



The next open meeting of the Senate of the University of Victoria is scheduled for Friday, April 14, 2023 at 3:30 p.m. in the Senate and Board Chambers, Jamie Cassels Centre, Room A180.

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

1. **APPROVAL OF THE AGENDA** **ACTION**

2. **MINUTES** **ACTION**
 - a. March 3, 2023 (SEN-APR 14/23-1)

Motion: That the minutes of the open session of the meeting of the Senate held on March 3, 2023 be approved and that the approved minutes be circulated in the usual way.

3. **BUSINESS ARISING FROM THE MINUTES**

4. **REMARKS FROM THE CHAIR**
 - a. President's Report **INFORMATION**

 - b. UVic Strategic Plan (SEN-APR 14/23-2) **ACTION**

Motion: That Senate recommend to the Board of Governors that the Board of Governors approve the University of Victoria Strategic Plan, effective immediately.

5. **CORRESPONDENCE**

6. **PROPOSALS AND REPORTS FROM SENATE COMMITTEES**
 - a. Senate Committee on Agenda and Governance – Dr. Kevin Hall, Chair
 - i. Proposal for *Ad Hoc* Senate Committee on Academic Health Programming (SEN-APR 14/23-3) **ACTION**

b. Senate Committee on Awards – Dr. Maureen Ryan, Chair

i. New and Revised Awards (**SEN-APR 14/23-4**)

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:

- Jim Ounsworth Undergraduate Award for Indigenous Students (New)
- Jim Ounsworth Undergraduate Award for Part-time Indigenous Students (New)
- Jim Ounsworth Graduate Scholarship for Indigenous Students (New)
- Sharyl Yore Award* (Revised)
- SMONEĆ Natural Sciences Scholarship for Undergraduate Students (Revised)
- SMONEĆ Natural Sciences Scholarship for Graduate Students (New)
- Jeffrey Rubinoff Art as a Source of Knowledge Graduate Scholarship* (New)
- Lynne (Buzz) Beecroft Women's Field Hockey Award* (New)
- Jeanette Funke-Furber and Robert Furber Scholarship* (New)
- Cecilia and Ken Strong Fellowship* (New)
- Khowutzen Forestry Award in Environmental Studies (New)
- Chemistry Student Society 2002 Alumni Award* (Revised)
- Orca Book Publishers Student Mobility Award in Teacher Education (Revised)
- Alexander and Mary Mackenzie Entrance Scholarship (Revised)
- Hugh and Lilian Salmond Engineering Scholarship* (Revised)
- Flora Hamilton Burns Graduate Fellowship* (Revised)

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c. Senate Committee on Learning and Teaching – Dr. Alexandra D’Arcy, Chair

i. 2022/2023 Annual Report (**SEN-APR 14/23-5**)

INFORMATION

d. Senate Committee on University Budget – Dr. Graham Voss, Chair

i. 2022/2023 Annual Report (**SEN-APR 14/23-6**)

INFORMATION

7. PROPOSALS AND REPORTS FROM FACULTIES

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

- a. Vice-President Academic and Provost's update **INFORMATION**

9. OTHER BUSINESS

- a. Re-appointments of the Orators for the University of Victoria **ACTION**
(SEN-APR 14/23-7)

Motion: That Senate re-appoint the following as Orators for a 3-year term beginning January 1, 2023 and ending December 31, 2025:

- Linda Hardy
- Eric Higgs

Motion: That Senate re-appoint the following as Orators for a 3-year term beginning July 1, 2023 and ending June 30, 2026:

- Carole Miller
- Judith Terry

- b. Declaration of Senate Vacancies **INFORMATION**

10. ADJOURNMENT



Meeting of Senate
March 3, 2023

MINUTES

A meeting of the Senate of the University of Victoria was held on March 3, 2023 at 3:30 p.m. in the Senate and Board Chambers, Jamie Cassels Centre, Room A180.

1. APPROVAL OF THE AGENDA

Motion: (B. Smith/M. Laidlaw)

That the agenda be approved as circulated.

CARRIED

2. MINUTES

a. February 3, 2023

Motion: (A. Lepp/R. Hancock)

That the minutes of the open session of the meeting of the Senate held on February 3, 2023 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

Kevin Hall opened his report by thanking Senators for their dedication to Senate this year. He noted that March was a month of awareness and reflection and that March 8 was International Women's Day. This was an opportunity to use the University's Equity Action Plan as a guide to embed a culture of equity where everyone can feel like they belong and have what they need to thrive. He also noted a few additional significant days, such as UVic Pride Week from March 14-18, the International Day to Combat Islamophobia on March 15, the International Day for the Elimination of Racial Discrimination on March 21, and both the International Transgender Day of Visibility and the National Indigenous Languages Day on March 31.

K. Hall remembered the two earthquakes which struck the Southeastern region of Turkey in February and support for the 55 students of Turkish and Syrian citizenship on our campus. He announced there are still opportunities to help through donations with CanadaHelps.

K. Hall announced the term for the current Vice-President Research and Innovation, Lisa Kalynchuk, will conclude next year. An appointment committee will be struck, and the campus community will be invited to contribute their feedback for consideration. He noted that this process should be completed by the end of June.

In a recent meeting with the new Minister of Post-Secondary Education and Future Skills, the Honourable Selena Robinson, K. Hall reported that the focus was on collaboration, homelessness, housing, and the technical skills gap in the province. He noted that post-secondary institutions could make a difference in these areas, and many of us are already doing this work.

