular monthly meeting on October 27th, 2015.

The amended and restated Plan document includes all amendments up to and including Amendment No. 35.

Attachment(s):

- **Appendix A:** Summary of Amendment No.13.
- **Appendix B:** Amendment No.13 (blackline)
- **Appendix C:** Amended and Restated Trust Agreement
- **Appendix D:** Amended and Restated Plan text (Schedule A)

Planned Further Action:

- Regulatory filing of the amendment with the Superintendent of Pensions (BC) and Canada Revenue Agency by December 31, 2015.
- Notification to Plan Members in the 2015 annual statement packages.

Money Purchase Pension Plan – Summary of Plan Amendments (Amendment #13)

Trust Agreement Clauses (subclauses)	New Provision(s)	Effect of amendment on administrative practice or plan member
Preamble	<ul style="list-style-type: none"> To reflect amendment date 	No change
I. Name	<ul style="list-style-type: none"> Housekeeping only to reflect changes to defined terms 	No change
II. Definitions	<ul style="list-style-type: none"> Housekeeping - moved defined terms that were only used in the plan text (Schedule A) to the plan text Housekeeping - removed unused definitions (eg: Balanced Fund, Legally Qualified Person, T-Bill Fund) and consolidated definitions for “Plan” and “Money Purchase Plan” 	No change
XIV. Miscellaneous	<ul style="list-style-type: none"> The PBSA/PBSR prescribes the timing for issuing statements for certain events. The prescribed timing differs for each type of statement. The amendment removes outdated timelines that only referenced annual statements and inserts reference to PBSA 	PBSA/PBSR now requires annual statements be issued to pensioners. The statements for variable benefit pensions (Life Income Type Benefits) must be issued within 30 days of year end. While issuing annual statements to pensioners is not new for Pension Services, the timing is advanced considerably.
XVI. Effective Date and Counterparts	<ul style="list-style-type: none"> To reflect amendment date 	No change

<u>Plan Text</u> <u>("Schedule A")</u> <u>Sections</u> <u>(subsections)</u>	New Provision(s)	Effect of amendment on administrative practice or plan member
Title page	<ul style="list-style-type: none"> To reflect amendment date 	No change
<ul style="list-style-type: none"> Definitions 	<ul style="list-style-type: none"> Housekeeping - moved defined terms that are only used in the plan text from the Trust Agreement to the plan text Housekeeping - added defined terms needed in both documents Housekeeping - added new defined terms to reflect actual practices. Revised definition of Beneficiary. Revised definition of Earnings to reflect actual practices and clarify when it includes unearned pay (eg: when contributions are made during a leave of absence or when contributions are made on full pay during a period of reduced pay). Revised definition of Interest used for payments/transfers to reflect administrative practice and the provisions of PBSR Section 69. Revised definition of Investment Earnings to make it clear that investment and administration expenses are deducted from returns before they are distributed to accounts. Revised definition of Spouse to reflect new definition in PBSA. 	No change, except to the interest rate applied to payments/transfers. <i>NOTE: The definition of Investment Earnings requires consent of the superintendent.</i>
2. Pension Fund: Creation and Purpose	<ul style="list-style-type: none"> Housekeeping, to comply with PBSA Sec 8(1) and PBSR Sec 13(5) 	No change
3. Eligibility for Membership	<ul style="list-style-type: none"> Housekeeping to clarify that not all employment with the University is "covered employment" Revised 3.08 to reflect new practice of allowing members of the Combination Plan whose appointment is reduced, to stay in the Combination Plan. Added 3.11 to explicitly state that a re-employed pensioner is not eligible to re-contribute and comply with PBSR Sec 14. 	No change, except for Combination Plan Members who reduce their appointment. They will no longer move to the Money Purchase Plan, unless they also change positions.

Plan Text ("Schedule A") Sections (subsections)	New Provision(s)	Effect of amendment on administrative practice or plan member
4. University Contributions	<ul style="list-style-type: none"> Housekeeping to reflect actual practice in respect of contributions made during a period of leave or reduced appointment. 	No change
5. Written Notice	<ul style="list-style-type: none"> Housekeeping 	No change
6. Retirement and Benefit Commencement Dates	<ul style="list-style-type: none"> Housekeeping in 7.01 to more explicitly comply with PBSA Sec 64(1) Housekeeping in 7.02 to recognize that not all employment with the University is "covered employment" Added 7.05 to comply with PBSA Sec 66(1) and to reflect actual practice 	No change
7. Retirement Benefits	<ul style="list-style-type: none"> Added text to 8.02(a) to reflect the requirement for spousal consent for a variable benefit and to comply with PBSR Sec 74(3). Other housekeeping changes 	No change, however consent is now required before non locked-in funds can be used for a variable benefit.
8. Fund Allocation and Administration	<ul style="list-style-type: none"> Housekeeping and to reflect actual practice and comply with PBSA Sec 8(1) and 33. 	No change <i>NOTE: The methodology used to allocate returns requires the consent of the superintendent under PBSR Sec 69.</i>
9. Death Benefits	<ul style="list-style-type: none"> Housekeeping and to comply with PBSA Sec 79 and PBSR Sec 48 and 84 	No change
10. Termination of Covered Employment	<ul style="list-style-type: none"> Housekeeping and to comply with PBSA Sec 84 and PBSR Sec 84 	No change
11. Plan Amendment and Termination	<ul style="list-style-type: none"> Section 12 was formerly Non Alienation of Benefits and included provisions for dividing a pension under court orders or separation agreements; these provisions are now under Section 13 Miscellaneous. Revised Plan termination provisions to comply with PBSA Sec 85 and PBSR Sec 84 	No change

Plan Text ("Schedule A") Sections (subsections)	New Provision(s)	Effect of amendment on administrative practice or plan member
12. Miscellaneous	<ul style="list-style-type: none"> • Added 13.01, Non Alienation, with wording revised to comply with PBSA Sec 70 (this was formerly in Section 12) • Added 13.06 (division of a pension on marriage breakdown) but simplified from what was formerly in Section 12 • Revised 13.02 to reflect new disclosure requirements. • Revised unlocking provisions to comply with PBSA Sec 69 and as permitted under Sec 89(2) • Revised 13.05 to reflect provisions of PBSA and <i>Wills Estates and Succession Act</i>. 	<p>The only substantive changes are the addition of unlocking provisions for shortened life expectancy as required under PBSA; and an enabling provision to give the Pension Board discretion to pay out small benefits in a lump sum.</p> <p>A more subtle change is to the small benefit threshold, as prescribed by PBSR. The threshold is no longer tied to the year the member terminated employment, so increases over time.</p>
13. Transfers	<ul style="list-style-type: none"> • Housekeeping to clarify actual practice and as permitted by PBSA Sec 87(2). 	<p>Previously, a member who changed membership from one UVic pension plan to another were precluded from commencing a benefit until they terminated all UVic employment that provided pension coverage.</p> <p>Under new rules, only portability (lump sums) may be deferred. Members who are at least age 55, must be permitted to start a pension, even if they are still actively participating in another UVic plan (e.g. staff plan or combination plan).</p>



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: University of Victoria Combination Pension Plan, Amendment No.35

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

Strategic Relevance:

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

Previous Consultation:

Governance and Communications Committee of the Pension Board for the University of Victoria
Combination Pension Plan
Pension Board for the University of Victoria Combination Pension Plan
University of Victoria management

Lawson Lundell LLP (external legal counsel)
Mercer (Canada) Ltd (Plan actuary)

Recommendation:

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

Background:

On May 11, 2015, the British Columbia government released the new *Pension Benefits Standards Regulation* (PBSR) which details the implementation requirements under the new *Pension Benefits Standards Act* (PBSA). This was the first comprehensive review of the PBSA and PBSR since the original legislation came into force in 1993 and is therefore quite substantive.

The new legislation came into force on September 30th, 2015. Plan administrators were given until December 31, 2015 to amend plan texts to comply with the requirements of the new PBSA and PBSR, but the Plan must be (and has been) administered in accordance with the new PBSA and PBSR effective September 30, 2015.

The amendment to the Plan, referred to as “Amendment No. 35,” incorporates the changes required to comply with the new PBSA and PBSR as noted above and also includes:

- Moving definitions from the Trust Agreement to Schedule A (plan text) where the terms are actually used;
- Changes intended to add clarity and detail to better reflect current practice such as defining covered employment and deemed earnings, clarifying practice during leaves etc.;
- Amendment to allow Members who reduce their appointment below full time in their current position to remain in the Plan instead of moving to the Money Purchase Pension Plan; and
- housekeeping items such as removal of outdated references.

For ease of review of the changes, a summary of the amendment has been provided as Appendix A. This summary outlines the changes to each section and their associated impact, if any, on the administration of the Plan and/or Plan Members.

Under the Trust Agreement, the Pension Board is responsible for administration of the Plan and has the power to approve this amendment, subject to the written consent of the Board of Governors of the University of Victoria, as follows:

“The Pension Board may, with the written consent of the Board of Governors, at any time and from time to time amend the Trust Agreement or either part thereof, PROVIDED that no such Amendment of the Trust Agreement or part thereof shall result in any part of the assets of the Pension Fund being paid to the University, or otherwise used or diverted, for purposes other than the exclusive benefit of Members, joint annuitants and other Beneficiaries under the Plan. And PROVIDED further that no Amendment shall be made to increase a Member's contribution rates over those provided for in subsection 4.01 of the Plan without an affirmative vote of a majority of Members voting, upon thirty days' notice given for such purpose by mail, together with the specific consent of the University.”

As such, the Pension Board has reviewed and approved these amendments and is seeking Board of Governors “written consent.” In order to fulfil this obligation, particularly given the very tight timelines, the Pension Board hired outside legal counsel who are experts in pension law to assist in the development of the amendment. Draft documents from legal counsel were reviewed in detail by the Governance and Communication Committee of the Pension Board, the full Pension Board, and pension staff. The attached amendment was approved by the Pension Board at their regular monthly meeting on October 27th, 2015.

The amended and restated Plan document includes all amendments up to and including Amendment No. 35.

Attachment(s):

- **Appendix A:** Summary of Amendment No.35.
- **Appendix B:** Amendment No.35 (blackline)
- **Appendix C:** Amendment No.35 (restated plan document)

Planned Further Action:

- Regulatory filing of the amendment with the Superintendent of Pensions (BC) and Canada Revenue Agency by December 31, 2015.
- Notification to Plan Members in the 2015 annual statement packages.

Combination Pension Plan – Summary of Plan Amendments (Amendment #35)

Trust Agreement Clauses (subclauses)	New Provision(s)	Effect of amendment on administrative practice or plan member
Preamble	<ul style="list-style-type: none"> To reflect amendment date 	No change
I. Name	<ul style="list-style-type: none"> Housekeeping only to reflect changes to defined terms 	No change
II. Definitions	<ul style="list-style-type: none"> Housekeeping - moved defined terms that were only used in the plan text (Schedule A) to the plan text Housekeeping - removed unused definitions (eg: Balanced Fund, Legally Qualified Person, T-Bill Fund) and consolidated definitions for “Plan” and “Money Purchase Plan” 	No change
XIV. Miscellaneous	<ul style="list-style-type: none"> The PBSA/PBSR prescribes the timing for issuing statements for certain events (retirement, termination, death) and annually (for active members and pensioners). The prescribed timing differs for each type of statement. The amendment removes outdated timelines that only referenced annual statements and inserts reference to PBSA 	PBSA/PBSR now requires annual statements be issued to pensioners. The statements for variable benefit pensions (Life Income Type Benefits) must be issued within 30 days of year end. While issuing annual statements to pensioners is not new for Pension Services, the timing is advanced considerably.
XVI. Effective Date and Counterparts	<ul style="list-style-type: none"> To reflect amendment date 	No change

<u>Plan Text</u> <u>("Schedule A")</u> <u>Sections</u> <u>(subsections)</u>	New Provision(s)	Effect of amendment on administrative practice or plan member
Title page	<ul style="list-style-type: none"> To reflect amendment date 	No change
<ul style="list-style-type: none"> Definitions 	<ul style="list-style-type: none"> Housekeeping - moved defined terms that are only used in the plan text from the Trust Agreement to the plan text Housekeeping - added defined terms needed in both documents Housekeeping - added new defined terms to reflect actual practices. Revised definition of Beneficiary Revised definition of Credited Service to reflect actual practice (service is credited when contributions are made during a leave of absence or on full pay during a period of reduced pay). Revised definition of Earnings to reflect actual practices and clarify when it includes unearned pay (eg: when contributions are made during a leave of absence or when contributions are made on full pay during a period of reduced pay). Revised definition of Interest used for payments/transfers to reflect administrative practice and the provisions of PBSR Section 69. Revised definition of Investment Earnings to make it clear that investment and administration expenses are deducted from returns before they are distributed to accounts. Revised definition of Plan to consolidate the previous definitions of Combination Plan and Plan. Revised definition of Pension Fund to consolidate the previous definitions of Balanced Fund, Pension Fund and T-Bill Fund (outdated). Revised definition of Spouse to reflect new definition in PBSA. 	<p>No change, except to the interest rate applied to payments/transfers.</p> <p><i>NOTE: The definition of Investment Earnings requires consent of the superintendent.</i></p>
2. Pension Fund: Creation and Purpose	<ul style="list-style-type: none"> Housekeeping, to comply with PBSA Sec 8(1) and PBSR Sec 13(5) 	No change
3. 4. Eligibility for Membership	<ul style="list-style-type: none"> Revised 3.03 to reflect new practice of allowing members of the Combination Plan whose appointment is reduced, to stay in the Combination Plan. Added 3.05 to explicitly state that a re-employed pensioner is not eligible to re-contribute and to comply with PBSR Sec 14. 	No change, except for Combination Plan Members who reduce their appointment. They will no longer move to the Money Purchase Plan, unless they also change position.

<u>Plan Text</u> <u>("Schedule A")</u> <u>Sections</u> <u>(subsections)</u>	New Provision(s)	Effect of amendment on administrative practice or plan member
5. Member Contributions	<ul style="list-style-type: none"> • Housekeeping to reflect actual practice in respect of contributions made during a period of leave or reduced appointment. • Housekeeping to reflect actual practice of not permitting voluntary contributions through payroll deduction in a calendar year in which contributions have been made on unearned salary (deemed Earnings). This protects the Plan's status as a registered plan and contributes to operational efficiency, by avoiding the possibility of accepting contributions in excess of the Income Tax Act limit and complicated calculations of voluntary contribution room. Any unused contribution room is received by the Member in the following year as part of their "RRSP Contribution Room". 	No change
6. University Contributions	<ul style="list-style-type: none"> • Housekeeping to reflect actual practice in respect of contributions made during a period of leave or reduced appointment. • Section 5.04 was revised on the recommendation of the plan actuary and to reflect that under the PBSA Sec 44 and PBSR Sec 52, a Funding Policy is now required; the policy will replace what was removed from 5.04, and will be more detailed. 	No significant change, other than to refer to the new Funding Policy and provide for funding to be in accordance with that policy and legislation.
7. Written Notice	<ul style="list-style-type: none"> • Housekeeping 	No change
8. Retirement and Benefit Commencement Dates	<ul style="list-style-type: none"> • Housekeeping in 7.01 to more explicitly comply with PBSA Sec 64(1) • Housekeeping in 7.02 to recognize that not all employment with the University is "covered employment" • Added 7.05 to comply with PBSA Sec 66(1) and to reflect actual practice 	No change
9. Retirement Benefits	<ul style="list-style-type: none"> • Added text to 8.02(a)(ii) to reflect the requirement for spousal consent for a variable benefit and to comply with PBSR Sec 74(3). • Revised 8.03 (options at retirement for voluntary accounts) to reflect the Pension Board decision to cease offering an internal variable annuity option for voluntary and to clarify that the variable benefit option is only available if the member selects it with their regular account or if at least twice the YMPE is applied to that option. Members may still purchase an annuity outside the Plan. • Changes to 8.08 and 8.09 are consequential to changes in 11. Death Benefits (see below). • Other housekeeping changes 	Change in options for voluntary funds to allocate resources to areas of higher demand and that benefit a greater number of Members and to improve administrative efficiency.
Plan Text	New Provision(s)	Effect of amendment on administrative

("Schedule A") Sections (subsections)		practice or plan member
10. Forms of Retirement Benefit	<ul style="list-style-type: none"> Housekeeping and to comply with PBSA Sec 80. 	No change
11. Fund Allocation and Administration	<ul style="list-style-type: none"> Housekeeping and to reflect actual practice and comply with PBSA Sec 8(1) and 33. 	No change <i>NOTE: The methodology used to allocate returns requires the consent of the superintendent under PBSR Sec 69.</i>
12. Death Benefits	<ul style="list-style-type: none"> Housekeeping and to comply with PBSA Sec 79 and PBSR Sec 48 and 84 Under PBSA Sec 79, the surviving spouse of a Member who dies before commencing a benefit, is entitled to 100% of the Member's entitlement, instead of 60%. This means that a surviving spouse is not eligible for a defined benefit supplement if the spouse chooses an internal variable annuity and the annuity is less than the defined benefit minimum. The defined benefit minimum for the spouse is the actuarial equivalent of the defined benefit minimum for the Member. 	Change in options for the surviving spouse of a Member who dies before commencing a benefit.
13. Termination of Covered Employment	<ul style="list-style-type: none"> Housekeeping and to comply with PBSA Sec 84 and PBSR Sec 84 	No change
14. Plan Amendment and Termination	<ul style="list-style-type: none"> Section 13 was formerly Non Alienation of Benefits and included provisions for dividing a pension under court orders or separation agreements; these provisions are now under Section 14 Miscellaneous. Revised Plan termination provisions to comply with PBSA Sec 85, 106, 107 and PBSR Sec 84 and 135; more specifically, to remove priority scheme and replace it with the requirement that the University fund any shortfall, and that if assets remain insufficient to provide for required defined benefits, assets shall be allocated and distributed in accordance with PBSR. 	Change as required by PBSA and PBSR.

Plan Text ("Schedule A") Sections (subsections)	New Provision(s)	Effect of amendment on administrative practice or plan member
15. Miscellaneous	<ul style="list-style-type: none"> • Added 14.01, Non Alienation, with wording revised to comply with PBSA Sec 70 (this was formerly in Section 13) • Revised 14.02 to reflect new disclosure requirements. • Revised unlocking provisions to comply with PBSA Sec 69 and as permitted under Sec 89(2) • Revised 14.05 to reflect provisions of PBSA and <i>Wills Estates and Succession Act</i>. • Added 14.06 (division of a pension on marriage breakdown) but simplified from what was formerly in Section 13 • Added 14.07 to comply with PBSA Sec 82 	<p>The most substantive changes are the addition of unlocking provisions for shortened life expectancy as required under PBSA; an enabling provision to give the Pension Board discretion to pay out small benefits in a lump sum; and to set out ancillary benefits. Consent from the Superintendent of Pensions will be required for ancillary benefits that are granted on factors unrelated to age or service.</p> <p>A more subtle change is to the small benefit threshold, as prescribed by PBSR. The threshold is no longer tied to the year the member terminated employment, so increases over time.</p>
16. Transfers	<ul style="list-style-type: none"> • Housekeeping to clarify actual practice and as permitted by PBSA Sec 87(2). 	<p>Previously, members who changed membership from one UVic pension plan to another, were precluded from commencing a benefit until they terminated all UVic employment that provided pension coverage.</p> <p>Under new rules, only portability (lump sums) may be deferred. Members who are at least age 55, must be permitted to start a pension, even if they are still actively participating in another UVic plan.</p>



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Proposal for New Department of Civil Engineering

Basis for Jurisdiction: University Act, Section 27 (i)
Senate Committee on Planning terms of reference
Senate

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. Since the approval of the Civil Engineering Program in 2012, demand for the civil engineering program has been strong. To facilitate the ongoing success of the program, the time is right for the establishment of the new department of civil engineering which will provide the required administrative leadership and structure in support of our strategic plan objective 12 of ensuring that programs are of the highest quality.

Previous Consultation: Senate Committee on Planning meeting October 8, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Proposal for a new Department of Civil Engineering effective immediately.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

The undergraduate Civil Engineering program (BEng) was approved by the University of Victoria and the Ministry of Advanced Education in 2012. Demand for the program has been strong among applicants to engineering, as well as with many college partners with whom we have established partnership agreements. The BEng program was initially housed within Mechanical Engineering, but the intent was to have a separate department once student enrollment was demonstrated. The new Department of Civil Engineering will have a compliment of 15 FTE's. Proposals for associated MA and PhD programs in Civil Engineering will be forthcoming.

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

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

The Engineering student population at UVic has traditionally shown low gender diversity. By offering programs in Civil Engineering and Biomedical Engineering we have increased gender diversity by a factor of two, as measured by the percentage of female students entering first year engineering. Female participation in engineering programs across Canada is indicated in Table 1.

Table 1: Participation rates of female students by program in Canada (Engineers Canada 2013)

Program	% Female Students
Bio-programs	42
Environmental	40
Chemical	33
Civil	23
Electrical	13
Software	11.1
Mechanical	10.9
Computer	10.8

Prior to the Faculty of Engineering program expansion of 2012 the engineering disciplines in our program offerings were Computer, Electrical, Mechanical and Software, the disciplines with the lowest gender

diversity nationally. The establishment of the Civil and Biomedical Engineering programs has increased the gender diversity of the student body at UVic and will continue to increase it as these programs grow. The new Civil Engineering department will increase the profile of the Civil Engineering program and support its *continued growth and development*.

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

Civil Engineering offers a pathway for quality employment and leadership in the resource industries and in building and operating infrastructure, areas of interest to aboriginal students. A goal of the department is to 'address housing and infrastructure challenges associated with remote and aboriginal communities.' This goal will be met through research expertise and course exercises. Existing Civil Engineering faculty have aspirations to participate in this area, already adding research expertise in the following areas that will support the aboriginal communities in our area of influence: sustainable urban development of water resources, climate change impacts, pollutant dispersion modelling in rivers and nearshore regions, Energy efficient buildings, high performance thermal insulations, hygrothermal properties of construction materials, moisture management in building envelopes, wood-frame constructions, novel and/or bio-based construction materials, technologies for retrofitting building envelope and structures, groundwater footprints and sustainability; mega-scale groundwater systems; groundwater recharge and discharge; fluid flow around geologic structures. As the faculty grows to full strength, they anticipate including graduate and undergraduate laboratory activities in and that support our remote and aboriginal communities.

Although this new department is not expected to explicitly hold seats in its 2nd year admission for underrepresented groups, such as female and aboriginal students, the faculty has begun discussion of holding seats in the 1st year admission to the beginning (general year) of the Bachelor of Engineering programs. Support for aboriginal students in the programs through program advisor and a new advising position that is being added to specifically to support international and aboriginal students in the faculty's programs.

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

There is a clearly demonstrated student demand for access to Civil Engineering degree programs in BC, with BC employers importing about half of their new recruits from other jurisdictions. By establishing a department we will be better able to address this demand with quality programs, and create opportunities for BC students, especially Vancouver Island students.

Best practices in teaching and learning include a movement away from traditional lecture led courses allowing for student activities that include opportunities for additional learning engagement. All engineering undergraduate programs in the faculty, including the Civil program, include four mandatory co-operative education terms and significant instruction and assessment (by our NSERC design chair) of design learning outcomes. In addition, the Civil Engineering undergraduate program has been designed to include project-based learning throughout the curriculum.

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

The Civil Engineering program will enable the university to engage in new ways with municipalities (wastewater treatment), the provincial government (groundwater) and the construction sector (net zero buildings), especially on Vancouver Island. Civil Engineering coop students, from the new program that will form the basis of the new department, have been welcomed by employers throughout our community.

The impact on the Vancouver Island economy of locally trained engineers has been profound. When the Faculty of Engineering - who's offering was established 25 years ago as a high-tech faculty - there were just 9 technology companies on Vancouver Island. Now - 25 years later - there are more than 900 technology companies. The technology industry is now the largest industry on the Island. These companies, mainly *small, are disproportionately populated by UVic engineers.*

Objective 37: To optimize the use of our human, financial, physical and information resources.

By growing the Faculty of Engineering we can offer the students more choices, more electives, more diverse projects, at lower cost through economies of scale. As a result of program expansions since 2012 the undergraduate engineering student population has grown significantly and is having an effect on the upper level courses throughout the faculty. The expanded student cohorts are now moving into and filling previously available classroom and laboratory spaces in 3rd and 4th year courses. Some of the courses and laboratory spaces required by the new Civil Engineering program have been provided by the existing programs. Others have been accommodated in spaces vacated by others (E-Hut, Ian Stewart). It is anticipated, however, that the demands of the Civil Engineering programs and research activities will provide a compelling case for capital expansion. The University's Five Year Capital Plan (http://www.uvic.ca/financialplanning/assets/docs/FiveYearCapitalPlan2014_%202015.pdf) identifies Engineering as a priority area for expansion (cf. p. 10).

3. Senate/academic considerations

A stand-alone department is needed to provide academic leadership for the undergraduate Civil Engineering program, and to assist with recruiting outstanding academics as faculty members. Consistent with the University's vision of itself as a research intensive university where faculty members in Civil Engineering will carry out research and supervise graduate students in the discipline. The Civil program is presently managed as a distinct program in the Mechanical Engineering department, which is a different academic discipline. Establishment of the new Department of Civil Engineering will provide the necessary and appropriate administrative and academic oversight of this component of the Faculty of Engineering.

4. Demand and availability

Student demand for university places in Civil Engineering exceeds capacity in BC, as indicated by the very high admission cut-off (>90%) at UBC, the only university in BC that offers Civil Engineering as direct entry from high school. The second year class size of the Civil Engineering undergraduate program at UVic is 59 in 2015.

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

The VPAC and Provost has approved a three year plan that includes the hiring of 9 additional Civil Engineering faculty members, to bring the Civil Engineering faculty complement up to 15 in 2018, together with additional staff members and non-salary budget. The Faculty of Engineering enrolment target (EETs) will increase in parallel with the increase in faculty numbers.

6. Other relevant factors (including impact and outcomes)

The Civil Engineering graduate program will complement existing UVic programs in Earth and Ocean Sciences and Environmental Studies, among others. Strong support has been received from BC companies that employ Civil Engineers, and Civil coop students have had good success in finding suitable placements in their field. Support for research programs is expected to be available from industry as well as municipal, provincial and federal governments. Our goal is to create the greenest Civil Engineering program in Canada by emphasizing principles of sustainability in our teaching/learning and research, and attract top graduate students from across Canada and internationally.

Attachment(s): Proposal for new Department of Civil Engineering submitted to Senate November 6, 2015.



University
of Victoria

Associate Vice-President Academic Planning

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MEMO

Date: October 21, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Proposal to establish a Department of Civil Engineering at UVic**

At its meeting of 8 October 2015, the Senate Committee on Planning discussed and approved the request for a Department of Civil Engineering, subject to inclusion of the revisions proposed by the SCP on that date. 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 New Department of Civil Engineering at UVic, as described in the document "Proposal for the Establishment of a Department of Civil Engineering", dated October 14, 2015.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Mr. Alexander Kovalchuk
Dr. Reuven Gordon
Ms. Carrie Andersen
Dr. David Castle
Dr. Maureen MacDonald
Dr. Jason Colby
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
Dr. Sang Nam
Dr. Catherine McGregor
Dr. Victoria Wyatt
Dr. Anne Bruce
Dr. Ann Stahl
Mr. Philip Schrod
Dr. Andrea Giles
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

November 23, 2015

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Establishment of Term Chair in Transgender Studies

Basis for Jurisdiction: Strategic Plan

Strategic Relevance: UVic's mission statement highlights our commitment to promoting the development of a just society through our programs of education and research. The establishment of the Term Chair in Transgender Studies supports this commitment by establishing the first such chair and focusing research on a marginalized and vulnerable group. Its establishment supports objective 21 of the Strategic Plan and our desire to enhance our culture of excellence in research and scholarship. The establishment of the chair will enable the university to respond to an emerging research area, aid and nurture our culture of excellence in research.

