



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, September 27, 2016
3:00 – 4:00 p.m.
Senate and Board Chambers**

DRAFT AGENDA - OPEN BOARD

Welcome

- 1. Approval of Agenda**
- 2. Minutes**
 - a) Minutes of Regular Meeting of June 27, 2016** *(attached)*

MOTION:

THAT the minutes of the open session of the regular meeting of June 27, 2016 be approved.

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

CONSENT

- 6. Compensation and Review Committee (Ms. Tracy Redies)**
 - a) Compensation for Interim Executive Officers** BOG-Sept27/16-36
- 7. Audit Committee (Ms. Daphne Corbett)**
 - a) Government Reporting Entity Quarterly Reports – period ending June 30, 2016**
BOG-Sept27/16-05

MOTION:

THAT the Audit Committee recommend that the budget for the purposes of inclusion in the reporting on the 2016/17 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 (Ms. Daphne Corbett)

- a) Status Report on Capital Projects** BOG-Sept27/16-12
- b) Research Funding Management and Financial Accountability Policy FM5405**
BOG-Sept27/16-20

MOTION:

That the Board of Governors approve the new policy FM5405 Research Funding Management and Financial Accountability

- c) Proposed Masters of Arts stream in Public History** BOG-Sept27/16-19

MOTION:

That the Board of Governors approve, subject to approval by Senate and to funding, the establishment of a Master of Arts Stream in Public History, as described in the document "Proposal for M.A. Stream in Public History", dated May 1, 2016, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

8. Finance Committee (Ms. Ida Chong)

- a) Short Term Investment Report to June 30, 2016** BOG-Sept27/16-08
- b) Long-Term Disability Trust – 2015/16 Financial Statements** BOG-Sept27/16-10

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

REGULAR

9. Operations and Facilities Committee (Ms. Daphne Corbett)

- a) Academic Staffing, Recruitment, and Vacancies Report** BOG-Sept27/16-11
- b) Preliminary Enrolment Update**

c) District Energy Plant Budget Approval BOG-Sept27/16-29

MOTION:

That the Board of Governors authorize the Vice-President Finance and Operations to award construction contracts up to the budget of \$19.79M.

10. Finance Committee (Ms. Ida Chong)

a) 2016/17 Budget Expenditure Allocation Report BOG/Sept27/16-06

11. Executive & Governance

a) Proposed Changes in Board Procedures 2016/17 BOG-Sept27/16-17

MOTION:

THAT the Board of Governors approve the revised Procedures, as attached, for the year 2016/17 and the Statement of Responsibilities of the Board of Governors and its Members.

President's Report

a. External Relations Update BOG-Sept27/16-18

b. Other matters

12. Other Business

a. Presentation on Privacy Protection at UVic by Mr. Bill Trott, Chief Privacy Officer

13. Adjournment



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Monday, June 27, 2016, 3:45 p.m.
University Club, Wild Rose Room**

OPEN SESSION

DRAFT SUMMARY RECORD

- Present:** Ms. Tracy Redies (Acting Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Dr. Hélène Cazes, Ms. Kayleigh Erickson, Mr. Michael Kennedy, Ms. Lindsay LeBlanc, Ms. Cathy McIntyre, Dr. Ana Maria Peredo, Ms. Shelagh Rogers, Dr. Julia Eastman (Secretary)
- Regrets:** Ms. Ida Chong, Ms. Daphne Corbett, Ms. Isobel Mackenzie, Ms. Brontë Renwick-Shields
- Invitation:** Ms. Carmen Charette, Dr. Valerie Kuehne, Ms. Samantha Watkins

1. Approval of Agenda

MOTION (K. Erickson/S. Rogers):

THAT the agenda of the open session of the regular meeting of June 27, 2016 be approved.

CARRIED

2. Summary Record of Regular Meeting of May 31, 2016

MOTION (C. McIntyre/N. Bassi):

THAT the summary record of the open session of the regular meeting of May 31, 2016 be approved.

CARRIED

3. Business Arising

There was none.

4. Remarks from the Chair

There were none.

5. Correspondence - Nil

CONSENT

6. Operations and Facilities Committee (M. Kennedy)

- a. **Due Diligence Reports 2015** BOG-Jun27/16-08
- b. **Policy on Auditor Independence: Retention of External Auditors for Audit, Tax and Other Non-Audit Services (GV0230)** BOG-Jun27/16-17
- c. **Status Report on Capital Projects** BOG-Jun27/16-06

7. Finance Committee (L. LeBlanc)

- a. **University Of Victoria Staff Pension Plan Investment Performance Report for the Period Ended March 31, 2016** BOG-Jun27/16-03

***Pro Forma Motion (C. McIntyre/A. Peredo):** That the above items be received by the Board of Governors by consent.*

CARRIED

REGULAR

8. Operations and Facilities Committee (M. Kennedy)

- a. **2016-17 University of Victoria Institutional Accountability Plan and Report** BOG-Jun27/16-15

Mr. Kennedy presented the Institutional Accountability Plan and Report.

MOTION (N. Bassi/K. Erickson):

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

and

That the Board of Governors authorize the President and the Board Chair to make any final adjustments to the Institutional Accountability Plan and Report.

CARRIED

b. Working Group on Sexualized Violence Programs and Policy Development BOG-Jun26/16-16

Mr. Kennedy briefly summarized the information provided to the Committee.

c. Approval of the Program of Requirements and the Schematic Design – District Energy Plant BOG-Jun27/16-11

Mr. Kennedy presented the report to the Board for approval.

MOTION (M. Kennedy/H. Cazes):

THAT the Board of Governors approve the program of requirements for the District Energy Plant;

THAT the Board of Governors approve the schematic design for the District Energy Plan; and

THAT the Board of Governors authorize the Vice President Finance and Operations to award construction contracts up to the project budget of \$19.79M, subject to funding from the federal Strategic Investment Fund.

CARRIED

9. Finance (L. LeBlanc)

a. 2015/16 Year End Management Statements and Budget Review BOG-Jun27/16-05

Executive Director of Financial Services Murray Griffith provided a presentation on the management statements. Associate Vice-President Financial Planning Kristi Simpson provided a presentation on the university's general operating budget.

b. Statement of Financial Information for the Year Ended March 31, 2016 BOG-Jun27/16-04

MOTION (L. LeBlanc/S. Rogers):

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2016 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.

CARRIED

10. Executive and Governance (T. Redies)

a. Review of Board Governance Checklist

Dr. Eastman introduced the Board Governance Checklist. She said it was updated annually and approved by the Board.

MOTION (K. Erickson/A. Peredo):

THAT the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2016/17 as part of UVic's accountability framework.

CARRIED

11. President's Report

a. External Relations Update BOG-Jun27/16-07

The Board received the External Relations update.

b. President's Report

The President provided a comprehensive report on a number of items on the federal, provincial and local levels, including an update on the status of the pending federal announcement on the Strategic Investment Fund. He also indicated that the Ministry of Advanced Education had released a new Board orientation manual which would be distributed to new members and that the university would be welcoming Wency Lum to the role of CIO, and saying goodbye to Mary Anne Waldron in her role as Associate Vice-President Faculty Relations.

Prof. Cassels reported on the university's new fundraising goals.

The President announced that Chancellor Shelagh Rogers had presided over the graduation of 3458 students during June Convocation, including a PhD in Business, the first graduates of a certificate program in Aboriginal Language Revitalization, and five honorary degrees. He thanked Board members for their participation at the ceremonies.

Prof. Cassels said that Chancellor Rogers was half way through her first term and that the alumni magazine would be profiling, in the fall of 2016, some of the multitude of activities and events in which she had participated and through which she was contributing so much to the university. In anticipation of that, Board members were shown a short video highlighting some of Ms. Rogers' work as Chancellor over the past year and a half.

There being no other business, the meeting adjourned at 4:19 p.m.

12. Other Business

13. Adjournment



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ACTION

To: COMPENSATION AND REVIEW COMMITTEE

From: Associate Vice President, Human Resources

cc: President and Vice-Chancellor

Meeting Date: September 26, 2016

Subject: COMPENSATION FOR INTERIM EXECUTIVE OFFICERS

A handwritten signature in black ink, appearing to be 'K. J. ...', with a large loop at the end.

Basis for Jurisdiction:

- University Act
- Public Sector Employers' Act
- Board Procedures, Section 10

Strategic Relevance:

Objective 8: To recruit and retain a diverse group of outstanding staff by providing rewarding and fulfilling careers at the University of Victoria.

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

Previous Consultation:

Discussion with Operations and Facilities Committee May 2016
Discussion with Compensation and Review Committee June 2016

MOTION:

- That the Compensation and Review Committee authorize the President to approve compensation for individuals appointed as Interim Executive Officers, other than the President, under the Procedures for Interim Executive Appointments.*
- That the Compensation and Review Committee authorize the Board Chair to approve compensation for individuals appointed as interim President under the Procedures for Interim Executive Appointments.*

BACKGROUND:

- In May 2016, the Board approved Procedures for Interim Executive Appointments to assign decision making authority and operational responsibility when the University President, a Vice-President, or the University Secretary is unable to fulfill his or her responsibilities due to illness, vacation, absence or other events.
- For the purposes of these new Procedures, “Interim Executive Officer” means an individual who has been appointed to fulfill the decision making functions and duties of an Executive during a planned or unplanned absence of up to three months, where the incumbent retains the position and yet is unable to fulfill their responsibilities and duties.
- In cases where an appointment is needed for more than three months, the procedures for appointing an Acting Executive as per the relevant university appointment policies and procedures will apply.
- Executive compensation at UVic is guided by the 2014 Executive Compensation Plan (the Plan).
- While the Plan outlines how salaries and benefits will be assigned to individuals permanently assigned to executive roles, it does not specifically address compensation for individuals who are temporarily assigned to an executive position via the recently approved Procedures for Interim Executive Appointments.

DISCUSSION:

Periodically, either due to planned or unplanned absences or vacancies, individuals are assigned to temporarily act in a vacant executive position. The assignment may come with a range of expectations including adding basic short term signing authority associated with the absent incumbent through to temporarily assuming the full scope of the mandate of the office during a long term assignment.

Most interim assignments will occur to provide coverage during a short period of absence (e.g. 2-3 weeks for vacation relief). Our normal practice is not to offer additional compensation in these circumstances, and we are not looking to change this practice. However, there will be occasions when additional compensation is appropriate. As Interim Executive Officer, the Procedures state that the appointed individual takes on the decision making functions and authorities of the incumbent. Further, it is the responsibility of the office of the Executive to ensure compliance with university policy, procedures and processes when granting delegation of authority (such as signing authority).

Given the broad range of circumstances surrounding a temporary assignment, it is best to approach the matter of compensation from a common set of considerations or principles rather than a simple (for example) ten percent increase rule of thumb. Typical factors that should be considered include:

1. Duration:

As noted above, additional compensation is not associated with very short term assignments (a few weeks). This is largely due to the fact that the individual will typically have a very limited mandate and likely is primarily continuing to fulfill his/her own role.

2. Mandate:

Normally, the longer the temporary assignment, the broader the mandate that is associated with it. For example, assignments beyond one month are often associated with more responsibilities and, in some cases, require the individual to primarily focus on the

temporary assignment versus their base position. For extended appointments, there may also be a short chain of people who have fully stepped out of their base position and are wholly assigned on an interim basis to the more senior position.

3. Internal Equity:

Assignment of temporary compensation always includes an assessment of internal equity. This includes factoring in how the proposed acting salary compares to other executives at that level and with comparable levels of experience. It also considers where the acting salary would fit on the respective salary range.

4. Likelihood of Immediate Succession:

There are circumstances where the individual assigned to act in a vacant executive position may in fact be a viable candidate for the vacant position. In these circumstances, it is often appropriate to anticipate the possibility of a modest promotional increase in the event the individual assumes the ongoing role with the fully delegated, long-term mandate.

CONCLUSION:

This brief suggests that it is not appropriate to rigidly assign a singular algorithm or formula for calculating additional compensation for all forms of temporary executive assignments. The appointing executive member requires some latitude to consider the above factors and principles.

The Procedures for Interim Executive Appointments are premised on longer term assignments where the individual is primarily assigned all of the decision making functions and authorities of the vacant office. Such appointments would normally be compensated by temporarily assigning a salary on the salary range of the vacant position. Again, taking into account the above considerations, this could mean up to, or even modestly beyond, a ten percent increase. This flexibility is particularly needed when the interim assignment is made to an individual outside of the current set of executive employees (for example, a faculty member).

In all cases, it is recommended that the appointing executive member consult with the Associate Vice President Human Resources to review these principles and considerations and agree on appropriate compensation. In some cases, consultation with PSEC may also be necessary, particularly for appointments as interim President.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: Audit Committee

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in black ink, appearing to read "G. Smith", is written over the "From:" line.

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: GOVERNMENT REPORTING ENTITY QUARTERLY REPORTS -
PERIOD ENDING JUNE 30, 2016

Basis for Jurisdiction: Committee's Terms of Reference 6.1

Strategic Relevance:

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

Recommendation:

THAT the Audit Committee recommend that the budget for the purposes of inclusion in the reporting on the 2016/17 University of Victoria Consolidated financial statements prepared in accordance with Public Sector Accounting Standards, be approved as per Schedule A.

Background:

Since 2003, B.C. universities have been included in the Government Reporting Entity (GRE) in order to facilitate the consolidation of University Financial Statements into the Public Accounts of the Province.

Inclusion in the GRE requires the filing of two quarterly reports within the tight deadlines set by the Office of the Comptroller General. The first report is a quarterly year to date financial report known as Appendix C, while the second report is a forecast providing projections of the university's financial statements for the current year plus three years.

With the adoption of Public Sector Accounting Standards supplemented with Treasury Board regulations 257/2010 and 198/2011 as of March 31, 2013, these quarterly reports now follow the new PSAS basis of presentation.

Both reports have been submitted to the Ministry of Advanced Education. The Ministry has also been provided with a "confirmation" that the Forecast Report and assumptions have been reviewed by the Chair of the Audit Committee.

Year to Date Financial Report (Appendix C)

The year to date financial report consists primarily of a Statement of Financial Position and a Statement of Operations together with a number of supplementary schedules designed to identify significant inter-company transactions between the university and other government entities. This detail allows the Province to eliminate any duplication of revenue, expense, assets or liabilities in the consolidated Public Accounts.

The figures reported are actual results for the three month period ending June 30, 2016 with additional analysis and breakdown of inter-company transactions in excess of \$100,000.

Highlights of the report are as follows:

Statement of Operations

- Expenses exceed revenues at June 30, 2016 resulting in reported net loss of \$11.6 million. This compares to a \$14.7 million net loss reported for the three months ended June 30, 2015. Losses result from the fact that the first three months of the fiscal year are low revenue producing months (i.e., Tuition and Ancillary Operations) while expenses are distributed more evenly throughout the year. Investment income in the first quarter of 2016 was a gain of \$2.9 million compared to a gain of \$0.8 million in 2015.

Forecast Report

The Forecast Report consists of a current year forecast plus projections for three additional years presented in the form of a Statement of Operations (revenues and expenses), a Statement of Financial Position (assets, liabilities and equity) and a Statement of Changes in Financial Position (changes in cash and temporary investments). The report is submitted in June and updated for any significant change in assumptions in either October or January.

As we are not permitted to forecast a deficit (excluding unrealized gains and losses and before endowment contributions) any deficits must be offset on the “Unallocated Pressures” line of the report.

Key Forecast Amounts	Budget			
(\$ thousands)	Estimate	Forecast	Forecast	Forecast
	2016/17	2017/18	2018/19	2019/20
Total Revenue	(553,417)	(562,245)	(571,557)	(579,099)
Total Expense	543,228	554,634	565,307	574,305
Net (Revenues) Expenses	(10,189)	(7,611)	(6,250)	(4,794)
Unallocated Pressures	-	-	-	-
Operating Net (Income) Loss for Ministry	(10,189)	(7,611)	(6,250)	(4,794)
Endowment Contributions	(4,000)	(4,000)	(4,000)	(4,000)
Net (Income)	(14,189)	(11,611)	(10,250)	(8,794)
Capital Asset Additions	52,436	47,438	48,343	46,434
Debt	(50,835)	(48,747)	(46,560)	(44,269)

Key Assumption Amounts	2016/17	2017/18	2018/19	2019/20
Grant Funding (operating grant only)	176,632	180,288	184,397	186,849
Student FTEs (Government Funded FTE)	16,023	16,023	16,023	16,023
Tuition fee increases	2.0%	2.0%	2.0%	2.0%

Key assumptions include:

- Operating grant funding as per 16/17 ministry letter. Domestic and international tuition will increase at inflation assumed at 2%;
- Compensation costs in accordance with Provincial mandate and current collective agreements;
- Provincial mandate changes to be funded by the province;
- Routine capital forecasted assuming it will remain consistent with 15/16 ministry funding; and
- Research revenue to remain at FY16 levels.

Risks in achieving the projected revenues and expenditures include market risk; difficulty in predicting sponsored research and specific purpose revenues and expenses as these are applied for and granted by external agencies.

Public Sector Accounting Standards (PSAS) require a Board approved, consolidated, all-funds budget on a PSAS basis to be reported on the audited financial statements. The Q1 forecast forms the basis for this budget and Schedule A outlines how this forecast translates into the budget figures to be reported on the March 31, 2017 financial statements. Schedule B outlines how this budget compares to the 2016 budget and actual results.

Attachments:

Schedule A – Reconciliation of the 2016 Q1 Forecast to the 2017 PSAS Budget

Schedule B – Comparison of the 2016 PSAS Budget to the 2015 PSAS Budget and Actuals

Schedule C – Q1 GRE Reports

Schedule A

Reconciliation of the 2016 Q1 Forecast to the 2017 PSAS Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(183,000)		
Operating contributions from Provincial Crown Corps & Agencies	(8,700)		
less: VIHA and Island medical funding (included in other contributions)	7,000		
	(184,700)	Province of British Columbia grants	- 184,700
Operating contributions from the Federal Government	(58,000)	Government of Canada grants	- 58,000
Operating contributions from other sources	(31,000)	Other government Grants	- 19,000
add: VIHA and Island medical funding (included in other contributions)	(7,000)	Donations, non-government grants and contracts	- 19,000
	(38,000)		- 38,000
Deferred capital contributions from Province	(12,232)		
Deferred capital contributions from Federal Government	(11,329)		
Deferred capital contributions from Other Sources	(2,995)		
	(26,556)	Revenue Recognized from Deferred Cap Contributions	- 26,556
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,325)		
Sales of goods and services to others (contracts and other sales)	(14,280)		
Sales of goods and services to others (Ancillary Services)	(52,556)		
	(68,161)	Sales of Services and Products	- 68,161
Domestic Tuition and Mandatory Fees	(132,747)	Student tuition - credit courses	- 132,747
International Tuition and Mandatory Fees	(19,253)	Student tuition - non-credit courses	- 19,253
	(152,000)		- 152,000
Earnings from Government Business Enterprises (GBEs)	(600)	Income from GBE	- 600
Investment earnings (not included in above)	(4,400)	Investment income	- 19,400
Other revenue (not included above)	(6,000)		
Recognition of endowment investment income	(15,000)		
Realized investment earnings (gains)/losses	-		
	(21,000)	Other Revenue	- 6,000
Total Revenue	(553,417)		- 553,417
Expenses - debits			
Salaries and benefits	341,000	Instruction and non-sponsored research	213,910
Cost of goods sold	14,142	Academic and student support	135,418
Operating costs paid to Provincial Ministries	-	Administrative support	18,225
Operating costs paid to Provincial Crown Corps & Agencies	6,749	Facility operations and maintenance	50,679
Other operating costs (less amortization & debt servicing)	91,913	Sponsored research	113,947
Capital asset amortization expense	46,058	External engagement	11,048
Capital asset write-downs	-		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	40,000		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	2,066		
Amortization of debt issue costs	-		
Other	800		
Total Expense	543,228		543,228
Note 1			
PSAB requires expenses to be presented by function, which are significantly different than forecast template provided by the Province. In order to determine our budgeted expenses by function, we use total forecasted expenditures, multiplied by the prior year functional allocation of actual expenditures.			
Total forecasted expenditures	543,228		
Expense		Functional Allocation from fiscal 2016 (Actual Results)	
Instruction and non-sponsored research	213,910.46	39%	
Academic and student support	135,418	25%	
Administrative support	18,225	3%	
Facility operations and maintenance	50,679	9%	
Sponsored research	113,947	21%	
External engagement	11,048	2%	
	543,228		

Schedule B

Comparison of the 2016 PSAS Budget to the 2015 PSAS Budget and Actuals

	2017 PSAB Budget	2016 PSAB Budget	2016 PSAB Actual	Budget to Actual Variance
Revenue				
Province of British Columbia grants	- 184,700	- 191,300	- 184,604	(96)
Government of Canada grants	- 58,000	- 53,861	- 61,606	3,606
Other government Grants	- 20,000	- 16,658	- 18,414	(1,586)
Student tuition - credit courses	- 132,747	- 123,000	- 130,935	(1,812)
Student tuition - non-credit courses	- 19,253	- 24,000	- 19,330	77
Donations, non-government grants and contracts	- 18,000	- 16,658	- 15,371	(2,629)
Sales of Services and Products	- 68,161	- 63,338	- 67,152	(1,009)
Investment Income	- 19,400	- 11,050	- 21,717	2,317
Income from GBE	- 600	- 600	- 958	358
Other Revenue	- 6,000	- 8,000	- 5,917	(83)
Revenue Recognized from Deferred Cap Contribution	- 26,556	- 29,975	- 31,299	4,743
	- 553,417	- 538,440	- 557,303	3,886
Expenses				
Instruction and non-sponsored research	213,910	210,874	212,016	1,894
Academic and student support	135,418	127,372	134,219	1,199
Administrative support	18,225	19,074	18,064	161
Facility operations and maintenance	50,679	49,536	50,230	449
Sponsored research	113,947	112,932	112,938	1,009
External engagement	11,048	12,044	10,950	98
	543,228	531,830	538,417	4,811

