Office of the University Secretary
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SENATE

Notice of
Meeting and Agenda

**University
of Victoria**

The next open meeting of the Senate of the University of Victoria is scheduled for Friday, January 11, 2019 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. December 7, 2018 **(SEN-JAN 11/19-1)**

    Motion: That the minutes of the open session of the meeting of the Senate held on December 7, 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**	**INFORMATION**

    a. President's Report

5.   **CORRESPONDENCE**

6.   **PROPOSALS AND REPORTS FROM SENATE COMMITTEES**

    a. Senate Committee on Admission, Re-registration and Transfer – Dr. Sandra Hundza, Chair

       i. 2017/18 Annual Report **(SEN-JAN 11/19-2)**   **INFORMATION**

    b. Senate Committee on Agenda and Governance – Prof. Jamie Cassels, Chair

       i. 2017/18 Annual Report **(SEN-JAN 11/19-3)**   **INFORMATION**

       ii. Upcoming Senate committee vacancies **(SEN-JAN 11/19-4)**   **INFORMATION**

iii. Revisions to the Terms of Reference for the Senate Committee   **ACTION**
on Admission, Re-registration and Transfer **(SEN-JAN 11/19-5)**

Motion: That Senate approve the revisions to the terms of reference
for the Senate Committee on Admission, Re-registration and Transfer.

c. Senate Committee on Awards – Dr. Annalee Lepp, Chair

i. New and Revised Awards **(SEN-JAN 11/19-6)**   **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:

- Herta Hartmanshenn Award in Music (revised)*
- George Jennings Burnett Memorial Award (revised)*
- Mary Dorothy Jones Bessex Award (revised)*
- School of Exercise Science, Physical and Health Education Entrance Scholarship (revised)*
- School of Exercise Science, Physical and Health Education Scholarship (revised)*
- School of Exercise Science, Physical and Health Education Graduate Scholarship (revised)*
- Henry, Annie and Harry Cathcart Award (revised)*
- MBA Leadership/Citizenship Award (revised)
- MBA Pay-It-Forward Award (revised)*
- Fox Memorial Bursary (revised) *
- Phoenix Theatre Award (revised)*
- Finlayson Award (revised)*
- Jean Sally Wilson Scholarship (new)*

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

i. Proposal to Change the Name of the Software Engineering CSC   **ACTION**
Degree Option to "Software Systems" **(SEN-JAN 11/19-7)**

Motion: That Senate approve the proposal to change the name of the
Software Engineering CSC Degree Option to "Software Systems", as
described in the memorandum dated November 9, 2018.

ii. Proposal to Discontinue the Diploma in Fine Arts   **ACTION**
(SEN-JAN 11/19-8)

<u>Motion:</u> That Senate approve, and recommend to the Board of
Governors that it also approve, the proposal to discontinue the
Diploma in Fine Arts, as described in the memorandum dated
October 16, 2018.

iii. Proposal to Establish a Minor in Data Science   **ACTION**
(SEN-JAN 11/19-9)

<u>Motion:</u> That Senate approve, and recommend to the Board of
Governors that it also approve, the proposal to establish a Minor in
Data Science, as described in the document "Minor in Data
Science", and that this approval be withdrawn if the program should
not be offered within five years of the granting of approval.

iv. Proposed Major Program Changes to the MPA Program -   **ACTION**
Thesis Option (On Campus) and Course-Based Option (Online)
(SEN-JAN 11/19-10)

<u>Motion:</u> That Senate approve, and recommend to the Board of
Governors that it also approve, the major program changes to the
MPA Program – Thesis Option (On Campus) and Course-
Based Option (Online), as described in the memorandum dated
October 22, 2018.

v. Proposal to Establish a Professional Specialization Certificate in   **ACTION**
Visitor and Community Engagement **(SEN-JAN 11/19-11)**

<u>Motion:</u> That Senate approve, and recommend to the Board of
Governors that it also approve, the establishment of a Professional
Specialization Certificate in Visitor and Community Engagement, as
described in the document "Professional Specialization Certificate in
Visitor and Community Engagement", and that this approval be
withdrawn if the program should not be offered within five years of
the granting of approval.

7. PROPOSALS AND REPORTS FROM FACULTIES

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

9. OTHER BUSINESS

i. Revisions to the academic AVP appointment procedures to   **ACTION**
    include to position of Vice-Provost **(SEN-JAN 11/19-12)**

    <u>Motion:</u> That Senate approve and recommend to the Board of
    Governors that the Board of Governors also approve the revised policy
    GV0350 Procedures for the Appointment and Re-appointment of the
    Vice-Provost and Academic Associate Vice-Presidents, effective
    February 1, 2019.

ii. Establishment of the Strategic Framework Chairs Program   **ACTION**
     (SEN-JAN 11/19-13)

     <u>Motion:</u> That Senate recommend to the Board of Governors that the
     Board of Governors approve the establishment of the University of
     Victoria Impact Chairs and the University of Victoria President's
     Chairs.

iii. Revised Establishment and Review of Research Centres Policy   **ACTION**
      (and Associated Procedures) **(SEN-JAN 11/19-14)**

      <u>Motion:</u> That Senate approve, and recommend to the Board of
      Governors that it also approve, the revisions to the Establishment,
      Review and Closure of Research Centres Policy (RH8300) and
      Associated Procedures.

iv. Revised Procedures for the Appointment and Re-Appointment   **ACTION**
     of Research Centre Directors **(SEN-JAN 11/19-15)**

     <u>Motion:</u> That the Senate approve, and recommend to the Board of
     Governors that it also approve, the revisions to the Procedures for the
     Appointment and Re-appointment of Research Centre Directors
     (GV0705).

10. ADJOURNMENT

**University
of Victoria**

MINUTES

A meeting of the Senate of the University of Victoria was held on December 7, 2018 at 3:30 p.m. in the Senate and Board Chambers, University Centre, Room A180.

1.   APPROVAL OF THE AGENDA

Item 9:
a. "Revised Establishment and Review of Research Centres Policy (and Associated Procedures)"
b. "Revised Procedures for the Appointment and Re-Appointment of Research Centre Directors will be deferred to the next meeting.

> Motion: (T. Haskett/C. Whittla)
> That the agenda be approved as amended.

CARRIED

2.   MINUTES

a.   November 2, 2018

> Motion: (A. Lepp/C. Leckenby)
> That the minutes of the open session of the meeting of the Senate held on November 2, 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 made a few announcements concerning the new University Secretary, Ms. Carrie Andersen; the new Vice-Chair of Senate, Dr. Susan Lewis; and the passing away of Dr. Howard Petch, former university president from 1975 until 1990. A Celebration of Life will be held Sunday, December 16th at Cadboro Commons from 3-5pm.

Prof. Cassels remarked on Federal news with the announcement of the second visit of the Minister of Status of Women. The Honorable Maryam Monsef was here a year ago regarding progress on programs and policies on sexualized violence. She met with students and faculty and was impressed with the advanced work accomplished at UVic.

Prof. Cassels also announced a major investment from all three granting councils. This will be a $65M/year allocation for the funding of new facilities in research and aims to support early career researchers in high risk/high reward interdisciplinary research.

Provincially, Prof. Cassels detailed the new 700 bed student housing project at UVic. In development for over eight years, this $200M project would be funded through a $120M loan from the provincial government and a $45M loan from the University of Victoria Foundation. The university would cover the rest of the funds necessary.

Prof. Cassels reported that the university's Strategic Framework has been embedded into many of the priorities and initiatives across campus. He explained a late-stage development will come back to Senate in the New Year for the development of new Strategic Framework Chairs. There will be a suite of internal Chairs to support newly recruited or established faculty to promote strategic recruitment or retention. In addition, there will be four external Impact Chairs related to the four priorities in the Strategic Framework: Dynamic Learning, Respect and Reconciliation, Sustainable Futures, Local and Global Engagement. The Chairs will advance the Strategic Framework priorities through demonstrated excellence in one or more areas of original research, innovation in teaching and pedagogy, and through impactful engagement of research partners. Additional strategic investments are being made to graduate student support, experiential learning, student mobility, and research-enriched teaching. More information will be brought to Senate as these initiatives are rolled out.

Prof Cassels thanked everyone for attending the Joint Board Senate Retreat. He remarked that the subject of Reputational Advancement was directly related to the university rankings report which Mr. Tony Eder would present later on in the agenda.

In mid-November, the National Building Reconciliation Forum was held at UVic. Prof Cassels mentioned that the forum was meant to harness higher education in the path toward reconciliation and congratulated those who had worked hard to achieve this: Dr. Nancy Wright, Dr. Robina Thomas, Ms. Jennifer Vornbrock and their teams. Prof. Cassels explained that the university was the keeper of the Walking Stick for the coming year and on it represents the fact that although we come from different paths, we are now walking the path of respect and reconciliation together. He mentioned that Elder Eugene Arcand shared with the forum that after its year at UVic, the Walking Stick will rest at the National Center for Reconciliation. UVic is in the honoured position now to produce the piece to pass on to the next university who will host the forum. Prof. Cassels mentioned consultation will take place with the Elders for guidance and direction in this task.

Prof. Cassels announced the development of a new Indigenous Community Engagement Council. The Council will be established in the New Year. Membership will include local chiefs, heads of local Indigenous organizations, an Indigenous student representative, and educational leaders. He explained the purpose is to help harness strengths within the university to align with Indigenous knowledge, communities, and ways of being.

Finally, Prof. Cassels recognized the natural gas low-pressure challenge which is set to continue for many more months. As the university has adopted a lower temperature, a working group was comprised of many different roles across campus to create contingency plans for all aspects of the university. He explained that if a situation arose in which academic classes or exams would need to

be cancelled on short notice, the emergency protocols within the Senate Committee on Agenda and Governance would be enacted.

b.   University Rankings

Mr. Tony Eder, Executive Director Academic Resource Planning, presented a report on university ranking.

Mr. Eder updated Senate on the global reputation and ranking project. The University of Victoria is in the top 15 in Canada or higher in many areas, but our reputation does not reflect this value. Mr. Eder gave an update on the Global Reputation and Rankings Project in which they are professionalizing engagement using data, international outreach and participating in reputational surveys. There have been some improvements, but this will be a long-term project. He went over the university's position as well as what drives movement in rankings.

A question was asked if survey data was created from student evaluations. Mr. Eder replied that the surveys were from faculty members and more to do with a lack of votes than poor results. Another question asked about the timeline of this kind of initiative to which Mr. Eder explained that as rankings tend to be biased to older/urban universities with international airports, there is a limit to how far we can move. Nevertheless, looking at other case studies there is a great deal of improvement to be found for UVic.

Prof. Cassels commented that it doesn't matter how good we are if other people are not aware of our quality. Regardless of the merit of institutional rankings, it used as a proxy for judging quality. As a result, we want to show our reputational as stronger in order to make partnerships and create opportunities for our students.

5.   CORRESPONDENCE

a.   Campus Planning Committee

i.   Semi-annual report

Dr. Valerie Kuehne, Vice-President Academic and Provost, introduced the report highlighting the student housing and dining initiative, the Campus Cycling Plan, and the Grand Promenade.

A question was asked as to how the student housing and dining initiative is to be financed outside of the provincial and University of Victoria Foundation loans. Prof. Cassels explained that this was an internal loan which will be replenished in time. In addition, there are planned academic facilities in the development which would be subsidized.

6.   PROPOSALS AND REPORTS FROM SENATE COMMITTEES

    a.   Senate Committee on Academic Standards

        i.   University of Victoria Grading Patterns Reporting Portal

Dr. Beam introduced the report that was presented to the Senate Committee on Academic Standards. She stated that as there was nothing alarming in the report, no changes were flagged for adjustment.

A question was asked as to the overall minimal increase in grading with the exception of the School of Business with a 3.9 to 5.8 grade point average growth in 5 years. Dr. Smith suggested this was to do with survey courses attracting students from across campus. Dr. Beam remarked that, regardless of the reason, it was determined that units should have the responsibility to examine their inflations internally.

        ii.   Change to GPA in Theatre courses in Theatre major programs - Faculty of Fine Arts

Dr. Beam introduced the proposal.

There was a question as to the intent of the proposal. Dr. Alanna Lindgren, Chair of Theatre clarified the intent.

        Motion: (S. Beam/D. Eso)
        That Senate approve the proposed revision to the requirements for the Faculty of Fine Arts Theatre major program effective May 1, 2019.

                                                    CARRIED

    b.   Senate Committee on Agenda and Governance

        i.   Appointments to the 2019 Joint Senate Board Retreat Committee

Dr. Lepp introduced the proposal. There were no questions.

        Motion: (A. Lepp/C. Krull)
        That Senate approve the appointments of Dr. Susan Breau, Dr. Henning Struchtrup, and Ms. Isabella Lee to the Joint Senate Board Retreat Committee for a term beginning January 1, 2019 and ending on December 31, 2019.

                                                    CARRIED

    c.   Senate Committee on Awards

        i.   New and Revised Awards

Dr. Lepp introduced the proposal. There were no questions.

Motion: (A. Lepp/C. Whittla)

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:

- Schulich Leader Scholarship (revised)
- STÓ:LŌ Legacy Scholarship (revised)
- Canadian Judicial Indigenous Law Scholar Award (new)
- Insolvency Institute of Canada Prize in Insolvency Studies (new)
- Carolyn E. & Robert J. McCormick Indigenous Entrance Scholarship (revised)
- Irene Lee Bursary In English (revised)*
- Larry Lee Kinesiology Bursary (revised)*
- Taylor Scholarship in Music (revised)*
- Davison Graduate Award in Russian and Slavic Studies (revised)
- T.S. McPherson Entrance Scholarship (revised)*
- Terry and Myrna Daniels Scholarship in Music (revised)*
- Langford-Seaborne Scholarship (revised)
- Rob and Tammy Lipson Research Scholarship (revised)*
- John Shields Scholarship in Public Administration (revised)*
- Butterfield Scholarship in Fine Arts (new)
- Butterfield Scholarship in the School of Music (new)
- Hakai-Raincoast Award (revised)
- Allan and Elizabeth McKinnon Bursary in Engineering (revised)
- Kiragood Scholarship (new)
- Weston Family Scholarship in Hotel & Restaurant Management (revised)*
- Ailsa & Roger Bishop Entrance Scholarship in Theatre (new)*
- Ailsa & Roger Bishop Travel Award in Music (new)*
- Stacey Reginald Ball Prize (new)*
- Edward Hammond King Bursary (revised)*
- Phillips, Hager & North Graduate Bursary (revised)
- Thea Vakil Scholarship (revised)*
- Diana and Martin Hocking Graduate Scholarship (revised)*
- Dr. Robert Michael Peet Graduate Scholarship (revised)
- Vancouver Island Chapter of A.S.H.R.A.E Inc. Endowment Scholarship (revised)*

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CARRIED

ii.   **Undergraduate Scholarships, Medals and Prizes**

Dr. Lepp introduced the proposal. There were no questions.

Motion: (A. Lepp/S. Lewis)
That Senate approve revisions to the Undergraduate Scholarships, Awards, Medals and Prizes section of the Undergraduate Academic Calendar, as set out in the attached document.

CARRIED

iii. Editorial Change to Terms of Awards

Dr. Lepp introduced the proposal. There were no questions.

Motion: (A. Lepp/H. Hallgrimsdottir)
That Senate approve the terms of reference for scholarships and awards as set out in the attached document.

CARRIED

d. Senate Committee on Planning

i. Proposal to Change the Names of the Combined BSc Programs Between the School of Earth and Ocean Sciences, the Department of Biology, and the Department of Chemistry

Dr. Wright introduced the proposal. There were no questions.

Motion: (R. Hicks/M. Garcia-Barrera)
That Senate approve the proposal to change the names of the combined BSc programs between the School of Earth and Ocean Sciences, the Department of Biology, and the Department of Chemistry from "Biology and Earth and Ocean Sciences" and "Chemistry and Earth and Ocean Sciences" to "Biology and Earth Sciences" and "Chemistry and Earth Sciences", as described in the memorandum dated October 4, 2018.

CARRIED

ii. Discontinuation of the Contribution of the Department of Psychology to the Neuroscience Graduate Program

Dr. Wright introduced the proposal. There were no questions.

Motion: (M. Garcia-Barrera/D. Eso)
That Senate approve the discontinuation of the contribution of the Department of Psychology to the Neuroscience Graduate Program, as described in the memorandum dated September 21, 2018.

CARRIED

      iii.   Extension the Approved Centre Status for the Centre for Biomedical Research until June 30, 2018

Dr. Wright introduced the proposal. There were no questions.

> Motion: (M. Garcia-Barrera/S. Henning)
> That Senate approve the extension of the Approved Centre Status for the Centre for Biomedical Research until June 30, 2019, as described in the memorandum dated October 31, 2018.

CARRIED

7.   PROPOSALS AND REPORTS FROM FACULTIES

There was none.

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

a.   Strategic Enrolment Management Update

Dr. Valerie Kuehne reported on the developments of the Strategic Enrollment Management (SEM) project over the past 11 months. She remarked on the support of the SEM project to the international and Indigenous plans. Draft goals, strategies, and tactics have been created. Dr. Kuehne thanked Senators for their participation in the consultation afternoon this week. As the variety of consultations come to an end, a draft plan will be written for the executive to consider in the New Year and it would then come to Senate.

There being no other business the meeting was adjourned at 4:38 p.m.

Name	In Attendance	Regrets	Position Page 8 of 9
Alexander, David	☑	☐	Convocation Senator	Elected by the convocation
Andersen, Carrie	☑	☐	University Secretary	Secretary of Senate
Aragon, Janni	☐	☒	Faculty of Social Sciences	Elected by the faculty members
Baer, Doug	☑	☐	Faculty of Social Sciences	Elected by the faculty members
Beam, Sara	☑	☐	Faculty of Graduate Studies	Elected by the Faculty
Beaveridge, Chandra	☑	☐	Convocation Senator	Elected by the convocation
Bengston, Jonathan	☐	☐	University Librarian	Ex officio
Boyle, Patrick	☑	☐	Faculty of Fine Arts	Elected by the Faculty
Breau, Susan	☑	☐	Dean, Faculty of Law	Ex officio
Burford, Neil	☑	☐	Faculty of Science	Elected by the Faculty
Butler-Palmer, Carolyn	☐	☐	Faculty of Fine Arts	Elected by the Faculty
Calder, Gillian	☐	☐	Faculty of Law	Elected by the Faculty
Capson, David	☐	☒	Dean, Faculty of Graduate Studies	Ex officio
Cassels, Jamie	☑	☐	President and Vice-Chancellor	Chair of Senate
Castle, David	☐	☒	Vice-President Research	Ex officio
Clarke, Jo-Anne	☐	☒	Dean, Division of Continuing Studies	Ex officio
Colby, Jason	☑	☐	Faculty of Humanities	Elected the Faculty
Daisley, Nathan	☐	☐	Student Senator	Elected by the students
Devor, Aaron	☑	☐	Faculty of Social Sciences	Elected by the faculty members
Driessen, Peter	☐	☐	Faculty of Engineering	Elected by the Faculty
Dunsdon, Jim	☑	☐	Associate Vice-President Student Affairs	By Invitation
Eso, David	☑	☐	Student Senator	Elected by the students
Fairley-Beam, Iris	☑	☐	Student Senator	Elected by the students
Gagné, Lynda	☑	☐	Faculty of Human and Social Development	Elected by the Faculty
Ganley, Dale	☑	☐	Peter B. Gustavson School of Business	Elected by the Faculty
Garcia-Barrera, Mauricio	☑	☐	Faculty of Graduate Studies	Elected by the Faculty
Gillen, Mark	☑	☐	Faculty of Law	Elected by the Faculty
Gilson, Jordan	☐	☐	Student Senator	Elected by the students
Goto-Jones, Chris	☑	☐	Dean, Faculty of Humanities	Ex officio
Graham, Adrienne	☐	☐	Student Senator	Elected by the students
Gray, Garry	☑	☐	Faculty of Social Sciences	Elected by the faculty members
Hallgrimsdottir, Helga	☑	☐	Faculty of Social Sciences	Elected by the faculty members
Hancock, Rob	☑	☐	Convocation Senator	Elected by the convocation
Hani, Maan	☐	☒	Student Senator	Elected by the students
Haskett, Tim	☑	☐	Faculty of Humanities	Elected by the faculty members
Hicks, Robin	☑	☐	Faculty of Science	Elected by the faculty members
Hundza, Sandra	☐	☒	Faculty of Education	Elected by the Faculty
Kirby, Ashlee	☑	☐	Student Senator	Elected by the students
Klein, Saul	☐	☒	Dean, Peter B. Gustavson School of Business	Ex officio
Krull, Catherine	☑	☐	Dean, Faculty of Social Sciences	Ex officio
Kuehne, Valerie	☑	☐	Vice-President Academic and Provost	Ex officio
Kurki, Helen	☑	☐	Faculty of Social Sciences	Elected by the Faculty
Laidlaw, Mark	☑	☐	Faculty of Science	Elected by the faculty members
Leckenby, Cameron	☑	☐	Student Senator	Elected by the students
Lee, Isabella	☑	☐	Student Senator	Elected by the students
Lepp, Annalee	☑	☐	Faculty of Humanities	Elected by the Faculty
Lewis, Susan	☑	☐	Dean, Faculty of Fine Arts	Ex officio
Lipson, Robert	☐	☒	Dean, Faculty of Science	Ex officio
Marck, Patricia	☐	☒	Dean, Faculty of Human and Social Development	Ex officio
Marcy, Richard	☑	☐	Faculty of Human and Social Development	Elected by the Faculty
Ng, Adair	☑	☐	Student Senator	Elected by the students
Ni, Jack	☐	☐	Student Senator	Elected by the students
Popova, Diana	☑	☐	Student Senator	Elected by the students
Prendergast, Monica	☐	☒	Faculty of Education	Elected by the Faculty
Rogers, Shelagh	☐	☒	Chancellor	Ex officio
Russell, Carolyn	☑	☐	Convocation Senator	Elected by the convocation
Saab, Ada	☑	☐	Acting Associate University Secretary	By Invitation
Salem, Joseph	☐	☐	Faculty of Fine Arts	Elected by the faculty members
Seeman, Dean	☑	☐	Librarian	Elected by the Professional Librarians
Smith, Brock	☑	☐	Peter B. Gustavson School of Business	Elected by the Faculty
St. Clair, Ralf	☐	☒	Dean, Faculty of Education	Ex officio
Struchtrup, Henning	☑	☐	Faculty of Engineering	Elected by the Faculty
Taylor, Wendy	☑	☐	Acting Registrar	By Invitation
Ulysses, Alicia	☑	☐	Faculty of Humanities	Elected by the Continuing Sessionals
Varela, Diana	☑	☐	Faculty of Science	Elected by the Faculty
Warburton, Rebecca	☑	☐	Faculty of Human and Social Development	Elected by the faculty members
Welling, Linda	☑	☐	Faculty of Social Sciences	Elected by the faculty members
Whittla, Curtis	☑	☐	Student Senator	Elected by the students
Wiebe, Anona	☑	☐	Student Senator	Elected by the students
Wild, Peter	☐	☐	Acting Dean, Faculty of Engineering	Ex officio
Woodin, Erica	☑	☐	Faculty of Social Sciences	Elected by the Faculty
Wright, Bruce	☑	☐	Head, Division of Medical Sciences	Additional Member
Wright, Nancy	☑	☐	Associate Vice-President Academic Planning	By Invitation
Wyatt, Victoria	☑	☐	Faculty of Fine Arts	Elected by the faculty members

MEMBERSHIP OF THE SENATE OF THE UNIVERSITY OF VICTORIA
Effective December 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
Vice-President Academic & Provost: Valerie Kuehne
Vice-President Research: David Castle
Dean, Peter B. Gustavson School of Business: Saul Klein
Dean of Education: Ralf St. Clair
Acting Dean of Engineering: Peter Wild
Dean of Continuing Studies: Jo-Anne Clarke
Dean of Fine Arts: Susan Lewis, Vice-Chair
Dean of Graduate Studies: David Capson
Dean of Humanities: Christopher Goto-Jones
Dean of HSD: Patricia Marck
Dean of Law: Susan Breau
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	(30/6/21)
EDUC:	Sandra Hundza	(30/6/20)
	Monica Prendergast	(30/6/19)
ENGR :	Peter Driessen	(30/6/19)
	Henning Struchtrup	(30/6/20)
FINE:	Patrick Boyle	(30/06/21)
	Carolyn Butler Palmer	(30/6/19)
GRAD:	Sara Beam	(30/6/19)
	Mauricio Garcia-Barrera	(30/6/20)
HSD:	Lynda Gagné	(30/6/19)
	Richard Marcy	(30/6/21)
HUMS:	Jason Colby	(30/6/21)
	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:	Helen Kurki	(30/6/20)
	Erica Woodin	(30/6/21)

MEMBERS ELECTED BY THE FACULTY MEMBERS
- Sections 35 (2) (g)

Janni Aragon – SOSC	(30/6/21)
Doug Baer - SOSC	(30/6/20)
Aaron Devor – SOSC	(30/6/20)
Garry Gray – SOSC	(30/6/19)
Helga Hallgrimsdottir – HSD	(30/6/21)
Tim Haskett – HUMS	(30/6/20)
Robin Hicks – SCIE	(30/6/21)
Mark Laidlaw – SCIE	(30/6/20)

MEMBERS ELECTED BY THE FACULTY
MEMBERS _(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 STUDENT
SOCIETIES – Section 35 (2) (h)

Nathan Daisley (SOSC)	(30/6/19)
David Eso (GRAD)	"
Iris Fairley-Beam (SOSC)	"
Jordan Gilson (SOSC)	"
Adrienne Graham (SCIE)	"
Maan Hani (GRAD)	"
Ashlee Kirby (LAW)	"
Cameron Leckenby (HUMS)	"
Isabella Lee (SOSC)	"
Adair Ng (EDUC)	"
Erhan (Jack) Ni (FINE)	"
Diana Popova (GRAD)	"
Curtis Whittla (SOSC)	"
Anona Wiebe (ENGR)	"
TBD (BUS)	"
TBD (HSD)	"

MEMBERS ELECTED BY THE CONVOCATION
– Section 35 (2) (i)

David Alexander	(30/06/21)
Chandra Beaveridge	(30/06/21)
Robert Hancock	(30/06/21)
Carolyn Russell	(30/06/21)

ADDITIONAL MEMBERS - Section 35 (2) (k)
Head, Division of Medical Sciences: Bruce Wright
Member elected by the Professional Librarians:
    Dean Seeman (30/06/21)
Continuing Sessional: Alicia Ulysses (30/06/20)

SECRETARY OF SENATE - Section 64 (2)
University Secretary: Carrie Andersen

BY INVITATION - Seated with specified
    speaking rights
Assoc. V.P. Student Affairs: Jim Dunsdon
Assoc. V.P. Academic Planning: Nancy Wright
Acting Registrar: Wendy Taylor
Acting Associate University Secretary: Ada Saab

| University of Victoria | Senate Committee Admission, Re-registration and Transfer | **MEMO** |

Date: December 12, 2018

To: Members of Senate

From: Senate Committee on Admission, Re-registration and Transfer

Re: **2017/18 Annual Report**

The Terms of Reference for the Senate Committee on Admission, Re-registration and Transfer (SCART) define its scope and relationship with Senate and other Senate committees. Each fall term, the committee presents an annual report to Senate on its business and proceedings over the previous year.

The Senate Committee on Admission, Re-Registration and Transfer held twelve meetings during the period July 1, 2017 to June 30, 2018 inclusive. There were three meetings cancelled due to no cases and one meeting was cancelled due to no quorum. During the course of the year, the committee considered 46 student appeals and four proposals to establish or alter admission requirements.

<u>Appeals considered:</u>

There were 30 appeals from Undergraduate Admissions, of which 25 were rejected and 5 were accepted. Of the Undergraduate Admission appeals, the categories of appeal were as follows: 20 were from applicants who did not pass the English 12 provincial exam; 3 were below the high school admission cut-off; 4 were below the post-secondary admission cut-off; 1 was Special Access Mature admission category; 1 was Special Access Aboriginal category and 1 was homeschooled. Most appeals were submitted under the SCART Terms of Reference specified grounds for "significant physical affliction or psychological distress."

There were 16 appeals from Undergraduate Records, of which 12 were accepted, 3 were rejected and 1 was deferred (later withdrawn). Of these cases, 11 appeals were from students who had been Required to Withdraw once from the university and 5 were from students who had been Required to Withdraw twice. Most appeals were submitted under the SCART Terms of Reference specified grounds for "significant physical affliction or psychological distress."

To summarize, the appeal results for this timeframe were as follows: 17 were accepted; 28 were rejected (1 deferred and later withdrawn). 16 of the 46 appeals were from international students and 1 appeal was from an indigenous applicant.

Proposals considered:
The Senate Committee on Admission, Re-Registration and Transfer (SCART) also considered four proposals to establish or alter admission requirements. These are as follows:

1. **To establish Year 1 admission requirements for Kinesiology (BSC), Faculty of Education:**

   The proposal from the School of Exercise Science, Physical and Health Education sought to establish Year 1 Admission requirements for the Bachelor of Science (BSc) Kinesiology program, effective May 1, 2018. First year entry to the Kinesiology program would:
   - give students an earlier sense of belonging to their chosen field,
   - provide the ability to identify a potential cohort of students in advance and offer them more specific advising,
   - attract outstanding students who might otherwise choose to begin their studies elsewhere, where first year admission to the Kinesiology program is already offered and,
   - engage, connect and retail students to support an outstanding overall student experience

   Year 2 entry will continue to be offered as an admission option for this program.

   The Committee voted to support the proposal at their December 7, 2017. Senate approved this proposal at their January 5, 2018 meeting.

2. **To establish Year 1 admission requirements for Recreation & Health Education (BA), Faculty of Education:**

   The proposal from The School of Exercise Science, Physical and Health Education sought to establish Year 1 Admission requirements for the a Bachelor of Arts (BA) Recreation and Health Education program, effective May 1, 2018. First year entry to the Recreation and Health Education program would:
   - streamline and clarify the admission process by eliminating the cumbersome two-step entry process,
   - attract applicants who might otherwise choose to begin their studies elsewhere, where first year admission to a discipline-specific program is already offered,
   - support recruiters and high school counsellors in explaining the entry requirements to prospective students,
   - enhance the Recreation and Health Education Student experience, provide an earlier sense of belonging in their chosen fields, assist the completion of the experiential and hands-on learning program components and assist students in graduating in a timely manner

   Year 2 entry will continue to be offered as an option for this program.

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The Committee voted to support the proposal at their December 7, 2017 meeting. Senate approved this proposal at their January 5, 2018 meeting.

3. **To approve revisions to the admission requirements for Computer Science, Faculty of Engineering:**

The proposal from the Faculty of Engineering Computer Science program sought to establish admission requirements for the program (for new applicants to the university as well as those that are admitted from another faculty, as follows:

- at least 12 units of coursework including the equivalent of CSC 110 or CSC 111 and MATH 100 or MATH 109 with a minimum grade of C in each course and
- a minimum C+ average on the most recent 12 units of coursework attempted and,
- a minimum grade of C in any Math , Computer Science, Software Engineering , Statistic or 100 level English course equivalent to ENGL 135, 146 or 147 completed in the most recent 12 units and
- have satisfactory standing as defined by the university (*see Minimum Sessional Grade Point Average and Academic Standing*) at the time of transfer

The Committee voted to support the proposal their December 7, 2017 meeting. This proposal went to Senate's January 5, 2018 meeting, but was not approved.

4. **To approve revisions to the admission requirements for the Discovery Studies Special Access category:**

The proposal for the Discovery Studies special access category was submitted by the Registrar to recommend some minor text changes to provide greater clarity for applicants, effective September 1, 2018.

Specifically, the eligibility criteria have been moved from various paragraphs to a concise bulleted list, and additional information has been added regarding course registration and prerequisites. This special access admission category is most suited to applicants that do not require a Study Permit because of the registration restriction of 3.0 units per term: as such, a clarifying comment was added to provide greater transparency to applicants.

The Committee voted to support the proposal at their March 15, 2018. Senate approved this proposal at their April 6, 2018 meeting.

