



University  
of Victoria

Office of the University Secretary  
Tel (250) 721-8101, Fax (250) 721-6223

**SENATE**  
Notice of  
Meeting and Agenda

**The next open meeting of the Senate of the University of Victoria is scheduled for Friday, March 2, 2018 at 3:30 p.m. in the Senate and Board Chambers, University Centre, Room A180.**

**AGENDA** as reviewed by the Senate Committee on Agenda and Governance.

**1. APPROVAL OF THE AGENDA ACTION**

**2. MINUTES ACTION**

a. February 2, 2018 (SEN-MAR 2/18-1)

Motion: That the minutes of the open session of the meeting of the Senate held on February 2, 2018 be approved and that the approved minutes be circulated in the usual way.

**3. BUSINESS ARISING FROM THE MINUTES**

**4. REMARKS FROM THE CHAIR**

a. President's report

**INFORMATION**

b. Update on Draft Strategic Framework Consultation  
(SEN-MAR 2/18-2)

**INFORMATION**

**5. CORRESPONDENCE**

## 6. PROPOSALS AND REPORTS FROM SENATE COMMITTEES

### a. Senate Committee on Awards – Dr. John Walsh, Chair

#### i. New and Revised Awards (SEN-MAR 2/18-3)

**ACTION**

Motion: That Senate approve, and recommend to the Board of Governors that it also approve, the new and revised awards set out in the attached document:

- Geraldine and Peter Shostak Scholarship in Ukrainian Studies (revised)
- Harper Scholarship in History (revised)\*
- Physics and Astronomy Award (new)
- Edward “Teddy” Blenkinsop Scholarship (new)
- UVic Undergraduate Bursary (new)
- UVic Undergraduate Scholarship (new)
- Chair in Transgender Studies Undergraduate Research Scholarship for Trans, Non-Binary and Two-Spirit Students (revised)
- Edna Mary Wootten Scholarship (revised)\*
- Alexander and Glenda Kirk Award (new)
- Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Fellowship (revised)\*
- CIBC Scholarship in the Peter B. Gustavson School of Business (revised)
- Dr. Ian Stuart MBA Scholarship in Service Management (new)\*
- Dr. Ian Stuart Memorial PhD Award (new)
- Mary Aitken Scholarship in Writing (new)\*
- Gervin Métis Award for Distinguished Advocacy and Leadership (new)
- Angus & Marjorie McPherson Memorial Scholarship (revised)\*
- Rajan Family Scholarship (revised)\*
- Baynes Award in Engineering (revised)\*

\* *Administered by the University of Victoria Foundation*

b. Senate Committee on Planning – Dr. Nancy Wright, Chair

- i. Renewal of the Pacific Institute for Climate Solutions (PICS) **ACTION**  
(SEN-MAR 2/18-4)

Motion: That Senate approve and recommend to the Board of Governors that it also approve the renewal of Approved Centre Status for the Pacific Institute for Climate Solutions (PICS) for the period April 1, 2018 through March 31, 2023.

**7. PROPOSALS AND REPORTS FROM FACULTIES**

**8. PROPOSALS AND REPORTS FROM THE VICE-PRESIDENT ACADEMIC AND PROVOST**

**9. OTHER BUSINESS**

- a. Update and Request for Input from *Ad-hoc* Joint Board/Senate Committee on the Presidential Appointment Procedures **ACTION**  
(SEN-MAR-2/18-5)
- b. 2017 Policy Annual Report (SEN-MAR 2/18-6) **INFORMATION**
- c. Ten-Year Sessional Calendar (SEN-MAR 2/18-7) **ACTION**

Motion: That Senate approve the revised 2017-2027 Ten-Year Sessional Calendar.

**10. ADJOURNMENT**



University  
of Victoria

## MINUTES

A meeting of the Senate of the University of Victoria was held on February 2, 2018 at 3:30 p.m. in the Senate and Board Chambers, University Centre, Room A180.

### 1. APPROVAL OF THE AGENDA

Motion: (C. Krull/B. Smith)

That the agenda be approved as circulated.

**CARRIED**

### 2. MINUTES

#### a. January 5, 2018

Motion: (R. Lipson/B. Smith)

That the minutes of the open session of the meeting of the Senate held on January 5, 2018 be approved and that the approved minutes be circulated in the usual way.

**CARRIED**

### 3. BUSINESS ARISING FROM THE MINUTES

There was none.

### 4. REMARKS FROM THE CHAIR

#### a. President's Report

Prof. Cassels provided a report to Senate. With respect to matters at the provincial level, he commented on a recent meeting with the Minister of Advanced Education, Skills and Training and the presidents of BC post-secondary institutions. He reported that the university had received the annual government mandate letter from the provincial government and commented on the priorities outlined in it. Prof. Cassels also reported on recent meetings with the Minister of Education and the Minister of Jobs, Training and Technology.

Prof. Cassels reported on a recent funding announcement for a technology expansion in the province. He said the university had received funding for 500 new seats in Engineering and Computer Science programs over four years. Prof. Cassels commented that this expansion was aligned with the university's direction and matched areas of highest student demand.

A question was raised regarding the number of students dropping out of programs, which had been reported in a recent Martlet article. Prof. Cassels responded that the university's retention rate fell in the middle of the provincial range. He said it was difficult to assess completion rates solely at the institutional level because of the robust transfer system in the province. Prof. Cassels added that, on a student basis, completion rates in the province were high.

Prof. Cassels announced that Dr. Castle was within 18 months of the end of his first term as Vice-President Research. In accordance with the university's policy, Prof. Cassels said an appointment committee would be established. He reviewed the first steps in the committee's process, which were to acquaint itself with the requirements of the position and review the candidate criteria. He said the incumbent would then be asked if he wished to be considered for review. Prof. Cassels said he would keep Senate informed.

#### **b. Pre-release Draft of UVic Strategic Framework**

Prof. Cassels introduced the pre-release draft of the Strategic Framework. He outlined the process that had been undertaken since the Joint Senate Board Retreat and commented on how feedback from that event had been incorporated into the draft. Prof. Cassels said the draft would be released to the university community the following week for consultation and then presented to Senate for recommendation to the Board of Governors for approval. He asked members of Senate for feedback.

Members of Senate provided comments on the draft Strategic Framework. These included:

- Provide Senate with another opportunity to comment on the draft Strategic Framework before recommending a final version to the Board.
- Sections of the framework, including those focused on Respect and Reconciliation and Sustainable Futures, are very strong.
- Some wording could be revised to reflect that the university is already achieving some of the goals.
- Some members disliked use of the words "excellent" and "excellence". Others liked the words and affirmed this description of our achievements and aspirations.
- Some phrases, such as "fostering resilience" and "dynamic learning", could be clarified to ensure the intent is accurately conveyed.
- Inclusion of statements around mental and physical health and wellness for students, faculty and staff are important.
- Statements around goals related to research should not be limiting.
- The draft appropriately includes statements around strategic risk.
- Inclusion of statements around equity, diversity and inclusion were welcomed and affirmed to be important.
- The focus on timely graduation is good; however, the measure of "timely" should consider programmatic requirements as well as extracurricular and experiential learning opportunities.

Prof. Cassels thanked members of Senate for their feedback and the thoughtful discussion. He said he would try to come back to Senate with an update before the final Strategic Framework was presented. Prof. Cassels encouraged members of Senate to provide feedback during consultations with the university community.

**c. 2017 Strategic Research Plan Implementation Progress Report**

Dr. Castle delivered a presentation on the implementation of the Strategic Research Plan. He reminded members of the structure of the Strategic Research Plan and outlined how progress with respect to implementation was assessed. Dr. Castle reviewed the strategic priorities outlined in the plan and highlighted some of the university's accomplishments in achieving the objectives set out under these priorities. He commented on research income, research communications, and IdeaFest. Dr. Castle provided information on external research awards and the university's REACH Awards. He highlighted achievements in innovation and developing partnerships. Dr. Castle provided information on Faculty and Centre annual research planning, and described the Faculty Grant Officers Program being implemented as a pilot project to expand grant facilitation support.

**5. CORRESPONDENCE**

There was none.

**6. PROPOSALS AND REPORTS FROM SENATE COMMITTEES****a. Senate Committee on Academic Standards****i. Computer Science - Change to Minimum Grade Required for Courses Offered by Other Faculties or Institutions**

Dr. Beam introduced the proposal. Dr. LillAnne Jackson, Associate Dean, Faculty of Engineering outlined the details of the proposal.

A question was raised regarding how the proposal would be operationalized. Ms. Greengoe responded that it would be possible to ensure the regulation was met, but noted that this would not be without challenges in the system.

It was noted that courses in Computer Science and Software Engineering are not taken in other faculties. A suggestion was made to change the wording "in another faculty" to "at the university". This was accepted as a friendly amendment.

Motion: (S. Beam/L. Charlton)

That Senate approve the proposed change to the program requirements for Computer Science programs effective May 1, 2018.

**CARRIED**

**b. Senate Committee on Admission, Re-registration and Transfer****i. Faculty of Engineering, Computer Science - Change to admission requirements for transfer applicants (New applicants and applicants from other faculties)**

Dr. Gray introduced the proposal.

A concern was raised regarding whether this proposal put the university at risk of violating the provincial transfer system put in place through the BC Council on Admissions and Transfer (BCCAT). If the proposal was approved, students who met transfer requirements would not be able to apply transfer courses to the program. Ms. Greengoe confirmed that there are established principles for transfer laid out by BCCAT. She said this proposal would raise questions at BCCAT, but she expected that the rationale would be understood. In response to a question, Ms. Greengoe confirmed that no specific agreements with other institutions would be violated by this proposal. Dr. Jackson added that students would still be able to transfer these courses into the university; however, they would not be able to apply them to the program.

A concern was also raised about internal inequity. If the proposal was approved, current UVic students registered in other Faculties would be required to receive higher grades than students registered in the Faculty of Engineering if they wished to apply these courses to the program. Dr. Jackson said this proposal focused on setting a minimum standard for admission to the program and that the intent was to be clear with students about performance requirements necessary for success in the program. Questions were raised regarding success of students within the Faculty who do not meet these grade requirements, and a suggestion was made that the proposal be expanded to apply to all students. Dr. Jackson explained the progression requirements for students within the Faculty.

Prof. Cassels summarized the discussion. He said he heard support from Senate for grade requirements that ensured student success in the program, but that there were some outstanding concerns and questions.

Motion: (G. Gray/M. Garcia-Barrera)

That Senate approve the Faculty of Engineering change to the admission requirements for the Computer Science program in the academic calendar, effective May 1, 2018.

**DEFEATED**

**ii. Faculty of Education, BA Recreation and Health Education Year 1 Admission Requirements**

Dr. Gray introduced the proposal.

Motion: (G. Gray/S. Hundza)

That Senate approve the Faculty of Education change to the admission requirements for the BA, Recreation and Health Education program in the academic calendar, effective May 1, 2018.

**CARRIED**

### iii. Faculty of Education, BSc Kinesiology - Year 1 Admission Requirements

Dr. Gray introduced the proposal.

Motion: (G. Gray/S. Hundza)

That Senate approve the Faculty of Education change to the admission requirements for the BSc Kinesiology program in the academic calendar, effective May 1, 2018.

**CARRIED**

### iv. Annual Report

Dr. Gray introduced the report. There were no questions from members of Senate.

#### c. Senate Committee on Awards

##### i. New and Revised Awards

Dr. John Walsh, Chair, Senate Committee on Awards, introduced the proposal.

A question was raised regarding the change in wording in the Royal Jubilee Hospital School of Nursing Alumnae Association Award. Dr. Walsh said this wording reflected a request from the donor.

Motion: (A. Lepp/K. Fairley)

That Senate approve, and recommend to the Board of Governors that it also approve, the new and revised awards set out in the attached document:

- Glenn and Mary Daugharty Bursary in Music (revised)\*
- Emergency Fund for Social Work Students (new)
- Harris & Company Award in Legal Ethics (new)
- Harris & Company Bursary (new)
- Faculty of Human and Social Development Indigenous Student Emergency Fund (new)\*
- Nimrod Hungarian Mobility Award (revised)\*
- Acheson Sweeney Foley Sahota LLP Prize in Torts (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)\*
- Knowledge First Foundation Scholarship (new)\*
- Rita Perry Hammett Bursary (revised)\*
- Suntracker Technologies Scholarship (new)
- Phoenix Theatre Graduate Student Travel Award (new)

\* Administered by the University of Victoria Foundation

**CARRIED**



**d. Senate Committee on Curriculum**

**i. 2018-2019 Cycle 1 Curriculum Changes**

Dr. Haskett introduced the proposal.

Dr. Kuehne noted that the curriculum submissions included program and course submissions for the JD/JID program. She reminded members of Senate that this program had not yet received Ministry approval and said the submissions had been included on the basis that approval would be received before the calendar's effective date. Dr. Kuehne said the submissions would not be included in the academic calendar if approval was not received.

Motion: (T. Haskett/S. Lewis)

That Senate approve the curriculum changes recommended by the Faculties and the Senate Committee on Curriculum for inclusion in the 2018-2019 academic calendar, effective May 1, 2018.

**CARRIED**

Motion: (T. Haskett/S. Lewis)

That Senate authorize the Chair of the Senate Committee on Curriculum to make small changes and additions that would otherwise unnecessarily delay the submission of items for the academic calendar.

**CARRIED**

**7. PROPOSALS AND REPORTS FROM FACULTIES**

There were none.

**8. PROPOSALS AND REPORTS FROM THE VICE-PRESIDENT ACADEMIC AND PROVOST**

**a. Enrolment Projections for 2018-2019**

Dr. Kuehne introduced the proposal. She reviewed some details of the report.

An editorial error was noted in the body of the report.

Motion: (V. Kuehne/S. Lewis)

That Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of 17,913 FTE for the 2018/19 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates.

**CARRIED**

## 9. OTHER BUSINESS

### a. Ten-Year Sessional Calendar

Ms. Andersen introduced the proposal. She noted that a request to lengthen the time between the end of classes in December and the start of classes in January had been submitted to the Senate Committee on Agenda and Governance. Ms. Andersen also noted that a change had been made to the start date for May (A) classes in particular years to address an anomaly in term length.

Motion: (T. Haskett/M. Garcia-Barrera)

That Senate approve the 2017-2027 Ten-Year Sessional Calendar.

**CARRIED**

### b. Academic Year Important Dates

Ms. Andersen introduced the proposal.

Motion: (B. Smith/S. Klein)

That Senate approve the Academic Year Important Dates calendar for the period May 2019 through December 2019 for submission to the online academic calendar and for the academic calendar May 2018 publication.

**CARRIED**

### c. Senate Meeting Dates

Ms. Andersen introduced the proposal.

Motion: (B. Smith/R. Hicks)

That Senate approve the 2018-2019 Senate Meeting Dates and Other Important Dates schedule.

**CARRIED**

There being no other business the meeting was adjourned at 5:32 p.m.

Name	In Attendance	Regrets		Position
Alamchandani, Dheeraj	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Andersen, Carrie	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Associate University Secretary	By invitation
Angelblazer, Pierre-Paul	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Aragon, Janni	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the Faculty
Baer, Doug	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the faculty members
Bashir, Rizwan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Convocation Senator	Elected by the convocation
Beam, Sara	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Graduate Studies	Elected by the Faculty
Beaveridge, Chandra	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Convocation Senator	Elected by the convocation
Begoray, Deborah	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Education	Elected by the faculty members
Bengtson, Jonathan	<input type="checkbox"/>	<input checked="" type="checkbox"/>	University Librarian	Ex officio
Burford, Neil	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Science	Elected by the Faculty
Butler-Palmer, Carolyn	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Fine Arts	Elected by the Faculty
Calder, Gillian	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Law	Elected by the Faculty
Cantarutti, Brent	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Cassels, Jamie	<input checked="" type="checkbox"/>	<input type="checkbox"/>	President and Vice-Chancellor	Chair of Senate
Castle, David	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-President Research	Ex officio
Charlton, Lauren	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Convocation Senator	Elected by the convocation
Chasib, Noor	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Clarke, Jo-Anne	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Division of Continuing Studies	Ex officio
Colby, Jason	<input type="checkbox"/>	<input type="checkbox"/>	Faculty of Humanities	Elected by the Faculty
Cumberland, Mackenzie	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Devor, Aaron	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the faculty members
Driessen, Peter	<input type="checkbox"/>	<input type="checkbox"/>	Faculty of Engineering	Elected by the Faculty
Dunsdon, Jim	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Associate Vice-President Student Affairs	By invitation
Durno, John	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Librarian	Elected by the Professional Librarians
Eastman, Julia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	University Secretary	Secretary of Senate
Evans, Stephen	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Acting Dean, Faculty of Graduate Studies	Ex officio
Fairley, Kate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Foster, David	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Fry, Kate	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Gagné, Lynda	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Human and Social Development	Elected by the Faculty
Ganley, Dale	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Peter B. Gustavson School of Business	Elected by the Faculty
Garcia-Barrerra, Mauricio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Graduate Studies	Elected by the Faculty
Gillen, Mark	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Law	Elected by the Faculty
Goto-Jones, Christopher	<input type="checkbox"/>	<input type="checkbox"/>	Dean, Faculty of Humanities	Ex officio
Gray, Garry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the faculty members
Greengoe, Nicole	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Registrar	By invitation
Hallgrimsdottir, Helga	<input type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the faculty members
Haskett, Tim	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Humanities	Elected by the faculty members
Haynes, Carl	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Hicks, Robin	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Science	Elected by the faculty members
Hundza, Sandra	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Education	Elected by the Faculty
Husband, Alyssa	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Karpovskaia, Natalia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Klein, Saul	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Peter B. Gustavson School of Business	Ex officio
Koning, Hannah	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Krull, Catherine	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Faculty of Social Sciences	Ex officio
Kuehne, Valerie	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice-President Academic and Provost	Ex officio
Kurki, Helen	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the Faculty
Kushniruk, Andre	<input type="checkbox"/>	<input type="checkbox"/>	Faculty of Human and Social Development	Elected by the Faculty
Laidlaw, Mark	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Science	Elected by the faculty members
Lepp, Annalee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Humanities	Elected by the Faculty
Lewis, Susan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Faculty of Fine Arts	Ex officio
Liddell, Peter	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Convocation Senator	Elected by the convocation
Lipson, Robert	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Faculty of Science	Ex officio
Marck, Patricia	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dean, Faculty of Human and Social Development	Ex officio
McNally, Kirk	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Faculty of Fine Arts	Elected by the Faculty
Nwoko, Ngozi	<input type="checkbox"/>	<input type="checkbox"/>	Student Senator	Elected by the students
Popova, Diana	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senators	Elected by the students
Prendergast, Monica	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Education	Elected by the Faculty
Rogers, Shelagh	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chancellor	Ex officio
Saint-Vil, Colin	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Student Senators	Elected by the students
Salem, Joseph	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Fine Arts	Elected by the faculty members
Smith, Brock	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Peter B. Gustavson School of Business	Elected by the Faculty
St. Clair, Ralf	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dean, Faculty of Education	Ex officio
Struchtrup, Henning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Engineering	Elected by the Faculty
Tiedje, Tom	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dean, Faculty of Engineering	Ex officio
Ulysses, Alicia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Continuing Sessional	Elected by the Continuing Sessionals
Varela, Diana	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Science	Elected by the Faculty
Warburton, Rebecca	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Human and Social Development	Elected by the faculty members
Webber, Jeremy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dean, Faculty of Law	Ex officio
Welling, Linda	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Social Sciences	Elected by the faculty members
Wright, Bruce	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Head, Division of Medical Sciences	
Wright, Nancy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Associate Vice-President Academic Planning	By invitation
Wyatt, Victoria	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faculty of Fine Arts	Elected by the faculty members
Yadawad, Deepti	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Student Senator	Elected by the students

## MEMBERSHIP OF THE SENATE OF THE UNIVERSITY OF VICTORIA

**Effective January 1, 2018**EX OFFICIO MEMBERS - University Act: Section 35 (2) (a-f)

Chancellor: Shelagh Rogers (31/12/20)  
 President and Vice-Chancellor: Jamie Cassels, Chair  
 V.P. Academic & Provost: Valerie Kuehne  
 V.P. Research: David Castle  
 Dean, Peter B. Gustavson School of Business: Saul Klein  
 Dean of Education: Ralf St. Clair  
 Dean of Engineering: Thomas Tiedje  
 Dean of Continuing Studies: Jo-Anne Clarke  
 Dean of Fine Arts: Susan Lewis  
 Acting Dean of Graduate Studies: Stephen Evans  
 Dean of Humanities: Christopher Goto-Jones  
 Dean of HSD: Patricia Marck  
 Dean of Law: Jeremy Webber  
 Dean of Science: Robert Lipson  
 Dean of Social Sciences: Catherine Krull  
 University Librarian: Jonathan Bengtson

MEMBERS ELECTED BY THE FACULTIES

- Section 35 (2) (g)