Previous Consultation: Senate meeting on October 2, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the establishment of term chair in transgender studies in the Faculty of Social Sciences for a five-year term commencing January 1, 2016 and ending December 31, 2020

Background:

Transgender people make up 0.5-1.0% of the general population. They remain one of the most marginalized and vulnerable groups in societies around the world. The establishment of the world's only Chair in Transgender Studies will send a loud and clear message that the University of Victoria is a leader in providing a welcoming environment for transgender undergraduate and graduate students, faculty, and staff, and for all who care about transgender people.

At the same time, such a Chair will set the University of Victoria apart as a place that offers the highest quality research in Transgender Studies, while the knowledge mobilization activities of the Chair will foster community involvement with transgender people, their families and friends, their co-workers, service providers, and interested members of the public.

The Term Chair in Transgender Studies will attract scholars, students, and community members to the University of Victoria which will benefit from the research, educational, and community outreach activities sponsored by the Chair in Transgender Studies.

The Chair in Transgender Studies will initially be funded by the Tawani Foundation. Founded and led by COL (IL) Jennifer N. Pritzker, IL ARNG (Ret.), the Tawani Foundation wishes to affect significant transformation of organizations and educational programs that enrich knowledge, preserve military heritage, improve health and wellness and conserve unique sites for enduring positive impact on individuals, communities and societies.

Funding to support the chair:

Tawani Foundation has generously committed a donation of \$1M USD to the University of Victoria for the purpose of supporting the world's first Term Chair in Transgender Studies. In addition, the Foundation has also pledged up to another \$1M USD to match contributions from other donors toward the Chair in Transgender Studies. The proposed budget for the Term Chair in Transgender Studies is \$250K CAD / year. At current exchange rates, \$1M USD = \$1.26M CAD and would be sufficient to fund a five-year term. Further fundraising, which will be matched by Tawani, will also continue.

Attachment: Memorandum to Senate dated September 15, 2015



**University
of Victoria**

Vice-President
Academic
& Provost

Vice-President Academic and Provost

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MEMO

Date: September 15, 2015
To: Senate
From: Valerie S. Kuehne, PhD, Vice-President Academic & Provost

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

Re: Establishment of Term Chair in Transgender Studies

1. Request Rationale

Transgender people make up 0.5-1.0% of the general population. They remain one of the most marginalized and vulnerable groups in societies around the world. The establishment of the world's only Chair in Transgender Studies will send a loud and clear message that the University of Victoria is a leader in providing a welcoming environment for transgender undergraduate and graduate students, faculty, and staff, and for all who care about transgender people. At the same time, such a Chair will set the University of Victoria apart as a place that offers the highest quality research in Transgender Studies, while the knowledge mobilization activities of the Chair will foster community involvement with transgender people, their families and friends, their co-workers, service providers, and interested members of the public.

2. Recommendation

The Term Chair in Transgender Studies will attract scholars, students, and community members to the University of Victoria which will benefit from the research, educational, and community outreach activities sponsored by the Chair in Transgender Studies.

3. Focus and Duties

The overarching focus of the Term Chair in Transgender Studies would be to initiate, foster, and support increased knowledge about the lives and circumstances of transgender people by reaching out to some of the world's best researchers and scholars, advanced students, transgender community activists and thought leaders, and inspiring them to work together interdisciplinarily. The responsibilities of the Chair in Transgender Studies would include the following: acting as Academic Director of the Transgender Archives; building local, national, and international

linkages with others working in Transgender Studies; fostering research and scholarship in Transgender Studies; encouraging both existing and new scholars to pursue careers in Transgender Studies; hosting visiting academic and community scholars; mentoring students and junior colleagues; community outreach and knowledge mobilization; teaching related to the area of Transgender Studies; assisting faculty to integrate Transgender Studies content into their courses; development work in support of the Chair in Transgender Studies and the Transgender Archives.

4. Funder Information

The Chair in Transgender Studies will initially be funded by the Tawani Foundation. Founded and led by COL (IL) Jennifer N. Pritzker, IL ARNG (Ret.), the Tawani Foundation wishes to affect significant transformation of organizations and educational programs that enrich knowledge, preserve military heritage, improve health and wellness and conserve unique sites for enduring positive impact on individuals, communities and societies. The Board of Directors of the Tawani Foundation, provide the vision and governance of the organization, with experienced and varied professional backgrounds in areas such as business, history, education, finance and law, individually and collectively they bring essential stewardship to the mission of the foundation. The Tawani Foundation has thus far made three significant donations in aid of Transgender Studies, all of which are among the largest ever made in support of transgender research.

Recommended Motion:

That Senate approve, and recommend to the Board of Governors that it also approve, the establishment of a Term Chair in Transgender Studies in the Faculty of Social Sciences for a five-year term commencing January 1, 2016.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

November 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: 2015/16 Enrolment Analysis

Basis for Jurisdiction: University Act, s 27(1) and s 27(2)(r)

Strategic Relevance: This enrolment analysis supports the Strategic Plan's objective to actively recruit and retain outstanding students from diverse regions and backgrounds and assists the university in developing effective, data-driven student recruitment and retention programs. Within the context of remaining a comprehensive university with a breadth of academic programs and with overall student enrolment of about the same size, supporting students is a top priority. UVic will focus on supporting targeted growth in areas of demand, supporting growth of international students in academic programs in which they are currently under represented while continuing to enhance the student experience for all students. The report also informs our annual "Institutional Accountability Plan and Report" which is approved by the Board and submitted to the Ministry of Advanced Education.

Previous Consultation: None

Background: The Enrolment Analysis is an annual report that describes enrolment projections for the current year and contains information about applications, admissions, and registrations.

Summary: The interim enrolment report to the Ministry of Advanced Education(AVED) will indicate that UVic continues to exceed its enrolment target with the province and that projected AVED-funded enrolments at the University of Victoria are approximately 120 FTEs higher than last year. UVic exceeds its overall target by balancing graduate enrolments above target and undergraduate enrolments below target. While overall enrolments are expected to remain at about the same size, UVic has plans to increase the quality and diversity of both domestic and international student populations.

Planned Further Action:None

Attachment:The 2015/16 Enrolment Analysis and Appendix A are attached.

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2015/16 Enrolment Analysis

Highlights

The University of Victoria's student enrolment is expected to increase this year to 18,733 FTE – a 2% increase from last year. Our 2015 Fall term headcount is 21,593 with undergraduate students comprising 15,746 FTE or a headcount of 18,147 and graduate students comprising 2,987 FTE or a headcount of 3,446. While applications and new registrations are lower this year compared to last year, reducing the size of our new intake is required to maintain our overall size and focus on commitments to enhancing the diversity and quality of our new students.

The interim enrolment report to the Ministry of Advanced Education (AVED) shows that 2015/16 AVED-funded enrolments (which does not include international undergraduate students) at UVic are projected to be 120 FTE higher than last year. While UVic has significantly exceeded the graduate enrolment target set by AVED (by over 800 FTE), we will not meet the ministry target for domestic undergraduate students, even though total FTE targets have been surpassed. Strategically, UVic is focussed on increasing the diversity of incoming classes through recruitment efforts and enhancing the quality of incoming classes through refinements of the scholarship program.

We have substantially exceeded our target associated with full-fee-paying international undergraduate students. Growing our international undergraduate population has been a strategic priority and that goal has been realized—there has been a 19.1% increase this year.

University of Victoria FTE Enrolments and Targets

FTE Enrolments by Year (includes international students)

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	10 year change	1 year change
Undergrad	13,694	13,450	13,648	14,182	14,828	14,815	14,726	15,065	15,381	15,833	1,687	452
Graduate	2,096	2,122	2,252	2,447	2,678	2,808	2,847	2,952	2,986	2,960	890	-26
Total	15,790	15,572	15,900	16,629	17,506	17,623	17,573	18,017	18,367	18,793	2,577	426

AVED Target Comparison

	AVED Funded 2015/16 Target	Projected 2015/16 Total	Variance from AVED Target
Domestic UG FTE	14,134	13,754	-380
Graduate FTE	2,106	2,960	854
Total funded FTE	16,240	16,714	474

Internal Target Comparison

	UVic Internal 2015/16 Target	Projected 2015/16 Total	Variance from Internal Target
Domestic UG FTE	14,134	13,634	-380
International UG FTE	1,700	2,079	379
Subtotal UG FTE	15,834	15,833	-1
Graduate FTE	2,106	2,960	854
Total FTE	17,940	18,793	853

Within the context of remaining a comprehensive university with a breadth of academic programs and with an overall student enrolment of about the same size, supporting students is a top priority. UVic will focus on supporting targeted growth in areas of demand, supporting the growth of international students in academic programs in which they are currently under-represented while continuing to enhance the student experience for all students. Further goals include enhancing the quality of our entering class, increasing overall retention rates, and diversifying our undergraduate international student population in alignment with our tiering strategy. Diversifying our domestic enrolments include actively recruiting students from regions and backgrounds that are currently under-represented by removing barriers to admission and retention. Enhancing retention, and therefore student success, will continue to be a key enrolment management strategy. The university is now also exploring the possibility of rebalancing the undergraduate-graduate mix in order to better reflect our mission as a research intensive institution.

From an enrolment perspective, the quality enhancements will be achieved by offering a competitive entrance scholarship package for one more year (requiring one-time investments), 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 diversifying current enrolments and maintaining current retention rates of international students. As well, we will continue to enhance pathways between the Division of Continuing Studies and our academic programs, and increase opportunities for student exchange experiences.

With a substantial growth in post-secondary capacity across the province and a declining 18-24 year-old population, the student recruitment environment is increasingly competitive. With a goal

of being a university of choice, the recruitment and retention of outstanding students from diverse backgrounds and areas continues to be a high priority.

Given that the university's undergraduate student growth over the past four years has occurred mostly in first year enrolments (as opposed to college transfer students), this growth is now compounding as the larger first-year classes progress to the upper years.

Enrolment Planning: Targets and Resources

Grant funding from the Province of BC is accompanied by undergraduate and graduate enrolment targets and accountabilities. This represents our "AVED-funded target" and an annual "Institutional Accountability Plan and Report" is submitted through the Board to AVED. The University also sets a higher internal target for enrolments for the purpose of its own academic and budget planning, and largely to take into account undergraduate international students who are not funded by government and pay full international tuition. International graduate students are included along with domestic students in the AVED graduate targets. Out of the total of 2960 graduate FTE, 890 are international.

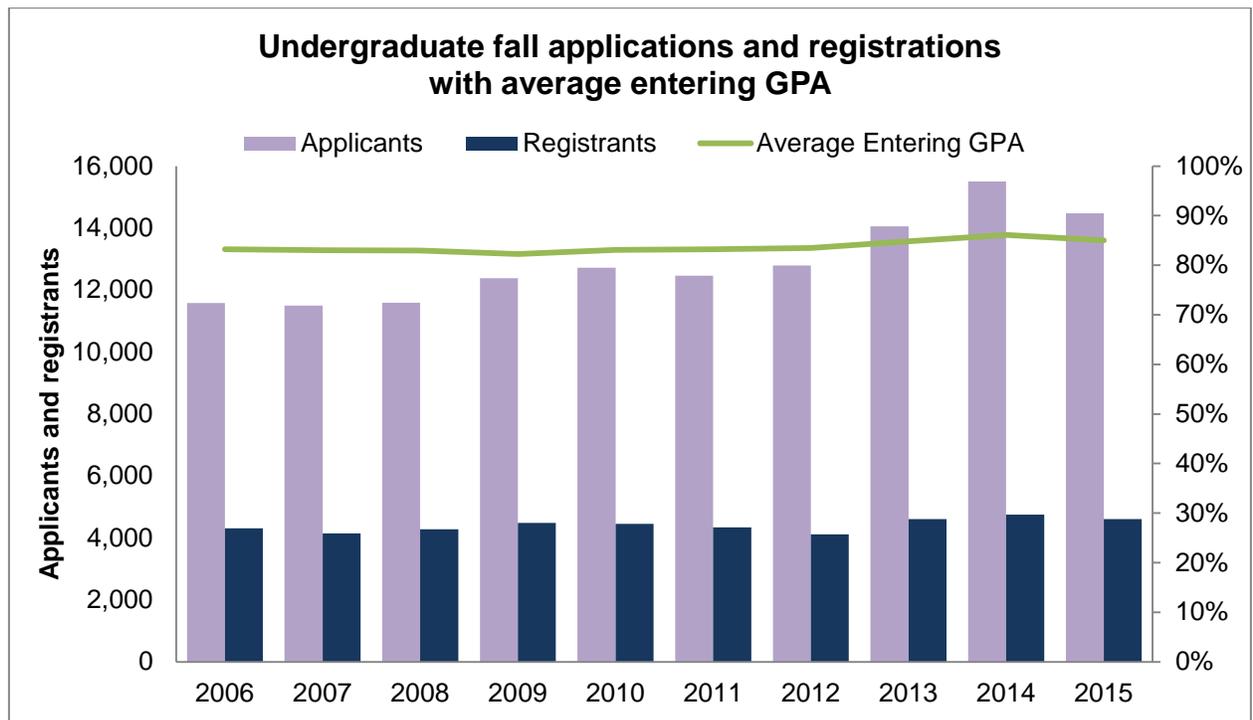
Our international plan formulated a staged movement towards a "self-funded" model of undergraduate international student enrolments and that has been achieved. Our total enrolments should eventually exceed AVED-funded enrolments by the number of full-fee international undergraduate students. The total enrolment target is currently over 1700 FTE beyond the AVED target (we now exceed the undergraduate international student goal by around 400 FTE). Overall across domestic and international undergraduates and graduates, we are 793 FTE over our target.

Each Faculty, in turn, has undergraduate and graduate enrolment targets, and is resourced to meet those targets. Deans subsequently set enrolment expectations within the faculties. There is no mechanical formula for per student funding in the faculties since costs and resources vary substantially depending upon the nature of the pedagogy in different disciplines, different services required in different areas, equipment and related personnel, labour market differences by discipline, the success of the faculty in generating additional resources, economies of scale, the different costs of research support, etc.

Undergraduate Enrolment Growth and Quality

While the number of graduating grade 12 BC students continues to decline, participation rates, especially in historically underrepresented groups will increase although the overall increase is levelling off. UVic has focused its efforts on geographical regions with demographic growth in the 18-24 year old range and/or traditionally strong rates of participation. To date these regions outside BC have included southern Ontario and Alberta within Canada, and China, India and the US outside Canada. We have also begun to expand our efforts into Saskatchewan and Manitoba as we believe the strong economy in both of these provinces has increased student mobility for indigenous and non-indigenous students in those provinces. Our international recruitment tiering strategy further expands our focus to United States of America, Germany, Denmark, Vietnam, Ghana, Zimbabwe, Kenya and Uganda.

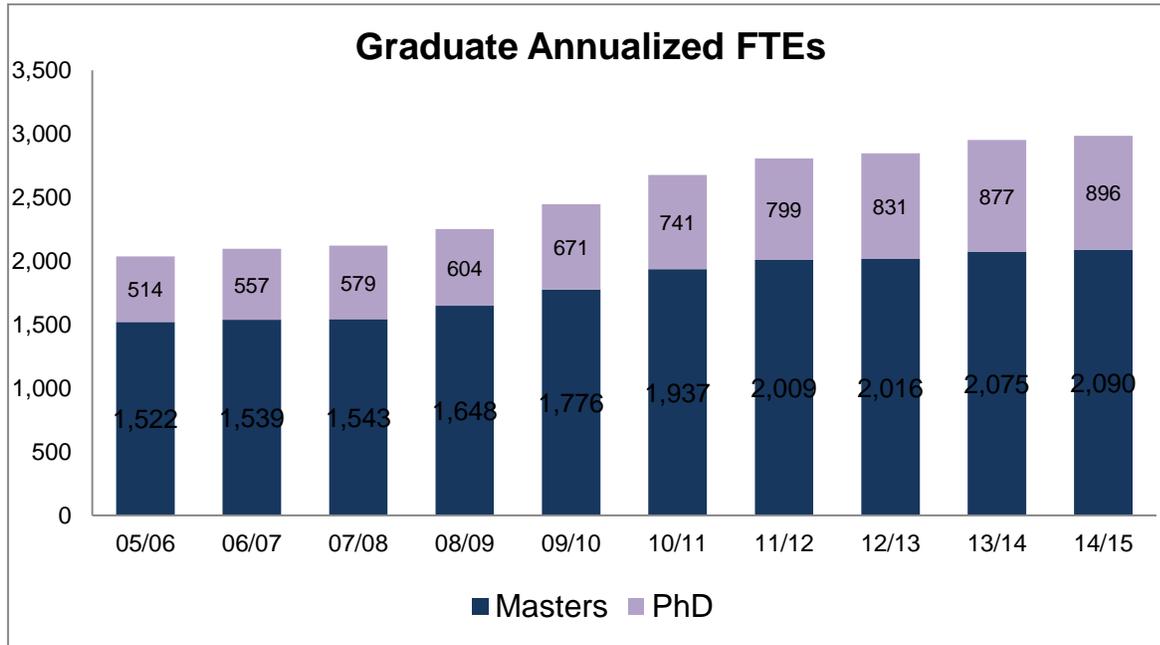
The high quality of the student body is achieved by admitting and retaining a large proportion of new undergraduates whose entering grade average would be characterized as excellent – over the past four years the average entering GPA from high school students in the fall term was 85 percent. From year to year the university alters its general admission cut-off, but these changes affect only a small proportion of the total incoming class.



The strategy pursued this last year in achieving a high proportion of excellent students involved an enhanced scholarship program to increase our pool of applicants who fall into that high-admission-average category. Applications declined this year largely due to a change in practice in the PB Gustavson School of Business. This year the Faculty accepted only complete applications from students which meant UVic was not able to extend second choice offers to these applicants. Both the Gustavson School and UVic are exploring options to better connect with these students.

Graduate Enrolment

Over the past 10 years, the university has achieved significant growth in graduate enrolments. Within the last five year period enrolments have grown by over 22 percent—and over 34 percent at the PhD level. In accordance with UVic’s strategic plan, the university has now met its goal for being the appropriate size. Moving forward however, discussions are taking place with Deans to determine areas for strategic growth, while keeping the overall graduate enrolments at current levels.

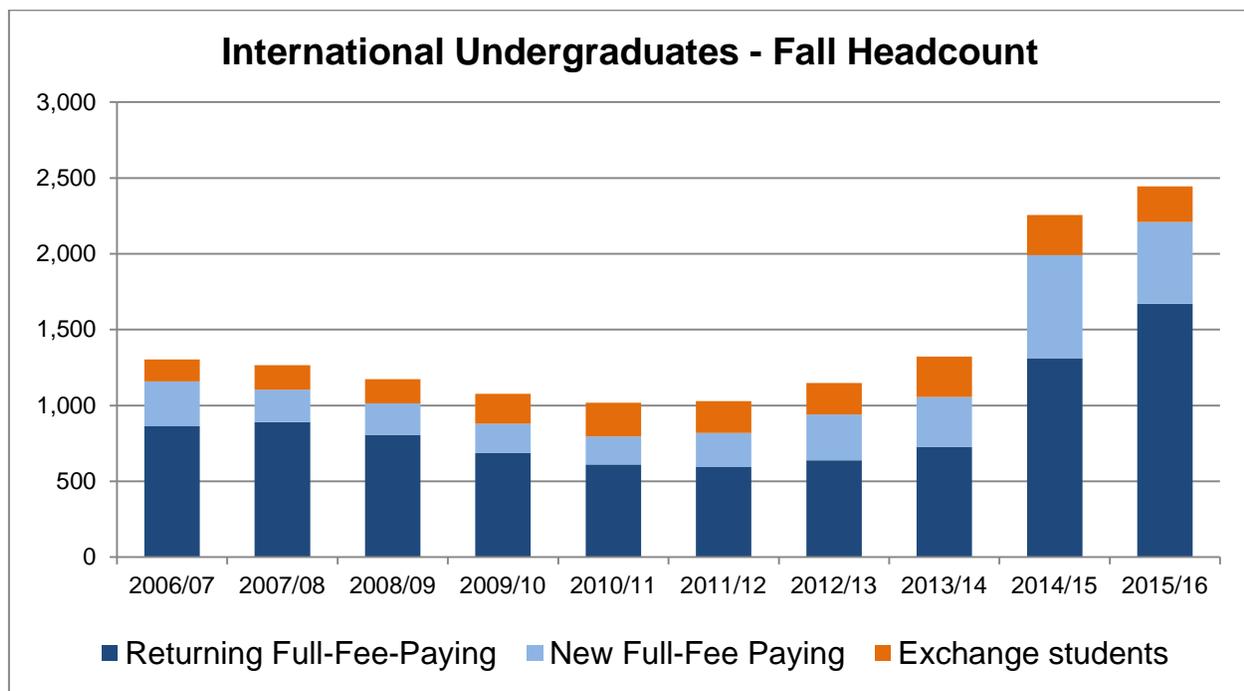


Undergraduate International Growth

In the area of undergraduate international enrolments, the University of Victoria’s goal is to maintain current enrolments, diversify the student population in alignment with our “International Recruitment Tiering Strategy”, and increase the quality of incoming undergraduate international students. UVic is also committed to supporting international students once they are here. Broadly speaking three different types of international students can be focused upon to meet these goals:

- Degree-seeking undergraduate students (full-fee paying);
- Visiting students, typically attending for one term or one academic year (full-fee paying);
- Exchange students, coming for some period of time, ranging from a number of weeks to a term or an academic year (non-full-fee paying).

UVic experienced significant growth in full fee-paying international students in the fall of 2015. The number of full-fee paying FTE students increased by 17 percent over last year, while the number of incoming exchange FTE students (non-full fee paying) decreased by about 10 percent.



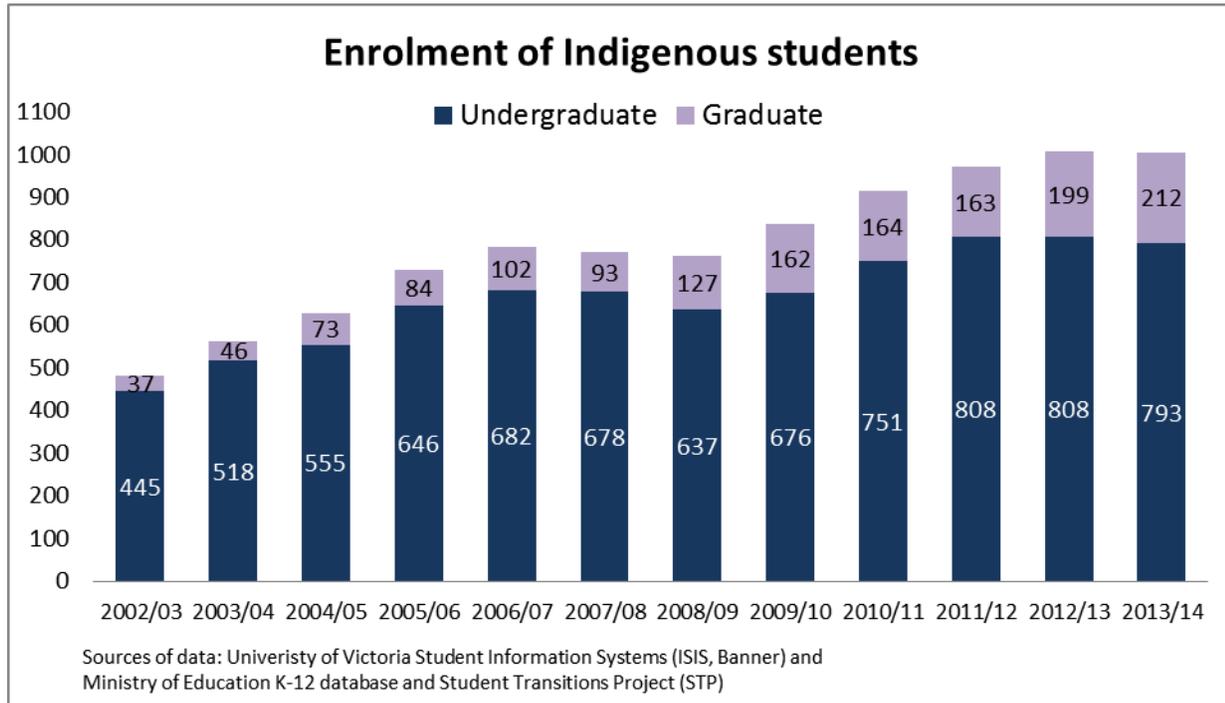
International student recruitment has changed its operations significantly since 2007, with the intent of making UVic more competitive in the current marketplace. The major objective of the changes has been to improve support for prospective students. This has been done in four general ways: focusing our staff on a few key countries to build up expertise and to allow for effective follow up; developing a limited number of hybrid agent/employee agreements with highly reputable individuals and organizations; offering a credit pathways program; and creating a competitive entrance scholarship program as well as supporting international students from lower socio-economic backgrounds.

To help realize growth, the office of Student Recruitment and Global Engagement has instigated five broad initiatives in the past few years:

- Focus BC recruitment in institutions with high concentrations of international students and a reputation for strong support. The intent of this is to make UVic the #1 choice for BC international students planning to continue post-secondary studies in Canada.
- In collaboration with Continuing studies, refine and enhance the Pathways Program whereby international students who are not academically admissible due to our language requirements would be allowed the opportunity to take credit courses in a program through Continuing Studies while improving their language skills. At the conclusion of a 12 month program successful students are admissible into the second year of study at UVic.
- Build highly selective agent programs in key countries and develop appropriate metrics to measure success.
- Focus recruitment efforts in country's noted in the International Recruitment Tiering Strategy.
- Actively pursue Germany and other European markets for short-term full-fee-paying visiting students.

Other enrolment goals – Indigenous Students

The growth in the number of Indigenous students studying at UVic has occurred at well above the national rate. The potential exists to continue that growth and by keeping Indigenous student recruitment closely aligned with our national recruitment team but linked to the Office of Indigenous Affairs, it appears to be well structured for such. Included in that alignment is a continual evaluation of the nature of support programs provided. In addition, new community-based programs may lead to changes in existing admission and registration processes.



Other enrolment goals – New Canadians

Along with the Aboriginal population, new Canadians in the age group of 18-24 will represent some of the highest population growth in Canada. Historically, new Canadians have placed a high priority on education – participation rates are generally higher than average. However, there are specific challenges to recruiting from this population: UVic’s ability to compete with medical/doctoral institutions in Ontario, Alberta, and Quebec; and, the significant cultural considerations of not moving away from home. The provincial immigration policy to bring more immigrants to Victoria is intertwined with UVic’s success in broadening its student body in this category.