Respectfully submitted,

2017/2018 Senate Committee on Admission, Re-Registration and Transfer
Dr. Garry Gray, Chair, Faculty of Social Sciences
Dr. Diana Varela, Vice Chair, Faculty of Science
Dheeraj Alamchandani, Student Senator
Ms. Laurie Barnas, Associate Registrar
Ms. Tricia Best, Associate Director, International Student Services
Dr. Ashoka Bhat, Faculty of Engineering
Ms. Susan Butler, Computer Science Academic Advising
Kaitlin Fortier, UVSS Student Representative
Ms. Nicole Greengoe, Registrar
Dr. Sandra Hundza, Faculty of Education
Natalia Karpovskaia, Student Senator
Dr. Annalee Lepp, Acting Associate Dean Academic Advising Faculties of Science, Social Sciences and Humanities
Mr. Joel Lynn, Executive Director, Student Services
Mr. David O'Brien, Counselling Services
Dr. Stephen Tax, Peter B. Gustavson School of Business
Dr. Scott Woodcock, Faculty of Humanities
Ms. Pat Konkin, Secretary

2018/2019 Senate Committee on Admission, Re-Registration and Transfer
Dr. Sandra Hundza, Chair, Faculty of Education
Ms. Tricia Best, Associate Director, International Student Services
Ms. Sue Butler, Computer Science Academic Advising
Ms. Adrienne Graham, Student Senator
Dr. Garry Gray, Faculty of Social Sciences
Ms. Nicole Greengoe, Registrar
Dr. Cindy Holder, Associate Dean Academic Advising Faculties of Science, Social Sciences and Humanities
Mr. Cameron Leckenby, Student Senator
Mr. Joel Lynn, Executive Director, Student Services
Ms. Emma Mason, Counselling Services
Dr. Stephen Tax, Peter B. Gustavson School of Business
Dr. Diana Varela, Faculty of Science
Dr. Scott Woodcock, Faculty of Humanities
Mr. Patrick Woo, UVSS Student Representative
Ms. Laurie Barnas, Associate Registrar, Secretary
Ms. Pat Konkin, Recording Secretary

| | University of Victoria | Senate Committee on Agenda and Governance | **MEMO** |

Date: December 21, 2018

To: Senate

From: Senate Committee on Agenda and Governance

Re: **2017/18 Annual Report**

The Terms of Reference for the Senate Committee on Agenda and Governance define its scope and relationship with Senate and other Senate committees. Each winter term the committee presents an annual report on its business and proceedings over the previous academic year.

The Senate Committee on Agenda and Governance met eight times in 2017/18: September 22, 2017, October 20, 2017, November 17, 2017, December 15, 2017, January 19, 2018, February 16, 2018, March 23, 2018, and April 20, 2018.

The nominations sub-committee met five times in 2017/18: September 23, 2017, October 20, 2017, December 15, 2017, January 19, 2018, and April 20, 2018.

At the September meeting, the committee passed a motion that all meetings for 2017/2018, including meetings of the nominations sub-committee, be deemed closed and confidential.

During the course of the year, the committee reviewed the draft Senate agenda and materials, made recommendations to Senate, initiated projects in areas of the committee's concern, and received proposals for input from other Senate committees and campus constituencies. Within these areas, the committee considered a number of issues over the course of the year, including:

- review of the Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor
- review of a draft Policy on the Cancellation of Exams;
- review of responses to the annual Senate committee evaluations;
- editorial changes to the University Policy and Procedures on Academic Accommodation and Access for Students with Disabilities;
- request to revise the annual sessional calendar;
- student elections to Senate;
- revisions to the Student Election Poster and Banner Procedures; and
- revisions to the terms of references for the Senate Committee on Planning, and the Senate Committee on Appeals (including the Procedural Guidelines).

Review of Draft Senate Agenda

At each of its meetings, the Senate Committee on Agenda and Governance assisted the Chair in preparing the Senate agenda and reviewed each of the items proposed for submission to Senate.

Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor

At its September 2018 meeting, committee members reviewed a report on the Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor. Committee members were in support of the creation of an *ad hoc* committee for recommendation to Senate. At its November meeting, Senate approved the creation of the *ad hoc* committee.

At its February 2018 meeting, committee members reviewed and provided feedback on an interim report from the *ad hoc* Joint Board/Senate Committee on the Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor.

After an update from the *ad hoc* committee provided to the March 2018 meeting, Senate recommended to the Board of Governors the revisions to the procedures at the May 2018 Senate meeting.

Senate Committee Evaluations

Every year, members of Senate committees are asked to evaluate their experience serving on their respective Senate committees. Results from the evaluation survey are used to identify opportunities to improve members' experience and the committee's overall effectiveness.

At the September 2017 meeting, the committee reviewed the 2016/2017 evaluation results for each Senate committee.

Policy on the Cancellation of Exams

At its September 2017 and March 2018 meetings, committee members provided feedback and support for the work done by the Senate Committee on Academic Standards on the draft Policy on the Cancellation of Exams.

Policy and Procedures on Academic Accommodation and Access for Students with Disabilities

At its December 2017 meeting, on behalf of Senate, the committee approved editorial changes to the Policy and Procedures on Academic Accommodation and Access for Students with Disabilities.

Request to Revise the Annual Sessional Calendar

At its January 2018 meeting, committee members engaged in a preliminary discussion regarding a request from the Chairs and Directors of the Faculties of Humanities and Social Sciences to revise the 10-Year Sessional Calendar. Further discussions were had at its March and April 2018 meetings where it was agreed that a subcommittee be formed to review the request in a more fulsome way in order to provide Senate with a formal report.

Student Elections to Senate

At its February 2018 meeting, committee members were provided with an update on the process of student elections to Senate. Given the lack of nominations received in the current process, committee members approved the issue of a further call for nominations to be issued in March.

Revisions to the Student Election Poster and Banner Procedures

At its April 2018 meeting, committee members reviewed revisions to the poster and banner regulations regarding student elections. At its May 2018, Senate approved revisions to the regulations.

Revisions to the Terms of Reference for the Senate Committee on Planning, and the Senate Committee on Appeals

At the October 2017 and November 2017 meetings, committee members discussed and approved the revisions to the terms of references for the Senate Committee on Planning. At its December 2017 meeting, Senate approved the revisions.

At the November 2017 and December 2017 meeting, committee members discussed and approved revisions to the terms of references and procedural guidelines for the Senate Committee on Appeals. At its January 2018 meeting, Senate approved the revisions.

2017/18 and 2018/2019 Appointments to Senate Committees

At its September 2017, October 2017, December 2017, January 2018, and April 2018 meetings, the nominations sub-committee discussed and approved nominations for vacancies on the Senate committees for 2017/2018 and 2018/2019. Senate approved these nominations at the October 2017, November 2017, and May 2018 Senate meetings respectively.

At its October 2017 meeting, the nominations sub-committee discussed and approved nominations for appointments to the Joint Senate Board Retreat and appointments to the *ad hoc* Committee to Review the Procedures for the Appointment of the President and Vice-Chancellor. Senate approved these nominations at the November 2017 meeting.

Respectfully submitted,

2018/2019 Senate Committee on Agenda and Governance
Jamie Cassels, Chair, President and Vice-Chancellor*
Susan Lewis, Vice-Chair, Faculty of Fine Arts*
Carrie Andersen, University Secretary
Doug Baer, Faculty of Social Sciences
Chandra Beaveridge, Convocation Senator
Aaron Devor, Faculty of Social Sciences
David Eso, Student Senator*
Robin Hicks, Faculty of Science
Valerie Kuehne, Vice-President Academic and Provost
Annalee Lee, Faculty of Humanities*
Dean Seeman, Libraries*
Ada Saab, Secretary, Acting Associate University Secretary*

*members of the Nominations Sub-committee

2017/2018 Senate Committee on Agenda and Governance
Jamie Cassels, Chair, President and Vice-Chancellor*
Catherine Krull, Vice-Chair, Faculty of Social Sciences*
Lauren Charlton, Convocation Senator*
Mackenzie Cumberland, Student Senator*
Aaron Devor, Social Sciences
John Durno, Library
Julia Eastman, University Secretary
Mark Gillen, Law
Robin Hicks, Science
Valerie Kuehne, Vice-President Academic and Provost
Annalee Lepp, Humanities*
Carrie Andersen (Secretary), Associate University Secretary*

*members of the Nominations Sub-committee

| | University of Victoria | Senate Committee on Agenda and Governance | **MEMO** |

Date: December 21, 2018

To: Members of Senate

From: Senate Committee on Agenda and Governance

Re: Upcoming Senate committee vacancies

For your information, attached please find a list of Senate committee vacancies effective July 1, 2019. These vacancies include positions for which current committee members may be eligible for re-appointment.

Also attached for your information is the call for expressions of interest to serve on Senate committees that will be distributed to all faculty members in early January 2019.

If you would like to nominate a colleague for any of these positions, please submit your nomination to Ada Saab, Acting Associate University Secretary at usec2@uvic.ca by February 28, 2018.

Recommendations for Senate committee appointments will be made by the Senate Committee on Agenda and Governance in May 2019.

Respectfully submitted,

2018/2019 Senate Committee on Agenda and Governance
Jamie Cassels, Chair, President and Vice-Chancellor
Susan Lewis, Vice-Chair, Faculty of Fine Arts*
Carrie Andersen, University Secretary
Doug Baer, Faculty of Social Sciences
Chandra Beaveridge, Convocation Senator
Aaron Devor, Faculty of Social Sciences
David Eso, Student Senator*
Robin Hicks, Faculty of Science
Valerie Kuehne, Vice-President Academic and Provost
Annalee Lee, Faculty of Humanities*
Dean Seeman, Libraries*
Ada Saab, Secretary, Acting Associate University Secretary*

*members of the Nominations Sub-committee

/Attachments

2019- 2020 Senate Committees

Senate Committee on Academic Standards

Name	Faculty or Department	Term
Vacancy	**Graduate Studies**	**2022 (2019)**
Gillian Calder (S)	Law	2021 (2015)
Vacancy	**Humanities**	**2022 (2019)**
Janni Aragon (S)	Social Sciences	2021 (2018)
Ken Thornicroft (NS)	Business	2020 (2017)
Vacancy	**Continuing Studies**	**2022 (2019)**
Kathy Gaul (NS)	Education	2020 (2017)
Henning Struchtrup (S)	Engineering	2020 (2017)
Catherine Harding (NS)	Fine Arts	2020 (2017)
Esther Sangster-Gormley	Human & Social Development	2021 (2018)
Michele Martin (NS)	Medical Sciences	2021 (2015)
Neil Burford (S)	Science	2021 (2018)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Robert Hancock (S)	Convocation Senator	2021 (2018)
Stephen Evans (S)	Vice-President Academic and Provost's designate	(ex officio)
Nancy Wright (NS)	President's nominee	(ex officio)
Andrea Giles (NS)	Acting Executive Director, Cooperative Education and Career Services	(ex officio)
Sabrina Jackson (NS)	Acting Director, Graduate Admissions and Records	(ex officio)
Wendy Taylor (NS)	Acting Registrar	(ex officio)
Laurie Barnas (NS)	Associate Registrar	(ex officio)
Cindy Holder (NS)	Associate Dean Academic Advising (Faculties of Science, Social Sciences and Humanities)	(ex officio)
Ada Saab (Secretary)	Acting Associate University Secretary	

Updated: November 26, 2018

Senate Committee on Admission, Re-registration And Transfer

Name	Faculty or Department	Term
Sandra Hundza (S) (Chair)	Education	2020 (2017)
Vacancy	**Social Sciences**	**2022 (2019)**
Diana Varela (S)	Science	2020 (2014)
Stephen Tax (NS)	Business	2020 (2014)
TBD	**TBD**	**2021 (2018)**
Vacancy	**Humanities**	**2022 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (UVSS)**	**2020 (2019)**
Joel Lynn (NS)	Executive Director, Student Services (President's nominee)	(ex officio)
Cindy Holder (NS)	Associate Dean Academic Advising (Faculties of Science, Social Sciences and Humanities)	(ex officio)
Sue Butler (NS)	Director or equivalent of an Advising Centre	(ex officio)
TBD (NS)	**Representative from Counselling Services**	**(ex officio)**
Wendy Taylor (NS)	Acting Registrar	(ex officio)
TBD	Representative to the BC Council on Admission and Transfer, Transfer and Articulation Committee	(ex officio)
Tricia Best (NS)	International Student Services	(ex officio)
Laurie Barnas (Secretary)	Associate Registrar	
Patricia Konkin (Recording Secretary)	Undergraduate Admissions and Records	

Senate Committee on Agenda and Governance

Name	Faculty or Department	Term
Jamie Cassels (Chair) (S)	Chair of Senate	(ex officio)
Dean Seeman (S)	Librarian	2021 (2018)
Aaron Devor (S)	Social Sciences	2020 (2017)
Doug Baer (S)	Social Sciences	2021 (2018)
Robin Hicks (S)	Science	2021 (2015)
Annalee Lepp (S)	Humanities	2020 (2014)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Chandra Beaveridge (S)	Convocation Senator	2021 (2018)
Susan Lewis (S)	Vice-Chair of Senate	(ex officio)
Valerie Kuehne (S)	Vice-President Academic and Provost	(ex officio)
Carrie Andersen (S)	Acting University Secretary	(ex officio)
Ada Saab (Secretary)	Acting Associate University Secretary	

Updated: November 26, 2018

Senate Committee on Appeals

Name	Faculty or Department	Term
Michelle Lawrence (Chair) (NS)	Law	2021 (2018)
Doug Baer (Vice-Chair) (S)	Social Sciences	2020 (2017)
Neil Burford (S)	Science	2021 (2018)
Vacancy	**Business**	**2020 (2019)**
Jillian Roberts (NS)	Education	2020 (2017)
Vacancy	**Engineering**	**2020 (2019)**
Stephen Ross (NS)	Humanities	2021 (2015)
Vacancy	**HSD**	**2020 (2019)**
Carolyn Butler-Palmer (S)	Fine Arts	2021 (2015)
Mauricio Garcia-Barrera (S)	Graduate Studies	2021 (2018)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Ada Saab (Secretary)	Acting Associate University Secretary	

Senate Committee on Awards

Name	Faculty or Department	Term
Annalee Lepp (S) (Chair)	Humanities	2020 (2017)
Brock Smith (S)	Business	2021 (2018)
Linda Welling (S)	Social Sciences	2020 (2017)
Vacancy	**TBD**	**2022 (2019)**
Ciel Watt (NS)	Alumni Association	2020 (2017)
Helga Hallgrimsdottir (S)	Human and Social Development	2021 (2015)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Marsha Runtz (NS)	Chair, Faculty of Graduate Studies Awards Committee	(ex officio)
Yvonne Rondeau (NS)	Scholarships Officer, Faculty of Graduate Studies	(ex officio)
Wendy Taylor (NS)	Acting Registrar	(ex officio)
Anne Cirillo (NS)	President's nominee	(ex officio)
Donja Roberts (NS)	Acting Director, Student Awards and Financial Aid	(ex officio)
Lauren Hume (Secretary)	Student Awards & Financial Aid	

Updated: November 26, 2018

Senate Committee on Continuing Studies

Name	Faculty or Department	Term
Jo-Anne Clarke (Chair) (S)	Dean, Continuing Studies	(ex officio)
Sang Nam (NS)	Business	2020 (2017)
Vacancy	**Education**	**2022 (2019)**
Poman So (NS)	Engineering	2021 (2015)
Carolyn Butler-Palmer (S)	Fine Arts	2021 (2015)
Esther Sangster-Gormley (NS)	HSD	2020 (2014)
Penny Bryden (NS)	Humanities	2021 (2015)
Mark Gillen (S)	Law	2021 (2018)
Mark Laidlaw (S)	Science	2020 (2017)
Kenneth Stewart (NS)	Social Sciences	2021 (2015)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (UVSS)**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Vacancy (NS)	**Student Representative from diploma or certificate program in Continuing Studies**	**2020 (2019)**
Vacancy (NS)	**Alumni Association**	**2022 (2019)**
Carolyn Russell (S)	Convocation Senator	2021 (2018)
Nancy Wright (NS)	Associate Vice-President Academic Planning (President's Nominee)	(ex officio)
Kirsten Kopp (Secretary)	Continuing Studies	

Updated: November 26, 2018

Senate Committee on Curriculum

Name	Faculty or Department	Term
Tim Haskett (Chair) (S)	Humanities	2020 (2011)
TBD (S) (Vice-Chair)	**TBA**	**2021 (2018)**
Chris Graham (NS)	Business	(ex officio)
Cathy McGregor (NS)	Education	(ex officio)
LillAnne Jackson (NS)	Engineering	(ex officio)
Eva Baboula (NS)	Fine Arts	(ex officio)
Steve Evans (NS)	Graduate Studies	(ex officio)
Esther Sangster-Gormley (NS)	HSD	(ex officio)
Lisa Surridge (NS)	Humanities	(ex officio)
Freya Kodar (NS)	Law	(ex officio)
Rosaline Canessa (NS)	Social Sciences	(ex officio)
Robin Hicks (S)	Science	(ex officio)
Gary MacGillivray (NS)	President's nominee	(ex officio)
Vacancy (S)	**Chair, Senate Committee on Academic Standards**	**(ex officio)**
Vacancy (S)	**Student Senator from the Senate Committee on Academic Standards**	**(ex officio)**
Gordon Fulton (NS)	Vice-President Academic and Provost designate	(ex officio)
Asia Longphee (NS)	Calendar Editor	(ex officio)
Andrea Giles (NS)	Cooperative Education and Career Services	(ex officio)
Wendy Taylor (NS)	Acting Registrar	(ex officio)
Sabrina Jackson (NS)	Acting Director, Graduate Admissions and Records	(ex officio)
Laurie Barnas (NS)	Associate Registrar	(ex officio)
Ada Saab (NS)	Acting Associate University Secretary	(ex officio)
James Wigginton (Secretary)	Registrar Representative	

Updated: November 26, 2018

Senate Committee on Honorary Degrees and Other Forms of Recognition

Name	Faculty or Department	Term
Shelagh Rogers (Chair) (S)	Chancellor	(ex officio)
Kieka Mynhardt (NS)	Science	2021 (2018)
Andrea Walsh (NS)	Social Sciences	2020 (2017)
Vacancy	**TBD**	**2022 (2019)**
Doug Baer (S)	Social Sciences	2020 (2017)
Brock Smith (S)	Business	2020 (2017)
Vacancy	**TBD**	**2022 (2019)**
Vacancy (S)	Student Senator	2020 (2019)
Glenda Wyatt (NS)	Alumni Association	2020 (2017)
Jamie Cassels (S)	Chair of Senate	(ex officio)
Ian Case (NS)	Director, University Ceremonies and Events	(ex officio)
Ada Saab (Secretary)	Acting Associate University Secretary	

Updated: November 26, 2018

Senate Committee on Learning and Teaching

Name	Faculty or Department	Term
Vacancy	**Fine Arts**	**2022 (2019)**
Erica Woodin (S)	Social Sciences	2021 (2018)
Cedric Littlewood (NS)	Graduate Studies	2021 (2016)
Jason Colby (S)	Humanities	2021 (2018)
Vacancy	**Business**	**2022 (2019)**
Vacancy	**Continuing Studies**	**2022 (2019)**
Monica Prendergast (S)	Education	2020 (2017)
Michael McGuire (NS)	Engineering	2021 (2018)
Vacancy	**HSD**	**2022 (2019)**
Tim Richards (NS)	Law	2020 (2016)
Vacancy	**Medical Sciences**	**2022 (2019)**
Mark Laidlaw (S)	Science	2020 (2017)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (UVSS)**	**2020 (2019)**
Vacancy (NS)	**Student Representative (UVSS)**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Jennifer Whately (NS)	Alumni Association	2021 (2018)
Vacancy	**Library, (FALC)**	**2022 (2019)**
David Alexander (S)	Convocation Senator	2021 (2018)
Justin Harrison (NS)	University Librarian Designate	(ex officio)
Wency Lum (NS)	Chief Information Officer	(ex officio)
Andrea Giles (NS)	Acting Executive Director, Cooperative Education and Career Services	(ex officio)
Laurene Sheilds (NS)	Executive Director, Learning and Teaching Support Innovation	(ex officio)
Mariel Miller (NS)	Technology Integrated Learning Centre	(ex officio)
Nancy Wright (NS)	Associate Vice-President Academic Planning (President's nominee)	(ex officio)
Ada Saab (Secretary)	Acting Associate University Secretary	

Updated: November 26, 2018

Senate Committee on Libraries

Name	Faculty or Department	Term
Vacancy	**Humanities**	**2022 (2019)**
Vacancy	**Graduate Studies**	**2022 (2019)**
Richard Marcy (S)	HSD	2021 (2018)
Sylvia Pantaleo (NS)	Education	2020 (2017)
Vacancy	**Continuing Studies**	**2022 (2019)**
Peter Driessen (S)	Engineering	2021 (2018)
Kirk McNally (NS)	Fine Arts	2020 (2017)
Vacancy	**Social Sciences**	**2022 (2019)**
Hao Zhang (NS)	Business	2020 (2017)
Robert Howell (NS)	Law	2020 (2016)
Vacancy	**Medical Sciences**	**2022 (2019)**
Louise Page (NS)	Science	2020 (2017)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Andrew Rowe (NS)	Representative of Council of Centre Directors	2021 (2018)
Pia Russell (NS)	Librarian selected by Faculty Association Librarians' Committee (FALC)	2020 (2017)
Kim Nayyer (NS)	Associate University Librarian	(ex-officio)
Lisa Goddard (NS)	Associate University Librarian	(ex-officio)
Lisa Petrachenko (NS)	Associate University Librarian	(ex officio)
Vacancy	President's nominee	(ex officio)
Wency Lum (NS)	Chief Information Officer	(ex officio)
Jonathan Bengtson (S)	University Librarian	(ex officio)
Sheila Cresswell (Secretary)	University Librarian's Office	

Updated: November 26, 2018

Senate Committee on Planning

Name	Faculty or Department	Term
Nancy Wright (Chair) (NS)	Associate Vice-President Academic Planning	(ex officio)
Sang Nam (NS)	Business	2021 (2015)
Vacancy	**Education**	**2022 (2019)**
Dan Russek (NS)	Humanities	2021 (2018)
Vacancy	**Fine Arts**	**2022 (2019)**
Vacancy	**HSD**	**2022 (2019)**
Vacancy (S)	**Dean**	**2022 (2019)**
Robin Hicks (S)	Science	2020 (2017)
Rishi Gupta (NS)	Engineering	2020 (2017)
Gillian Calder (S)	Law	2020 (2014)
Mauricio Garcia-Barrera (S)	Graduate Studies	2020 (2017)
Patrick Nahirney (NS)	Medical Sciences	2020 (2014)
Jo-Anne Clarke (S)	Continuing Studies	2020 (2017)
Nilanjana Roy (NS)	Social Sciences	2021 (2018)
Vacancy (S)	**Student Senator**	**2020 (2019)**
Vacancy (NS)	**Student Representative (GSS)**	**2020 (2019)**
Merwan Engineer (NS)	President's nominee	(ex officio)
Wendy Taylor (NS)	Acting Registrar	(ex officio)
Andrea Giles (NS)	Cooperative Education and Career Services	(ex officio)
Valerie Kuehne (S)	Vice-President Academic and Provost	(ex officio)
David Castle (S)	Vice-President Research	(ex officio)
David Capson (S)	Dean, Faculty of Graduate Studies	(ex officio)
Ada Saab (NS)	Acting Associate University Secretary	(ex officio)
Sandra Duggan (Secretary)	Office of the Vice-President Academic and Provost	

Updated: November 26, 2018

Senate Committee on University Budget

Name	Faculty or Department	Term
Frank Van Veggel (NS) (Chair)	Science	2020 (2017)
Patrick Boyle (S)	Fine Arts	2021 (2018)
Helga Thorson (NS)	Humanities	2020 (2017)
Helen Kurki (S)	Social Sciences	2020 (2017)
Jen Baggs (NS)	Business	2021 (2018)
Jodi Streelasky (NS)	Education	2021 (2018)
Vacancy	**TBD**	**2022 (2019)**
Vacancy (S)	**Student Senator**	**2020 (2019)**
Chandra Beaveridge (S)	Convocation Senator	2021 (2015)
Jamie Cassels (S)	Chair of Senate	(ex officio)
Ada Saab (Secretary)	Acting Associate University Secretary	

Updated: November 26, 2018

<u>**Call for Expressions of Interest: Faculty Members to Serve on Senate Committees**</u>

The Senate Committee on Agenda and Governance is looking for faculty members to serve on Senate committees!

The UVic Senate is responsible for the academic governance of the university, including matters related to libraries, faculties, departments, courses of instruction, fellowships, scholarships, exhibitions, bursaries, prizes, admissions, student appeals, and the granting of degrees. Much of the work of Senate is carried out by its standing committees. The committees are composed of a wide range of individuals including faculty members, students, members of convocation, members of the administration, members of the alumni association and others.

Every year, a number of vacancies arise on Senate committees for faculty members, including both members of Senate and non-senators. Faculty members are appointed to Senate committees for a three-year term beginning on July 1. Occasionally, faculty members are appointed for shorter terms (e.g. to cover leaves).

The Senate Committee on Agenda and Governance (composed of members of Senate only) is the committee responsible for recommending appointments to Senate committees. This committee is accepting expressions of interest from faculty members to serve on Senate committees. A list of the Senate committees is set out below.

If you are interested in serving on a Senate committee, please send an email to the Office of the University Secretary at <u>usec2@uvic.ca</u> by Friday, March 8, 2019. Please list the committees you are interested in serving on and include a short biographical sketch (up to 300 words) for review by the Senate Committee on Agenda and Governance. While not all committees have vacancies each year, the Senate Committee on Agenda and Governance is developing a pool of candidates who are interested in serving.

Overview of Senate Committees

Terms of reference for the Senate committees are available at:
http://www.uvic.ca/universitysecretary/senate/committees/index.php

<u>Senate Committee on Academic Standards</u>
- Oversees and advises Senate on those broad areas of academic standards that affect the welfare and reputation of the university, including policies on grading and academic integrity.
- Approves, on behalf of Senate, the granting of degrees (other than honorary degrees).

<u>Senate Committee on Admissions, Re-Registration and Transfer</u>
- Considers appeals from students for admission, re-registration and transfer, and advises Senate on appropriate policy regarding admission, re-registration and transfer.

<u>Senate Committee on Appeals</u>
- Final student appeal body on matters of academic standing and academic discipline, except where the matter solely involves a question of academic judgment.

Senate Committee on Awards
- Recommends to Senate the terms of reference for new student awards, and considers and approves the recipients of student awards.
- Recommends policy and calendar regulations pertaining to student awards.

Senate Committee on Continuing Studies
- On behalf of Senate, reviews and makes recommendations to the Division of Continuing Studies regarding academic policies affecting Continuing Studies programs.
- Reviews and recommends proposals for new programs and changes to existing Continuing Studies programs to the Senate Committee on Planning.

Senate Committee on Curriculum
- Reviews and recommends to Senate the annual major curriculum proposals of the faculties.
- Advises Senate on policy related to calendar submissions.

Senate Committee on Honorary Degrees and Other Forms of Recognition
- Considers and recommends to Senate candidates for honorary degrees and advises Senate on the criteria and qualifications for candidates.

Senate Committee on Learning and Teaching
- Maintains close liaison and collaborates with the Director of the Learning and Teaching Centre in support of key learning and teaching issues at the university.
- Recommends to Senate measures, which are designed to enhance the learning and teaching environment at the university.

Senate Committee on Libraries
- Advises the University Librarian on matters relating to the operation of the Libraries and acts as the liaison between the Libraries and academic units and programs.

Senate Committee on Planning
- Considers and recommends to Senate proposals for the creation or disestablishment of programs, faculties, schools, departments, centres and institutes and major modifications of existing programs.
- Assists and advises Senate in the formulation of appropriate academic policy.

Senate Committee on University Budget
- Meets with the university administration during the preparation of the annual university budget and considers and advises the administration on priorities related to the budget.

University of Victoria	Senate Committee on Agenda and Governance	**MEMO**

Date: December 21, 2018

To: Senate

From: Senate Committee on Agenda and Governance

Re: **Revisions to the Terms of Reference for the Senate Committee on Admission, Re-registration and Transfer**

The Senate Committee on Agenda and Governance met on December 21, 2018 to consider revisions to the terms of reference for the Senate Committee on Admission, Re-registration and Transfer. Details of the proposed revisions, set out in the attached document, add an additional two regular faculty members, and the Director or equivalent of International Student Services.

Recommended Motion

That Senate approve the revisions to the terms of reference for the Senate Committee on Admission, Re-registration and Transfer.

Respectfully submitted,

2018/2019 Senate Committee on Agenda and Governance
Jamie Cassels, Chair, President and Vice-Chancellor
Susan Lewis, Vice-Chair, Faculty of Fine Arts
Carrie Andersen, University Secretary
Doug Baer, Faculty of Social Sciences
Chandra Beaveridge, Convocation Senator
Aaron Devor, Faculty of Social Sciences
David Eso, Student Senator
Robin Hicks, Faculty of Science
Valerie Kuehne, Vice-President Academic and Provost
Annalee Lee, Faculty of Humanities
Dean Seeman, Libraries
Ada Saab, Secretary, Acting Associate University Secretary

/Attachment

![University of Victoria logo] **University of Victoria**

MEMO

Date: December 12, 2018

To: Senate Committee on Agenda & Governance

From: Senate Committee on Admission, Re-registration & Transfer

Re: **Revised Terms of Reference, Senate Committee on Admission, Re-registration & Transfer**

Background:

The Senate Committee on Admission, Re-registration & Transfer requires the commitment of voting members to rule on applications for undergraduate admission, re-registration and transfer of credit that are made under exceptional circumstances or special access categories of admission. In addition, the committee is responsible for recommending appropriate policies and procedures to be used in granting admission, re-registration and transfer of credit to students.

Over the years, the committee has had challenges with maintaining quorum due to increasing demands on faculty and students. This has been problematic during critical times of the year; therefore, it would be of benefit to increase the committee size to better support students as they submit appeals.

In addition, the committee expressed that they have benefited from the temporary support of the Director of International Student Services in the last two years, given the number of appeals from international students. As such, the committee wishes to regularize this position in the committee membership.

Proposal:

The Senate Committee on Admission, Re-registration & Transfer met on December 6, 2018 to consider the proposal to increase the voting membership of faculty representation and to formalize the supporting role of the Director of International Student Services. The proposed changes are bolded in the attached document.

The change in composition is meant to increase the voting membership to ensure quorum is reached during critical times of appeal while also increasing the discipline perspective across campus. The ratio of faculty to students is still comparable to other Senate committees and therefore, the adjustment of students is not necessary at this time.

The addition of the Director (or designate) of International Student Services acts to clarify the unique circumstances that international students experience and aligns with the International Plan. This is especially important given the number of international student cases which consistently appear before the committee.

The proposed changes are shown in the attached Terms of Reference for the Senate Committee on Admission, Re-registration & Transfer.

The committee discussed the proposal at the November 13, 2018 meeting and the following motion was recommended at the December 6, 2018 meeting:

> **Recommended Motion:**
> *That the Senate Committee on Agenda and Governance approve, and recommend that Senate approve the revisions to the terms of reference for the Senate Committee Admission, Re-registration and Transfer*

/attachment

Respectfully submitted,
2018/2019 Senate Committee on Admission, Re-registration & Transfer

Dr. Sandra Hundza, Chair, Faculty of Education
Ms. Tricia Best, Associate Director, International Student Services
Ms. Sue Butler, Computer Science Academic Advising
Ms. Adrienne Graham, Student Senator
Dr. Garry Gray, Faculty of Social Sciences
Ms. Nicole Greengoe, Registrar
Dr. Cindy Holder, Associate Dean Academic Advising Faculties of Science, Social Sciences and Humanities
Mr. Cameron Leckenby, Student Senator
Mr. Joel Lynn, Executive Director, Student Services
Ms. Emma Mason, Counselling Services
Dr. Stephen Tax, Peter B. Gustavson School of Business
Dr. Diana Varela, Faculty of Science
Dr. Scott Woodcock, Faculty of Humanities
Mr. Patrick Woo, UVSS Student Representative
Ms. Laurie Barnas, Associate Registrar, Secretary

SENATE COMMITTEE ON ADMISSION, RE-REGISTRATION AND TRANSFER
TERMS OF REFERENCE

The Committee shall:

1. Inform itself about the work of the Office of the Registrar and advise on the granting of admission, re-registration and transfer of credit in such a way that consistency of policies is maintained and the office is enabled to carry out its duties fairly and expeditiously.

2. Rule on applications for undergraduate admission, re-registration and transfer of credit which are made under exceptional circumstances or special access categories as defined in the Calendar regulations adopted by the Senate from time to time. The Committee may delegate its authority to approve an admission or re-registration in such circumstances to the Office of the Registrar, but shall consider all cases which that Office does not find clearly acceptable.