BUSI: Dale Ganley (30/6/19)  
 Brock Smith (30/6/18)  
 EDUC: Sandra Hundza (30/6/20)  
 Monica Prendergast (30/6/19)  
 ENGR: Peter Driessen (30/6/19)  
 Henning Struchtrup (30/6/20)  
 FINE: Carolyn Butler Palmer (30/6/19)  
 Kirk McNally (30/6/18)  
 GRAD: Sara Beam (30/6/19)  
 Mauricio Garcia-Barrera (30/6/20)  
 HSD: Lynda Gagné (30/6/19)  
 Andre Kushniruk (30/6/18)  
 HUMS: Jason Colby (30/6/18)  
 Annalee Lepp (30/6/19)  
 LAWF: Gillian Calder (30/6/20)  
 Mark Gillen (30/6/19)  
 SCIE: Neil Burford (30/6/20)  
 Diana Varela (30/6/20)  
 SOSC: Janni Aragon (30/6/18)  
 Helen Kurki (30/6/20)

MEMBERS ELECTED BY THE FACULTY MEMBERS

- Sections 35 (2) (g)

Doug Baer - SOSC (30/6/20)  
 Deborah Begoray – EDUC (30/6/18)  
 Aaron Devor – SOSC (30/6/20)  
 Garry Gray – SOSC (30/6/19)  
 Helga Hallgrimsdottir – HSD (30/6/18)  
 Tim Haskett – HUMS (30/6/20)  
 Robin Hicks – SCIE (30/6/18)  
 Mark Laidlaw – SCIE (30/6/20)

MEMBERS ELECTED BY THE FACULTYMEMBERS (continued)

Joseph Salem – FINE (30/6/20)  
 Rebecca Warburton - HSD (30/6/19)  
 Linda Welling – SOSC (30/6/20)  
 Victoria Wyatt - FINE (30/6/19)

MEMBERS ELECTED FROM THE STUDENTSOCIETIES – Section 35 (2) (h)

Dheeraj Alamchandani (ENGR) (30/6/18)  
 Pierre-Paul Angelblazer (SOSC) “  
 Brent Cantarutti (GRAD) “  
 Noor Chasib (SCIE) “  
 Mackenzie Cumberland (SOSC) “  
 Kate Fairley (BUSI) “  
 David Foster (LAW) “  
 Kate Fry (HUMS) “  
 Carl Haynes (BUSI) “  
 Alyssa Husband (EDUC) “  
 Natalia Karpovskaia (SOSC) “  
 Hannah Koning (FINE) “  
 Ngozi Nwoko (GRAD) “  
 Diana Popova (GRAD) “  
 Colin Saint-Vil (SOSC) “  
 Deepti Yadawad (HSD) “

MEMBERS ELECTED BY THE CONVOCATION

– Section 35 (2) (i)

Rizwan Bashir (30/06/18)  
 Chandra Beaveridge (30/06/18)  
 Lauren Charlton (30/06/18)  
 Peter Liddell (30/06/18)

ADDITIONAL MEMBERS - Section 35 (2) (k)

Head, Division of Medical Sciences: Bruce Wright  
 Member elected by the Professional Librarians:

John Durno (30/06/18)

Continuing Sessional: Alicia Ulysses (30/06/20)

SECRETARY OF SENATE - Section 64 (2)

University Secretary: Julia Eastman

BY INVITATION - Seated with specified speaking rights

Assoc. V.P. Student Affairs: Jim Dunsdon

Assoc. V.P. Academic Planning: Nancy Wright

Registrar: Nicole Greengoe

Associate University Secretary: Carrie Andersen



**President and Vice-Chancellor**

Michael Williams Building Room A220  
PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada  
T 250-721-7002 | [pres@uvic.ca](mailto:pres@uvic.ca) | [uvic.ca/president](http://uvic.ca/president)

# MEMO

Date: 14 February 2018

To: Senate

From: Professor Jamie Cassels, QC  
President and Vice-Chancellor

**RE: Update on draft strategic framework consultation**

---

As you may have seen, the draft strategic framework is now available to the UVic community for review and comment until 2 March 2018 on the strategic planning website: [www.uvic.ca/strategicplan/draft-framework](http://www.uvic.ca/strategicplan/draft-framework).

At the meeting on 2 March 2018, I will update Senate on the outcomes of the campus wide consultations, and on my consultations with external partners and supporters. There will also be some time for a final review of the draft framework and for those who did not get a chance to comment at the February meeting.

Your thoughtful feedback and the robust discussion we had at the 2 February Senate meeting were very helpful. I trust you will see that the current version of the draft framework reflects at least most of the feedback received.

Please take the time to review the draft framework and submit your comments to [strategicplan@uvic.ca](mailto:strategicplan@uvic.ca) during the consultation period. Your help with encouraging others to read and comment on the draft framework would also be appreciated.

Thank you for your ongoing support of the strategic planning process.



# MEMO

## Student Awards and Financial Aid

University Centre A202  
PO Box 3025 STN CSC Victoria BC V8W 3P2  
Phone: 250-721-8425 | Fax: 250-721-8757  
Email: [lnolt@uvic.ca](mailto:lnolt@uvic.ca) | Website: [www.uvic.ca/safa](http://www.uvic.ca/safa)

---

**DATE:** February 16, 2018

**TO:** Secretary of Senate  
University Secretary's Office

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

**RE: Awards Recommended to Senate for Approval**

A handwritten signature in cursive script that reads "L. Nolt".

---

Lori Nolt

**2017/2018 Senate Committee on Awards**

J. Walsh (Chair), A. Cirillo, H. Hallgrimsdottir, A. Lepp,  
M. Runtz, C. Saint-Vil, C. Schallie, L. Welling, J. Wyatt,  
C. Watt, N. Greengoe, L. Nolt, Y. Rondeau, L. Hume.


---

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

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

### **GERALDINE AND PETER SHOSTAK SCHOLARSHIP IN UKRAINIAN STUDIES (REVISED-UG)**

Two scholarships of \$1,000 each are awarded to academically outstanding undergraduate students enrolled in courses on Ukrainian language, history or culture who are artistically or musically inclined or who have demonstrable academic interest in Ukrainian art or music. Applicants must submit a statement of 500 words

A decorative graphic element in the bottom right corner consisting of several parallel diagonal lines in yellow, red, and blue.

outlining their accomplishments and/or studies in music and/or fine arts. Students must apply to the Department of Germanic and Slavic Studies by May 31. Selection of recipients will be made by the Senate Committee on Awards, based on the recommendation of the Department of Germanic and Slavic Studies. Part-time and graduating students are eligible for this award.

### **HARPER SCHOLARSHIP IN HISTORY\* (REVISED-UG)**

One or more scholarships of \$1,000 each are awarded to academically outstanding undergraduate students in a Major or Honours program in History, with a strong preference for students with a demonstrated commitment to World History.

### **PHYSICS AND ASTRONOMY AWARD (NEW-UG)**

An award will be given to a student who has received a minimum 5.0/9.0 GPA in one or more 300 level courses in Physics or Astronomy. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Physics and Astronomy.

### **EDWARD “TEDDY” BLENKINSOP SCHOLARSHIP (NEW-UG)**

A scholarship of \$1,000 is awarded to an academically outstanding undergraduate student entering third or fourth year in the Faculty of Science or the Faculty of Engineering. Preference is for students with demonstrated financial need. The scholarship will be awarded to a student who is not receiving any other scholarships.

### **UVIC UNDERGRADUATE BURSARY (NEW-UG)**

One or more bursaries are awarded to undergraduate students.

### **UVIC UNDERGRADUATE SCHOLARSHIP (NEW-UG)**

One or more scholarships are awarded to academically outstanding entering or continuing undergraduate students.

### **CHAIR IN TRANSGENDER STUDIES UNDERGRADUATE RESEARCH SCHOLARSHIP FOR TRANS, NON-BINARY AND TWO-SPIRIT STUDENTS (REVISED-UG)**

Two or more \$500 scholarships ~~are will be~~ awarded to ~~two~~ academically outstanding trans, non-binary or Two-Spirit undergraduate students entering third or fourth year who are and pursuing a degree in any field. Priority will be given to students whose studies are trans-related, research in any field, including creative or performative activity. Priority will be given to ~~students who self identify as trans or non-binary and f~~ Further preference will be given to students who demonstrate financial need.



### **EDNA MARY WOOTTEN SCHOLARSHIP\* (REVISED-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students in the School of Nursing with financial need. Preference will be given to a student who is a parent. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Nursing. Students registered in at least 4.50 academic units are eligible for this scholarship.

### **ALEXANDER AND GLENDA KIRK AWARD (NEW-UG)**

Up to a maximum of three awards are given to students in a Major or Honours program in the Department of Chemistry who have a minimum 7.0/9.0 GPA. Preference is given to single parents or caregivers with demonstrated financial need and personal circumstances that prevent them from participating in co-op and/or work terms. If there are no eligible Chemistry students then the award may be given to students in a Major or Honours program in Biochemistry. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Departments of Chemistry or Biochemistry.

### **JEFFREY RUBINOFF SCHOLAR IN ART AS A SOURCE OF KNOWLEDGE FELLOWSHIP\* (REVISED-GS)**

An award of \$30,000 is given to a doctoral student in the field of Modern and Contemporary Art History. If there are no eligible candidates in this field, only outstanding doctoral candidates (excellent PhD proposal, high GPA) in other areas of Art History Visual Studies will be considered. The award will be renewable for up to an additional 3 years providing the student maintains a first class GPA and is, in the opinion of the academic unit, making good progress to the completion of their degree. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Art History & Visual Studies Department.

### **CIBC SCHOLARSHIP IN THE PETER B. GUSTAVSON SCHOOL OF BUSINESS (REVISED-UG)**

Ten scholarships of \$2,500 are awarded to academically outstanding entering and continuing students beginning their ~~2<sup>nd</sup>~~ second year in the Bachelor of Commerce program in the Peter B. Gustavson School of Business. Preference is given to students with demonstrated financial need. This scholarship is renewable for recipients' third ~~3<sup>rd</sup> and 4<sup>th</sup>~~ years of the program. To receive an automatic renewal, recipients must have completed a total of 12 or more units in any two terms of study between May and April and maintained a grade point average of 7.0 or higher on the best 12 units. Students taking a co-op term and 6 units between May and April are eligible for renewal if a grade point average of 7.0 is maintained. A student whose grade point average falls between 6.5 and 7.0 may file a written appeal with the Peter B. Gustavson School of Business to seek special consideration for renewal of the scholarship.





**DR. IAN STUART MBA SCHOLARSHIP IN SERVICE  
MANAGEMENT\* (NEW-GS)**

One or more scholarships of at least \$1,350 each are awarded to academically outstanding students in the MBA program at the Sardul S. Gill Graduate School, Peter B. Gustavson School of Business, who are specializing in Service Management and have a degree in Engineering or Applied Math. Preference will be given to students who demonstrate financial need with an additional preference for students who are Canadian citizens. Applications must be submitted by March 31 to the Dean's Office of the Gustavson School of Business. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Gustavson School of Business.

**DR. IAN STUART MEMORIAL PHD AWARD (NEW-GS)**

One award of \$7,650 is given to an entering or continuing student in the PhD program at the Sardul S. Gill Graduate School, Peter B. Gustavson School of Business who has a dependent child or children and can demonstrate financial need. Applications must be submitted by March 31 to the Dean's Office of the Gustavson School of Business. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Gustavson School of Business. This award is to be given in addition to the PhD stipend provided by the School of Business.

**MARY AITKEN SCHOLARSHIP IN WRITING\* (NEW-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students entering their third or fourth year in Writing with an interest in using technology to expand the horizons of literature. Preference will be given to students in the Digital and Interactive Media in the Arts Minor program. Selection of the recipients will be made by the Senate Committee on Awards upon recommendation from the Department of Writing.

**GERVIN MÉTIS AWARD FOR DISTINGUISHED ADVOCACY AND  
LEADERSHIP (NEW-UG)**

An award of \$1,000 is offered annually to an undergraduate student in the Faculty of Law who self-identifies as Métis, and who has shown a commitment to strengthening their Indigenous community at home, the community where they reside during the academic year, or the Indigenous presence within the University. Selection of the student recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

**ANGUS & MARJORIE MCPHERSON MEMORIAL  
SCHOLARSHIP\* (REVISED-UG)**

A scholarship is awarded to an academically outstanding undergraduate student in the Faculty of Engineering. Preference will be given to mature students who have



served in the Canadian Military or whose parent(s) have served in the Canadian Military and who demonstrate volunteer community service. Applications are available from the Engineering Undergraduate Office (EUO), Faculty of Engineering and must be returned to the EUO by April 30th. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.

### **RAJAN FAMILY SCHOLARSHIP\* (REVISED-UG)**

Two scholarships are awarded to undergraduate women students who are entering second, third or fourth ~~2nd, 3rd, or 4th~~ year in the Bachelor of Science Major or Honours program in Computer Science or the Bachelor of Software Engineering program. Applications for the scholarship should reference volunteer service in the community and/or demonstrated leadership in or outside of the classroom. Application forms are available from the Engineering Undergraduate Office, Faculty of Engineering and must be returned with the letter and resume to the Engineering Undergraduate Office by April 30th. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.

### **BAYNES AWARD IN ENGINEERING\* (REVISED-UG)**

An award has been made available by G.E. Baynes, Consulting Engineer. The award will be made to an outstanding undergraduate student in Engineering (who is a Canadian citizen ~~and~~) who has demonstrated strong qualities of leadership combined with active participation in sports. As part of the selection process, the Faculty will consult with the Engineering Student's Association. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.





University  
of Victoria

**Associate Vice-President Academic Planning**

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

**MEMO**

Date: February 9, 2018  
To: The Secretary of the Senate  
From: Dr. Nancy Wright, Chair, Senate Committee on Planning  
Re: Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVic Research Centre

At its meeting of February 6, 2018, the Senate Committee on Planning discussed and approved the recommendation for the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre.

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve the renewal of approved centre status for the Pacific Institute for Climate Solutions (PICS) for the period April 1, 2018 through March 31, 2023.

:sld

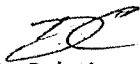
Committee Membership:

Dr. Nancy Wright, Chair	Dr. Sang Nam
Dr. Valerie S. Kuehne	Dr. Graham McDonough
Dr. Abdul Roudsari	Dr. Victoria Wyatt
Ms. Nicole Greengoe	Dr. Anne Stahl
Dr. Maricio Garcia-Barrera	Dr. Andrea Giles
Dr. Robin Hicks	Dr. Stephen Evans
Dr. Rishi Gupta	Ms. Gillian Calder
Ms. Carrie Andersen	Dr. Ralf St. Clair
Dr. David Castle	Dr. Jo-Anne Clarke
Dr. Jason Colby	Ms. Susan Kim
Dr. Merwan Engineer	Ms. Hannah Koning
Dr. Patrick Nahirney	Ms. Sandra Duggan, Secretary

## MEMORANDUM



University  
of Victoria

**Date:** January 18, 2018  
**To:** Dr. Nancy Wright, Chair of the Committee on Senate Planning  
**From:** Dr. David Castle, Vice-President Research   
**Re:** Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVic Research Centre

---

I am writing to recommend the continuation of PICS as an approved Inter-institutional research centre for a further five-year term. PICS, a UVic-led collaboration with SFU, UBC and UNBC, is housed in University House 1 on our campus and is under the direction of Dr. Sybil Seitzinger. We recruited Dr. Seitzinger to this position in November 2015 following an extensive international search.

A site-visit and external review of PICS was conducted on November 30 and December 1, 2017. The review panel comprised:

- Chair: Professor Jean Palutikof, Director, National Climate Change Adaptation Research Facility, Griffith University, Queensland, Australia
- Dr. Roger Pulwarty, Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder, Colorado
- Professor Christopher Kennedy, Chair, Department of Civil Engineering, University of Victoria

The review panel subsequently provided a detailed report dated December 21, 2017, which is appended to this memo. The report is highly complementary of PICS. The review panel found that PICS *is very well run, with an impressive record of research and communication around climate change mitigation and adaptation*. It further stated that *the consortium of four universities continues to work well, that students, researchers, staff, and external stakeholders all speak highly of the institute's activities and programs*, and that the Institute is benefitting from strong leadership. I agree with these observations and believe that PICS is poised assume a higher profile nationally and internationally through the next 5-year cycle of activities.

The review panel offered 10 recommendations to help guide the next mandate for the institute. Dr. Seitzinger has reviewed these recommendations and responded in detail to each one, as shown in the attached document. In general, I agree with Dr. Seitzinger's comments so I will highlight only a few points for the sake of emphasis.

First, in the year prior to this review, PICS undertook a strategic review, which led to the development and release of a Strategic Plan for 2017-22. This was a significant and important step forward for the institute. The review panel recognized the value of the Strategic Plan and recommended that PICS produce an Implementation Plan to accompany it, to ensure that the objectives outlined in the plan are measured against specific milestones. I agree with this suggestion and was pleased to learn in the response provided by Dr. Seitzinger that PICS has already taken steps in this direction.

Second, several of the recommendations made by the review panel suggest ways for PICS to raise its profile, generally through changes to the research portfolio. Some of these recommendations would be quite easy to implement; others may take more time and consideration. I was pleased to see these recommendations in the report because as I have already mentioned, the time is right for PICS to raise its profile beyond British Columbia. One point to emphasize here is the review panel recommendation that *investigators working on PICS projects should be required to list PICS as their affiliation in publications*. This would certainly make clear the important role that PICS plays in enabling the published research. A related issue is the notion of establishing a membership model for PICS. At present, students and faculty who are funded by PICS do not have a formal relationship with the institute. Requiring a form of membership would strengthen ties between PICS funded researchers and the institute and help create a higher profile network of climate researchers in British Columbia.

Third, the review panel made several recommendations associated with the governance and administration of the institute. This included the idea that *PICS should have an independent Chair, drawn from government or the private sector, and that the PICS Board should be provided with clear terms of reference*. I agree with these recommendations, and note that Dr. Seitzinger also responded favorably.

In summary, the review panel provided a positive assessment of PICS as a UVic research centre and has made very constructive observations, suggestions and recommendations to be considered as PICS evolves. The panel has enthusiastically recommended the continuation of PICS as a UVic research centre.

I therefore recommend that the Senate Committee on Planning approve the following motion:

*That the Senate Committee on Planning recommends that Senate approve and recommend to the Board of Governors that it also approve the renewal of Approved Centre Status for the Pacific Institute for Climate Solutions(PICS) for the period April 1, 2018 through March 31, 2023.*

# Second Review of the Pacific Institute for Climate Solutions (PICS)

December 21, 2017

## Members of the Review Panel:

Professor Jean Palutikof (Chair)

Director, National Climate Change Adaptation Research Facility, Griffith University,  
Queensland, Australia.

Dr Roger Pulwarty

Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought  
Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder,  
Colorado, USA.

Professor Christopher Kennedy

Chair, Civil Engineering, University of Victoria, British Columbia, Canada.

## Table of Contents

<b>1.</b>	<b>Executive Summary.....</b>	<b>1</b>
<b>2.</b>	<b>Preamble/Background .....</b>	<b>2</b>
<b>2.1</b>	<b>Background information about Institute.....</b>	<b>2</b>
2.1.1	Introduction.....	2
2.1.2	A brief history of the Institute .....	2
2.1.3	Objectives, activities and goals of the Institute.....	2
2.1.4	PICS organization, structure and staffing .....	3
<b>2.2</b>	<b>Scope of review .....</b>	<b>4</b>
<b>2.3</b>	<b>Membership of Review Panel .....</b>	<b>5</b>
<b>2.4</b>	<b>Outline of review process .....</b>	<b>5</b>
<b>3.</b>	<b>Review/Assessment .....</b>	<b>8</b>
<b>3.1</b>	<b>Purposes, Objectives and Goals .....</b>	<b>8</b>
3.1.1	Research programs.....	8
3.1.2	Communication activities .....	9
3.1.3	Governance and administration .....	9
3.1.4	Metrics.....	10
3.1.5	International activities.....	10
<b>3.2</b>	<b>Review panel comments .....</b>	<b>11</b>
<b>3.3</b>	<b>Review of Proposed Future Objectives and Activities .....</b>	<b>11</b>
<b>4.</b>	<b>Recommendations .....</b>	<b>13</b>
<b>4.1</b>	<b>Strategic Area 1: Conducting Collaborative Research .....</b>	<b>13</b>
4.1.1	The next five years – identification of priorities.....	13
4.1.2	The next 5 years - setting up the research .....	14
4.1.3	Fellowships, studentships and internships.....	14
4.1.4	Structure of the research portfolio .....	14
<b>4.2</b>	<b>Strategic Area 2: Communicating climate change solutions .....</b>	<b>15</b>
<b>4.3</b>	<b>Strategic Area 3: Enhancing Organizational Development.....</b>	<b>15</b>
<b>4.4</b>	<b>Measuring success.....</b>	<b>16</b>
<b>4.5</b>	<b>Finally .....</b>	<b>16</b>

## 1. Executive Summary

The Review Panel finds the Pacific Institute for Climate Solutions (PICS) to be very well run, with an impressive record of research and communication around climate change mitigation and adaptation. The consortium of four universities continues to work well. Students, researchers, staff and external stakeholders all speak very highly of the Institute's activities and programs. The Director, who has been in post only since late 2015, is providing clear and effective leadership. The completion of the PICS Strategic Plan for 2017 – 2022 sets out clear objectives, and guidance as to how these objectives will be achieved. It marks the start of a new phase for PICS, in which building a larger profile and making a greater contribution at national and international levels are key goals.