Application and Admissions Patterns

Detailed information regarding application rates from different segments of the population is presented in Appendix A. At the undergraduate level, overall applications decreased by 7 percent in 2015/16 since last year, while overall new registrations decreased by 3 percent.

From secondary schools, applications decreased by 6 percent overall since the fall of 2014 and by 5 percent within BC. Registration rates were down 5 percent across all secondary schools and 3 percent within BC. Applications from post-secondary institutions decreased by 7 percent, while applications from the BC Colleges decreased by 4 percent. Registration rates for all post-secondary students increased by 1 percent and from the BC Colleges registrations decreased approximately 1 percent.

There are approximately 3,400 international students in 2015/16 overall currently attending UVic, including exchange students, reflecting a substantial increase in undergraduate and graduate international student enrolment.

Challenges, new strategies and initiatives

The 18-24 year-old age cohort in BC is projected to decline between 1 and 2 percent in every year from 2015 to 2021 at which point modest (<1%) growth is anticipated. In the Greater Victoria region, declines in that age group are in the 1 to 3 percent range and continue through to 2023. Indeed, most regions in BC are experiencing declines in the 18-24 year-old age cohort with the exception of the Lower Mainland. While recruitment efforts in that region have increased, conversion to registration has been difficult due to the competitive nature of that market. There is certainly increased competition in the province, notably from “teaching” universities in communities where we see significantly higher school graduation rates (for example: Surrey, Richmond). The choice to attend these schools is attractive for students and parents as the overall cost is less and access is readily available.

Government initiatives to increase enrolments under the “jobs plan” are creating an even greater level of competition amongst BC institutions in the trades and technological skills job market. Many UVic programs are aligned with the jobs plan objectives—over the next four years UVic will demonstrate that it is meeting the objectives of this plan and will ensure that 25 percent of its operating grant is targeted towards programs in support of the “Top 60 Jobs” and other areas of priority.

There is also the increasingly competitive nature of entrance scholarship programs at competitor institutions. Further challenges to conversion rates involve admissions staff receiving an increasing number of requests for admission deferrals, whereby a student can delay their offer of admission to a later term. The most commonly cited reasons for deferral requests are concerns related to finances and the ability to afford university studies.

In light of these challenges and to address our strategic direction in growing domestic undergraduate enrolment, a number of initiatives are underway:

- Review of scholarship programs to increase our competitiveness in attracting and supporting students. Focus on admissions processing time and ensure scholarship offers are matched with offers of admission.
- Focus on greater coordination between the office of Student Recruitment and Global Engagement and the Faculties to organize conversion activities such as regional events,

call campaigns, and expanded webinars. Ensure all materials are aligned with UVic's Edge campaign.

- Further to the above, UVic is expanding the scope of the student recruitment committee to emphasis more strategic enrolment management initiatives including maintaining student and retention activities.

Enrolment trends across Canada are on the downturn. Enrolment declines are being reported by many universities in the Maritimes and Ontario as well as in central Canada. BC is approaching a period of decline for its key 18-24 demographic. In addition to the initiatives above, the university must ensure that branding and outreach activities resonate in the post-secondary market and that key university services, such as Academic Advising and Career Services are responsive to the needs of our students.

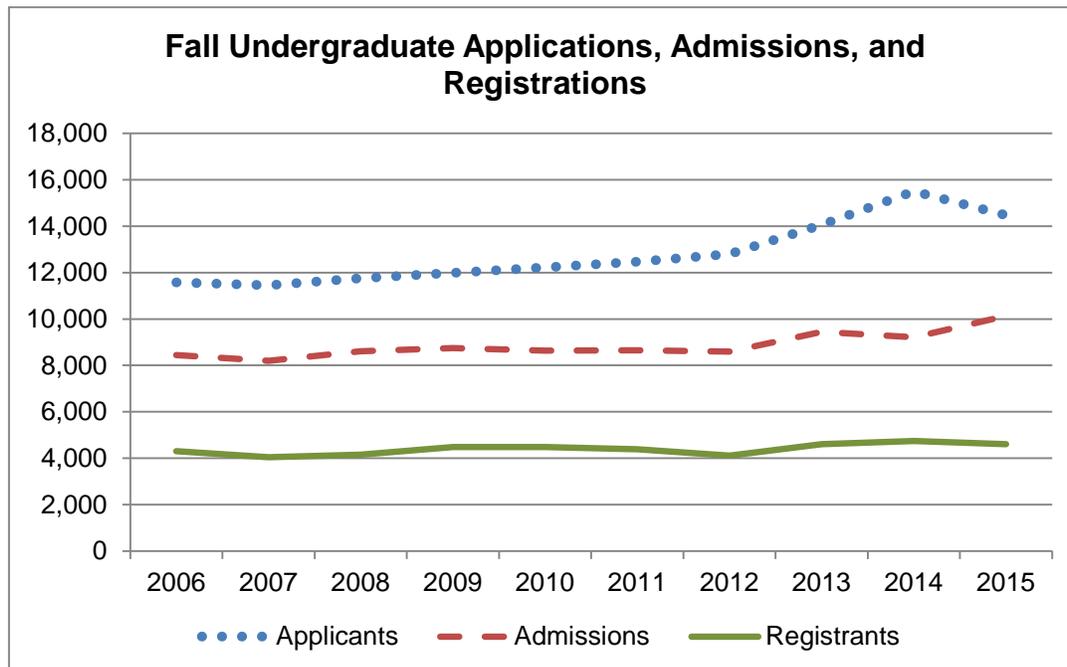
Appendix A– Undergraduate Applications, Admissions, and Registrations

1. Fall applications, admissions& registrations – 10 year trend

The number of applicants to University of Victoria’s undergraduate fall programs decreased by 7 percent this year. However, the number of those admitted increased by 10 percent, while the number who registered decreased by 3 percent.

The Faculty of Law has historically not been included in the overall numbers of undergraduate applications and registrations as their application data were not systematically captured in the past. For consistency, in addition to the totals highlighted below, there were 1,226 applicants and 138 registrants to the Faculty of Law in the fall term of 2015.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Applicants	11,576	11,452	11,760	11,988	12,226	12,463	12,792	14,059	15,500	14,472
Admissions	8,443	8,200	8,603	8,740	8,631	8,651	8,601	9,448	9,207	10,130
Registrants	4,309	4,048	4,152	4,481	4,478	4,391	4,118	4,604	4,746	4,610



2. Previous institution of undergraduate applicants – fall term

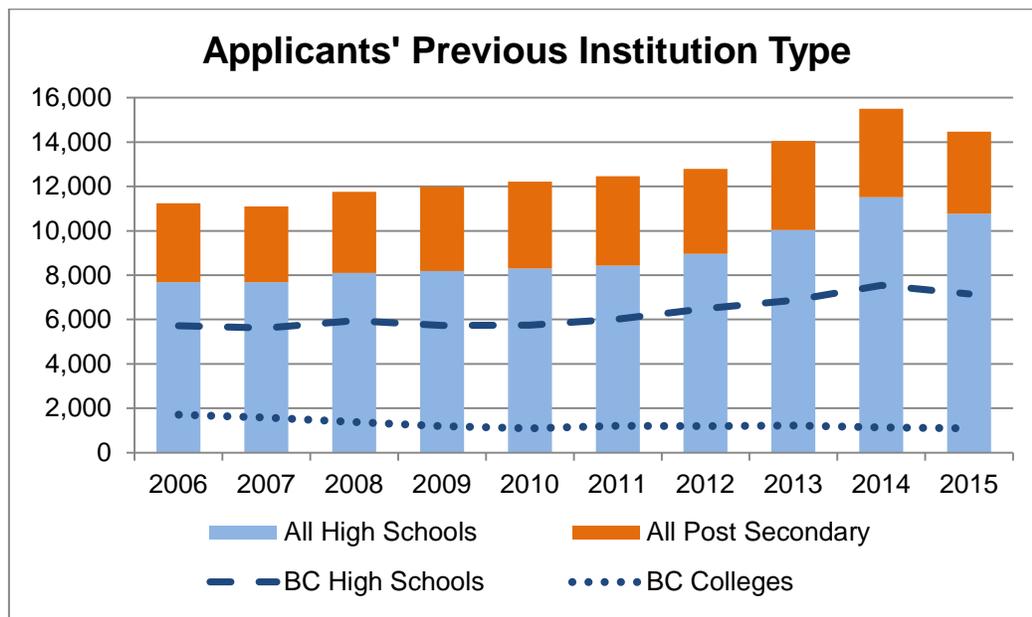
(a) Previous institution type – applicants

As of October 2015, there was a 9 percent decrease since last year in the number of applicants from high schools outside of BC, while there was a 5 percent decrease in applicants from BC high

schools. The number of applicants from BC colleges decreased by 4 percent, and has continued to lag since the designation of five new BC universities in 2008. Applicants from all post-secondary institutions decreased by 7 percent.

Overall, the number of applicants to UVic for the fall term from all regions has decreased by 7 percent this year (exclusive of the Faculty of Law).

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
BC High School	5,714	5,614	5,942	5,726	5,748	6,020	6,495	6,867	7,538	7,157
BC Colleges	1,707	1,586	1,384	1,188	1,086	1,211	1,194	1,216	1,138	1,092
Total BC	7,421	7,200	7,326	6,914	6,834	7,231	7,689	8,083	8,676	8,249
All High School	7,678	7,690	8,096	8,180	8,308	8,435	8,968	10,041	11,512	10,766
All Post Secondary	3,570	3,413	3,664	3,808	3,918	4,028	3,824	4,018	3,988	3,706
Grand Total	11,576	11,452	11,760	11,988	12,226	12,463	12,792	14,059	15,500	14,472

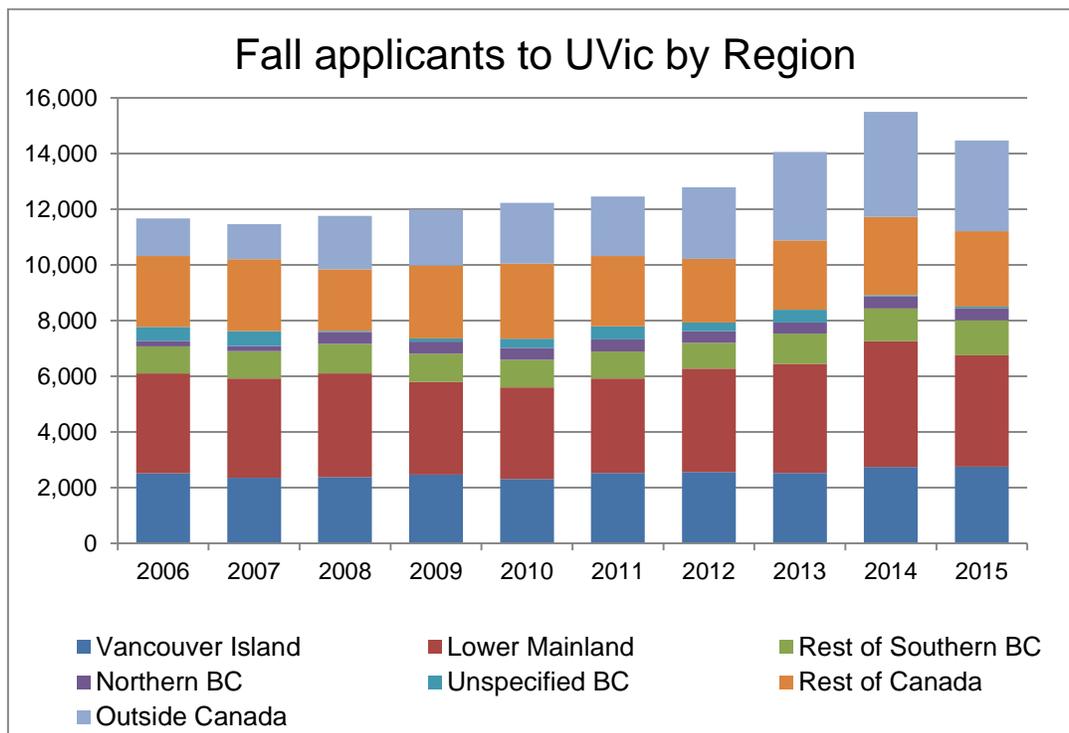


(b) Geographic region of previous institution – applicants

In total, 58 percent of undergraduate applicants to the University of Victoria were from British Columbia, while 19 percent were from the rest of Canada and 23 percent were from outside Canada (this category includes “unknown” previous institutions). The Lower Mainland continues to be a strong source of applicants—28 percent were from that area. Vancouver Island is the origin of 19 percent of applicants.

There was an 11 percent decrease in applicants from the Lower Mainland and a 4 percent decrease from the rest of Canada. Applicants from outside Canada decreased by 14 percent.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Vancouver Island	2,512	2,354	2,378	2,465	2,310	2,522	2,554	2,521	2,741	2,747
Lower Mainland	3,594	3,562	3,722	3,326	3,288	3,390	3,715	3,921	4,512	4,007
Rest of Southern BC	971	984	1,066	1,022	992	977	926	1,083	1,182	1,253
Northern BC	191	182	423	426	429	440	426	400	430	441
Unspecified BC	504	538	44	122	329	466	308	460	44	51
Rest of Canada	2,547	2,590	2,201	2,614	2,700	2,521	2,292	2,497	2,815	2,709
Outside Canada	1,347	1,248	1,926	2,013	2,178	2,147	2,571	3,177	3,776	3,264
Total	11,666	11,458	11,760	11,988	12,226	12,463	12,792	14,059	15,500	14,472

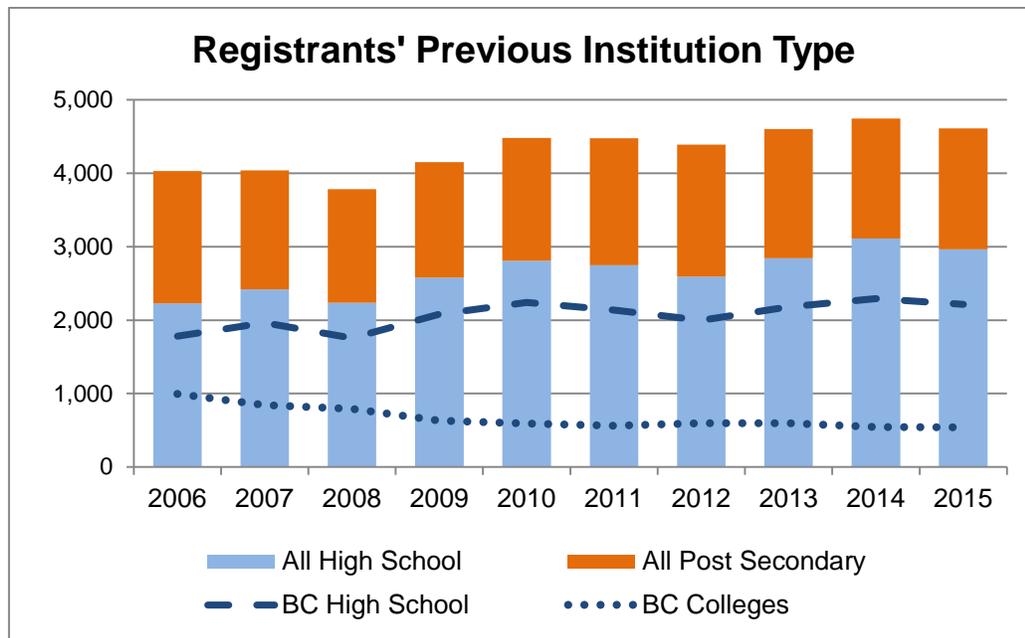


3. Previous institution of undergraduate registrants – fall term

(a) Previous Institution Type — Registrants

There was a decrease in the numbers of registrants who were from BC high schools and from high schools outside BC (down 3 and 8 percent respectively). Numbers from post-secondary institutions decreased by about 1 percent.

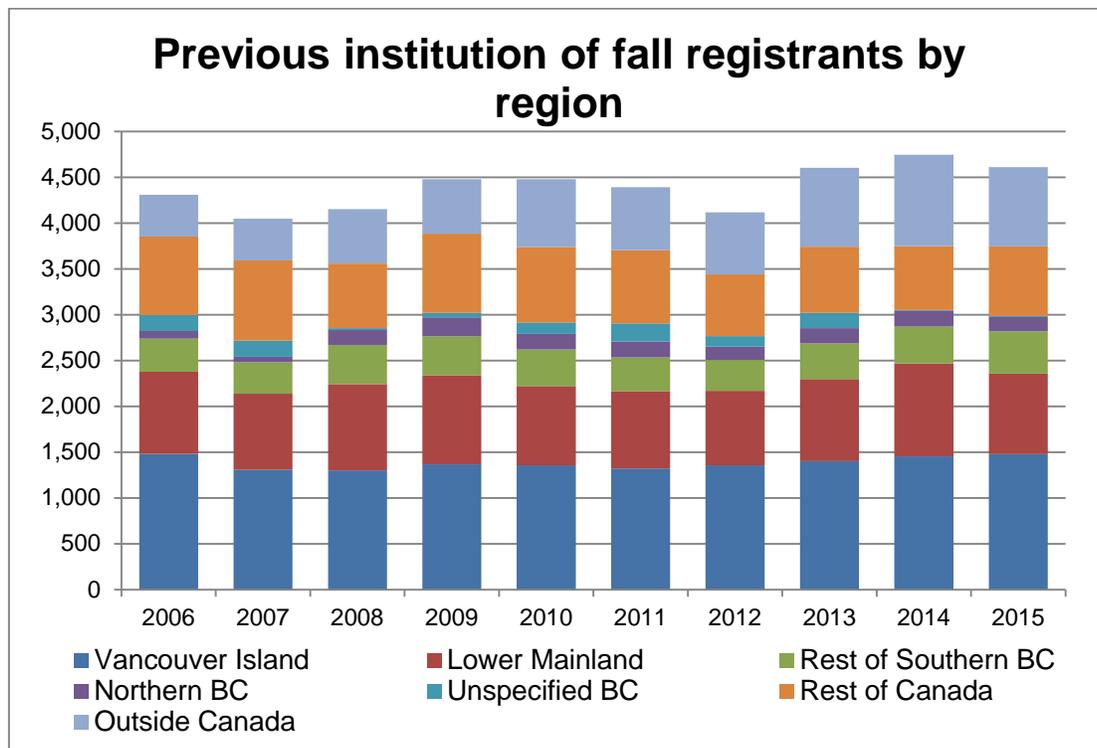
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
BC High School	1,965	1,758	2,081	2,239	2,135	2,000	2,003	2,182	2,293	2,215
BC Colleges	844	790	631	593	563	596	585	599	543	540
Total BC	2,809	2,548	2,712	2,832	2,698	2,596	2,588	2,781	2,836	2,755
All High School	2,420	2,236	2,581	2,808	2,750	2,592	2,493	2,842	3,111	2,964
All Post Secondary	1,619	1,547	1,571	1,673	1,728	1,799	1,625	1,762	1,635	1,646
Grand Total	4,039	4,048	4,152	4,481	4,478	4,391	4,118	4,604	4,746	4,610



(b) Geographic Location of Previous Institution — Registrants

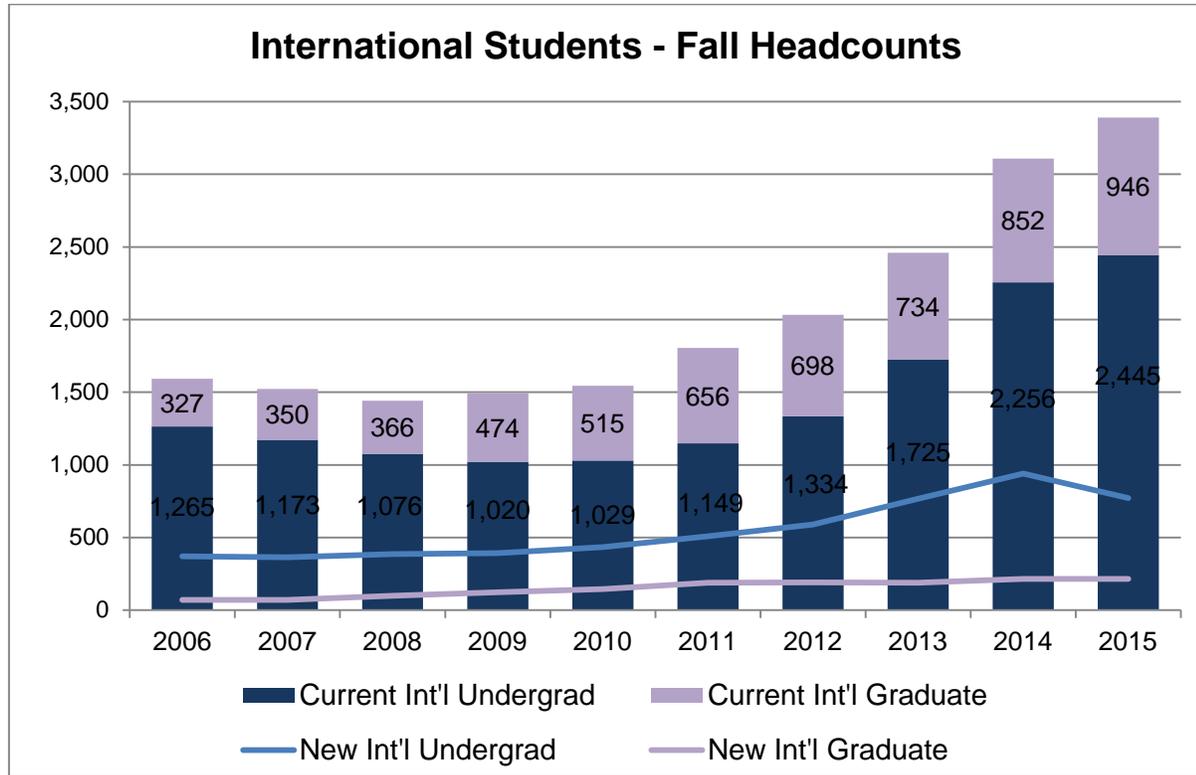
The greatest numbers of undergraduate students who registered at UVic in the fall of 2015 were from Vancouver Island (32 percent) and the Lower Mainland (19 percent). A total of 65 percent of UVic registrants were from the province of BC in 2015, 16 percent were from the rest of Canada, and 19 percent were from outside Canada. The overall number of registrants decreased by 3 percent from last year.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Vancouver Island	1,480	1,309	1,300	1,368	1,356	1,323	1,358	1,400	1,455	1,478
Lower Mainland	897	830	942	971	865	843	813	897	1,014	878
Rest of Southern BC	362	342	427	425	399	367	334	389	403	462
Northern BC	85	60	164	207	170	176	148	168	169	158
Unspecified BC	171	179	21	50	128	198	114	167	12	14
Rest of Canada	859	875	706	866	820	799	674	722	697	758
Outside Canada	455	453	592	594	740	685	677	861	996	862
Total	4,309	4,048	4,152	4,481	4,478	4,391	4,118	4,604	4,746	4,610



4. International Registrations

Including incoming exchange students, there were 986 new international students (undergraduate and graduate) who registered at UVic in 2015, an increase of 9 percent from the previous year. There are a total of 3,391 international students overall currently attending UVic (headcount for the fall term only), reflecting a 9 percent increase in total international student enrolment.





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

November 12, 2015

To: Operations and Facilities Committee
From: Dr. Valerie S. Kuehne
Vice-President Academic and Provost

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

Meeting Date: November 23, 2015
Subject: Report on Student Financial Aid 2014-15
Basis for Jurisdiction: Strategic Plan Objectives 2 and 3

Strategic Relevance: The report supports the university's longstanding priority of recruiting and retaining outstanding students from diverse regions and backgrounds and removes barriers to admission and retention. The report also highlights funding that is in place to build on our commitment to support access and success for indigenous students. This annual report supports objectives 2 and 3 of the strategic plan and provides metrics on our goal of increasing student financial assistance.

Background: The Report on Student Financial Aid is an annual report presented to the Board of Governors.

Summary: The attached report submitted by Student Awards and Financial Aid, Office of the Registrar, Division of Student Affairs, provides an overview of the types and levels of financial assistance available to undergraduate students and need based

funding received by graduate students during the May 2014 to April 2015 academic year. This includes scholarships, bursaries, awards, and work study funding.

In 2014/15, undergraduate students received more than \$15 million in financial aid from a variety of sources including: operating budget, carry over, annual donor, and endowed sources of funding. More than \$9.8 million in scholarships was awarded to 3,447 full time undergraduate students. In addition, 1,146 undergraduate students shared bursaries and awards valued at more than \$3.8 million and 268 graduate students received bursaries and awards valued at more than \$706k. The Work Study Program provided part-time employment opportunities to 540 students who earned more than \$714k from September 2014 to April 2015.

In the fall of 2012, Student Awards and Financial Aid and Student Recruitment reviewed the scholarship strategy with a view to enhancing the entrance scholarship program to better ensure our competitiveness, to meet the goal of being in the top 20 percent of Canadian universities in terms of expenditures on student financial assistance, and to support our domestic recruitment targets. As a result of that review, significant short-term enhancements were made to our entrance scholarship program. Prospective students who were admitted in September 2013 with an admission average between 85-94.49 percent and domestic International Baccalaureate applicants reporting 32-37 IB points were offered higher value scholarships than those offered in previous years. The continued impact those enhancements had on influencing student choice are detailed in this report.

Over the past five years, the total value of student financial aid received by undergraduate students and bursaries for graduate students has increased by almost \$5.2 million dollars for a 52 percent increase. The University's gross expenditures for scholarships and bursaries for all students has increased by more than \$6.5 million dollars or 21 percent from \$30,918,000 in 2010/11 to \$37,440,000 dollars in 2014/15 (see table on page 4).

Attachment(s): The 2014-2015 Report on Student Financial Aid is attached, as well as Appendix 1: Study on Affordability and Accessibility.

2014 – 2015 Report on Student Financial Aid

General Information

The University of Victoria’s Goal

The renewed strategic plan “A Vision for the Future – Building on Excellence” (January 2012) articulates among its highest priorities the following objectives:

Objective 2:

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

Objective 3:

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

Student financial aid offered as scholarships, bursaries, and the work-study program support the quality, diversity, and retention of our students.

UVic has also articulated under the key area of Quality within the strategic plan, the goal *to offer programs in teaching, research and support of such quality as to place us in the upper 20 percent of a national set of comparable programs as judged by peer evaluation.*

Based on the most recent available comparative data from the Canadian Association of University Business Officers’ (CAUBO) *Financial Information of Universities and Colleges 2013-14*, UVic meets the goal of being in the top 20 percent of Canadian universities in terms of expenditures on student financial assistance. For fiscal year 2013-14 UVic was within the top 20 percent and is ranked 10th overall as shown below:

Institution Name	Rank	Percentile
École Polytechnique de Montréal	1	0%
University of Regina	2	2%
University of Waterloo	3	4%
Memorial University of Newfoundland	4	6%
Dalhousie University	5	8%
Trent University	6	9%
Concordia University	7	11%
University of Manitoba	8	13%
University of Calgary	9	15%
University of Victoria	10	17%

Undergraduate Student Financial Aid Funding

Over the past five years, the commitment of additional funding from various sources (base budget, carry over, annual donor, and endowed sources) has made it possible to increase both the value and number of undergraduate scholarships and bursaries as shown in the chart below¹.