3. Rule on appeals from undergraduate students regarding decisions made and the application of calendar regulations in the Office of the Registrar regarding admission, re-registration and transfer of credit.

4. After consultation with the Senate Committee on Academic Standards, recommend to the Senate regarding the appropriate policies and procedures to be used in granting admission, re-registration and transfer of credit to students. Recommendations regarding policies and procedures affecting graduate students will be made to the Committee by the Faculty of Graduate Studies.

5. Advise the Senate on any university regulation, procedure or practice related to admission, re-registration or transfer that in the view of the Committee needs review and revision.

6. Senate standing and ad hoc committee meetings are normally closed. A committee may determine that the whole or part of any committee discussion or document presented to the committee shall be held in confidence.

7. Committee documentation and discussions regarding appeals shall be held in confidence.

8. The Faculty of Graduate Studies will rule on admission, re-registration and transfer appeals related to graduate students. The Faculty of Graduate Studies will provide the Committee with an annual report in October that includes an outline of the process for making appeal decisions, and a summary of the number of graduate appeals heard by general category together with the number of appeals accepted and the number rejected.

Composition

- ~~Six (6)~~ **Eight (8)** regular faculty members, one of whom shall serve as Chair of the Committee, and one of whom shall serve as Vice-Chair (voting)
- the President or nominee (*ex officio*, voting)
- two (2) undergraduate student members of Senate (voting)
- one (1) student appointed upon nomination by the UVSS (voting)
- the Associate Dean, Academic Advising (Faculties of Science, Social Sciences, and Humanities) (*ex officio*, non-voting)
- the Director or equivalent of an Advising Centre from a faculty other than Humanities, Science and Social Sciences, or designate (*ex officio*, non-voting)
- **the Director or equivalent of International Student Services (*ex officio, non-voting*)**
- the Director of Counselling Services or designate (*ex officio*, non-voting)
- the Registrar (*ex officio*, non-voting)
- the university representative to the B.C. Council on Admission and Transfer, Transfer and Articulation Committee (*ex officio*, non-voting)

Total membership – ~~15~~ **18** (~~10~~ **12** voting members)

The secretary of the committee is the Associate Registrar. A representative from the Office of the Registrar will be the recording secretary.

Committee Procedures

9. A quorum for a meeting of the Committee shall be four of the voting members with at least half the voting members present being faculty members.

10. At each meeting, the Committee shall deal with any pending appeals prior to considering other business.

11. For each appeal, an individual from the Office of the Registrar who is familiar with the specifics of the appeal shall be present to provide information of record to the Committee.

12. The Committee may defer an appeal decision pending receipt of more information and may request additional documentation from the appellant.

13. The Committee shall determine its decision regarding an appeal by voting. A simple majority of the voting members present must be in favour for an appeal to be granted (a tie vote fails).

14. The Vice-Chair shall chair the Committee in the event the Chair is absent or has a conflict of interest with an appellant.

15. A record of the minutes of meetings and decisions made by the Committee shall be kept in the Office of the Registrar as well as a record of policy decisions to support

consistency in its decisions.

Annual Report to Senate

16. The Committee's annual report to Senate shall contain the following information:

    i) a summary of the number of appeals heard by general category together with the number of appeals accepted and the number rejected;

    ii) the report from the Faculty of Graduate Studies described in section 7; and

    iii) a summary of any other business conducted by the Committee including matters that may have been referred to the Committee for opinion or recommendations that the Committee may have made regarding University policy and procedures.

17. The Committee may request further information from the Faculty of Graduate Studies following receipt of the report described in section 7.

Appeal Procedures

18. A student or applicant wishing to appeal a decision to the Committee shall complete a Notice of Appeal Form and provide supporting documentation. Should the Office of the Registrar deem that the appeal lacks sufficient supporting documentation, the appellant will be notified and provided the opportunity to supplement the appeal before it goes to the Committee.

19. Normally, grounds for appeal are limited to:

    i) significant physical affliction or psychological distress documented by a physician or other Health care professional;

    ii) evidence of incorrect advice or errors of administration by authorized University personnel, with evidence that the appellant's studies were adversely affected;

    iii) documented significant distress, or documented significant responsibility as a caregiver, as a result of an immediate member of the family suffering from serious trauma or illness.

20. Dissatisfaction with University regulations, or disagreements concerning the evaluation of admissibility (e.g. calculation of g.p.a., questions regarding English proficiency) or failure to meet published deadlines will not constitute grounds for appeal.

21. An appeal is decided based on the written documentation provided and the appellant's academic record. There is no personal appearance by the appellant before the Committee.

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22. The Committee will consider all the documentation presented and will make a final decision on the application. The decision may be appealed to the Senate Committee on Appeals only on the grounds of specific procedural error.

Approved by Senate December 1, 1976
Revised April 1, 1992
Revised November 4, 1992
Revised October 5, 1994
Revised February 4, 2011
Revised February 7, 2014
Revised May 2, 2014
Revised May 5, 2017

University of Victoria | Senate Committee on Awards

MEMO

Date:	18 December 2018
To:	Senate
From:	Senate Committee on Awards
Re:	**New and Revised Awards**

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

HERTA HARTMANSHENN AWARD ~~BURSARY~~ IN MUSIC* (REVISED-UG)

One or more awards ~~bursaries~~ are given ~~awarded~~ to undergraduate students entering or continuing in the School of Music. Preference will be given to students with demonstrated financial need.

GEORGE JENNINGS BURNETT MEMORIAL AWARD ~~BURSARY~~* (REVISED-UG)

One or more ~~An~~ awards are given ~~is made annually~~ to ~~a~~ students specializing in organ or composition in the ~~a~~ Bachelor of Music program. Preference will be given to ~~a~~ students with demonstrated ~~who needs~~ financial need. ~~assistance to continue in the program.~~

MARY DOROTHY JONES BESSEX AWARD ~~BURSARY~~* (REVISED-UG)

One or more awards ~~bursaries~~ are given ~~awarded~~ to entering or continuing undergraduate students in the Bachelor of Music program who are specializing in piano. Preference will be given to students with demonstrated financial need.

SCHOOL OF EXERCISE SCIENCE, PHYSICAL AND HEALTH EDUCATION ENTRANCE SCHOLARSHIP* (REVISED-UG)

A scholarship is ~~of $300 will be~~ awarded ~~annually~~ to an academically outstanding undergraduate student transferring into the School of Exercise Science, Physical and Health Education from a college or university. Approval ~~Selection~~ of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Education.

SCHOOL OF EXERCISE SCIENCE, PHYSICAL AND HEALTH EDUCATION SCHOLARSHIP ~~AWARD~~* (REVISED-UG)

Up to t~~T~~hree scholarships are awarded to academically outstanding undergraduate students continuing in the School of Exercise Science, Physical and Health Education. ~~Recipients are not eligible for other School of Exercise Science, Physical and Health Education scholarships.~~

~~THE~~ SCHOOL OF EXERCISE SCIENCE, PHYSICAL AND HEALTH EDUCATION GRADUATE SCHOLARSHIP* (REVISED-GS)

A scholarship ~~of $300~~ is awarded to an academically outstanding M.Ed. or M.A. physical education student ~~of good academic standing~~. The award will normally be given to a second year graduate student and will be based on the student's ~~academic performance and~~ active involvement with the School of Exercise Science, Physical and Health Education during the preceding year. ~~This Scholarship will not normally be given to students who are currently holding Fellowships or other major awards.~~ Approval ~~Selection~~ of the recipient will be made by the Faculty of Graduate Studies, Graduate Awards Committee upon the recommendation of the School of Exercise Science, Physical and Health Education.

HENRY, ANNIE AND HARRY CATHCART AWARD~~BURSARY FUND~~* (REVISED-UG/GS)

One or more awards are given ~~A number of bursaries are awarded~~ to graduate or undergraduate students in the School of Music. ~~Where practical two-thirds of the bursaries are to be awarded to students whose principal instrument is piano, and one-third of the bursaries are to be awarded to students whose principal instrument is violin, viola, or cello.~~ Preference will be given to students in descending order of priority:
  a) ~~first to graduate or undergraduate students~~ entering undergraduate or graduate students ~~the School of Music,~~
  b) ~~and second to~~ undergraduate or graduate students entering ~~proceeding to~~ their second or third year of study~~studies in the School of Music.~~

Approval of the recipients will be made by either the Senate Committee on Awards or the Faculty of Graduate Studies, Graduate Awards Committee, upon the recommendation of the School of Music.

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MBA LEADERSHIP/CITIZENSHIP AWARD (REVISED-GS)

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

MBA PAY-IT-FORWARD AWARD* (REVISED-GS)

One or more ~~Two~~ awards of at least $1,200 each are awarded to students who are in good academic standing in their final year of the MBA program in the Sardul S. Gill Graduate School in the Peter B. Gustavson School of Business. ~~One recipient will be from the daytime program and one recipient will be from the evening program.~~ This award is to recognize students who facilitate and promote a welcoming and positive learning environment for all MBA students. Students may self-nominate, or be nominated by other students, faculty and staff. Applications must be accepted by the Sardul S. Gill Graduate School by October 31st. Approval ~~Selection~~ of the recipients will be made by the Faculty of Graduate Studies, Graduate Awards Committee upon the recommendation of the MBA Awards Committee Gill Graduate School, Peter B. Gustavson School of Business. The awards can be given to students who have recently completed their degree.

FOX MEMORIAL BURSARY* (REVISED-UG)

One or more bursaries are ~~An~~ awarded ~~is made~~ to ~~a deserving~~ undergraduate students entering third, fourth, or fifth year in the Elementary Curriculum of the Faculty of Education~~, who has at least a good second class average. If funds permit, a second award will be given. Selection of the recipient is made by the Senate Committee on Awards upon the recommendation of the Faculty of Education~~.

PHOENIX THEATRE ~~BURSARY~~ AWARD* (REVISED-UG)

One or more ~~An~~ awards are given ~~will be made annually~~ to undergraduate ~~two or more~~ students in the Department of Theatre. Academic standing and~~,~~ contribution to the Department's activities~~, and the financial circumstances of the student~~ will be considered. Preference will be given to students with demonstrated financial need. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.

FINLAYSON ~~BURSARY~~ AWARD * (REVISED-UG)

One or more awards are given to undergraduate students entering ~~A bursary made available by Mr. Albert Winkel of Victoria, is offered to a~~ second or third year ~~student~~ in the Department of Theatre who ~~can~~ show ~~evidence of financial need and~~ outstanding ability in the area of technical theatre and who are ~~is~~ continuing studies in the department. Preference will be given to students with demonstrated financial need. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.

JEAN SALLY WILSON SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the School of Nursing who have a demonstrated interest in maternal health. Students registered in at least 4.50 academic units are eligible for this scholarship. Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the School of Nursing.

Respectfully submitted,
2018/2019 Senate Committee on Awards
Annalee Lepp, Faculty of Humanities, Chair
Anne Cirillo, President's Nominee
Wendy Taylor, Acting Registrar
Helga Hallgrimsdottir, Faculty of Human and Social Development
Donja Roberts, Acting Director, Student Awards and Financial Aid
Yvonne Rondeau, Scholarships Officer, Faculty of Graduate Studies
Marsha Runtz, Chair, Faculty of Graduate Studies Awards Committee
Charlotte Schallie, Faculty of Graduate Studies
Brock Smith, Peter B. Gustavson School of Business
Ciel Watt, Alumni Association
Linda Welling, Social Sciences
Curtis Whittla, Student Senator
Kelly Clark, GSS Representative
Lauren Hume (Secretary), Student Awards and Financial Aid

![University of Victoria logo] **University of Victoria** | Senate Committee on Planning

MEMO

Date: December 19, 2018

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Change the Name of the Software Engineering CSC Degree Option to "Software Systems"**

At its meeting of December 7, 2018, the Senate Committee on Planning considered the proposal to change the name of the Software Engineering CSC Degree Option to "Software Systems", as described in the memorandum dated November 9, 2018.

The following motion is recommended:

That Senate approve the proposal to change the name of the Software Engineering CSC Degree Option to "Software Systems", as described in the memorandum dated November 9, 2018.

Respectfully submitted,

2018/2019 Senate Committee on Planning
Nancy Wright, Associate Vice-President Academic Planning (Chair)
Gillian Calder, Faculty of Law
David Castle, Vice-President Research
Jo-Anne Clarke, Division of Continuing Studies
Merwan Engineer, President's Nominee
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Andrea Giles, Cooperative Education and Career Services
Nicole Greengoe, Registrar (on leave)
Rishi Gupta, Faculty of Engineering
Robin Hicks, Faculty of Science
Ashlee Kirby, Student Senator
Valerie Kuehne, Vice-President Academic and Provost
Graham McDonough, Faculty of Education
Patrick Nahirney, Division of Medical Sciences
Sang Nam, Peter B. Gustavson School of Business
Abdul Roudsari, Faculty of Human and Social Development
Dan Russek, Faculty of Humanities
Nilanjana Roy, Faculty of Social Sciences
Ralf St. Clair, Dean, Faculty of Education
Victoria Wyatt, Faculty of Fine Arts
Carla Osborne, GSS Representative
Ada Saab, Acting Associate University Secretary
David Capson, Faculty of Graduate Studies
Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

Memorandum

Date: 09-11-2018

University of Victoria
Computer Science

To: Senate Committee for Planning (SCP)

From: Alex Thomo, Undergraduate Curriculum Chair

RE: Change of the Software Engineering CSC Degree Option name to Software Systems

---

CC: Ulrike Stege, CSC Chair; Rich Little, CSC USPC; LillAnne Jackson, FCC Chair; Peter Wild, Acting Dean

Dear members of SCP,

Our reasons for the name change of the Software Engineering CSC Degree Option to Software Systems include:

- The term "engineering" is used for a non-engineering degree and is reflected on student transcripts;
- The option has the same name as a full degree program, which causes confusion among students and industry; and
- There could be issues with accreditation – for example, ECE changed their programs to remove the term "engineering" from anything that is not a full degree for similar reasons.

Regarding the transition plan for students in the current option, we will allow them to chose between "Software Engineering" or "Software Systems" as a name for their degree option according to their preference.

Sincerely

Ulrike Stege, CSC Chair **Original signed by Ulrike Stege**

LillAnne Jackson, FCC Chair Original signed by LillAnne Jackson

Original signed by Alex Thomo

Peter Wild, Acting Dean   **Original signed by Peter Wild**

Alex Thomo

Approved by
Faculty of Engineering Curriculum Committee
Faculty of Engineering Council

Date
October 16, 2018
November 6, 2018

![University of Victoria logo] **University of Victoria** | Senate Committee on Planning

MEMO

Date: December 19, 2018

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Discontinue the Diploma in Fine Arts**

At its meeting of December 7, 2018, the Senate Committee on Planning considered the proposal to discontinue the Diploma in Fine Arts, as described in the memorandum dated October 16, 2018.

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the proposal to discontinue the Diploma in Fine Arts, as described in the memorandum dated October 16, 2018.

Respectfully submitted,

2018/2019 Senate Committee on Planning
Nancy Wright, Associate Vice-President Academic Planning (Chair)
Gillian Calder, Faculty of Law
David Castle, Vice-President Research
Jo-Anne Clarke, Division of Continuing Studies
Merwan Engineer, President's Nominee
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Andrea Giles, Cooperative Education and Career Services
Nicole Greengoe, Registrar (on leave)
Rishi Gupta, Faculty of Engineering
Robin Hicks, Faculty of Science
Ashlee Kirby, Student Senator
Valerie Kuehne, Vice-President Academic and Provost
Graham McDonough, Faculty of Education
Patrick Nahirney, Division of Medical Sciences
Sang Nam, Peter B. Gustavson School of Business
Abdul Roudsari, Faculty of Human and Social Development
Dan Russek, Faculty of Humanities
Nilanjana Roy, Faculty of Social Sciences
Ralf St. Clair, Dean, Faculty of Education
Victoria Wyatt, Faculty of Fine Arts
Carla Osborne, GSS Representative
Ada Saab, Acting Associate University Secretary
David Capson, Faculty of Graduate Studies
Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

UNIVERSITY OF VICTORIA

Discontinuance of Diploma in Fine Arts

Dean's Name: Jo-Anne Clarke, Dean, Division of Continuing Studies Eva Baboula, Acting Dean, Faculty of Fine Arts	Signature Dean: Original signed by Jo-Anne Clarke and Eva Baboula
Contact Name and Number:	
Tania Muir, Director, Cultural Management Programs, Division of Continuing Studies Eva Baboula, Office of the Dean, Faculty of Fine Arts	8462 7756
Date approved by Department: N/A	Chair / Director:
Date approved by Faculty Curriculum: 23 October 2018 (Fine Arts UG Curriculum Committee)	Dean or Committee Chair: Eva Baboula

CONTINUING STUDIES@UVIC

MEMO

Date: October 16, 2018

To: Dr. Nancy Wright, AVP Academic Planning

From: Tania Muir, Program Director, Cultural Management Programs

Re: Discontinuance of the Fine Arts Diploma Program

CC: Dr. Eva Baboula, Associate Dean, Faculty of Fine Arts
Sarah Reicken, Fine Arts Undergraduate Advisor
Dr. Jo-Anne Clarke, Dean, Division of Continuing Studies

The Fine Arts Diploma Program delivered by the Division of Continuing Studies in partnership with the Faculty of Fine Arts was developed in 1986 in response to a community interest in part-time studies in fine arts. In October of 2013, the diploma program was brought to the Senate Committee on Continuing Studies with a recommendation to discontinue the program. While in the previous years, several actions had been taken with an interest in revitalizing the program, enrollments remained extremely low resulting in only four learners graduating in the most recent 6 years of program delivery.

As part of cycle 1 curriculum changes within the Faculty of Fine Arts, the Fine Arts Diploma Program will be formally sunset and removed from the University of Victoria Calendar. This will occur after the graduation of the last learner in the program this spring. The Division of Continuing Studies continues to offer a range of community courses in the arts including: music, visual arts, writing, art history, and theatre.

University of Victoria | Senate Committee on Planning

MEMO

Date: December 19, 2018

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Establish a Minor in Data Science**

At its meeting of December 7, 2018, the Senate Committee on Planning considered the proposal to establish a Minor in Data Science, as described in the document "Minor in Data Science".

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the proposal to establish a Minor in Data Science, as described in the document "Minor in Data Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Respectfully submitted,

2018/2019 Senate Committee on Planning
Nancy Wright, Associate Vice-President Academic Planning (Chair)
Gillian Calder, Faculty of Law
David Castle, Vice-President Research
Jo-Anne Clarke, Division of Continuing Studies
Merwan Engineer, President's Nominee
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Andrea Giles, Cooperative Education and Career Services
Nicole Greengoe, Registrar (on leave)
Rishi Gupta, Faculty of Engineering
Robin Hicks, Faculty of Science
Ashlee Kirby, Student Senator
Valerie Kuehne, Vice-President Academic and Provost
Graham McDonough, Faculty of Education
Patrick Nahirney, Division of Medical Sciences
Sang Nam, Peter B. Gustavson School of Business
Abdul Roudsari, Faculty of Human and Social Development
Dan Russek, Faculty of Humanities
Nilanjana Roy, Faculty of Social Sciences
Ralf St. Clair, Dean, Faculty of Education
Victoria Wyatt, Faculty of Fine Arts
Carla Osborne, GSS Representative
Ada Saab, Acting Associate University Secretary
David Capson, Faculty of Graduate Studies
Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

UNIVERSITY OF VICTORIA

Minor in Data Science

Dean's Name: Rob Lipson	**Oiginal signed by Rob Lipson**
Contact Name and Number: **Laura Cowen X6152**	
Date approved by Department: **September 11, 2018**	Head: Marcelo Laca Original signed by Marcelo Laca
Date approved by Faculty: **October 17, 2018**	Dean or Faculty Chair: Robin Hicks Original signed by Robin Hicks

FULL PROPOSAL (up to 5,000 words plus appendices)

A. Identification of new Minor

Name, Location, Academic units (Faculties, departments, or schools) offering the new Minor	Name: Minor in Data Science Academic unit: Mathematics and Statistics, Faculty of Science
Anticipated start date	September 2019
Name, title, phone number and email address of contact person	Laura Cowen (Curriculum Chair, Math and Stats) Tel: 6152, email: lcowen@uvic.ca

B. History and context of the Minor

More than 50 years ago, statistician John Tukey called for a reformation of academic statistics where he pointed to an as-yet unrecognized science whose subject of interest was learning from data, or data analysis. Later, statisticians John Chamber, William Cleveland and Leo Breiman independently urged academic statistics to expand its boundaries beyond the classic domain of theoretical statistics. Chambers called for more emphasis on data preparation and presentation; Breiman called for emphasis on prediction rather than inference. Cleveland suggested the catch name "Data Science" for his envisioned field.

Today, Data Science programs at the Minor, Major, and Graduate levels are popping up all over the country. UVic would benefit from providing programs that interest students. UVic is currently engaged in data science research across campus and these sorts of programs could permit students to become involved. The Faculty of Engineering recently developed a Master's in Applied Data Science (MADS) program.

Creating a Minor in Data Science would let interested students increase their skill set leading to a career in a domain requiring data science. We are interested in creating an undergraduate Major degree in Data Science. We have been attempting to work with the Department of Computer Science to convert our combined Major in Computer Science and Statistics. Part of this process has been the development of STAT 123- Data Science and we are continuing to work on this program. For this Minor program, our goal is to not only provide a program for statistics or computer science students, but have a broader vision around possible students that might include Majors in Economics, Engineering, Physics, Health Information Science, Biology, Earth and Ocean Science, Geography, etc.

We feel that a Minor in Data Science would provide a student interested in a quantitative domain to increase their skill set with a reasonable number of courses. We have focused on three key components of data science in this skill set 1) basic understanding of statistical modeling and inference, 2) R programming language (and possible other languages), and 3) data base management.

C. Aims, goals and/or objectives

Distinctive characteristics

Our aim is to provide a Minor program targeted at a broad range of students with the objective of teaching them a solid foundation in data science: statistics, computer programming, and database management.

Anticipated contribution to the UVic, Faculty, and academic unit's strategic plans

UVic's strategic research plan lists "Data Science and cyber-physical systems" as one of UVic's eight areas of Dynamic Research Capability, and states that "Large volumes of structured and unstructured data need analytics to extract meaningful patterns and relationships. Data science has emerged as an important field in its own right and enables other fields of research such as climate science, oceanography, physics and digitally based research in the humanities and social sciences."

The Minor will implement one of UVic's Strategic Priorities by enhancing the integration of research and education. "UVic will promote and support the integration of research and educational programs to create dynamic learning opportunities that reflect UVic's extraordinary environment and contribute to the vital impact of research". We feel that students in this Minor program would potentially have skills that will allow them to use data science with researchers at UVic thereby increasing their ability to obtain an experiential learning experience. Colleagues in this department work in applied data science areas such as wildlife population dynamics, biostatistics, genomics, neuroimaging statistics, spatial statistics, statistical computing, machine learning, and big data problems.

The Minor will implement UVic's Strategic Framework (Strategy 3.5), by providing a high-quality academic program that aligns with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable.

Target audience, student and labour market demand

The targeted audience for this program is students with a solid quantitative background who can handle the broad skill set of a data scientist. We hope to attract a broad array of students in the fields of mathematics, statistics, computer science, economics, physics, health and information science, earth and ocean science, geography, and more.

Market demand for the data scientist skill set is high. Looking at job boards such as *indeed* or *glassdoor* there are numerous job adds for placements in Victoria with the term data science or data analyst in the title.

LinkedIn lists the top skills in data science as:

- Machine learning
- Data analysis
- Data mining
- Statistics
- Statistical Modeling
- Deep Learning

- Data Visualization

- Predictive Modeling

The top computer languages/skills associated with data science as:

- R

- Python

- SQL

- Matlab

- LaTeX

- Hadoop

- SAS

Include plans for student recruitment, retention, and success

The existence of the program in the Calendar will likely attract a small cohort of students in itself. Plans are currently underway to have a website linked to our main Department website describing data science. We can market this program through this site. We will also work closely with other Departments to promote this Minor within their departments. We will also promote the program in outreach to high schools and in recruitment fairs like 'Experience UVic'.

D. Admission requirements

Include plans for admissions and transfer within BC system where appropriate

See description of admission requirements in Section F *Curriculum Design*.

E. *Areas of specialization and evidence of adequate faculty complement (Include short faculty cv information in an appendix)*

No new courses are anticipated at this point to support this program, so no new faculty resources are required. However, one challenging issue in the program is obtaining the database programming and management skills. In the short term, we rely on other departments through CSC 370, 371, or HINF 200. CSC 370 is directed towards program students and requires 4-5 "hidden pre-requisites" that a Minor student might not have. HINF 200 has 2 "hidden pre-requisites" and is capped at 54 students per year due to room limitations (the largest computer room on campus holds 54 students). HINF 200 is also given first access to their program students and they only have resources to fund a second section if they have enough program students to warrant it. With this in mind and if this program becomes very popular, we would need additional resources to develop and regularly offer a database management course.

- Stat 123 Data Science was launched in September 2017.
- CS 110 and 115 are core courses for CSC program students and are offered regularly.
- Math 110, 208, 211 are courses required by other programs, thus they are offered regularly.
- STAT 260, 261, 256, 359 are long offered courses within the department and they continue to be offered regularly.
- BIOL 330 is now required for most Biology programs and is a long-standing course offered regularly.
- Econ 246 is required by econ majors, again offered regularly.
- CSC 370 and HINF 200 are courses required by program students, offered regularly.
- CSC 371 is a course offered to non-major students, thus the future of offerings may not be as stable. If this is the case we may have to develop a data base management course within our department.

One course that is not included in the Minor and does not exist at UVic is a course in Machine Learning. CSC has offered this as a Special Topics courses and our department is offering a version this Fall taught by Xuekui Zhang. This will likely become an upper division requirement of the Minor program.

The Department has a critical mass of Faculty members in this field including:

- Eric Cormier: Extreme value theory, dependence modelling, copulas
- Laura Cowen: Ecological statistics, capture-recapture, hidden Markov models, batch marking models
- Mary Lesperance: Statistical inference, biostatistics, industrial statistics, statistical methods for genomics, mixture models
- Farouk Nathoo: Bayesian methods, statistical computing, spatial statistics, high-dimensional data, neuroimaging statistics
- Min Tsao: nonparametric statistics, empirical likelihood theory, applied statistics
- Fan Wu (temporary ATP): empirical likelihood theory, applied statistics
- Xuekui Zhang: big data problems, machine learning, Bayesian hierarchical models, statistical genomics, design of clinical trials
- Julie Zhou: robust statistics, robust regression design, optimal design of field experiments, fractional factorial design, statistical computing

The Department has plans to hire a Data Scientist when our next position becomes available.

F. Curriculum design

Schedule of course delivery

- **Identify the prescribed set of core and prerequisite courses.**

- **Identify which courses already exist at UVic and which new courses will be implemented as a result of the program.**

No new courses will be implemented as a result of this program. The schedule of course delivery is as follows:

Minor in Data Science
The Department of Mathematics and Statistics offers a Minor in Data Science. This rigorous quantitative program is designed to provide students with baseline skills in statistics, computer science, and database management. Students are also encouraged to explore data science within their unique domains via electives.

Program Requirements
Students are recommended to have a minimum grade of 73% or higher in STAT 123, CSC 110, CSC 115 and one of MATH 100, 102, or 109.

A student may declare a Minor in Data Science by completing the requirements for an Honours Program or a Major Program in another discipline together with the following set of courses:

STAT 123	1.5
CSC 110, 115	3.0
One of MATH 100, 102, 109	1.5
One of MATH 110, 208, 211	1.5
Either STAT 260 and STAT 261; or	
STAT 359 and one of STAT 256, BIOL 330/ES 344, ECON 246	3.0
One of CSC 370, 371, HINF 200	1.5
Electives[1, 2]	4.5
Total [3]	16.5

[1] Electives chosen from the following: AHVS 310C, BIOL 330, CSC 475, 498, ECE 403, 435, 485, ECON 365, 366, 468, GEOG 322, 328, 418, HINF 201, SENG 474, STAT 353, 354, 355, 359, 453, 454, 455, 456, 457, 458, 459, 460, 464, 465, 466.

[2] With permission of the Department a student can also choose from CSC 482A, 482B, 482C, 482D, 484A, 484B, 484C, 484D, 498, ECON 486, ES 482, GEOG 428, STAT 498.

[3] Some of the required courses have pre-requisites that may not be in a student's Major program. A student may have to take additional units to complete this Minor program.

The selected courses must include at least 9.0 units numbered 200 or higher that do not form part of the requirements of the Honours or Major or General or Option Program. Any course disqualified from the Minor Program by overlap with the requirements of the Honours or Major or General or Option Program may be replaced by another Data Science topics course at the same level or higher. See Faculty of Science "Minor Program" regulations (page 243). Only one Minor may be declared on any degree program.

Delivery methods (e.g., plans for distance education, or computer assisted delivery) as appropriate to targeted student segments

All courses are run as usual, on campus, face to face.

Linkages between the learning outcomes and the curriculum design

The proposed curriculum has been designed to allow student to build top skills required by data scientists. The term data science can be broadly applied as seen in the Electives course lists allowing students great flexibility in acquiring skills they need in various application areas.

Integration of opportunities for experiential learning or other forms of community engagement in the learning opportunity

STAT 123 Data Science is run with experiential learning in mind. Students work on a project involving data that comes from a community source such as a local non-profit association. Similarly, STAT 359 is also a project-oriented course where students devise their own study, collect and analyse data using techniques from the course and then present and write up their study in report or journal article form.

Experiential learning could come in the form of Co-op work term in either statistics, computer science, or possibly other areas. With the Mathematics and Statistics Co-op house within Science, there is more support for these students.

Department co-op representatives will work with the co-op office to find relevant co-op opportunities for these students.

Special purpose experiential courses will not be created specifically for this program at the outset. Directed Studies courses (such as STAT 498) offer the opportunity for project-based experiential learning.

Residency requirements and anticipated times to completion

This is designed to be completed in parallel with a 4-year degree program.

Policies on student evaluation, candidacy exams, and oral examinations

Same as existing programs.

Plans for integration of teaching and research

Undergraduate research projects supervised by Statistics faculty are an excellent prospect. Stat 498 could be used for this purpose. An interested Computer Science faculty member might offer CSC 498.

Summer research students under the SURA or NSERC programs might have good uptake for these highly skilled students.

Describe any plans to develop international or Indigenous content or perspectives

As no new courses will be created initially, there is no immediate development of international or indigenous content or perspectives beyond what already exists in the current courses. International or indigenous content could come in the form of an applied project either through Co-op or a directed studies course.

G. Enrolment plan for the length of the Minor (Include a table of anticipated annual intake and graduates including those in any existing program)

This program recommends students have a 73% (B grade) in the lower level core courses. We see this as a rigorous program where due to the diversity in skills required, would be difficult to complete by a weaker student.

Table 1. Annual anticipated intake for the next 5 years.

Year	Anticipated Intake	Anticipated Graduates
2019	5	0
2020	5	0
2021	10	5
2022	10	5
2023	20	10

H. Funding plan for the length of the Minor

Resources required for Faculty appointments

- **Currently funded faculty resources**

- **New faculty resources required**

  Currently none. However, if this program grows significantly, we might look at offering more sections of upper division courses, especially in statistics where we are already seeing a large increase in student numbers. Ultimately, an increase in student numbers would lead to new faculty resources required that could teach the affected courses.

  If CS 371 gets removed from the calendar, or is not offered on a regular basis, we may be required to create our own data base management course. This would require either sessional funding, or a faculty commitment to teach this course.

  A similar issue arises with HINF 200. Here the course is offered regularly, but the room required has a maximum of 54 students and spots are first offered to HINF program students. Again, we may require faculty resources to offer a similar data base management course housed in Mathematics and Statistics.

  If a course in Machine Learning becomes regularly offered to support this program, we may require TA support of this course and/or sessional funding so that it can be resourced by a Faculty member.

Resources required for staff appointments

None. However, if class sizes grow significantly, this may require reassessment of the current TA allocations.

Resources required for space

Currently none. However, there are currently no physical office spaces to hold additional members of our department. In the event that we need additional faculty to run a database management course this will become an issue.

For students seeking experiential learning opportunities within the department through SURA or NSERC, we have no space available to house additional students.

By 2023, the new capital campaign for student housing will have large classrooms available for use. Large classes such as CSC 110 will be able to accommodate more students.

Resources required from Library

None.