The Review Panel makes ten recommendations in this report. The first is overarching - that PICS should produce an Implementation Plan to accompany its Strategic Plan, allowing all PICS activities to proceed within a framing of identified milestones. Performance against these milestones provides measurable indicators for its monitoring and evaluation program, and to identify the need for any mid-course adjustments.

The remaining recommendations are organised around the three areas on which the Strategic Plan focusses: research, communication and governance.

Around the PICS research programs in future, we recommend that adaptation should have a higher profile to produce a balanced portfolio of projects more in keeping with the original vision for PICS. PICS should create open and transparent processes to identify research priorities and projects. Drawing in the wider community of researchers and practitioners in climate change solutions from across Canada and internationally in the identification of priorities and, subsequently, projects will help to build the profile of the Institute. We recommend that the research budget is partitioned to allow funding of both long-term large projects and short (up to a year) projects responsive to events. Investigators should be encouraged to consider themselves members of PICS, and should be required to name PICS as an affiliation on any publications arising out of PICS-funded work. Interviewees during the site visit were extremely enthusiastic about PICS programs to fund post-doctoral and post-graduate researchers through studentships, internships etc., and these programs should be continued and where possible enhanced.

The Panel found PICS activities around communicating climate change solutions to be imaginative and engaging. It is recommended that PICS works to build stronger channels of communication with influencers in government and the private sector in order to build its profile and ensure it is responsive to user needs.

With respect to governance, the Panel was unclear whether the proposed mixed-model for the Board, bringing together academics and practitioners, would be effective. The Panel would prefer to see, at a minimum, these two communities having the opportunity to meet separately to discuss their ambitions for PICS and progress in achieving those ambitions. We recommend an independent Chair for the Board, and clear Terms of Reference. PICS should consider the role of the proposed International Advisory Board, and whether ad hoc groups would not deliver more effectively to PICS objectives.

Finally, we make a series of short suggestions as to how PICS could build its international profile.



## 2. Preamble/Background

### 2.1 Background information about Institute

#### 2.1.1 Introduction

The Pacific Institute for Climate Solutions (PICS) is a collaborative knowledge network that brings together leading researchers, policy and decision-makers from British Columbia (BC) and beyond to investigate climate change mitigation and adaptation solutions that are applicable both to the province and the wider world. PICS supports research, produces publications and educational tools and engages in outreach activities that inform diverse audiences such as policymakers, industry, educators, students and the general public about climate change issues and solutions.

Created in April 2008 with a major endowment from the government of British Columbia, PICS is hosted and led by the University of Victoria (UVic) in partnership with BC's three other research-intensive universities: Simon Fraser University (SFU), the University of British Columbia (UBC) and the University of Northern British Columbia (UNBC).

#### 2.1.2 A brief history of the Institute

In February 2007, the University of Victoria presented to the provincial government a draft proposal to establish an independent research agency that would provide knowledge and public education directed toward finding solutions to the climate change challenge. Subsequent discussions with the province led to the inclusion of a \$90 million endowment (plus \$4.5 million in startup funds) in the 2008 provincial budget. This established PICS as a politically independent, four-university consortium, hosted and led by the University of Victoria. A portion of the endowment was earmarked at the outset for the support of a companion organization at the University of Victoria, the Pacific Climate Impacts Consortium (PCIC).

The Pacific Institute for Climate Solutions (PICS) began operations on April 1, 2008 with its offices located on the University of Victoria campus. In September 2009, Dr. Tom Pedersen was appointed Executive Director following an international search. In November 2015, following another global recruitment search, Dr. Sybil Seitzinger, former director of the International Geosphere-Biosphere Programme based in Stockholm, Sweden, became Executive Director.

#### 2.1.3 Objectives, activities and goals of the Institute

PICS shares a global *vision* of net-zero greenhouse gas emissions by mid-century alongside all communities adapting to a changing climate. It sees as its *mandate* 'to produce leading climate solutions research that is actively used by decision makers to develop effective mitigation and adaptation policies and actions'. PICS has a global remit, but a focus on British Columbia.

On its webpage, PICS states that its *objectives* are to:

- Advance the global knowledge base on climate change solutions.
- Develop effective climate mitigation and adaptation solution options that are actively used by policy and decision-makers.
- Foster partnerships and networks that build capacity in addressing climate change.
- Promote an interdisciplinary approach to climate solutions.

- Communicate and inspire engagement on climate solution options by government, business and the general public.

The Self-Assessment document prepared for the review presents an overview of the history and organisation of PICS, its programs and products as well as an assessment of the challenges and successes realised, with an emphasis on the five-year period since the last review. The document contains an evaluation of progress against the recommendations of that review, which were:

1. To achieve a narrower more defined scientific focus
2. To strengthen ties with the private sector
3. To streamline governance structure and use of the Advisory Board
4. To enhance relations with government
5. To achieve greater leverage of resources
6. To implement ways to track impact and other metrics

There has been some progress in implementing these recommendations, most notably with Recommendation 1. In response to this, PICS reorganised its core research activities around what has come to be known as the Big 5 Projects. These are:

- Forest Carbon Management
- Energy Efficiency in the Built Environment
- BC Natural Gas Development
- Low-Carbon Pathways to 2060
- Transportation Futures

This has led in turn to greater leveraging of resources, and to stronger channels of communication with the private sector and government.

In the year preceding this review, PICS carried out a strategic review, which in turn has led to the publication of the *2017/2022 Strategic Plan*. This Plan sets the strategic research approach and governance direction for PICS. It focusses on three strategic areas (conducting collaborative research, communicating climate change solutions, and enhancing organizational development). It proposes a streamlined governance model (Recommendation 3 of the previous review) and places an emphasis on measuring success (Recommendation 6).

#### **2.1.4 PICS organization, structure and staffing**

PICS is a consortium of four research-intensive universities in British Columbia: University of Victoria, Simon Fraser University in Burnaby, University of British Columbia in Vancouver and University of Northern British Columbia in Prince George.

An executive committee chaired by the University of Victoria Vice-President, Research, oversees PICS operations. The committee includes the Vice-President, Research (or their delegates) from each of the consortium universities, the Executive Director of the Climate Action Secretariat (CAS) of the Province of British Columbia Ministry of the Environment and other members from the scientific and academic communities. A full list of members is provided in Appendix 1 of the Self-Assessment document.

A program committee helps shape PICS' research, fellowships and communications programs. Membership consists primarily of two faculty members from each consortium university as well as representatives from CAS and Environment Canada's Canadian Centre for Climate Modeling and Analysis based at UVic. The program committee is chaired by the PICS Executive Director, and meets every second Monday or as needed. Meetings are held by teleconference from September to early July. Program committee members are normally appointed to a three-year term by the Vice-President, Research, at each institution. The past and current membership is listed in Appendix 1 of the Self-Assessment document.

An advisory board composed primarily of senior executives from the private sector and NGOs offers broad strategic advice to PICS. As of 2012, the advisory board meets twice each year, on the first Fridays in June and November. The current membership is listed in Appendix 1 of the Self-Assessment document.

PICS currently has six staff members at the University of Victoria: The Executive Director, Administrative Officer, Senior Communications Officer, Science Writer, Events Coordinator/Communications Assistant, and Executive Assistant. A deputy director has recently been appointed but was not in post at the time of the Review Panel site visit.

PICS maintains a direct presence on each of the mainland campuses through full-time campus coordinators responsible for liaison with their respective communities and coordination and promotion of local PICS activities. The campus coordinators meet with PICS staff at the University of Victoria by teleconference every second Wednesday to discuss current and upcoming operations of the Institute as well as progress within their local constituencies.

## 2.2 Scope of review

The scope of the Review is determined by the regulations of the University of Victoria. It is set out in *The Procedures for the Establishment and Review of Research Centres* and in the *Guidelines for the Review of Research Centres*.

The Research Centre (in this case PICS) is required to produce a Self-Assessment document, to be provided to the Review Panel members at least one month prior to the review being conducted, i.e., before the site visit. The reviewers are asked to examine and be prepared to comment on the Institute's:

- Calibre and quality of the members' collaborative and/or interdisciplinary research and the degree to which it has enhanced the ability of its members to attract infrastructure and networking opportunities
- Success in assisting its members to attract external research funding support
- Extent and quality of involvement of its members (faculty, students, others) in the activities of the Institute
- Adequacy and effective utilization of its resources through its management of finances, staffing and other resources
- Advancement of student research training and support
- Contributions to the academic mission of the university and the Institute's constituent academic units

- Extent of knowledge transfer to the research community and to society through publications, outreach and other methods
- Impact on the reputation and image of the university

In addition, the Panel is encouraged to comment more generally on:

- Other benefits to the university resulting from the existence of the Institute
- The quality of the Institute compared to other similar organizations at the national or international level
- Its analysis of the areas of the Institute's strengths and weaknesses
- How the quality and performance of the Institute could be improved

Finally, the Panel is also requested to assess the feasibility and appropriateness of the Institute's activity, objectives and activities proposed for the next five years.

Note that PICS is an unusual, if not unique, university research centre, notable for its multi-campus structure and long-term funding. We have examined the Institute taking into account the criteria listed above, but not all are applicable to PICS and we have not structured this report around these criteria – if we were to do so, we would not be commenting fairly nor comprehensively on PICS' activities and progress.

### **2.3 Membership of Review Panel**

The members of the Review Panel are:

Professor Jean Palutikof (Chair of the Panel): Director, National Climate Change Adaptation Research Facility, Griffith University, Queensland, Australia

Dr Roger Pulwarty: Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder, Colorado, USA.

Professor Christopher Kennedy, Chair, Civil Engineering, University of Victoria, British Columbia, Canada.

### **2.4 Outline of review process**

The Review Panel received the Review Binder, including the Institute's Self-Assessment, in a timely manner, allowing Panel members adequate time to familiarize themselves with the Institute's Self-Assessment report prior to the site visit. During the site visit to the University of Victoria on 30 November and 1 December, the panel was able to conduct an evidence-based, comprehensive, and constructively critical review, focusing on degree to which the Institute has met the purposes of a research centre through its objective and goals. The itinerary of the site visit is provided in Table 1.

Table 1: Review panel itinerary

Time	Meeting With:	Location
<b>October 31</b>		
11:30 – 12:15	<b>Lisa Kalynchuk</b> – AVPR, UVic	MWB A110
12:15 – 12:30	Walk to UH1 (Sybil to escort)	
12:30 – 13:30	<b>Working Luncheon</b> - Sybil Seitzinger, Executive Director, PICS	UH1 214
13:30 – 14:30	<b>PICS Executive Committee</b> Helen Burt ( <del>Assoc VP, UBC</del> ) Michael Masson (Assoc Dean, Sciences, UVic) Susanna Laaksonen-Craig ( <del>BC Climate Action Sec</del> ) Nathan Gillett (Environment Canada)	UH1 Boardroom
14:30 – 14:45	<b>BREAK</b>	
14:45 – 15:30	<b>PICS Program Committee</b> <del>Curran Crawford (UVic)</del> Robert Gifford (UVic) Mark Groulx (UNBC) Meg Holden (SFU) <del>Brian Menounos (UNBC)</del> Thomas White (Climate Action Secretariat) Johanna Wolf	UH1 Boardroom
15:30 – 16:15	<b>Francis Zwiers</b> , Executive Director, Pacific Climate Impacts Consortium	UH1 Boardroom
16:15 – 16:45	<b>PICS Campus Coordinators</b> Sara Muir-Owen (UBC) Nastenka Calle (SFU) Michelle Connolly (UNBC)	UH1 Boardroom
16:45 – 17:15	<b>Sybil Seitzinger</b>	UH1 Boardroom
18:15 - 22:00	<b>Working Dinner for Reviewers</b>	Pho Vy Restaurant 772 Fort Street

Table 1 (cont.)

Time	Meeting With:	Location
<b>November 1</b>		
08:30 – 09:00	<b>PICS Central Staff</b> Megan Jameson – Admin Officer Jennifer Kwan – Sr Communications Officer Leigh Phillips – Science Writer Nancy Chan – Executive Assistant Stephanie Inman – Communications Assistant & Events Coordinator	UH1 Boardroom
09:00 – 10:30	<b>PICS Researchers</b> Werner Kurz – Forest Management Andrew Rowe - 2060 Project Ron Kellett – Built Environment Angelique Pilon – Built Environment Deborah Hartford – Adaptation to Climate Change Team	UH1 Boardroom
10:30 – 10:45	<b>BREAK</b>	
10:45 – 11:45	<b>PICS Grad Fellows</b> Ben Pelto (UNBC) Tugce Conger (UBC) Jackie Yip (UBC) Nazrul Islam (UNBC)	UH1 Boardroom
12:00 – 13:30	<b>Lunch</b> – with Oliver Schmidtke (former AVPR) and Sybil	University Club (#V0305)
13:45 – 14:15	<b>PICS Advisory Board</b> Peter Robinson (Former CEO, David Suzuki Fdn) Mossadiq Umedaly (Entrepreneur) Lori Ackerman (Mayor, Ft. St. John)	UH1 Boardroom
14:15 – 14:30	<b>Sybil Seitzinger</b>	UH1 Boardroom
14:30 – 15:15	<b>BC Provincial Government and Climate Action Secretariat representatives</b> Paul Wieringa (BC Min Energy, Mines & Petrlm) Dennis Paradine (BC Min Forests, Lands, Nat Res) Stephen Brydon (BC Min Energy, Mines & Petrlm) Susanna Laaksonen-Craig (CAS) Ian McLachlan (Ministry of Agriculture)	UH1 Boardroom
15:30 – 16:00	<b>Lisa Kalynchuk</b> – Associate VPR, UVic	UH1, Room 214
16:00 – 17:00	<b>Wrap Up Meeting</b>	UH1, Room 214

### **3. Review/Assessment**

#### **3.1 Purposes, Objectives and Goals**

PICS is in the fortunate and rare position of having secure long-term funding provided with a light hand in terms of reporting and deliverable requirements. This can mean, however, that without those requirements, it can be hard to impose clear direction, and to understand the progress that has been made.

There is an awareness of this in PICS, which has led to a period of reflection culminating in the production of a Strategic Plan. This will shape direction from now to 2022, and is already beginning to have an impact.

One issue for the PICS Director is that the staffing arrangements are such that there are few if any academic colleagues to share day to day concerns. PICS maintains co-ordinators at the UBC, UNBC and SFU campuses, but communication with these individuals is necessarily by teleconference at pre-arranged intervals. A Deputy Director has recently been appointed, and this should greatly enhance the academic capacity of PICS.

##### **3.1.1 Research programs**

Research sits at the heart of PICS activities. To date, there have been two major research phases. The first, from 2009 to 2013, was organised around 5 themes (low carbon emission economy, resilient ecosystems, social mobilization, sustainable communities and carbon management in BC forests) and 33 projects identified through a competitive process. The second phase, from 2013 to present, identified five new areas of research focused on the major sources of greenhouse gas emissions in British Columbia, and these involve collaboration between universities and with non-university partners, and include interdisciplinary research teams. These new research themes, or Big 5, are: transportation futures, energy efficiency in the built environment, forest carbon management, liquefied natural gas (LNG), and low carbon energy pathways. Principal investigators for each project were selected based on their scholarly achievement. Each of the five projects was earmarked to receive funding to a maximum of \$1.5 million. Activities under the Big 5 are now drawing to a close. The Strategic Plan, which will guide activities for the period 2017-2022, is therefore timely.

The Strategic Plan is clear that research teams in the new phase will need to be responsive to PICS, and supportive of its mandate and objectives by defining key objectives and expected outputs, identifying target audiences, bringing resources to the table and staying connected, making contributions towards the success of the project throughout the research process. The Strategic Plan does not outline a process to identify research teams, although this step will be a crucial determinant of the success or failure of the next phase. The Review Panel recommends PICS arrives at a clear statement of what will be key topics for research in the next phase, and the process to identify recipients of research funding.

In the past, long-term (5-year) research projects have delivered effectively, and if thought through with an eye to the future can provide timely, relevant, innovative research. To respond more quickly in a fast changing research domain, however, PICS could designate a small fraction of the research budget for high-impact, short term projects (consistent with Objectives 1.2 and 1.3 in the Strategic Plan).

PICS is currently the go-to-place in BC for climate change mitigation solutions. It has also had some impacts nationally, e.g., results of the 2060 Project informing Canada's Climate Change Action Plan through participation of the provincial government. PICS is not, however, currently a go-to place globally for information and tools that address climate change mitigation. To date, PICS has also supported relatively little research on climate change adaptation. A critical question to consider is whether research on adaptation should become a separate project (e.g., a future Big 5 project) or be integrated into all/most future projects. An important additional question concerns whether PICS aspires to be a national and international source of climate mitigation and adaptation knowledge, information and tools.

Some interviewees suggested that PICS could seek ways to leverage its research funds more, e.g., by seeking matching funds. Other interviewees were not in favour of tying PICS funding to public or private sector contributions. There was an indication in the Forest Carbon project that PICS funding was being leveraged to attract funding for further research.

PICS has funded a large number of research studentships throughout its lifetime. This has generally been a very successful part of PICS activities – a number of interviewees commented on the positive contribution that PICS has made in this space. Studentships are just one part of initiatives on a broad front by PICS (through internships as well as studentships and post-doc fellowships) to encourage and sustain students and researchers in their early careers. There are opportunities for PICS to benefit from these potential goodwill ambassadors for PICS as their careers develop. This requires PICS to build a sense of community among PICS-funded students and early career researchers through, for example, on-campus and inter-campus activities, and to continue to engage with students and researchers after their direct involvement with PICS has ceased, for example through annual reunions.

The tracking of research output from students could be improved, i.e., students leading or contributing to PICS-sponsored publications could be identified in the list of publications.

### **3.1.2 Communication activities**

PICS carries out a wide range of communication activities, including through a newsletter, lectures and events, its website and social media, a Youtube channel and a regular newspaper-type online publication, The Climate Examiner. In addition, the co-ordinators at the UBC, UNBC and SFU campuses carry out their own programs of activities. These clearly have impact – the Self-Assessment notes that the PICS YouTube channel has nearly 1000 subscribers, and the most popular video, "What YOU can do about climate change" has been viewed over 290,000 times. PICS YouTube videos have been viewed in 200 countries.

Communication efforts are time consuming and it can be difficult to demonstrate their value from the perspective of a university. It is essential, therefore, that PICS is continually mindful of the return it gets from communication activities, both within and external to the University, and seeks to identify objectives and measures performance against these objectives. By so doing, it can discard those activities that do not provide sufficient return on investment, and concentrate on those that do.

Further enhancement of communication and engagement is planned under Objective 2.1 of the Strategic Plan.

### **3.1.3 Governance and administration**



PICS uses a relatively high percentage of its annual budget for administrative support (i.e., all spending not directly on research), but this is reasonable given the mandate to engage the four BC universities. There is a considerable annual carry-over in the budget at the present time. PICS plans to disburse this carry-over in the next 5-year planning period, and the Review Panel supports that goal – in order to be seen to be making effective use of the resources provided to it, PICS should not be running with a large carry-over.

Governance arrangements have clearly been a prominent item for discussion at PICS for some time – they figure in the previous review, the Self-Assessment for the present review, and in the Strategic Plan. There is clearly the sense that the governance arrangements need fine tuning – at present the Board and two Committees require considerable investment of time by PICS staff. The Strategic Plan proposes a move to a single overarching governing body consisting of representatives from the four universities, government, and experts within climate relevant fields or industries.

The Review Team had some concerns about this ‘mixed model’ governing body, bringing together the the research community and its representatives from the constituent universities and partners in knowledge development across the public and private spheres together with the users of that knowledge (governments, communities, businesses) . The Review Team would prefer to see, at a minimum, these two communities having the opportunity to meet separately to discuss their ambitions for PICS and progress in achieving those ambitions.

The Strategic Plan further proposes a PICS international advisory team on climate solutions that will share information on emerging trends, identify research opportunities, and assist with the creation of ad hoc review panels to help ensure PICS research can deliver breakthrough climate solution knowledge. The Review Team considers it is essential that this advisory team has clear terms of reference, and that its role within PICS is spelt out in some detail. Otherwise, there is a risk that the team will become ineffective, will fail to meet at intervals sufficient to be useful and/or will fail to retain the interest of its membership.

#### **3.1.4 Metrics**

The need for metrics to measure progress against specified objectives and, specifically, impact, was highlighted in the previous review. The Strategic Plan stresses the need to evaluate success through quantitative and qualitative measures. The Review Team supports this viewpoint – identifying and tracking measurable indicators of success helps to shape programs of activity, identify future directions, and attract support.

#### **3.1.5 International activities**

Given the favourable and long-term funding basis of PICS, the expectation is that it would (and should) have a prominent international presence, similar to that of the Stockholm Environment Institute, the Tyndall Centre and UKCIP. Creating such a presence requires sustained effort to raise the profile, on the one hand through publication in high impact journals, and on the other through insistence that recipients of research funding prominently acknowledge PICS support.

The approach of the multi-centre Tyndall Centre could be considered as one model – researchers in receipt of support are seen as members of the Tyndall Centre, and are required through their contracts

to list the Tyndall Centre as their affiliation in journal papers and conference presentations. PICS does not currently have a formal system of membership. Researchers receiving funding from PICS may self-identify with PICS as well as being members of other research centres and academic units. Some formalisation of membership is strongly recommended by the Panel.