	2010/11	2011/12	2012/13	2013/14	2014/15
Scholarships	\$ 5,086,204	\$ 5,177,606	\$ 5,990,420	\$ 8,029,202	\$ 9,849,772
Bursaries and Awards	\$ 4,169,799	\$ 3,950,875	\$ 3,727,287	\$ 4,189,456	\$ 4,585,880
Work Study	\$ 695,000	\$ 745,332	\$ 718,713	\$ 706,772	\$ 714,538
Total	\$ 9,951,003	\$ 9,873,813	\$ 10,436,420	\$ 12,925,430	\$ 15,150,190

This report details funding for undergraduate scholarships, undergraduate and graduate bursaries, and the work study program administered by Student Awards and Financial Aid. Merit based awards for graduate students are administered by the Office of the Dean of the Faculty of Graduate Studies and are included in the chart below.

The following figures, from UVic’s audited financial statements, include all types of student financial aid received by undergraduate and graduate students expended from general operating, specific purposes, and sponsored research funds:

All Gross Expenditures for Scholarships, Fellowships & Bursaries

2010/11	\$30,918,000
2011/12	\$32,484,000
2012/13	\$33,500,000
2013/14	\$35,925,000
2014/15	\$37,440,000

A. University of Victoria’s Undergraduate Scholarship Program

The University of Victoria offers one-time and renewable entrance and in-course scholarships which play a significant role in supporting the overall enrolment goals of the institution.

In 2014/15, 3,447 undergraduate students received entrance and in-course scholarships totalling \$9,849,772 from base budget, carry over, annual donor, and endowed sources of funding representing a 23 percent increase from the previous year.

Scholarships are awarded in two categories: entrance and in-course. The majority of entrance scholarships are offered on the basis of the admission average of the applicant. There is also a category of entrance scholarships awarded with

¹SAFA administers bursaries and work-study for both undergraduate and graduate students and the dollar values for these types of aid include funding awarded to graduate students.

consideration given to admission average, volunteer commitment, athleticism, leadership, or other criteria specified in the terms of reference for each award. The majority of in-course scholarships are adjudicated based on grades in UVic courses in the previous 12 months of study and others by departmental nomination. There are also in-course scholarships awarded on the basis of specific criteria, as well as grades.

The following table compares scholarships awarded in 2013/14 and 2014/15:

Summary of Entrance Scholarships			
	May 2013 - Apr 2014	May 2014 - Apr 2015	Change from 2013/14 to 2014/15
Number of scholarships	1,571	1,889	▲ 318
Number of recipients	1,362	1,718	▲ 356
Value of scholarships	\$4,478,132	\$5,599,913	▲ \$1,121,781
Average award per recipient	\$3,288	\$3,529	▲ \$241
Summary of In-Course Scholarships			
	May 2013 - Apr 2014	May 2014 - Apr 2015	Change from 2013/14 to 2014/15
Number of scholarships	1,856	1,925	▲ 69
Number of recipients	1,278	1,729	▲ 451
Value of scholarships	\$3,551,070	\$4,249,859	▲ \$698,789
Average award per recipient	\$2,778	\$2,458	▼ \$320

Entrance Scholarships:

The largest category of entrance scholarships is automatic scholarships awarded on the basis of admission average only. To be considered for this scholarship category, prospective students were required to self-report their grade 12 marks by March 31, 2014. Students entering with a self-reported admission average of 85 percent or higher were offered entrance scholarships valued at \$2,000 or higher. The scholarship offer letter advised that the award would be granted upon confirmation of final grades in August and registration in a full course load in the 2014/15 winter session. The number and total value of offers made each year varies depending on the admission average of each student in the entering class.

There was a 10 percent increase in the total number and value of automatic entrance scholarships accepted in 2014/15 and the table on the following page details a comparison of the automatic entrance scholarships awarded in 2013/14 and 2014/15.

Automatic Entrance Scholarships 2013/14 and 2014/15							
Admission average	Value	2013/14 # Awarded	2013/14 \$ Awarded	2014/15 # Awarded	2014/15 \$ Awarded	Change in # awarded from 2013/14 to 2014/15	Change in \$ awarded from 2013/14 to 2014/15
Renewable							
97.00 - 100%	\$6,500	53	\$ 344,500	62	\$ 403,000	▲ 9	▲ \$58,500
95.50 - 96.99%	\$5,000	78	\$ 390,000	77	\$ 385,000	▼ 1	▼ \$5,000
94.50 - 95.49%	\$4,000	55	\$ 220,000	72	\$ 288,000	▲ 17	▲ \$68,000
Non-Renewable							
93.50 - 94.49%	\$4,000	54	\$ 216,000	59	\$ 236,000	▲ 5	▲ \$20,000
90.00 - 93.49%	\$3,000	374	\$ 1,122,000	337	\$ 1,011,000	▼ 37	▼ \$111,000
85.00 - 89.99%	\$2,000	543	\$ 1,086,000	678	\$ 1,356,000	▲ 135	▲ \$270,000
Totals		1157	\$ 3,378,500	1285	\$ 3,679,000	▲ 128	▲ \$300,500

In 2014/15:

- 1,285 automatic entrance scholarships were accepted with a total value of \$3,679,000.
- The average value of entrance scholarships per recipient in this category was \$2,863.
- 211 entering students accepted renewable scholarships with values ranging from \$16,000 to \$26,000 payable over four years.

In-Course Scholarships:

In 2014/15 there was a 3.7 percent increase in the number of in-course scholarship recipients and an almost 20 percent increase in the value of in-course scholarships awarded. The summary of in-course scholarships on page 5 includes the following:

- 1,729 students who demonstrated academic excellence in their previous year of study at UVic received in-course scholarships with a total value of \$4,249,859.
- The average value of in-course scholarships was \$2,458.
- 396 students received renewals of entrance scholarships with a total value of \$2,059,000.

Competitiveness of UVic’s Entrance Scholarship Program:

With over 70 percent of students coming from outside the south Vancouver Island region, our position as a destination university results in higher costs for students who relocate to study at UVic. In order to effectively respond to the objectives in our strategic plan, ensure we are meeting institutional enrolment targets, and increasing the quality of our incoming class we have committed to remaining within the top 20 percent in terms of expenditures on student assistance.

As a result of these commitments a proposal was accepted to make significant, short-term enhancements to our entrance scholarship program. In 2013/14 and 2014/15 prospective students who applied for admission with an average of 85-94.49 percent and domestic International Baccalaureate applicants reporting 32-37 IB points were offered higher value scholarships than in previous years. In addition, students transferring from Canadian colleges or universities were eligible for higher value transfer scholarships.

A review of the automatic entrance scholarships offered by comparator universities indicates that UVic's entrance scholarship program has become more competitive with the enhancements introduced in 2013/14. The enhanced scholarship program has been very successful, but was not sustainable. In 2014-15 there was an increase of \$733k in the value of scholarships accepted and renewed. A proposal for a course correction was presented to Integrated Planning in June 2014 that included (a) one time funding of \$1.5 million for 2015-16 and (b) the following reductions in scholarship values for 2015-16:

- Renewable scholarships offered to students in the 96-100 percent range only (previously offered in the 94.50-100 percent range).
- Reduced scholarship values offered within revised admission average ranges (e.g. \$3000 scholarships reduced to \$2500, \$2000 scholarships reduced to \$1500).

The following chart demonstrates UVic's competitive position in 2015/16:

Automatic Entrance Scholarship Comparators 2015 - 2016			
School		Amount	Admission Average
UVic	UVic Excellence	\$6,500 x 4yrs	98% - 100%
	UVic Excellence	\$5,000 x 4yrs	96% - 97.99%
	President's Entrance	\$3,500	94% - 95.99%
	UVic Entrance	\$2,500	90% - 93.99%
	UVic Entrance	\$1,500	85% - 89.99%
Guelph	University of Guelph Entrance Scholarship	\$3,000	90% +
	University of Guelph Entrance Scholarship	\$2,000	85% - 89.9%
Queen's	Principal's Scholarship	\$4,000 x 2yrs	95% + (IB 39 +)
	Excellence Scholarship	\$1,500 to \$2,000	90% - 94.99% (IB 36.5 - 38.5)
	Dean's Admission Schol. for Bachelor of Arts (Honours)	\$1,500 to \$2,000	88% - 89.9% (IB 35.5 -36)
SFU	Academic Excellence Scholarship	\$5,000	95% +
	Automatic Entrance Scholarship	Varies	competitive averages
U of Calgary	President's Admission Scholarships	\$4,000	95% - 100%
	President's Admission Scholarships	\$2,000	91% - 94.99%
	U of Calgary Entrance Scholarships	\$1,250	85% - 90.99%
	U of Calgary Entrance Scholarships	\$500	80% - 84.99%
UBC	Automatic Entrance Scholarships	0	None offered

B. University of Victoria's Undergraduate Bursary Program

The Bursary Program helps remove the financial barriers to admission and supports the retention of a diverse student population. As one of the major funding tools in the University's financial assistance strategy for undergraduate students, bursaries are designed to reduce the gap between total financial need and available resources when primary resources are insufficient. Students are required to demonstrate financial need to qualify for bursaries.

To apply for bursaries, students submit applications that are then assessed to determine eligibility. Basic educational expenses recognized by the provincial student assistance authority are included in the assessment of financial need. These costs include the associated program costs for tuition and mandatory fees, books and supplies, accommodation, food, transportation, personal expenses and childcare costs if applicable. The costs not covered by other sources, or unmet need, is calculated by deducting student, parental or spousal contributions and government aid from the allowable costs detailed above. Bursaries are made available to cover a percentage of the applicant's unmet need.

Bursary funding is also provided to students who do not qualify for government student assistance due to extenuating circumstances or who experience unforeseen financial crisis. These students are invited to meet with a Financial Aid Officer to discuss their financial situation and bursary funding is approved on a discretionary basis.

In 2014/15:

- 1,146 undergraduate students shared bursaries and awards valued at \$3,879,056.
- The average value of need-based funding per bursary recipient (excludes awards) was \$3,931.

Bursaries are awarded throughout the academic year and a detailed breakdown of bursaries and awards allocated to undergraduate students is included with this report (Appendix A).

The allocation formula used to distribute bursary funding is designed to ensure a greater level of support for students with the most significant financial barriers. The pool of applicants with the highest financial need is primarily comprised of students with dependents. In consideration of the significant financial barrier that exists for high need students, applicants with need greater than \$7,500 were awarded bursaries to cover 100 percent of the need not covered by other sources. The allocation of funding is as follows:

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

C. University of Victoria's Graduate Bursary Program

Graduate bursaries are a funding tool made available to reduce the gap between total need and available resources when primary resources are insufficient. Students are required to demonstrate financial need to qualify for bursaries.

Graduate students submit online applications that are assessed to determine eligibility. The need assessment process outlined for the undergraduate bursary program is also used to assess the unmet need of graduate applicants.

In 2014/15:

- 268 graduate students shared bursaries and awards valued at \$706,824.
- The average amount of need-based funding per bursary recipient (excludes awards) was \$2,698.

Bursaries are awarded throughout the academic year and a detailed breakdown of bursaries and awards received by graduate students is included with this report (Appendix B).

The unmet need of the pool of graduate applicants that applied for bursary funding in 2014/15 was \$780,457. While the numbers of new bursaries for graduate students is growing, the financial need of this group of applicants is considerably greater than the need-based funding currently available. Graduate programs with higher tuition costs and the growing number of bursary applicants supporting dependents contributes to the high need of this relatively small group of applicants. Creating new need-based awards for graduate students will help close this funding gap.

D. University of Victoria's Youth in Care Award

In 2013 Mary Ellen Turpel-Lafond, the BC Representative for Children and Youth, challenged universities and colleges in BC to offer a tuition waiver for students who grew up in the care system. Each year 700 youth age-out of government care and another 400 age-out of alternative care known as the Youth Agreement.

UVic rose to the challenge and a proposal to offer the University of Victoria Youth in Care Award was approved by UVic's Executive as a pilot project in 2014/15 and 2015/16.

The award covers up to 8 terms of funding or completion of a first degree, whichever comes first, of actual tuition costs (excluding mandatory fees). Entering, in-course, and transfer students who meet the eligibility criteria and are registered in their first undergraduate degree are eligible to apply.

Seventeen applications were received for the inaugural year of the awards program and five candidates with the highest average who demonstrated financial need were selected to receive the award in 2014/15. The UVic Development team continues to work with private donors to raise funds to support additional awards.

UVic is committed to "employing our core strengths to benefit our external communities - locally, regionally, nationally and internationally - and promoting civic engagement

and global citizenship” and our response to the challenge posed is aligned with our vision, mission and fundamental values.

E. University of Victoria’s Work Study Program

Created in the late 1970’s, the Work Study Program provides part time employment opportunities and continues to be a valuable component of the total financial aid package available to students. The university recognises that members of our student community may rely on part time income to support their post-secondary studies. Through the work study program the university supports retention of students with financial need by providing valuable employment opportunities in a wide variety of academic and non-academic units across campus.

Facts about the Work Study Program

- Students are not required to be in receipt of government student assistance to participate in the Work Study Program, but must demonstrate financial need according to a standardized needs assessment.
- The program has a base budget of \$695,000 and the hourly rate of pay is a minimum of \$11.00 per hour.
- In 2014/15 more than 1,155 students were eligible to participate in the program.
- 540 students were hired into 434 Work Study positions.
- Participants earned \$714,538 for an average of \$1,323 per student.

F. Indigenous Students

The University of Victoria is committed to increasing the number of Indigenous students graduating from all faculties,, building on our commitment to and our unique relationship with the First Peoples of Canada.

The following table reports the types of funding received by undergraduate scholarship recipients, and both undergraduate and graduate bursary, award, and/or work study funding recipients who have self-identified as Indigenous:

Funding Received by Indigenous Students		
	# of Recipients	\$ Value
Scholarships (Undergraduate only)	80	\$ 225,792
Bursaries	75	\$ 210,001
Awards	3	\$ 4,250
Work Study	12	\$ 10,566
Total Students and Funding	149*	\$ 450,609
*21 students received more than one type of funding		

This data was not tracked in previous years and will provide a basis for comparison on future reports.

G. Government Student Assistance

In 2014/15, 4,974 undergraduate and graduate students received \$53,740,849 in funding through all Canadian federal and provincial/territorial government student assistance programs. Approximately \$8,263,779 was awarded as non-repayable grant funding. Federal grant programs continue to play a significant role in meeting the financial need of students.

In addition to Canadian government student assistance, 66 students received Direct Loans from the US Department of Education totalling \$661,060.

Economic changes have an impact on participation in post-secondary studies, applications for government assistance, and the demand on the UVic Bursary Program. Trends in government student assistance and the impact on demand for UVic programs will continue to be reviewed and, where possible, our programs will be adjusted to meet the needs of students.

Appendix A

Undergraduate Bursary Program May 2014 - April 2015							
Range of Awards	Number of Recipients	Total Assessed Need of Applicants	Average Assessed Need	Total Bursary Awarded	Average Bursary Awarded	Average Remaining Unmet Need	Total Remaining Unmet Need
Over \$10,000	90	1,372,584	15,251	894,387	9,938	5,313	478,197
\$9,001-10,000	37	351,186	9,492	260,230	7,033	2,458	90,956
\$8,001- 9,000	41	343,447	8,377	236,819	5,776	2,601	106,628
\$7,001-8,000	46	342,763	7,451	267,715	5,820	1,631	75,038
\$6,001-7,000	58	376,876	6,498	277,230	4,780	1,718	99,646
\$5,001-6,000	71	385,539	5,430	318,616	4,488	943	66,923
\$4,001-5,000	96	427,703	4,455	359,231	3,742	713	68,472
\$3,001-4,000	96	335,057	3,490	263,726	2,747	743	71,331
\$2,001-3,000	134	340,118	2,538	274,896	2,051	487	65,223
\$1,001-2,000	117	169,620	1,450	127,284	1,088	362	42,336
\$401-1,000	50	37,188	744	32,420	648	95	4,768
\$0 - \$400	7	1,928	275	1,602	229	47	326
Totals	\$ 843	\$ 4,484,009		\$ 3,314,156			\$ 1,169,844

Undergraduate Awards May 2014 - April 2015			
	Number of Recipients	Total Funding Awarded	Average Award
Totals	303	\$ 564,900	\$ 1,864

Appendix B

Graduate Bursary Program May 2014- April 2015							
Range of Awards	Number of Recipients	Total Assessed Need of Applicants	Average Assessed Need	Total Bursary Awarded	Average Bursary Awarded	Average Remaining Unmet Need	Total Remaining Unmet Need
Over \$10,000	37	520,031	14,055	313,740	8,479	5,575	206,291
\$9,001-10,000	8	76,429	9,554	34,157	4,270	5,284	42,272
\$8,001- 9,000	12	101,729	8,477	36,298	3,025	5,453	65,431
\$7,001-8,000	14	105,111	7,508	30,137	2,153	5,355	74,974
\$6,001-7,000	22	144,364	6,562	59,960	2,725	3,837	84,404
\$5,001-6,000	20	108,406	5,420	46,130	2,307	3,114	62,276
\$4,001-5,000	30	131,743	4,391	64,179	2,139	2,252	67,564
\$3,001-4,000	44	157,475	3,579	52,220	1,187	2,392	105,255
\$2,001-3,000	28	71,354	2,548	31,069	1,110	1,439	40,285
\$1,001-2,000	40	61,602	1,540	30,189	755	785	31,413
\$401-1,000	5	3,737	747	3,445	689	58	292
Totals	\$ 260	\$ 1,481,981		\$ 701,524			\$ 780,457
Graduate Awards May 2014- April 2015							
	Number of Recipients	Total Funding Awarded	Average Award				
Totals	8	\$ 5,300	\$ 663				



**University
of Victoria**

Study on Affordability and Accessibility

Prepared by Institutional Planning and Analysis

Report to the Vice-President Academic and Provost

Results to be presented to
Board of Governors (2015-2016)

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

In 2002, the provincial government lifted a six-year tuition freeze at BC's public post-secondary institutions. In the first three years after the freeze was lifted, undergraduate domestic tuition at the University of Victoria increased by 30%, 30% and 16.6%. Most recently, government has instituted limits on the increases to tuition to the rate of inflation in the province (approximately 2%).

While the increases to tuition have slowed and indeed are capped at 2% per annum, there continues to be concern that higher education in the province may no longer be as widely accessible as it has been in the past. In particular, the Board of Governors wants to be vigilant to ensure that tuition increases do not cause the socio-economic profile of undergraduate students to change.

Under the leadership of the Vice-President Academic and Provost, Institutional Planning and Analysis has developed an ongoing long-term study to monitor and analyze the effect of tuition increases on affordability and accessibility. The study has two principal components:

1. An assessment of the financial and socio-economic status of new applicants and registrants.
2. The monitoring of debt loads and debt repayment of baccalaureate graduates two and five years after graduation.

Taken together, these studies will assist in determining the impact of tuition fee increases on accessibility and affordability to BC university education.

1. Financial and socio-economic status of new applicants and registrants: Family Income Study

The relationship between family income and university attendance has been well established (Corak, Lipps, Zhao, 2003): lower family income reduces the probability of university attendance. What is less clear in the research literature is whether the differences in participation are a result of financial barriers. The available evidence suggests a more complex relationship between university attendance and socio-economic status (Butlin, 1999, Foley, 2003). Nevertheless, there is concern that the increases in tuition fees at BC universities have been substantial enough to adversely affect students from lower income groups.

Universities do not collect information on the financial or socio-economic status of their students or applicants, nor would it be appropriate to do so. Therefore indirect methods must be used to determine trends in access based on income factors. We use a method based on postal codes and taxation data to approximate family income of applicants and registrants. Statistics Canada data on median family income by neighborhood (postal code forward sortation area) is

used as a proxy for the distribution of household incomes of UVic applicants and registrants.

The data for this study was drawn from two sources: a combined data file of BC grade 12 applicants and registrants to the University of Victoria; and, a special tabulation file from Statistics Canada of 2001 BC Tax Filer data that includes median income (of families with children) by postal code Forward Sortation Area (FSA's) along with the number of families (with children) within an FSA. It is important to realize that the data results in a correlation, not an actual measure of income. Our study makes use of the relatively safe assumption that university participation will be correlated with median family income of the FSA.

Given that median family incomes have increased relatively steadily in Canada since 2001, it is important to distinguish between the effects of rising income and university participation by income band. By holding family income constant at 2001 levels, we are able to distinguish if the distribution of family income among applicants and registrants to UVic has changed. In other words, changes to the income distribution will reveal a change in the socio-economic make-up of our applicants and registrants. Given that over a decade that has elapsed since 2001, for ease of interpretation, these 2001 income levels have been restated in 2010-11 dollars using the Consumer Price Index for Vancouver.

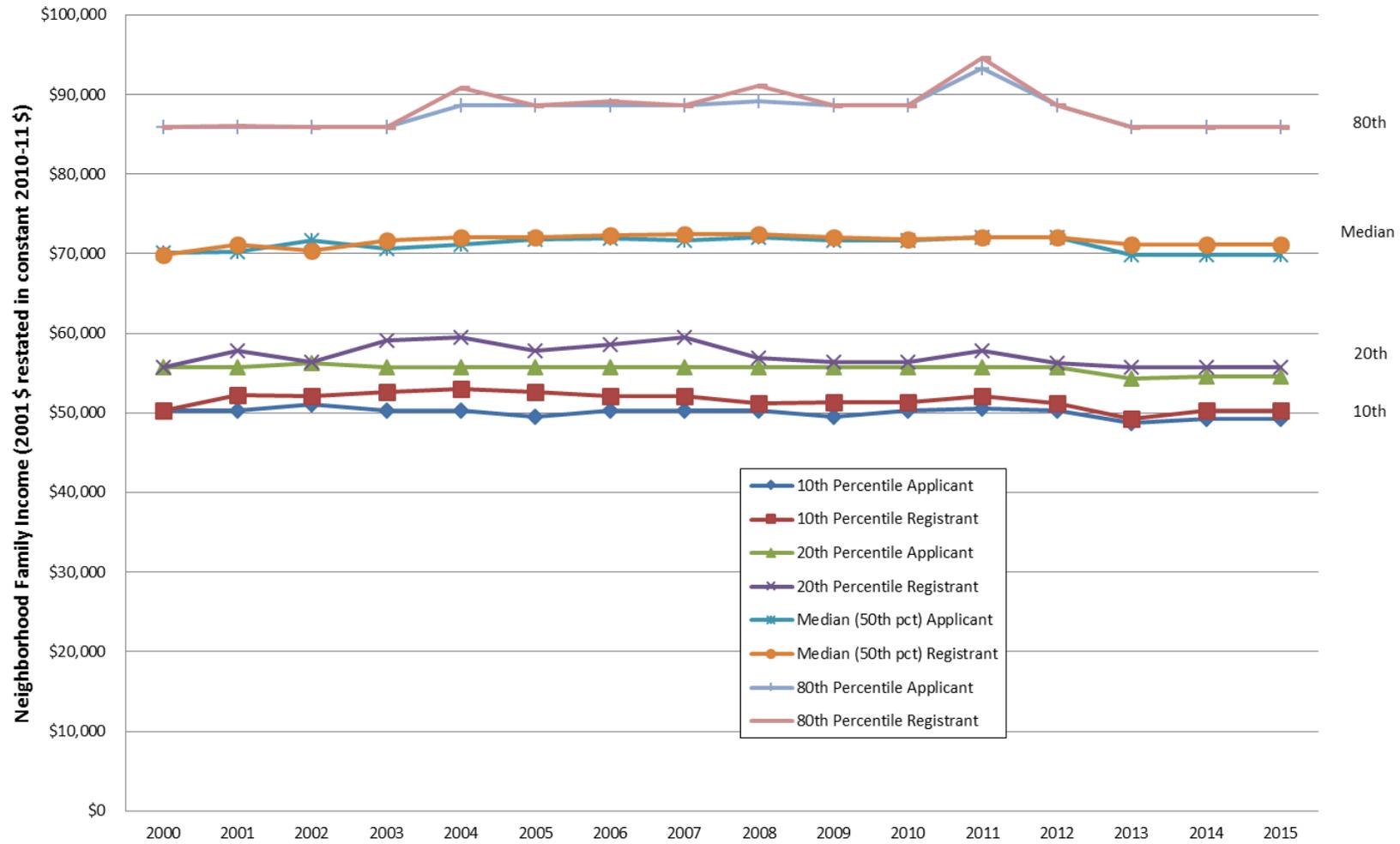
Over the fifteen years that applicant and registrant family income has been tracked, income levels have remained relatively stable. In fact, at the 10th, 20th, 50th and 80th percentiles, median family income levels of applicants and registrants are never more than \$4,200 apart and in most cases are virtually identical. For the most recent year (2015) income differences between applicants and registrants are within \$2,000 of each other. The increases in income by percentile band are generally uniform and there is no statistically significant difference between incomes over the study period. Indeed, where there are increases in income levels, they occurred as frequently in years with no increases in tuition.

In the period immediately before tuition increases occurred (from 2001 onwards to 2015) socio-economic diversity of applicants and registrants in the 50th and 80th percentiles has remained largely unchanged. In the 10th and 20th percentiles (the lowest income bands), socio-economic diversity of new applicants and registrants actually increased from 2001 onwards – a reflection of UVic's bursary program introduced in 2001 that targeted those students with the greatest need.

Table 1:
Neighborhood Family Incomes of UVic Applicants and Registrants
From BC Grade 12 (2001 dollars restated to 2010-11)

	2000	2001	2002	2003	2004	2005	2010	2015	2001 to 2015 Change
<i>Change in UVic Tuition</i>	0%	0%	30%	30%	16.6%	2%	2%	2%	
10th Percentile Applicant	\$ 50,266	\$ 50,266	\$ 51,090	\$ 50,266	\$ 50,266	\$ 49,560	\$ 50,266	\$ 49,207	-2.1%
10th Percentile Registrant	\$ 50,266	\$ 52,267	\$ 52,149	\$ 52,620	\$ 52,974	\$ 52,620	\$ 51,325	\$ 50,266	-3.8%
20th Percentile Applicant	\$ 55,799	\$ 55,799	\$ 56,270	\$ 55,799	\$ 55,799	\$ 55,799	\$ 55,799	\$ 54,622	-2.1%
20th Percentile Registrant	\$ 55,799	\$ 57,800	\$ 56,387	\$ 59,095	\$ 59,448	\$ 57,800	\$ 56,387	\$ 55,799	-3.5%
Median (50th pct) Applicant	\$ 70,160	\$ 70,278	\$ 71,691	\$ 70,631	\$ 71,220	\$ 71,809	\$ 71,691	\$ 69,807	-0.7%
Median (50th pct) Registrant	\$ 69,807	\$ 71,220	\$ 70,396	\$ 71,691	\$ 72,044	\$ 72,044	\$ 71,809	\$ 71,220	0.0%
80th Percentile Applicant	\$ 85,935	\$ 85,935	\$ 85,935	\$ 85,935	\$ 88,642	\$ 88,642	\$ 88,642	\$ 85,935	0.0%
80th Percentile Registrant	\$ 85,935	\$ 86,053	\$ 85,935	\$ 85,935	\$ 90,879	\$ 88,642	\$ 88,642	\$ 85,935	-0.1%

Neighborhood Family Income of BC Grade 12 Applicants and Registrants to UVic



Sources: UVic Student Information Systems; 2001 Statistics Canada Family Neighborhood Income; 2010-11 Consumer Price Index (Vancouver)

There are only modest variations in median income at any income-band (Table 1 and Figure 1.) As such, there is little to suggest that the socio-economic make-up of our entering undergraduate population has changed over the last seven years. The lone exception is that median incomes at the 80% percentiles rose in 2011 but those levels have returned to normal most recently.