Schedule C – GRE Reports

Please report all debits as positive numbers and credits as negative numbers

	Forecast 2016/17	Projections		
		2017/18	2018/19	2019/20
	----- \$thousands -----			
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(183,000)	(186,700)	(190,800)	(193,000)
Operating contributions from Provincial Crown Corps & Agencies	(8,700)	(8,200)	(8,200)	(8,200)
Operating contributions from the Federal Government	(58,000)	(58,000)	(58,000)	(58,000)
Operating contributions from other sources	(31,000)	(33,000)	(34,000)	(35,000)
Deferred capital contributions from Province	(12,232)	(11,400)	(10,800)	(10,200)
Deferred capital contributions from Federal Government	(11,329)	(10,500)	(10,000)	(9,500)
Deferred capital contributions from Other Sources	(2,995)	(2,800)	(2,600)	(2,500)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,325)	(1,352)	(1,379)	(1,406)
Sales of goods and services to others (contracts and other sales)	(14,280)	(14,566)	(14,857)	(15,154)
Sales of goods and services to others (Ancillary Services)	(52,556)	(53,607)	(54,679)	(55,772)
Domestic Tuition and Mandatory Fees	(97,500)	(99,000)	(101,000)	(103,000)
International Tuition and Mandatory Fees	(54,500)	(56,000)	(57,000)	(58,000)
Recognition of endowment investment income	(15,000)	(16,000)	(17,000)	(18,000)
	-	-	-	-
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	(600)	(600)	(600)	(600)
Investment Earnings (not included above)	(4,400)	(4,400)	(4,400)	(4,400)
Other revenue (not included above)	(6,000)	(6,120)	(6,242)	(6,367)
Total Revenue	(553,417)	(562,245)	(571,557)	(579,099)
Expenses - debits				
Salaries and benefits	341,000	349,000	357,000	363,000
Cost of goods sold	14,142	14,425	14,713	15,008
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies	6,749	6,883	7,021	7,162
Other operating costs (less amortization & debt servicing)	91,913	93,751	95,626	97,538
Capital asset amortization expense	46,058	45,012	45,384	46,034
Capital asset write-downs				
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	40,000	42,000	42,000	42,000
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	2,066	2,263	2,263	2,263
Amortization of debt issue costs				
Other	800	800	800	800
Total Expense	543,228	554,634	565,307	574,305
Net (Revenues)/Expenses before extraordinary items	(10,189)	(7,611)	(6,250)	(4,794)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(10,189)	(7,611)	(6,250)	(4,794)
Unallocated Pressures (use in Q1 only)				
Operating Net (Income) Loss (for Ministry)	(10,189)	(7,611)	(6,250)	(4,794)
Endowment (restricted asset) contributions	(4,000)	(4,000)	(4,000)	(4,000)
Net (Income) Loss (PSI)	(14,189)	(11,611)	(10,250)	(8,794)

University of Victoria			
April 1, 2016 - June 30, 2016			
Please report all debits as positive numbers and credits as negative numbers.			
Please report all items in 000s of dollars.			
All figures should be on a GROSS basis.			
Boxes marked in grey are protected and the numbers come from formulas or the indicated schedule.			
Boxes in red are normally in a credit (negative) balance, those in blue normally in a debit (positive) balance.			
Statement of Operations			
Report in '000s			
REVENUE			
Grants	Direct transfers from the province	-44,120	
	Direct transfers from Crown corporations or government orgs	-8,746	
	Transfers from the federal government	-1,593	
			-54,459
Deferred contributions	Recognition of Deferred Capital Contributions provincial	-2,549	
	Recognition of Deferred Capital Contributions non provincial oth.	-947	
	Recognition of Deferred Capital Contributions Federal	-3,093	
	Recognition of Deferred Contributions provincial	-2,378	
	Recognition of Deferred Contributions Federal	-18,688	
	Recognition of Deferred Contributions non provincial	-4,765	
			-32,420
Other revenues	Tuition Fees - Domestic	-7,136	
	Mandatory Fees (related to tuition) - Domestic	-654	
	Tuition Fees - International	-6,874	
	Mandatory Fees (related to tuition) - International	-681	
	Sinking fund earnings	0	
	Recognition of debt premium	0	
	Realized investment Gains/Losses	0	
	Recognition of Endowment Investment earnings	-1,866	
	Investment earnings	-997	
	(Gain) loss on sale of tangible capital assets		
	Miscellaneous	-2,756	
			-20,964
Sales of goods and services	Sales of goods or services to the province (including contracts)		
	Sales of goods or services to Crown corps or govt orgs (including contracts)	-722	
	Sales of goods or services to non-related entities (Contracts)		
	Sales of goods or services to non-related entities (Ancillary Services)	-12,572	
			-13,294
	TOTAL REVENUE		-121,137
EXPENSE			
	Salaries and benefits	83,281	
	Operating expense	27,856	
	Asset amortization expense	11,496	
			122,633
Grants	Transfers to Crown corporations or government organizations	0	
	Grants to third parties (Scholarships)	6,398	
	Grants to third parties (Foundations and Other)		
			6,398
Debt expenses	Debt service costs (gross of sinking fund investment)	458	
	Recognition of debt discount	0	
			458
Other Expenses	Cost of goods sold	2,484	
	Expense due to valuation allowance	0	
	Restructuring exit expenses		
	Other miscellaneous expenses		
	Purchases from Crown corporations or government orgs	1,523	
	Purchases from Provincial Ministries		
			4,007
	TOTAL EXPENSE		133,496
	(SURPLUS) DEFICIT FOR THE YEAR, BEFORE ENDOWMENT CONTRIBUTIONS		12,359
	Endowment Contribution - New Contributions (external sources)	-720	
	Endowment Contribution - Transferred to/(from) Restricted Deferred Revenue (capitalization)	-1	
	(SURPLUS) DEFICIT FOR THE YEAR		11,638
ACCUMULATED (SURPLUS) DEFICIT			
	Opening Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-702,202	
	(Surplus) Deficit for the Year	11,638	
	Prior Period Adjustments (see below)	0	
	Other Adjustments to Accumulated (Surplus) Deficit (see below)	0	
	Closing Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-690,564	
	Opening Accumulated Remeasurement (Gains)/Losses	-14,162	
	Net Remeasurement (Gains) and Losses for the Year	-330	
	Closing Accumulated Remeasurement (Gains) and Losses	-14,492	
	Closing Accumulated (Surplus) Deficit - Combined	-705,056	



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: September 01, 2016

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

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

BUDGET STATUS:	Approved Budget 29-Jan-2013	Approved Budget 28-May-2015	FMGT Forecast Costs 01-Sep-2016
Consulting	\$ 7,404,000	\$ 7,530,670	\$ 7,530,670
Construction	\$ 62,255,600	\$ 64,265,700	\$ 64,826,500
Completion	\$ 4,680,900	\$ 4,686,165	\$ 4,686,165
Contingency	\$ 1,332,300	\$ 867,300	\$ 306,500
Sub-Total	\$ 75,672,800	\$ 77,394,835	\$ 77,349,835
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-Sep-2016
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CARSA & PARKADE

Commence Schematic Design - Complete	Jan 2009	Jan 2009
Schematic Design - Complete	Apr 2009	May 2009
Design Development - Complete	Oct 2009	May 2010
Construction Documents - Complete	Jan 2011	Sep 2012
Tender - Complete	Dec 2012	Dec 2012
Construction Stage - Complete	Feb 2013	Feb 2013
Commissioning - Complete	Dec 2014	Mar 2015
Fit-up and Move In - Complete	Apr 2015	Apr 2015

MCKINNON BLDG RENOVATIONS

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

Major Risks:

None

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-Apr-2016
Consulting	\$ 1,570,000	\$ 1,340,000
Construction	\$ 9,500,000	\$ 10,640,000
Completion	\$ 1,900,000	\$ 1,240,000
Contingency	\$ 500,000	\$ 250,000
Sub-Total	\$13,470,000	\$13,470,000
GST (1.65%)	\$ 230,000	\$ 230,000
TOTAL PROJECT COSTS	\$13,700,000	\$13,700,000

Total Commitments to date are \$13,484,359 or 98% of the Approved Budget.

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

Major Risks:

- None.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

VICE-PRESIDENT RESEARCH

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

**Subject: Research Funding Management and Financial Accountability Policy
FM5405**

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.

Recommendation:

THAT The Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the new policy FM5405 Research Funding Management and Financial Accountability.

Background:

This is a new policy developed with the objective of clarifying roles and responsibilities related to over-expenditures of research accounts. The wording and provisions in the policy are the result of extensive input and consultation with members of the Campus community as well as the Faculty Association.

The development of this policy initially started as a management initiative (jointly between the VPR and the VPFO) in 2012/13. Development of the policy was subsequently a recommendation in the internal audit report on Review of Research of Fund Management issued on September 11, 2013. The significant delay in completing the policy and related consultation was primarily the result of the following:

- Completing enhancements to provide improved reporting on commitments that support researchers in managing research funds;
- Delay in commencing consultation given uncertainty with respect to the requirements for consultation with the Faculty Association (awaiting arbitration decision);
- Decision to delay commencement of consultation until the completion of bargaining; and
- Completion of consultation with Faculty Association.

Overview of Consultation

During the development of the initial draft in 2013, the AVP Research and the Executive Director Financial Services met with the Deans and Chairs of each faculty at their respective executive meetings to discuss the new policy Research Funding Management and Financial Accountability (RFMFA).

The Faculty Association was provided with the draft RFMA policy in 2015 and conducted a consultation process with its members, including hosting an open house on research services.

VPFO and OVPR will work with department chairs and deans on the introduction of the RFMFA policy and procedures to faculty and staff, and to develop supporting information such as an FAQ on the research and the finance websites.

Summary

In summary, the policy establishes that the researcher is responsible for any over-expenditure with a few exceptions, including approval of over-expenditures in certain circumstances and the non-payment of funding from a sponsor.

As noted, the RFMFA policy development process included extensive consultation. The current draft was developed with input from the Faculty Association. Accordingly, any changes to the policy will require further consultation.

Given that this is a new policy, management will complete a post-implementation review in 3 years.

Attachment(s):

- 1) Draft RFMFA Policy FM5405

RESEARCH FUNDING MANAGEMENT AND FINANCIAL ACCOUNTABILITY

University Policy No.: FM5405
Classification: Financial Management
Approving Authority: Board of Governors
Effective Date: October, 2016
Supersedes: NEW
Last Editorial Change: NEW
Mandated Review: October, 2023

Associated Procedures

[Procedures for Research Funding Management and Financial Accountability](#)

PURPOSE

- 1.00 The purpose of this policy is to promote sound management and financial accountability for Research Funding by specifying:
- a) circumstances when properly authorized Over-Commitments and Over-Expenditures of Research Funding are permitted, and
 - b) financial responsibility for Over-Expenditures and Uncollectable Amounts.

DEFINITIONS

For the purpose of this policy:

- 2.00 **Approval Authority** means those positions in addition to the Research Account Holder who approve expenditures, normally the Department Chair, School Director, Research Centre Director and/or Dean.
- 3.00 **Freezing** an account means placing a stoppage on any expenditures and future commitments.
- 4.00 **Multiple Installment Funding** means a grant or contract for which the Sponsor provides the funding in multiple (annual or otherwise scheduled) installments.
- 5.00 An **Over-Commitment** means the commitment to the future expenditure of funds beyond the amount that will be available in a Research Account at the time of the expenditure.
- 6.00 An **Over-Expenditure** means the actual expenditure of funds beyond the amount available in a Research Account.
- 7.00 **Renewable Funding** means a grant or contract for which payment of a second or subsequent installment of the funding requires approval by the Sponsor whether or not an application for renewal of the funding is required.

- 8.00 **Research** means the intentional process of study and creative expression that explores and extends human knowledge and experience.
- 9.00 **Research Account** means a University of Victoria account established to manage research funding.
- 10.00 **Research Account Holder** means the individual (principal investigator ("PI")) who was awarded the funding and has signing authority on the Research Account. In the event Research Funding is awarded to multiple PI, all co-PI shall be considered to be Research Account Holders with respect to that funding and shall have equal responsibility and financial responsibility under this policy.
- 11.00 **Research Accounting** means the research accounting group of the university's Accounting Services department.
- 12.00 **Research Funding or Research Funds** means university funds designated for research (including without limitation start-up grants, faculty travel grants and internal research grants) or funds provided through a Research Funding Agreement or any other external funds designated in support of research.
- 13.00 **Research Funding Agreement** means an agreement between the university and a Sponsor regarding funding for research purposes, whether the agreement would be considered a grant, contract, contribution agreement, or whether the agreement takes any other form, and whether it is legally enforceable or not.
- 14.00 **Single Installment Funding** means a grant or contract for which the Sponsor provides all of the awarded amount as a single transfer of funds. Without limiting the foregoing, Research Funding provided by the university through start-up grants, travel grants and internal research grants is considered to be Single Installment Funding.
- 15.00 **Sponsor** means an agency, organization or other entity external to the university that is a source of Research Funding.
- 16.00 An **Uncollectable Amount** arises when a Sponsor fails or refuses to pay the full amount of a research grant or contract.

SCOPE

- 17.00 This policy applies to all Research Accounts and Research Account Holders, and to all Research Funds with the exception of Research carried out under a personal services contract. Such personal services are subject to conflict of commitment guidelines.

FINANCIAL MANAGEMENT

- 18.00 Research Account Holders have the primary responsibility for administering research funds in accordance with university policies and procedures and funder requirements. This includes:
- a) understanding their responsibilities and financial liabilities under this policy,

- b) ensuring all expenditures of Research Funding adhere to university policies and to the policies and restrictions imposed by the Sponsor,
 - c) planning expenditures in accordance with the timing and amount of the available Research Funds,
 - d) monitoring the balances of Research Accounts on a regular basis,
 - e) ensuring there are no Over-Commitments or Over-Expenditures of Research Funds except as provided for in this policy,
 - f) notifying Research Accounting of any change in the payment of Research Funds by the Sponsor including an expected payment past the scheduled completion date of a grant or contract, and
 - g) working with Research Accounting to ensure the appropriate disposition of any unexpended Research Funds at the end of a Research Funding Agreement.
- 19.00 The university has responsibility for establishing and maintaining policies, systems, procedures and controls that support Research Account Holders in fulfilling their responsibilities as outlined under section 18.00 and as may otherwise be required under an approved Research Funding Agreement.
- 20.00 A Research Account Holder will apply due care and attention so as to not incur Over-Commitments or Over-Expenditures in a Research Account Associated with Single Installment Funding.
- 21.00 A Research Account Holder will apply due care and attention so as to not incur Over-Commitments or Over-Expenditures in a Research Account associated with Multiple Installment or Renewable Funding. Over-Commitments require prior approval as provided for in the [Procedures for Research Funding Management and Financial Accountability](#).
- 22.00 In the event an Approval Authority, Research Accounting, Accounting, the university's purchasing services department or any other university official or office identifies a transaction that would lead to an unauthorized Over-Commitment or Over-Expenditure, it shall be returned unauthorized to the Research Account Holder. This does not absolve a Research Account Holder from her or his responsibilities under section 21.00.

FINANCIAL RESPONSIBILITY

- 23.00 Responsibility for an Over-Expenditure arising from an Uncollectable Amount caused by any reason beyond the control of the Research Account Holder or arising from errors by the Research Account Holder made in good faith and with the exercise of reasonable diligence shall be borne by the university.
- 24.00 Except as provided for in section 23.00, a Research Account Holder may be held responsible for the unrecovered portion of any Over-Expenditure in a Research Account

under any of the following circumstances:

- a) when prior approval was required but was not obtained,
- b) when approval was obtained but the Research Account Holder did not disclose the full circumstances at the time of the request,
- c) when an Over-Expenditure results from the Research Account Holder having authorized ineligible expenditures including any that are disallowed by the Sponsor or the university following a review, audit or submission of financial records,
- d) the Over-Expenditure is the result of an Uncollectable Amount arising from the Research Account Holder failing to meet the requirements of a Research Funding Agreement except when such failure is beyond the control of the Research Account Holder,
- e) when Over-Commitments and Over-Expenditures are not permitted under this policy.

25.00 Responsibility for an approved Over-Expenditure applies to the following parties in order:

- a) the Research Account Holder through the next installment of the Research Funding which has been over-expended,
- b) the Research Account Holder through other Research Funding provided the terms governing such funding permit it to be used to pay expenses that will account for the Over-Expenditure,
- c) the Department / School of the Chair / Director who approved the Over-Expenditure or the Over-Commitment leading to the Over-Expenditure provided all efforts have been made to collect the shortfall from the Research Account Holder's overall Research Funding. When more than one Department / School is involved the financial liability shall be in proportion to the division of overhead as specified on the Research Application Summary Form (RASf), or equally divided if no overhead division was specified,
- d) the Faculty / Research Centre of the Dean / Research Centre Director who approved the Over-Expenditure or the Over-Commitment leading to the Over-Expenditure provided all efforts have been made to collect the shortfall from the Research Account Holder's overall Research Funding and the Research Account Holder's Department / School when applicable. When more than one Faculty / Research Centre is involved the responsibility shall be in proportion to the division of overhead as specified on the RASf, or equally divided if no division was specified.

26.00 In the event of an unapproved Over-Expenditure, the Research Account Holder shall be responsible for providing a plan to fund the Over-Expenditure following the [Procedures for Research Funding Management and Financial Accountability](#). Failure to comply may result in the freezing of the over-expended Research Account. Other accounts held by the Research Account Holder may also be frozen until the Research Account Holder has submitted an acceptable plan.

- 27.00 In addition to the freezing of Research Accounts the university may take such steps with respect to an unapproved Over-Expenditure as are available to it under university policy or otherwise as the university deems necessary and as are permitted by law including the [BC Employment Standards Act](#).

EQUIPMENT OVER-EXPENDITURES

- 28.00 In the event an over-expenditure involves the purchase of equipment and the Research Account Holder clears the over-expenditure using personal financial resources, then:
- a) if the amount paid by the Research Account Holder to clear the over-expenditure equals or exceeds the full purchase cost of the equipment, including shipping and taxes, the Research Account holder shall then own the equipment,
 - b) if the amount that would be paid by the Research Account Holder to clear the over-expenditure is less than the full purchase cost of the equipment, including shipping and taxes, the Research Account holder shall have the option to take ownership of the equipment by paying to the University the full purchase cost of the equipment,
 - c) if the Research Account Holder does not exercise his or her right under (b), the equipment shall remain the property of the University.

NOTIFICATION

- 29.00 Before enforcing this policy, the University will provide a Research Account Holder who is in default with the most recent version of this policy and the related procedures.

AUTHORITIES AND OFFICERS

- 30.00 The following is a list of authorities and officers for this policy:
- a) Approving Authority: Board of Governors
 - b) Designated Executive Officer: Vice-President Finance & Operations and Vice-President Research
 - c) Procedural Authority: Vice-President Finance & Operations and Vice-President Research
 - d) Procedural Officer: Executive Director Financial Services

PROCEDURES FOR RESEARCH FUNDING MANAGEMENT AND FINANCIAL ACCOUNTABILITY

Procedural Authority: Vice-President Finance
& Operations and Vice President Research
Procedural Officer: Executive Director Financial
Services

Effective Date: October, 2023
Supersedes: NEW
Last Editorial Change: NEW

Parent Policy: [Research Funding Management and Financial Accountability](#)

PURPOSE

- 1.00 The purpose of these procedures is to set out the appropriate processes for the management of Research Funding from both internal and external sources. Over-Expenditures of Single-Installment Funding are not permitted. Unapproved Over-Expenditures of Multiple-Installment or Renewable Funding are not permitted. It is the Research Account Holder's responsibility to monitor Research Accounts for circumstances which will result in an Over-Expenditure and to avoid or seek pre-approval for any Over-Expenditures. It is the university's responsibility to establish and maintain policies, systems, procedures and controls that support Research Account Holders in fulfilling their responsibilities as outlined under section 18.00 of the [Policy on Research Funding Management and Financial Accountability](#) and as may otherwise be required under an approved Research Funding Agreement.

DEFINITIONS

- 2.00 The definitions in the Policy on Research Funding Management and Financial Accountability apply to these procedures.

PROCEDURES

Approval of Over-Commitments

- 3.00 Over-commitment of a Research Account for Multiple-Installment or Renewable Funding may be approved by the Research Account Holder's Approval Authority provided that:
- a) prior to the final installment period:
 - i. the Over-Commitment would not result in a deficit in the Research Account in excess of 25% of the next funding installment in the event that installment is not received, and
 - ii. the Over-Commitment, in the judgment of the Approval Authority, is necessary for the operation of the Research Account Holder's research program, and

- iii. the Approval Authority agrees that his or her unit has the potential liability of covering an Over-Expenditure that may arise from the Over-Commitment.
- b) within the final installment period:
 - i. the Over-Commitment will not lead to an Over-Expenditure in excess of 25% of the current installment, and
 - ii. the Research Account Holder has other Research Funding which can, without violation of the terms governing them, be used to cover the Over-Commitment, or the Research Account Holder has applied, or intends to apply, for Research Funding that can, without violation of the terms governing them, be used to cover the Over-Commitment and in the judgment of the Approval Authority it is highly likely that the application for Research Funding will be successful, and
 - iii. the Over-Commitment, in the judgment of the Approval Authority, is necessary for the operation of the Research Account Holder's Research program, and
 - iv. the Approval Authority agrees that his or her unit has the potential liability of covering an Over-Expenditure than may arise from the Over-Commitment.
- 4.00 Research Account Holders must request approval of an Over-Commitment by submitting an Over-Expenditure/Over-Commitment request form to the Approval Authority for approval. The approval must be submitted with the proposed transaction(s) that will result in the Over-Commitment.
- 5.00 In the event that an approved Over-Commitment results in an Over-Expenditure, that Over-Expenditure will be treated as an approved Over-Expenditure.
- Approval of Over-Expenditures**
- 6.00 Over-expenditure of a Research Account for Multiple-Installment or Renewable Funding may be approved by the Research Account Holder's Approval Authority, provided that:
 - a) the Over-Expenditure will not occur in the final installment period,
 - b) the Over-Expenditure will be re-paid prior to the ultimate expiry of the Research Funding Agreement,
 - c) normally the Over-Expenditure will not result in a deficit in the Research Account in excess of 25% of the next anticipated funding installment,
 - d) the Over-Expenditure, in the judgment of the Approval Authority, is necessary for the operation of the Research Account Holder's research program, and
 - e) the Approval Authority agrees that his or her unit has the potential responsibility of covering the Over-Expenditure.