### **3.2 Review panel comments**

In the close to 10 years since PICS came into existence, the institute has done a first-rate job of establishing itself in British Columbia as a centre of excellence for climate change response activities, especially on the mitigation side. It has carried out innovative research programs, and become an important source of funding for early career researchers, internships and Masters and PhD studentships. With its secure and long-term funding, PICS now needs to take the next step to establish itself more securely as the go-to Canadian centre for climate change mitigation and adaptation, making a significant contribution to activities in both areas at the national level. By so doing, it will help to build the profile of all activities, governmental and non-governmental, being undertaken in British Columbia to reduce emissions and manage climate change impacts.

We have made some suggestions and comments above as to changes and additions that PICS could make in support of growing its profile and public exposure in Canada and overseas. Here we list some additional ideas to raise PICS' national and international profile. This is a list of potential actions for further consideration, rather than a set of recommendations.

- I. Establish an annual flagship publication on climate solutions
- II. Establish a series of PICS sponsored critical literature reviews
- III. Push PICS research to a higher level, e.g., by conducting more competitive, strategic calls for proposals. This might involve encouraging participation by researchers more broadly from outside BC, which is a matter for PICS to decide.
- IV. Enhance and expand the visiting scholars program
- V. Create a small number of high-value graduate fellowships (e.g., tenable at BC universities, but with initial application to PICS)
- VI. Conduct workshops on pressing topics inviting international experts and stakeholders
- VII. Seek strategic partnerships for co-hosting or sponsoring of international events (e.g., COP side events) or studies (e.g., similar to UN Sustainable Development Network's Deep Decarbonization project).
- VIII. Establish a process of membership in PICS, including international collaborators
- IX. Put increased efforts into sharing of tools and data that assists climate solutions
- X. Encourage PICS researchers to be bolder in their publications and aim for higher profile journals, while insisting they list PICS as an affiliation.

If established, the International advisory board could be employed in supporting activities such as those above.

### **3.3 Review of Proposed Future Objectives and Activities**

The Review Panel visited PICS during a period of transition. The Director had spent the past two years addressing many of the issues raised in the 2012 review and PICS had just gone through the process of creating a new Strategic Plan (Table 2). While there was obviously continuity to PICS activities during this

time, the new Strategic Plan sharpens and advances the mandate, objectives and goals of PICS. In this section, we comment on aspects of the new Strategic Plan, but do not specifically assess performance against the goals/objectives of the plan, because these largely remain to be fully acted upon.

PICS Strategic Area 1 (Goal 1) is to conduct collaborative research. This is the key and central activity for PICS, which it is undertaking with considerable success at the present time. The Big 5 projects involve collaboration with non-university partners and include interdisciplinary research teams. Objective 1.1 under the 2017-2022 Strategic Plan could push collaborative research activities further. However, there needs to be a clear statement, possibly through preparation of an Implementation Plan, of how Goal 1 in Table 2 is to be achieved. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program monitoring and evaluation.

Goal 2 is around PICS' communication activities, which it undertakes successfully at the present time, although without any overarching contextual framework. Objective 2.1 (Table 2) seeks to provide that framework by creating a strategy that will integrate communication activities into all PICS projects and activities. This should have the effect of identifying measurable outcomes against which communication activities can be evaluated, and should provide PICS communications staff with certainty that their activities fall within the strategic framing of PICS and will be recognised for their success.

Goal 3 is around governance, and addresses the sense of PICS leadership that streamlining of current governance structures is required. The Review Panel is unsure whether the governance structures can be collapsed into a single Board consisting of both academic (including partner) and user-group representatives, and recommends that, at a minimum, the opportunity for these two communities to meet separately is provided.

Further comments on PICS' goals and objectives for the next five years are provided in Sections 3.1 and 3.2.

**Table 2.** PICS Goals and Objectives for the period 2017-2022, from the 2017 Strategic Plan

<b>GOAL 1</b>	<b>PICS contributes ground-breaking knowledge that is actively used by a diverse and wide range of constituents to develop mitigation and adaptation solutions.</b>
Objective 1.1	Implement a strategic partnership research model
Objective 1.2	Conduct timely and relevant research that is innovative and has an impact on decisions and actions.
Objective 1.3	Implement a funding approach that is responsive and flexible
Objective 1.4	Become the "go-to place" in BC, Canada and beyond for information and tools to address climate change mitigation and adaptation solutions.
<b>GOAL 2</b>	<b>PICS mobilizes engagement and action on a diverse range of climate change solutions</b>
Objective 2.1	Design and implement a communication and engagement strategy that effectively connects with target audiences, and is an integral part of all PICS projects and activities.
Objective 2.2	Raise the profile of PICS provincially, nationally and internationally
<b>GOAL 3</b>	<b>PICS streamlines and improves the efficiency of its organizational structure, while strengthening its resource base and capacity, and expanding its research networks.</b>
Objective 3.1	Implement and maintain an effective new governance model
Objective 3.2	Grow and strengthen the PICS network of researchers and partners
Objective 3.3	Strengthen in-house knowledge, skills and capacity

## 4. Recommendations

In these recommendations, we seek to comment on the existing context within which PICS operates, and hopefully to provide some constructive advice that would enable PICS to build its reputation and influence across British Columbia, across Canada, and into the international sphere.

The new 2017/2022 Strategic Plan provides a pathway forward for PICS for the next five years, identifying three activity streams around research, communication and governance. As the Big 5 projects move into their sunset years, this is a valuable first step in mapping the way forward. The Plan is accompanied by a very brief workplan which sets out a series of goals taking PICS through to the end of 2018. However, these aren't sufficient to guide activities. Without further guidance and detail at this stage, the management burdens on the Director and Deputy Director are likely to be substantial. Production of an Implementation Plan would also be a way of raising the PICS profile externally, by providing clarity and some level of detail on how PICS goals will be achieved.

### **Recommendation 1:**

*PICS should prepare and publish on the website a Board-approved Implementation Plan to accompany the Strategic Plan. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program of monitoring and evaluation. PICS should also consider producing an Annual Work Plan.*

Additional recommendations are structured under the three Strategic Areas outlined in the Strategic Plan, as well as the fourth heading in that Plan, 'Measuring success'.

### **4.1 Strategic Area 1: Conducting Collaborative Research**

#### **4.1.1 The next five years – identification of priorities**

As the Big 5 projects move towards their conclusion, PICS will need to structure its research portfolio for the next period. A first step might be to identify knowledge gaps and hence research priorities.

PICS will need to identify and publicise its process for this. Will there be consultation? If so, how widely will it range – will it include national and international engagement? With whom – will this be researcher led or practitioner led? PICS could be more strategic in allocating resources – awarding research funds based on competitive processes, with calls for proposals in either open or target research areas. This is an opportunity to build a wider sphere of influence for PICS, by drawing in the community of adaptation and mitigation from across Canada and more widely, to solicit their views.

There has been an emphasis on mitigation aspects of climate change response in PICS to date. As PICS moves into its next phase, we strongly recommend that adaptation be given more emphasis than has been the case in the past. Given the present influences of climate change and the unlikely scenario that global warming will be limited to less than 2°C this century, there is an ongoing need for effective adaptation now and into the future, and PICS could play a strong role in identifying mechanisms and providing research support for implementation of action.

### **Recommendation 2:**

*There will need to be an open and transparent process to identify the next round of research priorities. This should involve researchers, practitioners, and institutions already working at this interface (including policy-makers, business etc.) drawn from across Canada and more widely.*

**Recommendation 3:**

*PICS should give thought and direct specific efforts on how it can grow its research portfolio in adaptation, thus providing support for adaptation planning and implementation at provincial, national and international levels.*

**4.1.2 The next 5 years - setting up the research**

We assume that the identification of knowledge gaps will lead in a fairly straightforward manner to the identification of research priorities for funding. We strongly advise that the process for building the research portfolio is structured in such a way that it is visibly unbiased, open and objective. We have no particular recommendation around how this should be achieved, although we do recommend that at least some part of the budget is partitioned for an open call across the four universities, requiring formal proposals with clear reporting requirements. Evaluation panels which are drawn from across Canada and, possibly, the USA are a further mechanism to extend awareness of PICS and its work.

**Recommendation 4:**

*The next round of research projects should be identified through an unbiased, transparent and objective process addressing knowledge gaps identified through consultation amongst the research and practice communities. The process can build PICS reputation and visibility through widespread consultation to identify knowledge gaps and by using national and international experts in proposal evaluation panels.*

**4.1.3 Fellowships, studentships and internships**

The Review Panel learned during its two-day consultations of the very high value placed by both practitioners (e.g., the provincial government) and researchers on the PICS-funded fellowship, studentship and internship programs. For many, this has been the major contribution by PICS to date. Recipients of support under these programs spoke of the networks and interactions that have been created, and how they expected these to continue to support them and provide benefits as they move forward in their careers. These recipients become ambassadors for PICS, gradually building its profile throughout Canada and beyond.

**Recommendation 5:**

*PICS should continue to provide fellowships, studentships and internships and may wish to explore whether these programs should be enhanced, for example, by providing career-development seminars and more networking events.*

**4.1.4 Structure of the research portfolio**

We recommend that some part of the research budget is partitioned to fund short (up to a year) research projects which are in response to current and emerging issues relevant to adaptation and mitigation. These might be, for example, related to a recent extreme event, its impact, and learnings for adaptation. There would be a strong expectation that these would support the preparation of a paper in a high-ranking journal.

Authors of any papers arising from PICS funded work should be required to give PICS as their affiliation (if necessary, in addition to their home institution). They should be contractually required also to provide copies of papers to PICS HQ.

**Recommendation 6:**

*In addition to longer-term multi-centre interdisciplinary research projects and teams, which have been the mainstay of PICS research to date, a process should be set up to identify and fund short projects responsive to current challenges, with the expectation of rapid publication in the peer-reviewed literature.*

*Investigators working on PICS projects should be required to list PICS as their affiliation in publications.*

## **4.2 Strategic Area 2: Communicating climate change solutions**

PICS has substantial experience in the production of high-quality materials in adaptation and mitigation for practitioners and policy-makers. We look forward to seeing the next generation of these materials, including the production of infographics (attractive and accessible short introductions to key response topics). We note the considerable time and effort required to achieve high-quality outputs, commend PICS for its efforts, and encourage continuation of this activity.

The communication of solutions is a two-way street, and the research community has as much to learn from the practice community as vice versa, and sometimes more. It is not clear how PICS plans to set up these channels of communication. The individual Big 5 projects have all managed their own advisory groups in some shape or form. However, it would be good to ensure that PICS itself has mechanisms to engage in-depth with its stakeholder community. It is unlikely that the proposed ten-member Board can provide sufficient access to and understanding of the needs and goals of the end-user community. How will PICS build engagement and collaborations with these sectors?

At the same time, PICS needs to be aware of and take account of the differing standpoints and perspectives of stakeholders. There is the possibility of conflicts of interest arising, which need to be handled sensitively and transparently by PICS.

**Recommendation 7:**

*In order to enhance its profile and ensure it is responsive to user needs, PICS needs to build its own channels of communication with stakeholders, in all tiers of government and in the private sector. A number of approaches to this are likely to be required, and might include:*

- *Visits by the Director and/or Deputy Director to provincial and federal government officers (both elected representatives and civil servants).*
- *Involvement of stakeholders in PICS activities, for example the identification of knowledge gaps and the evaluation of research proposals.*
- *A standing committee with the specific role of advising PICS on its communication and engagement strategy.*

## **4.3 Strategic Area 3: Enhancing Organizational Development**

PICS currently has three governance/advisory groups: the Advisory Board, the Program Committee and the Executive Committee. The Review Panel did not see Terms of Reference, and it is not clear what their roles and functions are, and where synergies exist. Going forward, the intent is to merge these

bodies into a PICS Board and an International Advisory Team. Again, we had difficulty understanding what the precise role and function of these groups would be.

**Recommendation 8:**

*The PICS Board should have an Independent Chair, drawn from government or the private sector. It is likely that this individual will be selected by the University of Victoria in consultation with the PICS Director, and should be a prominent and respected member of the provincial establishment committed to climate change response. The role of this individual will be to provide support and advice to the Director on the direction of research, and engagement with the adaptation and mitigation practice communities. The Chair should be remunerated appropriately.*

*PICS may wish to explore the possibility of appointing Co-Chairs (from the private and public sectors) to lead the PICS Board. This model is used in, for example, the NIDIS, and is beneficial in helping to produce integrated guidance and overcome any perceived biases of goals.*

**Recommendation 9:**

*The PICS Board, including the Chair, should be provided with clear terms of reference. The membership of the Board and the terms of reference should be published on the PICS website to ensure transparency of process.*

With respect to the International Advisory Team, the Review Panel was of the opinion that there are considerable risks in creating a standing Team, most notably that the Team will be set up with initial enthusiasm, but that in the absence of clear roles and responsibilities, the individual members will rapidly lose interest. It may be more appropriate to take an ad hoc approach, drawing on relevant expertise as and when needed, for example to constitute proposal review committees.

**Recommendation 10:**

*PICS needs to consider the role of the International Advisory Team, in particular whether ad hoc groups to address specific needs might not deliver more effectively to PICS objectives.*

#### **4.4 Measuring success**

PICS has identified measuring success as a key task for the next period. Considerable progress has been made in identifying appropriate measures, and it is clear that PICS now has considerable expertise in this emerging area. We stress the need to emphasise to PICS researchers that they should seek to publish in high-profile peer-reviewed publications, should list PICS as their affiliation (see Recommendation 6), and should report all publications on a regular basis to PICS. In addition, metrics for measuring the impacts of jointly-produced climate solutions and how these may have informed local, provincial and national agenda (e.g. through applications and supporting technical documents) and for capacity-development (e.g. number of personnel trained) can be explored. We commend PICS on its progress towards identifying metrics and support the emphasis that PICS is placing on the need to evaluate success.

#### **4.5 Finally**

If implemented, it is important to note that these recommendations will in themselves lead to greater exposure for PICS, and wider knowledge of its existence and understanding of its role.

## **Response to External 5-year Evaluation of PICS**

Prepared by Sybil P. Seitzinger, PICS Executive Director

9 January 2018

PICS thanks the external review committee for their excellent report and useful recommendations. As Executive Director, I agree with essentially all of their recommendations. The committee clearly understood PICS past direction and future ambitions as well as the challenges in meeting our new Strategic Plan (2017-2022) objectives.

Below is our first order response to the specific recommendations in the report.

### Recommendation 1:

*PICs should prepare and publish on the website a Board-approved Implementation Plan to accompany the Strategic Plan. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program of monitoring and evaluation. PICS should also consider producing an Annual Work Plan.*

PICS agrees that development of the Strategic Plan (PICS' first) is only a first major step. The PICS Strategic Plan with goals and objectives was finalized 1.5 months before documents were sent to the external review committee. Following that an 18-month work plan (with over 30 outcomes/tasks) was developed following the Strategic Plan approval, and that work plan was approved by the PICS Executive Committee 3 weeks before the review committee met (attached). Therefore the work plan was not formally a part of the documentation provided to the review committee, but a copy was provided during the review.

Starting in December 2017, we began developing details around each of the over 30 tasks outlined in the work plan, including milestones and timelines. PICS staff are involved in the development and implementation of these detailed plans. In the responses below I refer to some of the specific tasks in that work plan that relate to the recommendations of the external committee. The outcomes from these tasks will be the basis of an implementation plan. We will publish on our website information on the results of these, for example the new/revised processes for the collaboration research model (e.g. Tasks 1.1a, 1.3c in attached work plan), project identification (1.2 a), funding opportunities 1.3a and b), etc., etc.

### Recommendation 2:

*There will need to be an open and transparent process to identify the next round of research priorities. This should involve researchers, practitioners, and institutions already working at this interface (including policy-makers, business etc.) drawn from across Canada and more widely.*



AND

Recommendation 4:

*The next round of research projects should be identified through an unbiased, transparent and objective process addressing knowledge gaps identified through consultation amongst the research and practice communities. The process can build PICS reputation and visibility through widespread consultation to identify knowledge gaps and by using national and international experts in proposal evaluation panels.*

PICS is currently developing detailed plans around development of open and transparent processes to identify potential new research topics (Task1.2a and e), criteria for proposal selection (1.2c), and funding opportunities (1.3a, b, c). The development and implementation of these processes will undoubtedly involve researchers, practitioners, governments, and institutions drawn from across Canada and internationally.

Recommendation 3:

*PICS should give thought and direct specific efforts on how it can grow its research portfolio in adaptation, thus providing support for adaptation planning and implementation at provincial, national and international levels.*

As noted this will require considerable new effort as PICS has not engaged as extensively in adaptation research as it has mitigation. As a general statement, mitigation has fewer options and dimensions and is receiving more attention provincially, nationally and globally. Adaptation solutions cross a very broad spectrum from relatively simple changes in infrastructure design/codes to much less developed and tested adaptation solutions options needed in the financial, market, legal, health, behavior, etc. sectors. There is also a considerable gap between the academic work on adaptation compared to the (often more advanced) practitioner work. The expertise in the province is also somewhat limited on climate adaptation beyond infrastructure knowledge. We will draw on the growing national and international expertise, along with provincial expertise and existing reports such as the forthcoming Auditor General's report on climate adaptation in BC, to develop a world-leading agenda and program on climate adaptation.

Two of our external review committee members (Palutikof and Pulwarty) are internationally recognized leaders in climate adaptation. We intend to draw on their knowledge and network, among others, as we develop the PICS way forward.

Recommendation 5:

*PICS should continue to provide fellowships, studentships and internships and may wish to explore whether these programs should be enhanced, for example, by providing career-development seminars and more networking events.*

Fellowships and internships have been an important component of PICS research and activities. Internships have provided direct assistance to local and provincial

governments, crown corporations, industry, business, and NGOs in the province on climate mitigation and adaptation. PICS will continue to support internships. PICS has funded nearly 150 MSc, PhD and post-doctoral fellowships during our first 9 years. During their fellowships, these post-graduate students are an incredible source of the innovative ideas coming forth from PICS funded projects. After graduation many of these individuals have joined the workforce in BC, holding jobs in municipal and provincial governments, the private sector, academia, and NGOs. PICS is thus having a considerable positive impact on the workforce around climate solutions in the province. PICS funds will continue to support post-graduate students and postdocs. However, the process of funding students and the involvement/support by PICS staff will likely be modified to increase their contribution towards PICS objectives (solutions focus, engagement with users, active use of results by decision makers). We will certainly consider various approaches to enhance the benefit to the students and to PICS of PICS funding as we move forward.

As we move forward with evaluating a “membership model” for PICS (Task 3.2c) and defining responsibilities of researchers receiving PICS funding (part of Task 1.1a) we will consider the recommendation that investigators working on PICS funded work provide their affiliation with PICS on any papers or talks arising from PICS funded work.

Recommendation 6:

*In addition to longer-term multi-centre interdisciplinary research projects and teams, which have been the mainstay of PICS research to date, a process should be set up to identify and fund short projects responsive to current challenges, with the expectation of rapid publication in the peer-reviewed literature. Investigators working on PICS projects should be required to list PICS as their affiliation in publications.*

We agree and under Task 1.3a and b. are developing a project identification and funding approach which will include short-term responsive project funding, in addition to the longer-term projects. This will be clearly explained on the PICS website once developed.

Recommendation 7:

*In order to enhance its profile and ensure it is responsive to user needs, PICS needs to build its own channels of communication with stakeholders, in all tiers of government and in the private sector. A number of approaches to this are likely to be required, and might include:*

- *Visits by the Director and/or Deputy Director to provincial and federal government officers (both elected representatives and civil servants).*
- *Involvement of stakeholders in PICS activities, for example the identification of knowledge gaps and the evaluation of research proposals.*
- *A standing committee with the specific role of advising PICS on its communication and engagement strategy.*

The review committee makes a very good point that not only our researchers, but PICS staff need to enhance our own channels of communication with stakeholders. We are already doing a substantial amount of this (e.g., stakeholder identification of knowledge gaps, evaluation of research proposals, Exec Dir on provincial Climate Solutions Advisory Council, etc.). Stakeholders are already on the PICS Advisory and Executive committees and involved in the review of proposals, but we need to enhance our engagement/communication with municipal, provincial and federal decision makers and stakeholders, as well as targeted agencies/individuals outside of Canada. With a strategic plan and an Associate Director now in place we can devote more resources to developing a strategy for this and implementing it.

We had not thought previously about having a standing committee with the specific role of advising PICS on its communication and engagement strategy. This is a very interesting suggestion and we will seriously consider this as we develop our new communication and engagement strategy. We are in the process of contracting a communications consultancy to advise on our new communication strategy.

Recommendation 8:

*The PICS Board should have an Independent Chair, drawn from government or the private sector. It is likely that this individual will be selected by the University of Victoria in consultation with the PICS Director, and should be a prominent and respected member of the provincial establishment committed to climate change response. The role of this individual will be to provide support and advice to the Director on the direction of research, and engagement with the adaptation and mitigation practice communities. The Chair should be remunerated appropriately. PICS may wish to explore the possibility of appointing Co-Chairs (from the private and public sectors) to lead the PICS Board. This model is used in, for example, the NIDIS, and is beneficial in helping to produce integrated guidance and overcome any perceived biases of goals.*

This is very important advice as we develop and implement a new governance structure for PICS (Task 3.1b and c). We will be consulting widely on various models and their efficacy and fitness to PICS objectives, and will keep the above recommendation in mind.