As the survey results that follow will reveal, many students do suffer economic hardship during the route to their degree, but they appear to be making the necessary adjustments and sacrifices to accommodate current higher tuition.

2. Debt load and debt repayment by baccalaureate graduates

Evidence from the annual survey of baccalaureate graduates suggests that around half of UVic grads complete their program with debt. Two-years after graduation, one quarter of UVic grads have repaid all their outstanding debt, the remainder with debt have reduced their debt load by almost half. Five-years after graduation, one third have completely repaid their outstanding debt, and those with debt on average owe less than \$10,000. Differences in debt-loads between UVic graduates and grads from the other BC universities are largely attributed to the fact that over 70% of UVic students have come from outside the Greater Victoria region in order to study, thereby incurring higher living costs (less likely to be living at home during their studies).

The most recent information on graduate debt levels is as follows:

5 years after graduation (2013 Survey of 2008 Grads)

Percent who incurred debt

UVic: 51%

Provincial Average: 50%

Median Debt upon graduation (for those with debt)

UVic: \$25,000

Provincial Average: \$20,000

Percent who have repaid all debt

UVic: 33%

Provincial Average: 40%

Amount left to be repaid

UVic: \$9,000

Provincial Average: \$8,000

2 years after graduation (2014 Survey of 2014 Grads)

Percent who incurred debt

UVic: 52%

Provincial Average: 48%

Median Debt upon graduation (for those with debt)

UVic: \$25,000

Provincial Average: \$22,000

Percent who have repaid all debt

UVic: 21%

Provincial Average: 25%

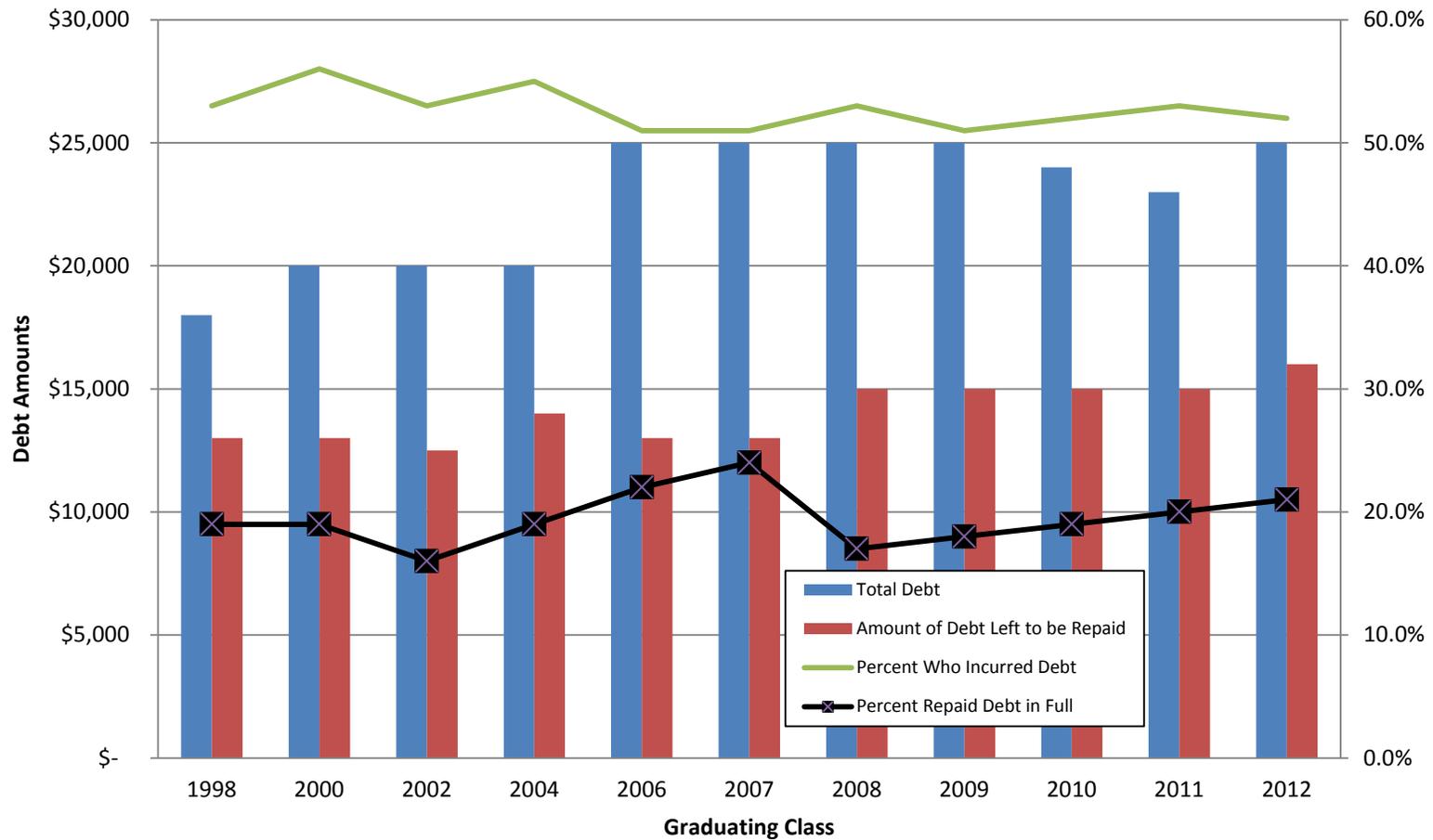
Amount left to be repaid

UVic: \$16,000

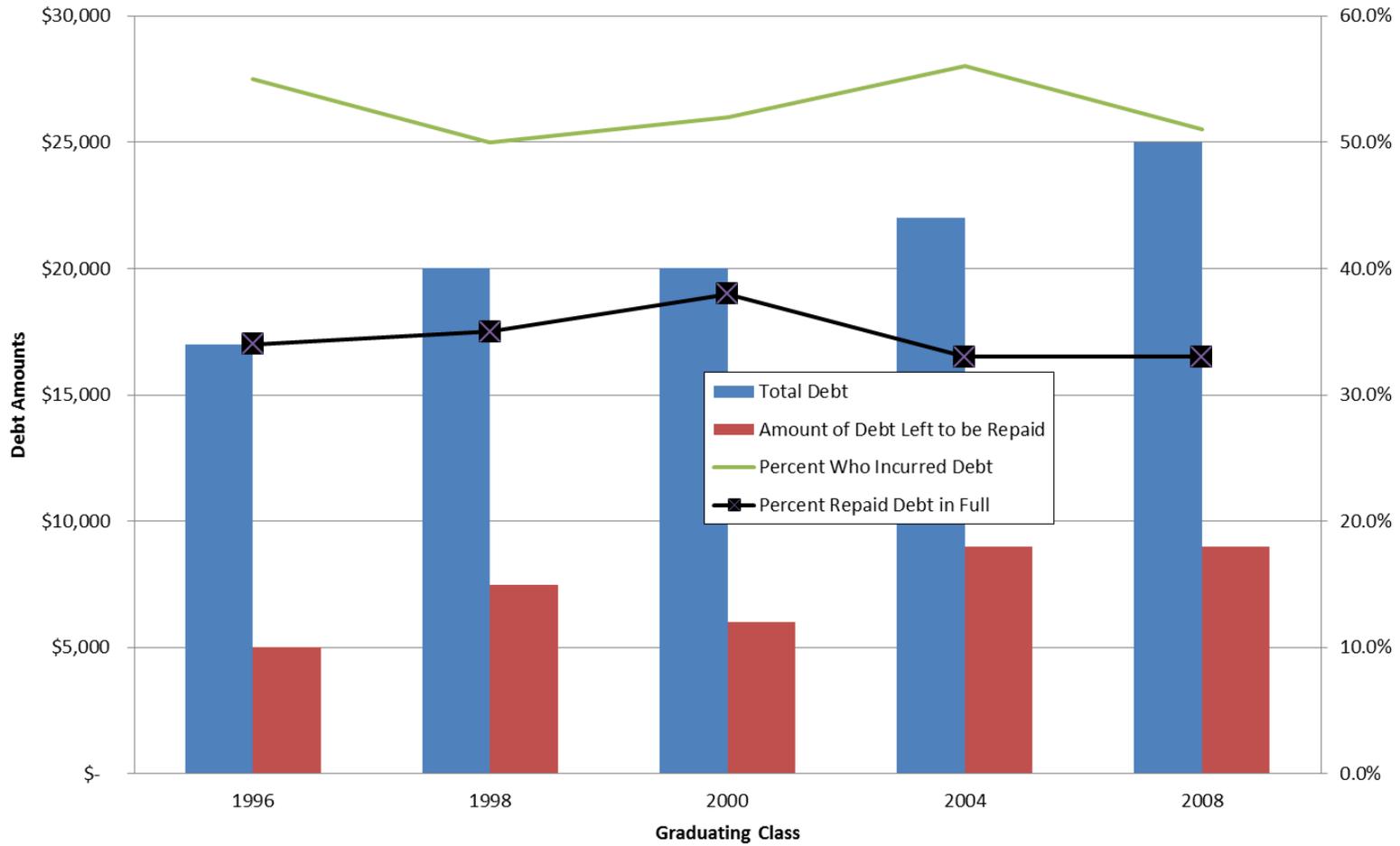
Provincial Average: \$12,000

How have debt levels of UVic graduates changed over time? Debt levels have risen, but the proportion taking on debt has fallen. After two years, almost a fifth of all students with debt have repaid those loans in full (and that proportion is rising). After five years, over a third of graduates with debt have repaid those loans in full. Those with debt after five years owe between \$5,000 and \$9,000.

University of Victoria Baccalaureate Graduate Survey 2 Years After Graduation Student Debt Incurred and Left to be Repaid



University of Victoria Baccalaureate Graduate Survey 5 Years After Graduation Student Debt Incurred and Left to be Repaid



Based on the most recently posted information from the University of Victoria's office of the Registrar, the average baccalaureate degree costs about \$65,000 (<https://www.uvic.ca/registrar/safa/planning/index.php>) for four years of study. Just over half of our graduates are actually financing their education through debt. For those with debt, the median amount (\$25,000) is about 40% of their total educational cost. After two years, those with debt have reduced the median amount outstanding down to \$16,000, and after five years that amount falls to between \$5,000 and \$9,000.

How do baccalaureate graduates achieve this outcome? Two years after graduation, ninety-one percent of our graduates (across all disciplines) who are in the labour force are employed and they have an average annual salary of around \$56,100. After five years, that median salary rises to \$60,800 (based on the 2013 surveys of 2012 and the 2013 survey of 2008 grads). The evidence supports the view that education is a good personal investment that pays for itself over a relatively short time horizon.

3. Conclusions

Despite tuition increases which have lately been limited, most students are meeting their financial needs by reducing their expenses and accessing additional income. Students access a wide variety of sources of income to pay for their education – while student income and parental/family contributions play a key role, scholarships, bursaries and loans are also major contributors.

4. References

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Corak, M. Lipps, G. Zhao, J. (2003). Family Income and Participation in Post Secondary Participation. *Statistics Canada Catalogue Number 11F0019MIE – No. 210.*

Foley, K. 2003. Why Stop After High School? A Descriptive Analysis of the Most Important Reasons that High School Students Do Not Continue to PSE. *Canadian Millennium Scholarship Foundation Research Series.*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ADVICE

November 9, 2015

To: Operations and Facilities Committee

From: Dr. David Castle, Vice-President Research

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

cc: Prof. Jamie Cassels, President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Final draft of the Strategic Research Plan

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

Strategic Relevance:

The development of UVic's first Strategic Research Plan (SRP) reinforces the priorities outlined in the University's Strategic Plan *A Vision for the Future: Building on Excellence*, and in particular addresses the three objectives (20, 21, 22) specifically related to research.

For the Board's Consideration:

The final draft of the SRP is presented to the Board of Governors for their consideration and feedback, particularly on how the SRP relates to the UVic Strategic Plan and the relevant objectives.

Previous Consultation:

- Board of Governors - BOG-June29/15-03 and BOG-Sept30/14-26
- Senate – October 2014 and 2015

- Executive Council – August, October and November 2014, January, April, June, September, October 2015
- Deans' Council – May, September, November 2015
- Research Advisory Committee – October and November 2014, February, May, September and November 2015
- Council of Centre Directors – October and November 2014, March, May, September, November 2015
- Strategic Research Plan Advisory Committee – October and November 2014, January, February, March, April, May, June, August, September, October 2015

During the draft SRP consultation period (September 22 – October 19, 2015) the OVPR received 52 written submissions, of which 80% of the feedback was fully or partially incorporated into subsequent versions of the plan. Most of the feedback came from full Professors (~55%). During the consultation period there over 3,000 hits to the SRP website and over 800 downloads of the draft plan.

Background:

The SRP planning process commenced in August 2014. The extensive engagement process, undertaken in between January and June 2015, included meetings with all faculties, external stakeholders, students and staff. The writing phase has been underway since July and a draft of the plan was made available for review and feedback to the university community for weeks in September/October 2015. Detailed descriptions of the planning process were provided in BOG-Sept30/14-26 and BOG-June29/15-03.

Summary:

The final draft of the SRP outlines UVic's research values, success to date, dynamic research capabilities, and priorities for action over the coming five years. Care has been taken not to pre-suppose outcomes of existing planning processes or policies, including resource allocation.

Planned Further Action:

The final draft of the plan will be presented to Senate for discussion on December 4. Feedback from the Board of Governors and Senate will be considered and incorporated into the final version of the plan as appropriate. The final version of the plan will be submitted to the December 8 meeting of Executive Council, with a request that they recommend approval of the plan to the President. The approval of the plan will be communicated widely on campus and with key external research stakeholders. The annual SRP implementation planning process will commence early in 2016 and will involve interaction with the university's executive, Deans and Associate Deans' Research.

Attachment(s):

Final draft of the UVic Strategic Research Plan

FINAL DRAFT

Strategic Research Plan
2016-2021

Prepared by the Office of the Vice-President Research



University
of Victoria



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Acknowledgements

The University of Victoria thanks the campus community, and key funders and research partners, for contributing to the strategic research planning process. The development of a Strategic Research Plan involves extensive engagement and consultation, and the time and effort contributed by UVic's research community is gratefully acknowledged.

The University of Victoria acknowledges and thanks the members of the UVic Strategic Research Plan Advisory Committee. This committee was established to provide advice to the Office of the Vice-President Research regarding the development and implementation of the Strategic Research Plan process. Their commitment to the process and invaluable advice are sincerely appreciated.

All of these contributions have served to ensure the creation of a plan that will guide UVic research over the next five years, and enable advancement of the university's research mission.

Executive Summary

The University of Victoria (UVic) is among Canada's most research-intensive universities, and occupies a unique historical, geographical and cultural niche in Canada. UVic has made significant strides forward in the breadth and depth of its research and social impact in recent decades. In the process, the university has developed unique capabilities for research and knowledge mobilization that are reflective of UVic's values and commitment to research. These guide the university's approach to remaining at the forefront of research excellence among international peers, and to being relevant to challenges facing contemporary society.

UVic researchers are global leaders, as demonstrated by the university's success in achieving international, national and regional recognition; in attracting external research funding including supports for research chairs; in showing vital impact through technological and social innovation; in providing research opportunities for undergraduates; and in training high-quality graduate students and post-doctoral fellows. This excellence is reflected in UVic's dynamic capabilities for research in areas as diverse as: culture and creativity; data science and cyber physical systems; environment, climate and energy; global studies and social justice; health and life sciences; Indigenous research; ocean science and technology; and physical science and engineering, and mathematical and computer science.

UVic's Strategic Research Plan supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff and students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders. Future success for UVic research is predicated on having a clear sense of the organizational values to which the university is committed, understanding the competitive and changing landscape of research, and channelling existing research capabilities toward new opportunities for UVic researchers. By addressing the research needs and priorities of funders and partners in research, and attending to government priorities, UVic can meet society's need and demand for knowledge that can be mobilized for maximum social impact.

At the core of this Plan are five priorities, and associated objectives and strategies, for enhancing and leveraging the best of UVic research:

Defining and Achieving Research Excellence

Enhancing the Integration of Research and Education

Expanding Partnerships, Innovation and Entrepreneurship

Improving Research Competitiveness through Differentiation and Specialization

Enhancing and Optimizing the Provision of Research Services

The research priorities set directions for improving UVic's research environment and institutional support for research, with the ultimate aim of enabling current and successive generations of researchers to excel in research. With a view to implementing the strategies in this Plan, key objectives were developed to guide the development of annual implementation plans. Existing institutional planning processes and consultation mechanisms will guide implementation, and the timing and pacing of progress against the strategic priorities and objectives for research is subject to resource considerations over the five-year life of the Plan. By setting the course with high-level strategic priorities and by providing a way to see the priorities turned into actions, UVic will be able to achieve the research excellence, knowledge mobilization and impact on society required by the university's academic mission.

1 PURPOSE AND PURVIEW

The Competitive Landscape of Research

The high quality and dedication of UVic’s faculty, staff, undergraduate and graduate students and post-doctoral fellows are foundational to UVic’s research success. UVic has established its position as a leading research university in Canada by building upon its areas of established and emerging strength and by securing the support needed to sustain research growth. Constant improvement has yielded great results for UVic, as reflected in its dynamic capabilities and potential for future research success. By promoting the mobilization and application of knowledge for societal benefit, UVic continues to meet rising expectations about the role of research at Canadian universities.

Nevertheless, research is an intrinsically competitive endeavour and shifting priorities and needs create complex dynamics for any research university, including UVic. While research funding in Canada has plateaued over the last decade, the number of institutions competing for funding has increased markedly, creating a more competitive domestic market for research funding. Some long-standing funding programs supporting research infrastructure have ended without comparable replacements, and in other cases smaller awards are made or networks are funded for shorter terms. Rising expectations about research outputs and outcomes has made funding applications longer and more complicated, and higher expectations in peer review processes drive competition between universities. With the rise of electronic media and new expectations regarding accessibility, as well as initiatives promoting an expanded range of options for dissemination, researchers face new challenges in their quest to mobilize new knowledge.

Changes to existing institutional funding programs, and the creation of new ones, have also reshaped the research landscape in Canada. An increased focus on research impact and collaboration, including partnerships and knowledge mobilization, is being witnessed across the research environment. Some research partners jointly coordinate specific calls for funding proposals,—for example, Genome Canada and the Canadian Institutes for Health Research. Or in other cases, partnerships manifest themselves between universities and other sectors. Research partnerships of all types are often predicated on leveraged or matched funding from different sources, a pattern that creates competition among universities for new types of resources. Funding agencies continue to fund fundamental or discovery research, but even then there is an expectation that some downstream applications can be anticipated. These expectations shape and focus the social mission of universities as well as research collaborations, impact and innovation.

“... [W]e must develop a research plan that addresses both the pressing operational needs for research support, and the strategic needs relating to areas of focus, partnerships, knowledge mobilization and community engagement.”

– President Jamie Cassels, [Report to the University Community on Campus Conversations](#), 2014.

UVic must respond to—and take advantage of—this ever-changing and highly competitive research landscape by staying abreast of the changes and making strategic and tactical decisions. The Strategic Research Plan provides a consolidated strategic outlook based on institutional commitments and capabilities, and a basis from which the university can make strategic decisions to support the university’s pursuit of research-intensiveness and research excellence. The Plan positions UVic as a responsive and nimble research-intensive university; enables prioritization and planning in response to new opportunities; and makes the most of existing resources in the pursuit of excellence in research, innovation and social impact.

Research and the UVic EDGE

UVic invests in all forms of research, scholarship and creative activity because they are integral to the substantial intellectual, technological, social and cultural contributions universities make to society. Over its five-decade history, UVic has emerged as one of Canada's leading research universities and has achieved national and international stature, ranking among the top Canadian universities in terms of *per capita* research funding, and in the impact of its scholarly and creative work. The university's commitment to research excellence underpins its academic mission by informing a broad array of disciplinary and interdisciplinary educational programs. Situated in an *extraordinary academic, natural and cultural environment*, UVic has an academic mission that integrates the *vital impact* of research within a culture of *dynamic learning* where teaching is blended with hands-on learning. These distinctive qualities give students the UVic Edge. The strength of UVic's research and educational programs is directly related to the quality and dedication of the university's faculty, staff, post-doctoral fellows, and graduate and undergraduate students. In all these ways and more, UVic's research community is dedicated to shaping the future for people, places and the planet.

Research Strategy in the Context of UVic's Overarching Strategy

This five year Strategic Research Plan is guided by, and serves to articulate, the three high-level objectives for research outlined in UVic's 2012 Strategic Plan – [A Vision for the Future: Building on Excellence](#). The vision set out by this overarching strategy is:

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

The three high-level objectives for research associated with this vision are:

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

Objective 22: To promote greater alignment of our research, educational and support programs, so that we can optimize the benefits derived from our investments in people, systems, infrastructure and programs across the university.

Objective 23: To enhance the social benefit derived through mobilization of research knowledge and creative endeavours from across the disciplines.

The associated UVic research mission is:

... to benefit society through the advancement and application of knowledge, innovation, creative and artistic expression, and the creation of a research-inspired learning environment.

This Strategic Research Plan enables UVic to build on its research success, while being prepared for future opportunities in an increasingly competitive and globalized research environment. The Plan describes UVic's unique combination of history, geography, attributes and abilities and scopes out how best to support researchers in their ongoing pursuit of research excellence.

The Plan advances UVic's research mission by articulating the university's commitment to research (§2), describing UVic's dynamic capabilities for undertaking research (§3); providing strategic priorities for bolstering research at UVic (§4); and developing annual implementation plans to support the realization of these priorities and objectives (§5).

2 UVIC'S COMMITMENT TO THE VITAL IMPACT OF RESEARCH

In addition to possessing a wide range of dynamic capabilities for research, discussed below in §4, UVic is known for its commitment to a set of organizational values that inform how individuals and the university as a whole strive for excellence in research and mobilize knowledge to benefit society. These values are reflected in the university's Strategic Plan, [A Vision for the Future: Building on Excellence](#), in the President's [Report to the University Community on Campus Conversations](#), and more recently in the UVic [Edge](#). While contributing significantly to the strength of the UVic research enterprise as a whole, these values inform UVic's identity as a research-intensive university through research communications, emphasizing UVic's unique character, contributions and impact that differentiate it from other universities nationally and globally.

Excellence in Research

As one of Canada's most research-intensive universities, UVic consistently ranks highly in many national and international ranking systems. At the core of research excellence is a commitment to the fundamental value of freedom of inquiry. Excellence in research is driven by pure curiosity, designed to respond to a specific problem, seeks to expand the boundaries of creative expression, and covers the whole spectrum of knowledge generation.

Discovery, Creation and Invention

Canadian society expects publicly funded universities to contribute expertise, ideas and solutions to economic, social, cultural, technological and environmental challenges. Leveraging insights, discoveries, inventions and creativity into outputs provides tangible benefits to society. UVic provides its researchers with the tools, resources and access to experienced professionals and mentors to help move ideas, discoveries, creations and inventions forward to create vital impact.

UVic values and excels at innovation in all its forms and has been described as one of Canada's most inventive universities in a [report](#) by The Impact Group in 2012. UVic's commitment to excellence in research *foci* and methodologies is matched by its commitment to seeing research put into use by inventors, entrepreneurial faculty, staff and students, all for the betterment of society.

Community-Engaged Research

UVic has an international reputation for excellence in community-engaged research, and the university's long-standing commitment is reflected in institutional policies and organizational supports for this form of research, from local to international. By working together, the university and local, Indigenous, regional and more diffusely constituted communities identify research priorities and co-develop research projects. Community-engaged research combines experiential learning and research together with a culture of effective knowledge mobilization and the desire to be a good citizen and neighbour. The areas of focus for community-engaged research at UVic are broad and deep, from understanding the lives of the homeless, to working with local school districts to chart children's learning, to mapping community natural, cultural and sustainable resources. UVic has a long-standing and overt commitment to the social, cultural and economic advancement of its many partnering communities, and is

particularly engaged with Indigenous communities. As exemplified by the extensive engagement with Indigenous communities, many of which are increasingly proactive about their own research agendas and capacity-building, UVic research is optimally positioned to contribute to and enhance the potential benefits of the reciprocal shaping of universities and communities through community-engaged research.

Research-Inspired Educational Programs

The culture of a research-intensive university, and related research activity, enrich the educational experience for students by creating intellectual vibrancy and research-inspired learning opportunities. UVic's academic mission is premised on a commitment to suffusing every educational program offered by the university with relevant research. Sustaining research-inspired educational programs at UVic requires careful planning and involves aligning faculty recruitment with research and educational priorities, and aligning research and educational programs. Every student at UVic—whether studying on-campus or by distance-learning—must have opportunities to be exposed to the intellectual stimulation of a research-intensive university, engage in research and learn research skills.

Inspiring educational programs with research is a core UVic value. Every student is encouraged to develop research-related aptitudes. Students learn how to be focused and inquisitive, take initiative, solve problems, acquire and organize information, analyze and communicate, and pursue continuous learning. Research-inspired educational programs can take many forms. For example, each year thousands of students participate in on- and off-campus experiential learning via practicums, field trips, extra-curricular team activities, internships and UVic's co-op program, with many of them participating in some type of research. The highly successful Jamie Cassels Undergraduate Research Awards (JCURA) support mentored research experiences for exceptional undergraduate students in every discipline. UVic undergraduate students are also encouraged to apply for external research awards such as those funded by the Natural Sciences and Engineering Research Council (NSERC).

International Research

As an internationally engaged research university, UVic is at once locally relevant and globally significant. This international focus infuses the work of every faculty and research centre on campus, resulting in hundreds of state-of-the-art research projects and partnerships with links to virtually every continent on the planet. These partnerships are addressing some of the social, economic and environmental challenges most relevant to the world today. A commitment to building a thoughtful, internationalized research strategy is a core part of UVic's Strategic Plan. The strategic research planning process shows that UVic needs to be strategic in its approach to internationalizing research, provide its students with a range of international research opportunities, and offer enhanced administrative support for international collaborations.

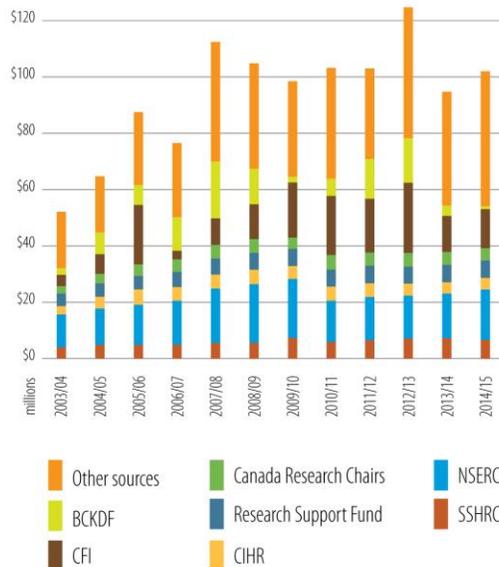
3 DEMONSTRATED RESEARCH EXCELLENCE AT UVIC

Research excellence, as defined more fully below in §5, refers to the complex processes by which important new knowledge develops fully and holds the potential for significant social impact.