- 7.00 Research Account Holders must request approval of an Over-Expenditure by submitting an Over-Expenditure/Over-Commitment request form to the Approval Authority for approval. The approval must be submitted with the proposed transaction(s) that will result in the Over-Expenditure.
- 8.00 Unapproved Over-Expenditures of Multiple-Installment or Renewable Funding are not permitted. It is the responsibility of Research Account Holders to monitor Research Accounts for circumstances which will result in an Over-Expenditure and to seek pre-approval.

Unapproved Over-Expenditures

- 9.00 Research Account Holders are expected to monitor the status of their Research Accounts on a regular basis. In the event of an unapproved Over-Expenditure of a Research Account:
- a) The Research Account Holder shall immediately notify Research Accounting of the existence of an unapproved Over-Expenditure.
 - b) Research Accounting shall provide assistance to the Research Account Holder in resolving the matter before the process described below shall apply. The resolution may be a pay-back schedule proposed by the Research Account Holder and acceptable to the Manager of Research Accounting or may be a transfer of expenses to a different account provided the transferred expenses are within the appropriate use of that account.
 - c) In the event an unapproved Over-Expenditure cannot be resolved as indicated above within a period of one month, Research Accounting will formally notify the Research Account Holder of the Over-Expenditure with a copy of the notification sent to the appropriate Approval Authority(ies).
 - d) The Research Account Holder shall respond within one (1) month with an explanation of how the unapproved Over-Expenditure occurred and a plan for funding the Over-Expenditure within a reasonable period of time commensurate with the amount of the Over-Expenditure and normally not to exceed three years. The explanation and plan are to be provided to the Approval Authority(ies) who approved the Research Funding Agreement.
 - e) If the plan submitted in (d) is approved by the Approval Authority(ies), it will be forwarded to the Associate Vice-President Research Operations who will consult with Research Accounting and others as required. If the plan is deemed acceptable by the Associate Vice-President Research Operations, the Research Account Holder will be so notified and shall be required to execute the plan as submitted.

f) In the event that:

- i. the Research Account Holder does not respond to the notice sent under (c) within one month, or
- ii. the plan submitted as per (d) is not accepted by either the Approval Authority(ies) who approved the Research Funding Agreement or the Associate Vice-President Research Operations,

the over-expended Research Account as well as any other Research Accounts for which the Research Account Holder of the over-expended Research Account has signing authority may, subject to suitable arrangements being made for contractual obligations including pre-approved salary and graduate student payments, be frozen as per section 26.00 of the [Policy on Research Funding Management and Financial Accountability](#). The Research Accounts will remain frozen and no new Research Accounts opened for the Research Account Holder until he or she submits an acceptable plan.

g) In the event that:

- i. a Research Account Holder fails to submit an acceptable plan within three (3) months of being notified of an unapproved Over-Expenditure, or
- ii. the Research Account Holder defaults in the performance of an approved plan,

the Vice-President Finance and Operations may, in consultation with the Vice-President Academic and Provost and the Vice-President Research, take such steps as provided for in section 27.00 of the [Policy on Research Funding Management and Financial Accountability](#).

10.00 A Research Account Holder may appeal to the Provost's office the denial of a repayment plan by the Dean and the Associate Vice-President Research Operations. The Research Account Holder has the right to the assistance of the Faculty Association in any such appeal and in any discussion or application of these procedures.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ACTION

September 15, 2016

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: Proposed Master of Arts Stream in Public History

Basis for Jurisdiction: Senate Committee on Planning meeting
Subject to approval by Senate on October 7, 2016

Previous Consultation: Senate Committee on Planning, September 10, 2015

Recommendation:

That the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to approval by Senate and to funding, the establishment of a Master of Arts Stream in Public History, as described in the document "Proposal for M.A. Stream in Public History", dated May 1, 2016, and that this approval be withdrawn if the stream should not be offered within five years of the granting of approval.

Background:

Overview/nature of the academic program

The Department of History is using existing, successful courses within the curriculum of the M.A. History program to identify a “stream” of courses in Public History, a sub-field of the discipline. This initiative will enable the Department to recruit high quality students to meet the cap of 25 approved graduate student places in the M.A. History program. Public History provides training in applied methodologies and practices related to communicating historical subjects in the public sphere. Public History provides students with important transferable skills for employment opportunities that can include, but are not limited to, heritage projects for museums, urban heritage planning, Indigenous land title research, public commemoration projects, public programming, as well as oral and digital history for popular media.

A stream in Public History within the Department’s well-established M.A program will fulfil UVic’s strategic priority of providing experiential learning, through practicum courses, co-op and internship placements, all of which will create career-ready graduates with skills for a range of employment in the public and private sectors. Each student will do a work-term, either paid through the Co-op program or through a practicum, and may elect to do this work with an employer anywhere in Canada or internationally.

Alignment with the university’s mission and strategic plan

The proposed initiative for a stream in Public History within the existing M.A. History program aligns with the following objectives of the University of Victoria’s 2012 Strategic Plan:

Objective 4: *To be nationally and internationally competitive in the recruitment and retention of graduate students of the highest calibre.* This stream in Public History will attract the best students across western Canada as it will be the only such opportunity for graduate training in applied and practice-based education in the discipline of History west of Ontario. The stream in Public History within UVic’s M.A. History will be one of only three such opportunities in Canada that will (4.c) “provide training opportunities in ... research as well as in professional development.”

Objective 12: *To ensure that our undergraduate and graduate programs of teaching and learning are of the highest quality, responsive to intellectual developments and student needs, inclusive, and organized around best practices in teaching and learning.* The proposed Public History stream within the M.A. History responds to changing intellectual developments and to student needs. It’s collaboration with off-campus institutions (the RBC Museum and a range of smaller museums and heritage sites that will provide practicums or Co-op placements for our students) reflects current best practices in teaching and learning.

Objective 13: *To enhance the quality of our students’ classroom experience and ensure that the strong research culture at the University of Victoria is brought into both the physical and the virtual classroom.* The Public History stream will provide the necessary training so that each student will produce a major research project.

Objective 14: *To be nationally and internationally competitive in the quality of our graduate program offerings in recognition of the growing need for highly educated graduates.* The Public History stream within the existing M.A. History responds to the employment demand for highly qualified graduate students in the public history sector.

Objective 15: *To support a broad range of flexible course delivery options, including face-to face, blended and distributed learning as part of the UVic tradition and as a mechanism for increasing access to higher education.* The established courses for the Public History stream include a mix of face--to-face and distributed learning options.

Objective 18: *To increase co-op, internship and other experiential learning opportunities for UVic students.* Integral to the Public History stream is a work experience term which may be in the form of a co-op or work term, internship or practicum. Every student will have an experiential learning semester.

Objective 19: *To increase opportunities for civic engagement in teaching and learning activities for all students.* Students and faculty participating in the Public History stream will work closely with local and national public history institutions like the Royal BC Museum, Maritime Museum of BC and the Canadian Museum of History to establish work experience opportunities that contribute to the mandate and work of these community and public organizations.

Objective 20: *To further enhance internationalization of the university through student and faculty recruitment and mobility, research partnerships, internationalization of the curriculum and experiential learning.* The History Department faculty who will be involved in the proposed Public History stream have considerable international expertise and connections. The initiative will provide a local, national and internationalized curriculum in Public History, as well as opportunities for Public History students to participate in international field schools and practicum placements.

Objective 24: *To support lifelong learning by increasing continuing education opportunities for on-campus and online adult and part-time learners.* One of our target markets for recruitment is mid-career professionals and another is retired professionals with a public history project they would like to undertake.

Objective 31: *To develop effective relationships with the diverse constituencies that make up our local, regional, national and international communities.* The stream in Public History has support from a wide range of regional and national organizations and cultural and educational institutions. The international connections of many of the faculty members who will be involved in the stream will lead to partnerships and placements for our students in a global context.

Senate/academic considerations

Admission to the Public History stream within the existing M.A. History is subject to the admission requirements of the Faculty of Graduate Studies. A minimum TOEFL (TWE included) score of 600 on the paper-based test is required of all international students whose first language is not English. Admission to the M.A. History program normally requires a Bachelor's degree with a minimum average of A- (7.00 G.P.A.). A candidate with background deficiencies in history may be required to register for a year as an unclassified student before being admitted to the M.A. program. A candidate with significant experience in community-based or professional historical engagement may be considered for admission without meeting the full requirements indicated above. Students will normally be admitted for a September start date, but may be admitted in January, upon recommendation of the Graduate Committee.

At this time the approval process for degree approval quality and process stage 1 established by the B.C. Ministry of Advanced Education applies only to new degree programs. As a result, the University is not required to follow the new approval process for new minors, streams, certificates or diplomas.

The proposal is presented to the Board of Governors at this time in order to provide an opportunity for approval by both the Board of Governors and Senate prior to the deadline for finalizing the calendar of UVic programs for Spring 2017.

Demand and availability

A stream in Public History within the M.A. History at UVic will fill a void in graduate education across western Canada. There are only two public history graduate programs in English Canada, both in Ontario (Carleton and Western University). A stream in Public History within the established M.A. History program provides an opportunity to recruit high quality students.

UVic is strategically well situated for such an initiative: in addition to the expertise we have among our faculty, our location in the provincial capital positions us in proximity to the BC Archives and the Royal BC Museum, and other significant museums. The initiative is also timely in relation to historical events, particularly the need to develop a skilled workforce able to inform processes such as land claims that have connections with the records and activities of the provincial government.

Resource implications

Student financial support plan: The addition of this stream to the M.A. History program will not increase the total number of M.A. students admitted beyond the current maximum of 25 places in our existing program. As a result, our existing graduate secretary will be able to manage the administrative workload without additional support.

Because 12 faculty within the Department have expertise in various areas of public history, we do not require additional faculty members to supervise students. Students in the Public History stream within the M.A. History program will share in the resources for financial support currently available for our existing M.A. students. We will admit 8 students per year to the new stream so that the total number of students in our current M.A. History program and the Public History stream will not exceed the current maximum of 25 students for our existing M.A. program. As a result, the Department will be able to provide adequate funding for all M.A. students.

Space requirements: Since we will not be admitting additional graduate students beyond our current maximum of 25 per year, but instead will instead reduce the number in the regular M.A. program as necessary to ensure that numbers do not go above 25 in total, we will be able to manage with our current space allocation for graduate students.

Library requirements: Since we currently offer both a graduate and an undergraduate course in public history, we have already expanded the library holdings in this field, including relevant journals, although further expansion will be needed in the future.

Other relevant factors

Employment opportunities are relatively robust in this field. The public history programs at Carleton University and Western University report significant success in placing their graduates in jobs in the public or private sectors. Carleton states: "graduates of our program have found employment in a wide variety of museums, archives, and cultural institutions, while others have continued their academic studies at the Ph.D. level." Western University states: "Our alumni have had widespread success in museum, archival, government, media, consulting, and educational careers across Canada, the United States, and the United Kingdom." Since we would be the only

M.A. program with a stream in Public History west of Ontario, our graduates would be in a good position to apply for jobs in these areas in B.C. and elsewhere. Our contacts and partners (in particular Kathryn Bridge, Deputy Director, Royal BC Museum) have confirmed that there will be demand for the specific combination of skills provided by a Public History stream involving an M.A. qualification that includes hands-on internship experience in addition to the academic credential. The fact that two graduates of our MA History program were both hired by local museums before they graduated also indicates the employment opportunities for students who complete the new stream.

Attachment(s):

Memorandum from Chair of the Department of History to AVP Academic Planning dated May 1, 2016 and submitted to the Senate Committee on Planning on May 11, 2016.

To: Dr. Katy Mateer, AVP Academic Planning and Chair, Senate Committee on Planning

From: Dr. John Lutz, Chair, Department of History and Dr. Lynne Marks, Graduate Director,
Department of History

Date: May 1, 2016

Re: Proposed MA Stream in Public History

As Dr. Mateer reported to Senate on May 6th, due to changes in B.C. government policy, the University made the decision not to put the MA in Public History program proposal through the government approval process, but instead pulled it from this process. After consultation with Dr. Mateer, the Deans of Humanities and Graduate Studies, and the Chair of History, it was decided that we would instead seek approval for a stream in Public History within the current MA in History program. The proposed stream (see discussion below and in attached curriculum change form), has the same course structure and rationale as the proposed MA in Public History Program, which was approved by Senate at its meeting on October 2, 2015, and by the Board of Governors at its meeting on November 24th, 2015. Since the proposed MA stream in Public History is not different from the proposed MA program in Public History that was approved by the Board and Senate last year, we very much hope that the proposal for a stream in Public History within the History MA program can go through the regular curriculum approval process, rather than re-doing the entire consultation process that has already occurred for this program.

Our hopes for a fairly timely approval of the proposed stream in Public History are based both on the fact that this new stream is not different from the program that was already approved, and also on the fact that there are a number of students currently taking the MA in History who wish to transfer to a stream in Public History as soon as possible, as well as others not yet in the History MA Program who wish to apply to enter this stream as soon as it is available to them. If the stream is approved through the curriculum approval process, students would be able to enter the stream in Public History in January of 2017.

Below we provide a brief summary of the highlights of the proposed stream, and a rationale as why it can work well as a stream within our existing MA History Program.

As articulated in the University's Mission Statement, experiential learning and community engagement are core UVic values. The proposed stream in Public History epitomizes these values, with a "hands on" and academically rigorous stream that will be offered by History in collaboration with the Cultural Resource Management Program of the Division of Continuing Studies to prepare students both for careers in the public applications of historical training and for further graduate study.

The proposed MA stream 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 stream would prepare students for a range of public history careers. Graduates of our stream would be equipped to apply rigorous academic training in the many settings where members of the public encounter their pasts.

The stream 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 public history stream 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.

The MA in Public History stream will work well within our current MA Program. We are proposing that we will now have two streams within our MA Program – the MA in Public History stream, and the MA in History stream. The former will only have a project-based option, and will include a practicum component, and the latter, as is currently the case, will have both a thesis and a project-based option. See curriculum change form, attached.

These two streams would work well within our MA program. They are clearly differentiated, with the MA in Public History stream having a focus on public history, including a requirement that students take the Public History course (HSTR 515), do a practicum and complete two Cultural Heritage courses. At the same time, there is significant overlap between the streams. In discussions with Dean Capson of Graduate Studies, we were informed that streams within a common MA program must have a significant overlap in course offerings. In both of our proposed MA streams, students are required to take our mandatory Historiography course (HSTR 500), and students in the Public History stream must also take at least 3 units of Topical or Geographical courses, for an overlap of 4.5 units of courses. Students in the MA in History stream also have access to our Public History course (HSTR 515). Dean Capson also informed us that from the perspective of Graduate Studies differences in unit totals between streams (as is proposed here) was completely acceptable, and occurs between other streams within graduate programs at UVic.

This proposed stream will be the first of its kind west of Ontario (there are currently programs in Public History 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. As noted above, students are very eager for this opportunity. We are aware that other universities (particularly UBC) have been considering bringing in a Public History program. We hope that the Senate Committee on Planning will allow this stream to be approved through the curriculum approval process, so that the stream can be put in place as soon as possible, both to serve demonstrated student demand and to place UVic in the forefront of this important field in Western Canada.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: SHORT TERM INVESTMENT REPORT – To June 30, 2016

Basis for Jurisdiction: Short-Term Investment Policy, FM5200

Strategic Relevance:

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

Background:

The following report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension, long-term disability trust and endowment funds) for the period ended June 30, 2016.

Reporting Update:

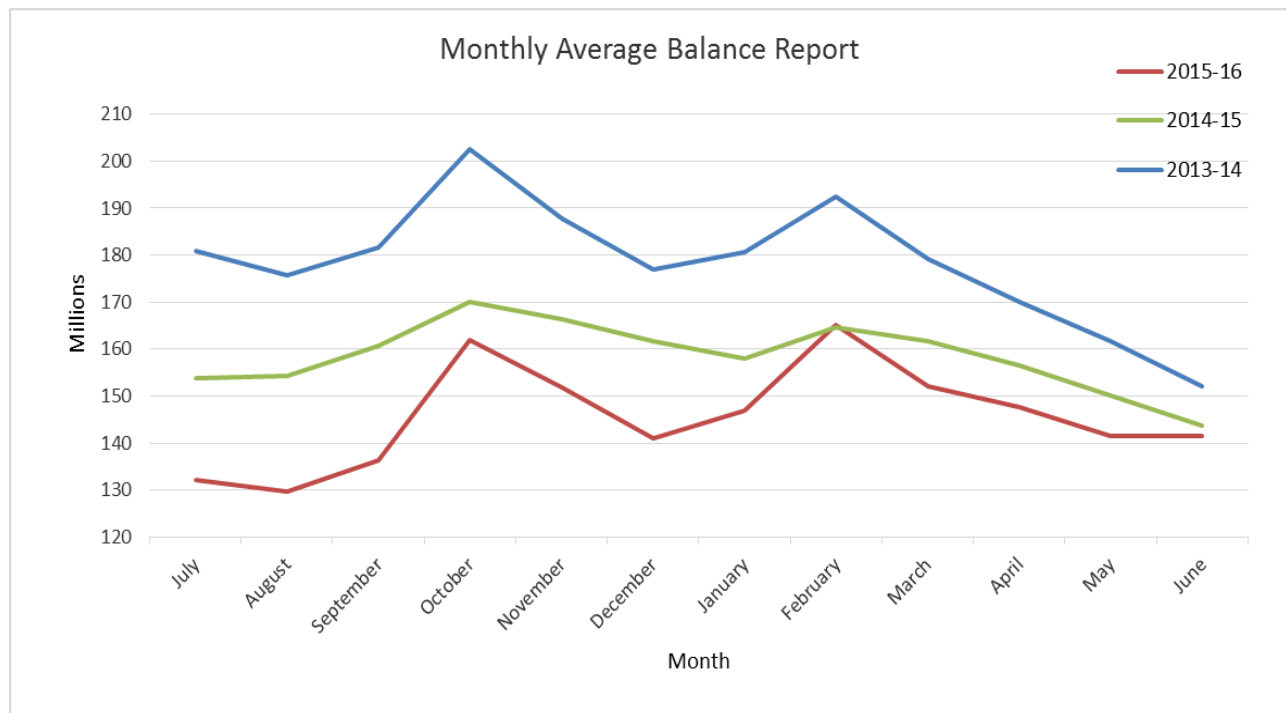
Short Term Funds–Total Assets (Market Value of Average Monthly Holdings)–June 30, 2016

<u>Allocation</u>	<u>Held/Managed</u>	<u>Millions (\$)</u>	<u>(%)</u>
Cash (CAD and USD)	Bank	17.6	12
Money Market	RJ/CDP	61.6	44
Short Term Bond and Mortgage Fund	PH&N	34.8	25
Mortgage Pension Trust Fund	PH&N	27.3	19
Total Fund		141.4	100

Report of Monthly Balances in Short-Term Investment Pooled Funds

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

Graph #1 – Short Term Pooled Fund



Short Term Interest Rate Activity

The Bank of Canada (BoC) has maintained a 0.5% overnight rate from July 15th, 2015. From then until January 15th, 2016 the Canadian Dollar (CAD) weakened considerably versus the US Dollar (USD) from \$0.79 to \$0.69 USD/CAD. This traditionally has had a stimulative effect on the Canadian economy and is allowing the BoC to evaluate if the stimulative effect is sufficient before further easing monetary policy. Since January 15th, 2016 the dollar has recovered to above 0.75 USD/CAD. The BoC has said "Inflation in Canada is on track to return to 2 per cent in 2017 as the complex adjustment underway in Canada's economy proceeds." The BoC also noted:

In Canada, the quarterly pattern of growth has been uneven. Real GDP grew by 2.4 per cent in the first quarter but is estimated to have contracted by 1 per cent in the second quarter, pulled down by volatile trade flows, uneven consumer spending, and the Alberta wildfires. A pick-up to 3 1/2 per cent is expected in the third quarter as oil production resumes and rebuilding begins in Fort McMurray. Consumer spending will also get a boost from the Canada Child Benefit...

Overall, the risks to the profile for inflation are roughly balanced, although the implications of the Brexit vote are highly uncertain and difficult to forecast. At the same time, financial vulnerabilities are elevated and rising, particularly in the greater Vancouver and Toronto areas. The Bank's Governing Council judges that the overall balance of risks remains within the zone for which the current stance of monetary policy is appropriate, and the target for the overnight rate remains at 1/2 per cent.

Investment Yields

Table #1 and #2 below show the yield curve and the 1-year implied change at June 30th, 2017 compared to December 31, 2016. Even with the lower yields since last year, rate expectations have remained relatively subdued and stable.