Recommendation 9:

*The PICS Board, including the Chair, should be provided with clear terms of reference. The membership of the Board and the terms of reference should be published on the PICS website to ensure transparency of process.*

ToR for the new PICS governance structure, including Chair and any other specific positions, will be developed (under Task 3.1b and c) and published on the PICS website.

Recommendation 10:

*PICS needs to consider the role of the International Advisory Team, in particular*

*whether ad hoc groups to address specific needs might not deliver more effectively to PICS objectives.*

This is sage advice which we will take under serious consideration as we develop the new governance and advisory structure.

Measuring success

We are developing a process to identify metrics to track progress and impact of all new projects/activities supported by PICS (Task 1.2d and f).

**Pacific Institute for Climate Solutions  
Work Plan  
Phase 1: September 2017 – December 2018**

In September 2017 the new five-year strategic plan for PICS (2017-2022) was finalized.

This work plan was approved by the PICS Executive Committee (6 October 2017) and constitutes the first phase of implementing the strategic plan. Anticipated outcomes and timelines of the work to be completed by PICS staff between now and Dec 31, 2018 are outlined. The 2019 work plan will be developed at that point. Progress against work plans will be evaluated regularly both internally within PICS and by the Executive Committee.

The work plan is organized around the strategic plan’s strategic areas, goals, and objectives.

**PICS Core Strategic Areas**

***Conducting Collaborative Research***

**Goal 1.0** – PICS contributes ground-breaking innovative knowledge that is actively used by a diverse and wide range of constituents to develop mitigation and adaptation solutions.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date (under revision)
1.1 Implement a strategic partnership research model	a. PICS has developed a strategic partnership research model that reflects PICS principles and defines partnership roles and responsibilities, project selection and implementation.	January 2018
	b. PICS has a transition plan in place describing how the current approach of project identification, partnership engagement and communications planning will evolve to the new model	January 2018
	c. PICS has 1 - 3 new partnership projects identified and underway	December 2018
1.2 Conduct timely and relevant research that is innovative and has an impact on decisions and actions	a. PICS has developed and is implementing a strategy to identify potential new topics that decision makers in BC, Canada and beyond are calling for new information on	April 2018 ongoing
	b. PICS continues to identify additional research expertise throughout the 4 PICS universities and beyond that could contribute to innovative mitigation and adaptation solutions research	April 2018 ongoing

	c. PICS has developed and implemented criteria for research and activity* proposal selection.	January 2018
	d. PICS has developed a process for defining, at the beginning of each new project/activity, a set of indicators that will be used to assess quality and impacts on mitigation and adaptation decisions and actions	February 2018
	e. PICS has developed and is implementing a strategy to stay informed of the latest advances in relevant mitigation and adaptation solution options for a changing climate	April 2018
	f. PICS has developed and implemented a process to track progress and impact of its new and ongoing research and activities.	August 2018
	g. PICS continues to support until the end of their funding cycle existing commitments to the research activities under the condition there are clear partnerships/ collaborations that demonstrates high impact on decisions and actions of the partner(s)	Ongoing
1.3 Implement a funding approach that is responsive and flexible	a. PICS has a funding approach that allows for short term responsive projects, emerging issues and longer term research	March 2018
	b. PICS new funding guidelines and project selection criteria are developed and available on the PICS website	March 2018
	c. PICS and our partner responsibilities in projects, including contributions to financial and human resources, are clearly described on the PICS website.	March 2018
1.4 Become the "go-to place" in BC, Canada and beyond for information and tools to address climate change mitigation and adaptation	a. PICS has developed and is implementing a strategy to increase the visibility of PICS in BC, Canada and internationally	April 2018
	b. PICS has developed and is implementing a strategy to increase the use of PICS research in BC, Canada and internationally.	April 2018
	c. PICS has made readily available (website, etc.) solution information and tools developed by PICS research and activities.	December 2018

\* activities include e.g., workshops, special reports, special events, webinars, etc.

**Goal 2.0** - PICS mobilizes engagement and action on a diverse range of climate change solutions.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date
2.1 Design and implement a communication and engagement strategy that effectively connects with target audiences, and is an integral part of all PICS projects and activities	a. PICS has a communication and engagement strategy that is being integrated into all new projects from initiation to completion	February 2018
	b. PICS has developed and implemented processes, used in all PICS projects and activities, to plan targeted communication products from project initiation to follow-up	February 2018
	c. PICS has achieved a faster turnaround between identifying knowledge gaps and producing and communicating research results to target audiences	March 2018
2.2 Raise the profile of PICS provincially, nationally and internationally	a. PICS develops and implements a strategy to increase and track the awareness and recognition of PICS research provincially, nationally and internationally	June 2018
	b. PICS convenes a 10-year anniversary celebration to increase recognition of past accomplishments and inform future direction	December 2018
	c. PICS publishes a 10-year anniversary report documenting its achievements and future direction	December 2018

### ***Enhancing Organizational Development***

**Goal 3.0** - PICS streamlines and improves the efficiency of its organizational structure, while strengthening its resource base and capacity, and expanding its research networks.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date
3.1 Implement and maintain an effective new governance model	a. PICS has developed a memorandum of understanding amongst the four universities for signature	November 2017
	b. PICS has developed a streamlined governance model that will provide for more efficient and responsive feedback and support for PICS management and researchers, plus better track progress and accountability.	February 2018
	c. PICS has implemented the new governance structure	April 2018

3.2 Grow and strengthen the PICS network of researchers and partners	a. PICS has a stronger network of past and present fellows to support activities such as information exchange, skill and career development.	December 2018
	b. PICS has strengthened its existing partnerships and developed at least two new partners with diverse expertise to address climate change	December 2018
	c. PICS explores the feasibility and value-added of various "membership" models, gauges interest within the PICS community in becoming "PICS members", and uses that information to decide on further action.	December 2018
3.3 Strengthen in-house knowledge, skills and capacity	a. PICS has assessed additional capacity needed to implement the strategic plan.	February 2018
	b. PICS staff, including campus managers, have received training that expands their skills, and identified and taken on responsibilities to assist with implementation of the strategic plan.	December 2017 ongoing
	c. The associate director position has been filled (vacant since 2015).	December 2017





University  
of Victoria

**Office of the University Secretary**  
PO Box 1700 STN CSC  
Victoria British Columbia V8W 2Y2 Canada  
Tel 250-721-8100 Fax 250-721-6223  
E-mail [jeastman@uvic.ca](mailto:jeastman@uvic.ca) [web.uvic.ca/univsec](http://web.uvic.ca/univsec)

# MEMO

**Date:** February 20, 2018

**To:** Members of Senate and the Board of Governors

**From:** Daphne Corbett, Chair, *Ad hoc* Joint Board/Senate Committee to review the Report on Procedures of the 2017 Presidential Appointment Committee

**Re:** **Update and Request for Input from *Ad hoc* Joint Board/Senate Committee on the Presidential Appointment Procedures**

---

As Senate and Board members may recall, a Presidential Appointment Committee was struck in January 2017 to conduct an appointment process under the university's [Procedures for the Search, Appointment or Reappointment of the President and Vice-Chancellor](#) (Policy GV0300). In March, the Appointment Committee unanimously recommended the reappointment of Professor Cassels as President and that recommendation was unanimously approved by members of the Board of Governors.

As called for by Policy GV0300 ("the Procedures"), the Appointment Committee reconvened after the appointment had been made to evaluate the process and submitted a brief report on the procedures to Senate and the Board of Governors (see Attachment A). Our *ad hoc* joint Board/Senate Committee (the "Joint Committee") was subsequently struck to review the report and to recommend any appropriate changes to the appointment procedures. Our membership is listed in Attachment B.

The Joint Committee began meeting in January 2018 and took note of the Appointment Committee's observation that "the process and procedures enabled the Committee to learn about the nature of the president's role and the university's future leadership needs; update the candidate profile and criteria accordingly; assess the incumbent's leadership and capabilities relative to those in a very rigorous and multi-faceted manner; and arrive at a sound, shared recommendation". The Joint Committee considered carefully six suggestions for clarification and improvement of the procedures advanced by the Appointment Committee. Our conclusions with respect to five of the six suggestions are outlined in Attachment C.

**Before finalizing our report to the Senate and Board, we want to consult members of those bodies on options arising from a sixth suggestion advanced by the Appointment Committee. The options identified by the Joint Committee and outlined below are preliminary and we are very much open to feedback. A lively discussion took place at the Senate Committee on Agenda and Governance and we look forward to feedback from members of Senate as a whole, as well as from the Board of Governors.**

**The input we receive will inform whether we recommend a change in the composition of future presidential appointment committees, along with other revisions to the procedures outlined in Attachment C.**

The questions on which we're seeking input arise from the 2017 Presidential Appointment Committee's suggestion that a dean be added to the membership of future presidential appointment committees. The Appointment Committee's report stated that:

Under section 4.00 of the Procedures, an Appointment Committee's composition includes "(1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents". Committee members noted that Deans have a very important perspective, which differs from that of Vice-Presidents. We therefore suggest that the committee's membership be expanded to include one Dean elected by the Deans.

Members of the Joint Committee agreed that the addition of a Dean to the committee would be desirable and, indeed, important, however, we believe that to expand the size of an already very large committee would be counterproductive and we are not prepared to recommend that. Comparative information from 14 other major universities (including sister universities in BC and other universities that UVic typically compares itself with across the country) indicates that, at 20 members, the size of presidential appointment committees at UVic is already at the high end of the spectrum (see Attachment D). To expand appointment committee membership further would, in our view, undermine the quality of discussion, deliberations and engagement within the committee and with candidates, increase scheduling and attendance challenges, and reduce member commitment and committee effectiveness. Indeed, our experience leads us to believe that presidential appointment committees at UVic would be more effective in conducting search and review processes and in engaging with candidates if they were smaller in size. This is consistent with research findings in the management (organizational behavior) field on group size and process loss which suggest that the productivity of groups initially rises with size and then falls off as the costs of increased size in terms of communication, coordination and efficiency challenges come to outweigh the benefits of additional perspectives and capabilities.

We therefore considered how the membership of our presidential appointment committees might be reduced, to make possible the addition of a decanal representative without increasing overall size. The current composition of presidential appointment committees at UVic is as follows:

- (1) Chancellor
- (1) Chair of the Board of Governors
- (3) Members of the Board of Governors appointed by the Chair, two of whom will be members appointed by order in council and the third will be the member elected by the employees of the university
- (1) Nominee of the University of Victoria Students' Society
- (1) Nominee of the University of Victoria Graduate Students' Society
- (1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents
- (9) One Faculty member elected by and from each faculty other than the Faculty of Graduate Studies
- (2) Members of the Senate elected by and from the Senate

(1) President of the Alumni Association or his or her nominee

—  
20

The recruitment, appointment and retention of excellent presidential leadership is of such institutional significance that it deserves the Chancellor's time and attention. Given the Board's responsibility under the University Act to appoint the President, it would be counterproductive to reduce the number of Board members on the committee, nor would we want to reduce the number of students or alumni.

The information in Attachment D about the composition of such committees at other universities suggests that UVic is unusual in having 9 faculty members (one elected from each faculty) on the committee: only the University of Lethbridge and Concordia University (which has only 4 faculties) have similar provisions.

The fact that this arrangement appears to be rare doesn't of course mean it should be changed. Nevertheless, we think that it should be reconsidered for a couple of reasons. **We are seeking feedback from Senate and the Board on whether we should explore options for reducing the number of faculty members elected by faculties on presidential appointment committees in favour of options outlined below.**

A major reason for altering committee composition is that, to be effective in searching for a new President or reviewing an incumbent, presidential appointment committees need to understand the nature of the President's roles both within and outside the institution. In addition to their internal leadership role, the President of a university is its principal advocate and ambassador and plays a lead role in establishing and sustaining productive relationships with external stakeholders. Committee members acquire insight into the President's roles and responsibilities in the course of the search or review process, but it is highly desirable that they have prior knowledge and insight into how the university works, the external environment, the President's roles and responsibilities, and the qualities and experience needed in candidates. Whereas faculty members serving on the Senate and Board, having learned about institutional-level governance and having had the opportunity to observe the President at work, are likely to have such insight, faculty members elected by the faculties may not. Given the task with which appointment committees are charged, having nine such positions on the committee therefore strikes us as less than optimal.

Secondly, given the rigour of search and review processes at UVic, serving on a presidential appointment committee involves a major time commitment and it appears that fewer faculty members are standing for nomination than was previously the case. Whereas one call for nominations for faculty representatives was issued in 2012, resulting in 4 elections and 5 acclamations, three calls were needed in 2017: 8 positions were acclaimed and one remained vacant.

If UVic were to move away from having a faculty member from each faculty on the committee, what might it do instead? The Joint Committee seeks feedback on three possible options, consistent with retaining strong faculty representation:

- 1) **Election of faculty members from groupings of faculties**, rather than from each faculty. For example, under UVic's Procedures for the Appointment and Re-appointment of Academic Associate Vice-Presidents (Policy GV0350), the composition of appointment committees includes:

A regular faculty member elected by and from each of the following faculty groupings:

- Fine Arts and Humanities;
- Law, Business and Education;
- Science, Engineering and the Division of Medical Sciences; and
- Social Sciences and Human and Social Development

Faculty groupings could be structured with a view to minimizing any disadvantage members of small faculties might experience in seeking election.

If this option is chosen, faculty members could be encouraged to nominate and elect colleagues who have had the opportunity to acquire knowledge about institutional governance and leadership through current or previous service on governing bodies or university-level committees or other means.

- 2) **Inclusion in the committee's composition of an appropriate number of positions for faculty Senators, elected by Senate** (instead of the 9 positions for faculty members elected by the faculties and the 2 elected Senate positions in the committee's current composition). This would recognize the role of Senate and the bicameral nature of the governance of our university, as does the composition of presidential appointment committees at some other major universities summarized in Appendix D.
- 3) **Adopt option 2) above and specify that the faculty Senators be distributed across faculties** (e.g., that at least one of the elected faculty Senators be from each of a set of faculty groupings.)

Depending on the number of faculty members to be elected under the above options, it might be possible to increase the number of Board representatives on presidential appointment committees from 4 to 5 and include a faculty member serving on the Board, to provide continued strong faculty input. It might also be possible to combine election of faculty members from faculty groupings, election of a dean, and election of a number of faculty senators, in such a way that committee size is maintained or reduced and each faculty is represented. This would involve sequencing of elections and be cumbersome and potentially confusing and subject to criticism, but it is nevertheless an option.

**The Joint Committee would like feedback from members of both Senate and the Board of Governors on these options in order to inform whether or not we recommend the addition of a dean to the committee, coupled with a corresponding reduction in other positions, and, if so, which option we propose. Any feedback you care to provide on our tentative recommendations on the Appointment Committee's other suggestions (Appendix C) would also be welcomed.**



Office of the University Secretary  
PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada  
T 250-721-8101 | F 250-721-6223 | uvic.ca/universitysecretary

## MEMO

*Mary*  
DATE: March 29, 2017  
TO: Members of the Board of Governors and of the Senate  
FROM: Daphne Corbett, Chair, Presidential Appointment Committee  
RE: Report on Procedures for the Appointment of the President

A Presidential Appointment Committee was struck in January 2017 to conduct an appointment process under the university's [Procedures for the Search, Appointment or Reappointment of the President and Vice-Chancellor](#) (Policy GV0300). The Committee met ten times, beginning on February 3, 2017. We acquainted ourselves with the requirements of the President's role, reviewing the candidate profile and criteria developed during the last search, meeting with the President and others, and reflecting on the University of Victoria's requirements for future leadership. After considering the information and input we received, the Committee updated the candidate profile and criteria. Having reviewed that updated document, Prof. Cassels agreed to be considered for reappointment. We therefore proceeded to conduct a review under section 14 of the appointment procedures.

The Committee considered Prof. Cassels for reappointment by means of an intensive review process. As provided for in the policy on the appointment of the President, the Committee assessed his past performance in the context of the future direction of the university, taking into account the criteria and objectives established for the President, the annual goals approved by the Board of Governors, the Board's assessment of his performance relative to those goals, an interview with the President, a statement of his stewardship, input from the university community and advisory ballots of regular faculty and staff. The Committee also sought and obtained input in confidence from more than a dozen government, university, business and community leaders and officials in British Columbia and across Canada. The process resulted in a unanimous recommendation for Prof. Cassels' reappointment that was unanimously approved by members of the Board of Governors on March 28, 2017.

As called for by Policy GV0300 ("the Procedures"), the Committee reconvened after the appointment had been made to evaluate the search process. We are pleased to report the results of this to the Board of Governors and the Senate.

The process and procedures enabled the Committee to learn about the nature of the President's role and the university's future leadership needs; update the candidate profile and criteria accordingly; assess the incumbent's leadership and capabilities relative to those in a very rigorous and multi-faceted manner; and arrive at a sound, shared recommendation.

That said, in any process of this kind, there is opportunity for clarification and improvement. The following suggestions emerged from the Committee's final meeting.

#### Composition of the Appointment Committee

1. The Committee noted the importance of continuing to achieve diversity in future appointment committees' membership, including participation by Indigenous members of the university community. To this end, it is suggested that section 3.00 of the Procedures be revised to specify that, when the University Secretary's office strikes such committees, it remind nominating bodies (in the call for nominations or other communications) to take steps to achieve diverse representation, as called for in section 3.00.
2. Under section 4.00 of the Procedures, an Appointment Committee's composition includes "(1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents". Committee members noted that Deans have a very important perspective, which differs from that of Vice-Presidents. We therefore suggest that the committee's membership be expanded to include one Dean elected by the Deans.
3. Currently, Associate Vice-Presidents are not represented on appointment committees under the Procedures. It is suggested that they be added to the Vice-Presidents' group – i.e. that, in addition to a Dean elected by the Deans, the committee have "(1) Vice-President or Associate Vice-President elected by the Vice-Presidents and Associate Vice-Presidents".

#### Reappointment Procedures

4. Section 14.02 of the Procedures provides for regular faculty and regular staff to vote in advisory ballots concerning potential Presidential reappointments. It also states that: "The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots." For the future, it is suggested that consideration be given to the Appointment Committee having discretion to decide whether or not the incumbent should make a presentation.
5. Given that regular faculty and regular staff are eligible to vote in advisory ballots, the Committee discussed whether students should also be able to do so. Committee members' views on this subject were mixed: some were supportive; some were not; some felt the question merited further exploration.
6. In the course of the process, the Committee noted an apparent inconsistency between section 14.05 and section 14.06 of the existing Procedures. The following changes are suggested:

14.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence. ~~or submit written assessments of the incumbent for review by the Committee.~~ All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be



provided by Committee members to the Committee or to the Committee Chair or Secretary in context.

14.06 Written submissions intended for the Committee Information collected under section 14.05 shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if he or she so requests and the Chair determines that there are appropriate grounds for doing so.

The reappointment process was intensive and required a very significant commitment of time and energy from all involved. The Committee commends Prof. Cassels for his participation in the process, for his continued willingness to serve our university as President and Vice-Chancellor, and for the excellent leadership he provides in that capacity. We also thank all those – within and outside the university community – who provided input. Finally, I would like to thank my colleagues on the committee for all the time, energy and commitment they devoted to the process and for serving UVic in this important capacity.

Best regards,

Original Signed by Daphne Corbett

Daphne Corbett,  
Chair, Presidential Appointment Committee  
Chair, Board of Governors



ATTACHMENT B

***Ad hoc* Joint Board/Senate Committee to review the Report on Procedures of the 2017  
Presidential Appointment Committee**

**Membership**

The Joint Board/Senate Committee is composed of: the Chair of the Board of Governors (as Chair of the Joint Committee) and two other Board members appointed by the Board Chair; the Vice-Chair of Senate and two other members elected by the Senate; and a member of the senior administration knowledgeable about the university's appointment procedures, appointed by the Board Chair after consultation with the Vice-Chair of the Senate. Its members are:

Ms. Daphne Corbett -- Chair, Board of Governors and Chair, Joint Committee  
Mr. Jonathan Bengtson – University Librarian and Senate member  
Mr. Brent Cantarutti – Senate member  
Dr. Peter Driessen – Senate member and Board of Governors member  
Dr. Catherine Krull – Vice-Chair of Senate  
Ms. Beverly Van Ruyven – Board of Governors member  
Dr. David Zussman -- Board of Governors member



ATTACHMENT C

Tentative Joint Committee Recommendations

**Date:** PRELIMINARY DRAFT – February 15, 2018

**To:** Members of Senate and the Board of Governors

**From:** Daphne Corbett, Chair, *Ad hoc* Joint Board/Senate Committee to review the Report on Procedures of the 2017 Presidential Appointment Committee

**Re:** Review of Presidential Appointment Procedures

As Senate and Board members may recall, a Presidential Appointment Committee was struck in January 2017 to conduct an appointment process under the university's [Procedures for the Search, Appointment or Reappointment of the President and Vice-Chancellor](#) (Policy GV0300). After meeting ten times for this purpose, the Appointment Committee unanimously recommended the reappointment of Professor Cassels as President and that recommendation was unanimously approved by members of the Board of Governors on March 28, 2017.