I.   Related Minors within UVic or other British Columbia post-secondary institutions

At UVic:
Minor in Statistics
Minor in Computer Science

Within BC:
Most universities now offer Minors in Statistics and Computer Science. None offer Minors in Data Science

Within Canada:
Calgary: https://www.ucalgary.ca/science/data-science/minor-data-science

Within US:
MIT: https://stat.mit.edu/academics/minor-in-statistics/
Stanford: https://statistics.stanford.edu/data-science-minor
Rhode Island: https://www.cs.uri.edu/academics/undergraduate-studies/minor-in-data-science/
Berkley: in preparation for Spring 2019.

J.   Evidence of support and recognition from other Faculties (Provide copies of letters of support in an appendix)

Appendix A: Internal Supporting Letters
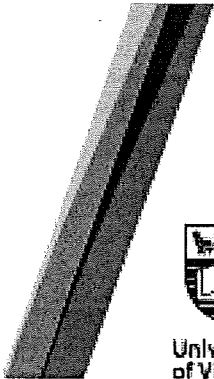
From: Lisa Surridge - Humanities Associate Dean, Academic
Sent: October 24, 2018 2:37 PM
To: Robin Hicks <rhicks@uvic.ca>
Cc: Chris as DeanHums <deanhums@uvic.ca>
Subject: Re: minor in Data Science - request for letter of support

Dear Robin: I am writing on behalf of the dean to support this program. The Humanities would be pleased to see a minor in Data Science and has no concerns about its impact on our faculty.

I do have one edit to suggest: I think there is a word missing in the program description.

> The selected courses must include at least 9.0 units numbered 200 or higher that do not form part of the requirements of the student's Honours or Major or General or Option Program. Any course disqualified from the Minor Program by overlap with the requirements of the Honours or Major or General or Option Program may be replaced by another Data Science topics course at the same level or higher. See Faculty of Science "Minor Program" regulations (page 243). Only one Minor may be declared on any degree program.

With all best wishes—Lisa.

Dr. Lisa Surridge
Associate Dean Academic
Faculty of Humanities
University of Victoria
Office: Cle C309
T 250-721-7246
F 250-721-7059
web page

University
of Victoria

**University
of Victoria**

Office of the Vice-President, Research
Michael Williams Building, Room A110 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
T 250-721-7973 | F 250-472-5477 | E vprasst@uvic.ca | uvic.ca/research

November 9, 2018

Dr. Robin G. Hicks
Associate Dean (Academic), Faculty of Science
Professor of Chemistry
University of Victoria

Dear Dr. Hicks:

I am writing to convey my strong support for the proposed undergraduate minor in data science. As you indicate in the proposal, many universities already have minors and majors in data science. It is overdue at UVic to have undergraduate programming in this area. The Faculty of Science certainly has the academic strengths to provide the minor, and I expect that student demand will be strong. Over a short period of time the demand will no doubt validate the idea of offering both a minor and a major in data science. It remains to be seen whether collaborative delivery of data science programs with the Faculty of Engineering can be developed over time. While I do not necessarily see this as an objective in itself, avoiding duplicative efforts, and keeping the lines of communication open with Engineering is important, particularly since they have launched the MADS program.

The Office of the Vice-President Research will remain committed to supporting data science programs and related research, and we look forward to the success of the proposed minor in data science.

Yours truly,

Original signed by David Castle

Dr. David Castle
Vice-President Research

DC:jm

From: hsddean
Sent: October 24, 2018 5:15 PM
To: Robin Hicks <rhicks@uvic.ca>
Subject: Re: minor in Data Science - request for letter of support

Dear Robin,

HSD is pleased to support this proposal,

Tricia

Patricia Marck RN, PhD
Professor & Dean
Faculty of Human and Social Development
University of Victoria
hsddean@uvic.ca
Assistant Judi Baker: 1-250-721-8050
hsddeanasst@uvic.ca

From: Fine Arts Dean
Sent: October 26, 2018 10:25 AM
To: Robin Hicks <rhicks@uvic.ca>
Cc: Fine Associate Dean <fineassociatedean@uvic.ca>; Fine Arts Deans Assistant <fineasst@uvic.ca>
Subject: RE: minor in Data Science - request for letter of support

Thanks so much, Robin. No concerns from Fine Arts – best wishes as you move through the stages of approval.
Susan
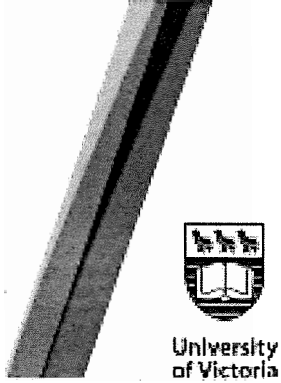
Dr. Susan Lewis
Dean, Faculty of Fine Arts
University of Victoria
T 250-721-7755
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www.finearts.uvic.ca

University
of Victoria

PETER B. GUSTAVSON
School of Business

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AACSB
ACCREDITED

EFMD
EQUIS
ACCREDITED

DATE:	25th October, 2018
TO:	Robin Hicks, Associate Dean (Academic), Faculty of Science
FROM:	Saul Klein, Dean, Gustavson School of Business
RE:	Minor in Data Science

Thanks for sending me a copy of your proposal for a new Minor in Data Sciences. I believe that this is an area of strong need in our economy and graduates will be well-positioned for success. The program appears to be well-designed and draws on the existing capacity of the department of Mathematics and Statistics.

I am happy to offer my support for this program.

Original signed by Saul Klein

Appendix B. External Supporting Letters

From: UBC-CPSC AH Ugrad <ah-ugrad@cs.ubc.ca>
Date: Saturday, October 13, 2018 at 11:28 PM
To: mschair <mschair@uvic.ca>, "Greif, Chen" <greif@cs.ubc.ca>
Cc: 'Patrice Belleville' <patrice@cs.ubc.ca>, Laura Cowen <lcowen@uvic.ca>
Subject: RE: Proposed Data Science Minor in Mathematics and Statistics at UVic

Hi folks,

Patrice (our curriculum rep) and I (the Associate Head for Undergraduate Affairs) and I have had a chance to take a look at the proposal. We have a number of concerns.

Patrice raises some concerns about the number of credits, particularly:

1. Of the 16.5 units (33 UBC credits) required, 7.5 (45%) can be at the first year level. Only 3 of the 12 units required for a Minor in Statistics can be at the first year level. Admittedly, 9 of the 18 credits for a Minor in Computer Science can be at the first year level, leaving the same number (9 units) at the 2nd, 3rd and 4th year levels.
2. Only 3 units (18%) are required to be at the third or fourth year level. This is lower than the Minor in Statistics and the Minor in Computer Science, both of which require at least 4.5 units.

Bringing the proposed Minor in line with other University of Victoria minors would mean requiring at least 4.5 units at the third or fourth year levels (this is still lower than minors at UBC by a factor of 2)

A second concern is that the proposal seems to be weighted heavily to the statistics side of data science; it has relatively little of the computer science side. In particular, in the annotated version of the document that you sent, I note that the list of approved electives seem to include all third and fourth year stats courses but two, but only two computer science courses - also, one of the CSC courses that appears in the list of totally approved electives also appears in the list of only maybe approved electives - which is it meant to be in?

I'm happy to have you try to convince me that this is an appropriate balance given the course offerings available; after all, perhaps there are factors at play that I don't understand - I had to annotate the courses myself since, of course, I'm not familiar with UVic's #s. So perhaps I'm missing some nuance. But it does seem particularly odd to me that CSC 482A was taught as Machine Learning (which seems pretty core to Data Science to me) and is only on the list of "may be able to be taken subject to approval" courses.

Cheers,
Rachel

UBC **a place of mind**

THE UNIVERSITY OF BRITISH COLUMBIA

William J. Welch, Professor and Interim Head
Department of Statistics
University of British Columbia
Room 3182, 2207 Main Mall
Vancouver, B.C., Canada V6T 1Z4

Tel: (604) 822-3339
Fax: (604) 822-6090
will@stat.ubc.ca, www.stat.ubc.ca/~will

October 26, 2018

Professor Marcelo Laca
Acting Chair
Department of Mathematics and Statistics
University of Victoria

Dear Professor Laca,

Re: University of Victoria's Minor in Data Science

I am writing to support the proposed Minor in Data Science at the University of Victoria. UBC and many other universities have recognized the opportunities in data science in terms of both teaching and research. Hence, UBC is moving substantially into this area. It is only natural that your unit is doing likewise.

At UBC we are now in the third year of a professional Master's program. Demand has been strong from prospective students, such that the admission rate is low despite ramping up the number of spaces. Employment in data science was hugely successful for the first cohort of graduates, and we believe it will prove to be strong for the second when survey results become available.

At the undergraduate level there is also strong demand, and we are putting resources into teaching data science. We have a first-year introduction to data science course coming on stream in the new year, and others are planned. Our goal, like yours, is a minor program.

Your cooperation with computer science to deliver the program is eminently sensible. We have done the same in all our initiatives; data-science lives in both camps. Between your two departments you have a coherent minor covering all the bases it seems.

Overall, like you, we believe that there is a bright future for data science. Student demand is there, as are exciting job prospects calling for these skills. I wish you well in this endeavour.

Sincerely,

Original signed by William Welch

William Welch, Professor and Interim Head

From: Thomas Loughin <thomas_loughin@sfu.ca>
Date: Tuesday, October 9, 2018 at 9:26 PM
To: mschair <mschair@uvic.ca>
Cc: Laura Cowen <lcowen@uvic.ca>
Subject: Re: Proposed Data Science Minor in Mathematics and Statistics at UVic

Dear Marcelo,

I just realized that I never acknowledged that I would take care of this for you. I should have replied sooner.

I did solicit opinions from my department and got one very lucid and supportive comment:

"They recognize that it can't be everything so they focus on some basic skills in the main key areas of statistics, R programming, and database management. This is a very reasonable program and should boost the skills of a diverse set of people from other faculties, and that seems to be one of the major areas of growth in industry right now."

I think that this pretty much says it all. We support the program. Do you need a more formal document from me?

Regards,

-Tom.

Thomas M. Loughin, P.Stat. (SSC), PStat® (ASA)
Professor and Chair, Statistics and Actuarial Science
Simon Fraser University
http://people.stat.sfu.ca/~tloughin/STATPAGE.html
Analysis of Categorical Data With R Webpage

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Fax: 778 782 6930
sfu.ca

November 16, 2018

Dr. Marcelo Laca
Department of Mathematics and Statistics
University of Victoria
David Turpin Building A425
3800 Finnerty Road
Victoria, BC V80 5C2

Dear Dr. Laca,

This letter is to express strong support for your department's proposed Data Science Minor program. I am an Associate Professor in the School of Computing Science at Simon Fraser University, Director of Undergraduate Programs for the School, and a member of the steering committee for SFU's newly introduced Data Science major program.

Your proposal correctly points out that many universities are introducing Data Science programs, SFU being among them. The introduction of these programs reflects the use of the term in the popular press and, more importantly, the growing needs of employers for people with data analysis skills. In a world where organizations of all sizes and types have rapidly growing collections of data and an increased desire to make good use of these, universities should be ensuring a supply of graduates with appropriate education.

In this context, a minor program serves a function distinct from major programs. There is a need for workers within all domains who, in addition to being expert in their fields, have data analysis background beyond the small number of statistics courses required in many programs. This is the case because a wide variety of workers will need to perform more data analysis tasks than in the past, but more importantly, they will need to have enough background to understand appropriate application of data analysis within their fields, even while the actual analysis may be done by others.

This is a situation analogous to that in Computing Science,. There is growing demand for computer science graduates, but also a growing need for graduates in other areas to know enough about computing to make educated decisions about its application in their fields. For this reason, we have decided to make increasing the size our minor program a priority over the next few years.

The design of your program appears very suitable, with an appropriate selection of courses and range of applicable electives. We have found strong intereste in our new data science program within our student

body, and our Professional Master's program in Big Data has been very successful, with many good applicants and interest from employers. I strongly support the creation of your Data Science minor program, and expect it will be very successful. Please feel free to contact me with any questions that may arise.

Sincerely,

David Mitchell

Director, Undergraduate Programs,

School of Computing Science,

mitchell@cs.sfu.ca

778-782-6673

2

 University of Victoria

Faculty of Engineering | Engineering Undergraduate Office
Engineering Office Wing Room 206 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
250-721-6023 | www.uvic.ca/engineering

To: Faculty of Science

From: LillAnne Jackson
        Associate Dean, Undergraduate Programs
        Faculty of Engineering

Date: November 29, 2018

Re: Proposed Minor in Data Science

This letter is in support of the proposed Minor in Data Science being proposed by the Department of
Mathematics and Statistics in the Faculty of Science.

A review of the Data Science Body of Knowledge and developing model curriculum models (links below)
indicate that Data Science is a developing field that is clearly at the intersection of the current Statistics and
Computer Science curriculums. Our Computer Science department has raised some concerns on the proposed
curriculum, a number of which have been addressed. We will continue to encourage to two curriculum
committees to consult together as this minor program develops.

In addition, the Faculty of Engineering looks forward to working with the Faculty of Science to consider the
development a full *Major in Data Science* program that, we believe, should be developed as a program shared
between the departments of Computer Science and Mathematics and Statistics.

Sincerely,

LillAnne Jackson

Curriculum Guidelines for Undergraduate Programs in Data Science
Park City Mathematics Group (PCMI)
https://www.stat.berkeley.edu/~nolan/Papers/Data.Science.Guidelines.16.9.25.pdf

Edison Data Science Framework
Part 3, Data Science Model Curriculum, Release 2
http://edison-project.eu/sites/edison-project.eu/files/attached_files/node-447/edison-mc-ds-release2-v03.pdf

Data Science Body of Knowledge -- Edison
http://edison-project.eu/sites/edison-project.eu/files/filefield_paths/edison_ds-bok-release2-v04.pdf

response to Computer Science comments (see next document)

1. *CSC and SENG students will have a hard time to find meaningful replacements for crucial courses in the program, e.g. CSC 110, 115, 370.*

The wording of the Minor in Data Science borrows languages from other Minors on campus that do not require 100 level courses to be replaced. Specifically it says:

"The selected courses must include at least 9.0 units numbered 200 or higher that do not form part of the requirements of the Honours, Major, or General program, or Option. Any course disqualified from the Minor Program by overlap with the requirements of the Honours, Major, General, or Option Program may be replaced by another Data Science topics course at the same level or higher. See Faculty of Science "Minor Program" regulations (page 243). Only one Minor may be declared on any degree program."

This language is currently present in our Minor in Mathematics (p. 271), Minor in Statistics (p. 272).

This is the same practice as is done in the Minor in Computer Science, however the wording is slightly different (p. 109): "Note that 200-level and higher courses that fulfill requirement for a Minor cannot form part of the requirements for the Major or Honours -degree. Any such course in the Minor program may be replaced by another Computer Science course at the same level or higher."

Furthermore: We note a long list of electives available to CSC students (upper level CSC, ECE, SENG, and STAT courses) including several available with permission. CSC and SENG students interested in the Data Science (DS) Minor should have plenty of options.

2. *Other students (including most MATH/STATS ones) will have a hard time to do CSC courses that need a lot of prerequisites, e.g. CSC 370 which needs CSC 226 and SENG 265, which in turn need CSC 225. The alternative of taking CSC 371, which doesn't have prerequisites, is often not viable as we haven't been offering it in quite some time.*

We recognise this; see Note 3 of the program stating:

"Some of the required courses have pre-requisites that may not be in a student's Major program. A student may have to take additional units to complete this Minor program."

The minor is intended to be available to students in a wide range of Majors. As mentioned above, many (but not all!) of the electives are CSC, SENG and STAT courses. Students in relevant programs in Computer Science/ ECE /Math & Stats will likely have the pre-requisites to take some of these courses. For students majoring in other fields we offer a range of other options. The broad range of electives was deliberate – we are under no illusion that students from other programs will be taking the upper level CSC or SENG classes. And for a Minor program that should be OK.

3. *Taking HINF 200 instead might not provide sufficient depth on Database studies.*

We believe it is sufficient for this program. Math and Stats is planning on developing their own upper level course in Database management very soon, but even aside from this class the content of HINF is sufficient for a Minor.

4.   *It is also almost impossible for students, other than CSC, to be able to take important DS courses, such as CSC 475, CSC 498, or SENG 474 (Data Mining), again due to a long chain of prerequisites. Other electives, such as ECE 403, 435, 485 are just too hard for any student, other than possibly and MATH and ECE.*

See response to point 2 above. Please keep in mind that all of these are elective options and not required courses. Again, DS Minor students in Computer Science/ECE/Math and Stats will chose some of the upper level courses, and students from other programs have other pathways available to them.

5.   *Although CSC 498 can be taken by non-CS students with permission of the department, it would put a lot more strain on the department to have our faculty members taking on more independent projects from outside the department.*

CSC 498 already requires "permission of the department", and for the DS minor this course *also* requires permission of the Mathematics and Statistics department. Computer Science is certainly within its rights to deny permission to non CS students based on additional strain; I very much doubt this will happen. I also note that this concern directly contradicts concern 4 above, in which CSC 498 is included among courses that are feared to be "almost impossible" for non CSC students to take anyway.

6.   *Based on the above, we think the set of students that can complete this program is limited.*

The anticipated update outlined in the proposal is modest but still substantial. Given that we disagree with all of the above concerns, we also disagree with this conclusion.

7.   *And those that would go through the challenging chains of prereqs and course replacements, will possibly end up with quite a diverse set of courses, peculiar to each individual case. As such, their skill-set labeled by "DS minor" will possibly confuse potential employers.*

Quite the opposite. We believe the ability for students in diverse programs to sculpt their minor will be to their advantage. I think the supporting letter of Dr. David Mitchell (Director, School of Computing Science, SFU) captures the intent of the program.

From:	Laura Cowen
To:	Science - Associate Dean
Subject:	FW: New Minor in Data Science
Date:	October 1, 2018 4:04:40 PM

Hi Robin,

These comments from CS came too late for submission. Is there some way to include them?

Laura

Laura Cowen, Associate Professor
Mathematics and Statistics,
University of Victoria
WSÁNEC, Lkwugen, and Wyomilth Territories
Office: DTB (SSM) A446
Phone: 250-721-6152; FAX: 250-721-8962

From: Alex Thomo <thomo@uvic.ca>
Date: Monday, October 1, 2018 at 3:28 PM
To: Laura Cowen <lcowen@uvic.ca>
Subject: RE: New Minor in Data Science

Hi Laura,

I have gone through a few rounds of discussions with several of my colleagues and here are our concerns regarding the proposed new Minor in DS.

1. CSC and SENG students will have a hard time to find meaningful replacements for crucial courses in the program, e.g. CSC 110, 115, 370.

2. Other students (including most MATH/STATS ones) will have a hard time to do CSC courses that need a lot of prereqs, e.g. CSC 370 which needs CSC 226 and SENG 265, which in turn need CSC 225. The alternative of taking CSC 371, which doesn't have prereqs, is often not viable as we haven't been offering it in quite some time. Taking HINF 200 instead might not provide sufficient depth on Database studies.

3. It is also almost impossible for students, other than CSC, to be able to take important DS courses, such as CSC 475, CSC 498, or SENG 474 (Data Mining), again due to a long chain of prereqs.

4. Other electives, such as ECE 403, 435, 485 are just too hard for any student, other than possibly and MATH and ECE.

5. Although CSC 498 can be taken by non-CS students with permission of the department, it would put a lot more strain on the department to have our faculty members taking on more independent projects from outside the department.

Based on the above, we think the set of students that can complete this program is limited.

And those that would go through the challenging chains of prereqs and course replacements, will possibly end up with quite a diverse set of courses, peculiar to each individual case. As such, their skill-set labeled by "DS minor" will possibly confuse potential employers.

Best,
Alex

![University of Victoria logo] **University of Victoria** | Senate Committee on Planning

MEMO

Date: December 19, 2018

To: Senate

From: Senate Committee on Planning

Re: **Proposed Major Program Changes to the MPA Program – Thesis Option (On Campus) and Course-Based Option (Online)**

At its meeting of December 7, 2018, the Senate Committee on Planning considered the proposed major program changes to the MPA program, as described in the memorandum dated October 22, 2018.

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the major program changes to the MPA Program – Thesis Option (On Campus) and Course-Based Option (Online), as described in the memorandum dated October 22, 2018.

Respectfully submitted,

2018/2019 Senate Committee on Planning
Nancy Wright, Associate Vice-President Academic Planning (Chair)
Gillian Calder, Faculty of Law
David Castle, Vice-President Research
Jo-Anne Clarke, Division of Continuing Studies
Merwan Engineer, President's Nominee
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Andrea Giles, Cooperative Education and Career Services
Nicole Greengoe, Registrar (on leave)
Rishi Gupta, Faculty of Engineering
Robin Hicks, Faculty of Science
Ashlee Kirby, Student Senator
Valerie Kuehne, Vice-President Academic and Provost
Graham McDonough, Faculty of Education
Patrick Nahirney, Division of Medical Sciences
Sang Nam, Peter B. Gustavson School of Business
Abdul Roudsari, Faculty of Human and Social Development
Dan Russek, Faculty of Humanities
Nilanjana Roy, Faculty of Social Sciences
Ralf St. Clair, Dean, Faculty of Education
Victoria Wyatt, Faculty of Fine Arts
Carla Osborne, GSS Representative
Ada Saab, Acting Associate University Secretary
David Capson, Faculty of Graduate Studies
Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

University of Victoria

Human & Social Development | School of Public Administration
HSD Room A302 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
T 250-721-8055 | padirect@uvic.ca | http://publicadmin.uvic.ca | @uvicspa

COPY

To: Dr. Nancy Wright, AVP Academic Planning, Office of the Vice-President Academic and Provost

From: Dr. Astrid Brousselle, Director, School of Public Administration

Date: October 22, 2018

Re: **Major curriculum changes Cycle 1 May 2019 Calendar:**
         MPA Program - Thesis Option (On Campus) and Course-Based Option (Online)

Program History: The MPA program was first offered as an on campus program in 1976. In 2003, to better meet the needs of local and distant full-time public administrators, the School began offering the program online, in addition to the day-time on campus format. These two formats constitute different programs leading to a same degree. The main reason is that the student population differs between the two programs as requirements for admission are not the same: the students on line are experienced professionals with at least 3 years of work experience while the students on campus are admitted directly from Bachelor's degrees and acquire work experience through their co-op. Students can't transfer between programs. Students in both options could complete a thesis or a project.

Rationale for proposed changes: The proposed changes take place in a larger revision process of our programs and activities that follows the School's Academic Program Review (2016). Our recommended changes include:

(1) Eliminating the project, leaving the MPA Thesis Option (On Campus) (with a thesis of 4.5 units) and the MPA Course-Based Option (Online). Without the project, the MPA Course-based Option will be of 15 units (10 courses).

(2) Streamlining the MPA Thesis Option by reducing the total number of units from 21 to 16.5 (8 courses =12 units: 6 core and 2 electives, plus PADR 589 [0] Co-op Seminar, and 4.5 units for the thesis). A new research methods course (ADMN 557) will support students as they conduct their thesis research.

From these changes, we expect to:

(1) Increase graduation rates for all our MPA students

(2) Reduce student time to completion

(3) Better align the School's activities with the strategic priorities of the University and HSD

(4) Support our School in becoming more research oriented

(5) Decrease faculty supervision loads, which were among the highest on campus

(6) Meet our upcoming Faculty Member teaching capacity (the School will lose 2.6 FTE by July 2021)

(7) Maintain our level of funding for our graduate students for the Faculty of Graduate Studies

Effect on current students' ability to meet their requirements: Students currently enrolled in the MPA program have the choice to either continue in their program or opt in the new program. We anticipate that some current MPA students admitted to the online option may opt into the 2019 requirements, which would mean they would not be required to complete a thesis or project.

Implementation Date: The proposed changes for both options will be included in the May 2019 version of the Calendar and the first students affected by the changes will be the September 2019 intake.

Dr. Nancy Wright, AVP Academic Planning

Signed approvals: The following have signed this document to approve the School of Public Administration proposal, outlined above.

Original signed by Astrid Brousselle

Date: _Oct 22, 2018_

Dr. Astrid B   theSchool of Public Administration
Original signed by Tricia Marck

Date: _Oct 24, 2018_

Dr. Tricia Marck, Dean, Faculty of Human and Social Development

Original signed by Esther Sangster-Gormely

Date: _Oct 23, 2018_

Dr. Esther Sangster-Gormley, Chair, FHSD Curriculum Committee

Original signed by David Capson

Date: _26 October 2018_

Dr. David Capson, Dean f Graduate Studies

Sandra Duggan

From:	David Capson – Dean of Graduate Studies
Sent:	November 27, 2018 10:54 AM
To:	Nancy Wright – AVP Academic Planning
Cc:	Sandra Duggan; SPA Director; hsddean; Cathy Stacey, Assistant to the Dean of Graduate Studies
Subject:	motion for next SCAP meeting

Hi Nancy,

I am writing to let you know that FGS Council has passed the following motion in its Nov 20, 2018 meeting:

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the changes to the Master of Public Administration programs, as presented, to the Senate Committee on Planning.

I am requesting that the changes to the Master of Public Administration programs now be considered for approval at the next Senate Committee on Planning meeting in December 2018.

Sincerely,
David Capson

David W. Capson, Ph.D., P.Eng.
Dean, Faculty of Graduate Studies
Professor, Electrical & Computer Engineering

University of Victoria
Victoria, BC, V8Y 3P2 |Canada
T: 250-721-7970

uvic.ca/graduatestudies

 University of Victoria | Senate Committee on Planning

MEMO

Date: December 19, 2018

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Establish a Professional Specialization Certificate in Visitor and Community Engagement**

At its meeting of December 7, 2018, the Senate Committee on Planning considered the proposal to establish a Professional Specialization Certificate in Visitor and Community Engagement, as described in the document "Professional Specialization Certificate in Visitor and Community Engagement".

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the establishment of a Professional Specialization Certificate in Visitor and Community Engagement, as described in the document "Professional Specialization Certificate in Visitor and Community Engagement", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Respectfully submitted,

2018/2019 Senate Committee on Planning
Nancy Wright, Associate Vice-President Academic Planning (Chair)
Gillian Calder, Faculty of Law
David Castle, Vice-President Research
Jo-Anne Clarke, Division of Continuing Studies
Merwan Engineer, President's Nominee
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Andrea Giles, Cooperative Education and Career Services
Nicole Greengoe, Registrar (on leave)
Rishi Gupta, Faculty of Engineering
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Graham McDonough, Faculty of Education
Patrick Nahirney, Division of Medical Sciences
Sang Nam, Peter B. Gustavson School of Business
Abdul Roudsari, Faculty of Human and Social Development
Dan Russek, Faculty of Humanities
Nilanjana Roy, Faculty of Social Sciences
Ralf St. Clair, Dean, Faculty of Education
Victoria Wyatt, Faculty of Fine Arts
Carla Osborne, GSS Representative
Ada Saab, Acting Associate University Secretary
David Capson, Faculty of Graduate Studies
Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

UNIVERSITY OF VICTORIA

Professional Specialization Certificate in Visitor and Community Engagement

Dean's Name Dr. Jo-Anne Clarke (Continuing Studies) Dr. Susan Lewis (Fine Arts)	**Signature Dean:** Original signed by Jo-Anne Clarke and Susan Lewis
Contact Name and Number: Tania Muir, 8462 Maxine Reitsma, 6477	
Date approved by Department: 21 September 2018	Head: Dr. Marcus Milwright
Date approved by Faculty:	Dean or Faculty Chair: Eva Baboula, Associate Dean, Fine Arts

A. Identification of new Undergraduate Certificate

Name, Location, Academic units (Faculties, departments, or schools) offering the new Certificate	**Professional Specialization Certificate in Visitor and Community Engagement** Division of Continuing Studies in partnership with Art History and Visual Studies, Faculty of Fine Arts
Anticipated Certificate start date	May, 2019
Name, title, phone number and e-mail address of contact person	Tania Muir, Program Director, 8462, crmdir@uvic.ca

B. History and context of the Undergraduate Certificate

The proposed Professional Specialization Certificate (PSC) will be offered within the Division of Continuing Studies (DCS) in partnership with Art History and Visual Studies (AHVS) as our academic home. Certificate and diploma programs within DCS at the University of Victoria (UVic) are designed to meet the diverse needs of adult learners seeking professional development opportunities.

The Cultural Resource Management (CRM) Program has been providing educational opportunities to emerging and mid-career professionals in the museum, heritage and cultural sector for over 30-years. Current programs include a Diploma in Cultural Resource Management and a Professional Specialization in Collections Management, as well as a range of credit and non-credit courses and workshops to support lifelong learning in the field.

Increasingly, working professionals are looking to post-secondary institutions to provide short-term or micro-credentials to support their learning needs and demonstrate their qualifications to future employers. The 6.0 unit PSC which is designed for learners already holding a bachelor's degree and have experience working in the field, provides an ideal structure to meet this need.

The PSC in Visitor and Community Engagement is proposed in response to the growing need for knowledge and skills in the area of public programming, audience engagement, and community relationship building within the museum and cultural sector. Over the last decade, museums have shifted their relationship with their public(s) moving from an inward focus on collections to an outward focus on the communities they serve. With this shift, new positions have emerged in the museum field (such as Curator of Engagement, Director of Visitor Experience, or Audience Engagement

Specialist) as well as the requirement for all museum staff to better understand and consider their audiences and the communities they serve as part of their work.

We anticipate that the development of a PSC in the area of Community Engagement will attract new learners to the program area who are looking to enhance their knowledge and experience in this growing area of the cultural sector. In addition, current students could complete the PSC in Visitor and Community Engagement concurrently with the Diploma in Cultural Resource Management, using electives from one program to satisfy core course requirements for the others. Diploma students may also find the PSC to be a useful benchmark in their learning plan.

The proposed PSC draws on existing coursework in the CRM Program serving the continuing professional education needs of people working in the museum and cultural sectors. As a new offering in the CRM program portfolio, the PSC will benefit from the extensive experience that program staff bring to the development and delivery of online and on-campus immersion, and from its established network of professional contacts and promotional venues.

C. Aims, goals and/or objectives

Distinctive characteristics

While a variety of museums studies programs exist across Canada at an undergraduate and graduate level, the Cultural Resource Management Program at the University of Victoria is unique as the first program aimed at meeting the learning needs of emerging and mid-career professionals in the museum, heritage and cultural sector. Offering online and immersive educational opportunities, the Cultural Resource Management certificate and diploma programs support the needs of geographically dispersed learners provincially, nationally and internationally. These credentials have both a strong reputation in the field, and are widely recognized by cultural sector employers.

The PSC in Visitor and Community Engagement will include three - 1.5 unit core courses, as well as one 1.5 unit elective course. The program can be completed fully online, or students have the option to complete their elective course on-campus as a 6-day intensive course.

Like the other CRM programs, the core courses for the PSC in Visitor and Community Engagement will be delivered online and designed to be completed on a part-time basis providing accessibility and flexibility as learners balance their personal and professional responsibilities with their studies.

Program students will be part of a professional community of learners, drawing on the professional insights and experiences of not only their course instructors, but their fellow course participants as well.

Upon completion, graduates of the PSC in Visitor and Community Engagement are able to:

1. Understand the role of museum, heritage and cultural organizations in society
2. Analyze the philosophical and social trends that create expectations for democratic, inclusive practices in cultural organizations
3. Understand visitor engagement as a critical foundation for museums and cultural organizations
4. Identify the role and qualities of public programming necessary to build community and connection with visitors
5. Understand how to identify the needs, characteristics, motivations and learning styles of various audiences and visitors to cultural organizations
6. Describe the range of visitor engagement practices, including innovative and controversial approaches
7. Include and balance diverse perspectives associated with effective community, cultural, and social development activities

Complementing existing museum studies programs across Canada in collections management, curatorial studies, museum education, general museum studies, heritage resource management, archival studies, arts

management, and public history, the PSC in Visitor and Community Engagement will be the first of its kind focused on the development of community-engaged practices in the cultural sector.

Anticipated contribution to the UVic, Faculty, and academic unit's strategic plans

The proposed program aligns with the objectives articulated in the Continuing Studies Strategic Plan. Specifically:

1.2 *Enhanced DCS Programming*

1.3 *Grow Career Programming*

4.1 *Optimize Growth and Financial Sustainability*

Additionally, this program development aligns with the current *UVic Strategic Plan: A Vision for the Future: Building on Excellence*. Specific areas in which the proposal is aligned to emerging priorities include:

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

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

Programs such as the proposed PSC in Visitor and Community Engagement attract new adult students to the University and provide innovative programming to serve professionals across disciplines.