Table #1

Government of Canada Yields	1-year (%)	2-year (%)	5-year (%)	10-year (%)	30-year (%)
June 30, 2016	0.52	0.52	0.57	1.06	1.72
Forward curve for June 30, 2017	<u>0.52</u>	<u>0.51</u>	<u>0.70</u>	<u>1.28</u>	<u>1.76</u>
Implied change (1 Year)	0.00	-0.01	+0.13	+0.22	+0.04

(Source: PH&N)

Table #2

Government of Canada Yields	1-year (%)	2-year (%)	5-year (%)	10-year (%)	30-year (%)
June 30, 2015	0.60	0.49	0.82	1.69	2.31
Forward curve for June 30, 2016	<u>0.38</u>	<u>0.42</u>	<u>1.13</u>	<u>1.86</u>	<u>2.39</u>
Implied change (1 Year)	-0.22	-0.07	+0.31	+0.17	+0.08

(Source: PH&N)

Performance Review of Short-Term Investment Pooled Funds

The bank account at the end of June earned a variable rate of 1.05% annually, based on the RBC prime rate of 2.7% minus 1.65%. RBC and all the other major banks have not reduced their prime rates since July 16th, 2015.

The Provincial Cash Deposit Program (CDP) was added to the investment policy as a permitted investment last year and has been used tactically in conjunction with our existing money market investments made through Raymond James. The CDP interest rate is the CIBC prime rate of 2.7% less 1.5% (or 1.2%).

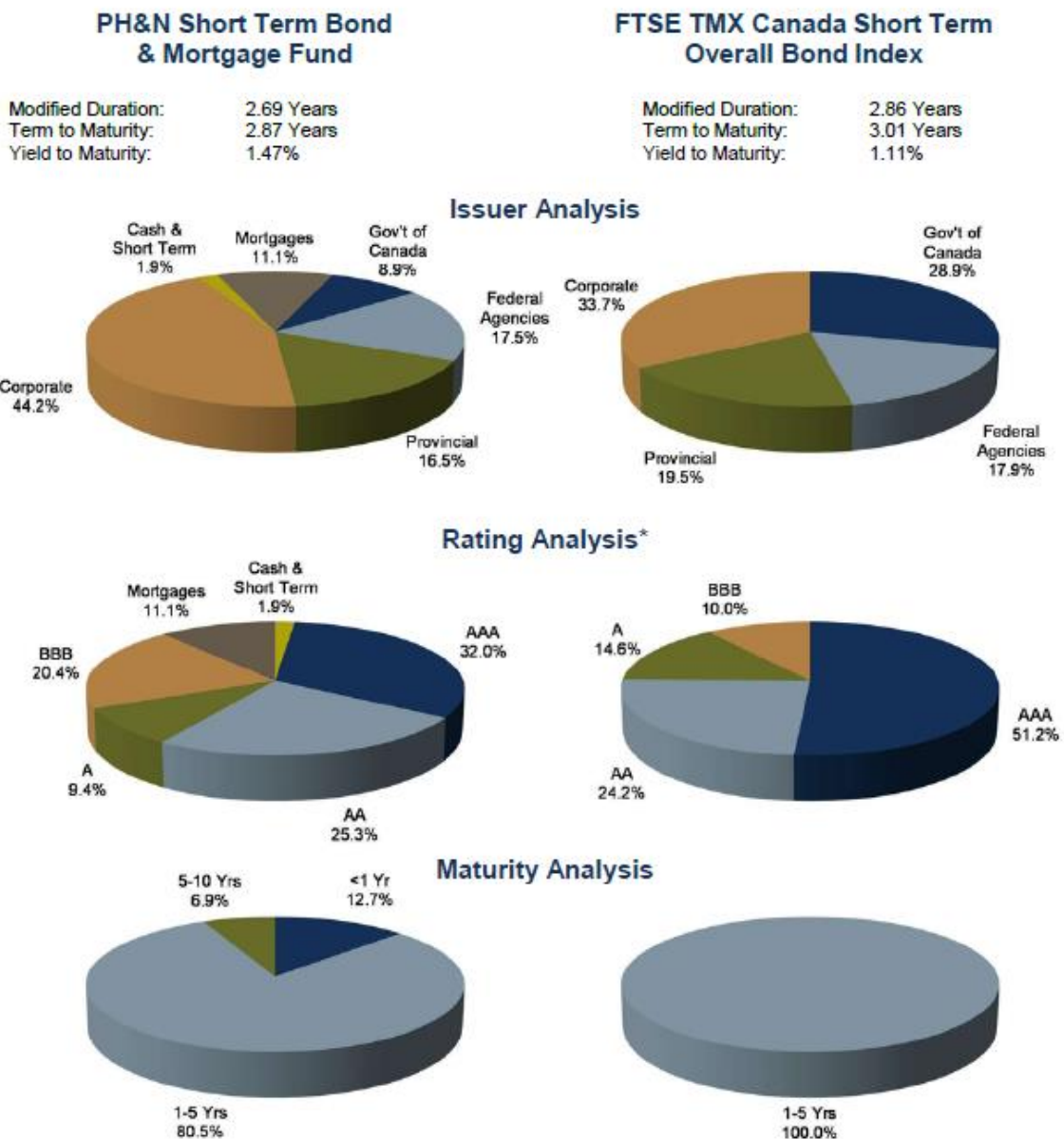
A review of net performance shows that for the six-month period ending June 30, Raymond James returned 0.75% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.25%. The one-year return of the mandate was 1.6% and added 49 bps of value relative to the benchmark. The yields are low on an absolute basis, however the yield pick-up is relatively large.

PH&N's Short Term Bond and Mortgage Fund (STBMF) is benchmarked against the FTSE TMX Short Term Bond Index. In the six months ending June 30, the Fund returned 1.5% and outperformed its benchmark by 41 basis points (bps). The one-year return for the fund was 2.1% and outperformed its benchmark by 74 bps, mainly as a result of corporate credit strategies and mortgages. Consistent

with the overall market and as per table #3, the yield on the Fund has remained ~1.5% compared to a year ago. Table #3 also shows how the composition of the Short Term Bond and Mortgage Fund compares to its benchmark at June 30, 2016. The most significant difference relative to the benchmark remains the underweight in Gov't of Canada bonds and the overweight in corporate bonds and mortgages.

Table #3

PH&N Short Term Bond & Mortgage Fund Portfolio Structure as of June 30, 2016



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

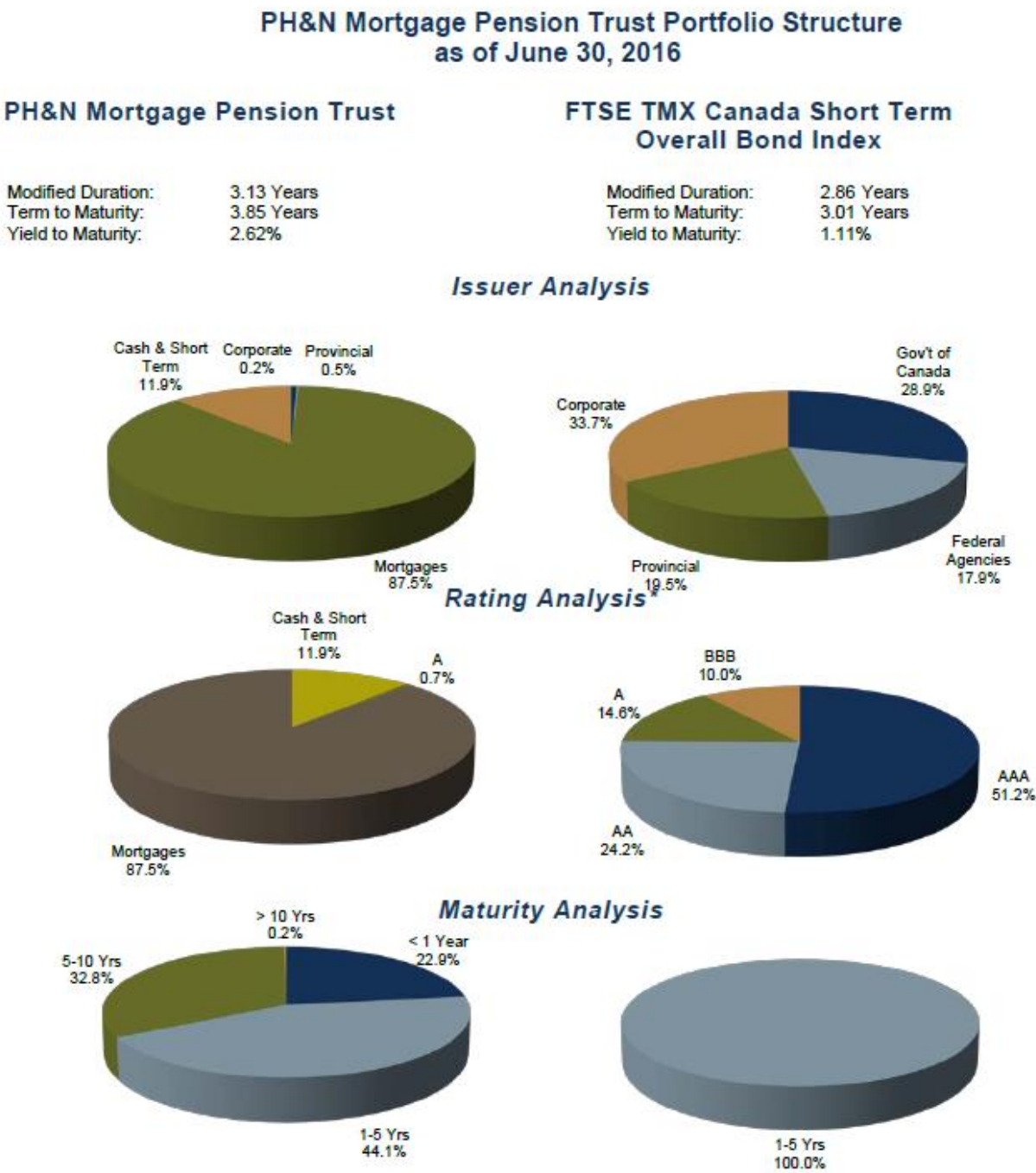
Totals may not add to 100% due to rounding.

(Source: PH&N)

PH&N's Mortgage Pension Trust (MPT) is benchmarked against the FTSE TMX Short Term Overall Bond Index + 1%. In the six months ending June 30, 2016 since the position was initiated the Fund returned 1.8% and outperformed its benchmark by 26 bps.

Table #4 below shows the yield on the Fund was 2.62% and how the composition of the MPT compares to its benchmark at June 30, 2016.

Table #4



(Source: PH&N)

Bond Market Outlook - PH&N Commentary

- *Yield levels around the world declined during the second quarter, influenced by highly accommodative monetary policy and slowing economic growth. Demand for the safety of bonds was bolstered by heightened uncertainty, particularly in the aftermath of the U.K.'s vote to leave the European Union. Domestic yield levels declined across the maturity spectrum, most notably in mid- and longer-term bonds.*
- *The combination of sluggish growth and low inflation has the world's major central banks responding with highly accommodative monetary policies. This stimulus, however, has not resulted in material improvements in economic activity or inflation in most regions. The current low-for-longer interest rate environment is firmly entrenched.*
- *We continue to forecast modestly higher yields over the medium-term in Canada, despite heightened uncertainty about the future path of interest rates in the near term. With modest growth expectations, the most probable driver of rising Canadian yields remains a move higher in long-term inflation expectations. However, any rise in yield levels will likely be tempered by foreign demand given the relative attractiveness of domestic fixed income investments versus comparable bonds from other developed nations.*

Short Term Funds Investment Return Summary and Analysis

The overall average term to maturity and duration of the portfolio is roughly the same as last year, 1.4 and 1.3 respectively. Both are in line with the benchmark average term to maturity. The overall 1 year return of the fund ending June 30, 2016 was 1.96% net of fees outperforming the benchmark by 0.76%. Appendix 2 outlines that each mandate outperformed its benchmark.

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
1.12%	0.74%	0.39%	1.96%	1.20%	0.76%

The Consumer Price Index increased 1.4% over the same period and as a result, all things being equal, the overall purchasing power of the fund increased over the last year with returns exceeding inflation by 0.5%.

Strong equity markets over the last six years have valuations stretched and have left many equity investors wondering when the market correction is coming and how large it will be. We saw a correction in with the Brexit vote in June, however, markets have recovered over the following 2 months, recouping most of the losses.

As mentioned in previous Short Term Investment reports, low bond yields have left bond investors searching for yield. Bond investors (and savers in general) required interest rates to rise. While this would be painful in the short to medium term, it is necessary for investors to earn a more sustainable ongoing yield.

We regularly monitor the S&P/TSX dividend yield compared to the 10 year BoC yield. Yields are what investors earn while they hold an asset. In years past it was unusual to have a 10 year bond

yield less than the dividend yield on equities. At the end of June the dividend yield on the S&P/TSX was 2.7% compared to a 10 year Canadian bond yield of 1.1%. This trend has persisted for the last few years and has become the norm. Even though in theory if yields on bonds are less than yields on equities then bond investors are encouraged to take on more risk (traditionally investing in equities), reducing the demand for bonds, decreasing prices and raising yields.

For the fourth year our report notes that interest rates on short-term investments continue to be extremely low. With recent drop in yields, rates on the longer STBMF and MPT are now even lower than last year at 1.47% and 2.62%. There is little chance of capital appreciation and expecting anything greater than that yield over the medium term (3-5 years) time horizon would be unrealistic.

Managing Exchange Rate Risk

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

6.01 Currency (or Exchange Rate) Risk Management

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

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

Implementation

After meeting with people in the Library, Systems and Oceans Network Canada in April, ~5.7 million U.S. dollars (USD) were purchased in order to mitigate the purchasing power of expected purchases in 2016-17. The USD were purchased at approximately 1 USD = 1.29 Canadian dollar (CAD).

Attachments:

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

Appendix 2: Investment Performance Report - Returns as at June 30, 2016

¹ Assets are reported on average market monthly holdings

Appendix 1 - Report of Monthly Balances in Short-Term Investment Pooled Funds² and Investment Performance

		RBC		Money Market (RJ, CDP)			PH&N Short Term Bond & Mortgage Fund		PH&N Mortgage Pension Trust		Total Portfolio	
2016	Jan	15,958,194	11%	63,439,271	43%	54%	42,580,601	29%	24,952,964	17%	146,931,029	100%
2016	Feb	15,860,037	10%	81,486,852	49%	59%	40,489,032	25%	27,207,186	16%	165,043,107	100%
2016	Mar	8,028,474	5%	78,390,502	52%	57%	38,540,200	25%	27,239,848	18%	152,199,024	100%
2016	Apr	9,429,901	6%	76,008,307	51%	58%	34,702,784	24%	27,463,238	19%	147,604,229	100%
2016	May	14,194,368	10%	65,566,304	46%	56%	34,639,309	24%	27,060,530	19%	141,460,511	100%
2016	Jun	17,760,153	13%	61,597,207	44%	56%	34,779,877	25%	27,305,878	19%	141,443,115	100%

² Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report - Returns as at June 30, 2016

Raymond James

Monthly Return	Monthly FTSE TMX 91-Day T- Bill Index	Monthly Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX 91-Day T- Bill Index	Yearly Over (Under) Performance
0.13%	0.05%	0.07%	1.63%	0.49%	1.14%

PH&N – Short Term Bond and Mortgage Fund

Monthly Return	Monthly FTSE TMX Short Term Bond Index	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index	3 Month Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX Short Term Bond Index	1 Year Over (Under) Performance
0.46%	0.43%	0.03%	0.90%	0.65%	0.25%	2.30%	1.56%	0.74%

PH&N – Mortgage Pension Trust* (Investment was initiated January 2015)

Monthly Return	Monthly FTSE TMX Short Term Bond Index+1%	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index+1%	3 Month Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX Short Term Bond Index+1%	1 Year Over (Under) Performance
0.91%	0.51%	0.39%	1.50%	0.90%	0.60%	3.30%	2.56%	0.74%

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

Monthly Total Fund Return	Monthly Benchmark Return	Monthly Over (Under) Performance	3 Month Total Fund Return	3 Month Benchmark Return	3 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
0.35%	0.24%	0.11%	0.69%	0.42%	0.27%	1.96%	1.20%	0.76%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Finance Committee

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: Long Term Disability Trust Financial Statements

Basis for Jurisdiction: Committee's Terms of Reference 6.1

Strategic Relevance:

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

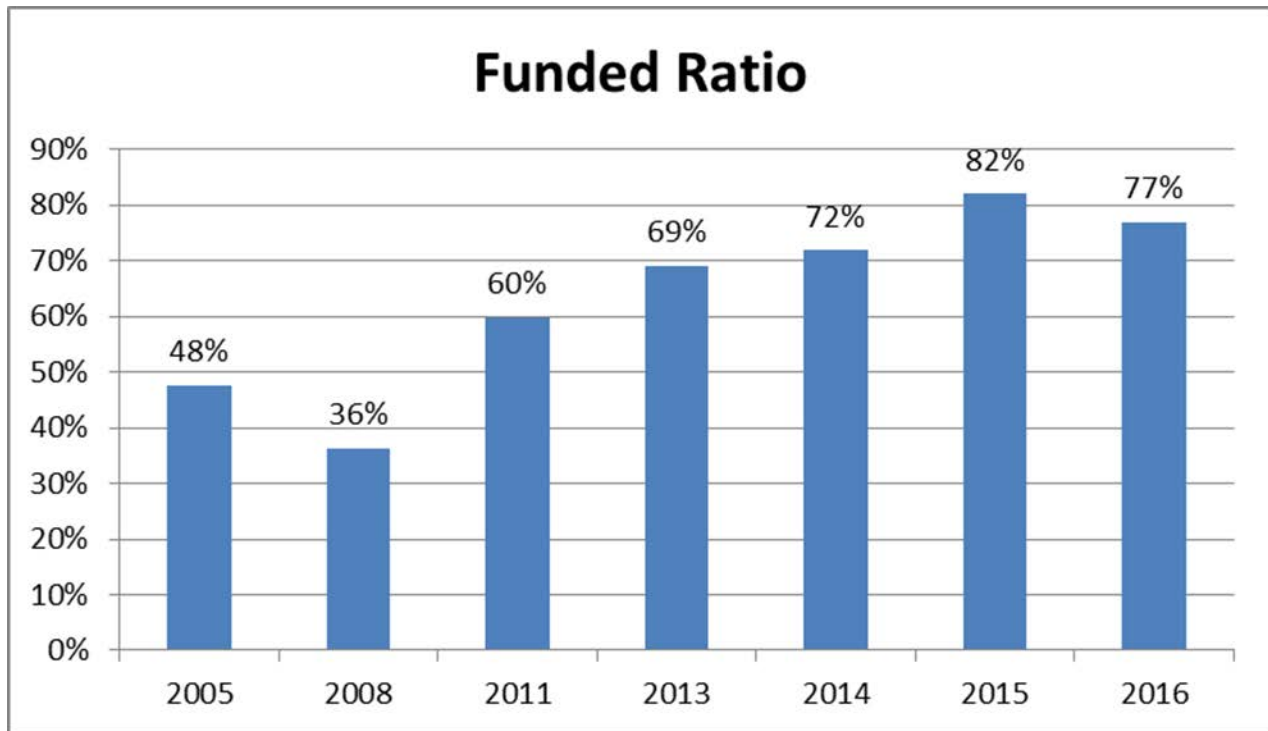
Background:

The Long Term Disability Trust was established July 1, 2007 to administer the employee-funded long term disability plan for UVic's faculty and administrative and academic professional staff.

Attached are the Trust's financial statements for the year ended March 31, 2016, which have received a "clean" audit opinion from the Trust's external auditors, Grant Thornton.

The Trust's financial position deteriorated slightly during the year due primarily to an increase in the number of active disability claims. As a result, liabilities increased to \$16.9 million (2015-\$14.8 million) while assets available for benefits increased to \$13.0 million (2015-\$12.2 million).

The unfunded liability grew to \$4.0 million (2015-\$2.6 million) and the funded ratio moved down to 77% (2015 -82%). While there was a decrease, the funded ratio continues to be significantly greater than at inception but still below the target range of 90-100% as outlined in the Plan's Funding Policy. The Trustees will continue to monitor the funded ratio and adjust rates based on the results of the full actuarial valuation performed every three years. The last actuarial valuation was done at June 30, 2014 and the next one is due June 30, 2017.



Investment returns for the year were modest at 1.21% (2015-10.83%) compared to the benchmark of 0.78%.

A working group led by the AVP Human Resources is currently reviewing alternative disability plans to determine if benefit providers can provide lower rates for the same level of benefits.

**LONG TERM DISABILITY TRUST
FINANCIAL STATEMENTS
MARCH 31, 2016**

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Statement of Changes in Benefit Obligations	7
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LONG TERM DISABILITY TRUST

STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

The University of Victoria is responsible for the preparation of the financial statements of the Long Term Disability Trust. The statements have been prepared in accordance with Canadian accounting standards for pension plans and present fairly the financial position of the Long Term Disability Trust as at March 31, 2016 and the results of its operations for the year then ended.

In fulfilling its responsibility and recognizing the limits inherent in all systems, the University's Administration has developed and maintains a system of internal controls designed to provide reasonable assurance that the Trust's assets are safeguarded from loss and that the accounting records are a reliable basis for preparation of the financial statements.

The financial statements have been examined by Grant Thornton LLP, the independent auditors appointed by the Trustees. The Independent Auditors' Report outlines the nature of their examination and expresses an opinion on the financial statements of the Trust for the year ended March 31, 2016.