Finally, K. Hall announced a number of faculty who had recently won awards:

- David Leitch, Assistant Professor in Chemistry, received the Cottrell Scholar Award from the Research Corporation for Science Advancement, which recognizes research, teaching excellence and the qualities of a change-maker.
- Katherine Elvira, Assistant Professor in Chemistry and Canada Research Chair, received the Gilead Award for Excellence in Equity, Diversity, and Inclusion from the Chemical Institute of Canada.
- Arif Babul, Distinguished Professor in Physics and Astronomy, has been awarded the Infosys Visiting Chair Professorship at the Indian Institute of Science.
- Mark Louise Lopez has won a Liber Ero post-doctoral fellowship. He works with Caren Helbing in the department of Biochemistry and Microbiology.

5. CORRESPONDENCE

There was none.

6. PROPOSALS AND REPORTS FROM SENATE COMMITTEES

a. Senate Committee on Academic Standards

i. Clarifications to the Graduate Calendar section on Results of Oral Examinations

Yasmine Kandil, Chair of the Senate Committee on Academic Standards, introduced the proposal. There were no questions.

Motion: (R. Hancock/M. Hoorfar)

That Senate approve the revisions to the Results of Oral Examinations (Dissertations and Theses) regulation in the Graduate Academic Calendar effective September 1, 2023.

CARRIED

ii. Final Examination Conflict and Hardship Regulation – Revision to the Academic Calendars

Y. Kandil introduced the proposal.

One Senator noted that the new calendar entry was helpful in that it clarified that all exams during the final examination period must be scheduled through the Office of the Registrar but asked both why the regulation stipulated the rescheduled examination must be done during the term's final examination period and that this was separated from the Request for Academic Concessions process.

Wendy Taylor, Acting Registrar, explained that the proposed regulation was based on an examination hardship scheduled by the university, unlike situations outlined in the grounds for a Request for Academic Concessions.

W. Taylor further explained that while the university did its best to create a conflict-free timetable, situations arise in which a student will find themselves in a difficult position. A scan of other post-secondary institutions revealed that a conflict and hardship policy was how these situations were acknowledged for students and that UVic lacked a formalized process.

Another Senator noted that only the instructor causes a conflict and would need to ensure it is rescheduled through the Office of the Registrar. Y. Kandil thanked the Senator for this clarification.

Senators further discussed the role of the Centre for Accessible Learning and the way in which a hardship would be rectified for a student.

Motion: (J. Salem/A. Brolo)

That Senate approve the Final Examination Conflict and Hardship Regulation in the Academic Calendars effective September 1, 2023.

CARRIED

b. Senate Committee on Admission, Re-registration and Transfer Appeals

i. 2021/2022 Annual Report

Stuart MacDonald, Chair of the Senate Committee on Admission, Re-registration and Transfer Appeals introduced and reviewed the annual report. There were no questions.

c. Senate Committee on Awards

i. New and Revised Awards

Maureen Ryan, Chair of the Senate Committee on Awards, introduced the listing of new and revised awards.

One Senator asked for the definition of a mature student. Francisco Canjura, In-course Scholarships Officer, explained that this was defined as 23 years and over.

Another Senator noted the need to add the revisions noted to the Dr. Leo Bakony Memorial Scholarship. M. Ryan thanked the Senator for this correction and clarified the revisions for Senate.

Motion: (L. Wilson/M. Garcia-Barrera)

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:

- Clearihue Bursary* (Revised)
- Laura Carberry Scholarship in Fine Arts* (New)
- Laura Carberry Scholarship in Business* (New)
- Hargrove Award for Science and Service (Revised)
- Hoelscher Family Award (New)
- Gregory and Victoria Spievak Graduate Scholarship* (Revised)
- RPIA ACE Finance Award for BIPOC Students (New)

- ÁTOL,ÁNW: A Season of Just and Fair Treatment Scholarship* (Revised)
- Marilynne Convey Scholarship* (New)
- Saanich Employees Benefit Association Award* (Revised)
- Undergraduate Award in Indigenous Language Revitalization (Revised)
- Kim and Welch Theatre Student Scholarship* (New)
- Béts'ahchu Undergraduate Award in Indigenous Language Revitalization (Revised)
- Skeena Award in Creative Writing (Revised)
- Sarah D. Bakony Memorial Scholarship (Revised)
- Dr. Leo Bakony Memorial Scholarship (Revised)
- Kathy Bakony Scholarship in Art History and Visual Studies (New)
- UVic International Women's Achievement Scholarship (New)
- Cecilia Tatti Tutcho Graduate Scholarship in Indigenous Language Revitalization (Revised)
- Graduate Scholarship in Indigenous Language Revitalization (Revised)
- Dave Barrett Scholarship (New)
- L. E. Frances Druce Collaborative Piano Undergraduate Prize* (Revised)
- L. E. Frances Druce Collaborative Piano Graduate Prize* (Revised)

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CARRIED

d. Senate Committee on Planning

i. Proposal to establish a Minor in Applications of Psychology and Leadership

Elizabeth Adjin-Tettey, Chair of the Senate Committee on Planning, introduced the proposal. There were no questions.

Motion: (M. Hoorfar/G. McDonough)

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

The proposal must be submitted to the Secretariat of the Ministry of Post-Secondary Education and Future Skills for approval after Board of Governors approval.

CARRIED

ii. Proposed changes to the Master of Nursing in Advanced Practice Leadership and the Master of Nursing Nurse Educator options

E. Adjin-Tetty introduced the proposal. There were no questions.

Motion: (A. Brolo/M. Garcia-Barrera)

That Senate approve the proposed changes to the Master of Nursing in Advanced Practice Leadership and the Master of Nursing Nurse Educator options, as described in the document “Master of Nursing: APL and NUED thesis option” effective September 2023.

CARRIED

iii. Proposed changes to the Master of Nursing Nurse Practitioner program

E. Adjin-Tetty introduced the proposal. There were no questions.

Motion: (H. Brown/J. Salem)

That Senate approve the proposed changes to the Master of Nursing Nurse Practitioner program, as described in the document “MN/NP Program – Changes in course sequencing & combining two old courses into one new course” effective September 2023.