Research Funding Success

UVic has experienced a steep trajectory for research income growth over the past 15 years, from approximately \$31 million in 2000-01 to \$112 million in 2007-08, and thereafter an annual average of

over \$100 million. From 2009 to 2014, funding to UVic from the federal tri-council agencies (NSERC, Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes for Health Research (SIHR)) has grown steadily. At the same time, UVic has continued to see growth in a wide range of other funding sources, including sectors such as government agencies, non-governmental organizations and industry. Funding from these sources now makes up half of UVic’s research income, with annual variations attributable to cash flow variations in large infrastructure projects.



Source: Research Administration

Figure 1: UVic Total Research Income 2003/04 – 2014/15

Innovation

UVic contributes to the local, regional and national economies through technological and social innovation. The university’s Research Partnerships and Knowledge Mobilization (RPKM) unit, operating under the Office of Research Services, handles all industry liaison, contracts, community-engaged research, and knowledge mobilization services. RPKM’s mission is to deliver high-quality services to the UVic community, particularly to attract research funding for programs, engage communities in research partnerships, and raise UVic’s national and global profile. To date, UVic has had nearly 900 invention disclosures, averaging over 60 annually. The university has also filed more than 400 patents while maintaining an ongoing portfolio of just over 100 patents, managed through UVic Industry Partnerships. Most of these disclosures, filings and companies are created for the faculties of Science and Engineering, as indicated in Figure 2 below.

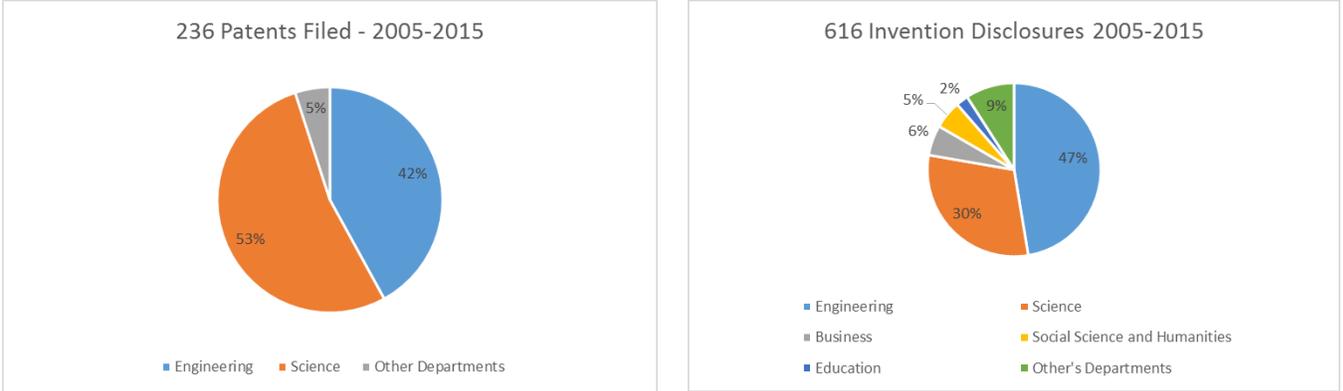


Figure 2: UVic Inventions Disclosures and Patents Filed 2005-2015

For the decade preceding 2012, UVic created 60 companies, and in the last three years has worked with UVic’s Innovation Centre for Entrepreneurs (ICE) to incubate an additional 20 start-ups that are in various stages of commercialization. RPKM has also worked with and contributed to the Alacrity Foundation to create an additional four companies via the Faculty of Engineering and with the support of industrial partner Wesley Clover. Some of these companies have been incubated alongside other innovative tenants at UVic’s Vancouver Island Technology Park, British Columbia’s largest integrated technology park. UVic is an associate member of Mitacs, a national, not-for-profit organization created to design and deliver research and training programs in Canada. With \$5.5 million in funding from Mitacs over the past 10 years, UVic and Mitacs have trained future researchers and built partnerships that support industrial and social innovation in Canada.

RPKM supports social innovation through its work in community partnerships. In 2014/15, for example, 928 actions were logged, ranging from information provision and referrals to hosting and attending meetings that support community engaged research and knowledge mobilization. RPKM supports relationship-building with a wide range of external partners including: not-for-profit organizations, the provincial government, other post-secondary institutions, and Indigenous governments and organizations. All of UVic’s faculties and research centres maintain their own vigorous relationships with community partners, and RPKM provides further supports where appropriate to facilitate partnerships, particularly with the faculties of Social Sciences, Human and Social Development, and Education, as well as the Peter B. Gustavson School of Business and the Division of Continuing Studies.

In the Rankings

UVic is consistently ranked as one of Canada’s leading research universities by external surveys and rankings and has had significant rankings success over the past five years. Although each ranking system is built to favour different performance metrics, placement at or near the top in a wide range of competing evaluations confirms that UVic’s research is at the leading edge of discovery.

National recognition and Canada Research Chairs

UVic has been named a Canadian *ReSearch Infosource* “Research University of the Year” for 12 of the past 13 years. UVic ranked second in Canada for number of medical/science grants per 100 full-time

faculty members and third in Canada for CFI cumulative funding to 2014 per full-time faculty member (as measured in 2011 when data was last available). Success in securing funding from the Tri-Council funders is reflected in UVic's seventh ranking in Canada for NSERC and CIHR grants measured by the size of grant per eligible faculty member. This is a particularly impressive outcome given that UVic does not have a medical school, which typically attracts higher *per-capita* levels of research funding.

UVic currently holds [38 Canada Research Chairs](#) (CRC), the holders of which are conducting research in engineering and the natural sciences, health sciences, humanities, law and social sciences. UVic's success rate with CRC nominations is 98 per cent compared with the national average of 83 per cent. UVic was also the winner in 2012 of the inaugural Canada Research Chair Equity Recognition Award for exceeding equity targets for chairholder representation from among women, visible minorities and Indigenous Peoples.

International recognition

UVic's recognition in [international university rankings](#) has improved over the past decade. In 2015 UVic was ranked in the 201-250 category in the Times Higher Education (THE) World University Rankings, placing the university among the world's top colleges and universities. As a relatively young institution, this success was recognized in 2012 and 2013, when THE ranked UVic 11th and 20th globally (respectively) and first in Canada among universities less than 50 years old. From 2010 to 2014 (inclusive), THE rankings had UVic first in Canada overall for a university without a medical school. Every year since its inception in 2011 UVic has been recognized in the Leiden University Rankings for the highest proportion of internationally co-authored research of any university. Leiden's 2015 rankings place UVic science and engineering first overall in Canada for a university without a medical school. Using bibliometrics, the Leiden rankings place UVic third in Canada overall for scientific impact, and first in the broad fields of mathematics and computer science, and physical sciences and engineering. UVic placed fourth overall in Canada for collaboration. The 2015 QS Subject Rankings rank UVic at world-class level in 29 of 36 subject areas—and in the top 200 internationally in six subject fields: English language and literature, Earth and marine sciences, geography, law, philosophy, and psychology. UVic has five researchers in the 2014 Thompson Reuters Highly Cited list, representing the top one per cent of most-cited researchers for their subject field and year of publication, and tied for fourth in Canada.

External Research Awards

Celebrating the success of the UVic research community is fundamental to UVic's culture of research excellence. Internally, the Office of the Vice-President Research recognizes research achievements across campus through the annual Craigdarroch Research Awards. External award nominations are made on recommendation to the president via the President's Advisory Committee on External Awards. The university's awards facilitator supports the development of candidates' dossiers in collaboration with faculty and academic units. National and international recognition reflects the quality of UVic's people and programs, and strengthens the university's reputation as one of Canada's leading research-intensive universities, which in turn attracts other leading researchers and funding. Figure 3 includes some of the national and international awards that UVic faculty members have received over the past decade.

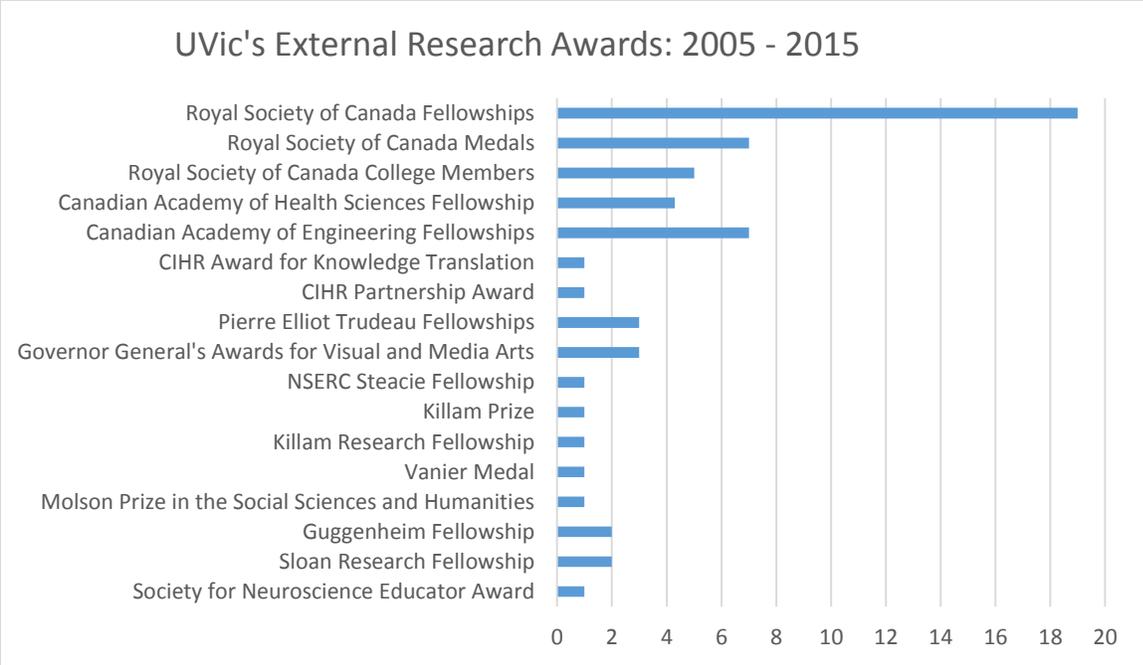


Figure 3: UVic's National Research Awards

Research Infrastructure

UVic has a decades-long, strong track record in the development, governance and management of large scientific platforms. Over the past 15 years UVic has excelled at securing research infrastructure funding from agencies such as the Canada Foundation for Innovation (CFI), Western Economic Diversification Canada, and the British Columbia Knowledge Development Fund (BCKDF). The total funding from those agencies since 2000 is almost \$300 million, leading to a sixth-place ranking in Canada for CFI funding per faculty member. UVic’s faculty members benefit from a 92 per cent success rate in the CFI John R. Evans Leaders Fund awards competition, compared to the national average success rate of 79 per cent.

UVic’s infrastructure funding success has led to extensive growth in research infrastructure on campus and at associated facilities, including notable examples such as:

- Oceans research including Ocean Networks Canada’s NEPTUNE and VENUS observatories and many oceans-related projects (\$133 million);
- The Advanced Rare Isotope Laboratory (ARIEL) at Canada's national laboratory for particle and nuclear physics, TRIUMF (\$76 million); and
- The Centre for Advanced Materials Technology (CAMTEC) infrastructure which includes the Scanning Transmission Electron Holography Microscope (STEHM) and the Prometheus Project (\$16 million).

In recent years UVic has implemented a project management system for the largest and most complex research infrastructure projects, recognized by CFI as a best practice model.

Research Centres

Research centres that have received approval from UVic’s Board of Governors and Senate receive a variety of financial administrative supports to respond to emerging research opportunities, promote collaborative and interdisciplinary research, and enhance research networking capacity and infrastructure. Their research mandates range from a disciplinary focus within a single academic

department, to centres that are inter-institutional in nature. Centres are also tasked with providing education and training in research and related skills through seminars, workshops, and non-credit courses for students and professionals in partnership agencies. Centres take a leading role at UVic in forming external partnerships in Canada and throughout the world, and mobilizing knowledge. The research activities of UVic research centres contribute significantly to the university's research capabilities, and a number of them are highlighted in §4 of the Plan.

Graduate Students and Post-Doctoral Fellows

Graduate students and post-doctoral fellows are at the core of a research-intensive university. They make critical contributions to the university's research enterprise in labs, in the field, in local communities, in theatres and auditoriums, and in clinics. Over the past seven years, graduate students at UVic have consistently brought in over \$5 million per year in research funds through national scholarships, and there are roughly 250 active national scholarship-holders each year. UVic is notably successful in the Vanier Canada Graduate Scholarship program, the most prestigious of the tri-council scholarship programs that aims to attract and retain world-class doctoral students. In 2013/14, UVic received five of the 165 Vanier scholarships awarded nationally (each worth \$50,000), and another five students were awarded scholarships in 2015/16. UVic's research-inspired learning environment and wide range of experiential learning opportunities prepares students to develop new ideas and solutions for addressing economic, social, cultural, technological and environmental questions, opportunities and challenges.

4 UVIC'S DYNAMIC RESEARCH CAPABILITIES

UVic has unique and defining attributes, including its organizational history as a former college of McGill University and early affiliation with the University of British Columbia, its location as Canada's westernmost research-intensive university on an island in the Pacific Rim, and its unique cultural milieu especially among Indigenous people but also with a diverse professoriate and student body. As a research-intensive university, UVic has invested in faculty, staff and students, infrastructure, space and the development of institutional policies and procedures for research. Taken together, these resources reflect UVic's accumulation of research expertise and achievements. UVic has developed highly specialized research capabilities that allow the university to generate, absorb and apply new knowledge from insights, inventions and discoveries. These capabilities are dynamic since they empower UVic to anticipate and exploit new opportunities while remaining competitive.

This section discusses a number of UVic's capabilities—described as clusters of research excellence that have ensured UVic's success as a research-intensive university, and that provide a strong platform for future successes. The clusters outlined in this Plan originated from, and have continuity in some cases with, strengths outlined in UVic's 2012-15 CRC and CFI Strategic Research Plan. Through the Strategic Research Plan engagement process, these strengths were discussed to test and validate their continued relevance, and were updated to include newly emerged capabilities using the described criteria below (which are not in a ranked order). Further alignment of the Plan with the Enhanced Planning Tools will establish a set of common, comprehensive, longitudinal measures of research achievement and capabilities.

Criteria for determining areas of dynamic research capability:

- *Research excellence*, as recognized through external peer review, nationally and internationally, and including citations, rankings, and external awards;
- *Significant investment* that has been made, or is expected, by the university, its funders or research partners;

- *Selectivity in infrastructure investments* aligned with research capacity;
- *A critical mass of researchers* at the university that fosters the growth of leading edge disciplinary or interdisciplinary research through national and international collaborations and partnerships;
- *Responsiveness to community needs* and evidence of significant benefits returned, resulting from research on/with those communities;
- *Competitive or comparative advantage* over other universities; and
- *Connections* to graduate or undergraduate education and training.

The eight areas of dynamic research capability at UVic are: creativity and culture; data science and cyber physical systems; environment, climate and energy; global studies and social justice; health and life sciences; Indigenous research; ocean science and technology; and physical science and engineering, and mathematical and computer science. They are all outlined in more detail below.

Creativity and Culture

Creative arts and culture play a vital role in promoting civic engagement and global citizenship in sustainable societies at the local, regional, national and international levels. Arts and culture are spheres of engagement that are becoming increasingly interdisciplinary, inter-institutional, and international. In a world that is increasingly aware of its cultural diversity, prosperity depends on working across cultural differences, to collaborate, to translate, to represent cultures to one another, and to develop viable social, legal and political structures.

Creative and cultural research at UVic includes a broad cross-section of researchers, drawing expertise from the Faculty of Fine Arts (music, writing, visual arts, theatre, art history and visual studies), Faculty of Humanities (history, philosophy, Indigenous studies, English, French, Germanic and Slavic studies, Greek and Roman studies, Hispanic and Italian studies, linguistics, medieval studies, religious studies, Latin American studies, and Pacific and Asian studies), Faculty of Law, Faculty of Human and Social Development, Faculty of Education, Faculty of Social Sciences (sociology, political science, psychology and anthropology) and the Faculty of Engineering (computer science). UVic is also home to a number of centres and research groups including the Centre for Studies in Religion and Society, the Centre for Asia Pacific Initiatives, the Centre for Global Studies, and the Consortium on Democratic Constitutionalism.

As the only university in British Columbia with a freestanding Faculty of Fine Arts, and as one of very few across Canada, UVic is a leader in creative innovation and arts knowledge (defined as knowledge creation and use, and training in the fine and performing arts). UVic's well-developed capabilities in Indigenous studies, religious diversity, global engagement, questions of nationhood and equality, and linguistic diversity have situated it well to address the challenges and opportunities associated with cultural difference and interaction. UVic has two endowed chairs and two Canada Research Chairs focussed on issues related to the creative arts and culture (philosophy and political science). UVic faculty have been recognized nationally for research excellence in these areas with prestigious awards, including; Governor General Awards in the Visual and Media Arts and in Literature; Trudeau Foundation fellowships; Royal Society of Canada fellowships, medals and membership in the College of New Scholars, Artists and Scientists; and the Order of Canada.

Data Science and Cyber Physical Systems

Data acquisition was once one of the biggest hurdles for researchers, but now ease of data generation, storage and access creates enormous new research challenges. Large volumes of structured or unstructured data need analytics to extract meaningful patterns and relationships. Data science has emerged as an important field in its own right, and enables other fields of research such as climate science, oceanography, physics and digitally based research in the humanities and social sciences. UVic

has outstanding research capabilities and expertise in the field of cyber physical systems including: computing; networked control systems; adaptive systems; energy systems; “smart oceans” technologies assistive technologies and medical care monitoring, including elderly care; transportation and mobility; autonomous systems; smart materials; and wearable devices.

With new investment from CFI, UVic has been chosen as one of four hubs across Canada for advanced research computing which increases 13-fold the university’s resources for cloud research computing capacity. The initial allocation of 5.5 petabytes of storage is 5,500 times that of a typical home or office computer, and will be installed in the university's existing data centre.

UVic has a number of groups and platforms on campus that reflect the institution’s capability in these fields. One of UVic’s faculty members in this area of research is recognized in the 2014 Thompson Reuters Highly Cited list, representing the worldwide top one per cent most highly cited researchers in his field for networked control systems. UVic is also home to an internationally significant interdisciplinary group working on digital humanities and arts; Ocean Networks Canada’s data management system, *Oceans 2.0*; contributions from the Department of Mathematics and Statistics and the Department of Computer Science to biostatistics work in health and life sciences; and a broad range of researchers from across campus working on cyber physical systems.

Environment, Climate and Energy

UVic’s research on climate, ecology, terrestrial and atmospheric environmental science, and energy systems is focused on the search for innovative new approaches to living within planetary boundaries and restoring and protecting biodiversity. The university has a longstanding reputation for excellence in marine and terrestrial conservation and restoration, ecological and biological research, and sustainable human practices. Expertise is drawn from a broad cross-section of researchers from the Faculty of Science (earth and ocean sciences; biology; physics and astronomy; and mathematics and statistics), Faculty of Social Sciences (anthropology, environmental studies, geography, political science and psychology), Faculty of Engineering (mechanical engineering), Faculty of Law (Environmental Law Centre), Faculty of Education, and the Peter B. Gustavson School of Business, and is complemented by research in other areas such as public education and public administration. UVic researchers are working with governments, industry and community groups to find effective public policy and technological solutions to address the challenges posed by climate change, and interactions between various Earth systems.

UVic has leaders in research on climate modelling, climate change mitigation and adaptation, development of sustainable energy systems, and the human dimensions of climate change. Two Canada Research Chairs focused on issues related to environment and climate, and one on energy systems design. Many researchers have been recognized nationally for research excellence in this area with prestigious awards such as the Steacie Prize and fellowship in the Canadian Academy of Engineering, as well as Trudeau and Royal Society fellowships. Three of UVic’s faculty members in this area of research were recognized in the Thompson Reuters Highly Cited list for 2014, representing the top one per cent of most-cited researchers for their subject field in clean energy systems and climate science respectively.

Research in this area is facilitated and supported by faculties, departments and a number of centres, labs and entities including: the UVic-led Pacific Institute for Climate Solutions; the Pacific Climate Impacts Consortium; Environment Canada’s Canadian Centre for Climate Modelling and Analysis, and Water and Climate Impacts Research Centre (both located on campus); the Centre for Forest Biology;

Ocean Networks Canada; Bamfield Marine Sciences Centre; and the Institute for Integrated Energy Systems.

Global Studies and Social Justice

As an agent in a world facing enormous socio-political and ecological challenges, UVic is committed to employing its research strengths and capacity to benefit external communities, promoting civic engagement and global citizenship, and valuing equal rights and dignity of all persons. UVic's researchers also explore the forces that are precipitating globalization, and are identifying its political, social, cultural, economic and environmental implications. Their research is providing critical (reflective and reflexive) perspectives and methodologies on these challenges and on the possibilities for understanding and renewing conceptions of freedom, equality, injustices and inequalities.

Global studies and social justice research at UVic involves faculty from a broad cross-section of disciplines, drawing expertise from the faculties of Humanities, Fine Arts, Social Sciences, Education, Human and Social Development, Business and Law. Areas of research include governance, politics, international law and trade, public management, feminist perspectives, transgender studies, cultural inquiry and social policy analysis. UVic has clusters of significant research capability in the Centre for Global Studies, Centre for Asia Pacific Initiatives, Centre for Studies in Religion and Society, and the Consortium on Democratic Constitutionalism. UVic is the only university west of Quebec that has two UNESCO Chairs, one in early childhood education and the other in community-based research and social responsibility in higher education. The university is home to the world's only Chair in Transgender Studies and the world's largest transgender archives. The Peter B. Gustavson School of Business has a substantial focus on international business in its research and academic programs, including the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) study on cross-cultural leadership.

Health and Life Sciences

In recent years there has been a significant shift in conceptions of the factors that determine human health and well-being. Greater attention is being paid to a range of structural, social, economic, environmental and health service factors that interact in complex ways to influence the health of individuals, communities and populations. Working with community groups and leaders, governments, health authorities and other health care agencies, UVic researchers provide the evidence-based knowledge that decision-makers need to improve the health and well-being of people living in Canada.

A wide array of academic units at UVic contribute to this set of capabilities, including, but not limited to: nursing, biochemistry and microbiology, physics and astronomy, chemistry, biology, mathematics and statistics, social work, child and youth care, exercise science, physical and health education, educational psychology and leadership studies, health information science, public health and social policy, sociology, psychology, anthropology, the Division of Medical Sciences, and almost all departments in the Faculty of Engineering.

The scope and depth of health research at UVic is demonstrated through the work of more than 200 researchers who conduct health research or work in allied fields. Developing collaborations and synergies between UVic researchers and community partners, including Island Health (the health authority for Vancouver Island), are stimulating research clusters in proteomics and genomics, medical physics, neuroscience, mental health, social determinants of health, and aging. Researchers in the Centre for Advanced Materials and Related Technology (CAMTEC) are developing biosensors using nanomaterials for detection of biomarkers, and biomedical engineering and medical physics are emerging areas of interdisciplinary strength involving many UVic faculty. The Department of

Mathematics and Statistics has an internationally recognized team in mathematical modelling of biochemical networks and disease dynamics and epidemiology, including a 2014 Thompson Reuters Highly Cited Researcher. UVic currently has 10 Fellows of the Canadian Academy of Health Sciences, and two Steacie Fellows in the areas of biochemistry and molecular biology respectively. One of UVic's faculty members was recently awarded the Science Educator Award from the international Society of Neuroscience in recognition of his significant contributions to educating the public about neuroscience.

The following research centres and facilities support UVic's capabilities in health and life sciences: Centre on Aging, Centre for Addictions Research of British Columbia (CARBC), Centre for Aboriginal Health Research, Centre for Biomedical Research, Centre for Forest Biology, UVic-Genome BC Proteomics Centre, Centre for Youth and Society, CanAssist and CAMTEC. CARBC won the inaugural Research Canada Leadership Award (2014) in recognition of the centre's outstanding efforts in advocating for health research at the local, provincial and national levels.

Indigenous Research

UVic is located on the traditional territories of the Songhees, Esquimalt and WSANEC nations, and the university promotes research reflecting the aspirations voiced in the Truth and Reconciliation Commission to advance reconciliation between Indigenous and non-Indigenous peoples in Canada. Indigenous research is grounded in the knowledge and traditions of diverse Indigenous peoples, explores past and present interactions between Indigenous and non-Indigenous peoples, and considers ways in which those relationships might be reordered and restructured to secure a better future. UVic's Indigenous researchers apply culturally and methodologically appropriate approaches to answering questions and addressing issues most relevant to Indigenous peoples at local, regional, national and international levels.

UVic is a committed and recognized leader in Indigenous research, not only as a research focus or in terms of long-standing relationships with Indigenous partners, but also in terms of growing the number of Indigenous scholars. UVic has 19 self-declared Indigenous faculty members, and 4.6 per cent of undergraduates and 6.2 per cent of graduate students are self-declared Indigenous—among the highest proportions in a Canadian university. UVic's research programs aim to enhance the lives of Indigenous individuals, communities and nations through advancing Indigenous knowledge and engagement with diverse knowledge keepers, seekers and systems. Indigenous issues in British Columbia are a central focus of UVic's research, but its reach also extends well beyond, certainly throughout Canada but also to the US, Australia, New Zealand, Fennoscandia, and increasingly to Latin America, Asia, and Africa. This research yields theoretical, methodological and policy outcomes of national and international significance and application in the field of Indigenous research.

A wide range of research projects have been undertaken at UVic over many years with particular emphasis on Indigenous language, culture, laws and governance, health and human services, and environment. The majority of Indigenous research here is undertaken by faculty in departments that have a significant focus on Indigenous academic courses and programs and/or faculty including: anthropology, child and youth care, social work, Indigenous governance, history, philosophy, political science, Indigenous education, Indigenous language revitalization, geography, environmental studies, visual arts, and law. UVic is home to a Canada Research Chair in Indigenous Law, a Law Foundation Professor of Aboriginal Justice and Governance, and a Hakai Professor in Ethnoecology. A number of UVic specialists in Indigenous research are fellows of the Royal Society of Canada, and others have been recognized with awards such as Killam and Trudeau fellowships.

Many UVic research centres and groups also have a focus on Indigenous research including the Indigenous Governance unit, Centre for Aboriginal Health Research, Indigenous Law Research Unit, Centre for Youth and Society, Centre for Asia Pacific Initiatives, and Centre for Studies in Religion and Society. Finally, the Peter B. Gustavson School of Business and Faculty of Law established the National Consortium for Indigenous Economic Development in 2014.

Ocean Science and Technology

UVic is an international leader in the study of ocean science and the development of marine technology. Ocean science and technology research is undertaken by researchers in the schools of Earth and Ocean Science and Environmental Studies; the departments of Biology, Chemistry, Geography, and Mechanical Engineering; and Ocean Networks Canada (ONC). UVic researchers have strong links with the region's thriving marine technology sector, and with scientists at several nearby research centres. Researchers are focused on a wide range of research themes including biogeochemical cycles, climate-ocean dynamics, marine environment and ecosystems. Ocean engineering and ocean energy are a focus in the Department of Mechanical Engineering and the Institute for Integrated Energy Systems (IESVic). Research themes in this field include underwater vehicles, tidal turbines and wave energy devices, offshore wind power, and green ship propulsion systems. UVic researchers and students are also deeply involved in the work of the Bamfield Marine Sciences Centre, a shared campus of the universities of Victoria, British Columbia, Alberta, Calgary and Simon Fraser University. The centre was established to provide a permanent base and infrastructure for marine and coastal-oriented field operations on the west coast of Canada.