Trustee

June 29, 2016



Trustee

Independent Auditors' Report

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To the board of trustees of the Long Term Disability Trust

We have audited the accompanying financial statements of the Long Term Disability Trust, which comprise the statement of financial position as at March 31, 2016, and the statement of changes in net assets available for benefits, and the statement of changes in benefit obligations for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditors' responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Long Term Disability Trust as at March 31, 2016, and its financial performance for the year then ended in accordance with Canadian accounting standards for pension plans.

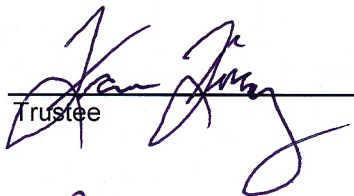
Victoria, Canada
June 29, 2016

Grant Thornton LLP
Chartered Professional Accountants

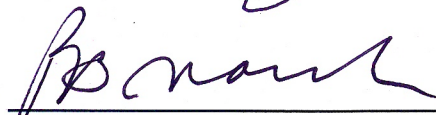
LONG TERM DISABILITY TRUST
STATEMENT OF FINANCIAL POSITION
As at March 31, 2016

	<u>2016</u>	<u>2015</u>
Assets		
Cash and cash equivalents	\$ 271,585	\$ 269,834
Cash held on deposit with benefit carrier	154,000	152,000
Income taxes receivable (note 7)	328	-
Investments (note 3)	12,523,539	11,669,354
Due from University of Victoria	271,409	262,760
	<u>13,220,861</u>	<u>12,353,948</u>
Liabilities		
Accounts payable and accruals	<u>236,936</u>	<u>185,304</u>
Net assets available for benefits	<u>12,983,925</u>	<u>12,168,644</u>
Accrued benefit obligations (note 4)	<u>16,936,159</u>	<u>14,765,159</u>
Deficit	<u>\$ (3,952,234)</u>	<u>\$ (2,596,515)</u>

On behalf of the board:



 Trustee



 Trustee

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
For the Year ended March 31, 2016

	<u>2016</u>	<u>2015</u>
Net return on investments		
Interest income	\$ 436,645	\$ 577,098
Realized gains (losses)	139,850	(34,785)
Unrealized (losses) gains	<u>(420,104)</u>	<u>560,642</u>
	<u>156,391</u>	<u>1,102,955</u>
Contributions		
Employee contributions	<u>3,211,998</u>	<u>3,160,974</u>
Payments to or on behalf of members		
Benefit carrier claims	<u>2,245,765</u>	<u>1,905,703</u>
Operating expenses		
Actuarial fees	8,997	53,072
Audit expense	9,261	9,351
Benefit carrier administration fees	60,306	55,136
Custodial fees	5,717	5,872
Interest expense	1,814	1,597
Investment management fees	32,637	28,481
Financial administration fees (note 8)	<u>1,000</u>	<u>1,000</u>
Total operating expenses	<u>119,732</u>	<u>154,509</u>
Increase in net assets available for benefits, before taxes	1,002,892	2,203,717
Income taxes (note 7)	<u>187,611</u>	<u>167,333</u>
Increase in net assets available for benefits	815,281	2,036,384
Net assets available for benefits, beginning of year	<u>12,168,644</u>	<u>10,132,260</u>
Net assets available for benefits, end of year	<u>\$ 12,983,925</u>	<u>\$ 12,168,644</u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
STATEMENT OF CHANGES IN BENEFIT OBLIGATIONS
For the Year ended March 31, 2016

	<u>2016</u>	<u>2015</u>
Beginning balance, accrued benefit obligation	\$ 14,765,159	\$ 14,097,159
Change in actuarial assumptions	(3,353,000)	(1,810,000)
Benefit accrued	7,889,000	4,538,000
Benefit paid	<u>(2,365,000)</u>	<u>(2,060,000)</u>
	2,171,000	668,000
Ending balance, accrued benefit obligation	\$ <u>16,936,159</u>	\$ <u>14,765,159</u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

1. Description of Plan

The following is a summary of the Long Term Disability Trust (the Trust).

a) General

The Trust was established in July 2007 to administer a self-funded long term disability plan covering all faculty, administrative and academic professional staff holding regular appointments of 50%, or more, of full time at the University of Victoria.

b) Funding Policy

Members contribute 2.05% of basic salary, which is deducted by the University semi-monthly, and remitted to the Trust. The Trust holds these contributions, and pays the plan benefit carrier for benefit payments made to qualifying employees. The contribution rate is set by the Trustees referencing actuarial valuations, and covers the normal cost of providing benefits, plus an amount required to build a reserve against estimated future liabilities of the plan.

c) Plan Benefits

Long term disability benefits are calculated at 80% of monthly "net earnings", plus the amount required to maintain employee and University Pension Plan contributions. Benefits are indexed to the lower of (1) the annual increase in the Canada CPI index, and (2) the most recent annual across-the-board general salary adjustment.

As this is an employee-pay-all plan benefits paid to qualifying employees are tax-free.

d) Commencement and Duration of Benefits

If approved, LTD benefit payments commence following completion of six months of continuous disability, and following receipt of proof of total disability. Benefits continue until the earliest of the following:

- no longer considered to be totally disabled,
- start work at any occupation for wage or profit except as permitted under the Plan,
- fail to furnish proof of continuous disability,
- no longer under the care of a qualified physician, or fail to follow prescribed medical treatment, or participate in a recommended rehabilitation program,
- death,
- normal retirement date.

e) Investments

The assets of the Trust are invested in a Phillips, Hager and North Bond Fund.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

2. Significant Accounting Policies

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

Accounting standards for pension plans apply to all pension plans as well as benefit plans with characteristics similar to pension plans (such as long term disability plans) and require entities to select accounting policies for accounts that do not relate to its investment portfolio or accrued benefit obligations in accordance with either Part I International Financial Reporting Standards (IFRS) or Part II Canadian Accounting Standards for Private Enterprises (ASPE) of the CICA Handbook. The Trust selected to apply Part II for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans. Under Canadian accounting standards for pension plans the Trust is required to follow IFRS 7 and 13 with respect to Financial Instruments.

a) Financial Instruments

Financial assets and financial liabilities are recognized when the Plan becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognized when the contractual rights to the cash flows from the financial assets expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognized when it is extinguished, discharged, cancelled or expires.

All financial assets and financial liabilities are initially measured at fair value. Fair value is an estimate of the amount of consideration that would be agreed upon in an arm's-length transaction between knowledgeable, willing parties who are under no compulsion to act.

Financial assets and financial liabilities are subsequently measured as described below.

b) Cash and cash equivalents

Cash and cash equivalents are defined as cash on hand, demand deposits and short-term highly liquid investments that are readily convertible to known amounts of cash within three months, have been classified as held for trading and recorded at fair value.

c) Investment assets and investment liabilities

All investment assets and investment liabilities are measured at fair value at the date of the statement of financial position in accordance with IFRS 13 Fair Value Measurement, International Financial Reporting Standards in Part 1 of the CICA Handbook.

Pooled funds are valued at the unit value supplied by the pooled fund administrator and which represent the Plan's proportionate share of underlying net assets at fair value determined using closing bid prices.

Transaction costs are not included in the fair value of investment assets and investment liabilities either on initial recognition or on subsequent re-measurement. Transaction costs are included in the statement of changes in net assets available for benefits as part of expenses incurred in the period.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

2. Significant Accounting Policies (continued)

d) Investment Income

Income from investments is recognized on an accrual basis and includes interest income.

e) Realized and Unrealized Gains and Losses on Investments

Realized gains or losses on sale of investments are the difference between the proceeds received and the average cost of investments sold.

Unrealized gains or losses on investments represent the differences between carrying value at the year end and the carrying value at the previous year end or purchase value during the year, less the reversal of previously recognized unrealized gains and losses in respect of disposals during the year.

f) Contributions

Contributions from the members are recorded on an accrual basis.

g) Net assets available for benefits

Net assets available for benefits are amounts available for the servicing of future claims under the Trust agreement, and terms of the Plan.

h) Estimation Uncertainty

When preparing the financial statements, management undertakes a number of judgments, estimates and assumptions about recognition and measurement of assets, liabilities, income and expenses. The actual results are likely to differ from the judgments, estimates and assumptions made by management, and will seldom equal the estimated results. Information about the significant judgments, estimates and assumptions that have the most effect on the recognition and measurement of assets, liabilities, income and expenses are discussed below.

Fair value of financial instruments: management uses valuation techniques in measuring the fair value of financial instruments, where active market quotes are not available. Details of the assumptions used are given in the notes regarding financial assets and liabilities. In applying the valuation techniques management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

Accrued benefit obligation: management estimates the accrued benefit obligation with the assistance of an independent actuary; however, the actual outcome may vary due to estimation uncertainties. The estimate of its accrued benefit obligation is based on assumptions as outlined in Note 4 to these financial statements.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

3. Investments

Investments are reported at fair value and are as follows:

	<u>2016</u>		<u>2015</u>	
	<u>Cost</u>	<u>Fair Value</u>	<u>Cost</u>	<u>Fair Value</u>
Phillips Hager and North				
Core Plus Bond Fund, Series O	12,404,223	12,523,539	11,129,934	11,669,354
RBC Institutional Cash	-	-	269,834	269,834
Phillips Hager and North				
Money Market funds Series O	271,585	271,585	-	-

4. Obligations for Plan Benefits

An actuarial valuation was made as of June 30, 2014 by Mercer Human Resource Consulting, a firm of consulting actuaries. Salary figures used in the actuarial analysis are based on annual salary increases effective July 1, 2014.

The actuarial liability is the actuarial present value of the disability benefits expected to be paid in the future to members who were disabled at the valuation date. This liability is divided into two components: the Disabled Life Reserve (DLR) for individuals in receipt of benefits at the valuation date, and the Incurred But Not Reported (IBNR) reserve for individuals who are disabled but not reported at the valuation date and who have not completed the six month elimination period. The estimated liability as at March 31, 2016 has been calculated by Mercer using updated data and assumptions consistent with the 2014 actuary report.

The financial position of the Plan as at March 31 is as follows:

	<u>2016</u>	<u>2015</u>
Net Assets	\$ 12,983,925	\$ 12,168,644
Liabilities		
- Disability Life Reserve	15,555,159	13,395,159
- Incurred But Not Reported	1,381,000	1,370,000
	<u>16,936,159</u>	<u>14,765,159</u>
Unfunded Liability	\$ (3,952,234)	\$ (2,596,515)
Funded ratio	77%	82%

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

4. Obligations for Plan Benefits (continued)

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

	<u>2016</u>	<u>2015</u>
Discount rate	1.9%	1.7%
Cost of living adjustment	1%	2%
Retirement age assumption	65	65

5. Risk Management

The Trust's assets are invested in Phillips, Hager & North's Core Plus Bond Fund and the RBC Institutional Cash Fund. All assets are recorded at fair value. The main investment risks are interest rate risk, liquidity risk and credit risk.

Interest rate risk

Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Duration is an appropriate measure of interest rate risk for fixed income funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices - the longer the duration, the greater the effect. At March 31, 2016, the modified duration of the bond portfolio was 7.65 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 7.65%, contrarily if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 7.65%.

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Trust are future benefit obligations and operating expenses. Liquidity requirements are managed through income generated by contributions and investing in sufficiently liquid assets and other easily marketable instruments.

Credit risk

The value of fixed income and debt securities depends, in part, on the perceived ability of the issuer that issued the securities to pay the interest and to repay the original investments. Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer to meet its debt obligations. At March 31, 2016, the maximum risk exposure for this type of investment is \$12,795,124.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

5. Risk Management (continued)

The credit risk is also mitigated by the credit rating and issuer analysis. Table 1 below shows the percentage of fixed income holdings in the portfolio by credit rating as of March 31, 2016 and compared to March 31, 2015. Table 2 below shows the percentage of fixed income holdings by type of issuer as of March 31, 2016 and compared to March 31, 2015.

Table 1		2016	2015
	<u>Ratings Summary</u>	<u>%</u>	<u>%</u>
	AAA	9.6	6.9
	AA	25.3	39.6
	A	15.3	13.4
	BBB	23.9	16.7
	BB	10.4	6.9
	Mortgages	5.8	9.0
	Cash	9.7	7.3

Table 2		2016	2015
	<u>Issuer Analysis</u>	<u>%</u>	<u>%</u>
	Federal bonds	3.1	2.4
	Provincial bonds	23.5	28.6
	Corporate bonds	54.3	49.5
	Emerging markets	5.4	3.2
	Mortgages	5.9	9.0
	Cash and short term	7.8	7.3

Financial instruments measured at fair value are classified according to a fair value hierarchy that reflects the importance of the inputs used in making the measurements. The fair value hierarchy is made up of the following levels:

- Level 1 - valuation is based on quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - valuation techniques based on inputs other than quoted prices included in level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 - valuation techniques using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable data on the market each time such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

The Trust's portfolio consists of bonds and mortgages and are pooled into a combined mutual fund. The lowest level of the hierarchy for the portfolio is a level 2.

6. Capital Disclosures

The purpose of the Trust is to provide benefits to members on long term disability. The Trust's objectives when managing its capital are to protect the value of the funds against inflation and provide stability in benefit distributions. With the assistance of an investment consultant, the Trust's Board of Directors regularly monitors the Trust's investments to ensure that immediate and long-term obligations can be met within an acceptable level of risk.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2016

7. Income Tax

Income taxes are paid on a calendar basis and are based on the difference between income earned on investment funds less plan expenses exclusive of employee contributions and benefit carrier claims.

8. Related Party Transaction

The Trust receives accounting and administrative services from the University of Victoria and was charged a fee of \$1,000 for the year.




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 26, 2016

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: **Academic Staffing, Recruitment, and Vacancies Report**

Basis for Jurisdiction: University Act, Section 27(g)
Collective Agreement

Strategic Relevance: The University's reputation is built on the quality and impact of the activities that our Faculty engage in, including research, teaching, creative endeavours and professional activity. Continuing to enhance our reputation will further ensure that UVic meets its strategic goal of attracting and retaining a diverse group of Faculty of the highest national and international quality (Objective # 6).

The University provides competitive offers of employment to attract a strong pool of candidates and continues to offer resources and training to ensure faculty retention and help them build quality programs in support of research and teaching.

Background: The appointment of regular faculty members and academic administrators is a power of the Board under the University Act. Appointments are governed by a number of Board policies and are delegated to the university executive under Section 11 of the Board Procedures.

Academic appointments and reappointments are governed by the *Collective Agreement*. These

are approved by the Vice-President Academic and Provost under the Board delegations procedures, with the expectation that the Operations and Facilities Committee will receive annual reports on staffing that gives an overview of all appointments of regular faculty and senior administrators.

The allocation of faculty FTEs and annual recruiting is overseen by the Office of the Provost within a planning framework which integrates faculty academic planning, university enrolment planning, faculty staffing, and budget plans.

Summary: This report provides a snapshot of the faculty complement including recruitment, vacancies and retirements as of July 2016 and is an update to the last report from September 2015.

There are currently (as of July 2016) 830.9 FTE (full-time equivalent) faculty and librarians at UVic in filled budgeted positions. As of July 2016, there were 25.70 FTE vacant positions available for recruitment, a further 5.95 FTE vacant positions that are bridged or reserved for other purposes, and 26 FTE active recruitments underway. Between July 2015 and June 30, 2016, 28 faculty and librarians retired and seven departed for other reasons (resignation, termination or death).

Attachment(s): Annual Academic Recruitment and Vacancies Report

Annual Academic Recruitment and Vacancies Report

September 2016

Summary:

This report provides a snapshot of the faculty complement including recruitment, vacancies and retirements as of July 2016 and is an update to the last report from September 2015.

There are currently (as of July 2016) 830.9 FTE (full-time equivalent) faculty and librarians at UVic in filled budgeted positions. As of July 2016, there were 25.70 FTE vacant positions available for recruitment, a further 5.95 FTE vacant positions that are bridged or reserved for other purposes, and 26 FTE active recruitments underway. Between July 2015 and June 30, 2016, 28 faculty and librarians retired and seven departed for other reasons (resignation, termination or death).



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1. Faculty Budgeted FTEs and New Hire Headcounts

Faculty and Librarian Budgeted FTEs (as of July 2016)

There are currently (as of July 2016) 830.9 FTE (full-time equivalent) faculty and librarians at UVic in filled budgeted positions, an increase of 7.9 FTE from the previous year. The number of FTEs illustrated in the table below does not include vacant (which appear in a later table) or limited term positions. Librarian FTE were reported to the Board for the first time in 2011/12.

Faculty rank	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Full Professor	264	274	276	276	268	288	276	268	291	296.6
Associate Professor	214	224	236	252	250	286	310	300	292	269.9
Assistant Professor	213	217	199	190	202	157	130	136	121	139.7
Lecturer	7	8	11	6	9	2	5	4	0	1.0
Teaching Professor - all ranks*	58	61	64	67	72	70	71	75	77	79.0
Artist-in-Residence	4	4	4	4	4	4	4	4	4	4.0
Academic Administrator - all ranks					8	6	6	7	9	8.3
Librarians						30	30	30	31	32.5
TOTAL	760	788	790	795	813	843	832	824	823	830.9

* Senior Instructor before 12/13

Vacancies (as of July 2016)

Faculty and Librarian vacancies are not necessarily available for recruitment - some (5.95 FTE) are used to bridge positions for Research Chairs including Canada Research Chairs, returns from excluded administrative positions, and other commitments made by the university. As of July 2016, there were a total of 60.65 vacant FTEs which does not account for existing and future commitments. The true number of vacancies available is 25.70 FTE.

Number of Recruitments Currently Underway for 2016/17

As of July 2016, there are 26 active recruitments in progress.



New Faculty and Librarian Headcounts by Rank (as of July 2016)

There were a total of 40 new regular faculty and librarians hired in 2015/16. The appointments below do not include Limited Term appointments. New hires were across all ranks.

Please note that the preceding table detailed the number of faculty and librarian FTE at the university while the following tables provide headcounts. Therefore, the totals do not equate and cannot be compared.

New Faculty by Rank	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Full Professor	5	3	6	2	2	2	1	4	5	4
Associate Professor	6	2	4	3	5	2	1	0	1	1
Assistant Professor	36	35	20	17	17	17	2	18	16	23
Lecturer	6	3	3	3	3	2	3	1	1	0
Teaching Professor - all ranks*	8	6	5	7	5	2	6	7	6	9
Academic Administrator - all ranks	0	0	0	2	0	0	0	1	1	0
Librarian	0	0	0	0	0	1	0	3	3	3
Total	61	49	38	34	32	26	13	34	33	40

* Senior Instructor before 12/13

Faculty and Librarian Hires by Gender (as of July 2016)

In recent years hires have been relatively evenly split by gender, but in this year the number of male new hires is once again higher than female. This imbalance likely reflects the hiring pool in the disciplines where recruitments have been active.

New Faculty by Gender	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Male	34	27	17	21	18	12	7	16	17	23
Female	27	22	21	13	14	14	6	18	16	17
Total	61	49	38	34	32	26	13	34	33	40

Promotions of Regular Faculty (as of July 2016)

As of July 2016, 25 regular faculty were promoted to the rank of Full Professor and 16 regular faculty were promoted to the rank of Associate Professor.

Faculty rank	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14*	14/15	15/16
Full Professor	11	18	9	14	12	10	14	15	17	25
Associate Professor	11	27	29	8	30	29	26	30	26	16
TOTAL	22	45	38	22	42	39	40	45	43	41

* In 2013/14 All Senior Instructors have been converted to Assistant Teaching Professors



2. Faculty and Librarians who left the university

2015/16 Faculty and Librarian Resignations and Terminations

Between July 1, 2015 and June 30, 2016, five regular faculty resigned from the university. Reasons for faculty resignations are tracked annually, and reasons cited for leaving include other opportunities and personal and family responsibilities.

Faculty resignations by Rank	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Full Professor	0	0	1	3	3	2	0	1	1	3
Associate Professor	0	0	1	1	1	6	2	3	0	1
Assistant Professor	0	0	6	4	7	5	1	7	2	1
Teaching Professor - all ranks*	0	0	0	0	0	1	3		1	0
Lecturer	0	0	0	0	0	1	0	0	0	0
Librarian	0	0	0	1	1	1	1	0	0	0
Total Resignations	6	11	8	9	12	16	7	11	4	5
Termination/deceased	0	1	2	2	1	2	0	0	1	2
Total	6	12	10	11	13	18	7	11	5	7

* Senior Instructor before 12/13

2015/16 Faculty and Librarian Retirements

Between July 1, 2015 and June 30, 2016, a total of 34 faculty members retired (including one librarian)—most of whom were 65 years or older. During this period, six faculty members reduced their FTE towards an anticipated future retirement.