CARRIED

iv. Proposal to establish a Certificate in Nursing Education

E. Adjin-Tetty introduced the proposal. In response to a question from a Senator, E. Adjin-Tetty confirmed that certificate programs did not need the Ministry’s approval.

Motion: (P. Loock/J. Salem)

That Senate approve, and recommend to the Board of Governors that it also approve, the proposal to establish a Certificate in Nursing Education, as described in the document “Certificate in Nursing Education” effective September 2023, and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

CARRIED

v. Proposed change to the Master of Arts in Cultural, Social and Political Thought program

E. Adjin-Tetty introduced the proposal. There were no questions.

Motion: (L. Harder/J. Raiwal)

That Senate approve the proposed change to the Master of Arts in Cultural, Social and Political Thought program, as described in the document “Cultural, Social and Political Thought (CSPT) MA Degree Change” effective September 2023.

CARRIED

vi. Proposal to establish a Staged Voice stream in the existing Master of Music Performance Option

E. Adjin-Tetty introduced the proposal. There were no questions.

Motion: (M. Hoorfar/A. Lindgren)

That Senate approve, and recommend to the Board of Governors that it also approve, the proposal to establish a Staged Voice stream in the existing Master of Music Performance Option, as described in the document “Master’s in Music Performance – Staged Voice” effective September 2023, and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

CARRIED

vii. Proposed changes to the Honours program in French and Francophone Studies

E. Adjin-Tetty introduced the proposal. There were no questions.

Motion: (A. Lepp/S. Hundza)

That Senate approve the proposed changes to the Honours program in French and Francophone Studies, as described in the document “Changes to the Honours Program in French and Francophone Studies” effective September 2023.

CARRIED

7. PROPOSALS AND REPORTS FROM FACULTIES

There was none.

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

Elizabeth Croft, Vice-President Academic and Provost, provided an update on signing a 3-year contract with Kaplan International to diversify international enrolment and provided an overview of recent trips to Australia and Singapore to seek educational partnerships with other institutions and transnational educational opportunities. E. Croft also announced the new work underway to develop an academic plan which would underpin the other strategic plans within the university.

a. Enrolment projections for 2023/24

E. Croft introduced the topic of enrolment by providing members of Senate with an update on this year’s enrolment levels and the necessary 4% base budget cuts for the coming year.

Tony Eder, Associate Vice-President, Academic Resource Planning, provided members of Senate with the background on enrolment and the projected targets.

Considering the future enrolment targets, a Senator asked why the implied strategic priorities did not seem consistent with the 4% budget cut. T. Eder explained the enrolment shortfall was based on the

previous year but that strategic priorities were consistent in the budget through student health and wellness and Indigenous student support.

Another Senator discussed possible increases of domestic student enrolment and tuition. T. Eder responded that UVic was similar to peer institutions but that the province limited domestic tuition increases. Nevertheless, increased entrance scholarships should help with increasing domestic enrolment.

Senators discussed the cost of living in Victoria and the hardship on international students. T. Eder outlined ways the university had made investments to ensure students in need would be supported.

Finally, a Senator asked if there was a plan beyond the reported target. T. Eder noted that plans would not be made without Senate approval or a broader academic plan, but it is noted that diversity objectives and program specific growth strategies have been discussed to rebuild enrolment.

Motion: (L. Kalynchuk/M. Hoorfar)

That Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of 18,648 FTE for the 2023/24 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and/or application rates.

CARRIED

9. OTHER BUSINESS

a. Updates on Indigenous Plan renewal process

Robina Thomas, Vice-President Indigenous, introduced Rob Hancock, Associate Director Academic in the Office of Indigenous Academic and Community Engagement, and Dorothea Harris, Director of Indigenous University Initiatives.

R. Hancock and D. Harris presented the development of a new Indigenous plan by providing the context of the work, outlining the consultation process, explaining the goals and priorities, and finally noting the importance of tracking the initiatives for future evaluation of the accomplishments of the plan.

Senators expressed their thanks for the work presented and the preparation of the university for what was to come in the plan. In response to a question on specific academic initiatives, D. Harris noted that there was thought of a first-year core course requirement embedded in all program curricula.

Regarding a question on returning land, D. Harris explained there were developing plans to join in conversations with local nations about what this would look like.

b. 10-Year Sessional Calendar

Ada Saab, Associate University Secretary, introduced the revisions to the 10-Year Sessional Calendar.

A Senator noted the previous re-working of the calendar to include the National Day of Truth and Reconciliation and that stat holidays tended to affect Mondays, especially lab sessions. A. Saab agreed that the Monday blocks in the timetable were disproportionately affected more than other days and that this matter was under discussion.

Senators discussed the compression of the final examination timetable or the start of the fall term before labour day. A. Saab agreed that the fall term was under strain and the issues were under consideration, along with many adjoining factors.

Motion: (E. Croft/M. Laidlaw)

That Senate approve the 2022-2032 10-Year Sessional Calendar.

CARRIED

c. Revisions to the Academic Important Dates

K. Hall introduced the revisions to the Academic Important Dates. There were no questions.

Motion: (E. Croft/H. Brown)

That Senate approve the revisions to the Academic Important Dates to include September 30, the National Day for Truth and Reconciliation effective immediately.

CARRIED

d. 2023/2024 Senate Meeting Dates

K. Hall introduced the proposed meetings dates. There were no questions.

Motion: (E. Croft/D. Jeffery)

That Senate approve the 2023/2024 Senate Meeting Dates and Other Important Dates.