The flagship for ocean science and technology at UVic is ONC, a national research platform created by UVic in 2007. ONC operates and maintains the NEPTUNE and VENUS ocean observatories, to position Canada as an international leader in the science and technology of ocean observing systems, and to maximize associated economic and societal benefits through commercialization and outreach. The observatories collect data in real time on physical, chemical, biological, and geological aspects of the ocean over long time periods, supporting research on complex Earth processes in ways not previously possible. More recently the Smart Oceans BC system is extending ONC's capacity, delivering science and information for responsible ocean management and sustainable ocean use. Smart Oceans BC uses a range of underwater and land-based instruments to monitor ocean conditions, help predict tsunamis and earthquakes, and provide science-based information for response to offshore accidents and natural disasters. ONC's Innovation Centre is a world leader in this oceans observing technology, related digital infrastructure, and data analytics and modelling. The Innovation Centre's goal is to bring the benefits and solutions from ONC's technology to industry and government.

Physical Science and Engineering, and Mathematical and Computer Science

Physical sciences at UVic encompass researchers from a wide spectrum of disciplines across campus, including the departments of Physics and Astronomy, Chemistry, Mathematics and Statistics, Mechanical Engineering and Electrical and Computer Engineering, as well as the School of Earth and Ocean Sciences. Materials science research at UVic draws expertise from the departments of Biology, Chemistry, Electrical and Computer Engineering, Mechanical Engineering and Physics and Astronomy, as well as the School of Earth and Ocean Sciences.

In the broad area of physical sciences, UVic has significant capability in the areas of high-energy physics and astronomy—supported by centres such as the Astronomy Research Centre and the Victoria Subatomic Physics and Accelerator Research Centre—and enjoys close connections with nearby facilities such as TRIUMF in Vancouver and NRC Herzberg in Saanich. UVic faculty members have taken leadership

roles in several global science endeavours, such as the ATLAS experiment at CERN, the Thirty Meter Telescope planned in Hawaii, the ARIEL linear accelerator at TRIUMF, and others, leveraging substantial (and often international) capital investment to benefit UVic research. The Department of Mathematics and Statistics has internationally recognized groups in operator algebras, dynamical systems and mathematical modelling, with strong interactions between them. UVic is a founding member of the Pacific Institute for the Mathematical Sciences (PIMS) and continues to be a major participant.

A large cluster of researchers in advanced materials from the faculties of Science and Engineering has a broad range of expertise and established track records. Materials scientists and engineers in IESVic and CAMTEC use technologies such as nanotechnology, spintronics, photonics, supramolecular design, crystal growth and advanced microscopy to investigate new materials for applications as diverse as manufacturing, electronics and biotechnology.

Faculty in these fields are recognized nationally through fellowships in the Canadian Academy of Engineering and the Royal Society of Canada. They have also been recognized internationally for research excellence in the physical sciences—ranked 96th by Times Higher Education in 2014, and first in Canada in 2015 for impact in physical sciences, engineering, mathematics and computer science, according to the Leiden University Rankings.

5 STRATEGIC PRIORITIES

UVic's deep value-based commitments in its research (§2) and dynamic capabilities for research (§4) are the result of several decades of individual and institutional choices in the pursuit of new opportunities for research, scholarship and creative activity. The accrued capacity for research positions UVic—now and in the future—to generate, absorb and exploit new knowledge from insights, inventions and discoveries. Moreover, as the university experiences renewal with a predicted influx of new faculty and their graduate students, those researchers will extend and reshape UVic's existing capacity for research as they anticipate, monitor and respond to new opportunities, and strive to remain at the forefront of an increasingly competitive and rapidly changing research environment.

This section of the Plan builds on UVic's dynamic capabilities for research as the starting point for five strategic priorities that will renew and extend capacity for vital impact through research excellence and knowledge mobilization. The strategic priorities and objectives are:

Defining and Achieving Research Excellence

- Defining and achieving research excellence is the paramount objective of this Plan, and UVic will align resources, supports and incentives to ensure that, alongside teaching, the pursuit of research excellence remains at the forefront of UVic's academic mission.

Enhancing the Integration of Research and Education

- In alignment with the UVic *Edge*, UVic will promote and support the integration of research and educational programs to create dynamic learning opportunities that reflect UVic's extraordinary environment and contribute to the vital impact of research.

Expanding Partnerships, Innovation and Entrepreneurship

- UVic will expand its focus on partnerships as mechanisms to enhance innovation, generate new research opportunities, engage with community partners, mobilize knowledge in society, policy and professional practice, and support entrepreneurship.

Improving Research Competitiveness through Differentiation and Specialization

- Building on its unique combination of history, place and dynamic capabilities, UVic will continue to concentrate resources in areas that have already demonstrated, or show real prospects of, research excellence.

Enhancing and Optimizing the Provision of Research Services

- By making strategic investments in systems, staff and staff training, and through the optimization of service delivery and asset management, UVic will further the pursuit of research excellence for researchers and the university as a whole.

Each of the strategic priorities advances UVic's academic and research missions by linking the university's high-level goals to specific objectives. Associated strategies describe how the objectives will be realized and how progress made against each priority area will be evaluated, including existing processes and consultation mechanisms such as academic and integrated planning, and future processes such as the development of indicators from the Enhanced Planning Tools. Ultimately, the timing and pacing of implementing the five-year Plan and undertaking work to achieve each objective is subject to resource considerations.

Defining and Achieving Research Excellence

Research is a complex set of activities seeking to satisfy curiosity and the quest for new knowledge. Research excellence is achieved when new, significant knowledge is acquired, guided by prevailing standards and norms associated with the research process, and is manifested in the collected outputs, outcomes and impact of intellectual and creative inquiry.

New Knowledge: The pinnacle of research excellence is reflected in the European [Aarhus Declaration](#), a universal principle which encourages all researchers to aim for new knowledge and “real breakthroughs” that “change paradigms, invent new fields and open[s] opportunities with broad social consequences.” All research, by definition, has as its fundamental goal the creation of new knowledge, but it is the significance or transformative power of new insights and discoveries that define research excellence. While the declaration strongly promotes of the pursuit of risky and ambitious research that has a high probability of enormous impact, research excellence is often a combination of research seeking the utterly new and more predictable programs of incremental research.

Guiding Standards and Norms: Researchers are understandably the greatest champions of intellectual life and the research enterprise. And they are the most likely to speak of the value of knowledge in its own right. Since research excellence also refers to how knowledge is created and disseminated, excellence in research also reflects evolving community standards for the integrity and quality of the research process itself. These standards have a broad scope, including discipline-honed criteria relating to the way that research questions are posed, or norms arising from communities of practice that guide the development of disciplinary and interdisciplinary research projects. Research process is also appraised in light of ethical norms relating to the conduct of research involving human and non-human subjects, standards of collaboration with industry and community partners, and the evaluation of how the process avoids or mitigates social, environmental and other risks. Since the fundamental objective of research is to create new knowledge, communities of scholars react swiftly and decisively to preserve scholarly integrity in cases of research fabrication, falsification and plagiarism.

Productivity and Impact: A variety of techniques are used to ensure that knowledge is widely mobilized and research results accessible in formats that end-users find useful. These include research-enriched educational programs; experiential opportunities; innovative use of digital platforms; community engagement, engaging government, professions, and community actors; commercialization; and input into public policy and regulatory frameworks. Working collaboratively with research partners in the co-design and development of research programs and projects is important for identifying stakeholders and often leads to unanticipated end-users of the knowledge. Also integral to the mobilization of new knowledge is ensuring the consistent communication of research findings through conventional academic dissemination opportunities, and accessible and innovative communications with audiences

outside academia. Such communications encompass more traditional opportunities in academic publications (including open-source journals), as well as engagement through avenues of communication adapted—in both form and substance—for non-academic audiences such as media releases, radio and television interviews, multimedia presentations, film and other performing arts, and articles in technical or community publications, books and, increasingly, social media.

Priority	Objectives	Strategies
<p>Define research excellence and achieve it by aligning resources, supports and incentives to ensure that the pursuit of research excellence remains at the forefront of UVic’s academic mission.</p>	<p>Adopt the definition of research excellence in the Plan to guide strategic decision-making</p>	<p>Communicate with academic units and integrate the definition into Enhanced Planning Tool (EPT) processes</p>
	<p>Provide and sustain a high-quality research environment</p>	<ul style="list-style-type: none"> - Integrate EPT quality indicators for research into annual priorities of the Office of the Vice-President Research (OVPR) and implementation plans - Align submissions to Integrated Planning with Strategic Research Plan priorities - Work with the Office of the Vice-President Academic (VPAC) and the Dean of Graduate Studies to consider increasing the proportion of graduate students among the total student population - Work with VPAC to foster a culture of recognition of research excellence through reporting and acknowledgement of research funding success
	<p>Promote research that engages with partners and communities to maximize opportunities for impact</p>	<p>RPKM to coordinate and facilitate research partnerships with the Office of the Vice-President External Relations (VPER) and the Office of Community-University Engagement (OCUE)</p>
	<p>Recognize and reward high-quality, fundamental and problem-focused research, nationally and internationally</p>	<ul style="list-style-type: none"> - Increase the annual number of award nominations - Work with academic units to define Enhanced Planning Tool indicators of research quality to support research award nominations
	<p>Increase research funding for research chairs and graduate student scholarships and sponsorships via endowments</p>	<p>Work with VPER to use fundraising priority-setting process to increase donations</p>
	<p>Focus knowledge mobilization initiatives to derive greater impact and social benefit from research</p>	<p>Align EPT quality and demand indicators for research with mandate and activities of RPKM and OCUE</p>
	<p>Support research communications to increase access to publicly funded research</p>	<ul style="list-style-type: none"> - Work with University Communications and Marketing (UC+M) to enhance and implement strategic research communications about UVic research excellence - Work with UC+M to create tools and training for research communications, including social media - Support the organization of conferences, workshops, colloquia, and reporting meetings with stakeholders - Work with libraries to support open-access initiatives

	Enhance supports for graduate student research	<ul style="list-style-type: none"> - Undertake a review of graduate student support with VPAC and the Faculty of Graduate Studies (FGS) - Work with VPER to use fundraising priority-setting process to increase donations for graduate research - Work with other research universities in BC to improve competitiveness in graduate student funding, relative to other provinces - Improve competitiveness in recruiting graduate students by enhancing financial packages and enhancing campus space allocations for graduate student use
	Enhance supports for post-doctoral research	<ul style="list-style-type: none"> - Work with VPAC and the dean of graduate studies to consolidate administrative supports for post-doctoral fellows - Work with VPAC and FGS to improve the profile of and supports for post-doctoral fellows

Enhancing the Integration of Research and Education

Consistent with the commitment made to experiential learning and the UVic student experience in President Cassels' 2014 *Report to the University Community on Campus Conversations*, UVic's high international research standards will be maintained not only by attracting and supporting the very best faculty, post-doctoral fellows, graduate students and technicians, but also by ensuring that undergraduate students have exposure to, and opportunities to contribute to, university research.

People are the drivers of research success, and UVic's approach is to be maximally inclusive while recognizing that graduate students are of particular importance to the success of UVic's research, knowledge mobilization and social impact. This people-focused orientation is reflected in Objective 22 of *A Vision for the Future*, which emphasizes the need to bring educational and training programs into greater and more synergistic alignment with the research. Just as the report on the *Campus Conversations* further extends this vision, so too does this *Strategic Research Plan* provide the basis for further implementation of this vision in curricula, co-operative opportunities, and in the design and resourcing of research projects and related infrastructure and space.

Priority	Objectives	Strategies
Promote and support, in alignment with the UVic <i>Edge</i> , the integration of research and educational programs to create dynamic learning reflective of UVic's extraordinary environment and which contributes to the vital impact of research.	Recruit and retain the best researchers	Work collaboratively with VPAC on hiring processes
	Ensure that educational programs are predicated on research excellence and reciprocally, that research excellence is reflected in educational programs	<ul style="list-style-type: none"> - Coordinate academic and research planning processes with VPAC - Work with VPAC to review awards related to the integration of research and educational programs
	Provide every student with the opportunity to become engaged in the culture and activities of a research-intensive university	<ul style="list-style-type: none"> - Work with academic units to expand opportunities for student engagement in research - Provide on-campus and distance-learning research opportunities
	Support graduate student success while optimizing existing resources	Work with FGS to monitor program completion rates for graduate students
	Draw on library expertise in research-related education and training	Promote digital information fluency training throughout UVic

Expanding Partnerships, Innovation and Entrepreneurship

For researchers to contribute to the betterment of a rapidly changing global society, they must respond to challenges associated with competition and pursue opportunities for collaboration in an increasingly mobile and interconnected world. Although research has never occurred in a vacuum, isolated from the rest of the world, UVic research intensiveness and social impact is now frequently driven by partnered and leveraged activity with university libraries and partnership intermediaries such as UVic's Research Partnerships and Knowledge Mobilization unit.

One of the most important partnerships for UVic researchers is internal to the university—UVic Libraries. The libraries are a research platform in their own right, providing access to physical and digital collections, and to digital scholarship and data visualization space and supports. Integration of librarians into research projects is enabling for researchers, particularly for those projects making use of, or creating, digital resources. The library provides an important linkage between research and educational programs by offering training for digital information fluency, encompassing traditional conceptions of information literacy with increasingly complex forms of knowledge creation and dissemination. In addition to creating interdisciplinary linkages between researchers at UVic, the library is itself a conduit to other kinds of partnerships with organizations such as the Royal BC Museum and Archives, the Greater Victoria Art Gallery and Public Library, land title and survey authorities and police departments. Nationally, the libraries are working with the Canadian Association of Research Libraries (CARL) in partnership with Compute Canada to mount the Portage project, a multi-year initiative to create data management tools and build a national infrastructure for the preservation and discovery of research data.

Research is also increasingly coupled with innovation, understood as value-added technological and social solutions. Innovation is associated with new modes of entrepreneurship and changing professional practice through which novel exchange mechanisms allow for more rapid transfer of ideas, services, and products. To develop institutional capacity for these important drivers of change in research, in 2013 UVic created the Research Partnerships and Knowledge Mobilization unit (RPKM) to consolidate activities related to research partnerships with industry, contracted research, knowledge mobilization and community-engaged research. With the concept of partnership underpinning all aspects of RPKM activity, UVic has developed a flexible approach to the delivery of research services that positions the university to compete and collaborate in a rapidly changing global society.

With a focus on research contracts, securing intellectual property rights, and licensing technologies, RPKM plays a crucial role in supporting partnership agreements, company development, and supports to legal entities held by UVic. As the university further consolidates its strategy on community engagement, RPKM will continue to play a critical role in providing services to community-engaged research programs and projects. These services include intellectual property management, cultural protocols, research agreements, and project planning and capacity-building with external research partners. Although partnerships, contracts and community engagement are often considered endpoints, they are also critical mechanisms by which UVic creates a wide variety of entrepreneurial outlets for the exchange of ideas, services and products. Along with supports to entrepreneurial activity, UVic's commitment to partnerships enables many avenues for knowledge mobilization. Among the most visible is IdeaFest, a celebration of UVic research and creative activity, which attracts thousands of public and university community participants to approximately 50 events annually every March.

UVic has made great strides forward with the creation of RPKM because its commitment to partnerships, innovation and entrepreneurship reflect the disposition of a research-intensive university dedicated to making the most of its dynamic capabilities, now and in the future. Yet providing high-

quality services on and off campus requires a renewed commitment of purpose and resources to achieve the ambitious level of contracting, agreements, partnerships and mobilization of knowledge envisioned in this Plan. In part, that requires that RPKM is enabled to do its own homework by providing the research information and administration systems that will improve reporting and strategic planning on unit and university metrics. A new approach to reflecting and promoting research expertise and university capacity to nurture partnerships arises from better use of enterprise-level research information systems. To remain competitive and in the service of enhanced collaboration, RPKM will streamline its contracts and agreements, and refine the approval process based on the level of institutional risk and variance from template agreements. With the first collective agreement in place, RPKM will provide support to the process of clarifying and improving the intellectual property policy to ensure that all members of the university community have a strong and unified interpretation of it. In addition to policy improvements, partnerships, innovation and entrepreneurship will be further enabled with greater supports to, and activity within, UVic Industry Partnerships.

As it stands, RPKM provides an exceptional level and breadth of services in support of partnerships, innovation and entrepreneurship. The unit is now poised, with further consolidation of its mandate and resources to support it, to deliver on the promise of vital impact that is central to UVic’s research mission.

Priority	Objectives	Strategies
Expand UVic’s focus on partnerships as mechanisms to enhance innovation; generate new research opportunities; engage with community partners; mobilize knowledge in society, policy and professional practice; and support entrepreneurship on campus.	Promote internationalization of UVic research	<ul style="list-style-type: none"> - Implement international working group recommendations - Identify supports for ongoing and new international research partnerships
	Improve institutional responsiveness to new opportunities for research partnerships and community engagement with regional, national and international partners	<ul style="list-style-type: none"> - Engage partners and potential partners to identify key priorities for enhancing responsiveness - Contribute to the review of a revised intellectual property policy - Foster greater collaboration between UVic researchers and companies at the Vancouver Island Technology Park - Work with the VPER, OCUE and regional economic development leadership to create the conditions and opportunities for economic and social development that improve well-being of citizens - Foster collaborative approaches to designing, conducting and implementing research and educational programs with partners
	Streamline contracts management to improve service on- and off-campus	Establish electronic workflows and refine approval process
	Enhance supports for partnership and entrepreneurial activity	Work with Office of the Vice-President Finance and Operations (VPFO) to explore the potential for the university to gain access to venture capital
	Increase UVic’s research profile regionally, nationally and internationally	Work with UC+M and RPKM to enhance and implement strategic research communications about research partnerships
	Enhance community-engaged research	RPKM to develop cultural protocols and best practices for initiating, continuing and expanding research partnerships in

		collaboration with other units including OCUE and the Office of Indigenous Affairs (OIA)
	Further integrate university libraries into UVic research processes	<ul style="list-style-type: none"> - Identify opportunities for librarians to collaborate on research projects - Raise awareness of the ability of UVic Libraries to access other collections and repositories

Improving Research Competitiveness through Differentiation and Specialization

UVic has a strong values-based commitment to social and environmental progress that is reflective of the university's sense of place and a realistic assessment of how dynamic capabilities for research align with emerging opportunities.

The foundation of research excellence is exceptional faculty, students and staff. The sparks of inquisitiveness that lead to university-based research projects and programs originate with insightful people who ask questions, identify a problem that needs resolution, or reframe conceptions of states of affairs in new and insightful ways. The role of the university is to support inquiry at its inception, enable projects and programs, and nurture the environment to promote research excellence and high-quality education and training for the next generation of researchers. Objective 21 of the university's Strategic Plan places research excellence at the heart of faculty recruitment and assessment because the brightest and most inspired researchers define the international research agenda, and many of these agendas are reflected in the university's dynamic research capabilities. UVic has a history of advancing inquiry by providing centralized supports to seed new ideas, to convene scholars, and to respond quickly and assiduously to emerging opportunities.

UVic will continue to concentrate on areas that have demonstrated, or show strong potential for, research excellence. Responding to fruitful research trajectories involves decision-making about where and when to allocate resources strategically and efficiently to ensure that departments, schools and faculties can pursue priority lines of inquiry. For example, research excellence is secured first by recruiting high-quality researchers and then by aligning resources for students and other trainees. Other opportunities for enhancing dynamic capabilities include clustering approaches where there are natural affinities between researchers, and where co-location and concentration of expertise will predictably generate knowledge-spill overs, establish a competitive advantage in funding competitions, and act as an attractant to students. Research chairs, for example, can be used to nucleate such research groups, whereas industrial research chairs can stimulate impactful interactions between UVic and its research partners. Space and infrastructure are finite resources and need to be allocated strategically to have better than simply additive impact. Since the real costs of research exceed operational funding, careful attention must be paid to ensuring that research support funds and indirect costs of research are collected and deployed appropriately. As research intensiveness increasingly involves the use of large datasets and analytical prowess to extract meaning and value from them, for example, librarians and data scientists require supports to participate in research design and delivery. Internationalization, interdisciplinarity, community-engaged research and Indigenous scholarship—which are hallmarks of UVic research excellence rather than endpoints—similarly require systematic alignment of time, money and effort. UVic's research centres have played a pivotal role in defining UVic's dynamic capabilities and convene people into hubs of focused activity.

Priority	Objectives	Strategies
Concentrate resources in areas with demonstrated or	Provide and sustain a high-quality research environment that enables and nurtures the expertise and aspirations of researchers	<ul style="list-style-type: none"> - Develop and implement annual priority-setting process with the Research Advisory Committee and the Council of Centre Directors

strong potential for research excellence.	Enable existing and emerging dynamic research capabilities	<ul style="list-style-type: none"> - Promote clustering of resources where strategically advantageous - Ensure that the allocation of space, infrastructure and research chairs aligns with Strategic Research Plan priorities - Identify opportunities for increasing and improving space for researchers and students - Explore ways to provide seed-funding for interdisciplinary conferences and workshops
	Fully engage the expertise and leadership of research chairs	Develop a research chairs forum focused on research leadership for UVic
	Continue to ensure that UVic meets the use and reporting requirements of the Research Support Fund	Work with VPFO to review Research Support Fund use to ensure consistency with evolving reporting requirements
	Optimize the collection of indirect costs of research	<ul style="list-style-type: none"> - Engage internal community and external funders to optimize the collection of indirect costs of research - Collaborate with other universities and organizations regarding related initiatives
	Enable and support research centres to respond to emerging research opportunities, promote collaborative and interdisciplinary research	<ul style="list-style-type: none"> - Develop standardized annual reporting templates - Increase research networking capacity and infrastructure
	Provide the best possible governance of research	Support, or lead, research-related policy and procedure reviews
	Continue to build the visibility and reputation of UVic as a research-intensive university	Develop and implement a strategic research communications plan with UC+M and align Strategic Research Plan priorities with the UVic Edge

Enhancing and Optimizing the Provision of Research Services

UVic’s research enterprise has grown, over the last decade and a half, to an average level of \$100 million per year in externally funded research that supports the research efforts of nearly 900 faculty members. Of these, 60 hold endowed or Canada Research Chairs and more than a dozen are [UVic Distinguished Professors](#) or [Lansdowne Scholars](#). Research funding is raised through approximately 700 standard research and partnered grant applications for approximately 125 different funding opportunities annually. This application rate has led to the ongoing maintenance of over 2,000 active research accounts, with an annual turnover of 450, all of which require administrative and financial oversight. Roughly one-third of these open research accounts involve active human subject research protocols, and another 80 require animal care protocols. Of the external research funding UVic is awarded annually, roughly a third is comprised of institutional grants in the form of approximately 40 awards from the Canada Foundation for Innovation and the BC Knowledge Development Fund, along with a rolling stock of nearly 40 Canada Research Chair awards and renewals. In addition, Research Partnerships and Knowledge Mobilization actively manages 300 ongoing and new contracts and agreements every year and maintains a portfolio of more than 100 patents to which 15 are added each year. The university discloses more than 60 inventions annually.

As discussed in §1, the drivers of change require Canadian universities to undertake more leveraged and partnered research associated with higher expectations about productivity and impact. UVic’s current capacity to deliver high-quality research services may be steady-state now, but delivery capacity is being tested. A 2015 external review of UVic’s Office of Research Services concluded that the university benefits from having a well-trained and motivated staff working in an organized and well-managed environment in which high standards of service delivery and compliance throughout the research

process are met. Existing management mechanisms, such as the Research Services Operations Advisory Group, are working effectively and will continue to be used to manage needs and risk. Yet as the Canadian (and international) research landscape becomes increasingly competitive, UVic must optimize its research services to retain—and improve—its absolute and relative competitive position. “*What capacity for research administration and associated services will UVic need in 2020?*” is the question to confront now. Although major structural adjustments are not anticipated within the Office of Research Services during the lifetime of this Strategic Research Plan, there are a number of recommended changes to UVic’s research administration that will help to enhance and optimize service delivery.

For example, UVic currently oversees research grants with a pre and post-award system, but could instead consider a model in which grants, particularly larger team and networked grants have continuous, cradle-to-grave, central administration. A culture of proactive, systematic grants facilitation, as demonstrated by other universities and in some units within UVic, can improve a unit’s coordination of research and lead to greater numbers of applications with a higher success rate. Grants facilitation should support and enhance research success across the university in nuanced ways appropriate to different modes of research. A university-wide system of grant facilitators embedded in faculties and divisions, along with grants-crafting and peer-review processes, once complete, will provide a common and high level of service. The establishment of a university-wide council of grants facilitators will ensure effective liaison with Office of Research Services grants officers. Furthermore, grant facilitators that are shared between faculties and perhaps track-specific funding councils can support opportunities for greater collaboration.

Every faculty and division has a strong vested interest in promoting a culture of research excellence. A university-wide system of associate deans research, once complete, will provide a common level of academic leadership and administrative oversight within faculties and divisions, and may raise new possibilities for the membership and mandate of the OVPR’s Research Advisory Committee (RAC). Working alongside deans, division heads, and in concert with VPAC via Deans Council, the associate deans research could consider developing annual strategic research plans within their faculties to share with RAC to achieve greater strategic alignment and synergies of research initiatives at UVic. Faculty and division annual research plans would, together with the annual strategic research implementation plans, provide an annual, strategic, institutional roadmap for UVic research.

UVic currently offers university-wide research services on a first-come first-served basis. Optimization of Office of Research Services resources could be partly achieved by establishing a light-handed system of service levels across the university. For example, a system of grants facilitators embedded in faculties or divisions can ensure that individual and small groups of researchers can receive the support locally and under the oversight and support of the relevant associate dean research. The administrative workflow in this case would be from academic units to the Office of Research Services. The opposite workflow, requiring centralized administrative supports, would transpire in the case of large-scale projects, networked activity, institutional partnerships and institutional programs. All of these are institutionally strategic initiatives, often requiring higher levels of institutional risk, commitment of resources, and/or acquisition of infrastructure.

In recent decades, UVic has acquired significant research infrastructure, some of which is located at the central campus (e.g. the STEHM microscope facility), at Vancouver Island Technology Park (e.g. UVic-Genomics BC Proteomics Centre), offsite (e.g. Ocean Networks Canada’s NEPTUNE and VENUS cabled observatories and Arctic and Atlantic installations), or is widely distributed (e.g. the many research vessels owned and operated by UVic). UVic’s research enterprise has grown and matured to the extent that efficient and sustainable use of infrastructure is an ongoing priority. An asset management tool for

research infrastructure, with operational status, associated user base, technical support, operating costs and projected lifespan could be incorporated into a robust research administration system.