Type of retirement	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
Retirement at age 65 or later	8	15	11	8	10	11	8	14	21	20
Retirement before age 65	3	7	3	4	2	2	3	5	8	8
Reduced FTE towards anticipated retirement		2	3	1	5	5	6	7	8	6
Total number retired	11	22	14	13	12	13	11	19	37	34

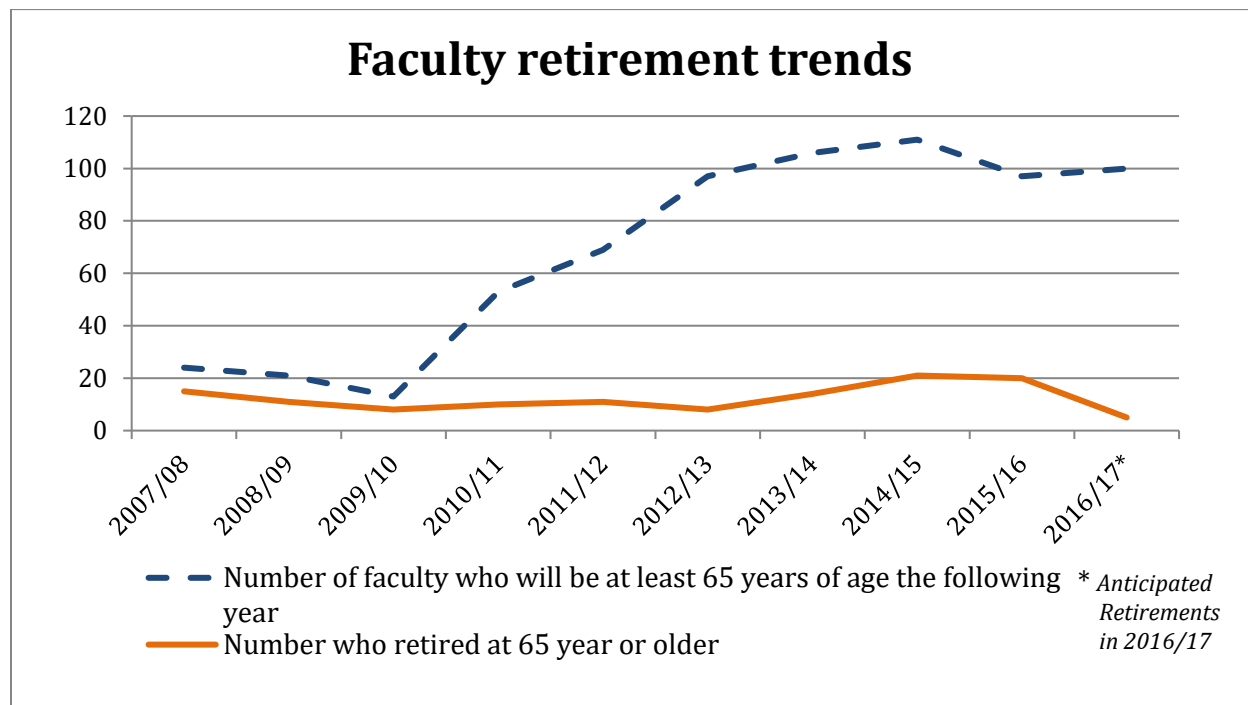
Note: Mandatory retirement was eliminated in 2006/07



Retirements in 2016/17

There will be approximately 100 faculty members who are 65 years or older by June 30 2017. A "Faculty Recruitment and Retention Survey" is sent annually to the Deans asking them to report any anticipated retirements. This data is used to model staffing plans. As of July 31, 2016, five faculty members age 65 or older have indicated that they will retire as of June 2017.

The following graph shows the impact of non-mandatory retirement on the numbers of UVic faculty who are 65 years or older.





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE
OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: District Energy Plant Budget Approval

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:

Board of Governors (including: #BOG-Jun27/16-11).

Recommendation:

That the Finance Committee recommend to the Board of Governors that the Board of Governors approve a budget of \$19.79M for the new Energy Distribution System.

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors authorize the Vice-President Finance and Operations to award construction contracts up to the budget of \$19.79M.

Background

At the Board's meeting in June 2016 the Board approved the following motions with respect to the District Energy Plant project:

THAT the Board of Governors approve the program of requirements for the District Energy Plant;

THAT the Board of Governors approve the schematic design for the District Energy Plant; and

THAT the Board of Governors authorize the Vice President Finance and Operations to award construction contracts up to the project budget of \$19.79M, subject to funding from the federal Strategic Investment Fund.

With approval of the above motions, the Vice President Finance and Operations has authority to move forward with the full project should funding be received through the Strategic Investment fund (SIF). This project unfortunately was not approved through the SIF program.

As outlined in the 2015–16 Five Year Capital Plan and previous Board documents, the current natural gas-fired central boiler plants, located in the Engineering Lab Wing (ELW), the McKinnon building and Cadboro Commons building, are near the end of their operational life and are in need of replacement. The District Energy Plant program of requirements approved by the Board in June provides for the replacement of the current boilers with a stand-alone purpose built facility located on parking lot 6. In addition to providing security of heating with the replacement of existing boilers, the project also has the benefit of enhancing energy efficiency and freeing up space in ELW (on completion of phase 2) that could potentially be used for academic purposes.

Given the urgent requirement to address the replacement of current plants when the project was not funded through SIF, conversations occurred with the Ministry which resulted in a commitment to fund the project through the Routine Capital Program. The Routine Capital Program is a funding envelope the University receives each year for deferred maintenance projects as well as to undertake functional improvements to support academic priorities. (e.g., renovations to the chemistry teaching labs in 2015/16). The commitment from the Ministry is to provide additional funding of \$10.1M over and above the previously approved university funding over the next two years (\$5.7M in 2016/17 and \$4.4M in 2017/18).

This level of funding will be sufficient to complete phase 1 of the project which will include the construction of the new facility, installation of the required underground services (utilities and loop extensions and connections), renovations to selective building mechanical systems and the installation of one new boiler. At the completion of phase 1, at the end of March 2018, the facility will be operational and will provide 80% of the annual demand capacity for the campus. The remaining 20%, which is needed to address peak load requirements during winter months, will be provided through the ELW facility until the completion of phase 2. During these peak periods only one of the 3 boilers within ELW will be needed to meet demand, and therefore there will be built-in redundancy until phase 2 is complete.

The second phase of the project will include the addition of two more boilers within the new facility, renovations to the remaining building mechanical systems and decommissioning of the existing boiler plants. This phase of the project will be completed over a number of fiscal years using the “regular” routine capital funding allocation provided to address deferred maintenance. The number of years to completion will depend on an assessment on the need to complete phase 2 compared to other institutional priorities with respect to routine capital (roof replacement requirements, academic priorities etc.).

The Ministry, for the first time, has provided 3 year projections for this funding in order to allow institutions to develop longer term plans. For 2018/19, the university is expected to receive \$8.3M in funding. This funding envelope (excluding the additional funding noted above) requires that the university contribute 25% of the project cost. For the energy project, that means UVic would need to contribute \$2.45M of the remaining \$9.69M to complete this project. The university began putting funding in reserve (from savings on the utility budget) to address this projected need a number of years ago and therefore the university's contribution is already in place. Given the above, the budget of \$19.79M will be funded as follows:

- \$10.1M additional routine capital funding (2016/17 and 2017/18)
- \$7.27M regular routine capital funding (2018/19+)
- \$2.42M university reserves

Funding Risk

The Ministry has committed funding of \$10.1M over the next two fiscal years which will fund phase 1 of the project. The balance of the project is expected to be funded through a combination of regular routine capital funding and university reserves. Should the university's regular routine capital funding be reduced in future years, the amount of annual funding allocated to the project can be adjusted accordingly. This approach would mean reliance on ELW longer; however, only one of the 3 boilers is required for peak load and therefore there are two boilers available as backup, which should provide adequate redundancy. Should routine capital be eliminated completely, a revised plan for completion of the project will be provided to the Board.

Planned Further Action:

An open house for campus and community members will be undertaken to provide information on the project. As well, further work needs to be undertaken with the Municipality of Oak Bay to determine what approvals are required before a building permit can be issued.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Finance Committee

From: Valerie Kuehne
Vice-President Academic and Provost

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

Gayle Gorrill
Vice-President Finance and Operations

A handwritten signature in blue ink, appearing to read "Gayle Gorrill".

cc: President and Vice-Chancellor

Meeting Date: September 27, 2016

Subject: 2016/17 Budget Expenditure Allocation Report

Basis for Jurisdiction: 6.2 Committee's Terms of Reference

Strategic Relevance:

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

Background:

The attached report has been prepared to provide the Board of Governors more detailed information on the implementation of the 2016/17 budget framework. This document reflects the budget framework, which was approved by the Board of Governors on March 29, 2016.

The report outlines the operating expenditure allocations as outlined in the 2016/17 budget framework. Appendix 1 provides information on the total operating expenditure budget presented by functional area and Appendix 2 of this report gives details of the operating expenditure allocations as distributed to Faculties/Departments.

Attachments:

2016/17 Budget Expenditure Allocation Report



2016/17 Budget Expenditure Allocation Report

2016/17 BUDGET EXPENDITURE ALLOCATION REPORT

OVERVIEW

At its March 29, 2016 meeting, the UVic Board of Governors approved the 2016/17 Planning and Budget framework. The preliminary base operating expenditure budget is \$347.28M and is outlined in appendix 1. As summarized in the 2016/17 budget framework, total expenditures were projected to increase by \$7.11M. This increase in expenditures is comprised of the following:

- \$5.22M in non-discretionary allocations for salary and benefits costs resulting from either known or projected costs related to collective agreements;
- An increase in expenditures of \$0.24M required to cover on-going costs resulting from building operating costs (continuing studies and McKinnon) and other program costs that are partially offset by differential fees;
- \$1.32M for academic priorities including growth in demand in science, engineering, academic writing in the humanities, and social sciences, as well as growth in international both within faculties and support areas (counselling, advising, etc.) and investments to enhance the student experience; and
- Funding of \$0.33M to address on-going activities which are currently funded through non-recurring sources (animal care positions to meet regulatory requirements, digital signage position, legal counsel staff).

The total expenditures increase of \$7.11M was funded by \$8.35M in incremental revenue (the balance of incremental revenue of \$1.24M was allocated to non-recurring priorities see below). The largest component of the additional revenue is a result of growth in international tuition revenue (\$3.10M) which combined with other enrolment growth and a 2% tuition increase resulted in total tuition revenue increasing by \$5.59M. The balance of the change in revenue was an increase in the Provincial grant of \$2.76M as a result of new funding for collectively bargained compensation costs.

As well as base allocations, \$4.74M has been allocated to non-recurring priorities including student financial aid, health services, licensing compliance, UVic Edge and positioning project, orientation, library acquisitions, capital, etc.

Per Ministry grant letter and the “Skills for Jobs Blueprint” received after the budget framework document was approved, funded undergraduate enrolments are as follows:

Year	Status	FTE
2015-16	Initial	16,463
2015-16	Final	16,240
2016-17	Initial	16,240
2016-17	Current	16,023

The changes are due to revised targets in our program mix, with an increase in FTEs in higher cost programs and a decrease in lower cost programs, resulting in an overall decline in the FTE target.

Attachment(s):

The attached document, appendix 1, provides summary information of the total operating expenditure budget presented by functional area. Please note that there has been a large increase in the reported FTE (casual and term budgets have now been assigned FTEs) to assist with the reporting in the Enhanced Planning Tool.

Further details of the operating expenditure allocations distributed to specific Faculties/ Departments are provided in the attached appendix 2. These allocations reflect incremental allocations and do not include reallocations within portfolios.

University of Victoria
2016-17 Budget Statements
Operating Expenditure Budget - by Function

Document No. BOG-Sep 27/16-06
Appendix 1

	2016-17 Continuing Reg FTE	Salaries & Benefits (000's)	Supplies & Other Expenses (000's)	2016-17 Preliminary Base Budget (000's)
Academic				
Business	92.74	8,836	797	9,633
Education	128.34	10,777	621	11,398
Engineering	154.36	14,481	724	15,205
Fine Arts	108.31	9,783	525	10,308
Human & Social Development	182.76	16,383	1,095	17,479
Humanities	203.50	19,302	411	19,714
Law	44.43	4,245	404	4,649
Science	248.12	21,414	919	22,333
Social Sciences	226.54	21,028	428	21,456
Medical Sciences	43.29	2,883	3,116	5,999
Cooperative Education	63.89	4,111	517	4,627
Graduate Studies	9.18	749	150	899
Total Academic	1,505.46	133,993	9,707	143,700
Other Academic				
Continuing Studies	166.34	8,820	7,124	15,944
Other Academic Projects	219.39	13,892	9,633	23,525
Total Other Academic	385.73	22,712	16,757	39,468
Library				
Library Acquisitions	-	-	8,170	8,170
Library Operations	139.86	8,347	511	8,858
Total Library	139.86	8,347	8,681	17,029
Student Awards & Services				
Student Awards	12.00	621	15,756	16,377
Student Services	141.16	8,781	3,202	11,983
Total Student Awards & Services	153.16	9,401	18,958	28,360
Plant Maintenance				
Utilities	-	-	6,598	6,598
Other	304.53	14,839	7,014	21,853
Total Plant Maintenance	304.53	14,839	13,612	28,451
Administrative and General				
Executive Offices	37.69	4,279	488	4,767
Alumni and Development	32.00	2,303	296	2,599
Administrative Registrar	80.71	4,352	391	4,743
Student Recruitment	28.92	1,658	1,013	2,671
Budget and Capital Planning	20.18	1,541	116	1,656
Financial Services	68.26	3,911	151	4,061
Human Resources	36.76	2,870	365	3,235
Chief Information Officer	44.00	3,072	421	3,493
Other Expenses	68.33	4,759	950	5,708
Total Administrative and General	416.85	28,744	4,191	32,934
Compensation, Benefits & Central Budgets		53,861	3,479	57,340
Total Base Expenditure Budget	2,905.59	271,897	75,385	347,282

2016/17 Budget Expenditure Allocations

Student Financial Assistance	Budget Allocation	Accountability/Purpose
Student Awards	\$26,383	Financial assistance for graduate and undergraduate students (from differential fees)
Total	\$26,383	

Student Support and Interdisciplinary Services	Budget Allocation	Accountability/Purpose
Technology Intergrated Learning	\$45,000	Administrative support (1.0 FTE)
Student Affairs	\$71,000	Alternative Text Program position (0.6 FTE)
Student Affairs	\$125,000	LE,NONET program: Academic Coordinator position (0.8 FTE) and Experiential and Community Learning Coordinator position (0.6 FTE)
Student Affairs	\$146,000	Student Life and Programming support: 1.0 FTE and funding for additional support for the program
Learning and Teaching Centre	\$120,000	Two permanent positions for English as an Additional Language support programs
Faculty of Graduate Studies	\$6,000	Prestigious scholarship applications support
Faculty of Graduate Studies	\$10,000	Support for the "3 - Minute Thesis" competition
Athletics and Recreation	\$53,130	To support operating costs and enhance programs and services (from fee increases)
Office of the Registrar	\$21,160	Operations support (from registration fee increases)
Total	\$597,290	

Academic programs by Faculty

Business	Budget Allocation	Accountability/Purpose
PhD Program	\$108,000	Funding for a faculty position for the PhD Program
Differential fees	\$39,512	To support programs
Total	\$147,512	

Education	Budget Allocation	Accountability/Purpose
Teacher Education program	\$20,000	Director of Teacher Education's stipend and teaching releases
Total	\$20,000	

Engineering	Budget Allocation	Accountability/Purpose
Civil Engineering program support	\$120,000	Funding for 2 regular faculty positions
Differential fees	\$7,017	To support programs
Total	\$127,017	

Human & Social Development	Budget Allocation	Accountability/Purpose
Differential fees	\$3,036	To support programs
Total	\$3,036	

Humanities	Budget Allocation	Accountability/Purpose
Academic Writing Requirement	\$126,000	One faculty position and additional funding for enrolment management
IT support in Humanities	\$60,000	To provide a desktop support analyst position
Total	\$186,000	

Law	Budget Allocation	Accountability/Purpose
Amicus program (student support initiative)	\$30,000	Support for law students towards academic success, cultural support, personal support and accommodation support
Research programs	\$30,000	Research officer position (0.5 FTE)
Differential fees	\$8,899	To support programs
Total	\$68,899	

Science	Budget Allocation	Accountability/Purpose
Department of Biology	\$40,000	Increase a faculty position from 0.5 FTE to 1.0 FTE
Total	\$40,000	

Social Science	Budget Allocation	Accountability/Purpose
Undergraduate programs	\$250,000	Enrolment management
Indigenous Programs	\$25,096	Communications and Marketing support for Indigenous programs
Graduate programs	\$2,000	Graduate secretarial support
Total	\$277,096	

Library	Budget Allocation	Accountability/Purpose
Acquisitions and software	\$175,000	Funding to support collections and acquisitions
Total	\$175,000	

VP Academic & Provost	Budget Allocation	Accountability/Purpose
Differential fees	\$10,553	To provide academic support
Total	\$10,553	

Non-academic related expenditures

VP Finance and Operations	Budget Allocation	Accountability/Purpose
Differential fees	\$24,166	To provide infrastructure support
Total	\$24,166	

Legal Counsel	Budget Allocation	Accountability/Purpose
Legal Counsel	\$63,800	To meet service demands (1.0 FTE)
Total	\$63,800	

Facilities Management	Budget Allocation	Accountability/Purpose
Operating costs	\$49,204	For McKinnon and Continuing Studies buildings
Total	\$49,204	

VP External Relations	Budget Allocation	Accountability/Purpose
Communications and Marketing	\$62,750	To support digital signage staff position (1.0 FTE)
Total	\$62,750	

VP Research Services	Budget Allocation	Accountability/Purpose
Animal Care	\$150,000	To support 3.0 FTE staff positions for the animal care unit
Strategic research initiatives	\$50,000	To provide support for the implementation of the Strategic Research Plan
Total	\$200,000	



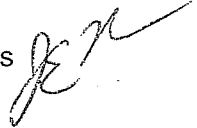
University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 9, 2016

To: Executive and Governance Committee

From: Tracy Redies, Chair, Board of Governors
Julia Eastman, Secretary, Board of Governors 

cc: President and Vice-Chancellor

Meeting Date: Tuesday, September 27, 2016

Subject: Proposed Changes in Board Procedures 2016/17

Basis for Jurisdiction: University Act, s. 27(2)(a)
Board Procedures, s. 6.5

Recommendation:

THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the revised Procedures, as attached, for the year 2016/17 and the Statement of Responsibilities of the Board of Governors and its Members.

Background:

The Board's Procedures require that the Executive and Governance Committee review the Procedures annually (along with the Statement of the Responsibilities of the Board and its Members) and bring them forward for approval at the first statutory meeting in the fall.

The following changes (shown in tracked changes in the attached) are proposed to the Board Procedures.

- Updating of the Procedures to reflect the longstanding practice of recording the Board's actions and decisions in summary form – i.e. by means of 'summary records' rather than lengthy 'minutes'.
- Changing the deadline in section 3.15 for the submission of a notice of motion by a Board member from not less than eleven (11) days prior to a future Board meeting to fifteen (15) days. When the docket was assembled and provided to Board members on paper, it was possible to incorporate a notice of motion into it 11 days in advance but the process involved in electronic assembly and posting means that a notice of motion needs to be received by the general Board deadline of 15 days in advance of the meeting in order to avoid disruption of the process.

No changes to the Statement of Responsibilities are proposed this year.

Attachment(s): Revised Draft Board Procedures
Statement of the Responsibilities of the Board and its Members

PROCEDURES OF THE BOARD

The Board of Governors is constituted as described in Part VI, Sections 18 to 34 of the University Act (R.S. Chap 468). -Section 26 (1-3) provides details for meetings of the Board.

1. ELECTION OF CHAIR AND VICE CHAIR

- 1.1 The Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last statutory meeting before the summer recess.
- 1.2 The Vice-Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last meeting before the summer recess. -The Vice-Chair becomes Acting Chair in the absence of the Chair.
- 1.3 Upon request of at least one (1) Board Member at the meeting, the elections referred to in 1.1 and 1.2 will be held by secret ballot.

2. CHAIR

- 2.1 The Chair shall recommend to the Board the committees necessary for the effective functioning of the Board.- (See Section 27(2)(c) University Act.)
- 2.2 The Chair shall appoint the chairs and the Board members on each committee of the Board annually one month before the first fall meeting. The Chair will consider Board members areas of interest and the need for broad representation when making these appointments.
- 2.3 In the event of the Chair resigning or being unable to fulfill the duties of Chair, the Vice-Chair will assume the role of Chair.
- 2.4 Upon the Vice-Chair becoming Chair under 2.3 the Board shall hold an election for a Chair and Vice-Chair as soon as it is practical to do so.

3. MEETINGS

- 3.1 Meetings of the Board will be held in accordance with Section 26(1) of the University Act.
- 3.2 The time and place of meetings will be established by the Chair.
- 3.3 The Secretary shall prepare the agenda of Board meetings. In the preparation of the agenda, the Secretary will consult with the Chair and the President.
- 3.4 Meetings of the Board shall be open except for those items which the Chair or the Board shall determine to consider in "in camera" meetings.
- 3.5 The agenda for Board meetings will close at noon fifteen (15) days before the Board meets.
- 3.6 The draft Board agenda, Committee agenda, and documents will be delivered to

Board members one week before the Board Committee meetings. –The final Board agenda shall be tabled at the Board meeting.

- 3.7 Board materials for consideration in the closed session must be treated with confidentiality until the Board determines otherwise.
- 3.8 The draft open agenda along with the date of the committee meetings will be published seven (7) days prior to the meeting of the Board of Governors. Copies of the draft open agenda and open session docket will be sent to the Library, the presidents for the Faculty Association, unions, and students' societies when the agenda is published.
- 3.9 No cameras, recording devices or electronic communications equipment shall be used without the prior consent of the Chair.
- 3.10 Eight members of the Board shall constitute a quorum for transactions of the Board. –(See Section 26(2) University Act)
- 3.11 The chair of a Board committee will report on the committee's activities and present its recommendations to the Board.
- 3.12 The Board Chair has the same right of voting as the other members of the Board, and, in the case of an equality of votes for and against a motion, the question is resolved in the negative, and the Chair shall so declare. –(See Section 26(3) University Act)
- 3.13 The Chair will formally announce the outcome of each vote and this outcome will be recorded in the summary record~~minutes~~. –Any member of the Board may ask that the vote count or the member's individual vote or abstention be recorded in the ~~minutes~~summary record.
- 3.14 Attendance by proxy or vote by proxy is not permitted.
- 3.15 No motions or issues for discussion may be brought forward at a regular Board or Board committee meeting unless the matter is on the agenda.– A member must give notice of motion or an outline of the discussion topic in writing not less than ~~eleven (11)~~ fifteen (15) days prior to a future Board meeting. –Such notice will be given to the Secretary of the Board. The Secretary in consultation with the Chair of the Board shall refer the motion to the appropriate Board Committee. –Matters brought before the Board will be referred to the appropriate Board Committee prior to full discussion at a Board meeting, unless the Board determines otherwise.– Emergent matters may be raised by Board members in consultation with the Chair.—Unless agreed to otherwise such items will normally be discussed at the closed session of the Board. –Board members may raise policy items for discussion during a committee meeting.
- 3.16 At the end of each closed session of the Board, a question period limited to 10 minutes will be scheduled. –A member of the Board may deliver a written question to the Secretary before any Board meeting addressed to either the President or the Vice-Presidents relating to issues within the Board's mandate.– The intent and purpose of the Question Period is to provide information to Board members, and should not be generally used as an opportunity to solicit opinions, to pose highly speculative questions, or to request information which is readily available through

other sources or deals with operational matters. Each question should be capable of standing on its own, and supplementary questions should only be posed during the Question Period once the respondent has replied to the original question.