As called for by Policy GV0300 ("the Procedures"), the Appointment Committee reconvened after the appointment had been made to evaluate the process and submitted a brief report on the procedures to Senate and the Board of Governors (see Attachment A). Our *ad hoc* joint Board/Senate Committee (the "Joint Committee") was subsequently struck to review the report and to recommend any appropriate changes to the appointment procedures. Our membership is listed in Attachment B.

The Joint Committee took note of the Appointment Committee's observation that "the process and procedures enabled the Committee to learn about the nature of the President's role and the university's future leadership needs; update the candidate profile and criteria accordingly; assess the incumbent's leadership and capabilities relative to those in a very rigorous and multi-faceted manner; and arrive at a sound, shared recommendation". The Joint Committee also considered carefully six suggestions for clarification and improvement of the procedures identified by the Appointment Committee.

In responding to the Appointment Committee's suggestions, we were guided by considerations and factors including that:

- The fundamental goal of a university's presidential appointment procedures is to ensure that the university is able to attract, appoint and retain excellent presidential leadership.
- The existing presidential appointment and reappointment procedures at UVic are very rigorous. The review procedures provide for assessment of the incumbent's past performance in the context of the future direction of the university, taking into account the initial criteria and objectives established for the President, the annual goals approved by the Board of Governors, the Board's assessment of their performance relative to those goals,

an interview with the President, a statement of stewardship, input from the university community, advisory ballots of regular faculty and staff, and references. The existing process is more complex and multi-faceted than equivalent processes at most other major universities in Canada. It requires a very significant commitment of time from all involved, which may deter individuals eligible to serve on appointment committees from doing so. Too much process could undermine a university's ability to attract or retain highly qualified candidates.

The Joint Committee considered in turn the six suggestions made by the Appointment Committee, which are reproduced in bold type below. Our responses to these suggestions and recommendations to Senate and the Board of Governors follow.

- 1. The [Appointment] Committee noted the importance of continuing to achieve diversity in future appointment committees' membership, including participation by Indigenous members of the university community. To this end, it is suggested that section 3.00 of the Procedures be revised to specify that, when the University Secretary's office strikes such committees, it remind nominating bodies (in the call for nominations or other communications) to take steps to achieve diverse representation, as called for in section 3.00.**

**Joint Committee Response:**

The committee agreed with this suggestion, which is reflected in tracked changes in the draft revised Procedures (Attachment A).

- 2. Under section 4.00 of the Procedures, an Appointment Committee's composition includes "(1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents". Committee members noted that Deans have a very important perspective, which differs from that of Vice-Presidents. We therefore suggest that the committee's membership be expanded to include one Dean elected by the Deans.**

**Joint Committee Response:**

Members of the Joint Committee agreed that the addition of a Dean to the committee would be desirable and, indeed, important, however, we are very reluctant to expand the size of an already very large committee. We await feedback from members of Senate and the Board of Governors before putting forward a recommendation on this matter.

- 3. Currently, Associate Vice-Presidents are not represented on appointment committees under the Procedures. It is suggested that they be added to the Vice-Presidents' group – i.e. that, in addition to a Dean elected by the Deans, the committee have "(1) Vice-President or Associate Vice-President elected by the Vice-Presidents and Associate Vice-Presidents".**

**Joint Committee Response:**

The committee is of the view that the participation of a Vice-President on the committee is crucial. For that reason, we are not recommending this change.

- 4. Section 14.02 of the Procedures provides for regular faculty and regular staff to vote in advisory ballots concerning potential Presidential reappointments. It also states that: "The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots." For the future, it is suggested that consideration be given to the Appointment Committee having discretion to decide whether or not the incumbent should make a presentation.**

**Joint Committee Response:**

The committee believes that the option to make such a presentation should be left with the incumbent President. A President may conclude after several years in office that their record speaks for itself and there is no need for a presentation. Conversely, an incumbent who wishes to make a public presentation should not be deprived of the opportunity to do so.

- 5. Given that regular faculty and regular staff are eligible to vote in advisory ballots, the Committee discussed whether students should also be able to do so. Committee members' views on this subject were mixed: some were supportive; some were not; some felt the question merited further exploration.**

**Joint Committee Response:**

The committee considered the possibility of an advisory ballot of students, noted that appointment committee members' views on the subject were mixed, and is not recommending this addition to the process. All agreed that student participation on presidential appointment committees is invaluable. Given that most university students have little knowledge of the President's role or opportunity to observe the President's performance in the role, we believe that a student ballot would not be appropriate. In our view, the participation of students on appointment committees and other existing mechanisms for student input are superior means for obtaining vital student input into the process. A further consideration is that, as noted above, this university's presidential review processes are already more rigorous, complex and elaborate than those of other major universities. That being the case, introducing an additional ballot is potentially counterproductive and could detract from our ability to attract and retain presidential leadership.

- 6. In the course of the process, the Committee noted an apparent inconsistency between section 14.05 and section 14.06 of the existing Procedures. The following changes are suggested:**

**14.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence.**

All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be provided by Committee members to the Committee or to the Committee Chair or Secretary in context.

**14.06** Written submissions intended for the Committee shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if he or she so requests and the Chair determines that there are appropriate grounds for doing so.

**Joint Committee Response:**

The committee is recommending this clarification, which is reflected in Attachment A.

**Proposed Revisions to Procedure:**

The attached document shows (in tracked changes) the changes to the Presidential appointment procedures (Policy GV0300) proposed above. It also includes updates and editorial changes, including the following:

- Use of the term 'Indigenous' instead of 'Aboriginal' and proposed updating of the equity language in section 3.00 and 13.01 to be consistent with other executive appointment procedures.
- Reinstatement of a reference to 5 years being the normal Presidential term.
- Revision of the last sentence in s. 13.02 ("The Committee shall decide whether to engage a search consultant") to enable the Committee Chair to engage a search consultant before the committee meets. In recent decades, the engagement of a search consultant has become a normal part of the executive search process at UVic and other Canadian universities and is important to secure highly qualified candidates. In order to secure the best consultant, it is necessary that proposals be sought and the consultant be engaged before the first committee meeting.

The *Ad hoc* joint Board/Senate Committee recommends:

**MOTION:**

**THAT** Senate recommend to the Board of Governors the revisions to the Procedures for the search, appointment, or reappointment of the President and Vice-Chancellor (Policy GV0300) outlined in the attached document.



**PROCEDURES FOR THE SEARCH, APPOINTMENT, OR REAPPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR**  
**Procedures for the Search, Appointment, and Re-appointment of the President and Vice-Chancellor**

**Associated Procedures:**

[Procedures for Interim Executive Appointments](#)

**University Policy No.:** GV0300

**Classification:** Governance

**Approving Authority:** Board of Governors

**Effective Date:** ~~July, 2013~~TBD

**Supersedes:** ~~June, 2013~~July 2013007

**Last Editorial Change:**

**Mandated Review:** ~~TBD~~July, 2020

---

**PURPOSE**

- 1.00 Under Sections 27(2) (f) and (g) of the *University Act*, the Board of Governors shall with the approval of Senate establish procedures for the recommendation and selection of the President and shall subsequently appoint the President. The following procedures determine the method by which the Board of Governors carries out that responsibility.

**PROCEDURES**

- 2.00 The normal length of a President's term is five years. When the Board receives notice that the position of President is vacant or will become so within 18 months, the Board will immediately notify all members of the university community and will arrange to convene an Appointment Committee. If necessary, the Board will appoint an Acting President to serve until such time as the new appointee takes office.

**Composition and Responsibilities of the Appointment Committee**

- 3.00 The University of Victoria is committed to equity and diversity. When establishing the Appointment Committee, constituencies should encourage a diverse representation from the university community including women, persons with disabilities, visible minorities, ~~Aboriginal~~ Indigenous peoples, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University.

- 3.01 When striking the Appointment Committee, the University Secretary's Office will remind nominating bodies (in the call for nominations and in other communications) to take steps to achieve diverse representation as called for in section 3.00.

- ~~3.00~~4.00 The Appointment Committee (hereinafter referred to as "the Committee") shall be constituted as follows:

- (1) Chancellor
- (1) Chair of the Board of Governors

- (3) Members of the Board of Governors appointed by the Chair, two of whom will be members appointed by order in council and the third will be the member elected by the employees of the university
- (1) Nominee of the University of Victoria Students' Society
- (1) Nominee of the University of Victoria Graduate Students' Society
- (1)      Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents
- (9) One Faculty member elected by and from each faculty other than the Faculty of Graduate Studies
- (2) Members of the Senate elected by and from the Senate
- (1) President of the Alumni Association or his or her nominee

      
20

4.01 The Chair of the Committee shall be the Chair of the Board of Governors.

4.02 The Secretary of the Committee shall be the Secretary of the Board of Governors.

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

~~4.005.00~~      Deliberations of the Committee are confidential. The Committee shall keep a confidential summary record of its decisions and actions. Deliberations of the Committee concerning candidates including the incumbent shall not be recorded.

5.01 Only the Chair (or designate) may speak on behalf of the Committee.

5.02 A member of the Committee who has breached confidentiality shall be subject to sanction by the Chair, potentially including dismissal from the committee and forfeiture of constituency representation. Members of the Committee should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the confidential summary record. At no point is it appropriate to reference opinions voiced at meetings.

~~5.006.00~~      Documentation received by the Committee during its deliberations is confidential. Personal information is managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*.

~~6.007.00~~      Members of the Committee shall be responsible for seeking information from their constituencies and keeping them advised of the process.

~~7.008.00~~      The Committee shall make regular reports on its progress to Senate and the Board of Governors.

~~8.009.00~~      The Committee shall discuss its Terms of Reference as approved by the Board of Governors.

~~9.00~~10.00 The Committee shall acquaint itself with the requirements of the presidency through discussion and by meeting with the incumbent and others as needed and shall then establish criteria on which the candidates will be judged.

~~10.00~~11.00 The Committee Chair shall determine if the incumbent wishes a further term; if so, the Committee shall proceed as outlined under section 14.00 of these Procedures.

~~11.00~~12.00 After the appointment or reappointment is made, the Committee shall meet to evaluate the process and file a report with Senate and the Board of Governors, with recommendations for revisions to these procedures if necessary.

### **Search Procedures of the Committee**

~~12.00~~13.00 The Committee shall proceed as follows:

- 13.01 During the search and selection process, the Committee should acquaint itself with human rights requirements and university equity and diversity policies, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, ~~aboriginal-Indigenous~~ people, people of all sexual orientations and gender ~~identities and expressions~~, and others who may contribute to the further diversification of the University. Postings for the positions, both internal and external shall include the current equity statement. The Committee should familiarize itself with best practices for conducting fair and equitable search processes.
- 13.02 If an incumbent President does not wish to be considered, or if after completing the review under section 14.00 the Committee determines not to recommend the incumbent for a further term, the Committee shall invite members of the university community to suggest possible candidates and shall advertise the position. The Committee ~~Chair may shall decide whether to~~ engage a search consultant to assist in the search.
- 13.03 The Committee shall not normally give any substantive consideration to the suitability of any person for the position unless the Committee shall have received clear evidence that that person has agreed to be considered as a candidate by the Committee.
- 13.04 The Committee shall gather relevant information about the candidates and normally shall develop a long short list and conduct confidential interviews with these candidates as well as check references and other sources of information.
- 13.05 The Committee shall then select a short list of not more than four candidates. It shall arrange for those candidates to meet with the Board of Governors, Vice Presidents, Deans and University Librarian, Associate Vice-Presidents and Chief Information Officer, and any others deemed appropriate by the Committee in light of the candidates' schedules, the requirement for confidentiality, and any need for additional input to inform the Committee's deliberations.

- 13.06 In the case of an external candidate, the Committee shall consult the relevant departmental Appointments Committee and the Faculty Advisory Committee about the proposed academic appointment.
- 13.07 The Chair (or designate) or the search consultant shall contact references in confidence. Information provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.
- 13.08 The Committee shall reach a decision on a recommendation to the Board of Governors by simple majority vote.
- 13.09 The Committee shall meet with the Board of Governors and present its report. The report shall contain a recommendation for action and shall include a rationale for the Committee's choice.

#### **Reappointment Procedures of the Committee**

~~13.00~~14.00 If, after reviewing the criteria established for the position, the incumbent elects to stand for a consecutive term, the Committee shall determine whether or not to recommend the appointment by performing the following steps:

- 14.01 The past performance of the incumbent shall be assessed in the context of the future direction of the institution. Material to be examined by the Committee shall include:
- an updated curriculum vitae;
  - the criteria established as part of the search process;
  - the criteria and objectives established for the President at the time of the first appointment;
  - the evaluations carried out by the Board of Governors;
  - any goals and objectives set by the Board of Governors for the incumbent;
  - references provided in accordance with section 14.07; and
  - the results of consultation with individuals and constituency groups.

In addition, the incumbent shall be invited by the Committee to provide a self-assessment which should include a statement of past and projected stewardship in the context of the criteria established for continuation in the position.

- 14.02 When the incumbent advises the Committee of an intention to seek reappointment, the Committee shall determine the timing of secret ballots of the regular faculty and the regular staff on the acceptability of the incumbent for reappointment. The ballots may be conducted either prior to proceeding with the Presidential assessment or once the assessment has been completed. In either case, the Committee shall provide as much information as possible to allow for an informed opinion, including the criteria established under section 10.00, the incumbent's curriculum vitae, and other relevant documentation. The Committee shall remind those voting that the secret ballots are intended to help inform the Committee's recommendation and are not a ratification vote. The results for each of the two groups shall be reported in confidence to the



Committee and to the incumbent. The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots.

- 14.03 Under normal circumstances, a review should take no longer than two months. During the period of the assessment, care must be taken by the Committee to ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process. It should be carried out thoroughly, but expeditiously.
- 14.04 At a minimum, the incumbent must be advised of: the measures to be used under section 14.01 for assessment; the individuals and constituency groups the Committee plans to consult; and the schedule for each stage of the process.
- 14.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence. ~~or submit written assessments of the incumbent for review by the Committee.~~ All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be provided by Committee members to the Committee or to the Committee Chair or Secretary in context.
- 14.06 ~~Written submissions intended for the Committee~~ Information collected under section 14.05 shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if he or she so requests and the Chair determines that there are appropriate grounds for doing so.
- 14.07 The Chair (or designate) shall contact references in confidence from a reference list developed in consultation with the incumbent. Information provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.
- 14.08 When all relevant information, including the result of the secret ballot, has been received, the Committee shall schedule an interview with the incumbent. Prior to the interview, the incumbent shall be given the results of the secret ballots.
- 14.09 The Committee shall review all evidence and reach a decision on a recommendation to the Board of Governors on reappointment by simple majority vote.
- 14.10 The Committee shall meet with the Board of Governors and present its report on the reappointment process. The report shall contain a recommendation for action and shall include a rationale for that recommendation. If the Board decides to offer reappointment to the incumbent and he or she accepts the reappointment, the results of the secret ballot shall be published.

Once the Board has approved the reappointment, and the incumbent has accepted, there shall be a meeting between the Chair of the Board, the Chancellor, and the President to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.

**AUTHORITIES AND OFFICERS**

Approving Authority: Board of Governors

Designated Executive Officer: Chair of the Board of Governors

**RELEVANT LEGISLATION**

University Act

Freedom of Information and Protection of Privacy Act

Institution	Policy/Document	Committee Numbers	Composition of Presidential Search/Review Committee	
University of Victoria	<a href="#">Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor</a>	Chancellor	✓	<p>4.00 The Appointment Committee (hereinafter referred to as “the Committee”) shall be constituted as follows:</p> <p>(1) Chancellor</p> <p>(1) Chair of the Board of Governors</p> <p>(3) Members of the Board of Governors appointed by the Chair, two of whom will be members appointed by order in council and the third will be the member elected by the employees of the university</p> <p>(1) Nominee of the University of Victoria Students' Society</p> <p>(1) Nominee of the University of Victoria Graduate Students' Society</p> <p>(1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents</p> <p>(9) One Faculty member elected by and from each faculty other than the Faculty of Graduate Studies</p> <p>(2) Members of the Senate elected by and from the Senate</p> <p>(1) President of the Alumni Association or his or her nominee</p> <p>— 20</p> <p>4.01 The Chair of the Committee shall be the Chair of the Board of Governors.</p> <p>4.02 The Secretary of the Committee shall be the Secretary of the Board of Governors.</p> <p><i>*NB – one of these Board members must be the staff member elected by the UVic employees</i></p>
		Board Chair	✓	
		Board	3*	
		Senate	2	
		Executives	0-1	
		Deans	0-1	
		Faculty	9	
		Staff	0	
		Students	2	
		Alumni	1	
		Others	0	
		TOTAL	20	
University of British Columbia	<a href="#">Board of Governors Manual</a> , p. 32 <a href="#">Terms of Reference of the Presidential Search Committee</a>	Chancellor	✓	<p>The Board of Governors empowers a Search Committee to undertake the search, composed of Board members and representatives from the Senates, faculty, staff, students and alumni of the Vancouver and Okanagan campuses.</p> <p>In 2016, the UBC Presidential Search Committee was composed of:</p> <ul style="list-style-type: none"> <li>Chancellor (Chair)</li> <li>Three (3) external members of the Board, selected by the Executive Committee of the UBC Board of Governors (the “Executive Committee”) after consultation with the Board;</li> <li>Two (2) members elected by the Vancouver Senate, and one (1) member elected by the Okanagan Senate;</li> <li>Two (2) faculty members elected by and from faculty members in the bargaining unit having their primary appointments at the Vancouver campus, and one (1) faculty member elected by and from faculty members in the bargaining unit having their primary appointments at the Okanagan campus (with the Vancouver Division and the Okanagan Division of the Faculty of Applied Science being treated as a Vancouver Faculty and an Okanagan Faculty respectively);</li> <li>Two (2) Deans selected by and from the Vancouver Committee of Deans and one (1) Dean selected by and from the Okanagan Deans’ Council (with the Dean of the Faculty of Applied Science being treated as a Dean from the Vancouver Committee of Deans rather than a Dean from the Okanagan Dean’s Council);</li> <li>Three (3) students: one (1) chosen by the UBC Vancouver Alma Mater Society Student Council, one (1) student chosen by the Graduate Student Society, and one (1) chosen by the UBC Students’ Union Okanagan;</li> <li>Two (2) members appointed by the Board of Directors, alumni UBC;</li> <li>One (1) member elected by and from UBC’s management and professional staff;</li> <li>One (1) member elected by and from Vancouver unionized staff; and,</li> <li>One (1) member elected by and from Okanagan unionized staff.</li> </ul>
		Board Chair	–	
		Board	3	
		Senate	3	
		Executives	0	
		Deans	3	
		Faculty	3	
		Staff	3	
		Students	3	
		Alumni	2	
		Others	0	
		TOTAL	21	

Institution	Policy/Document	Committee Numbers		Composition of Presidential Search/Review Committee			
University of Calgary	<a href="#">Board of Governors Presidential Search Committee Terms of Reference</a> , s. 2 <a href="#">Announcement of 2013 presidential reappointment committee</a>	Chancellor	✓	<b>2. COMPOSITION</b> <b>Chair</b> The Board Chair (ex officio, voting). <b>Vice Chair</b> The Board Vice Chair (ex officio, voting). <b>Voting Members</b> • Three Public Governors • Two academic staff members appointed by the General Faculties Council • One member appointed by Deans' Council • One member appointed by The University of Calgary Faculty Association • One member appointed by the Students' Union • One member appointed by the Graduate Students' Association • One member appointed by the Alberta Union of Provincial Employees, Local 52 • One member appointed by the Management and Professional Staff Executive Committee • The Chancellor of the University (ex officio) • One member appointed by the University Alumni Association	Chancellor	✓	In 2013, the Presidential Reappointment Committee was composed of: • Board Chair (Committee Chair) • Board vice-chair (committee vice-chair) • Chancellor • One member of the Board, selected by the Executive Committee of the Board • One member of the Presidential Advisory Search Committee which recommended the appointment of the President, selected by the Board Chair • Two representatives of General Faculties Council, elected by the Council • One member of the Board of Directors of the Alumni Association • One student, appointed jointly by the Students' Union and the Graduate Students' Association • Secretary to the Board of Governors (non-voting committee officer)
		Board Chair	✓		Board Chair	✓	
		Board	4		Board	2	
		Senate	0		Senate	2	
		Executives	0		Executives	0	
		Deans	1		Deans	0	
		Faculty	3		Faculty	0	
		Staff	2		Staff	0	
		Students	1		Students	1	
		Alumni	1		Alumni	1	
		Others	0		Others	1	
		TOTAL	14		TOTAL	9	
Carleton University	<a href="#">Appointment Guidelines for President and Vice-Chancellor</a> , 2.1(d)	Chancellor	–	The Committee shall ordinarily be composed of the following as members: • The Chair of the Board, as chair of the Committee <i>ex officio</i> ; • The Vice-Chair of the Board <i>ex officio</i> ; • Three community-at-large members of the Board, elected by the Board; • One member of the Board, being a representative on the Board of the staff of the University other than the academic or library staff, elected by the Board; • Three persons to be elected by Senate from among tenured faculty members (at least one of whom shall hold the rank of Full Professor) and professional librarians; • One senior administrator and one Dean to be elected by the Vice- President Academic and Research Committee; and • One undergraduate student and one graduate student to be elected by Senate.  The University Secretary or designate shall serve as the non-voting secretary of the Committee. The Assistant Vice-President, Human Resources shall be a resource to the Committee.  In its discretion, the Executive Committee of the Board may make adjustments in the composition of the Committee.  The Committee shall elect its Vice-Chair from among its members.			
		Board Chair	✓				
		Board	5				
		Senate	3				
		Executives	1				
		Deans	1				
		Faculty	0				
		Staff	0				
		Students	2				
		Alumni	0				
		Others	0				
TOTAL	13						