CARRIED

e. Re-appointments of the Orators for the University of Victoria

K. Hall introduced the re-appointments. There were no questions.

Motion: (R. Hicks/A. Lepp)

That Senate re-appoint the following as Orators for a 3-year term beginning January 1, 2023 and ending December 31, 2025:

- John Archibald
- Aaron Devor
- Sudhakar Ganti
- Helga Hallgrímsdóttir
- Valerie Irvine
- Grace Wong Sneddon

CARRIED

Motion: (E. Croft/H. Brown)

That Senate re-appoint the following as Orators for a 3-year term beginning July 1, 2023 and ending June 30, 2026:

- John Dower
- Christina Kieka Mynhardt
- Monica Prendergast
- Michael Prince
- Brock Smith

CARRIED

f. Honorary Degree Nominations

Marion Buller, Chancellor and Chair of the Senate Committee on Honorary Degrees and Other Forms of Recognition, reminded members of Senate to consider submitting honorary degree nominations.

g. Declaration of Senate Vacancies

A. Saab advised members of Senate of the resignations of two Senators. The calls for nominations were for one 13-month term and one 2-year term.

There being no other business, the meeting was adjourned at 5:12 p.m.

Name	In Attendance	Regrets		Position
Adjin-Tetty, Elizabeth	X		A/Associate Vice-President Academic Planning	By Invitation
Andersen, Carrie	X		University Secretary	Secretary of Senate
Anyaeibunam, Chekwube	X		Student Senator	Elected from the student societies
Bengtson, Jonathan		X	University Librarian	Ex officio
Bonnieux, Justin			Student Senator	Elected from the student societies
Brolo, Alexander	X		Faculty of Science	Elected by the Faculty
Brown, Hannah	X		Student Senator	Elected from the student societies
Buller, Marion	X		Chancellor	Ex officio
Campbell, Erin	X		Faculty of Fine Arts	Elected by the faculty members
Clarke, JoAnne	X		Dean, Division of Continuing Studies	Ex officio
Croft, Elizabeth	X		Vice-President Academic and Provost	Ex officio
Curran, Deborah	X		Faculty of Law	Elected by the Faculty
Devor, Aaron	X		Faculty of Social Sciences	Elected by the faculty members
Diether, Kelly	X		Convocation Senator	Elected by the convocation
Dunsdon, Jim	X		Associate Vice-President Student Affairs	By Invitation
Emery Ree		X	Student Senator	Elected from the student societies
Friedland, Matsuko		X	Student Senator	Elected from the student societies
Garcia-Barrera, Mauricio	X		Faculty of Graduate Studies	Elected by the Faculty
Grewal, Ashmita			Student Senator	Elected from the student societies
Gupta, Rishi		X	Faculty of Engineering and Computer Science	Elected by the Faculty
Hall, Kevin	X		President and Vice-Chancellor	Chair of Senate
Hallgrimsdottir, Helga	X		Acting Vice- Provost	By invitation
Hancock, Rob	X		Faculty of Social Sciences	Elected by the Faculty
Harder, Lois	X		Dean, Faculty of Social Sciences	Ex officio
Harding, Catherine			Faulty of Fine Arts	Elected by the Faculty
Hicks, Robin	X		Dean, Faculty of Graduate Studies	Ex officio
Hier, Sean	X		Faculty of Social Sciences	Elected by the faculty members
Hof, Fraser			Faculty of Science	Elected by the faculty members
Hoorfar, Mina	X		Dean, Faculty of Engineering and Computer Science	Ex officio
Hope Tucker, Nathaniel		X	Student Senator	Elected from the student societies
Huang, Li-Shih	X		Faculty of Humanities	Elected by the faculty members
Hundal, Navinder	X		Student Senator	Elected from the student societies
Hundza, Sandra	X		Faculty of Education	Elected by the Faculty
Itamunoala, Belema	X		Student Senator	Elected from the student societies
Jeffery, Donna	X		Faculty of Human and Social Development	Elected by the faculty members
Jensen, Alannah			Student Senator	Elected from the student societies
Kalynchuk, Lisa	X		Vice-President Research and Innovation	Ex officio
Kaur, Anureet			Student Senator	Elected from the student societies
Kelly, Erin	X		Faculty of Humanities	Elected by the faculty members
Kerr, Tom	X		Student Senator	Elected from the student societies
Klein, Saul		X	A/Dean, Peter B. Gustavson School of Business	Ex officio
Koch, Matthew	X		Continuing Sessional	Elected by the Continuing Sessionals
Kuklev, Artem			Student Senator	Elected from the student societies
Kurki, Helen	X		Faculty of Social Sciences	Elected by the Faculty
Laidlaw, Mark	X		Faculty of Science	Elected by the Faculty
Lepp, Annalee	X		Dean, Faculty of Humanities	Ex officio
Lindgren, Allana	X		Dean, Faculty of Fine Arts	Ex officio
Loock, Peter	X		Dean, Faculty of Science	Ex officio
Marks, Lynne		X	Faculty of Humanities	Elected by the Faculty
McDonough, Graham	X		Faculty of Education	Elected by the Faculty
McGregor, Catherine			A/Dean, Faculty of Education	Ex officio
Minshall, Simon			Faculty of Human and Social Development	Elected by the Faculty
Mucina, Devi	X		Faculty of Human and Social Development	Elected by the Faculty
Mukhopadhyaya, Phalguni	X		Faculty of Engineering and Computer Science	Elected by the faculty members
Nair, Sudhir	X		Peter B. Gustavson School of Business	Elected by the Faculty
Napoleon, Val			A/Dean, Faculty of Law	Ex officio
Navarro, Julio	X		Faculty of Science	Elected by the faculty members
Newcombe, Andrew	X		Faculty of Law	Elected by the Faculty
Peta, Liam	X		Student Senator	Elected from the student societies
Raiwal, Joban	X		Student Senator	Elected by the student societies
Russell, Carolyn	X		Convocation Senator	Elected by the convocation
Saab, Ada	X		Associate University Secretary	By Invitation
Salem, Joseph	X		Faculty of Fine Arts	Elected by the Faculty
Shi, Yang			Faculty of Engineering and Computer Science	Elected by the Faculty
Smith, Brock	X		Peter B. Gustavson School of Business	Elected by the Faculty
Stewart, Kenneth	X		Faculty of Social Sciences	Elected by the faculty members
Stinson, Danu	X		Faculty of Graduate Studies	Elected by the Faculty
Taylor, Wendy	X		Acting Registrar	By Invitation
Voss, Graham	X		Faculty of Social Sciences	Elected by the faculty members
Walde, Paul	X		Faculty of Fine Arts	Elected by the faculty members
Walshaw, Jill			Faulty of Humanities	Elected by the Faculty
Wang, Alivia	X		Convocation Senator	Elected by the convocation
Warburton, Rebecca			Convocation Senator	Elected by the convocation
White, Jennifer	X		A/Dean, Faculty of Human and Social Development	Ex officio
Wilson, Lara	X		Professional Librarian	Elected by the Professional Librarians
Wright, Bruce	X		Head, Division of Medical Sciences	Additional Member
Wu, David	X		Student Senator	Elected from the student societies