- 3.17 Normally all matters coming to the Board from the University administration will be presented to the Board by the President. –In exceptional circumstances other senior members of the University administration may approach the Chair to bring forward matters for consideration. –At the discretion of the Chair, such matters may be added to an agenda.
- 3.18 With the consent of the Chair, staff members as designated by the President may be invited to attend meetings of the Board.
- 3.19 The Chair may invite individuals to attend meetings of the Board.
- 3.20 At the discretion of the Chair, a resolution may be voted upon by ballot conducted by fax or e-mail.– In this case, to be adopted, a resolution must receive affirmative votes of at least a majority of those eligible to vote. –A resolution adopted by this method will be deemed to have been passed at a validly constituted meeting of the Board and will be reported at its next scheduled meeting.
- 3.21 Under exceptional circumstances and only with the consent of the chair – and subject to logistical constraints – a board member may participate in a meeting by telephone, videoconference or other secure means of communication that enables him or her to communicate with other participants in the meeting simultaneously and instantaneously. –A member participating in a meeting by such means will be deemed to be present at the meeting.

4. DUTIES

- 4.1 Members of the Board of Governors must carry out their functions with integrity, independence, good faith, and prudence of a reasonable individual.
- 4.2 Each member of the Board has a duty with other Board members to act in the best interests of the University (See Section 19.1 University Act).– Each member, no matter how he or she comes to be a member, has a responsibility only to the University. –This is a public responsibility because the University is a public body. Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- 4.3 The responsibilities of members of the Board of Governors are described in the Statement of the Responsibilities of the Board of Governors and its Members.
- 4.4 The Board may, upon a resolution passed by the vote of at least 2/3 majority of the members of the board, recommend that the Lieutenant Governor in Council remove a member of the Board from office for cause.

5. CONFLICT OF INTEREST AND CONFIDENTIALITY

- 5.1 The Board of Governors of the University has a variety of functions to perform under the University Act.—The composition of this Board is complex, and it is possible that conflict of duty or interest may arise in the case of any member of the Board.

A conflict of interest arises when a Board member exercises an official power or performs an official duty or function and at the same time, knows that in the performance of this duty or function or in the exercise of power there is the opportunity to further a private interest. Further, there is an apparent conflict of interest when there is a reasonable perception that the Board member's ability to exercise an official power or perform an official duty or function will be or was affected by a private interest.

5.2 A Board member must make full disclosure of all real, potential and apparent conflicts of interest annually. -If the Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, she or he must declare that conflict immediately in writing.

5.3 After disclosing the conflict, the Board member

- i) may seek the Chair's permission to address the matter briefly, before absenting himself or herself from the discussion and the vote;
- ii) must not take part in the discussion of the matter or vote on any questions in respect of the matter. -However, the member may be counted in the quorum present for the meeting;
- iii) if the meeting is open, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict of interest is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
- iv) must, if the meeting is closed, leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed;
- v) must not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict of interest.

5.4 With the exception of matters potentially affecting a Board member's terms of employment, voting on matters which will have an effect on a broad group (students, staff, faculty) by a member of that group is in general not a conflict of interest. -For example, student members of the Board may vote on issues dealing with tuition fees.- If a Board member is in doubt about whether he or she or another member of the Board is or may be in conflict of interest, the Board member should discuss the matter with the Chair. -The Chair may rule a member to be in conflict of interest with an issue before the Board.

5.5 A Board member is expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in the closed meetings forever. -Documents to be considered in the open session are released in conformity with paragraphs 3.7 and 3.8.

5.6 A Board member who breaches confidentiality or the Board's trust with regard to conflict of interest shall be subject to sanction by the Chair up to and including a request for the member's resignation. -Other sanctions may include the member being excluded from the committee meetings and receiving Board documents in conformity with the public release of those documents for the remainder of the academic year.

- 5.7 The ruling of the Chair on a conflict of interest or breach of confidentiality may be appealed to the Board of Governors. –A majority vote of the Board members can overturn the decision of the Chair.
- 5.8 Board members must annually sign a statement disclosing any real, potential or apparent conflicts of interest and acknowledging that they have read and understood the Board procedures on conflict of interest.

6. EXECUTIVE AND GOVERNANCE COMMITTEE

- 6.1 The Executive and Governance Committee shall consist of the Chair of the Board as Chair, Vice-Chair, Chancellor, President, the Chairs of each of the standing committees of the Board, and one elected member appointed by the Board Chair.
- 6.2 The Executive and Governance Committee shall have such powers as given to it by the Board of Governors and shall report back to the Board on the action taken in the exercise of such powers.
- 6.3 The Executive and Governance Committee in consultation with the Compensation and Review Committee will consider and act upon recommendations regarding performance reviews, remuneration and terms of employment of the Vice-Presidents and the President of the University.
- 6.4 If matters arise between meetings which require Board attention, the Chair may call a meeting of the Executive and Governance Committee to deal with such matters. –The Chair will then report to the Board at its next scheduled meeting. Normally, if such a meeting is called, members of the Board of Governors not on the Executive and Governance Committee shall be invited to attend if available, and shall receive the same materials as members of the Executive and Governance Committee.
- 6.5 The Executive and Governance Committee shall review the Procedures of the Board and the document on Responsibilities of the Board of Governors and its members prior to the first statutory meeting in the fall and bring them forward for approval.
- 6.6 The Executive and Governance Committee shall recommend to the Board an appropriate evaluation process for the Board and its committees, orientation process for new members, and undertake such other corporate governance initiatives as the Chair or Board deem desirable.
- 6.7 The Executive and Governance Committee shall review the needs assessment for potential governors, taking into consideration the Board's short-term needs and long-term plans and shall advise the President and Chair on the criteria for new governors and potential candidates for recommendation to the government.
- 6.8 The Committee makes recommendations to the Board of nominations for appointment to those external bodies where the appointments require the approval of the Board of Governors.
- 6.9 The Executive and Governance Committee considers and makes recommendations to the Board on matters related to the university's controlled

entities.

7. FINANCE COMMITTEE

- 7.1 This Committee is charged with consideration of all matters regarding finance at the University.
- 7.2 This Committee shall deal with matters pertaining to the final agreements on remuneration and terms of employment of faculty and staff within the University as related to budget; to fees for university activities as defined by Section 27(1) of the University Act; to approval of the budget framework; to amendments to the pension plans; to decisions regarding the use of University funds for major capital projects.
- 7.3 Motions resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

8. UNIVERSITY OPERATIONS AND FACILITIES COMMITTEE

- 8.1 The Committee examines issues and policies which affect students and student services, excluding purely academic issues and policies; policies dealing with personnel (e.g. equity, evolution of faculty staffing), research administration, and administrative procedures, as well as planning.
- 8.2 This Committee will deal with decisions regarding new buildings including the program of requirements, the appointment of the prime consultant, the preliminary design, the working drawings and the tender when within the budget for the building.– (Note: Approval of the Finance Committee is required for the use of University funds for major capital projects.)
- 8.3 This Committee considers for approval the appointment, reappointment, and removal of the following officers of the University upon the recommendation of the President: the Vice Presidents and University Secretary. –The Committee shall receive annually reports on staffing that give an overview of all other appointments.
- 8.4 Motions and reports resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

9. AUDIT COMMITTEE

9.1 Membership

- 9.1.1 The members of the Audit Committee shall be independent, i.e., have no material direct or indirect association with the organization, which could be reasonably perceived to interfere with the exercise of the member's independent judgment.
- 9.1.2 The Committee shall consist of the Chair or Vice-Chair of the Board, at least three order-in-council members of the Board and other individuals as appointed by the Board; at least one member shall also serve on the Finance Committee.
- 9.1.3 The President, Vice-President Finance and Operations, Executive Director of Financial Services and the Director of Internal Audit shall normally be invited to attend Audit Committee meetings.
- 9.1.4 Financial literacy is a prerequisite for service on the Audit Committee. The majority of members of the Committee shall be capable of reading and understanding financial statements of the breadth and complexity of those of the university, and at least one member of the Committee shall have accounting or related financial management expertise. All committee members should possess an inquiring attitude, objectivity, independence and sound judgement.
- 9.1.5 Before appointing members to the Audit Committee under 2.2, the Chair of the Board will consult the Chair of the Committee concerning the performance of Committee members and the qualifications of potential new Committee members.

9.2 Mandate

- 9.2.1 The Committee's primary responsibilities and authorities are to assist the Board oversight of:
 - The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance;
 - The qualifications and independence of the University's external auditors;
 - The performance of the external auditors and the internal auditor;
 - The University's compliance with legal, statutory and regulatory requirements;
 - The management of the principal risks that could impact the financial statements;

- The procedures in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters; and,
- The selection and hiring of the external auditors.

9.2.2 The Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as, the management of the University.

9.2.3 The Committee may request the Board of Governors to retain special legal, accounting, consulting or other experts the Committee deems necessary in the performance of its duties.

9.2.4 The Committee provides effective liaison between the Board of Governors, University management and the University's internal and external auditors in all matters dealing with the audit of the University's financial activities.

9.2.5 The Committee reviews any significant proposed changes in the position description of the University's chief financial officer, the Vice-President Finance and Operations.

9.3 Meetings

9.3.1 The Committee shall meet a minimum of 3 times a year, or more frequently as circumstances dictate. -The Committee Chair shall prepare and/or approve an agenda in advance of each meeting.- The Committee should meet privately in in camera session at least annually with management, the internal auditor, the external auditors, and as a committee to discuss any matters that the Committee believes should be discussed.

9.4 Responsibilities and Duties

Review Procedures

9.4.1 The Committee reviews the effectiveness of the overall process for identifying the principal risks affecting financial reporting and provides the Committee's view to the Board.

9.4.2 Annually, in consultation with the management and the external auditors, the Committee considers the integrity of the financial reporting processes and controls. -It discusses significant financial risk exposures and the steps management has taken to monitor, control and report such exposures. It reviews significant findings prepared by the external auditors together with management's responses.

- 9.4.3 The Committee reviews and recommends to the Board the University's annual audited financial statements and related documents prior to filing or distribution. -The review should include discussions with management and the external auditors of significant issues regarding accounting principles, practices, and significant management estimates and judgements.

External Auditors

- 9.4.4 The Committee reviews the independence and performance of the external auditors and recommends to the Board the appointment of the external auditors or approval of any discharge of auditors when circumstances warrant on a cycle approved by the Board.
- 9.4.5 On an annual basis, the Committee reviews and discusses with the external auditors all significant relationships they have with the University that could impair the auditors' independence. -This review should include a review of non-audit services performed by the external auditors.
- 9.4.6 The Committee reviews the external auditors' audit plan—discusses and approves audit scope, staffing, locations, reliance upon management and internal audit, and general audit approach.
- 9.4.7 Prior to releasing the year-end financial statements, the Committee discusses the results of the audit with the external auditors. -It also discusses certain matters required to be communicated to the Committee in accordance with the standards established by the Canadian Institute of Chartered Accountants.
- 9.4.8 The Committee considers the external auditors' judgments about the quality and appropriateness of the accounting principles as applied in the financial reporting.
- 9.4.9 The Committee meets in in camera session with the external auditor.

Internal Audit

- 9.4.10 The Committee reviews the mandate and objectives of the internal audit function.
- 9.4.11 The Committee approves the appointment and reviews the compensation of the chief auditor within the parameters set for Excluded Management and Confidential Staff approved by the Board.
- 9.4.12 The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.

9.4.13 The Committee approves the internal auditor's audit plan for the year including audit scope, staffing, locations, timing and general audit approach.

9.4.14 The Committee reviews audit reports and discusses the results of the internal audit work plan.

9.4.15 The Committee meets in in camera session with the internal auditor.

Legal Compliance

9.4.16 On at least an annual basis, the Committee reviews with the University's legal counsel any legal matters that could have a significant impact on the financial statements, compliance with applicable laws and regulations, and inquiries received from regulators or governmental agencies.

Other Audit Committee Responsibilities

9.4.17 The members annually assess the effectiveness of the Committee, against its mandate and report the results of the assessment to Executive and Governance Committee of the Board.

9.4.18 The Committee ensures its members receive appropriate financial orientation and training to enhance financial literacy in order to carry out their oversight responsibilities.

The Committee performs any other activities consistent with this mandate, rules and regulations, and governing laws, as the Committee or the Board deems necessary or appropriate. -It maintains minutes summary records of meetings and periodically reports to the Board on significant results of the foregoing activities. It annually reviews its mandate and makes any recommendation for updating it to the Executive and Governance Committee of the Board.

10. COMPENSATION AND REVIEW COMMITTEE

10.1 The Compensation and Review Committee deals with matters pertaining to performance reviews, remuneration and terms of employment of senior administrators (to be determined by the Committee) and matters relating to the mandates for negotiations and discussions with employee groups and unions.

10.2 Its members shall be independent of management, shall not be employees, and shall have knowledge and experience of human resource management.

10.3 The Committee shall consist of the Chair of the Board and four additional -Order-in-Council members of the Board appointed by the Chair and shall be chaired by the Chair of the Board or designate.

10.4 This Committee makes recommendations to the Executive and Governance Committee or the Board of Governors, on matters of policy, on matters that require action by the Board of Governors, and on any other issues that the Chair determines should be reported to the Board of Governors.

11. APPOINTMENTS

The Board delegates its authority to make appointments to the appropriate Vice-President or the President. This delegation includes the approval of new appointments of regular faculty within the approved budget and plan of the unit and according to the policies of the Board on terms of appointment including the faculty collective agreement; recommendations for reappointments, promotion, and tenure in accordance with the policies of the Board; and all academic and senior administrators except those listed in paragraphs 8.3 and 9.4.11.

12. ATTENDANCE AT COMMITTEE MEETINGS

The Chair, the Vice-Chair, the Chancellor and the President serve in an ex-officio capacity on the following Board committees: Executive and Governance, Finance, and University Operations and Facilities. –Any member of the Board is welcome to attend, and may participate with the consent of the chair of the committee in a meeting of the following committees:– Finance Committee, and University Operations and Facilities Committee. –Agendas of these committees will be distributed to all members of the Board.

13. APPEALS TO THE BOARD OF GOVERNORS

In those instances under the University Act and University policies where an appeal to the Board is allowed, the appeal must be filed within 90 days of the date of receipt of the decision being appealed. Any panel or person appointed by the Board of Governors to hear the appeal shall determine its own procedures which must be in accordance with the principles of natural justice and administrative fairness.

If and when an appeal under Section 60(3) of the University Act comes to the Board of Governors, the President should, as a matter of course, withdraw from any such case that is being considered by the Board except in capacity as a witness.



Statement of the Responsibilities of the Board of Governors and its Members

The Board of Governors of the University of Victoria is responsible, under the *University Act* (RSBC 1996, c. 468) for the management, administration and control of the property, revenue, business and affairs of the university. Its specific powers are set out in Section 27. Broadly speaking, its key functions – many of which are carried out in consultation with the University's Senate -- include:

- Approving the university's mission and strategic plan.
- Approving and monitoring the execution of policy with respect to the goals expressed in the above.
- Appointing and supporting the president, approving his or her annual goals, and reviewing his or her performance.
- Establishing procedures for the appointment of senior academic administrators, faculty and staff and approving executive appointments.
- Approving, upon the recommendation of the Senate, the establishment of faculties, departments and academic programmes.
- Approving enrolment targets upon the recommendation of the Senate.
- Approving the budgets for operational and capital expenditure.
- Entering into collective and other agreements on behalf of the university.
- Maintaining the university's real property and other assets.
- Setting tuition and other fees.
- Ensuring that the university is well managed and accountable.
- Overseeing the university's compliance with legal, statutory and regulatory requirements.
- Interpreting the needs of society and the larger community to the university.
- Advocating for the university and protecting and defending its autonomy.

The Board of Governor's fifteen members are each responsible for contributing to its efforts to fulfill these functions in a manner that enables the University of Victoria to fulfill its mission and serve, to the fullest possible extent, current and future generations. Section 19.1 of the University Act provides that "(t)he members of the board of a university must act in the best interests of the university." Whether appointed or elected, Board members must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act, individually and collectively, in the best interests of the university as a whole. Each member, no matter how he or she comes to be a member, has a responsibility only to the university, and must give the university's best interests priority over personal or competing interests. This is a public responsibility because the university is a public body. Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- Appreciate the roles of universities in society, the particular mission of the University of Victoria, and the Senate's role in the governance of the latter.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the university accountable, while acting as ambassadors for it.

More specifically, individual members of the Board of Governors accept responsibility for:

Preparation

Board members should make every effort to understand the University, including the *University Act* and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board meetings and deliberations.

Attendance and participation

Board members are expected to attend and participate in meetings of the Board and of the committees to which they are assigned by the Board Chair. Under the *University Act* (s. 22(2)), a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated his or her seat, unless excused by resolution of the Board. If a member is unable to attend a meeting, they should inform themselves of what occurred at the meeting.

Board members are expected to participate actively in meetings. Laptops and other electronic devices are to be used during meetings only for Board-related purposes.

Exercise of due diligence

Board members must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the university, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Board members to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Confidentiality

Board members are expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in closed meetings forever. A Board member who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

Security

In order to protect confidentiality, Board members are required to keep and dispose of confidential Board materials in a secure manner. Board members must dispose of confidential paper records securely or return them to the University Secretary's Office for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as using a complex password, taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Board members' copies of Board

documents should be deleted after each meeting. Board members needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University Secretary's office.

If a computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Board member must inform Campus Security promptly.

Board members travelling across international borders should be aware that electronic devices may be subject to search.

Ethics and Conflict of Interest

Board members must act in the best interests of the university and must avoid putting themselves in a position of conflict of interest. Members must make full disclosure of all real, potential and apparent conflicts of interest annually. If a Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest.

Board members must ***not***:

- assist any person or any organization in its dealings with the university, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the university.
- use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public.
- use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the university.

If a Board member becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or Secretary.

Communication

Board members must recognize that the *only* spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate. The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Board members are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the university community to the Board Chair or the Board Secretary.

Once the Board takes a decision after a fair and objective hearing of different opinions on an issue before it, Board members are expected to stand united in that decision in public.

Evaluation

Board members are expected to set an example by assessing on a periodic basis the performance of the Board and their own performance as part of the governance process.

Attestation and Signature

I acknowledge that I have read and understood the responsibilities of the University of Victoria Board of Governors and its members.

Dated the _____ day of _____, 20____.

Signature: _____

Name (Please print): _____



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Board of Governors
From: Carmen Charette, Vice-President External Relations
cc: President and Vice-Chancellor
Meeting Date: 27 September 2016
Subject: EXTERNAL RELATIONS UPDATE

ALUMNI and DEVELOPMENT

As referenced in the May report to the Board on alumni and development activities, the services of Global Philanthropic Inc. have been retained to conduct a review of our fundraising programs. Guy Mallabone, CEO, and Karen Van Sacker, VP, began the project in August and are on track to present a final report of their findings and recommendations in December. Their process includes interviews underway now with a number of internal and external stakeholders, and an online survey late-September/early-October of perceptions related to best practice in high-performing philanthropic organizations. All Board members, academic and administrative leaders, and External Relations staff (including Alumni and Development) will be encouraged to complete the survey. After the consultants have submitted their report, a workshop with institutional leaders will be organized to prioritize recommendations and prepare an implementation plan.

CEREMONIES, EVENTS, FARQUHAR AUDITORIUM

Convocation: Supported by close to 200 volunteers, Ceremonies and Events managed nine successful Spring Convocation ceremonies in June. Fall Convocation will comprise four ceremonies on November 9 and 10, with honorary degrees to be conferred upon [Lynn Conway](#), [Darren Entwistle](#), [Mike Harcourt](#) and [Simon Whitfield](#).

Events: An Events Calendar has been developed to inform the Board of upcoming special events, including recommendations for your attendance. The calendar will be provided to the Board at the September and January meetings

Farquhar Auditorium: The 2016-17 Presenting Season launched this month with two near sold-out performances of *Shanghai Nights* featuring the Shanghai Acrobats of the People's Republic of China. On September 28th Farrah Khan's *We Begin by Listening*, addressing gender-based violence, will be presented through a partnership with Farquhar, the Office of Student Life, the UVSS, and the Camosun Student Society. The Family Series begins October 23 with Sursaut Dance's *The Cicada and the Ant*. Technical improvements continue to be implemented with the support of the Department of Canadian Heritage's Canada Cultural Spaces grant.

LEGACY ART GALLERIES

A new Academic and Public Programmer is increasing Legacy's education reach into the community and on campus. New collaborations include: ThunderFest with the Vikes; a mural-making event with the Royal BC Museum; and inclusion as an activity stop during the New Student Welcome Amazing Race.

The Legacy Gallery downtown has organized several major community events this fall related to different aspects of Indigenous culture, including public artist forums, panels and receptions.