Institution	Policy/Document	Committee Numbers	Composition of Presidential Search/Review Committee
Concordia University	<a href="#">Policy on Senior Administrative Appointments</a> , s. 3 & 8; <a href="#">Policy on the Remuneration and Evaluation of Senior Administrators</a> , s.11	Chancellor	-
		Board Chair	✓
		Board	3
		Senate	0
		Executives	0
		Deans	0
		Faculty	5
		Staff	1
		Students	2
		Alumni	0
Others	0		
		TOTAL	12
			8. The President Search Committee shall be composed of 12 members as follows: <ul style="list-style-type: none"> <li>Chair</li> <li>3 external members of the Board, appointed by the Executive Committee of the Board</li> <li>4 full-time faculty members, 1 from each Faculty, elected in accordance with the Election Procedures which may be adopted from time to time</li> <li>1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time</li> <li>1 representative of the administrative and support staff, elected in accordance with the Election Procedures which may be adopted from time to time</li> <li>1 graduate student, appointed by the Graduate Students' Association</li> <li>1 undergraduate student, appointed by the Concordia Student Union</li> </ul>
			11. If the President responds in the affirmative, the Board shall establish a President Evaluation Committee composed of 12 members as follows: <ul style="list-style-type: none"> <li>Chair</li> <li>3 external members of the Board, appointed by the Executive Committee of the Board</li> <li>4 full-time faculty members, 1 from each Faculty, elected in accordance with the Election Procedures which the Board may adopt from time to time</li> <li>1 part-time faculty member, elected in accordance with the Election Procedures which the Board may adopt from time to time</li> <li>1 representative of the administrative and support staff, elected in accordance with the Election Procedures which the Board may adopt from time to time</li> <li>1 graduate student, appointed by the Graduate Students' Association</li> <li>1 undergraduate student, appointed by the Concordia Student Union</li> </ul>
			The membership of the President Search Committee shall be ratified by the Board.
			The membership of the President Evaluation Committee shall be ratified by the Board.
Dalhousie University	<a href="#">Senior Administrative Appointments Policy and Procedures</a> , s. E.2, E.3, F.1.4, F.1.5, F.2.2	Chancellor	?
		Board Chair	?
		Board	=
		Senate	=
		Executives	?
		Deans	?
		Faculty	?
		Staff	?
		Students	1+
		Alumni	?
Others	?		
		TOTAL	?
			4. <u>Search Committee Chair</u> : The chair of the search committee shall be the person to whom the senior administrative position in issue reports. The chair shall be a non-voting member except when necessary to break a tie vote. In the case of the President's search committee, the Board Chair, in consultation with the Chair of Senate, shall recommend search committee membership to the Board, in accordance with the principles set out in section F.1.5. In all other cases, the chair of the search committee shall determine the committee membership in accordance with the principles set out in section F.1.5.
			5. <u>Search Committee Membership</u> : The following principles shall be followed in selecting search committee members, all of whom shall be voting members: <p>a. In the case of the President, there shall be an equal number of Board-appointed members and non-Board-appointed members. Non-Board-appointed members shall include members appointed by Senate and a minimum of one student appointed by the Dalhousie Student Union, and may include other members of the University community who would be able to provide an informed perspective relevant to the scope of the position's responsibilities. The majority of Non-Board-appointed members shall be members appointed by Senate</p>
University of Guelph	<a href="#">Board of Governors Policy on University Appointments</a> , s. 3.1 & 3.13	Chancellor	-
		Board Chair	✓
		Board	2
		Senate	0
			3.1 [...] The composition of each Presidential Selection Committee shall be as follows:

Institution	Policy/Document	Committee Numbers	Composition of Presidential Search/Review Committee
		Executives 0 Deans 0 Faculty 3 Staff 1 Students 2 Alumni 1 Others 0 TOTAL 10	<p>Committee Chair: Chair of the Board of Governors</p> <p>Members:</p> <ul style="list-style-type: none"> <li>• Two (2) external members of the Board, appointed by the Board on the recommendation of the Governance &amp; Human Resources Committee</li> <li>• Three (3) tenured faculty members, elected by Senate</li> <li>• One (1) undergraduate student, elected by Senate</li> <li>• One (1) graduate student, elected by Senate</li> <li>• One (1) regular full-time staff member, elected by Senate</li> <li>• One (1) University of Guelph alumna or alumnus, elected by the University of Guelph Alumni Association</li> </ul> <p>3.2 The incumbent President is ineligible to serve on a Presidential Selection Committee.</p>
University of Lethbridge	<a href="#">General Faculties Council By-laws</a> , Part 4, s.G.2	Chancellor ✓ Board Chair ✓ Board 0 Senate 0 Executives 0 Deans 0 Faculty 9 Staff 2 Students 2 Alumni 0 Others 6 TOTAL 21	<p>2. A Presidential Appointment Committee shall consist of: Chair of the Board, who shall be Committee Chair; Chancellor; Six (6) persons appointed by the Board, who need not be members of the Board; Nine (9) persons as follows: Three (3) representing the Faculty of Arts and Science, one from each of the Humanities, Social Sciences and Physical Sciences, elected by the Faculty Council One (1) representing the Faculty of Education elected by the Faculty Council One (1) representing the Faculty of Fine Arts elected by the Faculty Council One (1) representing the Faculty of Management elected by the Faculty Council One (1) representing the Faculty of Health Sciences elected by the Faculty Council One (1) representing the School of Graduate Studies elected by the Graduate Council One (1) representing the Professional Librarians elected by the Professional Librarians Committee</p> <p>One (1) Undergraduate Student appointed by the Students' Union; One (1) Graduate Student appointed by the Graduate Students' Association; One (1) person, elected from among the University APO's or Exempt Support Staff classification or AUPE or an Executive Director; One (1) Academic Staff Member, appointed by ULFA.</p>
McMaster University	<a href="#">By-laws of the Board of Governors of McMaster University</a> , By-Law No. 1, s. 17  <a href="#">By-laws of the Senate of McMaster University</a> , Article II, s. 9(b)  <a href="#">1976 Act</a>	Chancellor – Board Chair – Board 2 Senate 0 Executives 0 Deans 0 Faculty 4 Staff 1 Students 2 Alumni 1 Others 0 TOTAL 10	<p>17. From time to time, as required, the Board shall appoint five of its members to a Board-Senate Committee to Recommend a President, one of whom shall be from those appointed under Section 8 (1) (d) of the 1976 Act [Alumni Association appointees], one member from those elected under Section 8 (1)(i) [non-teaching staff], one member from those elected under Section 8 (1)(f) [teaching staff], and two members shall be from among the persons elected or appointed under Sections 8 (1)(b) [elected by Board but not full-time students or teaching or non-teaching staff], 8 (1)(c) [appointed by affiliated colleges] or 8(1)(j) [Lieutenant Governor in Council appointees] of the 1976 Act.</p> <p>9. (b) The Senate component of a Committee for Recommending a President shall consist of three faculty members, one graduate student and one undergraduate student, to be elected by the Senate, but not necessarily from the Senate, in accordance with the procedure described in Section 118 (a).</p>

Institution	Policy/Document	Committee Numbers		Composition of Presidential Search/Review Committee					
University of Northern British Columbia	<a href="#">Selection Procedures for the Search Committee for the President &amp; Vice-Chancellor (2011) [no longer online – retrieved from Internet Archive]</a>	Chancellor	✓	<b>2. Search Committee Composition (18 members)</b> <ul style="list-style-type: none"> <li>Board Chair (Chair)</li> <li>Board Vice-Chair (Vice-Chair)</li> <li>Chancellor</li> <li>Three other Board members, including a regional member chosen by the Human Resources Committee of the Board</li> <li>One Senior Academic Officer (Provost, Vice-Provost, or Dean) and one Senior Administrative Officer (Director or Vice-President), chosen by the Human Resources Committee of the Board in consultation with President’s Council</li> <li>Director, Human Resources (non-voting)</li> <li>A regional representative (chosen by the Human Resources Committee of the Board)</li> <li>3 Faculty members (chosen by Senate - at least one from each College)</li> <li>2 students, one undergraduate and one graduate (chosen by the Human Resources Committee of the Board, in consultation with the appropriate student governing body)</li> <li>A staff member (chosen by the Human Resources Committee of the Board, in consultation with CUPE and the Exempt groups)</li> <li>A First Nations member (chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on First Nations and Aboriginal People)</li> <li>Secretary of the Board of Governors (non-voting Committee Officer).</li> </ul>	Chancellor	✓	<b>3. Composition [of Review Committee]</b> <ul style="list-style-type: none"> <li>Board Chair (Committee Chair)</li> <li>Board vice-Chair (Committee Vice-Chair)</li> <li>Chancellor</li> <li>Three other Board members, including a student member (chosen by the Human Resources Committee of the Board)</li> <li>Two faculty members (chosen by Senate)</li> <li>One student, undergraduate or graduate depending on the status of the Board member (chosen by the Human Resources Committee of the Board, in consultation with the appropriate student governing body)</li> <li>A staff member (chosen by the Human Resources Committee of the Board, in consultation with the three campus staff groups)</li> <li>A First Nations member (chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on First Nations and Aboriginal People)</li> <li>Director of Human Resources (non-voting)</li> </ul>		
		Board Chair	✓		Board Chair	✓			
		Board	4		Board	3			
		Senate	0		Senate	0			
		Executives	0-1		Executives	0			
		Deans	0-1		Deans	0			
		Faculty	3		Faculty	2			
		Staff	2		Staff	1			
		Students	2		Students	2			
		Alumni			Alumni	0			
		Others	2		Others	1			
TOTAL	18	TOTAL	12						
(voting/non-voting)	16/2	(voting/non-voting)	11/1						
Queen’s University	<a href="#">Terms of Reference of the Joint Board/Senate Committee to Review the Principalship</a>	Chancellor	✓	<ul style="list-style-type: none"> <li>Chancellor (Chair, <i>ex officio</i>)</li> <li>9 members nominated by the Governance and Nominating Committee of the Board of Trustees and appointed by the Board:                             <ul style="list-style-type: none"> <li>by convention, the Board Chair and the Rector are nominated</li> <li>by tradition, 1 nominee is elected by the staff of Queen’s</li> </ul> </li> <li>9 members nominated by the Nominating Committee of Senate and appointed by the Senate:                             <ul style="list-style-type: none"> <li>by convention, the nominees include five faculty Senators (including one Dean); three student Senators (including the President of the AMS, the President of the SGPS, and one student Senator-at-large); and one staff Senator</li> </ul> </li> <li>the Director of Human Rights &amp; Equity shall serve as a non-voting advisor</li> <li>The University Secretary is the Secretary to the Joint Committee, and may appoint a member of Secretariat staff to a confidential support role</li> </ul>	Chancellor	✓			
		Board Chair	✓		Board Chair	✓			
		Board	7		Board	7			
		Senate	-		Senate	-			
		Executives	0		Executives	0			
		Deans	1		Deans	1			
		Faculty	4		Faculty	4			
		Staff	2		Staff	2			
		Students	3		Students	3			
		Alumni	0		Alumni	0			
		Others	0		Others	0			
TOTAL	19	TOTAL	19						

Institution	Policy/Document	Committee Numbers		Composition of Presidential Search/Review Committee			
Simon Fraser University	<a href="#">Presidential Search Committee policy (B 10.06)</a>	Chancellor	-	<p style="text-align: center;"><u>Appointment</u></p> <ul style="list-style-type: none"> <li>Chair of the Board of Governors (or designate) shall chair the Committee</li> <li>2 Members, Board of Governors - Appointed by Chair normally from OIC members</li> <li>Vice-President or Associate VP - Selected by the Vice-Presidents</li> <li>3 Faculty Members - Elected by and from the faculty members jointly with no more than one to be elected from any Faculty.</li> <li>2 Deans - Selected by the Deans after faculty members have been elected</li> <li>1 Employee - Elected by and from continuing employees who are not faculty members</li> <li>2 Students - Elected by and from the student body</li> <li>President of Faculty Association or designate</li> <li>President of Undergraduate Student Society or designate</li> <li>President of Graduate Student Society or designate</li> <li>President of Alumni Association or designate</li> </ul>	Chancellor	-	<p style="text-align: center;"><u>Re-Appointment</u></p> <ul style="list-style-type: none"> <li>Chair of the Board of Governors (or designate) – Chair</li> <li>2 Members, Board of Governors – Appointed by the Chair, normally from OIC members</li> <li>1 Student Member of the Board – Appointed by the Chair.</li> <li>1 Vice-President or Associate Vice-President – Selected by the Vice-Presidents and Associate Vice-Presidents</li> <li>2 Faculty Senators – Elected by and from Senate</li> <li>1 Dean – Selected by the Deans after faculty members have been elected</li> <li>1 Employee – Selected by the Employees' Council</li> <li>1 Student Member – Elected by Senate (a graduate student, if the Student Board member is an undergraduate, and vice versa if the Student Board member is a graduate student)</li> </ul>
		Board Chair	✓		Board Chair	✓	
		Board	2		Board	2	
		Senate	0		Senate	0	
		Executives	1		Executives	1	
		Deans	2		Deans	1	
		Faculty	4		Faculty	2	
		Staff	1		Staff	1	
		Students	4		Students	2	
		Alumni	1		Alumni	0	
		Others	0		Others	0	
		TOTAL	16		TOTAL	10	
University of Waterloo	<a href="#">Policy 50 – The President of the University</a> , s. 4	Chancellor	-	<p>The nominating committee shall consist of:</p> <ul style="list-style-type: none"> <li>The Chair of the Board of Governors, who shall chair the committee.</li> <li>The Vice-Chairman of the Board of Governors, who shall serve as Vice-Chairman.</li> <li>The following members to be appointed by the Board:                             <ul style="list-style-type: none"> <li>Two community-at-large members of the Board.</li> <li>One member of the Board from among those appointed by the Lieutenant-Governor-in-Council.</li> <li>One member of the Board who is a faculty member on Senate.</li> <li>One alumnus/a who may or may not be a member of the faculty, staff or student body.</li> <li>One member of the Board who is a graduate student.</li> <li>One member of the Board who is an undergraduate student.</li> </ul> </li> <li>A senator of professorial rank from each Faculty, elected by a vote within the Faculty. [6]</li> <li>Two regular faculty members, elected from and by the faculty-at-large of the University.</li> <li>One staff member, elected by and from the regular ongoing staff of the University.</li> <li>One faculty member from and appointed by the Federated &amp; Affiliated Colleges.</li> </ul>	Chancellor	-	
		Board Chair	✓		Board Chair	✓	
		Board	4		Board	4	
		Senate	6		Senate	6	
		Executives	0		Executives	0	
		Deans	0		Deans	0	
		Faculty	4		Faculty	4	
		Staff	1		Staff	1	
		Students	2		Students	2	
		Alumni	1		Alumni	1	
		Others	0		Others	0	
		TOTAL	19		TOTAL	19	
University of Western Ontario	<a href="#">Appointment Procedures for Senior Academic and Administrative Officers of the University</a>	Chancellor	-	<p style="text-align: center;"><u>Search:</u></p> <p><u>Composition of Selection Committee</u></p> <p>Pursuant to Section 19(a) of the UWO Act, a committee to select a President &amp; Vice-Chancellor shall consist of:</p>	Chancellor	-	<p style="text-align: center;"><u>Review:</u></p> <p><u>5. Composition</u></p> <ul style="list-style-type: none"> <li>Senior Operations Committee [of the Board] [Chair, Vice-Chair, &amp; 5 other members]</li> <li>4 members of the Board, elected by the Board, including:</li> </ul>
		Board Chair	-		Board Chair	✓	
		Board	5		Board	6	
		Senate	4		Senate	0	



Institution	Policy/Document	Committee Numbers		Composition of Presidential Search/Review Committee			
	<a href="#">Presidential Review Protocol</a>	Executives	0	(a) 5 members of the Board of Governors, named by the Board (b) 5 persons named by the Senate, at least one of whom must be a student	Executives	0	<ul style="list-style-type: none"> <li>○ 2 members of faculty, 1 of whom was appointed to the Board by the Senate</li> <li>○ 1 student</li> <li>○ 1 member of the Board appointed to the Board by the Alumni Association</li> </ul> <p>The Chair of the Board shall be the Chair of the Committee. The Vice-Chair of the Board shall be Vice-Chair of the Committee.</p> <p>The Secretary of the Board of Governors shall act as Executive Officer to the Committee.</p>
		Deans	0		Deans	0	
		Faculty	0	Faculty	2		
		Staff	0	Staff	0		
		Students	1	The Chair of the Board of Governors shall convene the Committee.	Students	1	
		Alumni	0	The Committee shall select its own Chair.	Alumni	1	
		Others	0		Others	0	
		TOTAL	10		TOTAL	11	
York University	<a href="#">Presidential Search (Principles)</a>	Chancellor	–	<u>Presidential Search:</u>	<u>Renewal of a Presidential Term:</u>		The Board of Governors, in consultation with Senate.
		Board Chair	–				
		Board	5	The search committee should consist of 14 full voting members:			
		Senate	0				
		Executives	0	7 members nominated by the Board of Governors, one of whom shall chair, one of whom shall be an alumnus / alumna of the University, and one of whom shall be a non-academic staff member			
		Deans	0				
		Faculty	5				
		Staff	1				
		Students	2				
		Alumni	1	7 members nominated by Senate following election by Senate, including 5 faculty members, 1 undergraduate student and 1 graduate student			
		Others	0				
TOTAL	14						



**President and Vice-Chancellor**

Michael Williams Building Room A220 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada  
T 250-721-7002 | F 250-721-8654 | pres@uvic.ca | uvic.ca/president

# MEMO

Date: 14 February 2018  
To: Members of Senate  
From: Jamie Cassels, QC  
President and Vice-Chancellor  
**RE: 2017 Policy Annual Report**

A handwritten signature in blue ink, appearing to read "Jamie Cassels", written over the "From:" line of the memo header.

---

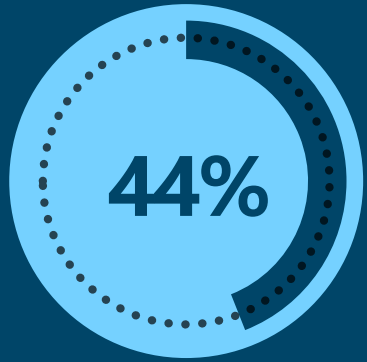
The Policy on University Policies and Procedures (GV0100) calls for the President to report annually the Board of Governors and the Senate on university policies developed and reviewed during the previous year. The 2017 Policy Review Annual Report captures university policy activities and accomplishments in the 2017 calendar year and outlines current policy activities and priorities for 2018.

More information about university policies is available on the University Secretary's website at [www.uvic.ca/universitysecretary/policies](http://www.uvic.ca/universitysecretary/policies).

Attached for Senate's information is the 2017 Policy Review Annual Report.

/attachments





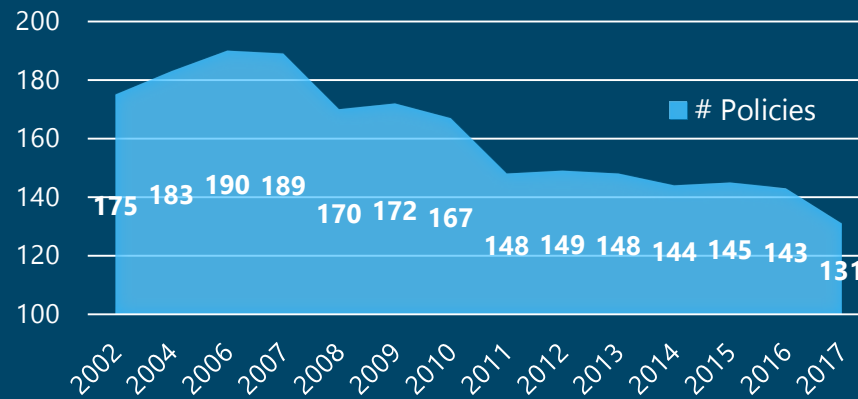
of the Policy Portfolio is up to date as of December 2017

**4** new policies were developed and approved, including UVic's first **Sexualized Violence Prevention and Response Policy**

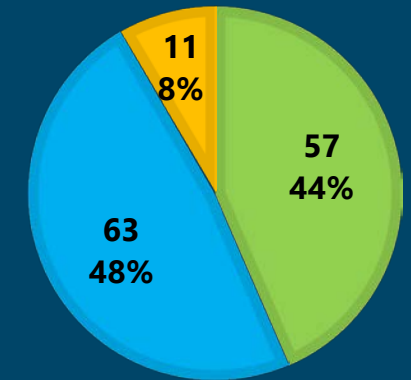
# 131 university-wide policies

**10** obsolete policies consolidated into new policies

**2**



■ Up to Date   ■ Review Started  
■ Needs Review



**63** outdated policies are currently being reviewed

# 2017 POLICY PORTFOLIO AT A GLANCE

**19** past-due policies reviewed and **updated** or **rescinded**



**4** other policies reviewed

**1** editorial change



**University  
of Victoria**

**Date:** February 14, 2018  
**To:** Members of the Board of Governors and Senate  
**From:** Prof. Jamie Cassels, QC  
President  
**Re:** 2017 University Policy Annual Report

---

## **Introduction**

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

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

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

This report also identifies university policy-related priorities for 2018.