The proposed PSC in Visitor and Community Engagement will support continuing professional education, and will focus on learning that addresses issues and challenges in the museum, culture, heritage, and other related fields. Prospective students will bring a diverse array of disciplinary perspectives, education and experience to the program.

Target audience, student and labour market demand

The intent of this programs is to strengthen participants' capacity to engage in professional practice in knowledgeable, practical, and insightful ways. We anticipate that this program will attract a diverse range of professionals at various experience levels from museums, historic sites, galleries, and cultural centres a across Canada and internationally, as well as a new audience of those working in non-museum and cultural sectors that are involved in creating visitor experiences. Among the practitioners who would develop specialized knowledge and skills through the proposed program are: curators, exhibition planners and designers, technicians, museum directors, museum educators, event coordinators, visitor services staff, and undergraduate or graduate students looking to grow tangible career skills before entering the workforce.

As the proposed program can be completed entirely online, it is expected to attract participants from all parts of North America and beyond. While this cohort brings together diverse disciplinary backgrounds and professional activities and affiliations, participants would likely share a number of common characteristics. Participants will:

- tend to be specialists in a range of disciplines, holding undergraduate and graduate degrees in topics that relate to their areas of professional practice
- have confronted a range of visitor experience planning issues with relatively little formal education and training this area
- have few sources of specialized visitor engagement planning coursework available to them in local areas
- be seeking flexible and accessible part-time study opportunities that are relevant to the needs and

concerns of their workplace and community, and that connect them with instructors and colleagues who share similar interests and concerns

Based on current CRM enrollments, it is expected that around 40% of program participants would be from British Columbia. The balance would include other Canadian participants and international students.

Include plans for student recruitment, retention, and success

The PSC in Visitor and Community Engagement will be administered through the CRM office in DCS. CRM will oversee program marketing, student recruitment, student advising, admissions and registration issues, course development, course scheduling, and program management; the Department of Art History and Visual Studies (AHVS) will oversee curriculum changes, instructor appointments, and grading.

Initially, we anticipate recruiting for students throughout our regular promotional channels for other CRM programs, including, promoting to a variety of interested museums, cultural centers, art galleries, and cultural sites and promoting through industry journals, magazines, listservs, and conferences. Through these communications networks, we will have an opportunity to highlight the PSC in Visitor and Community Engagement as anew offering in the program area demonstrating how this credential will augment their knowledge and understanding as well as differentiate them within the sector when seeking employment or articulating their skill set.

The effectiveness of the program will be gauged by student performance in course assignments and other activities, and by evaluations of student experience as documented in a mid-course internal evaluation and the Course Experience Survey (CES). The outcomes of these forms of evaluation will be reviewed and will inform subsequent course design and delivery.

Additionally, the Steering and Advisory Committees for the CRM convenes at least annually and will provide advice and/or make recommendations on:
- program development and delivery strategies
- design, development, implementation, and evaluation of courses and programs
- academic matters, including course development, curriculum, and admission requirements that represent sector, academic, and administrative interests. The outcomes will support Programs and Department staff in academic decision-making.
- needs and issues in visitor engagement
- program standards
- curriculum, instructional design, and course development
- the design, development, implementation, and evaluation of the PSC
- policies and procedures pertaining to PSC program administration

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D. Admission requirements

As per Policy AC1135 Policy for the Establishment of Certificate and Diploma programs, the PSC in Visitor and Community Engagement is intended for students who already hold a recognized degree or post-secondary diploma from an accredited institution and have at least 2 years work-related experience in a related professional sector (museum, gallery, heritage, cultural centre, or a related position in a non-arts-related sector). Students will be required to:

- apply for undergraduate admission to the University of Victoria (or for permission to re-register if they are former UVic students), and

- apply for admission to the PSC program through the CRM office

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E. Areas of specialization and evidence of adequate faculty complement (Include short faculty cv information in an appendix)

DCS programs are taught by sessional instructors, with professional experience. No additional instructors would be required for this program as it relies entirely on existing courses.

Since the sessional instructors who have taught in the CRM program for many years offer a committed and stable pool of expertise to draw on, we are confident that this new program will be resourced effectively with distinguished experts drawn from professional practice. Our sessional instructors hold advanced academic degrees in related disciplines and bring knowledge, skills and professional experience in their specialist areas, along with teaching experience, to their work with the program. Some may also hold adjunct assistant professor status in the Faculty of Fine Arts.

The Program Coordinator assigned to this program will manage the day-to-day program administration as well as provide guidance and resource support to potential and active program students, working with them to identify appropriate courses that will meet their learning objectives.

As with other DCS programs, a Steering and Advisory Committee—typically including members that represent former/current DCS students, instructors, program partners and DCS staff—would provide guidance and academic oversight to the program. This program would share the Steering and Advisory Committees for the other CRM programs. This committee would meet 1-2 times annually or as required to provide oversight to the delivery of the program.

F. Curriculum design

The requirements for the PSC in Visitor and Community Engagement will include three - 1.5 unit core courses, as well as one 1.5 unit elective course. All courses will consist of 36-39 instructional hours. The program can be completed fully online, or students have the option to complete their elective course on-campus as a 6-day intensive course.

All courses required for the program currently exist as elective course options for the Diploma in Cultural Resource Management and are offered online. The core courses and their relationship to the program learning outcomes outlined in section C of this document are:

PSC in CE	Program Level Learning Outcomes						
	LO1	LO2	LO3	LO4	LO5	LO6	LO7
AHVS 488G	✓	✓	✓	✓	✓	✓	✓
AHVS 488W	✓	✓	✓	✓	✓		✓
AHVS 488Y		✓	✓	✓	✓	✓	✓
Elective	potentially	potentially	potentially	potentially	potentially	potentially	potentially

AHVS 488G Public Programming

Course Description:

This course will examine the critical role of interpretation and public programming in helping museums and heritage organizations engage their communities in meaningful and long-term ways. Participants will explore how organizations can create memorable learning experiences for visitors by understanding their needs, motivations, learning preferences, and contextual influences.

This course also examines:
- the role of interpretation in public programs
- the process of developing thematic interpretive content
- the strengths and weaknesses of various interpretive and program approaches

Participants will learn about some powerful interpretive strategies that use the senses, material culture, multiple perspectives, stories and memory. This course will look at planning, delivery, staffing, management and evaluation issues for a range of public programming approaches that occur on-site at museums and heritage organizations.

This course will also explore community outreach approaches—including the new realm of web-based public programs—and consider how museums and heritage organizations can embrace learning as a valued outcome for internal and external stakeholders and develop effective, long-term community partnerships.

Learning Outcomes:
- Describe the new effectiveness mandates in museums and heritage organizations and the evolving role of interpretation and public programs.
- Identify the needs, characteristics, motivations and learning styles of various audiences and visitors to museums and heritage organizations.
- Recognize interpretation as a communication process, articulate interpretive significance and thematically organize interpretive content.
- Describe the strengths and weaknesses of various interpretive and program approaches and articulate a number of best practices for creating memorable learning experiences.
- Recognize some key issues related to planning, implementing and evaluating public programs.
- Recognize some key issues related to recruiting, training, managing and evaluating program and interpretive staffs and volunteers.

- Articulate the importance of interpretation, public programs, community engagement and teamwork in achieving the new effectiveness mandates in museums and heritage organizations.

AHVS 488W Social Engagement

Course Description:

Museums and other cultural heritage organizations have the capacity to serve as dynamic social spaces for community engagement and action. This course explores the profound social changes that are reshaping the nature and purposes of museums in a pluralistic society and considers the implications for all aspects of their specialized functions. During the first half of the course participants utilize a group of core resources to assist their learning about how the museum and cultural field has evolved, why social and community engagement is a critical foundation for all other professional practices, and how other organizations have begun their journeys towards engagement. The second half of the course introduces participants to a series of skills and practices to initiate, facilitate, and support community engagement and embed them in organizational life. Participants complete either a research paper on a topic relevant to the course, including a proposal, literature / resources review and essay, or a community engagement plan, with components on strategy, participants, proposed engagement process / steps, and follow up activities to embed community engagement into ongoing practice.

Learning Outcomes:
- Describe the broad paradigm shifts and multiple forces for change that are shaping current and future values and practice in museums.
- Distinguish what community engagement is and is not, and differentiate between audience development and community engagement.
- Articulate why social and community engagement is a critical foundation for museums and cultural organizations.
- Articulate the criteria for choosing community representatives to participate in a community gathering and the components of an effective selection process.
- Utilize some basic skills and processes to initiate, plan, and facilitate an engagement process with community leaders and representatives.
- Describe the components of effective community partnerships and collaborations and explore some tools for evaluating engagement processes.
- Compare how community engagement has initiated a journey towards relevance and sustainability for other museums and cultural organizations and understand the benefits of learning from case studies.
- Describe how community engagement has transformed a number of museums.
- Explore some organizational change and transformation processes necessary to implement engagement strategies in museums.
- Complete an engagement assessment of an organization OR develop and implement an engagement plan that incorporates practical guidelines, steps, and skills to initiate, facilitate, support and evaluate community engagement processes.

AHVS 488Y Visitor Experiences

Course Description:

This course explores the evolving concept and implications of a holistic approach to visitor engagement in museums and other cultural heritage institutions. Topics include:

- museums' relationships with their publics
- museums' capacity to serve as social spaces
- strategies for audience research
- the characteristics of visitors

- communications
- exhibitions
- formal and informal learning activities
- evaluation strategies

Learning Outcomes:

- Summarize what is meant by 'the visitor experience' (e.g.; what it involves, when it is relevant, who is responsible for planning and implementing) and why it matters to the institution today and in the future.
- Discuss some of the literature and thinking that has been integral to justifying the shift towards visitor-centered experiences in museums.
- Articulate and discuss what is known about museum visitors such as trends in museum visitation (who visits), motivations (why visitors come/stay away), and visitor satisfaction (what visitors need to have a positive experience).
- Describe the value and basic tenets of conducting visitor studies/audience research to informally conduct small studies and advocate for its broader use in assessing and improving the visitor experience.
- Predict and identify the elements of museum infrastructure (physical space and organizational systems) and hospitality that will best support the optimal visitor experience.
- Identify and analyze the various communication strategies for conveying information to visitors at an institution (Marketing, Orientation/Wayfinding, Interpretation, Education) and recommend additions or modifications to those strategies that will improve the visitor experience at a given site.
- Discuss the role and necessary qualities of public programming (activities, events, etc.) to build community and connection with visitors.
- Apply lessons and discussions from course to advocate for, and holistically assess, the effectiveness of the visitor experience based on current practices in visitor-centered design of infrastructure, hospitality, information delivery, and programming.

Participants will choose from the suite of AHVS 488-series of courses for their elective course option. Current courses include:

- AHVS 488A Managing Cultural Organizations
- AHVS 488B Collections Management
- AHVS 488C Communicating Through Exhibitions
- AHVS 488D Caring for Museum Collections
- AHVS 488H Topics in Museum Studies
- AHVS 488J Curatorship: Contemporary Perspectives
- AHVS 488K Exhibition Planning and Design
- AHVS 488M Topics in Cultural Management
- AHVS 488N Museum Information Management
- AHVS 488P Human Resource Management in Cultural Organizations
- AHVS 488Q Financial Management in Cultural Organizations
- AHVS 488R Planning in Cultural Organizations
- AHVS 488S Building Community Relationships
- AHVS 488U Managing Archival Collections
- AHVS 488V Museums as Learning Environments
- AHVS 488X Curatorial Planning and Practice

As all courses build specialized professional knowledge for practice that is based on a strong conceptual foundation, opportunities to relate learning to the practical dynamics of the workplace are vital. Whether online or in-person, Instructional design and course delivery emphasize engagement with real-life applications. These methods will provide an experiential element that is of particular value to practitioners who will have opportunities to reflect on and perhaps resolve problems or contribute to initiatives that benefit their workplaces.

Residency requirements and anticipated times to completion

As all program requirements can be completed online, no residency is required. While elective course options will be offered in all three academic terms, core courses will be scheduled in the fall and/or winter terms. Therefore, it will be possible to complete this program in eight months of part-time study.

Policies on student evaluation, candidacy exams, and oral examinations

Students will be evaluated through a mix of assignments and participatory activities that support their understanding of course content and their capacity to relate it to the challenges of professional practice. All evaluation activities, grading, and academic performance expectations will be consistent with the policies and standards for evaluation of student course work of the Department of History in Art and Visual Studies. Students will be expected to fully participate in course offerings, behave and work to professional standards, and engage with and submit assignments in timely ways.

G.   Enrolment plan for the length of the Undergraduate Certificate (Include a table of anticipated annual intake and graduates including those in any existing certificates)

We anticipate an initial intake of 6 in the PSC in Visitor and Community Engagement program students, with of 10 to 15 successful program applications after the second year, studying on a part-time basis. As PSC students will be studying alongside CRM students in the courses offerings, the PSC is not reliant on a fixed intake of students, particularly in its introductory years. We anticipate an additional minor increase in enrollments to the existing Diploma in Cultural Resource Management Program as new program participants opt to complete both credentials concurrently, using elective courses from the Diploma to satisfy core course requirements for the PSC. As programs can be accessed concurrently in this way, the introduction of a new PSC will not negatively impact enrollment in adjacent programs.

H.   Funding plan for the length of the Undergraduate Certificate

As the PSC will be developed within the existing programmatic and administrative framework of the Cultural Resource Management Program, the resource implications are summarized below:

Resources required for Faculty appointments

No new resources required.

Resources required for Staff appointments

No new resources required.

Resources required for Space

No new resources required.

Pressure on UVic classroom facilities should not be an issue, as the dedicated classroom (FA 108) for Cultural Resource Management programming can be used for the on-campus immersion courses. If on-campus or distance courses are oversubscribed, additional sections can be scheduled.

Resources required from Library

No new resources required.

There should be minimal impact on library resources, including the distance library service (Infoline), as the existing holdings of the Cultural Resource Management Program reference collection and the MacPherson Library are adequate to serve the program.

I.   Related Certificates within UVic or other British Columbia post-secondary institutions

As the Cultural Resource Management Program at the University of Victoria is the only academic credit program in Western Canada that addresses community and visitor engagement and experiences in a part-time, online format, the proposed PSC will be of benefit to the broad range of professionals with museums, historic sites, galleries and other cultural institutions who are involved in the planning and design of site visitor experiences.

UNIVERSITY OF BRITISH COLUMBIA

Undergraduate Museum Studies concentration as part of 4 year Bachelor of Arts

Anthropology undergraduate students may choose to include a focus in Museum and Visual anthropology. Students will complete five core Anthropology courses with a focus on Museum and Visual Anthropology. Further museum related courses may be taken from other departments.

Master of Museum Education

2 year plus 1 term, part-time; blended program
This program focuses on the study of education and learning that happens in museums and similar places. Students will complete 10 courses, including specific core and elective courses.

ATHABASCA UNIVERSITY

Heritage Resources Management

Programs provides practical knowledge and coverage of important issues and trends in the heritage field.

1. **Undergraduate Certificate**
   Self-paced distance format
   Prior undergraduate degree not required. Students must complete 8 courses plus a 240 hour Practicum.

2. **Post-Baccalaureate Diploma Program**
   Online format
   Students must complete 5 courses plus a 400 hour Practicum.

FLEMING COLLEGE

Museum Management and Curatorship

Graduate Certificate; 3 consecutive semesters F2F
Students will gain applied skills-based training in the museum/gallery or heritage sectors.

ALGONQUIN COLLEGE

Applied Museum Studies

3 year Advanced Diploma
Blended model
Provides students with specialized training in collections management, educational programming, exhibit preparation, museum management and conservation.

CENTENNIAL COLLEGE

Museum and Cultural Management
1 year/2 semester Graduate Certificate (10 courses)
Covers industry-based subjects, museum administration topics and in-depth explorations of contemporary issues and cases in Canada and abroad. Core theory is applied to current workplace realities. Assignments, lessons and student placements are linked to the vast network of museums in Ontario and Canada.

J. Evidence of support and recognition from other post-secondary institutions, and relevant regulatory or professional bodies, where applicable (Provide copies of letters of support in an appendix)

Letter of support included in appendices.

November 1st, 2019

I am writing on behalf of the Canadian Museums Association to express our enthusiastic support for the development of a Professional Specialization Certificate in Visitor and Community Engagement at the University of Victoria.

As museums evolve, a greater emphasis has been placed on engaging the community. No longer do museums represent closed institutions, focused on research and accessible only to academic elite. Instead, museums are increasingly becoming important community spaces that represent discussion, storytelling, but most importantly equality.

In these active and modern museums, Community Engagement Professionals are essential. Currently with no dedicated training program in place, skills are learned on the job, at sessions in general or dedicated conferences, or borrowed from other industries like the tourism sector. A dedicated program will no doubt create a conversation around best practices specific to the challenges of the museum sector, which can only serve to improve the visitor experience.

This program also addresses the need for flexibility within museum training in Canada. Before programs like this one become more widespread, this adaptive online program made available to students from across the country will be essential.

The CMA fully stands behind the development of the Professional Specialization Certificate in Visitor and Community Engagement and we would very much like to see it come to be. Programs like this one bode well for the future of museums, and the health of communities and culture in Canada.

With gratitude,

Original signed by Karen Bachmann

Karen Bachmann
CMA Board President

BC MUSEUMS ASSOCIATION

675 Belleville Street   250-356-5700
Victoria, BC V8W 9W2   info@museumsassn.bc.ca

November 1, 2018

Tania Muir

Director, Cultural Management Programs

Division of Continuing Studies, University of Victoria

3800 Finnerty Road

Victoria, BC V8P 5C2

Dear Ms. Muir,

Thank you again for making me aware of this excellent program at UVIc. We at BCMA are very excited about the prospect of expanding training and education opportunities in the museum field throughout BC.

I believe the proposed Professional Specialization Certificate in Visitor and Community Engagement can meet the growing need for this specialization in the museum and heritage sector. Training and education in the areas of public programming and visitor engagement will be necessary if we wish to continue to build relationships with the community, and the Cultural Resource Management program is uniquely poised to meet that need.

Museums and cultural organizations are quickly evolving into inclusive, community-focused hubs for members of the public to utilize and enjoy. Despite this, BCMA members rank audience development and community engagement as one of their greatest challenges. In our recent survey, members were asked about their organization's major threats to their activities. 58% of the responses expressed concern with having to compete with other popular leisure time activities. Other specific threats mentioned include the need to "freshen presentation to appeal to visitors" and an inability to "get the word out to everyone" as well as a "lack of exposure." 52.27% of the survey responses claim inadequate community engagement/attendance as a major challenge to their organization's activities.

When asked about their organization's major opportunities, 63.64% responded with increased attendance/participation rates and 57.95% of responses expressed the desire for increased public programming. Engaging in learning opportunities such as the PSC in Visitor and Community Engagement would support museum professionals in gaining the knowledge and skills to meet these goals.

We would love to be kept informed about the status of this program and how we could help further.

Original signed by Erica Mattson

Erica Mattson

Executive Director

British Columbia Museum Association

→ **museumsassn.bc.ca**

Tania Muir   October 1, 2018
Director, Cultural Management Programs
Division of Continuing Studies
University of Victoria
Victoria, British Columbia

Dear Tania,

I'm delighted to write this letter in support of the Cultural Resource Management Program's proposed *Professional Specialization Certificate in Visitor and Community Engagement*. This is a brilliant idea, and long overdue in the field.

There is NO question that a PSC with this focus would meet a growing need in the museum and heritage sector. There has been a significant movement towards strengthening the public dimension of museums, historic sites, cultural organizations, and heritage organizations, including understanding visitor needs and learning, developing audiences, and providing opportunities for active participation in programs and offerings. The most dramatic transformation in the field has been the embracing of community engagement, or museums and cultural organizations learning about their communities' needs and shifting their focus to address what matters to their communities (not their curators or board members). This new community-centered focus is pushing the most innovative museums to become agents of social change, working in collaboration and/or partnership with other community organizations. This refocus has dramatically increased their relevance and helped them develop new approaches towards long-term sustainability. It is nothing short of a paradigm shift in the field.

These complex shifts have not happened without confusion and occasionally push back from colleagues who have long cherished their authority and inward-looking focus on the behind-the-scenes work of museums and cultural organizations. It takes these colleagues time to comprehend the new knowledge and goals, learn about transformative case studies, and imagine how their traditional work role can become even more fulfilling by addressing the needs of visitors and community. However, time and time again I've witnessed a change in attitude as students learn about why the field has moved towards more inclusive practices. There are many "ah-ha" moments as students discover a new path to helping their organizations survive, thrive, and make a meaningful difference in their communities.

As someone who has consulted for organizations throughout North America and taught in this area for many decades, for U Vic and other universities, as well as a number of provincial museum associations, I know firsthand that it is almost impossible to help students embrace these complex shifts in a single course. So, a PSC in this area makes perfect sense. A *PSC in Visitor and Community Engagement* will not only give colleagues the confidence they need to become change agents in their organizations. It will provide the depth of knowledge and skills required for them to become leaders in the field.

The Cultural Resources Management Program is highly respected for providing cutting edge professional training for the museum and heritage field, and the proposal to establish a *Professional Specialization Certificate in Visitor and Community Engagement* continues this longstanding tradition. I encourage the U Vic Senate to enthusiastically endorse and approve this proposal. Please contact me if you have any questions.

With the highest respect and regard for U Vic and deep pride as a CRMP instructor,

Original signed by Candace Tangorra Matelic

Candace Tangorra Matelic, Ph.D.
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Professor for U Vic CRMP, Johns Hopkins University and Texas Christian University
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MEMO

University of Victoria

Date: 14 December 2018

To: Senate

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

copy: Valerie Kuehne, Vice-President Academic and Provost

RE: Revisions to the academic AVP appointment procedures to include the
             position of Vice-Provost

Summary and Rationale

The purpose of this memo is to seek a minor amendment to policy GV0350 (Procedures for
the Appointment and Reappointment of Academic Associate Vice Presidents). The
amendment expands the policy to include the position of Vice-Provost.

A new academic leadership position of Vice-Provost has recently been established. As per
the University Act, approval is being sought for the establishment of search and appointment
procedures. The University Act Section 27 (2) (f) states that the Board of Governors has the
authority, with the approval of the Senate, to establish procedures for the recommendation
and selection of candidates for president, deans, librarians, registrar and other senior
academic administrators as the board may designate. Once approved by Senate, the attached
revised procedures will be presented to the Board for final approval.

The rationale for revising the existing policy *GV0350 Procedures for the Appointment and
Re-appointment of Academic Associate Vice-Presidents* to include the newly established
position of Vice-Provost, is that the Vice-Provost position, while slightly more senior, is
similar to an Academic Associate Vice-President position in terms of eligibility and role. It
was determined that revising the existing procedures allowed for consistency and fairness
across similar senior academic leadership positions, without creating added complexity to the
university's system of appointment procedures.

Background

In July and August of 2018 a consultant undertook, at my request, a high-level review of the
portfolios and offices of the Vice President Academic and Provost (VPAC), and the Vice-
President Research (VPRE). The purpose of the review was to determine whether both
portfolios have the optimum organizational structures and resourcing in place to maximize

success of the leaders in these critical roles, and to ultimately meet the strategic goals of the institution.

The consultant carried out interviews with a number of leaders on campus. She also reviewed institutional websites, collected and analyzed data and conducted discrete interviews with senior leadership from seven of our comparator universities in Canada.

Through the consultant's research and conversations she found that the role of the VPAC and Provost is too big, and that the scope of the role is too big, and the size and depth of the responsibilities are not sustainable. Significant contributing factors include the growth in size and complexity of the university, and the demands on the President's role to become more externally facing with the community, alumni, donors and government. This effectively requires that the Provost have greater senior internal facing responsibility. The consultant also found that while the VPAC offices at other institutions are structured comparably to UVic and most institutions have a comparable number of direct reports to the Provost, 5 of 7 of the other universities have a Vice-Provost, or equivalent, to provide senior support to the Provost and assist with leading strategic academic initiatives at the university. The consultant's central recommendation was that UVic should create a new academic leadership position, a Vice-Provost, for similar purposes, and I have implemented this recommendation.

By way of historical context, the addition of a new academic leadership position centrally has been a rare occurrence at UVic over the past 15-20 years. Indeed, while there has been substantial growth in student numbers and faculty, new schools, departments and programs, there has been almost no growth in leadership capacity in the office of the Provost during that period (an Associate Vice President for student affairs was added in 2003 when the Division of Student Affairs was reorganized from the VPFO to VPAC).

The hiring of a Vice-Provost will allow the Provost to focus on her responsibilities including delivery of the new Strategic Framework, the vast majority of which falls within her portfolio. This will also allow the Provost to spend more time with the Deans, University Librarian and other academic leaders, focusing on strategic matters. The new Vice-Provost role will include: working under broad direction to initiate and advance the UVic Strategic Framework and academic priorities, fostering strong and mutually reinforcing relationships across the university, particularly with the Vice-President Research portfolio; taking leadership on key campus projects and initiatives; and both chairing and participating on various university committees.

The review of the VPRE portfolio found that, while overall the portfolio is appropriately structured and resourced, some additional resources may be needed to enhance academically-oriented strategic research planning and coordination. Consideration is being given to how best to meet that need.

Revisions to the procedures

There are no major revisions to the procedures being proposed apart from the revisions to make the procedures applicable to the new position of Vice-Provost.

There are no changes to the appointment or re-appointment process, or the role or membership of the appointment committee. The opportunity was taken to make some additional editorial changes including removing mention of the now defunct position of Associate Vice-President International, and the updated equity statement.

Recommendation

Motion

> *That Senate approve, and recommend to the Board of Governors that the Board of Governors also approve the revised policy GV0350 Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents, effective 1 February 2019.*

![University of Victoria logo]

PROCEDURES FOR THE APPOINTMENT AND RE-APPOINTMENT OF ACADEMIC ASSOCIATE VICE-PRESIDENTS Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents	**University Policy No:** GV0350 **Classification:** Governance **Approving Authority:** Board on recommendation of Senate **Effective Date:** ~~February, 2011~~January 2019 **Supersedes:** GV0330, GV0340, GV0405 **Last Editorial Change:** **Mandated Review:** ~~February, 2018~~January, 2026

PURPOSE

1.00 The following procedures define the method by which the appointment, or review and re-appointment, of the Vice-Provost and Academic Associate Vice-Presidents will be conducted.

SCOPE

2.00 These procedures apply to the appointment and reappointment of the Vice-Provost and Aacademic Associate Vice-Presidents. Vice-Provost andAn Academic Associate Vice-Presidential positions is are ones which requires an academic appointment and academic leadership experience. These Academic Associate Vice-Presidents include the Associate Vice-President Academic Planning and, the Associate Vice-President Research and the Associate Vice-President International.

2.01 These procedures also apply to the appointment of an acting Vice-Provost and acting Aacademic Associate Vice-Presidents.

PROCEDURES

Delegation of Appointment Authority

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

3.01 The Board of Governors has delegated its authority to make appointments to the President or the appropriate Vice-President. For the purpose of this procedure, the President is responsible for approving appointments of the Vice-Provost and Academic Associate Vice-Presidents in accordance with section 31.00 of these procedures.

<u>Term of Appointment</u>

4.00   The Vice-Provost and Academic Associate Vice-Presidents will normally be appointed for five-year terms with a maximum of two terms.

4.01   The President may elect to approve a recommendation from the pertinent Vice-President to appoint a Vice-Provost or an aAcademic Associate Vice-President for a term less than five years.

<u>Notification of Vacancy</u>

5.00 A reasonable time prior to the end of the incumbent's term, the President will notify Senate and the Board of Governors of the impending vacancy.

5.01 When the appointment of an acting Vice-Provost or acting Associate Vice-President is necessary, the pertinent Vice-President shall undertake necessary consultations and make a recommendation for appointment to the President who will appoint an acting Vice-Provost or acting Associate Vice-President to serve until the new appointee takes office.

<u>Position Description</u>

6.00 The pertinent Vice-President(s) will review the position description for the Vice-Provost or Academic Associate Vice-President position and recommend any changes to the President for approval.

Appointment Committee Establishment and Governance

7.00 A reasonable time before the position needs to be filled or prior to the end of the incumbent's term, the pertinent Vice-President will ask the University Secretary to convene the Appointment Committee (hereinafter referred to as "the Committee") in accordance with these procedures.

<u>Committee Composition</u>

8.00 The university is committed to equity and diversity. When electing members of the Committee, constituencies should encourage diverse representatives from their membership to stand for election including: women, Indigenous peoples, individuals with disabilities, visible minorities, people of all sexual orientations and gender identities and expressions, and others who may contribute to the diversification of the Committee.

9.00 The Committee compositions for the Vice-Provost and Academic Associate Vice-Presidents shall be established in accordance with Appendix 'A'.

9.01 The Committee Chair shall be the Vice-President to whom the Vice-Provost or Associate Vice-President reports. In a case where an Associate Vice-President reports to more than one Vice-President, the pertinent Vice-Presidents shall jointly determine who will Chair the Committee or co-chair the Committee.

9.02 The Committee Chair shall appoint an administrative staff member from his or her their office to serve as Committee secretary.

<u>Alternate Committee Members</u>

10.00 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 formally interview candidates. Alternates cannot be added after this point as each Committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.

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

General Committee Responsibilities

11.00   Committee members are expected to attend the Committee's meetings and must participate in interviews. A Committee member who is not able to meet these expectations shall resign from the Committee and an alternate may be appointed in accordance with section 10.00.

Establishment of Position Criteria
12.00   The Committee shall acquaint itself thoroughly with the requirements of the position through meetings with the incumbent and others as required, and shall establish criteria by which to evaluate candidates.

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

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

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

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

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

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

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

16.02   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 or comments expressed at meetings of the Committee.

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

Consultation with Constituencies

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

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

Review and Re-Appointment of the Incumbent

19.00   If the incumbent elects to stand for a consecutive term after reviewing the criteria established by the Committee under section 12.00, the Committee shall determine through the steps contained in 19.01 – 19.02 whether or not to recommend the incumbent's reappointment.

19.01   The past performance of the incumbent shall be assessed in the context of the university's and the pertinent office's future directions and strategic plans. Material to be examined by the Committee shall include but is not limited to:
- a current curriculum vitae;
- the criteria established by the Committee under section 12.00;
- the criteria and objectives established for the position at the time of initial appointment;
- a summary of the evaluations carried out by the Vice-President(s) to whom the ~~Associate Vice-President~~incumbent reports; and
- the results of consultations with constituency groups.

19.02   The incumbent shall be invited by the Committee to provide a written self-assessment which includes a statement of past and projected leadership in the context of the criteria established for continuation in the position.

20.00   The incumbent must be advised of: the measures to be used under section 19.00 for assessment; the individuals and constituencies the Committee plans to consult; and the schedule for each stage of the review process.

21.00 A review should normally not take longer than eight weeks. During the period of assessment, the Committee must take steps to ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.

Voting

22.00 The Committee shall reach a decision on its recommendation to the President to re-appoint an incumbent through a simple majority vote.

22.01 If after completing the review process the Committee recommends the incumbent for a further term, the Committee shall proceed with the actions set out in sections 29.00 – 32.00 of these procedures.

22.02 If after completing the review process the Committee does not recommend the incumbent for a further term, the Committee shall proceed to the search procedures.

Search Procedures

23.00 Where the incumbent does not wish to be considered for a consecutive term, has served the term limit, or if after completing the review, the Committee does not recommend the incumbent for reappointment, the Committee shall invite members of the university community to suggest possible candidates and shall advertise the position.

23.01 The Chair may elect to engage a search consultant in cases where the position is open to external candidates.

Candidate Selection

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

25.00 The Committee shall determine how best to seek feedback from and acquaint candidates on the final shortlist with: academic leadership, students, faculty, and staff within the pertinent Vice-President's office.

26.00 Candidates shall be advised of the measures to be used for assessment, the individuals and constituency groups the Committee intends to consult and the ratification requirements contained under sections 29.00 and 32.00.

Academic Appointment Process

27.00 In the case of an external candidate, the Chair shall consult the appropriate academic unit through its dean, chair or director before making the proposed academic appointment.

Voting

28.00 The Committee shall reach a decision on a recommended candidate through a simple majority vote.

Ratification

29.00 The Committee will determine by secret ballot, administered through the Office of the University Secretary, the acceptability of its recommended candidate to the regular faculty members of each faculty and the Division of Medical Sciences. Prior to the ballot, the Committee shall make available a copy of the candidate's curriculum vitae to each unit.