The Legacy Maltwood on campus will celebrate local artist and teacher Glenn Howarth with a public educational program and reception on October 3, as part of an exhibition drawing upon the holdings of the Legacy Art Galleries and Special Collections.

COMMUNITY and GOVERNMENT RELATIONS (CGRO)

Business Council of BC: UVic Executive Director of CGRO Jennifer Vornbrock participated in a number of meetings with BCBC colleagues over the summer focused on UVic priorities, and there continues to be a strong partnership between UVic and BCBC. Most notable has been BCBC support and advice on UVic's Indigenous Law Program (JD/JID).

On September 6th, BCBC and the BC Assembly of First Nations (AFN) signed a Memorandum of Understanding aimed at ensuring all BC residents share in the prosperity generated by sustainable economic development, and providing the opportunity for First Nations to be full participants in the economic future of the province. It is believed to be the first agreement of its kind between a broad business organization and a provincial First Nations organization. The signing ceremony and reception hosted by BCBC was attended by the Premier, her full cabinet and all Deputy Ministers. UVic representatives in attendance were Jennifer Vornbrock, Jeremy Webber (Dean of Law), and John Borrows (Canada Research Chair in Indigenous Law).

United Way: CGRO worked with the United Way to identify a UVic staff member to serve as a 'Loaned Representative' for the fall 2016 United Way Campaign. This is a four-month secondment opportunity to work in the United Way office and help mobilize a number of corporate and non-profit campaign activities in the community. CGRO continues to advise the Campaign Chair's office, loaned representative and a co-op student.

Vancouver Board of Trade: Jennifer Vornbrock will attend upcoming events in Vancouver as we continue developing a strategy for an increased UVic presence in Vancouver.

Canada 150: A working group of academic and administrative leaders is developing plans for a range of events to mark Canada's 150th birthday in 2017. The emphasis is on engaging scholarly and public activities that encourage reflection on Canada's future.

UVic Properties: CGRO continues to support UVic Properties in a number of its community and municipal engagement processes. Most notably, Queenswood and the upcoming Open House and spot-zoning process with the District of Saanich, and moving forward with Dunsmuir Lodge plans with the community and District of North Saanich.

MUNICIPAL GOVERNMENT

Union of BC Municipalities (UBCM): Victoria was host to UBCM this month and we worked with local Councils and Mayors to support their efforts as they related to UVic priorities (e.g., housing and Indigenous reconciliation).

Export Innovation - Victoria Delegation to China: Vice-President Carmen Charette will join City of Victoria Mayor Lisa Helps and a local delegation to China for Export Innovation October 14-20. The focus of the trip is to increase export channels and opportunities for Victoria businesses; to

continue to support local post-secondary institutions, their partnerships and co-op opportunities; and to showcase Victoria as Canada's premier tourism and educational destination.

CityStudio: UVic continues to provide support the City of Victoria's CityStudio initiative. Mayor Helps led a summer-long visioning agenda with all partners to explore the need for core community engagement content within various course topics; discuss the longer-term capacity to jointly deliver courses for students from all the PSE partners; and engage agencies, other municipalities and businesses. Additional updates will be forthcoming through the fall.

South Island Prosperity Project: The new Prosperity Project Executive Director, Emilie de Rosenroll, has been developing a Strategic Plan for 2016-2021. UVic External Relations and the School of Public Administration have provided support to the project. A draft discussion paper and survey was provided over the summer and outlined five key theme areas: 1) Sector Development; 2) First Nations Economic Development; 3) International Markets and Export Development; 4) Entrepreneurship and Commercialization; and (5) Collaboration, Communications and Research. The Prosperity Project will seek funding from federal, provincial and private sources. Their final Strategic Plan is expected in late-September/early-October.

PROVINCIAL GOVERNMENT

- Executive has reviewed and agreed on priorities for engagement with the provincial government in the coming months. A key objective this year is to focus on building visibility, credibility and strengthening key relationships at both the political and bureaucratic levels following learnings from the Strategic Infrastructure Fund experience. Specific priorities include the following files:
 - Program development/expansion – Engineering and JD/JID
 - Student experience and success – Indigenous Plan, Sexualized Violence, Student Mental Health
 - Capital planning and investment – Engineering and addressing rising deferred maintenance costs and diminishing capital funding
 - Support for research infrastructure through the BC Knowledge Development Fund
 - Continued alignment with BC Jobs Plan – look for updated plan, coming very soon
- There is strong convergence between UVic priorities and the overall post-secondary education (PSE) sector-wide priorities. President Cassels assumed the role of Chair of RUCBC in July. He will appear on behalf of RUCBC before the BC Select Standing Committee on Finance and Government Operations on October 11, along with the Chair of the BC Association of Institutes and Universities, and the President of BC Colleges. The sector is putting forward a strong case for a re-commitment of the \$50 million removed from PSE and re-investment in student success initiatives. This appearance is part of an annual presentation related to government priorities and budget processes.
- President Cassels will also appear before the BC Select Standing Committee on Finance and Government Operations on behalf of the University of Victoria on October 11. A presentation is under development and will reinforce the sector-wide priorities while focussing on more UVic-specific priorities including student housing and supporting a regional response to Greater Victoria's housing affordability challenges. Recent conversations with BC Housing point to some possible opportunities to address our student housing challenges.
- Work continues with RUCBC on a sector-wide proposal for funding for expansion of Engineering.
- Work continues in support of the development of a new Indigenous Law Program – Joint Degree in Common Law and Indigenous Legal Orders. A proposal has been developed and a strategy is underway to bring forward the proposal to the provincial government in a coordinated and thoughtful way – including extensive engagement with Indigenous leaders, business leaders and communities and government. A similar strategy is also being developed for the federal government.

- External Relations and Research are now co-hosting quarterly meetings with the provincial Intergovernmental Relations Secretariat, part of the Office of the Premier.
- In accordance with the Advanced Education Minister's mandate letter, work continues on the common application platform (COAP). Based on a recommendation of the COAP Sector Advisory Committee on which UVic's Provost serves, Apply BC and Education Planner services will be integrated and a new Education Planning and Application Service website will be established as an interim step to be operational this spring. A second phase will include full technical integration and expansion of services. Timing will be determined based upon the development of a detailed business plan.
- UVic continues its efforts on a new Sexualized Violence Policy in accordance with Bill 23 – 2016: *Sexual Violence and Misconduct Policy Act* passed in the Legislature at the end of their spring/summer session.
- Jeff Vasey was appointed in August as Assistant Deputy Minister of Institutions and Programs in the Ministry of Advanced Education. Mr. Vasey was previously ADM of Housing and Construction Standards. An invitation has been extended to Mr. Vasey for lunch in the fall with Carmen Charette and Jennifer Vornbrock.
- Upcoming visits to campus:
 1. October 5: CGRO will host Deputy Minister Doug Caul, Aboriginal Relations and Reconciliation, and his executive team for a half-day workshop. The workshop will focus on a wide range of teaching and research related efforts to advance Indigenous reconciliation. Participants from law, business, social work and more will engage in a hands-on, interactive workshop aimed at bringing forward solutions and opportunities to the Minister and his team.
 2. October 6: Minister Amrik Virk, Innovation, Technology and Citizen Services, will be on campus to make an announcement on the ARIEL II invest in TRIUMF from the BC Knowledge Development Fund. Our good partners at UBC and TRIUMF will jointly host the Minister on campus for this significant announcement.

FEDERAL GOVERNMENT

- Several communiques have emerged from Universities Canada (UC) indicating their intent to further engage the federal government on a number of key files. UC submitted a sector-wide pre-budget submission to the federal government for the August 2016 deadline.
- On August 5, UVic submitted a pre-budget document to the House of Commons Standing Committee on Finance (FINA) and a request to appear before the Committee. The submission outlines the significant investment opportunity for the federal government in the Indigenous Law Program. The proposal is built on four pillars: support for Canada's economic growth; a response to Call to Action #50 in the Truth and Reconciliation Commission report; new and innovative ways of moving ahead with Indigenous governance; and empowering Indigenous communities to more fully participate in federal processes such as the Duty of Consult and Accommodate (e.g., environmental assessment).
- In order to effectively support UVic's national leadership on Indigenous education and reconciliation, a fall delegation to Ottawa is being considered. The delegation will include a range of UVic administrative and academic leaders, other provincial and national scholars, business leaders and Indigenous champions.
- Significant work continues under the leadership of the Vice-President Research and Ocean Networks Canada to secure the matching funding required for the Major Science Initiative.
- The Office of Co-op and Career Services has participated in a range of national conversations with colleagues regarding the 2016 federal budget commitment for \$73 million to launch the Post-Secondary Industry Partnership and Co-operative Placement initiative.

- In his role as Chair of Universities Canada's Research Committee, President Cassels continues to engage with a number of federal consultations, including:
 - Development of a federal Growth Strategy, led by the Minister of Finance Advisory Council on Economic Growth;
 - Development of an Innovation Agenda, led by Innovation, Science and Economic Development Canada (ISED);
 - Review of federal support to fundamental science, led by ISED;
 - Review and consultations to renew Canada's international assistance policy and funding framework, led by Global Affairs Canada;
 - A conversation of the future of immigration in Canada, led by Immigration, Refugees and Citizenship Canada;
 - Consultation on strengthening Canadian content creation, discovery and export in a digital world, led by Canadian Heritage;
 - Development of a new Trade and Investment Strategy, led by Global Affairs Canada.

The Office of the Vice-President Research has taken the lead in drafting an institutional response and/or submission related to two of these consultations: Innovation Agenda and Science Review.

- Recent visits to campus:
 1. The Honourable Terry Beech, Parliamentary Secretary to the Minister of Science, made a federal announcement for the Genome Applications Partnership Program at the Genome BC Proteomics Centre at the Vancouver Island Technology Park July 11.
 2. Member of Parliament John Aldag, Standing Committee on Environment and Sustainable Development, made a federal announcement for the CANARIE Research Software Program at Ocean Networks Canada September 13.
 3. Member of Parliament Jonathan Wilkinson, Parliamentary Secretary to the Minister of Environment and Climate Change, met with President Cassels, Environmental Law Centre Director Calvin Sandborn, Pacific Institute for Climate Solutions Executive Director Sybil Seitzinger, and Pacific Climate Impacts Consortium Director Francis Zwiers on September 13.

COMMUNICATING THE UVIC EDGE: PROGRESS REPORT

The communications and marketing plan implementation continues in the following 10 priority areas:

1. **Establish a strong governance model for managing the UVic positioning and identity:** The Strategic Positioning Council will meet on September 29 and the Edge Team on October 5.
2. **Create a communications and marketing master planning process:** This process is ongoing and involves the Strategic Positioning Council and Edge Team.
3. **Update UVic "look and feel":** New elements for the use of the campus community are being added regularly to uvic.ca/brand/.
4. **Launch and support positioning internally:** The Edge Department and Unit Implementation Team (DU-IT) is now working with the final departments in Social Sciences, the first faculty designated for the DU-IT process. Work in Social Sciences should be completed next month. Over the next two years, the team will produce a set of Edge-related digital and print positioning materials for academic departments, schools and research centres.

The next four faculties for DU-IT assistance have been selected through an open call for expressions of interest/readiness, and scheduled as follows: Humanities, Fine Arts, Human and Social Development and Science. Initial meetings with Humanities have begun and work with individual departments will get underway in early October.
5. **Create a media-rich storytelling strategy:** Our Media Relations team works with reporters and editors to gain prominent coverage of UVic through strategically timed releases, direct follow-up with key contacts, distribution of relevant background material, suggestions of UVic

experts timed for breaking news, and assessing op-ed opportunities. A scan of this summer's UVic media coverage is [here](#).

A new [Ring website](#) was launched this month to provide for more visually engaging story-telling, and aerial video footage of campus buildings and the environment was obtained in August through a remotely-guided aerial vehicle. A higher-level shoot for video and still photography took place this month using a helicopter.

6. **Update key UVic website elements:** An RFP is underway for the job of designing the information architecture for a new UVic Story Hub website. The [Current Faculty and Staff webpages](#) have been upgraded to reflect usability improvements and more effective communication. The changes were driven by an audience survey, one-on-one testing with audience representatives and an analysis of web analytics for the site.
7. **Create a content management strategy for social media:** We have negotiated the purchase of the Hootsuite Enterprise social media management platform on a pilot basis through to August 31, 2017 for University Communications + Marketing and eight campus partners: Alumni and Development, Campus Security/Emergency Planning, Co-operative Education and Career Services, Gustavson School of Business, Libraries, Faculty of Social Sciences, Student Recruitment and Global Engagement, and Vikes Athletics and Recreation.

Training is taking place this month and the social media coordinator in UC+M is creating a pilot project working group to share tips and information, celebrate successes, and address challenges or concerns among the partners, and to ensure we are in a strong position to evaluate the pilot project in time to make a decision about whether to create an ongoing relationship with Hootsuite at the end of the project.

Workshops for deans addressing the strategic use of social media are being developed, and guidelines have been disseminated to their units.
8. **Create a more dynamic recruitment experience:** Student recruitment materials for the 2016-17 cycle are complete and will be used by the recruiters this fall and winter. They include updated undergraduate and graduate view books, display materials, presentation, and posters. The redesign of the Future Students website is in the information-gathering stage with student interviews taking place this month.
9. **Develop and implement a paid advertising campaign:** The fall 2016 ad campaign officially launched September 21 and runs through early 2017. Baseline research was conducted prior to the start of the campaign, and additional research will be conducted following the campaign to track changes in audience awareness.
 - a. Launched September 21: targeted to leaders in Vancouver, Ottawa and Victoria (decision-makers, policy-influencers, and community, government and business leaders) focusing on UVic's vital impact on people places and the planet, with the objective of challenging, changing and evolving their perceptions of UVic
 - b. Launching October 3: targeted at prospective undergraduate students (high school students 15-18 years of age in grades 10, 11 and 12) in BC and select regions in Calgary and the Greater Toronto area, focusing on awareness of the UVic Edge, with the objective of changing, challenging and evolving their perceptions of UVic
Related webpages will provide additional information about the Edge, the experience it provides and UVic's capacity to partner with leaders and organizations. A webpage that explains the ad campaign to the campus community, provides information on where/when we will be advertising and shows some samples of the ads also launches in September.
10. **Promote UVic's thought leadership:** Conversations about the areas to target for a thought leadership campaign will be part of the discussions around Vancouver and Ottawa strategies.

News roundup

Target media markets

Summer 2016

The Media Relations and Public Affairs team has compiled a selection of this summer's most prominent media coverage on UVic for executive members, who might have been out of town on holidays and not had the opportunity to read the daily detailed digest of coverage, In the News.

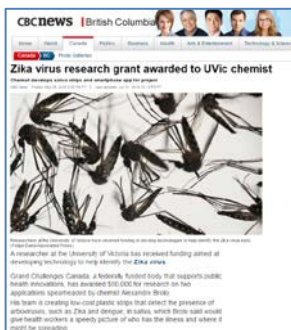
We work with reporters and editors to gain prominent coverage of UVic through strategically timed releases, direct follow-up with key contacts, distribution of relevant background material and suggestions of UVic experts timed for breaking news. As well, we regularly assess UVic's own strategic objectives for story or op-ed opportunities.

Overall media coverage about UVic ranges from compelling, highly visible feature stories on UVic people, projects, research and innovation to general stories quoting our thought leaders.

Top stories in the news (May – August 2016)

[New funding to tackle Zika virus](#)

May 26, 2016



Two promising UVic projects to help prevent spread of the Zika virus were given a funding boost by Grand Challenges Canada this year. Following a late-May media release, stories and interviews with Alexandre Brolo (chemistry) were published by various national media outlets including CTV Toronto, CTV Vancouver, [Metro](#) News and [CBC](#) (picked up by Yahoo News).

[Eyes on the deep for World Oceans Day, and beyond](#)

June 1, 2016

Media turned repeatedly to ONC President Kate Moran this summer for insights into ocean science and the new offshore earthquake early warning sensors, including for a [Global BC exclusive](#) and on the [front page](#) of the national *Globe and Mail* edition. Earlier this summer ahead of World Oceans Day on June 8, Moran's [opinion piece](#) on BC seafloors (and the mysteries they hold) ran in the *Vancouver Sun*.



[International experts for Brexit and EU relations](#)

June 20, 2016



Amy Verdun (political science) was featured in a UVic media list of experts ahead of the Brexit vote on June 23 and she was subsequently interviewed by [Maclean's magazine](#) on the impacts of Britain leaving the EU. Verdun also appeared live as part of a panel of experts on CBC Radio's "BC Almanac" in

Vancouver and she was also quoted in the [National Post](#) and other Postmedia newspapers on next steps in negotiations between Britain and the EU.



[Acquisition of heirlooms part of \\$5M humanities project](#)

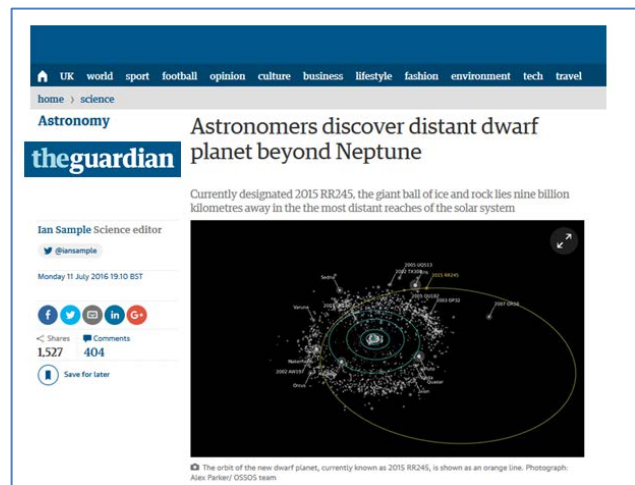
June 29, 2016

The UVic announcement of a major acquisition by the Nikkei National Museum of six banker boxes full of family heirlooms—to be featured in [Landscapes of Injustice](#), the seven-year, multi-partner, multi-million dollar research project on the history of the dispossession of property of Japanese Canadians during the 1940s—received significant attention in the province, including in the [Globe and Mail's BC edition](#), [Metro Vancouver](#) and [Times Colonist](#), as well as on CBC Radio's "[On the Coast](#)" and "[All Points West](#)."

[Discovery of dwarf planet](#)

July 11, 2016

UVic astronomers, including Michele Bannister (physics & astronomy) and adjunct professor JJ Kavelaars (who first sighted it), helped discover a new dwarf planet past Neptune and transfixed media across our globe. The extensive news coverage included quotes from Bannister in the [Guardian](#), [New York Times](#), [National Geographic](#), [CBC News](#), [CTV News](#), [Globe and Mail's national edition](#), [Fox News](#), [ABC Online](#), [Scientific American](#) (Source: [Space.com](#)), [Huffington Post UK](#), [Washington Post](#) (published in [National Post](#)) and [Global News](#).



[Scientists trek to Everest to unlock mysteries of the brain](#)

Aug. 3, 2016



For the first time, scientists trekked to the remote Mt. Everest region of Nepal to record the brain activity of meditating Tibetan Buddhist monks in their own



monasteries. They came back with new findings about the human brain—and the benefits of meditation. The study, led by Olav Krigolson, was a joint research venture between UVic and UBC's Okanagan campus. Krigolson's monks study, along with his Everest Base Camp altitude study, received media coverage in the national weekend edition of the [Globe and Mail](#), [Times Colonist](#), [Metro News](#) and [New Zealand Herald](#). Krigolson was interviewed for [CTV National](#), [Global News](#), [CBC News](#), CKNW and CBC's "Early Edition" in

Vancouver. Krigolson's study was also featured on [NSERC's website](#) and is the subject of an upcoming episode of the Discovery Channel's "Daily Planet."

[Early use of Stone Age tools](#)

Aug. 8, 2016

A new paper in the *Journal of Archaeological Science* drew startling conclusions about surprisingly sophisticated strategies applied by early humans living in the Levant thousands of years before our ancestors evolved in Africa. The discovery by an archaeological team led by April Nowell (anthropology) garnered extensive media attention in August including from the [Washington Post](#), [TIME](#), [New York Times](#), [Toronto Star](#), [The Globe and Mail's BC edition](#), [United Press International](#), [CNN](#), [CTV National News](#), [CBC News](#) and [Canadian Press](#) (published in Vancouver Sun).



[Global project to improve children's rights](#)

Aug. 26, 2016

Children around the world stand to benefit from a new monitoring and reporting platform being developed by UVic to improve Canada's and other countries' ability to comply with the United Nations Convention on the Rights of the Child (CRC). The news appeared on the front page of the [Globe and Mail's](#) BC section, which features an interview with project lead Ziba Vaghri. Five radio stations interviewed Vaghri, including Vancouver's Roundhouse Radio and CBC's "Early Edition."



[Washrooms becoming de facto consumption sites](#)

Aug. 30, 2016

A new [report](#) by CARBC shows that washrooms in Victoria, particularly those in homeless shelters and social service agencies, have become de facto drug consumption sites. Bruce Wallace (co-author) is quoted in a [Globe and Mail](#) story on the front page of the BC section. Media coverage following the release, timed to coincide with International Overdose Awareness Day (Aug. 31), also included the [Times Colonist](#), [CBC News](#), CFAX, [CHEK](#), CBC Radio's "All Points West," [CBC Vancouver's "BC Almanac."](#) An [op-ed](#) written by co-authors Bruce Wallace and Bernie Pauly, was arranged to run the day after news coverage on the report, appeared prominently in print in the *Globe and Mail*, BC section.



Of note: According to Infomart media monitoring data, front-page articles in the *Globe and Mail's* national edition can have an approximate advertising value ranging upward of \$30,000 or more, with stories on the front of the BC edition close to \$15,000.