### **The University Secretary's Role**

The University Secretary's office supports the offices of the President and the Vice-Presidents (the Designated Executive Officers, DEOs) in developing and maintaining policies within their respective portfolios. The USEC Policy Officer carries out policy drafting, research, and benchmarking as needed, coordinates policy development and review with the DEOs, and ensures that policy changes are consistent with the university's policy framework.

## Update on the Policy Framework

The university continues to move forward with two related initiatives: the Policy Renewal Project, and improvements to the policy management framework. Both of these initiatives were launched in 2015/16 in response to direction from the BC Auditor General, which highlighted the importance of up-to-date institutional policies for effective governance and risk avoidance.

### Policy Renewal Project

The Policy Renewal Project is an expedited review of university policies and procedures that are past their mandated review date. In 2017, significant policy renewal progress was made, with six outdated policies updated and 13 obsolete policies rescinded. High-impact policy reviews completed in 2017 include: the [Protection of Privacy Policy \(GV0235\)](#), the [Records Management Policy \(IM7700\)](#), and the Violence and Threatening Behaviour policy (SS9105).

Four new policies were developed and are now in effect, including UVic's first [Sexualized Violence Prevention and Response Policy \(GV0245\)](#). In conjunction with efforts to develop this policy, the [Resolution of Non-Academic Misconduct Allegations policy \(AC1300\)](#) and the Violence and Threatening Behaviour policy were thoroughly reviewed; the latter was rescinded and replaced with the new [Response to At-Risk Behaviour policy \(SS9125\)](#).

A working group led by the President's office concluded a multi-year effort to develop a consolidated space booking policy. In consultation with campus stakeholders, this working group successfully replaced eight obsolete space-specific policies with one high-level policy to regulate booking space across the university. This new [Booking of University Space policy \(BP3440\)](#) contains principles and rules for booking university space, as well as guidance for individual units to develop their own procedures for spaces that they manage.

The university carried out a project to review the university's privacy, records management, and information security policies. In 2012 the university committed to review these on a cyclical basis (every three years). The consultants engaged to carry out the review produced a report that detailed a list of recommended policy changes. The Chief Privacy Officer and the Policy Officer drafted policy revisions in consultation with stakeholders across the university community. In summer 2017, the Board approved revisions to the Protection of Privacy Policy and the Records Management Policy. The [Information Security Policy \(IM7800\)](#) is targeted for review in 2018.

The University Secretary's office supported the Copyright Office to develop a new [Copyright Compliance and Administration Policy \(IM7310\)](#). This new policy sets out how the university's copyright program is administered, and what individual units' responsibilities are. It also serves as the new home for the university's Fair Dealing Guidelines (which had been housed under the Records Management Policy). Approving this policy allowed the university to rescind two obsolete copyright-related policies.

### **Policy Management Framework Research Project**

The Governance Services Manager undertook, with the executive's support, a study of selected comparator universities' policy renewal processes and structures. The final report, titled *University Policy Management Framework Design: Smart Practices for Strategic Implementation*, makes several recommendations to improve UVic's policy management framework.

The University Secretary's office will continue to discuss the report's recommendations with senior leadership, and is preparing to move ahead with improvements to the university's policy framework.

### **Other Policy Developments**

The [Purchasing Policy \(FM5105\)](#), which had been revised in 2016, was given a more thorough overhaul in 2017. This is consistent with the changing needs of Purchasing Services, which led the review with support from the University Secretary's office.

The [Procedures for the Imaging of University Records](#) are new procedures attached to the Records Management Policy. Developed by University Archives, these procedures ensure that a unit's imaging program will copy source records accurately, reliably, and in compliance with legal and industry standards.

Lastly, revisions were made to the [Buildings and Grounds Usage Policy \(BP3105\)](#) and to the [Traffic and Parking Regulations \(BP3205\)](#), to keep these policies consistent with recent legislative developments and changes to university operations.

## **Looking Ahead**

The Policy Renewal Project will continue through 2018 and beyond, with the goal of bringing the policy portfolio to 100% currency. Building on significant progress to date, the University Secretary's office will continue to work with DEOs and stakeholders to review outdated policies according to their risk level and the length of time since their last review.

Two major policy reviews are scheduled to begin in 2018: [Academic Accommodation and Access for Students with Disabilities \(AC1205\)](#), and [Discrimination and Harassment \(GV0205\)](#). These are policies with significant institutional impact, and will require comprehensive reviews with extensive stakeholder consultation. These reviews are expected to be multi-year projects.

Nine additional policies will become due for review in 2018. Reviews of these policies will begin in a timely fashion.

Other university policy-related priorities for 2018 include:

- (a) continue to identify and rescind or relocate university policies and procedures that no longer meet the university policy standard;

- (b) continue to analyze and determine where additional new university policies and procedures are required and where related policies can be consolidated; and
- (c) create tools and guides for the university community to improve policy management, development, and review.

## **Attachments**

Appendix – Status of the Policy Portfolio

## 2017 Policy Annual Report

### Appendix – Status of the Policy Portfolio

#### New Policies and Procedures

Since January 1, 2017, four new university policies and one new procedure were developed and approved.

Policy	Portfolio	Approved
<b>New Policies Approved</b>		
Booking of University Space (BP3440)	PRES	September 2017
Copyright Compliance and Administration (IM7310)	PRES	September 2017
Response to At-Risk Behaviour (SS9125)	PRES	September 2017
Sexualized Violence Prevention and Response Policy (GV0245)	PRES	May 2017, revised June 2017
<b>New/Revised Procedures Approved</b>		
Procedures for Interim Executive Appointments – REVISED	PRES	October 2017
Procedures for the Imaging of University Records – NEW	USEC	October, 2017

The following new policies and procedures continue to be under development:

Policy	Portfolio	Status	Purpose
<b>New Policies in Development</b>			
Procedures for the Appointment, Review, and Re-Appointment of Associate Deans (consolidation)	VPAC	Under development	New policy to consolidate the 13 appointment procedures for Associate Deans into one “umbrella” policy, similar to the consolidated decanal policy GV0450.



Policy	Portfolio	Status	Purpose
Poster, Banner, and Handbill Policy	VPFO/ VPAC	Under development	New policy will update guidelines on the posting of posters/banners on university property; the use of university notice boards; the distribution of handbills; and chalking on university property.
Student Residence Policy	VPAC	Under development	New high-level policy to replace existing Student Residences policy (BP3500) and Operation of Family Housing Policy (BP3505).
University-Sponsored Off-Campus Activities Risk Management Policy	PRES	Under development	New policy to replace existing Fieldwork and International Travel Risk Management Policy (AD2210) and Guidelines for Participation in International Activities (AD2200).

### Revised Policies and Procedures

Since January 1, 2017, the following university policies and procedures were revised:

Policy	Portfolio	Approved
<b>Outdated Policies Renewed</b>		
Key and Access Card Control (BP3125)	VPFO	March 2017
Protection of Privacy Policy (GV0235)	PRES	June 2017
Records Management Policy (IM7700)	PRES	June 2017
Retention of External Legal Counsel (AD2100)	PRES	November 2017
Short Term Investment Policy (FM5200)	VPFO	January, September, & November 2017
Sustainability Policy (GV0800)	PRES	January 2017
<b>Current Policies Revised</b>		
Buildings and Grounds Usage (BP3105)	VPFO	September 2017

Policy	Portfolio	Approved
Purchasing Policy (FM5105)	VPFO	August 2017
Resolution of Non-Academic Misconduct Allegations (AC1300)	PRES	August 2017
Traffic and Parking Regulations (BP3205)	VPFO	September 2017
<b>Editorial Changes Made</b>		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	December 2017

### *Rescinded Policies and Procedures*

Since January 1, 2017, the university rescinded the following policies and procedures that no longer met the university policy standard or had been superseded by other policies or documents.

In order to meet the university policy standard, a policy must be current and relevant. University policies must also be principle-based statements to be followed in carrying out the activities of the university and must have broad application throughout the university.

Policy	Portfolio	Rationale	Date Rescinded
<b>Policies Rescinded</b>			
Booking of Physical Education, Athletics, and Recreational Facilities (BP3430)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Booking Policy Guide – Residence and Food Facilities (BP3425)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Copyright and Computer Programs (IM7300)	PRES	Replaced by new Copyright Compliance and Administration Policy	September 2017
Copyright and the Use of Video Materials (IM7305)	PRES	Replaced by new Copyright Compliance and Administration Policy	September 2017
Examinations & Grades (AC1125)	VPAC	The policy did not meet the university policy standard pursuant to the	January 2017

Policy	Portfolio	Rationale	Date Rescinded
		Policy on University Policies and Procedures.	
Policy Governing the Operation of the Cadboro Commons Building (BP3420)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Policy of External Booking of University Space (BP3400)	PRES	Consolidated into new Booking of University Space Policy	September 2017
Teaching & Organization of Courses and Programs (AC1150)	VPAC	The policy did not meet the university policy standard pursuant to the Policy on University Policies and Procedures.	January 2017
University Centre A180 Booking Policy (BP3415)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
University Centre Auditorium: General Use and Booking Policy (BP3435)	VPER	Consolidated into new Booking of University Space Policy	September 2017
University Centre Foyer Booking Policy (BP3410)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Use of University Facilities of Academic Departments by External Organizations or Individuals (BP3405)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Violence and Threatening Behaviour (SS9105)	PRES	Replaced by Response to At-Risk Behaviour Policy	September 2017

### **Policies and Procedures Requiring Review**

The following policies and procedures are past their mandated review date or otherwise require review.

Policy	Portfolio	Status
<b>Targeted For Deletion</b>		
Bookstore Budget Policy (FM5505)	VPAC	Under review

Policy	Portfolio	Status
Food Services Budget Policy (FM5510)	VPAC	Under review
Printing and Duplicating Services Budget Policy (AD2525)	VPAC	Under review
Residence Services Budget Policy (FM5515)	VPAC	Under review
<b>Require Review</b>		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	To be reviewed – Committee to begin meeting in 2018
Acceptable Use of Electronic Information Resources	VPFO	Under review
Appointment of Associate Deans (13) (GV0500; GV0600-GV0655)	VPAC	To be reviewed
Appointment of Chairs of Departments or Divisions (GV0700)	VPAC	Under review
Appointment of Research Centre Directors (GV0705)	VPRE	Under review
Appointment of the Chancellor (GV0295)	PRES	To be reviewed
Appointment of the Non-Academic AVPs (GV0295)	PRES	Under review
Appointment of the Vice-President Academic and Provost (GV0305)	PRES	To be reviewed
Art Collections (BP3310)	VPER	To be reviewed
Audio-Visual and Maintenance Services Policy (AD2510)	VPFO	To be reviewed
Auditor Independence (GV0230)	VPFO	Awaiting approval – anticipated early 2018
Bookstore Operation (AD2500)	VPAC	Under review
Capital Expenditures on Physical Plant (FM5205)	VPFO	To be reviewed
Casual Employment of Students (HR6300)	VPFO	To be reviewed
Chairs of Departments and Directors of Schools (GV0710)	VPAC	To be reviewed

Policy	Portfolio	Status
Communicable Diseases (SS9300)	VPFO/ VPAC	Awaiting Approval – anticipated in January 2018
Conflict of Interest and Confidentiality (GV0210)	PRES	Under review
Conflict of Interest in Employment Practices (HR6200)	PRES	Under review
Conflicts of Interest in Student-Faculty Relationships (AC1200)	VPAC	Under review
Critical Incident Response Procedures (SS9115)	VPFO	To be reviewed
Deans of Faculties and Divisions (GV0660)	VPAC	Under review
Determination of Employment Relationship (HR6325)	VPFO	To be reviewed
Discrimination & Harassment (GV0205)	PRES	To be reviewed
Duties and Responsibilities of Directors of Research Centres (GV0715)	VPRE	To be reviewed
Educational Services Contract Policy (AC1110)	VPAC	Under review
Employment Accommodation (HR6115)	VPFO	Under review
Employment under Externally Funded Grants and Contracts (HR6305)	VPFO	To be reviewed
Equity Policy for Female Faculty Members (HR6105)	PRES	To be reviewed
Establishment and Review of Research Centres (RH8300)	VPRE	Under review
Establishment of Certificate and Diploma Programs (AC1135)	VPAC	Under review
External Research Funding Agreements (RH8200)	VPRE	Under review
Fieldwork and International Travel Risk Management Policy (AD2210)	PRES/ VPFO	Under review
Guidelines for Participation in International Activities (AD2200)	PRES	Under review
Guidelines on Preferential or Limited Hiring (HR6110)	PRES	Under review

Policy	Portfolio	Status
Human Rights, Equity and Fairness (GV0200)	PRES	To be reviewed
Indirect Costs of Research (FM5400)	VPRE	Under review
Information Security Policy (IM7800)	VPFO	To be reviewed
Intellectual Property (GV0215)	VPAC/ VPRE	Under review
Licensing Program Policy (AD2215)	VPAC/ VPER	Under review
Libraries Loan Policy (IM7600)	VPAC	Under review
Off-Campus Graduate Programs (AC1115)	VPAC	Under review
Photocopy and Facsimile Services Policy (AD2530)	VPAC	Under review
Political Leave Policy (HR6425)	VPFO	Under review
Post-Doctoral Fellows Policy (HR6310)	VPRE	To be reviewed
Printing and Duplicating Services Policy (AD2525)	VPAC	Under review
Prevention of Violence in the Workplace Policy (SS9120)	VPFO	Under review
Regalia Services Policy (AD2505)	VPAC	Under review
Relocation Grant Policy (HR6405)	VPAC	To be reviewed
Research Grants in Lieu of Salary Policy (RH8205)	VPRE	Under review
Research Involving Humans (RH8105)	VPRE	Under review
Research or Teaching Involving Animals (RH8110)	VPRE	To be reviewed
Research Policy (RH8100)	VPRE	To be reviewed
Risk Management Policy (GV0225)	VPFO	To be reviewed

Policy	Portfolio	Status
Specialist/Instructional Appointments (HR6315)	VPAC	Under review
Student Residence and Family Housing policies (BP3500, BP3505)	VPAC	Under review
Title of Emeritus or Emerita (AC1140)	VPAC	To be reviewed
Travel Allowance for Visiting and Sessional Appointments (HR6415)	VPAC	To be reviewed
Use of Vehicles and Parking on Campus (BP3200)	VPFO	Under review

### *Policies with Transferred Approving Authority*

In 2017 no approving authorities were transferred based on current organizational responsibilities.



University  
of Victoria

University  
Secretary

# MEMO

**Date:** February 14, 2018  
**To:** Members of Senate  
**From:** Julia Eastman, University Secretary *JE*  
**Re:** **Ten-Year Sessional Calendar**

---

Under its authority for the academic governance of the university, Senate approves the Ten-Year Sessional Calendar.

On February 9, 2018 the Provincial Government announced that BC's Family Day would be moved to the third week in February beginning in 2019. As a result, the February Reading Week has been adjusted to reflect this change in the attached 10-Year Sessional Calendar.

**Recommended motion:**

*That Senate approve the revised 2017-2027 Ten-Year Sessional Calendar.*

/Attachment





UNIVERSITY OF VICTORIA SESSIONAL CALENDARS

ACADEMIC YEAR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b>SUMMER SESSION</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
May/Aug ("K") courses begin	May 1	May 7	May 6	May 4	May 3	May 2	May 1	May 6	May 5	May 4
May and May/June ("A"&"M") courses begin - May	8	14	13	11	10	9	15	13	12	11
Victoria Day-May	22	21	20	18	24	23	22	20	19	18
May ("A")courses end	June 7	June 6	June 5	June 3	June 2	June 1	June 7	June 5	June 4	June 3
June("J")courses begin-June	June 8	June 7	June 6	June 4	June 3	June 2	June 8	June 6	June 5	June 4
Spring Convocation-June	12,13,14,15,16	11,12,13,14,15	10,11,12,13,14	8,9,10,11,12	7,8,9,10,11	13,14,15,16,17	12,13,14,15,16	10,11,12,13,14	9,10,11,12,13	8,9,10,11,12
May/June and June ("M"& "J") courses end-June	30	29	28	26	25	24	30	28	27	26
Canada Day-July 1	Sat	Sun	Mon	Wed	Thur	Fri	Sat	Mon	Tue	Wed
May/Aug courses Read Break	Jul 3 - 4	Jul 2 - 3	Jul 1 - 2	Jul 1 - 2	Jul 1 -2	Jun 30 – Jul1	Jul 3 – 4	Jul 1 – 2	Jun 30 – Jul 1	Jul 1 – 2
July and July/August ("P"&"R") courses begin	5	4	3	6	5	4	5	3	3	6
July courses ("P")end-July	27	26	25	28	27	26	27	25	25	28
August("Q")courses begin-July	28	27	26	29	28	27	28	26	28	29
Last day of classes - May/August ("K") courses	July 28	Aug 3	Aug 2	July 31	July 30	July 29	July 28	Aug 2	Aug 1	July 31
B.C. Day - August	7	6	5	3	2	1	7	5	4	3
Examinations begin - May/August courses-August	8	7	6	4	3	2	8	6	5	4
Examinations end - May/August courses-August	18	17	16	17	19	17	18	17	16	17
July/August and August "R"&"Q") courses end-August	21	20	19	21	20	19	21	18	20	21
<b>WINTER SESSION</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Labour Day-September	4	3	2	7	6	5	4	2	1	7
Classes start	6	5	4	9	8	7	6	4	3	9
Thanksgiving-October	9	8	14	12	11	10	9	14	13	12
November 11	Sat	Sun	Mon	Wed	Thur	Fri	Sat	Mon	Tue	Wed
Reading Break-November	13 - 15	12 - 14	11 - 13	9 - 11	10 - 12	9 - 11	13 - 15	11 - 13	10 - 12	9 - 11
Fall Convocation-November	14 & 15	13&14	12 & 13	9 & 10	10 & 12	9 & 10	14 & 15	12 & 13	10 & 12	9 & 10
Classes end-December	1	5	4	4	3	2	1	4	3	4
Examinations-December	4 - 18	8 - 22	7 - 21	7 - 21	6 - 20	5 - 19	4 - 18	7 - 21	6 - 20	7 - 21
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Classes start-January	3	7	6	4	5	4	3	6	5	4
<b>Family Day – February</b>	12	<b>18</b>	<b>17</b>	<b>15</b>	<b>21</b>	<b>20</b>	<b>19</b>	<b>17</b>	<b>16</b>	<b>15</b>
<b>Reading Break-February</b>	12-16	<b>18 - 22</b>	<b>17 - 21</b>	<b>15 - 19</b>	<b>21 - 25</b>	<b>20 - 24</b>	<b>19 - 23</b>	<b>17 - 21</b>	<b>16 - 20</b>	<b>15 - 19</b>
Easter weekend	Mar 30 – Apr 2	Apr 19 - 22	Apr 10 - 13	Apr 2 - 5	Apr 15 – 18	Apr 7 – 10	Mar 29 – Apr 1	Apr 18 - 21	Apr 3 – 6	Mar 26 - 29
Classes end-April	6	5	3	1	4	6	5	4	2	5
Examinations-April	9 - 24	8 - 27	6 - 24	6 - 22	6 – 25	11 – 26	8 – 23	7 – 25	7 – 22	8 – 23
Summer class days	62	62	62	62	62	62	62	62	62	62
Days lost	MMT	MMT	MMT	MWR	MTF	MRF	MMT	MMT	MMT	MWR
Fall class days	59	62	62	59	59	59	59	62	62	59
Days lost	MWRF	MMTW	MMTW	MMTW	MWTF	MWRF	MMTW	MMTW	MMTW	MMTW
Winter class days	61	60	60	59	59	62	61	60	59	59
Days lost	MTWRF	MTWRF	MTWRF	MTWRF	MTWTF	MTWRF	MTWRFFM	MTWRF	MTWRF	MTWRFFM

**UNIVERSITY OF VICTORIA SESSIONAL CALENDARS**

**2017-2027**

Attached is the ten-year calendar for the period 2017- 2027. The annual calendars are subject to approval by Senate each year.

The dates for the Faculty of Law may differ because they are approved each year.

Secretary of Senate  
Michael Williams Building

Adopted by Senate 2 December 1987

Revised 1 February; 5 April 1989; 6 May 1992; 6 January 1993; 5 May 1993; 1 December 1993; 6 April 1994; 3 May 1995; 7 May 1997; 7 October 1998; 5 May 1999; 4 October 2000; 11 Oct 2000; 5 December 2001; 10 January 2003; 5 March 2004; 4 February 2005; 3 February 2006; 7 February 2007; 1 February 2008; 6 February 2009; 9 April 2010; 4 February 2011; 4 March 2011; 7 October 2011; 3 February 2012; 4 May 2012; 5 October 2012; 1 February 2013; 7 February 2014; 6 February 2015; 5 February 2016; 3 February 2017; 2 February 2018