    29.01 To be ratified, the candidate must have a minimum approval rate of 60% of votes cast.

30.00 In the event of an unsuccessful ratification ballot, the Committee shall meet to determine an alternate course of action.

Recommendation for Appointment

31.00 If the Committee's nominated candidate is ratified, the Chair will recommend the candidate to the President for appointment.

    31.01 The recommendation shall be in the form of a report and include recommendations for action and a rationale for the Committee's decision.

Publication of Ratification Results

32.00 If the President offers the appointment to the candidate and the candidate accepts, the results of the ratification ballot shall be published.

Debriefing

33.00 After the President has approved the appointment and the candidate has accepted the nomination, the pertinent Vice-President(s) may meet with the newly appointed Vice-Provost or Associate Vice-President as required to discuss any issues arising from the appointment process as they relate to the mandate for the upcoming term.

AUTHORITIES AND OFFICERS
  i. Approving Authority: Board on recommendation of Senate
 ii. Designated Executive Officers: President
iii. Procedural Authority: Senate and Board of Governors
iv. Procedural Officers: Vice-President Academic and Provost; Vice-President Research

RELEVANT LEGISLATION
University Act
Freedom of Information and Protection of Privacy Act

RELATED POLICIES AND DOCUMENTS
Appointment of Non-Academic Associate Vice-Presidents and Non-Academic Assistant Vice-Presidents (GV0345)

University of Victoria University of Victoria

APPENDIX 'A' - ACADEMIC ASSOCIATE VICE-PRESIDENT APPOINTMENT COMMITTEE FRAMEWORK Appendix 'A' – Vice-Provost and Academic Associate Vice-President Appointment Committee Framework

Procedural Authority: Senate and Board of Governors
Procedural Officers: Vice-President Academic and Provost; Vice-President Research

Effective Date: January, 2011
Supersedes:
Last Editorial Change:

PURPOSE

1.00 The purpose of this document is to set out the framework for the establishment of Appointment Committees for the appointment or reappointment of a Vice-Provost or an academic Academic Associate Vice-President.

PROCEDURES

2.00 Vice-Provost and Academic Associate Vice-President Appointment Committees shall be constituted in accordance with the parameters contained in the following chart.

Position	Number	Composition and Appointment Method
Chair	(1-2)	Vice-President Academic and Provost and/or the Vice-President Research [i] (Ex Officio)
Committee Members	(4)	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
	(1)	Dean elected by Deans' Council
	(1)	Undergraduate student selected by the University of Victoria Students' Society
	(1)	Graduate student selected by the Graduate Students' Society
	(1)	Faculty member appointed by the President after elections are complete with a view to considerations such as diversity and balance
	(Up to 2)	Senior administrators or staff members appointed by the President in consultation with the Vice-President(s)
Total	9 - 12	
Secretary	-	An administrative staff member from the Vice-President Academic and Provost's or the Vice-President Research's office as appropriate (non-voting)

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[i] –For the Vice-Provost – normally the Vice-President Academic and Provost
For the Associate Vice-President Academic Planning – normally the Vice-President Academic and Provost
For the Associate Vice-President Research – normally the Vice-President Research

~~For the Associate Vice-President International — normally the Vice-President Academic and Provost and Vice-President Research~~

University of Victoria

Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents	**University Policy No:** GV0350 **Classification:** Governance **Approving Authority:** Board on recommendation of Senate **Effective Date:** January 2019 **Supersedes:** GV0330, GV0340, GV0405 **Last Editorial Change:** **Mandated Review:** January, 2026

PURPOSE

1.00 The following procedures define the method by which the appointment, or review and re-appointment, of the Vice-Provost and Academic Associate Vice-Presidents will be conducted.

SCOPE

2.00 These procedures apply to the appointment and reappointment of the Vice-Provost and Academic Associate Vice-Presidents. Vice-Provost and Academic Associate Vice-President positions are ones which require an academic appointment and academic leadership experience. Academic Associate Vice-Presidents include the Associate Vice-President Academic Planning and the Associate Vice-President Research.

2.01 These procedures also apply to the appointment of an acting Vice-Provost and acting Academic Associate Vice-Presidents.

PROCEDURES

Delegation of Appointment Authority

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

3.01 The Board of Governors has delegated its authority to make appointments to the President or the appropriate Vice-President. For the purpose of this procedure, the President is responsible for approving appointments of the Vice-Provost and Academic Associate Vice-Presidents in accordance with section 31.00 of these procedures.

Term of Appointment

4.00 The Vice-Provost and Academic Associate Vice-Presidents will normally be appointed for five-year terms with a maximum of two terms.

4.01 The President may elect to approve a recommendation from the pertinent Vice-President to appoint a Vice-Provost or an Academic Associate Vice-President for a term less than five years.

Notification of Vacancy

5.00 A reasonable time prior to the end of the incumbent's term, the President will notify Senate and the Board of Governors of the impending vacancy.

5.01 When the appointment of an acting Vice-Provost or acting Associate Vice-President is necessary, the pertinent Vice-President shall undertake necessary consultations and make a recommendation for appointment to the President who will appoint an acting Vice-Provost or acting Associate Vice-President to serve until the new appointee takes office.

Position Description

6.00 The pertinent Vice-President(s) will review the position description for the Vice-Provost or Academic Associate Vice-President position and recommend any changes to the President for approval.

Appointment Committee Establishment and Governance

7.00 A reasonable time before the position needs to be filled or prior to the end of the incumbent's term, the pertinent Vice-President will ask the University Secretary to convene the Appointment Committee (hereinafter referred to as "the Committee") in accordance with these procedures.

Committee Composition

8.00 The university is committed to equity and diversity. When electing members of the Committee, constituencies should encourage diverse representatives from their membership to stand for election including: women, Indigenous peoples, individuals with disabilities, visible minorities, people of all sexual orientations and gender identities and expressions, and others who may contribute to the diversification of the Committee.

9.00 The Committee compositions for the Vice-Provost and Academic Associate Vice-Presidents shall be established in accordance with Appendix 'A'.

9.01 The Committee Chair shall be the Vice-President to whom the Vice-Provost or Associate Vice-President reports. In a case where an Associate Vice-President reports to more than one Vice-President, the pertinent Vice-Presidents shall jointly determine who will Chair the Committee or co-chair the Committee.

9.02 The Committee Chair shall appoint an administrative staff member from their office to serve as Committee secretary.

Alternate Committee Members

10.00 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 formally interview candidates. Alternates cannot be added after this point as each Committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.

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

General Committee Responsibilities

11.00   Committee members are expected to attend the Committee's meetings and must participate in interviews. A Committee member who is not able to meet these expectations shall resign from the Committee and an alternate may be appointed in accordance with section 10.00.

Establishment of Position Criteria
12.00   The Committee shall acquaint itself thoroughly with the requirements of the position through meetings with the incumbent and others as required, and shall establish criteria by which to evaluate candidates.

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

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

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

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

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

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

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

16.02   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 or comments expressed at meetings of the Committee.

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

Consultation with Constituencies

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

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

Review and Re-Appointment of the Incumbent

19.00   If the incumbent elects to stand for a consecutive term after reviewing the criteria established by the Committee under section 12.00, the Committee shall determine through the steps contained in 19.01 – 19.02 whether or not to recommend the incumbent's reappointment.

19.01   The past performance of the incumbent shall be assessed in the context of the university's and the pertinent office's future directions and strategic plans. Material to be examined by the Committee shall include but is not limited to:
   o   a current curriculum vitae;
   o   the criteria established by the Committee under section 12.00;
   o   the criteria and objectives established for the position at the time of initial appointment;
   o   a summary of the evaluations carried out by the Vice-President(s) to whom the incumbent reports; and
   o   the results of consultations with constituency groups.

19.02   The incumbent shall be invited by the Committee to provide a written self-assessment which includes a statement of past and projected leadership in the context of the criteria established for continuation in the position.

20.00   The incumbent must be advised of: the measures to be used under section 19.00 for assessment; the individuals and constituencies the Committee plans to consult; and the schedule for each stage of the review process.

21.00 A review should normally not take longer than eight weeks. During the period of assessment, the Committee must take steps to ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.

Voting

22.00 The Committee shall reach a decision on its recommendation to the President to re-appoint an incumbent through a simple majority vote.

22.01 If after completing the review process the Committee recommends the incumbent for a further term, the Committee shall proceed with the actions set out in sections 29.00 – 32.00 of these procedures.

22.02 If after completing the review process the Committee does not recommend the incumbent for a further term, the Committee shall proceed to the search procedures.

Search Procedures

23.00 Where the incumbent does not wish to be considered for a consecutive term, has served the term limit, or if after completing the review, the Committee does not recommend the incumbent for reappointment, the Committee shall invite members of the university community to suggest possible candidates and shall advertise the position.

23.01 The Chair may elect to engage a search consultant in cases where the position is open to external candidates.

Candidate Selection

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

25.00 The Committee shall determine how best to seek feedback from and acquaint candidates on the final shortlist with: academic leadership, students, faculty, and staff within the pertinent Vice-President's office.

26.00 Candidates shall be advised of the measures to be used for assessment, the individuals and constituency groups the Committee intends to consult and the ratification requirements contained under sections 29.00 and 32.00.

Academic Appointment Process

27.00 In the case of an external candidate, the Chair shall consult the appropriate academic unit through its dean, chair or director before making the proposed academic appointment.

Voting

28.00 The Committee shall reach a decision on a recommended candidate through a simple majority vote.

Ratification

29.00 The Committee will determine by secret ballot, administered through the Office of the University Secretary, the acceptability of its recommended candidate to the regular faculty members of each faculty and the Division of Medical Sciences. Prior to the ballot, the Committee shall make available a copy of the candidate's curriculum vitae to each unit.

29.01 To be ratified, the candidate must have a minimum approval rate of 60% of votes cast.

30.00 In the event of an unsuccessful ratification ballot, the Committee shall meet to determine an alternate course of action.

Recommendation for Appointment

31.00 If the Committee's nominated candidate is ratified, the Chair will recommend the candidate to the President for appointment.

31.01 The recommendation shall be in the form of a report and include recommendations for action and a rationale for the Committee's decision.

Publication of Ratification Results

32.00 If the President offers the appointment to the candidate and the candidate accepts, the results of the ratification ballot shall be published.

Debriefing

33.00 After the President has approved the appointment and the candidate has accepted the nomination, the pertinent Vice-President(s) may meet with the newly appointed Vice-Provost or Associate Vice-President as required to discuss any issues arising from the appointment process as they relate to the mandate for the upcoming term.

AUTHORITIES AND OFFICERS
  i. Approving Authority: Board on recommendation of Senate
 ii. Designated Executive Officers: President
iii. Procedural Authority: Senate and Board of Governors
 iv. Procedural Officers: Vice-President Academic and Provost; Vice-President Research

RELEVANT LEGISLATION
University Act
Freedom of Information and Protection of Privacy Act

RELATED POLICIES AND DOCUMENTS
Appointment of Non-Academic Associate Vice-Presidents (GV0345)

University
of Victoria

Appendix 'A' – Vice-Provost and Academic Associate Vice-President Appointment Committee Framework

Procedural Authority: Senate and Board of Governors
Procedural Officers: Vice-President Academic and
Provost; Vice-President Research

Effective Date: January, 2011
Supersedes:
Last Editorial Change:

PURPOSE
1.00   The purpose of this document is to set out the framework for the establishment of Appointment Committees for the appointment or reappointment of a Vice-Provost or an Academic Associate Vice-President.

PROCEDURES
2.00   Vice-Provost and Academic Associate Vice-President Appointment Committees shall be constituted in accordance with the parameters contained in the following chart.

Position	Number	Composition and Appointment Method
Chair	(1-2)	Vice-President Academic and Provost and/or the Vice-President Research [i] (Ex Officio)
Committee Members	(4)	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
	(1)	Dean elected by Deans' Council
	(1)	Undergraduate student selected by the University of Victoria Students' Society
	(1)	Graduate student selected by the Graduate Students' Society
	(1)	Faculty member appointed by the President after elections are complete with a view to considerations such as diversity and balance
	(Up to 2)	Senior administrators or staff members appointed by the President in consultation with the Vice-President(s)
Total	9 - 12	
Secretary	-	An administrative staff member from the Vice-President Academic and Provost's or the Vice-President Research's office as appropriate (non-voting)

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[i]   For the Vice-Provost – normally the Vice-President Academic and Provost
For the Associate Vice-President Academic Planning – normally the Vice-President Academic and Provost
For the Associate Vice-President Research – normally the Vice-President Research

University of Victoria

President and Vice-Chancellor
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MEMO

Date: 18 December 2018

To: Senate

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

CC: Dr. Valerie Kuehne, Vice-President Academic and Provost
            Dr. David Castle, Vice-President Research

RE: Establishment of the Strategic Framework Chairs Program

Rationale

Approval is being sought for the establishment of a new Strategic Framework Chairs Program, as per the University Act sections 27 (2)(k) and 37 (1)(i). Once considered by Senate, this proposal will be presented to the Board for final approval.

The Strategic Framework Chairs Program includes two types of internally funded chairs; the University of Victoria Impact Chairs and the University of Victoria President's Chairs. A summary of the two chair types can be found in Attachment A, with detailed terms of reference following in Attachments B and C.

The rationale for creating this chairs program is directly related to the following priorities and strategies in the Strategic Framework 2018-2023:

Priority – Cultivate an Extraordinary Academic Environment
 • Strategy 1.1 – *Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.*

Priority – Advance Research Excellence and Impact
 • Strategy 2.4 – *Provide resources and develop targeted initiatives to recruit and support a diverse and talented community of researchers, including graduate students and post-doctoral fellows.*

Summary

The University of Victoria Strategic Framework 2018-23 sets out a vision for UVic to become the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. To achieve this vision, the Framework positions and inspires the UVic community to apply its commitment to excellence in research and creative activity, teaching, service and engagement to serve students, communities and the world.

The creation of the Strategic Framework Chairs Program is a high-value and visible opportunity to recognize and promote excellence in support of the university's overarching vision. Funding of $1.2 M annually has been allocated to the chairs program, representing a strategic investment to: attract and retain high-performing faculty; promote the articulation of the Strategic Framework priorities; and create and support champions of the Framework, who will contribute through their research and research-inspired teaching. The chairs program is in addition to other Strategic Framework initiatives and investments already in place, or in late stages of development. These other initiatives include:

i)   **Experiential Learning Fund**: funding to support student mobility, engagement, work-integrated and other experiential learning opportunities that would otherwise not be available (SF priorities 3.1; 6.2)
ii)   **Graduate Student Support Funding** (SF priority 2.4)
iii) **Fellowship in Research-Enriched Teaching:** funding and professional training for PhD and Post-Docs to provide research-enriched undergraduate learning (SF priorities 2.2; 2.4)
iv)   **Research Seed Funding:** to support research initiatives including projects, clusters, and platforms (SF priorities 2.1; 2.5)
v)   **Strategic Framework Initiatives Fund:** to support initiatives directly related to SF goals, especially those not covered by other funding initiatives (all SF priorities)

This proposal provides for replacing the existing Distinguished Professor Award with the University of Victoria President's Chairs. Both awards are intended to recognize our most outstanding faculty, however the Distinguished Professor Award, despite its label as the 'highest honour the university can bestow' has a comparatively modest profile and level of financial support. Replacing the Distinguished Professor Awards with President's Chairs will provide greater thematic focus and augmented resources to recognize and reward high-performing faculty at UVic. Funding associated with the existing Distinguished Professor Awards program will be incorporated into the funding for the new chairs program. Consideration is being given to the future of the Distinguished Professor Program, including implications of the transition to the new President's Chairs program for faculty who currently hold a Distinguished Professorship.

Recommendation

<u>Motion</u>

That Senate recommend to the Board of Governors that the Board of Governors approve the establishment of the University of Victoria Impact Chairs and the University of Victoria President's Chairs.

Attachments

Attachment A - Strategic Framework Chairs Program summary table
Attachment B - Terms of reference for the University of Victoria Impact Chairs
Attachment C - Terms of reference for the University of Victoria President's Chairs

ATTACHMENT A - Summary of the Strategic Framework Chairs Program

	Impact Chairs	President's Chairs
Intent	New positions intended to support **recruitment** of exceptional faculty with recognized success in research, research-inspired teaching and collaborative partnerships, and who will work to advance one or more of the four key priorities of the Strategic Framework	Awards to support the **recognition and retention** of exceptional existing UVic faculty who demonstrate excellence in teaching, research and service, and a track record and future potential for making substantial contribution to the university community and our partners.
Strategic Framework Priorities	• Intensify Dynamic Learning • Foster Respect and Reconciliation • Promote Sustainable Futures • Engage Locally and Globally	Chairs will play a role in advancing elements of the Strategic Framework although rigid alignment is not required.
Eligibility	• External faculty candidates • Normally at the **Associate or Full** Professor level	• Existing UVic faculty • Normally at the **Assistant or Associate** Professor level
Selection Process	Two stage process: 1. Conceptual proposals prepared by Faculty(s) and submitted to President. Initial vetting by IRRC and advice to VPR/Provost. VPR/Provost advise President for final selection of chair positions 2. Open recruitment process	• Faculty nominations to VPR/Provost • VPR/Provost recommend to President for final selection
Accountabilities	• Promote excellence and leadership in the associated SF Priority area(s) • Annual report to Provost/VPR • Inaugural public lecture by each of the 4 chairs • Act as a champion for the university	• Play a prominent role in promoting the Strategic Framework priorities • Act as a champion for the university • Available for annual meeting with President and/or Vice Presidents
Term & Renewal	One 5 year term, non-renewable	One 5 year term. Funding is non-renewable after the first 5 year term, though the title may be retained so long as the awardee continues to be a faculty member in good standing
Equity, Diversity and Inclusion	Follow best practices for appointment committee training, process, and documentation, with attention paid to considerations of equity, diversity and inclusion.	Follow best practices for process, and documentation, with attention paid to considerations of equity, diversity and inclusion.

ATTACHMENT B

University of Victoria Impact Chairs
Terms of Reference

Overview:
Four University of Victoria Impact Chairs are being established to promote research and teaching excellence and impact. The Impact Chairs are an important means through which exceptionally talented faculty will be able to articulate and embody key priorities as currently set out in the Strategic Framework, and to advance the University's pursuit of its overall vision. The Impact Chairs are intended to support the recruitment of new faculty to the university.

Each of the Impact Chairs will be focused on one of the four following Strategic Framework Priorities:
- Intensifying Dynamic Learning;
- Foster Respect and Reconciliation;
- Promote Sustainable Futures; and
- Engage Locally and Globally.

The program will maintain the flexibility to recognize and promote excellence in the Framework's other two priorities: Cultivate an Extraordinary Academic Environment, and Advance Research Excellence and Impact.

Each Impact Chair is for a five year term (non-renewable), and has an award of a salary stipend, potential for negotiated course release and operating funds, equivalent to a Canada Research Chair. The Impact Chair award is intended to augment the demonstrated excellence of the recipients' existing activities and to be co-extensive with and complementary to their other duties as a faculty member in good standing at UVic. Course release should not be assumed, but may be negotiated on a case by case basis, with a maximum of one course per year. To qualify for teaching release, additional activities that offset teaching must be shown to be necessary to meet the accountabilities of the Impact Chair funding.

The recipient of the Impact Chair award will be expected to play a prominent role in promoting the university's priorities (as currently set out in the Strategic Framework) and act as a champion for the University. The role of the faculty who hold an Impact Chair is to advance those priorities through demonstrated excellence in one or more areas of original research, innovation in teaching and pedagogy, and through impactful engagement with students, communities and partners.

Multi-faculty proposals reflecting collaborative partnerships are of particular interest, whether these reflect interdisciplinary work on-campus or inter-university, or collaborations with external partners and communities.

Selection Process:
- Deans will propose Impact Chairs in response to periodic calls from the Office of the President to fill Chair vacancies.
- Proposals (template to be provided) will need to indicate:
  - The intended impact against the Strategies described in the Strategic Framework Priority area, and related measures including equity, diversity and inclusion
  - How the Impact Chair will make contributions to the Strategic Framework Priority area through research, teaching or partnership engagement
  - The Impact Chair sustainability plan
- Successful proposals will lead to a competitive, external recruitment process and the selected candidate will demonstrably meet the goals of the chair proposal.
- Impact Chairs will be newly recruited faculty at the associate or full professor rank and must be leaders in their field of research, teaching or engagement.

Evaluation process:
- The President will review the initial proposals and forward them to the Institutional Research Review Committee to provide advice to the VPR and Provost.
- The VPR and Provost will make recommendation to the President for a final decision.
- The President will announce the successful proposals, and Impact Chair awardees, at meetings of Senate and the Board of Governors.

Expectations of the UVic Impact Chair holder:
- Inaugural open lecture to the UVic and broader community describing the research and other activities of the Impact Chairholder and how it promotes the priorities and strategies of the Strategic Framework.
- Annual report to Provost/VPR describing the contributions of the Impact Chairholder including:
  - implementation of the Strategic Framework vision and priorities;
  - advancement of specific strategies under the relevant Impact Chair holder Strategic Framework priority; and
  - championing for excellence in research, teaching and partnerships.

University of Victoria President's Chairs
Terms of Reference

Overview:
Ten University of Victoria President's Chairs are being established to recognize and retain faculty who have achieved great distinction in research and research-inspired teaching, made a substantial contribution to the University of Victoria and wider communities, and are capable of championing excellence in research, teaching and engagement.

UVic President's Chairs are an important means through which exceptionally talented faculty are recognized and supported to advance the university's overall mission, vision and priorities (as currently articulated in the Strategic Framework). The President's Chairs are intended to promote research and teaching excellence, university and community engagement and impact.

Ten President's Chairs will be awarded. Each President's Chair is for a five year term, and has a salary award and a research or operating stipend. The funding is non-renewable, though the title may be retained so long as the awardee continues to be a faculty member in good standing.

The President's Chair award is intended to augment and amplify the excellence and impact of the recipients' existing activities and to be co-extensive with and complementary to their other duties as a faculty member at UVic. Course release should not be assumed, but may be negotiated on a case by case basis, with a maximum of one course per year funded from the Chair's funds. To qualify for teaching release, additional activities that offset teaching must be shown to be necessary to meet the accountabilities of the President's Chair funding.

The title 'President's Chair' will be bestowed upon those existing UVic faculty who demonstrate excellence in their discipline, and a track record and future potential for making substantial contributions to the University community and our partners, advancing the university's priorities and acting as a champion for the university.

Nominees engaged in collaborative partnerships are of particular interest, whether these reflect interdisciplinary work on-campus or inter-university, or collaborations with external partners and communities.

The timing of nominations for President's Chairs will be at the discretion of the Provost and the VPR, based on emerging opportunities to recognize exceptional faculty and to ensure their retention at UVic.

Selection Process:
- Nominees must be exceptional existing faculty usually at the Assistant or Associate Professor rank.

- Nominees must be leaders in their field of research, teaching or university or community engagement.
- Deans will nominate faculty members to the Offices of the Vice-President Academic & Provost and Vice-President Research as suitable candidates arise. Nominations will include:
  - o Candidate CV and nomination letter describing the proposed contributions the candidate offers in relation to university priorities;
  - o Workplan for how the President's Chair contributions to the priority area will be achieved through research, teaching or engagement; and
  - o Statement of intended impact against university priorities and strategies, and related measures including equity, diversity and inclusion.

Evaluation process:
- The VPR and Provost will receive and consider President's Chair nominations.
- The VPR and Provost will make recommendation to the President for a final decision.
- The President will announce the award recipient(s) at meetings of Senate and the Board of Governors.

Expectations of the President's Chair holder:
- Annual report to Provost and VPR describing the contributions of the President's Chair holder, including to:
  - o implementation of Strategic Framework Vision and Priorities;
  - o advancement of specific strategies under the relevant President's Chair holder priorities; and
  - o championing excellence in research, teaching and partnerships.

![University of Victoria logo] Office of the Vice-President, Research

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MEMORANDUM

DATE: November 21, 2018

TO: UVic Senate

FROM: David Castle, Vice-President Research

RE: Revised Establishment and Review of Research Centres Policy (and Associated Procedures)

FOR: Approval

BACKGROUND

The Policy on University Policies and Procedures (GV0100) guides the development and review of university policies and procedures. In accordance with this policy and as part of the regular policy review cycle, the Office of the Vice President Research has undertaken a review of several policies that fall under the authority of the Vice-President.

The scope of the *Establishment and Review of Research Centres Policy* and its associated procedures has been expanded to include the closure of research centres. The revised name of the policy is therefore proposed as: *Establishment, Review, and Closure of Research Centres*. The scope was also updated to include inter-institutional centres in which UVic is the lead institution.

The draft policy now includes updated definitions for: research centre; academic unit; and director. Other editorial changes include:
• Opening policy statement revised to reflect the updated mandate of centres.
• Redundant language removed on the approval, review and governance of centres and the duties and responsibilities of centre directors (references provided to the appropriate policy, procedures and guidelines).

The associated procedures for this policy have been amended as follows:
• Name changed to *Procedures for the Establishment, Review and Closure of Research Centres* to reflect updated scope.
• Updated the description of the different types of research centres.
• Reference table added along with several bullet points describing the governance responsibilities, and procedural descriptions were streamlined accordingly.
• A process for changing the name of a research centre was added.
• Provisions for the closure of a research centre have been added.

No other changes to process, procedure, responsibility, authority, or notification requirements are proposed in the revisions.

The attached policy showing track changes has been reviewed by the Faculty Association, was posted to the UVIC website for open review by the campus community, and was reviewed and approved by the President' Executive Committee.

RECOMMENDED MOTION

That Senate approve, and recommend to the Board of Governors that it also approve, the revisions to the Establishment, Review and Closure of Research Centres Policy (RH8300) and Associated Procedures.

University Policy No: RH8300
Classification: Research
Approving Authority: Board of Governors
(on the recommendation of Senate)
Effective D~~d~~ate: ~~January 2010~~November 2018
Supersedes: ~~April 2005~~January 2010
Last Editorial Change:
Mandated R~~r~~eview: ~~January 2014~~November 2025

Establishment~~, and~~ Review, and Closure of
Research Centres

Associated Procedures
Procedures for the Establishment and Review of Research Centres

~~PURPOSE~~Purpose

1.00 The purpose of this policy is to provide direction:

- to those seeking university approval for the establishment of Research Centres; and
- on the review of the performance of Research Centres.

~~DEFINITIONS~~Definitions

2.00 A **Research Centre** is ~~defined as~~ a formally approved research organization made up of a group of faculty members, students, and other research personnel who collaborate on an area of research, whose work together provides added value over and above their individual research programs, and who benefit from the ~~u~~U~~u~~niversity's official recognition of that collaboration.

3.00 **Academic Unit** is ~~a recognized~~an academic D~~d~~department, S~~s~~school, D~~d~~division, or f~~F~~faculty.

4.00 A **Director** is the leader of a Research Centre. ~~The title 'Director' may be changed to a more appropriate title depending on the type of research centre.~~

5.00 **Academic Constituency** of a Research Centre is the academic unit(s) from which a Research Centre primarily draws its membership.

~~JURISDICTION/SCOPE~~Scope

6.00 This policy applies to the establishment and governance of Research Centres at the University of Victoria including inter-institutional Research Centres in which the University Of Victoria is the lead institution.

~~POLICY~~Policy

7.00   The ~~u~~University encourages the establishment of Research Centres at various levels of the organization that ~~will enhance and facilitate disciplinary and interdisciplinary research collaboration, knowledge transfer and training.~~respond to emerging research opportunities, promote collaborative and interdisciplinary research, and enhance research networking capacity and infrastructure. Research Centres take a leading role at the ~~U~~university in forming external partnerships in Canada and throughout the world, and in mobilizing knowledge. Faculty may be involved in one or more of the projects in a Research Centre and be active in more than one Research Centre.

8.00   The ~~U~~university is committed to developing and maintaining high-quality programs of research. Therefore, it provides for appropriate reviews and management of Research Centres ~~that ensure internal and public accountability~~ as well as ongoing improvement activities and an evolving strategic direction (i.e. as articulated in the ~~U~~university's Strategic Research Plan).

9.00   The administrative requirements, approval and renewal processes, ~~breadth~~ scope of activities, and other aspects of Research Centres ~~occur along a continuum that is proportionate to~~are dependent on the breadth of their academic constituencies. ~~This proportionality is primarily based on the location~~Research Centres are of ~~the majority of the membership and activities of the centre and approximately parallels a department-faculty-university structure:~~ four types:

- Intra-faculty - membership and activities ~~normally~~ primarily within a single department, a non-departmentalized ~~F~~faculty, or between departments in a single faculty
- Inter-faculty - membership and activities primarily~~normally~~ between 2 faculties
- Multi-faculty - membership and activities primarily ~~normally~~ between 3 or more faculties
- Inter-institutional - membership and activities between multiple ~~universities~~institutions.

Purposes and Objectives of Research Centres

10.00 The purposes of establishing a Research Centre are to:

a. Promote and facilitate collaborative and/or interdisciplinary research and enhancement of research networking capacity and infrastructure.
b. Increase and effectively manage the resources and research support for its members and the wider university community.
c. Provide education and training in research and related skills, especially for graduate and undergraduate students, and thereby enhance the academic programs of their constituent academic units.
d. Contribute to the ~~U~~university's strategic educational and research missions and to support synergies between research, teaching, and learning.
e. Transfer and mobilize knowledge gained through research for the benefit of society, via a variety of mechanisms as appropriate.
f. Enhance the reputation of its members, the constituent academic units, and the university through the quality of its work.

11.00   Research Centres are expected to develop their own objectives and measurable goals to meet the purposes stated in ~~s~~Section 10.00 of this policy. The Research Centre's objectives and goals should be ~~consistent with the proportionate approach taken toward its establishment.~~ appropriate for the size and scope of its Academic Constituency.

Approval, Governance, and Review of Research Centres

12.00   Research Centres are constituted formally as part of the ~~Uu~~university's organization and are subject to its direction, oversight, and strategic plans.

13.00   The administrative and organizational structures of Research Centres are developed ~~along a proportionate continuum that is not hierarchical in nature.~~as appropriate to the mandate and type of the centre. All have equal status as University of Victoria Research Centres.

14.00   Research Centres may use cognate titles such as "institute~~", "laboratory", "centre"~~, ~~"group", etc~~. Such titles do not imply differences in structure or function.

15.00   The establishment, approval ~~and~~, review, and closure of all Research Centres shall be in accordance with the associated *Procedures for the Establishment, ~~and~~ Review, and Closure of Research Centres* and the *Guidelines for the Review of Research Centres*.

~~16.00   The approval, review and governance of the Research Centres defined in this policy and its related procedures and guidelines will be proportionate, recognizing the level of oversight required and the need to balance this oversight with the level of resource implications created by a Research Centre.~~

~~17.00   The approval and review process, oversight and administrative responsibility for Research Centres occur along a continuum from departments to faculties to institutional and the inter-institutional levels.~~

~~18.00   Subject to the outcome of regular assessments of their performance, the duration of the existence of Research Centres follows a proportionate model depending on its purpose and funding arrangements, ranging from a specified limited term to in perpetuity.~~

16.00   Research Centres are approved for a term of normally five years. Continuance of a ~~Rr~~esearch ~~Cc~~entre is subject to a review, the ongoing purpose for the Centre, and funding arrangements.

~~19.00~~17.00   Research Centres and their constituent academic units are expected to establish mechanisms to assure there is ongoing communication for purposes of coordinating resources, training, research activities, and strategic planning.

Administrative and Financial Structure of Research Centres

~~20.00~~18.00   A Research Centre will ~~normally~~ be led by a faculty member of the ~~uU~~university, in accordance with the university's *Duties and Responsibilities of Directors of Research Centres policy* GV0715 and *Procedures for Appointment and Review of Research Centre Directors* GV0705.

21.00   The leader of a Research Centre may be given the title of 'Director' or an equivalent designation.

22.00   The appointment or review and re-appointment of a Research Centre Director shall be conducted in accordance with the *Procedures for Appointment and Review of Research Centre Directors GV0705*.

23.0019.00   Contributions to the work of a Research Centre are to be included in documentation for career evaluation purposes (e.g., tenure, promotion, merit awards, etc.) subject to the relevant faculty evaluation policy.

24.0020.00   A Research Centre may employ its own research, technical, and clerical staff on term appointments, subject to the relevant collective agreements, the Framework Agreement and uUniversity human resource policies.