MEMBERSHIP OF THE SENATE OF THE UNIVERSITY OF VICTORIA

Effective January 1, 2023EX OFFICIO MEMBERS - University Act: Section 35 (2) (a-f)

Chancellor: Marion Buller (31/12/24)
 President and Vice-Chancellor: Kevin Hall, Chair
 Vice-President Academic & Provost: Elizabeth Croft
 Vice-President Research and Innovation: Lisa Kalynchuk
 A/Dean, Peter B. Gustavson School of Business: Saul Klein
 A/Dean of Education: Catherine McGregor
 Dean of Engineering: Mina Hoorfar
 Dean of Continuing Studies: Jo-Anne Clarke
 Dean of Fine Arts: Allana Lindgren
 Dean of Graduate Studies: Robin Hicks (Vice-Chair)
 Dean of Humanities: Annalee Lepp
 A/Dean of HSD: Jennifer White
 A/Dean of Law: Val Napoleon
 Dean of Science: Peter Loock
 Dean of Social Sciences: Lois Harder
 University Librarian: Jonathan Bengtson

MEMBERS ELECTED BY THE FACULTIES

- Section 35 (2) (g)

BUSI: Sudhir Nair (30/6/25)
 Brock Smith (30/6/24)
 EDUC: Sandra Hundza (30/6/23)
 Graham McDonough (30/6/25)
 ENGR: Rishi Gupta (30/6/25)
 Yang Shi (30/6/23)
 FINE: Catherine Harding (30/6/25)
 Joseph Salem (30/6/24)
 GRAD: Mauricio Garcia-Barrera (30/6/23)
 Danu Stinson (30/6/25)
 HSD: Simon Minshall (30/6/25)
 Devi Mucina (30/6/24)
 HUMS: Lynne Marks (30/6/24)
 Jill Walshaw (30/6/25)
 LAW: Deborah Curran (30/6/25)
 Andrew Newcombe (30/6/23)
 SCIE: Alexander Brolo (30/6/23)
 Mark Laidlaw (30/6/23)
 SOSC: Robert Hancock (30/6/24)
 Helen Kurki (30/6/23)

MEMBERS ELECTED BY THE FACULTY MEMBERS

- Sections 35 (2) (g)

Erin Campbell (FINE) (30/6/23)
 Aaron Devor (SOSC) (30/6/23)
 Sean Hier (SOSC) (30/6/24)
 Fraser Hof (SCIE) (30/6/23)
 Li-Shih Huang (HUM) (30/6/24)
 Donna Jeffery (HSD) (30/6/25)
 Erin Kelly (HUM) (30/6/24)
 Phalguni Mukhopadhyaya (ENGR) (30/6/25)

MEMBERS ELECTED BY THE FACULTYMEMBERS (continued)

Julio Navarro (SCIE) (30/6/23)
 Kenneth Stewart (SOSC) (30/6/23)
 Graham Voss (SOSC) (30/6/24)
 Paul Walde (FINE) (30/6/23)

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

Chekwube Anyaegbunam (GRAD) (30/6/23)
 Justin Bonnieux (SOSC) “
 Hannah Brown (GRAD) “
 Ree Emery (EDUC) “
 Matsuko Friedland (HSD) “
 Ashmita Grewal (HSD) “
 Nathaniel Hope Tucker (SOSC) “
 Navinder Hundal (SCIE) “
 Tamunobelema Itamunoala (GRAD) “
 Alannah Jensen (LAW) “
 Anureet Kaur (HUMS) “
 Tom Kerr (BUSI) “
 Artem Kuklev (SOSC) “
 Liam Peta (SOSC) “
 Joban Raiwal (ENGR) “
 David Wu (FINE) “

MEMBERS ELECTED BY THE CONVOCATION

– Section 35 (2) (i)

Kelly Diether (30/06/24)
 Carolyn Russell (30/06/24)
 Alivia Wang (30/06/24)
 Rebecca Warburton (30/06/24)

ADDITIONAL MEMBERS - Section 35 (2) (k)

Head, Division of Medical Sciences: Bruce Wright
 Member elected by the Professional Librarians:
 Lara Wilson (30/06/24)
 Continuing Sessional: Matthew Koch (30/06/23)

SECRETARY OF SENATE - Section 64 (2)

University Secretary: Carrie Andersen

BY INVITATION - Seated with specified speaking rights

Acting Deputy Provost: Helga Hallgrímsdóttir
 Assoc. VP Student Affairs: Jim Dunsdon
 A/Assoc. VP Academic Planning: Elizabeth Adjin-Tetty
 A/Registrar: Wendy Taylor
 Associate University Secretary: Ada Saab



President and Vice-Chancellor

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MEMO

Date: 29 March 2023

To: Senate

From: Dr. Kevin Hall
President and Vice-Chancellor

RE: **UVic Strategic Plan**

I am pleased to present to Senate the University of Victoria's Strategic Plan (Attachment A), and to request that Senate recommend the plan for approval by the Board of Governors.