The self-analysis undertaken by the Office of Research Services, and the external review panel in 2015, indicated that UVic requires an enterprise-class research information system and associated research administration system. Without appropriate IT-enabled workflows and timely access to accurate information, UVic internalizes the costs of cumbersome workflows, allocates human resources inefficiently and non-strategically, and is exposed to on-going institutional risks associated with business continuity and compliance. Collaboration with other BC universities would be streamlined and strengthened with jointly procured and inter-operable systems, such as harmonized ethics approvals.

An important enabling tool at any university is a system of internal research grants. Internal research grants are not a “sole source” of continuous funding but are intended to provide necessary funds for one-off projects and for leveraging small initiatives into larger, externally funded activities. Alternate year applications support distributional fairness, and allocations for subventions to publication (monographs) can also be explored.

Priority	Objectives	Strategies
Further the pursuit of research excellence for researchers and UVic as a whole by making strategic investments in systems, staff and staff training, and through the optimization of service delivery and asset management.	Position the Office of Research Services for 2021	<ul style="list-style-type: none"> - Ensure that the Office of Research Services (ORS) annual service plan reflects Strategic Research Plan priorities - Implement enterprise-class research information and administration systems
	Increase the quantity and improve the quality of research grant applications	<ul style="list-style-type: none"> - Work with faculty to assess the needs of researchers for achieving, measuring and recognizing success - Create a university-wide, robust system of grants facilitation and management distributed through the faculties - Monitor application success rates - Optimize ORS workflow consistent with differentiated services - Develop pre-selection guidelines for institutional program opportunities - Work with Faculty of Graduate Studies to develop grants facilitation supports for graduate students
	Support the development of annual research plans by academic units	Work with VPAC and academic units to create a university-wide system of associate deans research
	Improve the management of major research infrastructure	<ul style="list-style-type: none"> - Conduct a review of asset management models at other institutions - Develop an asset management process for major UVic research infrastructure - Seek advice from Internal Audit
	Improve UVic’s internal research grants program	Strike a review committee, develop recommendations and consult before implementation
	Support new collaborative research initiatives in response to emerging opportunities	Explore sources of funds to increase discretionary activity

6 STRATEGIC RESEARCH PLAN IMPLEMENTATION PROCESS

During the engagement process for the Plan's development, members of the UVic research community clearly indicated the need for an actionable and measurable plan. The five strategic priorities that guide UVic's strategy for research are set at a high conceptual level, but can be expressed as a set of achievable objectives and implementation strategies. Because these objectives and strategies are many in number and have many interdependencies, not only will it take the life of the Strategic Research Plan to implement all of them, but the sequence in which strategies are implemented matters as well. To achieve an orderly implementation of the Strategic Research Plan, the Office of the Vice-President Research (OVPR) will develop annual implementation plans. Implementation planning will involve small to large-scale changes and initiatives that will be timed accordingly, with some initiatives being yearlong while others may involve multiyear improvement plans. The implementation plans will articulate UVic's differentiated service commitments to individuals, groups, partners and networks. They will focus on research opportunities that are cross-cutting with the potential to achieve excellence with enhanced institutional support.

The development process for the implementation plans will be aligned with existing and new processes including: annual faculty academic planning; integrated planning; fundraising priority-setting, Enhanced Planning Tools; and the UVic Edge. Where needed, the OVPR will work collaboratively with the offices of the Vice-President Academic, Finance and Operations and the Vice-President External Relations on development of the implementation plans. Continued engagement and guidance from key UVic governance groups including Deans' Council, the Research Advisory Committee and the Council of Centre Directors will be required. Initiatives requiring approval by Senate and the Board of Governors will follow the appropriate policies and procedures. The priorities, objectives and strategies taken up in any given year will be subject to resource considerations, and constraints and opportunities will have to be balanced over the five-year life of the Plan. Progress and success will be monitored and reported yearly. Monitoring the implementation process will include reporting on timeliness, consistency of implementation and impacts on other activities. A summary progress report will be published annually. A cycle of annualized implementation planning, monitoring and reporting will lend itself to pro-active course correction and allow the OVPR to respond to emerging research opportunities as needed.

7 CONCLUSION

Over the last decade there were some years in which UVic experienced the greatest growth in research income and greatest increase in research intensity among comparator Canadian universities. This remarkable trajectory is clear evidence of the international calibre and excellence of UVic researchers, and draws attention to the significant and transforming investments made in research space and infrastructure. UVic now has enviable research strengths that make it a dynamic and capable research-intensive university.

This Strategic Research Plan prepares the university for future research excellence and positions UVic to make important contributions to society. The plan recognizes the university's research strengths, and identifies five priorities, and associated objectives and strategies, for enhancing and leveraging the best of UVic research into the future. Those new priorities, objectives and strategies will feed into the renewal of the university's strategic plan and other institutional plans. Over the course of the next five years, UVic will concentrate on building upon its research excellence, further integrating its research and educational programs to create dynamic learning opportunities and contribute to the vital impact of research, by developing more robust partnerships and opportunities for entrepreneurship and

innovation, by increasing the competitiveness of the university by focusing on research where UVic has a competitive edge, and by offering the best possible research services to researchers and their partners.

8 APPENDICES AND USEFUL LINKS

- [Strategic Research Plan Advisory Committee Membership and Terms of Reference](#)
- [Strategic Research Plan Engagement Process Report 2015](#)
- [Office of Research Services Review Report May 2015](#)
- [UVic Canada Research Chairs/Canada Foundation for Innovation Strategic Research Plan 2012-2015](#)



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

November 20, 2015

To: Operations and Facilities Committee

From: Dr. David Castle, Vice-President Research *DSAC*

cc: Prof. Jamie Cassels, President and Vice-Chancellor

Meeting Date: November 23, 2015

Subject: Canada First Research Excellence Fund – UVic Ocean Proposal Letter of Intent for Competition 2

Basis for Jurisdiction: University Act, s. 27.1
Strategic Plan Objectives 21, 22, 23

Strategic Relevance:

The submission of the UVic ocean proposal Letter of Intent to the Canada First Research Excellence Fund (CFREF) relates closely to objectives 21 and 23 in the Strategic Plan. If successful the initiative will:

- nurture our culture of excellence in research, scholarship and creative endeavours, enhancing UVic's local, national and international impact and reputation as a leading, innovative, research-intensive university (objective 21); and
- enhance the societal benefit derived through mobilization of research knowledge and creative endeavours from across the disciplines (objective 22).

Previous Consultation:

Board of Governors - BOG-Jan27/15-16, BOG-Mar31/15-15
Executive Council – January, February, April, November 2015
UVic researchers in the research fields of oceans, climate and energy

VPRs from partner universities
Government and industry partners

Background:

Significant detail about CFREF, UVic’s proposal development process for Competition 1, and the role of the Board was provided at the January and March 2015 meetings of the Board.

UVic internal process and deadlines for CFREF Round 2

Debrief meetings were held in April (post submission) and June (post result) with key participants in the development of the Future Ocean proposal. The following list of “lessons learned” was developed and has been used to improve the content of the Letter of Intent (LOI), and the proposal development process:

- Identify research areas where UVic is already an established leader
- Demonstrate leadership with concrete data
- Demonstrate previous investment with concrete data
- Demonstrate established partnerships – both institutional and research
- Complex pan-university co-ordination
- Faculty engagement
- Administrative support services
- Determine performance indicators
- Long-term economic impact on Canada’s ST&I Priorities
- Significant time commitment will be required from faculty and staff throughout LOI development (May-October)

Information about Competition 2 deadlines, approval process and proposal criteria were provided to the UVic community along with detailed instructions to assist faculty to prepare the proposals for the internal 20 May deadline. Three proposals were submitted and the lead faculty presented to Office of the Vice-President Research and Office of Research Services Institutional Programs staff in June. The ocean and climate science proposal was determined to best meet the CFREF criteria and address the gaps identified by our reviewers in Competition 1.

Two engagement meetings were held this fall with key UVic researchers in ocean, climate science and technology at UVic. The faculty submitted their feedback on the initiative and this information has been incorporated into the scientific strategy. At the LOI stage, this scientific strategy is not adjudicated, but will be used to help the adjudicators assess the institutional strength and capacity to successfully implement the proposed strategy – these latter elements are adjudicated. The budget submitted in Competition 1 remains unchanged for this LOI.

The Vice-President Research has been in touch with his counterparts at Dalhousie University and Memorial University to share a summary of the LOI and to propose the addition of a short statement on the collaboration between the universities submitting ocean focused proposals into each of the university’s LOIs. The statement "...reaffirms current inter-institutional collaboration and the potential to build on that via CFREF activity in the future." Both VPRs have responded positively to incorporating the statement into their CFREF proposal.

CFREF Competition 2 details

Funding	up to \$950 Million
Letter of Intent deadline	November 9, 2015
Full Proposal deadline	March 29, 2016
Results	Fall 2016
Funds available	2016-17 fiscal year

Scientific Strategy Summary:

The goal of the proposed CFREF scientific strategy is to create new knowledge of oceans, ocean processes, marine resources and marine ecosystems to foster the sustainable development of the oceans and their resources (as per Canada's Oceans Act S.C. 1996, c. 31). This new knowledge will enable integrative modelling of climate impacts on marine natural resources and will support effective deployment of sustainable energy technologies.

UVic, recognized as a global leader in ocean science and technology, climate science, and energy systems, will lead an ambitious program of ground-breaking research, working with our key national and international partners to achieve this goal.

Building on our world-leading ocean observatories and climate modelling capacity, we will implement diverse technology platforms including fixed observatories and mobile assets to continuously collect a diverse dataset. With new remote sensory capabilities for ocean and atmospheric environments and embedded systems to process data streams, advanced cyber-physical systems will integrate observations and model outputs into a single delivery platform ready for appropriate data analytics and integrative modelling.

Integrative models using biological, chemical, physical and geological ocean data with climate data will be developed and tested for their descriptive accuracy, scalability, and ability to account for small-scale marine environmental dynamics and distinguishing weather and climate events. The models will provide highly resolved predictions of temperatures, precipitations and hydrologic cycles to drive energy planning models.

The result will be the world leading science-based predictive capacity, essential for natural resource and hazard management and conservation, as well as the foundational knowledge for the development and siting of renewable energy systems – wind, wave and tidal – and smart grid integration.

Aligning with both our national and global priorities, UVic's transformative program in integrated ocean-climate-ecosystem science will specifically tackle these major issues in the northern Pacific and Arctic, two of the three Canadian ocean environments.

Planned Further Action:

- Communicate results of the LOI stage of Competition 2 to the Board when announced.
- If UVic's LOI is successful, update the Board on the details of the full proposal at the March 2016 meeting
- If the full proposal is successful the VPR will present full proposal and funding agreement to the Board for approval in the fall/winter of 2016/17, 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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: UNIVERSITY OPERATIONS AND FACILITIES COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: DUE DILIGENCE REPORTS – FACILITIES MANAGEMENT

Basis for Jurisdiction:

University Act Section 27(2)(y)

Elevating Devices Safety – Heritage Conservation Act – Integrated Pest Management Act – Safety Standards Act - Power Engineers and Boiler and Pressure Vessel Safety Act

Strategic Relevance:

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

Previous Consultation: Report provided annually to the Operations and Facilities Committee

Attachment: Facilities Management Due Diligence Report

Obligation to Report	Fulfillment of Obligation
<p>Elevating Devices Safety</p>	<ol style="list-style-type: none"> 1. In accordance with the provision of the Safety Standards Act, the University of Victoria currently operates and maintains 75 elevating devices at the Gordon Head Campus. 2. Regular inspections are conducted by a Provincial Inspector. 3. All units are regularly serviced by workers qualified under the Act. Several contracted service providers. 4. Each unit has an installation number assigned by, and registered with, the B.C. Safety Authority. Individual Certificates for each elevating device are on file and renewed on an annual basis. 5. A complete detailed listing of elevating devices including location, Certificate Number, and all inspection reports, is maintained by and available upon request from UVic FMGT.
<p>Heritage Conservation Act</p>	<ol style="list-style-type: none"> 1. There are no buildings on Campus which have been designated as Provincial, Regional, or Municipal Heritage Sites. The Corporation of the District of Saanich in their "<i>Saanich Heritage Structures: An Inventory</i>" dated 1991, lists nine (9) University buildings as having heritage significance: <ul style="list-style-type: none"> • <i>Huts A, B, E, Q, and R. They are all of the huts that remain from the "Gordon Head Army Camp", Department of National Defence 1940.</i> • <i>Y Hut – the Maritime Naval / Communications Centre Building is located off of McCoy Road. UVic has had discussions with the Saanich Heritage Foundation for possible heritage designation. Part of the discussion includes possible relocation as part of the feasibility assessment for the rugby field expansion.</i> • <i>Hamsterley Farm Water Tower located at 2489 Sinclair Road. UVic has had discussions with the Saanich Heritage Foundation for possible heritage designation.</i>

Obligation to Report	Fulfillment of Obligation
	<p>2. None of the above buildings are currently protected through formal designation.</p> <p>The Corporation of the District of Saanich staff are required to present a report to Saanich Council should there be a University application to alter or remove the building. They are all identified as having heritage value and significance to the community but are not protected by a more formal Heritage Designation By-Law (along with its regulations).</p>
<p>'Integrated Pest Management Act' Regulations <i>(This pertains only to the pesticides under the control of FMGT)</i></p>	<p>1. Permits, Licenses & Certificates</p> <ul style="list-style-type: none"> a. FMGT is committed to integrated pest management practices. b. FMGT holds the proper Pesticide Control Use License. c. FMGT holds the Public Land Endorsement which entitles FMGT to apply pesticides to public lands. d. All employees involved in the application of pesticides hold the necessary Applicator Certificate. <p>2. Storage and Disposal</p> <ul style="list-style-type: none"> a. A limited inventory of pesticides is stored in a locked, ventilated and heated room away from the general workplace. b. The storage premises are subject to occasional inspection, and on a periodic basis by the Environmental Protection Division of the Ministry of Environment & Ecology, and occasionally by Occupational Health and Safety (OHSO). c. The disposal of pesticides that are no longer required is arranged through the Hazardous Waste Management Program of UVic.
<p>Pest Control</p>	<p>1. FMGT engages a provincially certified pest control company (Victoria Pest Control) to manage pest infestations in and around building and structures.</p>

Obligation to Report	Fulfillment of Obligation
<p>Safety Standards Act</p>	<ol style="list-style-type: none"> 1. UVic staff, qualified under the Act, operate and maintain: <ol style="list-style-type: none"> a. 10 interconnected hot water, heating boilers with a combined registry capacity of 3550 horsepower. <p>The boilers are located in the Clearihue (2), Cadboro Commons (2), McKinnon (2), and the Engineering Laboratory Wing Building (4).</p> b. 28 hot water, and 4 high pressure steam, stand-alone boilers with a combined registered capacity of 518.93 horsepower located in 15 buildings. c. 215 registered pressure vessels; including an ammonia refrigeration plant serving the Ice Arena of the Ian Stewart Complex. 2. 24 hours per day, 7 days per week, qualified staffing is in place to meet the requirement of the Act.
<p>Power Engineers and Boiler & Pressure Vessel Safety Act</p>	<ol style="list-style-type: none"> 1. All boilers and pressure vessels (239) bear installation numbers assigned by, and registered with B.C. Safety Authority. <ol style="list-style-type: none"> a. Individual Certificates are renewed annually and are posted near the locations of the boilers or pressure vessels. 2. The University maintains a Contractor's "A" License No. 679 that allows maintenance, repair and installation of equipment covered by The Boilers and Pressure Vessels Act when performed by qualified UVic staff.
	<ol style="list-style-type: none"> 3. On April 11, 2001, Risk Assessment Certificates were issued by the B.C. Safety Authority for the operation of the four Main Boiler Plants and the Ian Stewart Complex Ammonia Refrigeration Plant. The Certificate Numbers are: <ul style="list-style-type: none"> • Main Boiler Plants (No. 43663) • Ian Stewart Complex Refrigeration Plant (No. 35630) <p>These are reviewed annually.</p> 4. A list of all boilers and pressure vessels indicating location, Certificate Number, and Safety Manuals, is available from UVic FMGT upon request.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ADVICE

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATION

A handwritten signature in black ink, appearing to be "G. Smith", written over the text "VICE-PRESIDENT FINANCE AND OPERATION".

VICE-PRESIDENT ACADEMIC AND PROVOST

A handwritten signature in black ink, appearing to be "W. Macdonald", written over the text "VICE-PRESIDENT ACADEMIC AND PROVOST".

cc: President and Vice-Chancellor

Meeting Date: November 24, 2015

Subject: 2016/17 Budget Approach and Key Assumptions

Basis for Jurisdiction: **University Act section 27 (2)**
Committee's terms of reference

Strategic Relevance:

The implementation and accountability section of the strategic plan states "Through the integrated planning process, led by the Vice-President Academic and Provost, the strategic plan will shape medium-term planning, the annual budget process and the university's activities and operations." Understanding the financial position of the university is a key step in the development of the annual 3 years integrated plan and annual budget framework.

For the Board's Consideration:

Does the Board have feedback on the assumptions, rates and approach that, as noted in this document, are going to be used in the preparation of the 2016/17 budget framework?

Previous Consultation: Integrated Planning Committee, Executive Council

Background:

The annual operating budget is developed each year by analyzing and adjusting the expenditure and revenue budgets to:

- adjust, if appropriate, the basis for the budget categories;
- reflect known or projected inflationary costs such as benefit, utility and insurance costs;
- ensure compensation accounts reflect bargained settlements;
- reflect estimates for projected costs of annual progression through ranks/ranges for all employee groups as well as anticipated cost for future bargaining settlements; and
- reflect current assumptions with respect to revenue including tuition, student FTE, government grant and other anticipated revenue changes.

Based on the results of the work outlined above, a budget projection is provided to the board which estimates the university's financial position for the coming three years. This projection then forms the basis for planning for the next fiscal year (2016-17). The priorities that inform the resource allocations are presented to the Board in draft form in January and the full budget framework is then presented to the Board for approval in March of each year.

The current budget modelling for the next three years, before considering any potential international or program specific growth and before allocations to support institutional priorities, indicates that we will be roughly break even (\$243,000) over the next three years as outlined in Table 1. While there is a small shortfall in the first year, this will be fully covered once additional international revenue projections are included and the budget framework presented to the Board in March will be a balanced budget.

TABLE 1		2016/17	2017/18	2018/19
		(000s)		
REVENUE SOURCES				
	Provincial grant - compensation funding	1,920	3,576	4,166
	Tuition from fee increase (2%)	2,300	2,346	2,393
	Program growth and tuition differentials	189	135	138
	TOTAL REVENUE CHANGES	4,409	6,057	6,697
COST PRESSURES				
	Salaries & benefits	4,386	5,649	5,981
	Department funding including differentials	189	135	138
	Utilities / Building operating costs	42	115	-
	Other	-	85	200
	TOTAL COST PRESSURES	4,617	5,984	6,319
	PRELIMINARY SURPLUS / SHORTFALL	(208)	73	378

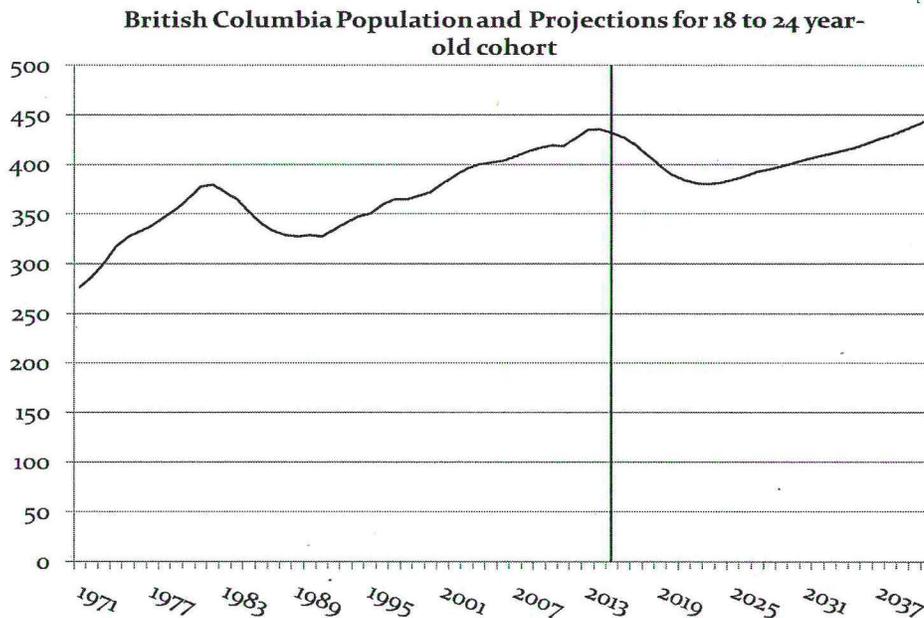
This projection has been developed based on the following key assumptions:

Revenue	Tuition increases at 2% reflecting provincial policy
	Differential and department fees will increase for 2016-17 at 2%
	Provincial government will continue to fund the PSEC mandate over the 3 years except for excluded staff
	Research Support (Federal funding to support indirect costs of research) program revenue will be flat and recovery of indirect research costs from other sources will be consistent with the last few years.
Costs	Total compensation includes: <ul style="list-style-type: none"> • Salary and associated benefit increases as per bargained collective agreements • Salary and associated benefit increases as per PSEC mandate for outstanding agreements; and
	Progression through the ranks or ranges as per collective agreements
	Current benefit accounts can absorb unanticipated benefit increases given vacant positions
	Current utilities budget can absorb BC Hydro increase given efficiency programs, favourable natural gas prices and reserve available

As noted above, these projections do not include any revenue or associated costs for student growth (e.g., does not assume increase in international students). The budget has been modeled this way in order to understand the projected financial situation, assuming no growth is available to support increased investments. This financial view is important given the sustainability of current enrolment levels, both international and domestic, is uncertain. In addition, consideration needs to be given to our strategic decision to remain approximately the same size as currently, focusing on

recruiting the highest quality students possible and accordingly to what extent should there be an assumption of increased enrolment on an ongoing basis.

Risk of sustaining enrolment is applicable to both international and domestic students. 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 can be highly sensitive to world events and post-secondary strategies in countries around the world. With respect to domestic students, the following chart that we reviewed last year 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. As discussed previously, given UVic's increasing reliance on high school direct enrolment and 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. While the impact on UVic from this shift can't be predicted, given this trend it would be prudent for us to continue our focus on both student recruitment and retention and to continue to retain financial flexibility in order that we can respond to changes with the least institutional impact.

Budget approach 2016-17

Preliminary international enrolment levels for 2015-16 indicate that overall international enrolment levels are up again over prior year enrolment levels. However, given uncertainty around enrolment levels over the longer term as noted above, the suggested budget approach for 2016-17 to 2018-19 is to continue with a budget model that focuses on providing non-recurring or term allocations (up to 3 years), with base budget allocations limited to items of significant strategic importance where long term investment is important or where regulatory requirements need to be met. This approach will allow us to address some on-going strategic priorities, while at the same time retaining some future flexibility to help address, if necessary, impacts from potential future enrolment declines.

The amount of funding that will be used for base allocations versus non-recurring or term allocations will be determined over the fall, and finalized as part of the budget framework document

provided to the Board in March and consistent with the priorities identified in the draft document provided to the Board in January. As noted in the previous year, this budget approach will be reassessed each year based on updated enrolment levels and /or projections.

Ancillary Operations

Aside from the operating budget, the budget framework recommended to the Board in March of each year also includes fees for ancillary operations such as child care, parking and residence meal plan and residence fees. These operations are considered ancillary in that they are generally required to generate sufficient funds from providing services to be financially self-sufficient - including both operating and capital requirements. Annual increases in the rates for services are therefore required to cover salary and other inflationary increases such as utilities, insurance, etc. In developing the recommended rate increases, each of the areas takes into account rates of other similar organizations or services to ensure UVic rates remain appropriate. Annual rate changes for these operations are typically in the 2-4% range; however, larger increases have been required to ensure the operation is sustainable (child care) or to fund more significant costs such as capital (residence services).

For 2016-17 we anticipate recommending rate increases in the 2-4% range for parking and child care. For residence meal plan we anticipate recommending a rate increase slightly above this range to reflect increases in food and labour costs. A careful analysis of the Food Services business plan is currently underway to inform the recommendation. As well, as outlined in the 2015-16 budget framework, the recommended rate increase for residences for 2016-17 will be 6%. This rate increase is required to fund a residence building renewal program which was developed after a comprehensive building review was undertaken by VFA Canada, an external consultant firm that is also used by the Ministry of Advanced Education to assess building conditions. The building review 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, resulting in the requirement to decommission buildings and thereby a decrease in total capacity. The 10 year prioritized plan totaling \$82M 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. Between 2014 and present day, major renewal projects have included roof replacements and repairs, electrical systems upgrades including the purchase and installation of a new transformer, repairs to building envelop issues in family housing, and continued fire safety system upgrades across all residence facilities.

In order to fund the required renewal, an associated business plan was developed 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, the Residence Services Division 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	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	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.

For clarity, the 6% proposed fee rate increase for 2016-17 will apply to single student housing only. Family Housing rates are limited by our loan agreement with BCHC under their Low Income Housing Subsidy Program. Rental increases for these units 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 in each year are equal to the maximum allowable increases permitted under the agreement. In 2015-16 increases ranged from 1.7% to 2.6%.

The planned expenditures for renewal over the three year planning cycle starting from 2015-16 to 2017-18 totals \$12.0M as outlined in the following table:

Business Plan	2015-16	2016-17	2017-18	3 Year Total
Additional revenue - fee increase	1,376,370	2,214,913	3,127,863	6,719,146
Renewal spending	4,000,000	5,000,000	3,000,000	12,000,000

This level of renewal spending exceeds the additional revenue from the fee increases over the 3 year period. This highlights the fact that revenue from student fees at the current rates, residence reserves accumulated from prior years' residence revenues and new incremental revenue from the proposed increases are required to fund the renewal plan. An alternative to the scheduled increases would be to allow the condition of some buildings to decline, which would lead to the eventual decommissioning of some of our residence stock. Another alternative would be to reallocate the necessary funds from other parts of the university budget, effectively subsidizing students in residences.

As noted above, these increases reflect the actual cost of addressing required maintenance in our current residence buildings in order to avoid irreparable decline in building conditions. The proposed fee approach is based on the philosophy that students on campus, like students who rent accommodation off campus, should pay the actual costs of housing. Providing financial support to students and ensuring access and affordability is an important goal for this university and is achieved through major investment in student financial assistance, which is allocated based on need. As well, the residence business plan provides funding for bursaries to students in residence based on financial need. Providing subsidized housing to all students who live on campus (as opposed to those who live off campus) is not considered to be the most effective way to provide financial assistance to students in need.

While the Board approves fees on an annual basis, the request for residence fee increases for 2016-17 will be in the context of the total 10 year plan presented to the Board in March 2015 that contemplated a further 6% increase in 2017-18 and 4% thereafter.

Planned Further Action:

The next steps include:

Operating Budget:

1. Confirmation of Board support for the direction proposed
2. Finalize recurring and non-recurring proposed allocations
3. Develop final budget, using the approach as outlined above and reflecting the priorities presented to the Board in draft January, for submission to the Board in March
4. Develop a communication plan

Residence:

1. Confirmation of Board support for the direction proposed
2. Update the residence business plan including comparator information
3. Finalize the food service business plan including meal plan rates and present an update to the Board in January 2016
4. Develop final budget recommendation.
5. Communicate plan