25.0021.00   A Research Centre may occupy space designated specifically for its own use, or its activities may be carried out without assigned space. A Research Centre may be located on the uUniversity campus, or in off-campus premises owned by the uUniversity, or in premises owned by a third-party.

26.0022.00   Funding for Research Centres can be made up of a combination of multiple internal and external sources including but not limited to: external funding agreements, academic unit operating funds, non-recurring funds, indirect funding, and endowments. Funding sources may change and adapt over time.

27.0023.00   A Research Centre must obtain approval from the Associate Vice-President Alumni and Development for fundraising activities directed at external donors so that these activities do not conflict with the university's fundraising activities. All fundraising activities undertaken by a Research Centre shall be in accordance with the university's *Donations and Fundraising Policy ER4105 Fundraising and Gift Acceptance Policy ER4105*.

28.0024.00   A Research Centre that plans to sell services or products on a commercial basis may not compete unfairly with private sector organizations offering similar services or products and must comply with the intellectual property and commercialization policies of the university.

25.00   Any agreement defining the obligations and liability of the uUniversity with respect to the activities of, and with respect to the other participants in, the Research Centre will require the approval of the Vice-President Research or delegate. Such agreements shall comply with the signing and research policies and procedures of the university.

AUTHORITIES AND OFFICERS Authorities and Officers

29.0026.00   The authorities and officers for this policy are:

AUTHORITIES AND OFFICERS

i) Approving Authority: Board of Governors (on the recommendation of Senate)

ii) Designated Executive Officer: Vice-President Research

iii) Procedural Authority: Board of Governors

iv) Procedural Officer: Vice-President Research

~~RELATED LEGISLATION~~Relevant Legislation

University Act, RSBC 1996 c 468

~~RELATED POLICIES AND DOCUMENTS~~Related Policies and Documents

Duties and Responsibilities of Directors of Research Centres (GV0715)

Fundraising and Gift Acceptance (ER4105)

Intellectual Property (GV0215)

Procedures for the Establishment, ~~and~~ Review, and Closure of Research Centres (RH8300)

Procedures for Appointment and Review of Research Centre Directors (GV0705)

Guidelines for the Review of Research Centres

~~Donations and Fundraising ER4105~~Fundraising and Gift Acceptance ER4105

~~Framework Agreement~~Collective Agreement with the Faculty Association

University of Victoria **University of Victoria**

~~PROCEDURES FOR THE ESTABLISHMENT, AND REVIEW AND CLOSURE OF RESEARCH CENTRES~~
Procedures for the Establishment, Review, and Closure of Research Centres

Procedural Authority: Board of Governors

Effective Date: ~~January 2010~~November 2018

Procedural Officer: Vice-President Research

Supersedes: January 2010~~NEW~~

Parent Policy: Establishment, ~~and~~ Review, and Closure of Research Centres RH8300

Last Editorial Change: ~~NEW~~

~~PURPOSE~~Purpose

1.00   The purpose of these procedures is to set out the ~~proportionate~~ processes for the establishment, approval, administration, ~~and~~ review, and closure of Research Centres at the ~~uU~~university.

~~PROCEDURES~~Procedures

~~2.00   The Vice-President Research, in consultation with the appropriate Dean(s), will determine which proportionate track will guide the establishment, review, and administration of a Research Centre. This proportionality is primarily based on the location of the majority of the membership and activities of the centre, and approximately parallels a department-faculty-university structure:~~

- ~~Intra-faculty - membership and activities normally within a single department, a non-departmentalized Faculty, or between departments in a single faculty~~
- ~~Inter-faculty - membership and activities normally between 2 faculties~~
- ~~Multi-faculty - membership and activities normally between 3 or more faculties~~
- ~~Inter-institutional - membership and activities between multiple universities~~
-

2.00   ~~The four proportionate tracks, which are described in greater detail below, serve as administrative guides and are not intended to be prescriptive. A specific Research Centre may be best served by a hybrid approach to its organization and processes. Regardless of the track taken, all will be designated as University of Victoria Research Centres.~~ Table I identifies the Administrative Authority and Approval Authority for each category of Research Centre where:

2.01   The Administrative Authority has responsibility for submitting the recommendation to establish or renew a Research Centre and ongoing responsibility for the oversight of the administration and activities of the Centre. The Administrative Authority also has responsibility for the review of a Research Centre following the procedures specific below.

2.02   The Approval Authority has responsibility for the formal approval of the establishment or renewal of a Research Centre.

2.03   In the case of an inter-faculty Research Centre, the Dean of the Ffaculty is both the Administrative and the Approval Authority.

3.00   Table I also specifies the notification requirements when a Research Centre is established or renewed.

Table I1

Type	Administrative Authority	Approval Authority	Notification
Intra-Faculty	Dean of Faculty	Dean of Faculty after consultation with the Vice-President Research	Dean notifies Faculty Council. Dean notifies Vice-President Research who notifies Senate and the Board of Governors.
Inter-Faculty	Deans of Faculties	Vice-President Research on the recommendation of the Deans	Vice-President Research notifies Senate and the Board of Governors
Multi-Faculty	Vice-President Research	Senate on the recommendation of the Senate Committee on Planning on the recommendation of the Vice-President Research	Vice-President Research notifies the Board of Governors
Multi-Institutional	Vice-President Research in consultation with the Vice-President Academic and Provost	Board of Governors on the recommendation of Senate on the recommendation of the Senate Committee on Planning on the recommendation of the Vice-President of Research	n/a

4.00

Establishment and Approval of a Research Centre~~s with primary membership at the departmental level (Intra-faculty Research Centre)~~

~~5.00   An intra-faculty Research Centre is established within a single department, a non-departmentalized faculty, or between departments within a single faculty of the University of Victoria.~~

5.014.00

he Approval Authority has responsibility for approving the establishment of a Research Centre based on the recommendation of the Administrative Authority. Approval will be for an initial term that will not exceed five years.

6.005.00

roposals for the establishment of ~~an intra-faculty~~a Research Centre should be submitted to ~~the dean~~the Administrative Authority and include detailed information on the following items where applicable:

-
- Statement of objectives and measurable goals showing how the proposed activities of the Research Centre relate to the purposes of a Research Centre as outlined in Section 10.00 of the Establishment and Review of Research Centres Policy RH8300. The statement should be in accordance with the ~~department('s), faculty and university's~~ priorities and goals of the Centre's Academic Constituency and the ~~Uu~~niversity.
- An explanation of why the proposed activities can best be achieved through the establishment of a Research Centre.
- Evidence that there exists with~~in~~ the university, or within the institutions in the case of a multi-institutional Centre, a group of faculty members, with established reputations in the field proposed for the centre, who are willing to collaborate on projects ~~it~~ the Research Centre will sponsor or undertake.
- Identification of the required direct and indirect resources, including funding, space, services and personnel, and their sources, in a detailed business plan.
- A statement outlining the benefits of the proposed centre to the ~~uUu~~niversity and society.

~~7.00~~6.00

n organizational structure with clear reporting lines and accountability for policy and management decisions taken by the Research Centre will be established in consultation with the ~~dean~~Administrative Authority. The organizational structure and governance of the ~~intra-faculty~~ Research Centre will include a steering committee ~~and~~ whose membership will include ~~chair(s) or their delegates~~representatives commensurate with the Academic Constituency of the Centre. The duties and responsibilities of the ~~d~~Director will be negotiated between the ~~dean and the director~~Administrative Authority and the Director. ~~The dean will consult with the Vice-President Research on the proposal before making a decision on whether to approve the establishment of the Research Centre.~~

7.00   After ~~approving the intra-faculty~~approval of the establishment of a Research Centre, notification will be undertaken as specified in Table I.
~~the dean will advise the Faculty Council and report the establishment of the new centre to the Vice-President Research, who will report to the Senate and Board of Governors for their information.~~

Review of ~~Intra-Faculty~~ Research Centre~~s~~

8.00   The review of a Research Centre will be initiated by the ~~dean~~ Administrative Authority 12 months in advance of the expiry of the current term.

~~7.01~~8.01

n the event that the Director, after consultation with the faculty members in the Research Centre, advised the Administrative Authority that the Research Centre should not be considered for renewal, the Centre will be closed as described in Sections 25.00-27.00.

9.00   ~~The process of review is to be determined by the dean, but would normally include a self-assessment of the Research Centre by the director (or equivalent) and an internal university review panel which includes the chairs, or their designates, from the constituent academic units. The review may be augmented by a written external review by an appropriate peer group.~~ A panel shall be established for the review, consisting of one internal and two external members appointed by the Administrative Authority in consultation with the Director of the Centre. The Administrative Authority will appoint the chair, who will normally be an external member. The Administrative Authority may add additional external members if that is necessary to undertake a fulsome review of the Centre.

10.00   No panel member shall be associated directly with the Research Centre either as a participant or as a faculty affiliate or collaborator with a faculty member engaged with the Research Centre. Internal members will normally be from ~~thea~~ department, school, or faculty other than the home unit of the Centre Director.

11.00   In the case of an intra-faculty Centre, and with the approval of the Vice-President Research, an external member may be a faculty member in a faculty other than the Centre's home faculty.

~~8.00~~12.00

rior to the review, the Director in consultation with others in the Centre will prepare a self-assessment report. The report will include an evaluation of the performance of the Centre against the objectives and goals set out at the time of its establishment or previous review. The Administrative Authority will review the report and may require alterations before it is sent to the review panel.

13.00   For guidance on what information should be included in the self-assessment and review panel assessment and report, refer to the Guidelines for the Review of Research Centres.

14.00   The panel shall satisfy itself that the self-assessment report has included contributions from the Centre's faculty members, staff, students, and other internal and external stakeholders as appropriate.

15.00   The panel will undertake a site visit to the Centre, normally two days, to meet with the Administrative Authority and members of the Centre including the Director, faculty, staff, students, and steering committee members. The panel may also meet with others as required to assess the Centre, e.g. representatives from other institutions in the case of a multi-institutional Centre.

16.00   The panel shall prepare a detailed report on the Centre and its activities, and make a recommendation on its continuation or closure or a conditional continuation of the Centre not to exceed two years

17.00   The panel chair shall submit the panel's report to the Administrative Authority who will in turn relay it to the Director for a written response to any issues raised in the report.

18.00   In the event the Administrative Authority supports the renewal of a Centre, a recommendation for renewal, normally for five years, is submitted to the Approving Authority accompanied by the Centre's self-assessment report, the panel's report, and the Director's response to the panel's report. The Approving Authority will undertake the necessary notifications as outlined in Table I.

19.00   If the Approval Authority's decision is a conditional continuation of the Centre, a further review of the Centre's activities will be conducted under the direction of the Administrative Authority during the continuation period. A Centre cannot be granted two consecutive conditional continuations.

~~9.00~~20.00

n the event the Administrative Authority does not support renewal of a Centre, the Approving Authority shall be so informed with reasons. The Approving Authority may accept the decision of the Administrative Authority, or may request the Administrative Authority to reconsider. If the Approving Authority accepts the decision of the Administrative Authority, the Centre will be closed as described in Sections 25.00-27.00.

~~10.00 The review will include an evaluation of the performance of the Research Centre against the objectives and goals set out at the time of its establishment or previous review.~~

~~11.00 A review and recommendation for continuation (normally for a five-year term) or closure should be conducted during the final year of the Research Centre's mandate and submitted to the dean in a timely fashion to facilitate orderly implementation of the recommendations, including those that may affect the staffing of a Research Centre.~~

~~12.00 The decision of the dean on the continuation or closure of the intra-faculty research centre will be reported to the Faculty Council and Vice-President Research, who will report the decision to the Senate and the Board of Governors for their information.~~

~~Establishment and Approval of Research Centres with membership primarily from Two Faculties (Inter-Faculty Research Centre)~~

~~13.00 An inter-faculty Research Centre is established between two faculties of the University of Victoria.~~

~~14.00 Inter-faculty Research Centres seeking establishment require the approval of the Vice-President Research on the recommendation of the relevant Deans.~~

~~14.01   Approval will be for an initial term that will not exceed five years.~~

15.00 ~~Proposals for the establishment of an inter-faculty Research Centre should be submitted to the appropriate deans for initial approval and recommendation to the Vice-President Research. Proposals should include detailed information on the following items where applicable:~~

a. ~~Statement of objectives and measurable goals showing how the proposed activities of the Research Centre relate to the purposes of a Research Centre as outlined in Section 10.00 of the Establishment and Review of Research Centres Policy RH8300. The statement should be in accordance with the faculties' and university's priorities and goals~~
b. ~~An explanation of why the proposed activities can best be achieved through the establishment of a Research Centre~~
c. ~~Evidence that there exists with the university a group of faculty members, with established reputations in the field proposed for the centre, who are willing to collaborate in projects it will sponsor or undertake~~
d. ~~Identification of the required direct and indirect resources, including funding, space, services and personnel and their sources, in a detailed business plan~~
e. ~~A statement outlining the benefits to the university and society of the proposed centre~~

16.00 ~~An organizational structure with clear reporting lines and accountability for policy and management decisions taken by the Research Centre will be established in consultation with the appropriate deans. The organizational structure and governance of the faculty Research Centre will include a steering committee and membership will include Deans or their delegates.~~

17.00 ~~After approving the Research Centre the Vice-President Research will report the establishment of the new centre to the Senate Committee on Planning, the Senate and the Board of Governors.~~

~~Review of Inter-Faculty Research Centres~~

18.00 ~~The review will be initiated by the relevant deans 12 months in advance of the expiry of the current term.~~

19.00 ~~The review process will be determined by the deans and would normally include a self-assessment by the director (or equivalent), an internal review panel which may be augmented by external representation and a written external peer review. The review should be submitted to the Vice-President Research for a decision on continuation or closure.~~

20.00 ~~The review will include an evaluation of the performance of the Research Centre against the objectives and goals set out at the time of its establishment or previous review.~~

21.00 For guidance on what information should be included in the self-assessment and review panel assessment and report, refer to the Guidelines for the Review of Research Centres.

22.00 At the end of the inter-faculty Research Centre's term, the relevant deans will recommend to the Vice-President Research continuation or closure of the Research Centre. A review and recommendation for continuation (normally for a five-year term) or closure should be conducted during the final year of the Research Centre's mandate and submitted to the Vice-President Research in a timely fashion to facilitate orderly implementation of the recommendations, including those that may affect the staffing of a Research Centre.

23.00 The decision of the Vice-President Research on the continuation or closure of the faculty Research Centre will be reported to the Senate and Board of Governors for information.

Establishment and Approval of Research Centres with Members from Multiple (>2) Faculties (Multi-Faculty Research Centre)

24.00 A multi-faculty Research Centre is established between three or more faculties of the University of Victoria.

25.00 Multi-faculty Research Centres seeking establishment require the approval of the Senate on the recommendation of the Vice-President Research in consultation with the Vice-President Academic and Provost. Approval will be for an initial term that will not exceed five years.

26.00 Proposals for the establishment of a multi-faculty Research Centre should be submitted to the Senate Committee on Planning by the Vice-President Research. This submission should include an assessment of the priority that should be accorded the proposed area of interdisciplinary research within the context of the university's strategic plan.

27.00 Proposals should include detailed information on the following items where applicable:

a. Statement of objectives and measurable goals showing how the proposed activities of the Research Centre relate to the purposes of a Research Centre as outlined in Section 10.00 of the Establishment and Review of Research Centres Policy RH8300. The statement should be in accordance with the faculties' and university's priorities and goals
b. An explanation of why the proposed activities can best be achieved through the establishment of a Research Centre
c. Evidence that there exists within the university a group of faculty members with established reputations in the field proposed for the centre who are willing to collaborate in projects it will sponsor or undertake

d.   Identification of the required direct and indirect resources, including funding, space, services and personnel and their sources, in a detailed business plan
e.   A statement outlining the benefits to the university and society of the proposed centre

28.00 An organizational structure with clear reporting lines and accountability for policy and management decisions taken by the Research Centre will be established by the Vice-President Research in consultation with the appropriate Deans. The organizational structure and governance of a multi-faculty Research Centre will include a steering committee including representation from all participating faculties including the requisite deans (or delegates), the Vice-President Research (or delegate), and other relevant stakeholders.

29.00 After approval of the multi-faculty Research Centre by Senate the Vice-President Research will report the establishment of the new centre to the Board of Governors.

Review of Multi-Faculty Research Centres

30.00 The review will be initiated by the Vice-President Research 12 months in advance of the expiry of the current term.

31.00 At the end of the multi-faculty Research Centre's term, the Vice-President Research will recommend to Senate continuation or closure of the Research Centre. A formal review and recommendation for continuation (normally for a five-year term) or closure should be conducted during the final year of the Research Centre's mandate and submitted to the Vice-President Research in a timely fashion to facilitate orderly implementation of the recommendations, including those that may affect the staffing of a Research Centre.

32.00 A panel shall be established for the review, consisting of one internal and two external members appointed by the Vice-President Research in consultation with the director (or equivalent) of the centre and the appropriate deans. The Vice-President Research will appoint the chair, who will normally be an external member.

33.00 No panel member shall be associated directly with the Research Centre either as a participant or as a faculty affiliate.

34.00 Prior to the review the Research Centre, in consultation with the Vice-President Research, will prepare a self-assessment report. The review will include an evaluation of the performance of the Research Centre against the objectives and goals set out at the time of its establishment or previous review.

35.00 The panel shall satisfy itself that the self-assessment report has included contributions from the Research Centre's faculty members, staff, students, and other internal and external stakeholders as appropriate.

36.00 For guidance on what information should be included in the self-assessment and review panel assessment and report, refer to the Guidelines for the Review of Research Centres.

37.00 The panel shall prepare a detailed report on the Research Centre and its activities, and make a recommendation on its continuation or closure or a conditional continuation of the centre not to exceed two years. During that time a further review of the centre's activities will be conducted under the direction of the Vice-President Research. A Research Centre can be given only one conditional continuation.

38.00 The panel report shall be forwarded to the Vice-President Research who will in turn relay it to the director (or equivalent) of the centre for a written response to any issues raised in the Report.

39.00 The Vice-President Research shall make a recommendation regarding the Research Centre's continuation, as well as any terms and conditions that are appropriate, taking into account the panel report.

39.01 The panel report, together with the recommendation of the Vice-President Research, shall be forwarded to the chair of the Senate Committee on Planning for consideration by the committee.

39.02 The committee will forward its recommendation on continuation to the Senate for approval.

39.03 The Vice-President Research will report the decision of Senate on the continuation or closure of the centre to the Board of Governors.

Establishment and Approval of Inter-Institutional Research Centres

40.00 An inter-institutional research centre is established at the University of Victoria and in collaboration with other institutions or universities.

41.00 Inter-institutional Research Centres seeking establishment require the approval of the Board of Governors on the recommendation of the Senate. Approval will be for an initial term that will not exceed five years.

42.00 Proposals for the establishment of an inter-institutional Research Centre should be submitted to the Senate Committee on Planning by the Vice-President Research in consultation with the Vice-President Academic and Provost. The submission by the Vice-President Research should include an assessment of the priority that should be accorded the proposed area of interdisciplinary research within the context of the university's strategic plan.

43.00 Proposals should include detailed information on the following items where applicable:

a. Statement of objectives and measurable goals showing how the proposed activities of the Research Centre relate to the purposes of a Research Centre as outlined in Section 10.00 of the Establishment and Review of Research Centres Policy RH8300. The statement should be in accordance with the university's priorities and goals

b. An explanation of why the proposed activities can best be achieved through the establishment of a Research Centre

c. Evidence that there exists with the university a group of faculty members, with established reputations in the field proposed for the centre, who are willing to collaborate in projects it will sponsor or undertake

d. Identification of the required direct and indirect resources, including funding, space, services and personnel and their sources, in a detailed business plan

e. A statement outlining the benefits to the university and society of the proposed centre

44.00 An organizational structure with clear reporting lines and accountability for policy and management decisions taken by the Research Centre will be established in consultation with the Vice-President Research (or equivalent) from participating institutions.

45.00 The organizational structure and governance of an inter-institutional Research Centre will include a multi-institutional steering committee with representation from all participating faculties, Vice-President Research or their delegates, and other relevant stakeholders, and other committees as required.

Review of Inter-Institutional Research Centres

46.00 The review will be initiated by the Vice-President Research 12 months in advance of the expiry of the current term and must include a formal review of the Research Centre's activities during the preceding term.

47.00 At the end of the inter-institutional Research Centre's term, the Vice-President Research will recommend, in consultation with the Vice-President Academic and Provost, continuation or closure of the Research Centre to the Senate Committee on Planning for final approval by the Board of Governors.

48.00 A formal review and recommendation for continuation (for a five-year term) or closure should be conducted during the final year of the centre's mandate and submitted to the Vice-President Research in a timely fashion to facilitate orderly implementation of the recommendations, including those that may affect the staffing of a Research Centre.

49.00 A panel shall be established for the review, consisting of one internal and two external members appointed by the Vice-President Research in consultation with the Director (or equivalent) of the centre. The Vice-President Research will appoint the Chair, who will normally be an external member.

50.00 No panel member shall be associated directly with the Research Centre either as a participant or as a faculty affiliate.

51.00 Prior to the review the Research Centre, in consultation with the Vice-President Research, will prepare a self-assessment report. The review will include an evaluation of the performance of the Research Centre against the objectives and goals set out at the time of its establishment or previous review.

52.00 For guidance on what information should be included in the self-assessment and review panel assessment and report, refer to the Guidelines for the Review of Research Centres.

53.00 The panel shall satisfy itself that the self-assessment report has included contributions from the Research Centre staff, colleagues affiliated with the centre, students associated with the activities of the centre, and clients served, if appropriate.

54.00 The panel shall prepare a detailed report on the Research Centre and its activities, and make a recommendation on its continuation or closure or a conditional continuation of the centre not to exceed two years. During that time a further review of the centre's activities will be conducted under the direction of the Vice-President Research. A Research Centre can be given only one conditional continuation.

55.00 The panel report shall be forwarded to the Vice-President Research and Vice-President Academic and Provost who will in turn relay it to the Director (or equivalent) of the centre for a written response to the issues raised in the report.

56.00 The Vice-President Research, in consultation with Vice-President Academic and Provost, shall make a recommendation regarding the Research Centre's continuation, as well as any terms and conditions that are appropriate, taking into account the panel report.

56.01 The panel report, together with the recommendation of the Vice-President Research, shall be forwarded to the Chair of the Senate Committee on Planning for consideration by the Committee.

56.02 The Committee will forward its recommendation to the Senate who will make a recommendation on the continuation of the Research Centre to the Board of Governors.

Renaming of a Research Centre

21.00   For a Research Centre to change its name, the Director must prepare a proposal outlining the rationale for a new name. This proposal is submitted to the Administrative Authority for approval before submission to the Approving Authority.

22.00   Once the proposal for a name change is approved by the Approving Authority, the Research Centre Director will distribute the proposal to members of the Research Centre or other internal or external stakeholders, and solicit letters of support in favour of the new name. Letters must be on official letterhead of the member's unit or institution, and addressed to the Approving Authority.

23.00   The Director will forward all letters of support to the Administrative Authority for completion of the approval and notification process, as required in Table 1I.

Closure of a Research Centre

24.00   In exceptional circumstances, a Centre may be closed before the end of its current term, with the agreement of the Administrative Authority and the Director after consultation with faculty members in the Centre.

25.00   When a Research Centre is to be closed, the Director (or the person to last serve in that position) shall be responsible for coordinating the appropriate and orderly closure of the Centre, including but not limited to completion or termination of research activities and projects in the Centre, resolution of financial matters, disposition of infrastructure (including computers) and other physical resources (e.g. furnishings), archiving of management records, and proper handling of research resources including archiving of research data, records, and research results as required by Uuniversity or funding agency policy.

26.00   The Vice-President Research shall notify Senate and the Board of Governors of any closures in the annual report on Research Centres.

AUTHORITIES AND OFFICERS

i) Procedural Authority: Board of Governors
ii) Procedural Officer: Vice-President Research

RELATED POLICIES AND DOCUMENTSRelated Policies and Documents
Duties and Responsibilities of Directors of Research Centres policy GV0715
Establishment, and Review, and Closure of Research Centres policy RH8300
Procedures for Appointment and Review of Research Centre Directors GV0705
Guidelines for the Review of Research Centres

University of Victoria

Establishment, Review, and Closure of Research Centres

University Policy No: RH8300
Classification: Research
Approving Authority: Board of Governors
(on the recommendation of Senate)
Effective Date: November 2018
Supersedes: January 2010
Last Editorial Change:
Mandated Review: November 2025

Associated Procedures
[Procedures for the Establishment and Review of Research Centres](#)

Purpose

1.00   The purpose of this policy is to provide direction:

- to those seeking university approval for the establishment of Research Centres; and
- on the review of the performance of Research Centres.

Definitions

2.00   **Research Centre** is a formally approved research organization made up of a group of faculty members, students, and other research personnel who collaborate on an area of research, whose work together provides added value over and above their individual research programs, and who benefit from the university's official recognition of that collaboration.

3.00   **Academic Unit** is an academic department, school, division, or faculty.

4.00   **Director** is the leader of a Research Centre.

5.00   **Academic Constituency** of a Research Centre is the academic unit(s) from which a Research Centre primarily draws its membership.

Scope

6.00   This policy applies to the establishment and governance of Research Centres at the University of Victoria including inter-institutional Research Centres in which the University Of Victoria is the lead institution.

Policy

7.00   The university encourages the establishment of Research Centres at various levels of the organization that respond to emerging research opportunities, promote collaborative and interdisciplinary research, and enhance research networking capacity and infrastructure. Research Centres take a leading role at the university in forming external partnerships in Canada and throughout the world, and in mobilizing knowledge. Faculty may be

involved in one or more of the projects in a Research Centre and be active in more than one Research Centre.

8.00   The university is committed to developing and maintaining high-quality programs of research. Therefore, it provides for appropriate reviews and management of Research Centres as well as ongoing improvement activities and an evolving strategic direction (i.e. as articulated in the university's Strategic Research Plan).

9.00   The administrative requirements, approval and renewal processes, scope of activities, and other aspects of Research Centres are dependent on the breadth of their academic constituencies. Research Centres are of four types:

- Intra-faculty - membership and activities primarily within a single department, a non-departmentalized faculty, or between departments in a single faculty
- Inter-faculty - membership and activities primarily between 2 faculties
- Multi-faculty - membership and activities primarily between 3 or more faculties
- Inter-institutional - membership and activities between multiple institutions.

Purposes and Objectives of Research Centres

10.00 The purposes of establishing a Research Centre are to:

   a. Promote and facilitate collaborative and/or interdisciplinary research and enhancement of research networking capacity and infrastructure.
   b. Increase and effectively manage the resources and research support for its members and the wider university community.
   c. Provide education and training in research and related skills, especially for graduate and undergraduate students, and thereby enhance the academic programs of their constituent academic units.
   d. Contribute to the university's strategic educational and research missions and to support synergies between research, teaching, and learning.
   e. Transfer and mobilize knowledge gained through research for the benefit of society, via a variety of mechanisms as appropriate.
   f. Enhance the reputation of its members, the constituent academic units, and the university through the quality of its work.

11.00 Research Centres are expected to develop their own objectives and measurable goals to meet the purposes stated in section 10.00 of this policy. The Research Centre's objectives and goals should be appropriate for the size and scope of its Academic Constituency.

Approval, Governance, and Review of Research Centres

12.00 Research Centres are constituted formally as part of the university's organization and are subject to its direction, oversight, and strategic plans.

13.00 The administrative and organizational structures of Research Centres are developed as appropriate to the mandate and type of the centre. All have equal status as University of Victoria Research Centres.

14.00   Research Centres may use cognate titles such as "institute". Such titles do not imply differences in structure or function.

15.00   The establishment, approval, review, and closure of all Research Centres shall be in accordance with the associated *Procedures for the Establishment, Review, and Closure of Research Centres* and the *Guidelines for the Review of Research Centres*.

16.00   Research Centres are approved for a term of normally five years. Continuance of a Research Centre is subject to a review, the ongoing purpose for the Centre, and funding arrangements.

17.00   Research Centres and their constituent academic units are expected to establish mechanisms to assure there is ongoing communication for purposes of coordinating resources, training, research activities, and strategic planning.

Administrative and Financial Structure of Research Centres

18.00   A Research Centre will be led by a faculty member of the university, in accordance with the university's *Duties and Responsibilities of Directors of Research Centres policy GV0715* and *Procedures for Appointment and Review of Research Centre Directors GV0705*.

19.00   Contributions to the work of a Research Centre are to be included in documentation for career evaluation purposes (e.g., tenure, promotion, merit awards, etc.) subject to the relevant faculty evaluation policy.

20.00   A Research Centre may employ its own research, technical, and clerical staff on term appointments, subject to the relevant collective agreements and university human resource policies.

21.00   A Research Centre may occupy space designated specifically for its own use, or its activities may be carried out without assigned space. A Research Centre may be located on the university campus, or in off-campus premises owned by the university, or in premises owned by a third-party.

22.00   Funding for Research Centres can be made up of a combination of multiple internal and external sources including but not limited to: external funding agreements, academic unit operating funds, non-recurring funds, indirect funding, and endowments. Funding sources may change and adapt over time.

23.00   A Research Centre must obtain approval from the Associate Vice-President Alumni and Development for fundraising activities directed at external donors. All fundraising activities undertaken by a Research Centre shall be in accordance with the university's *Fundraising and Gift Acceptance Policy ER4105*.

24.00   A Research Centre that plans to sell services or products on a commercial basis may not compete unfairly with private sector organizations offering similar services or products and must comply with the intellectual property and commercialization policies of the university.

25.00 Any agreement defining the obligations and liability of the university with respect to the activities of, and with respect to the other participants in, the Research Centre will require the approval of the Vice-President Research or delegate. Such agreements shall comply with the signing and research policies and procedures of the university.

Authorities and Officers

26.00 The authorities and officers for this policy are:
   i) Approving Authority: Board of Governors (on the recommendation of Senate)
   ii) Designated Executive Officer: Vice-President Research
   iii) Procedural Authority: Board of Governors
   iv) Procedural Officer: Vice-President Research

Relevant Legislation

University Act, RSBC 1996 c 468

Related Policies and Documents

Duties and Responsibilities of Directors of Research Centres (GV0715)
Fundraising and Gift Acceptance (ER4105)
Intellectual Property (GV0215)
Procedures for the Establishment, Review, and Closure of Research Centres (RH8300)
Procedures for Appointment and Review of Research Centre Directors (GV0705)
Guidelines for the Review of Research Centres
Collective Agreement with the Faculty Association

University of Victoria

Procedures for the Establishment, Review, and Closure of Research Centres

Procedural Authority: Board of Governors
Procedural Officer: Vice-President Research
Parent Policy: Establishment, Review, and Closure of Research Centres RH8300

Effective Date: November 2018
Supersedes: January 2010
Last Editorial Change:

Purpose

1.00   The purpose of these procedures is to set out the processes for the establishment, approval, administration, review, and closure of Research Centres at the university.

Procedures

2.00   Table I identifies the Administrative Authority and Approval Authority for each category of Research Centre where:

2.01   The Administrative Authority has responsibility for submitting the recommendation to establish or renew a Research Centre and ongoing responsibility for the oversight of the administration and activities of the Centre. The Administrative Authority also has responsibility for the review of a Research Centre following the procedures specific below.

2.02   The Approval Authority has responsibility for the formal approval of the establishment or renewal of a Research Centre.

2.03   In the case of an inter-faculty Research Centre, the Dean of the faculty is both the Administrative and the Approval Authority.

3.00   Table I also specifies the notification requirements when a Research Centre is established or renewed.

Table I

Type	Administrative Authority	Approval Authority	Notification
Intra-Faculty	Dean of Faculty	Dean of Faculty after consultation with the Vice-President Research	Dean notifies Faculty Council. Dean notifies Vice-President Research who notifies Senate and the Board of Governors.
Inter-Faculty	Deans of Faculties	Vice-President Research on the recommendation of the Deans	Vice-President Research notifies Senate and the Board of Governors
Multi-Faculty	Vice-President Research	Senate on the recommendation of the Senate Committee on Planning on the recommendation of the Vice-President Research	Vice-President Research notifies the Board of Governors
Multi-Institutional	Vice-President Research in consultation with the Vice-President Academic and Provost	Board of Governors on the recommendation of Senate on the recommendation of the Senate Committee on Planning on the recommendation of the Vice-President of Research	n/a

Establishment and Approval of a Research Centre

4.00   The Approval Authority has responsibility for approving the establishment of a Research Centre based on the recommendation of the Administrative Authority. Approval will be for an initial term that will not exceed five years.