MOTION: *That Senate recommend to the Board of Governors that the Board of Governors approve the University of Victoria Strategic Plan, effective immediately.*

Previous Consultation

- Senate — 1 October 2021
- Joint Senate & Board Retreat — 31 May 2022
- Senate — 4 November 2022
- Senate – 3 February 2023

Background

Over the past year the university has been developing a new strategic plan. The process of engagement and development of the strategic plan has been guided by the Strategic Plan Advisory Group and Dr. A.R. Elango Elangovan, acting as Special Advisor to the President on Strategic Planning.

The development of the plan included five phases. At each of these steps we have engaged with the campus community and beyond to provide opportunities for feedback.

Through more than 6,000 engagements using a series of events and online platforms over the past year, we heard from students, staff, faculty, alumni, retirees, donors, community members, Elders, partners and so many more. The strategic plan has been discussed at 75 meetings and we've received over 3000 submissions to our surveys, online idea boards and Imagine UVic pop-up booths. This may be the most engagement a UVic strategic plan has seen to date. See Attachment B for a full list of consultation activities.

Phases 1 & 2

The process began with preliminary consultations with local Indigenous communities, UVic leaders and governance bodies. We explored the themes that emerged from feedback we received about areas of focus for the university and engaged with our campus and local community to further explore these themes.

Phase 3

Equipped with the details of our themes and the feedback received during Phase 2, Thematic Advisory Groups were charged with creating draft content for the new plan. These groups were led by our Executive and included experts relating to each theme. They delved into the themes, reviewed the feedback we received and refined the themes by developing strategic aspirations and goals.

The Purpose, Pledge and Principles of the plan were drafted by the Executive to keep us focused on what we heard was important to our campus and local communities. All this work was combined to create the core content of the plan.

Phase 4 & 5

In January 2023, we conducted one final round of engagement through a public review of the draft plan. Feedback received during the public review informed the final version of the plan (Attachment B). Since then, we have worked to refine the Purpose, Pledge, Principles and Priorities and develop supporting introductory and concluding content that illustrates the current context, motivation and implementation approach of the strategic plan.

Summary

I am proud of what we have accomplished. I believe this strategic plan reflects the voice of our community. This plan provides a set of guiding principles and focuses on four priority areas that makes UVic distinct among post-secondary institutions. As a community, we are committed to:

- Redressing historical barriers to higher education for Indigenous Peoples
- Upholding equity and creating a culture of belonging
- Addressing the climate crisis to ensure a more sustainable and fair future
- Embracing innovation and community partners

This new plan responds to the needs and hopes of our community and highlights the unique ways that UVic can make an impact. Its goal is to guide and inspire our community and the institution. Operational implementation will be supported by:

- Annual implementation plans (coordinated with the major institutional planning and reporting cycles)
- Accountability and activity reports
- How-to guides and calls to action

This is a new kind of plan, and with it, we will face a changing world with renewed commitment, enthusiasm, compassion and humility. I look forward to working with Senate, and with all members of our university, to bring this plan to life.

Attachment(s):

Attachment A – UVic Strategic Plan

Attachment B – List of Consultation Activities

Distinctly UVic

STRATEGIC PRIORITIES FOR THE UNIVERSITY OF VICTORIA

For endorsement by Senate

OUR PLACE IN A CHANGING WORLD

For over 60 years, UVic has proven its unwavering commitment to providing an excellent student experience in a supportive teaching and learning environment, to partnering with communities, and to pursuing research and creative activities that make an impact, both locally and globally. We are prepared to face a changing world with renewed commitment, enthusiasm, compassion and humility.

This moment will define our future. It will need us to try new ways of teaching, and new methods of tackling the world's most complex problems through creativity, innovative research and partnerships—building community inside and outside the classroom. Now is the time to re-imagine the lab and studio, libraries and offices, campus and community to create interconnected and interdisciplinary opportunities.

Now is the start of our next 60 years. This is the moment to be Distinctly UVic.

Now is the time

Our times are marked by immediate challenges: from health crises and climate change to geopolitical instability and the hard but necessary work of confronting difficult truths about our history.

How we respond is up to us, but we need to do it now. This is an exhilarating time of innovation, collaboration and possibility. It is time to lead with our values and live up to our commitments to:

- Redressing historical barriers to higher education for Indigenous Peoples
- Upholding equity and creating a culture of belonging
- Addressing the climate crisis to ensure a more sustainable and fair future
- Embracing innovation and community partnerships

The world and the communities connected to UVic need us to work together to find new ways of learning, thinking and working. The world needs critical thinkers and interdisciplinary solutions; it needs perseverance and openness to the challenges ahead. It doesn't need us to be a wildly different UVic—it needs us to be bolder, more confident and more curious, but still distinctly who we are.

We must continue to amplify how our research, creativity and teaching responds to global opportunities. We must drive innovation, create partnerships and nurture the next generation of leaders, thinkers and citizens. We must strive to be relevant to local communities while also making a global impact. We must think critically about who we are and how we move in the world, embracing values of equity, diversity, inclusion and belonging.

Now is the time to be Distinctly UVic.

TERRITORY ACKNOWLEDGMENT

We acknowledge and respect the ləkʷəŋən peoples on whose territory the University of Victoria stands, and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.

HONOURING THIS PLACE

We are grateful for and deeply honour our place on Coast Salish territory along with the responsibilities that come with living and working here. Foundational to this plan is our commitment to the ləkʷəŋən peoples, the Songhees and Esquimalt Nations, and the W̱SÁNEĆ Nations, who have continuing relationships with and inherent rights to the land on which the university stands and to its neighbouring territories.

As part of UVic's commitment to upholding the rights and sovereignties of Indigenous Peoples, we recognize and acknowledge the damaging and colonial history of education in this country. We are committed to living up to and beyond the [United Nations Declaration for the Rights of Indigenous Peoples](#) and [BC Declaration on the Rights of Indigenous Peoples Act](#).

A commitment to Indigenous rights and to honouring the First Peoples of this territory is an essential step in creating the conditions in which everyone feels a sense of belonging within a respectful, welcoming community.

A NOTE ABOUT LANGUAGE AND TEACHINGS

Language is the foundation of Indigenous laws, worldviews and ways of knowing and being. The protection and revitalization of Indigenous languages is a priority for local Indigenous communities and for UVic.

Throughout this plan, we have used ləkʷəŋən and SENĆOŦEN language and teachings. These words and teachings have been shared with the university community by Elders, Language and Knowledge Keepers from the local Nations, and we are charged with upholding them through the Coast Salish teaching of nəw̱es šx̱w cən ʔáy šq̱w̱eləq̱w̱ən | ÁMEKT TFEN ÍY, ŚKÁLEŦEN | bring in a good heart and a good mind.

Elders Seniemten, Dr. Elmer George (Songhees Nation, ləkʷəŋən) and JSINTEN, Dr. John Elliott (WJOLELP First Nation, SENĆOŦEN) have provided permission and guidance on the use of ləkʷəŋən and SENĆOŦEN throughout this document.

To hear these teachings spoken in ləkʷəŋən and SENĆOŦEN, visit: [\[LINK\]](#)

A NEW KIND OF PLAN

A distinct approach, building on a strong foundation

To develop this strategic plan, we stepped back to get a broad view of our journey over the past 60 years. Our new plan is built on a strong foundation of excellence in teaching, research and creative works, and our commitment to an outstanding student experience.

We also asked tough questions about what is needed from and expected of us. We heard from thousands of people like you: students, staff, faculty, alumni, retirees, donors, community members, Elders, partners and so many more. Through more than 6,000 engagements, we heard what the world needs from UVic, what you need from UVic and the impact we should be striving for in this moment.

We heard that UVic must tackle the big issues we are all facing as a society and a world, and be transparent about the role that universities have played in upholding the dominant systems of power, including colonization, white supremacy, historical trauma and patriarchal norms. This plan challenges us—leadership, individuals and the entire community—to resist these systems and be accountable to our commitments.

The following pages don't capture every detail of what we do at UVic. This plan urges us to be creative, innovative, collaborative, compassionate and brilliant—not on our own, but together. Bringing together different perspectives and lived experiences is what allows us to build better solutions. We are ready to take action and lift up the expectations we have for each other and the role UVic has in the world and the communities we serve.

Interconnected plans

Look to the existing and emerging initiatives and goals that have been articulated in major institutional plans like *X^wk^wənən̓ istəl* | [WZENENISTEL](#) | *Helping to Move Each Other Forward: UVic's Indigenous Plan* [LINK], the [Equity Action Plan](#), [Aspiration 2030: UVic Research and Creative Works Strategy](#), the [Climate and Sustainability Action Plan](#), and the forthcoming academic and global engagement plans.

These plans, along with the operational plans that direct our daily activities, have been created by the UVic community and guide us as a community and an institution toward fulfilling the shared purpose, pledge, principles and priorities articulated in the strategic plan.

OUR PURPOSE, PLEDGE & PRINCIPLES

Our purpose

Inspired by and honouring place, we are a community-minded, globally engaged university where we transform ideas into meaningful impact.

Our principles

- **Operating with excellence.** We will pursue excellence in the way we teach, research, engage with the community and operate.
- **Contributing to change.** We will make meaningful contributions to social, cultural, economic and environmental progress.
- **Upholding Indigenous ways of knowing.** We will embrace and continuously promote Indigenous ways of knowing and being, with good hearts and minds.
- **Create a welcoming space.** We will cultivate an environment that is inclusive, equitable and supportive. UVic will be a place where each person feels like they belong.
- **Making room for risk-taking.** We will nurture a culture that fosters trust, respect and accountability—where curiosity, courageous action and an openness to challenge are valued and encouraged.
- **Honouring lifelong learning.** We will support learners through their lifelong educational journey, providing the skills and knowledge needed to reach their goals.
- **Lifting each other up.** We will commit to helping people succeed in their endeavours, because we know that purpose and fulfillment are foundational to the fullest expression of human well-being.
- **Adding value when we join others.** We will work to ensure our engagement with every partner is respectful, relevant and responsive through thoughtful dialogue and shared goals.

About the purpose, pledge and principles

Underpinning our approach and who we are as a community and a university, our purpose, pledge and principles will guide our decision-making in the coming decades.

- Our **purpose** gives us a sense of identity. It describes our direction, what we want to be known for and the impact we want to have.
- Our **pledge** is a non-negotiable commitment to supporting and honouring Indigenous rights. It is fundamental to what we stand for and a critical starting place for any work that upholds equity and justice.
- Our **principles** reflect our identity and character, guiding how we function as an organization.

PRIORITIES THAT DEFINE AND UNITE US

Students, teaching and research are our foundation. Like all universities, at our core we are an institution defined by our commitment to education, discovery and the development and mobilization of knowledge, and to providing a supportive working and learning environment for our students, staff and faculty. Our areas of study and our strengths in research in scholarly activity are vast and all contribute to a better world.