5.00   Proposals for the establishment of a Research Centre should be submitted to the Administrative Authority and include detailed information on the following items where applicable:

- Statement of objectives and measurable goals showing how the proposed activities of the Research Centre relate to the purposes of a Research Centre as outlined in Section 10.00 of the Establishment and Review of Research Centres Policy RH8300. The statement should be in accordance with the priorities and goals of the Centre's Academic Constituency and the university.
- An explanation of why the proposed activities can best be achieved through the establishment of a Research Centre.

- Evidence that there exists within the university, or within the institutions in the case of a multi-institutional Centre, a group of faculty members, with established reputations in the field proposed for the centre, who are willing to collaborate on projects the Research Centre will sponsor or undertake.
- Identification of the required direct and indirect resources, including funding, space, services and personnel, and their sources, in a detailed business plan.
- A statement outlining the benefits of the proposed centre to the university and society.

6.00   An organizational structure with clear reporting lines and accountability for policy and management decisions taken by the Research Centre will be established in consultation with the Administrative Authority. The organizational structure and governance of the Research Centre will include a steering committee whose membership will include representatives commensurate with the Academic Constituency of the Centre. The duties and responsibilities of the Director will be negotiated between the Administrative Authority and the Director.

7.00   After approval of the establishment of a Research Centre, notification will be undertaken as specified in Table I.

Review of Research Centre

8.00   The review of a Research Centre will be initiated by the Administrative Authority 12 months in advance of the expiry of the current term.

8.01   In the event that the Director, after consultation with the faculty members in the Research Centre, advised the Administrative Authority that the Research Centre should not be considered for renewal, the Centre will be closed as described in Sections 25.00-27.00.

9.00   A panel shall be established for the review, consisting of one internal and two external members appointed by the Administrative Authority in consultation with the Director of the Centre. The Administrative Authority will appoint the chair, who will normally be an external member. The Administrative Authority may add additional external members if that is necessary to undertake a fulsome review of the Centre.

10.00   No panel member shall be associated directly with the Research Centre either as a participant or as a faculty affiliate or collaborator with a faculty member engaged with the Research Centre. Internal members will normally be from a department, school, or faculty other than the home unit of the Centre Director.

11.00   In the case of an intra-faculty Centre, and with the approval of the Vice-President Research, an external member may be a faculty member in a faculty other than the Centre's home faculty.

12.00   Prior to the review, the Director in consultation with others in the Centre will prepare a self-assessment report. The report will include an evaluation of the performance of the Centre against the objectives and goals set out at the time of its establishment or

previous review. The Administrative Authority will review the report and may require alterations before it is sent to the review panel.

13.00   For guidance on what information should be included in the self-assessment and review panel assessment and report, refer to the [Guidelines for the Review of Research Centres.](#)

14.00   The panel shall satisfy itself that the self-assessment report has included contributions from the Centre's faculty members, staff, students, and other internal and external stakeholders as appropriate.

15.00   The panel will undertake a site visit to the Centre, normally two days, to meet with the Administrative Authority and members of the Centre including the Director, faculty, staff, students, and steering committee members. The panel may also meet with others as required to assess the Centre, e.g. representatives from other institutions in the case of a multi-institutional Centre.

16.00   The panel shall prepare a detailed report on the Centre and its activities, and make a recommendation on its continuation or closure or a conditional continuation of the Centre not to exceed two years

17.00   The panel chair shall submit the panel's report to the Administrative Authority who will in turn relay it to the Director for a written response to any issues raised in the report.

18.00   In the event the Administrative Authority supports the renewal of a Centre, a recommendation for renewal, normally for five years, is submitted to the Approving Authority accompanied by the Centre's self-assessment report, the panel's report, and the Director's response to the panel's report. The Approving Authority will undertake the necessary notifications as outlined in Table I.

19.00   If the Approval Authority's decision is a conditional continuation of the Centre, a further review of the Centre's activities will be conducted under the direction of the Administrative Authority during the continuation period. A Centre cannot be granted two consecutive conditional continuations.

20.00   In the event the Administrative Authority does not support renewal of a Centre, the Approving Authority shall be so informed with reasons. The Approving Authority may accept the decision of the Administrative Authority, or may request the Administrative Authority to reconsider. If the Approving Authority accepts the decision of the Administrative Authority, the Centre will be closed as described in Sections 25.00-27.00.

Renaming of a Research Centre

21.00   For a Research Centre to change its name, the Director must prepare a proposal outlining the rationale for a new name. This proposal is submitted to the Administrative Authority for approval before submission to the Approving Authority.

22.00   Once the proposal for a name change is approved by the Approving Authority, the Research Centre Director will distribute the proposal to members of the Research Centre or other internal or external stakeholders, and solicit letters of support in favour of the new name. Letters must be on official letterhead of the member's unit or institution, and addressed to the Approving Authority.

23.00   The Director will forward all letters of support to the Administrative Authority for completion of the approval and notification process, as required in Table I.

Closure of a Research Centre

24.00   In exceptional circumstances, a Centre may be closed before the end of its current term, with the agreement of the Administrative Authority and the Director after consultation with faculty members in the Centre.

25.00   When a Research Centre is to be closed, the Director (or the person to last serve in that position) shall be responsible for coordinating the appropriate and orderly closure of the Centre, including but not limited to completion or termination of research activities and projects in the Centre, resolution of financial matters, disposition of infrastructure (including computers) and other physical resources (e.g. furnishings), archiving of management records, and proper handling of research resources including archiving of research data, records, and research results as required by university or funding agency policy.

26.00   The Vice-President Research shall notify Senate and the Board of Governors of any closures in the annual report on Research Centres.

Related Policies and Documents
Duties and Responsibilities of Directors of Research Centres policy GV0715
Establishment, Review, and Closure of Research Centres policy RH8300
Procedures for Appointment and Review of Research Centre Directors GV0705
Guidelines for the Review of Research Centres

University of Victoria

MEMORANDUM

DATE: November 21, 2018

TO: UVic Senate

FROM: David Castle, Vice-President Research

RE: Revised Procedures for the Appointment and Re-Appointment of Research Centre Directors

FOR: Approval

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BACKGROUND

The Policy on University Policies and Procedures (GV0100) guides the development and review of university policies and procedures. In accordance with this policy and as part of the regular policy review cycle, the Office of the Vice President Research has undertaken a review of several policies that fall under the authority of the Vice-President.

The procedures have been simplified considerably for ease of reference and application, however no changes to the authority assigned through the procedures is proposed. Changes are summarized as follows:

- A table has been added to clarify the Administrative and Approving Authorities for all types of Centres. This table is referenced throughout the document in order to simplify the explanation of processes and procedures.
- Clause added for naming Alternate Committee members, in the case that a Committee member must resign before the interview process commences.
- Clause added to clarify the attendance requirement for Committee members.
- The explanation of the appointment process has been simplified, as reporting and notification requirements are now provided in the new table. The information is presented according to the stages of the appointment process rather than according to the type of Centre.

The attached policy showing track changes has been reviewed by the Faculty Association, has been posted to the UVIC website for open review by the campus community, and has been reviewed and approved by the President' Executive Committee. A clean copy of the policy is also attached for your reference.

RECOMMENDED MOTION

That Senate approve, and recommend to the Board of Governors that it also approve, the revisions to the Procedures for the Appointment and Re-appointment of Research Centre Directors (GV0705).

University of Victoria   University of Victoria

Procedures for the Appointment and Re-appointment of Research Centre DirectorsPROCEDURES FOR THE APPOINTMENT AND RE-APPOINTMENT OF RESEARCH CENTRE DIRECTORS

University Policy No: GV0705
Classification: Governance
Approving aAuthority: Board of Governors (on the recommendation of Senate)
Effective dDate: December, 2011November, 2018
Supersedes: January, 2010December 2011
Last Editorial Change:
Mandated rReview: January, 2017November 2025

PurposePurpose

1.00   The purpose of these procedures is to provide direction on the processes for the appointment, or review and re-appointment, of directors (or equivalent) of research centres at the University of Victoria.

PROCEDURES

The processes provided in these procedures are intended to be flexibly applied according to the principles of proportionality. The administrative requirements, approval and renewal processes, breadth of activities, and other aspects of research centres occur along a continuum that is proportionate to the breadth of their academic constituencies. This proportionality is primarily based on the location of the majority of the membership and activities of the centre and approximately parallels a department-faculty-university structure. In brief, proportionality refers to the use of an appointment or review and re-appointment process that corresponds with the relative complexity and resources of the research centre.

For the purposes of these procedures, the academic administrator for an intra-faculty and inter-faculty research centre (as defined in the university Procedures for the Establishment and Review of Research Centres) is the Dean of the home faculty of the research centre director. The academic administrator for multi-faculty and inter-institutional research centres is the Vice-President Research.

Composition of the appointment Committee

PRELIMINARIESPreliminaries

2.00   The processes in these procedures provide for flexibility in their application commensurate with the type, breadth of activity, and composition of the research centre.

1.003.00   For the purposes of these procedures, the Administrative Authority and Approval Authority for research centres are as shown in the following table where the types of research centres are as defined in the Establishment, Review, and Closure of Research Centres Policy (and Associated Procedures):

Type of Research Centre	Administrative Authority	Approving Authority
Intra or inter-faculty	Dean of centre director's home faculty	Vice-President Research
Multi-faculty or multi-institutional	Vice-President Research	President

4.00   Upon establishment of a new research centre or at a reasonable time prior to the end of the incumbent's term as director of an existing research centre, the academic administrator with responsibility for the centre (Dean or Vice-President Research)Administrative Authority will strike an Appointment Committee (hereinafter referred to as "the Committee") made up of the representatives from the research centre's academic constituencies and other stakeholders, including external representatives, as appropriate. The Committee will normally be chaired by the appropriate academic administratorAdministrative Authority (or designate). Normally, the Committee will have 6 to 10 members.

   1.014.01   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 formally interview candidates. Alternates cannot be added after this point as each Committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.

5.00   The University of Victoria is committed to employment equity. Where possible, selection committees should include diverse representation from women, Indigenous peoples, persons with disabilities, visible minorities, people of all sexual orientations and genders, and others who may contribute to the diversification of the Committee. Similarly, candidates from the designated groups should be encouraged for the Director position. During the selection process, the Committee should:

GENERAL COMMITTEE RESPONSIBILITIESGeneral Committee Responsibilities

2.006.00   Committee members are expected to attend the Committee's meetings and must participate in interviews. A Committee member who is not able to meet these expectations shall resign from the Committee and an alternate may be appointed in accordance with section 4.01.

3.07.00   Before the selection process begins, the Committee shall:

   a. acquaint itself with human rights requirements, and university equity and diversity policies;
   b. familiarize itself with best practices for conducting fair and equitable search and selection processes;
   c. include equity issues in its consideration of criteria for the position; and
   d. take steps to widen the pool of qualified applicants to include equity group members listed above.

   3.01   Position advertisements shall include the university's current employment equity statement.

   7.01   The cChair of the Committee is encouraged to consult the Equity and Human Rights Office or the Office of the Vice-President Academic for advice and support in running a fair and equitable search process.

   7.02   Position advertisements shall include the Uuniversity's current employment equity statement. Candidates from the designated groups should be encouraged for the director position.

8.00   Before considering the incumbent for reappointment or beginning a search, the Committee shall review the Duties and Responsibilities of Directors of Research Centres Policy (GV0715) and establish the requirements for the position as well as the criteria by which candidates for the position will be assessed. Research centre members, staff, associated faculty, external associates, and any other relevant constituents may be consulted in establishing the requirements and criteria. The requirements and criteria shall be made available to anyone interested in the position including the incumbent.

9.00   Normally, a research centre Director shall not serve more than two consecutive five-year terms. If the incumbent indicates she or he wishes to be considered for re-appointment, the Committee shall decide whether to invoke re-appointment procedures or proceed directly to a search.

SEARCH PROCEDURES OF THE COMMITTEESearch Procedures
RESPONSIBILITIES AND PROCEDURES OF THE COMMITTEE

5.0010.00   An openA search will normally be instituted by the Committee in the following circumstances:

   a. iIn order to appoint the inaugural director of a newly established research centre;
   b. iIf the incumbent of an existing research centre does not wish to be re-appointed; or
   c. iIf the incumbent of an existing research centre has served two consecutive terms.

6.0011.00   An open search shall be restricted to tenured faculty members at the University of Victoria unless otherwise authorized by the Approval Authority.

7.0012.00   The Committee Chair, (the pertinent Dean or Vice-President Research or designate), in consultation with the Committee, will develop an appropriate appointment search process, in accordance with the principles of proportionality related to the size, complexity and constituencies of the research centre. The process normallywhich will include:

  a. pPreparing a position posting highlighting the requirements for the position as established in section 7.00; Establishing a Committee representative of the main constituencies;
  b. a.   Preparation of search documents including a position posting, selection criteria and position description, in accordance with the duties and responsibilities set out in the *Duties and Responsibilities of Research Centre Directors* Policy (GV0715);
  c. b.dDevelopingment of interview questions;
  d. Review of curriculum vitae;
  e. Consultation with research centre members, staff, associated faculty, external associates and any other relevant constituents; and
  c. dDeterminingation of how the Committee will make its decision on recommendingation of a candidate (e.g., by simple majority vote, ratification, etc.);
  d. dDeveloping an appropriate selection and interview process that will include at least:
  a.

3.00   The process may also include:
  ☐ rReviewing curriculum vitae and other relevant documentation;
  ☐ sShort-listing of candidates if required;
  ☐ rReference checking if deemed necessary by the Committee;
  ☐ aA public presentation by short-listed candidates on their vision for the research centre;
  ☐ mMeetings with research centre members, governance/advisory committees, students, faculty, and other stakeholders; and
  ☐ Reference checking; and
  ☐ Formal ratification by the faculty members of the research centreaA Committee interview with each of the short-listed candidates.

8.0013.00   Deliberations of the Committee shall be confidential. A person who has breached confidentiality shall be subject to sanction by the chair up to and including dismissal from the Committee and forfeiture of constituency representation. Committee members should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the minutes. At no point is it appropriate to refer to opinions or comments expressed at meetings of the Committee.

9.0014.00   The personal information of the incumbent and director candidates shall be managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*, and the university's Protection of Privacy (GV0235) and Records Management (IM7700) policies and associated procedures.

10.0015.00   Documentation containing personal information received by the Committee during its deliberations is confidential and shall be used or disclosed only for the purpose for which the

information was collected or a purpose consistent with the original collection purpose. All other uses or disclosures of such information require the consent of the incumbent or candidate.

~~11.00~~16.00 Members of the Committee shall be responsible for seeking information from their constituencies and keeping constituencies apprised of the non-confidential aspects of the appointment process.

> ~~11.01~~16.01   The Committee Chair will guide Committee members with respect to consultations with their constituencies.

~~12.00~~17.00   The Committee shall keep a summary record of its decisions and action. Deliberations of the Committee concerning candidates, including the incumbent, shall not be recorded in the summary record.

> ~~The process of ratifying the Committee's recommendation, as detailed in sections 31.00 and 32.00 of these procedures, may not be required if at least 60% of the faculty members of the research centre serve on the Committee and the Committee members were unanimous in recommending the appointment. The Committee is responsible for determining whether ratification should occur.~~

~~13.00 The recommendation for the candidate put forward by the Committee shall be in the form of a report to the Vice-President Research (for intra-faculty and inter-faculty research centres) or to the President (for multi-faculty and inter-institutional research centres) and shall include recommendations for action and a rationale for the Committee's recommendation.~~

~~13.00 If the Vice-President or President decides to offer the appointment to a candidate for whom ratification was conducted, the results of the ballot shall be published.~~

~~RESPONSIBILITIES AND PROCEDURES OF THE VICE-PRESIDENT RESEARCH AND DEAN~~

~~13.00 When the Vice-President Research or President has approved the appointment, and the successful candidate has accepted, there shall be a meeting between the relevant academic administrator (Dean or Vice-President Research) and the new research centre director to discuss any issues arising from the appointment process as they relate to the mandate for the next term. A letter of appointment should be prepared by the relevant academic administrator, stating the term and any remuneration arrangements agreed to by both parties.~~

~~13.00 Signing authority for research centre accounts needs to be established by the relevant academic administrator of the centre (Dean or Vice-President Research) for the director, using the Delegation of Signing Authority form. Refer to the Signing Authority policy FM5100 for more information. The "one-over-one" for directors of intra-faculty and inter-faculty research centres is the Dean of the director's home faculty. The "one-over-one" for directors of multi-faculty and inter-institutional research centres is the Vice-President Research.~~

13.00 ~~Once approved, the appointment should be communicated to constituents of the research centre and the broader university community and external institutions as appropriate.~~

13.00 ~~Arrangements for finalizing the appointment of the successful candidate will be dealt with through the office of the relevant academic administrator responsible for the research centre (Dean or Vice-President Research). See the~~ ~~Guidelines for the appointment and re-appointment of research centre directors~~ ~~for more detailed instructions.~~

~~RE-APPOINTMENT PROCEDURES OF THE COMMITTE~~Re-appointment Procedures~~E~~

15.00 ~~If there is an incumbent who has only served a single term, the Committee shall decide whether to invoke re-appointment procedures or proceed directly to an open search. Normally, a research centre Director shall not serve more than two five-year terms.~~

~~17.00~~18.00   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 re-appointment by using the process set out in section 19.00.

~~18.00~~19.00   The Committee will develop an appropriate re-appointment process in accordance with the principles of proportionality. The process ~~may~~ shall include:

a. consultation with research centre members, staff, associated faculty, external associates, and any other relevant constituents;
b. a presentation by the incumbent on his or her vision for the research centre;
c. meetings ~~between~~ with the incumbent, research centre members, governance/advisory committees, students, faculty, and others as required;
d. reference checking if deemed necessary by the Committee;
e. an interview; and
f. determination of how the Committee will make its recommendation decision to re-appoint the incumbent (e.g., by simple majority vote, ratification, etc.).

~~19.00~~20.00   The past performance of the incumbent shall be assessed in the context of the University of Victoria's ~~future research directions~~Strategic Research Plan. Material to be examined by the Committee would normally include:

a. a self-assessment completed by the incumbent including a statement of past performance against the purposes, objectives, and goals of the research centre and planned future goals and activities;
b. the incumbent's updated curriculum vitae;
c. the criteria established as part of the search process;
d. the criteria and objectives established for the research centre director at the time of first appointment;
e. the internal and external evaluations of the research centre; and
f. the results of consultation with constituency groups and referees.

20.0021.00   Normally a review should take no longer than six weeks. During the period of assessment, the Committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.

21.0022.00   The incumbent must be advised of the measures to be used for assessment, the individuals and constituency groups the Committee plans to consult, and the schedule for each stage of the process.

22.0023.00   If the Committee's decision is to not recommend the re-appointment of the incumbent, the incumbent shall be advised as soon as possible by the Committee Chair.

22.00 ~~The process of ratifying the Committee's recommendation, as detailed in sections 31.00 and 32.00, may not be required if at least 60% of the faculty members of the research centre serve on the selection committee and they were unanimous in recommending the appointment. The Committee is responsible for determining whether ratification should occur.~~

22.00 ~~The recommendation for re-appointment shall be in the form of a report to the Vice-President Research (for intra-faculty and inter-faculty research centres) or to the President (for multi-faculty and inter-institutional research centres) including recommendations for action and a rationale for the Committee's choice.~~

22.00 ~~If the Vice-President Research or President decides to offer the re-appointment to a candidate for whom ratification was conducted, the results of the ballot shall be published.~~

22.00 ~~When the Vice-President Research or President has approved the re-appointment, and the incumbent has accepted, there shall be a meeting between the relevant academic administrator (Dean or Vice-President Research) and the re-appointed research centre director to discuss any issues arising from the re-appointment process as they relate to the mandate for the next term. A letter of re-appointment should be prepared by the academic administrator, stating the term and any remuneration arrangements agreed to by both parties.~~

22.00 ~~Once approved, the re-appointment should be communicated to constituents of the research centre, the broader university community, and external institutions as appropriate.~~

22.00 ~~Arrangements for finalizing the re-appointment of the incumbent will be dealt with through the office of the appropriate academic administrator responsible for the research centre. See the Guidelines for the appointment and re-appointment of research centre directors for more detailed instructions.~~
~~RATIFICATION~~Ratification

24.00 A ratification process is normally used for appointments of new research centre directors and re-appointments of an incumbent director. However, ratification may be waived if at least

60% of the faculty members of the research centre served on the selection committee and they were unanimous in recommending the appointment or re-appointment.

25.00 If ratification is required, the Committee shall determine, by secret ballot, the acceptability of its recommendation. Ballots and a copy of the candidate's curriculum vitae shall be ~~distributed~~ made available to the ~~regular~~ faculty members of the research centre by the ~~relevant Dean's~~ office of the Administrative Authority. Normally, ratification shall be 60% of votes cast; however, in the case of smaller research centres, the Committee may rule, prior to consideration of the incumbent or any call for nominations, that ratification shall be a majority vote.

~~APPROVAL~~ Approval

26.00 If the Committee's recommended candidate is ratified, the Committee ~~chair shall present the Committee's~~ will provide a written recommendation with a detailed rationale for the recommendation and the ratification results to the ~~Vice-President Research or the President, as an attachment to the recommendation mentioned in sections 14.00 and 27.00~~ Administrative Authority. ~~If the Vice-President Research or President decides to offer the reappointment to the incumbent and the incumbent accepts, the ratification ballot results shall be published.~~

27.00 If the Administrative Authority accepts the Committee's recommendation, the Administrative Authority shall present his/her recommendation together with the Committee's recommendation and the ratification results to the Approving Authority.

28.00 When the Approving Authority has approved the appointment / re-appointment:

   a. If a ratification was conducted, the results shall be published.
   b. There shall be a meeting between the Administrative Authority and the proposed research centre director to discuss any issues arising from the selection process as they relate to the mandate for the Centre.
   c. A letter of appointment / re-appointment shall be prepared by the Administrative Authority, stating the term and any arrangements, including financial commitments, agreed to by the parties.
   d. The appointment / re-appointment shall be communicated by the Administrative Authority to constituents of the research centre, the broader university community, and external entities and institutions as appropriate.
   e. Arrangements for finalizing the appointment / re-appointment will be dealt with through the office of the Administrative Authority responsible for the research centre. See the Guidelines for the Appointment and Re-appointment of Research Centre Directors for more detailed instructions.

~~27.00~~29.00 If the Approving Authority does not approve the appointment / re-appointment, the Approving Authority and Administrative Authority shall discuss what measures to take which may include reopening a search or initiating a new search with a new Committee.

~~APPOINTMENT OF AN ACTING INTERIM DIRECTOR~~Appointment of an Interim Director

30.00 If necessary, including in the situation where the Centre Director goes on leave, the ~~academic administrator~~Administrative Authority may request that the ~~President~~ Approving Authority appoints an ~~Acting~~ Interim Director to serve normally for no longer than twelve months~~, until a new director can be appointed~~. ~~To appoint an acting director follow the processes in sections 14.00-18.00 of these procedures.~~A ratification will not normally be conducted for the appointment of an Interim Director.

~~AUTHORITIES AND OFFICERS~~Authorities and Officers

28.00   The authorities and officers for this policy are:
29.00
~~30.00~~31.00   ~~AUTHORITIES AND OFFICERS~~

   i) Approving Authority: Board of Governors (on the recommendation of Senate)
   ii) Designated Executive Officer: Vice-President Research
   iii) Procedural Authority: Board of Governors
   iv) Procedural Officer: Vice-President Research

RELATED POLICIES AND DOCUMENTS
~~Establishment and Review of Research Centres Policy (RH8300)~~
~~Procedures for the Establishment and Review of Research Centres (RH8300)~~
Duties and Responsibilities of Directors of Research Centres Policy (GV0715)
Establishment, Review, and Closure of Research Centres Policy (RH8300)
Guidelines for the appointment and re-appointment of research centre directors
Signing Authority Policy (FM5100)

Procedures for the Appointment and Re-appointment of Research Centre Directors	**University Policy No:** GV0705 **Classification:** Governance **Approving Authority:** Board of Governors (on the recommendation of Senate) **Effective Date:** November, 2018 **Supersedes:** December 2011 **Last Editorial Change:** **Mandated Review:** November 2025

Purpose

1.00 The purpose of these procedures is to provide direction on the processes for the appointment, or review and re-appointment, of directors (or equivalent) of research centres at the University of Victoria.

Preliminaries

2.00 The processes in these procedures provide for flexibility in their application commensurate with the type, breadth of activity, and composition of the research centre.

3.00 For the purposes of these procedures, the Administrative Authority and Approval Authority for research centres are as shown in the following table where the types of research centres are as defined in the Establishment, Review, and Closure of Research Centres Policy (and Associated Procedures):

Type of Research Centre	Administrative Authority	Approving Authority
Intra or inter-faculty	Dean of centre director's home faculty	Vice-President Research
Multi-faculty or multi-institutional	Vice-President Research	President

4.00 Upon establishment of a new research centre or at a reasonable time prior to the end of the incumbent's term as director of an existing research centre, the Administrative Authority will strike an Appointment Committee ("the Committee") made up of the representatives from the research centre's academic constituencies and other stakeholders, including external representatives, as appropriate. The Committee will be chaired by the appropriate Administrative Authority (or designate). Normally, the Committee will have 6 to 10 members.

   4.01 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 formally interview candidates. Alternates cannot be added after this point as each Committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.

5.00 The University of Victoria is committed to employment equity. Where possible, selection committees should include diverse representation from women, Indigenous peoples, persons

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

General Committee Responsibilities

6.00 Committee members are expected to attend the Committee's meetings and must participate in interviews. A Committee member who is not able to meet these expectations shall resign from the Committee and an alternate may be appointed in accordance with section 4.01.

7.00 Before the selection process begins, the Committee shall:

   a. acquaint itself with human rights requirements, and university equity and diversity policies;
   b. familiarize itself with best practices for conducting fair and equitable search and selection processes;
   c. include equity issues in its consideration of criteria for the position; and
   d. take steps to widen the pool of qualified applicants to include equity group members listed above.

   7.01 The Chair of the Committee is encouraged to consult Equity and Human Rights for advice and support in running a fair and equitable search process.

   7.02 Position advertisements shall include the university's current employment equity statement. Candidates from the designated groups should be encouraged for the director position.

8.00 Before considering the incumbent for reappointment or beginning a search, the Committee shall review the Duties and Responsibilities of Directors of Research Centres Policy (GV0715) and establish the requirements for the position as well as the criteria by which candidates for the position will be assessed. Research centre members, staff, associated faculty, external associates, and any other relevant constituents may be consulted in establishing the requirements and criteria. The requirements and criteria shall be made available to anyone interested in the position including the incumbent.

9.00 Normally, a research centre Director shall not serve more than two consecutive five-year terms. If the incumbent indicates she or he wishes to be considered for re-appointment, the Committee shall decide whether to invoke re-appointment procedures or proceed directly to a search.

Search Procedures

10.00 A search will normally be instituted by the Committee in the following circumstances:

   a. in order to appoint the inaugural director of a newly established research centre;
   b. if the incumbent of an existing research centre does not wish to be re-appointed; or
   c. if the incumbent of an existing research centre has served two consecutive terms.

11.00 An open search shall be restricted to tenured faculty members at the University of Victoria unless otherwise authorized by the Approval Authority.

12.00   The Committee Chair, in consultation with the Committee, will develop an appropriate search process, which will include:

a. preparing a position posting highlighting the requirements for the position as established in section 7.00;
b. developing interview questions;
c. determining how the Committee will make its decision on recommending a candidate (e.g., by simple majority vote, etc.);
d. developing an appropriate selection and interview process that will include at least:
- reviewing curriculum vitae and other relevant documentation;
- short-listing candidates if required;
- reference checking if deemed necessary by the Committee;
- a public presentation by short-listed candidates on their vision for the research centre;
- meetings with research centre members, governance/advisory committees, students, faculty, and other stakeholders; and
- a Committee interview with each of the short-listed candidates.

13.00 Deliberations of the Committee shall be confidential. A person who has breached confidentiality shall be subject to sanction by the chair up to and including dismissal from the Committee and forfeiture of constituency representation. Committee members should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the minutes. At no point is it appropriate to refer to opinions or comments expressed at meetings of the Committee.

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

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

16.00   Members of the Committee shall be responsible for seeking information from their constituencies and keeping constituencies apprised of the non-confidential aspects of the appointment process.

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

17.00 The Committee shall keep a summary record of its decisions and action. Deliberations of the Committee concerning candidates, including the incumbent, shall not be recorded in the summary record.

Re-appointment Procedures

18.00 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 re-appointment by using the process set out in section 19.00.

19.00 The Committee will develop an appropriate re-appointment process in accordance with the principles of proportionality. The process shall include:

   a. consultation with research centre members, staff, associated faculty, external associates, and any other relevant constituents;
   b. a presentation by the incumbent on his or her vision for the research centre;
   c. meetings with the incumbent, research centre members, governance/advisory committees, students, faculty, and others as required;
   d. reference checking if deemed necessary by the Committee;
   e. an interview; and
   f. determination of how the Committee will make its recommendation decision to re-appoint the incumbent (e.g., by simple majority vote, ratification, etc.).

20.00 The past performance of the incumbent shall be assessed in the context of the University of Victoria's Strategic Research Plan. Material to be examined by the Committee would normally include:

   a. a self-assessment completed by the incumbent including a statement of past performance against the purposes, objectives, and goals of the research centre and planned future goals and activities;
   b. the incumbent's updated curriculum vitae;
   c. the criteria established as part of the search process;
   d. the criteria and objectives established for the research centre director at the time of first appointment;
   e. the internal and external evaluations of the research centre; and
   f. the results of consultation with constituency groups and referees.

21.00 Normally a review should take no longer than six weeks. During the period of assessment, the Committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.

22.00 The incumbent must be advised of the measures to be used for assessment, the individuals and constituency groups the Committee plans to consult, and the schedule for each stage of the process.

23.00 If the Committee's decision is to not recommend the re-appointment of the incumbent, the incumbent shall be advised as soon as possible by the Committee Chair.

Ratification

24.00 A ratification process is normally used for appointments of new research centre directors and re-appointments of an incumbent director. However, ratification may be waived if at least 60% of the faculty members of the research centre served on the selection committee and they were unanimous in recommending the appointment or re-appointment.

25.00 If ratification is required, the Committee shall determine, by secret ballot, the acceptability of its recommendation. Ballots and a copy of the candidate's curriculum vitae shall be made available to the faculty members of the research centre by the office of the Administrative Authority. Normally, ratification shall be 60% of votes cast; however, in the case of smaller research centres, the Committee may rule, prior to consideration of the incumbent or any call for nominations, that ratification shall be a majority vote.

Approval

26.00 If the Committee's recommended candidate is ratified, the Committee will provide a written recommendation with a detailed rationale for the recommendation and the ratification results to the Administrative Authority.

27.00 If the Administrative Authority accepts the Committee's recommendation, the Administrative Authority shall present his/her recommendation together with the Committee's recommendation and the ratification results to the Approving Authority.

28.00 When the Approving Authority has approved the appointment / re-appointment:

   a. If a ratification was conducted, the results shall be published.
   b. There shall be a meeting between the Administrative Authority and the proposed research centre director to discuss any issues arising from the selection process as they relate to the mandate for the Centre.
   c. A letter of appointment / re-appointment shall be prepared by the Administrative Authority, stating the term and any arrangements, including financial commitments, agreed to by the parties.
   d. The appointment / re-appointment shall be communicated by the Administrative Authority to constituents of the research centre, the broader university community, and external entities and institutions as appropriate.
   e. Arrangements for finalizing the appointment / re-appointment will be dealt with through the office of the Administrative Authority responsible for the research centre. See the Guidelines for the Appointment and Re-appointment of Research Centre Directors for more detailed instructions.

29.00 If the Approving Authority does not approve the appointment / re-appointment, the Approving Authority and Administrative Authority shall discuss what measures to take which may include reopening a search or initiating a new search with a new Committee.

Appointment of an Interim Director

30.00 If necessary, including in the situation where the Centre Director goes on leave, the Administrative Authority may request that the Approving Authority appoints an Interim Director to serve normally for no longer than twelve months. A ratification will not normally be conducted for the appointment of an Interim Director.

Authorities and Officers

31.00 The authorities and officers for this policy are:
   i) Approving Authority: Board of Governors (on the recommendation of Senate)
   ii) Designated Executive Officer: Vice-President Research

iii) Procedural Authority: Board of Governors
iv) Procedural Officer: Vice-President Research

RELATED POLICIES AND DOCUMENTS
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