But what makes UVic different?

Our community told us about the strengths and priorities that make UVic distinct—and was clear about what should guide us toward building a better tomorrow.

UVic is distinct because we prioritize:

- **Indigenous perspectives.** We want to be a community that is open to learning, prioritizes being in right relationship with and respecting the rights of all people and things, and deconstructs systemic barriers to the full participation of First Peoples in the university's life and work.
- **People, places and the planet.** From the campus to the global community, we support people's wellness and ability to thrive, and are addressing sustainability, climate action and the systemic barriers affecting equity, diversity and inclusion in multiple ways.
- **Innovation and inquiry.** We want to continuously re-imagine what we do, how we do it and why.
- **Partnerships and collaboration.** We support collaboration among faculties, disciplines and divisions; between academic and administrative units; between the campus and our community; and between UVic and our international partners, alumni, research institutions, industry and governments.

These strategic priorities are what make us Distinctly UVic.

Sample initiatives

Alongside each of the priorities, we have included sample initiatives drawn from the major institutional plans. These examples demonstrate the connections between these plans and illustrate ways that these strategic priorities are already being taken up across the university. Further examples and guidance on setting your own priorities and initiatives are included in how-to guides that accompany this plan.

Committed actions connected to each priority will be shared in annual implementation plans.

ʔetal nəwəl | ÁTOL,NEUEL

Respecting the rights of one another and being in right relationship with all things

ʔetal nəwəl | ÁTOL,NEUEL (respecting the rights of one another and being in right relationship with all things) reinforces UVic’s commitment to implement core local, national and international responsibilities and calls to action that support the rights and sovereignties of Indigenous Peoples—for example, [UNDRIP](#), [DRIPA](#), the [MMIWG Report](#) and the [TRC Calls to Action](#)¹.

More importantly, ʔetal nəwəl | ÁTOL,NEUEL moves beyond individual and collective rights and focuses on our relationships with one another, with the land and waters, and with all living beings—working with respect for the rights of each other, showing respect for one another, and being in right relationship with all things.

We are centering the languages and teachings of the local Nations and calling on all members of the UVic community to learn about, understand and respect their relationship with the laws, protocols and peoples of these lands and waters. By respecting the local Nations and honouring the teachings we each carry with us, we will centre Indigenous ways of knowing and being in teaching, learning, researching, services and wellness.

Goals

- **Sharing** the work of creating an environment that supports Indigenous students, staff and faculty with the entire university community—supported by accountable practices and policies in all areas of our teaching, research and operations.
- **Ensuring** the sustainability of all new and existing Indigenous programs and services.
- **Honouring** the aspirations, laws, languages and sovereignties of local Nations through continued partnerships and relationship-building.
- **Taking responsibility** for ensuring institutional structures and systems are accountable to the spirit of ʔetal nəwəl | ÁTOL,NEUEL and informed by čələŋən | ČELĀNEN | our birthright and teachings.

Sample initiatives

- Establish an Indigenous Research Advisory Committee to guide the implementation of new supports for Indigenous scholars (*Aspiration 2030: UVic Research and Creative Works Strategy*, Commitment to Indigenous scholarship)
- Increase Indigenous senior leadership in decision-making across the university including designated seats for Indigenous representatives on high-level governance bodies.² (*Indigenous Plan* [LINK], 4.4.2)
- Foster awareness of Indigenous languages and connections to campus lands and waters with new ləkʷəŋən place names and interpretive signage. (*Climate and Sustainability Action Plan*, Strategy 1.2)

1 United Nations Declaration for the Rights of Indigenous Peoples (UNDRIP); BC Declaration on the Rights of Indigenous Peoples Act (DRIPA); Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG Report); Truth and Reconciliation Commission of Canada Calls to Action (TRC).

2 Plan under development, exact wording to be confirmed.

PEOPLE, PLACE & THE PLANET

Sʔeəʔenxʷ | **S,ÁEŁA'NW** | **When things are in harmony**

Our current social and environmental context clearly demonstrates the urgent need to solve the issues threatening the well-being of Earth and all beings living here. The teaching of **Sʔeəʔenxʷ** | **S,ÁEŁA'NW** (when things are in harmony) reinforces what we know—that all life is interconnected, with individual and community choices having far-reaching impacts. Healthy communities depend on responsible stewardship.

UVic is a living lab, supporting and empowering people to exist more sustainably and improve the well-being of communities and our planet. By understanding the reciprocal and interdependent relationships in our world and the importance of diversity, community and genuine belonging, we discover how to live in transformative, respectful and thoughtful ways.

Together, we are working to create a healthier and more resilient future that upholds the well-being of our region and of all life on our planet. We advance local and global issues like climate action and sustainability, social justice and equity, and health and wellness. We embrace and are guided by the [UN Sustainable Development Goals](#).

Goals

- **Inspiring and activating** people to thrive in a changing world by tackling local and global challenges through critical thought and perseverance.
- **Including and supporting** diverse and talented students, staff and faculty who want to make a difference in communities and have a positive impact on people, places and the planet.
- **Addressing** systemic barriers to equity and inclusion and progressively integrating our guiding principles throughout all decisions, processes and outcomes, to transform practices within UVic.
- **Developing and sharing** innovative strategies and solutions that support healthy, sustainable communities, and address global crises and our evolving world.

Sample initiatives

- Support research and scholarly activities that directly advance the [UN Sustainable Development Goals](#) and systematically track our progress. (*Aspiration 2030: UVic Research and Creative Works Strategy*, Societal impact)
- Build mentorship and sponsorship programs to support employees and students from systemically and historically marginalized communities to advance into positions of leadership. (*Equity Action Plan*, Recruitment & retention)
- Integrate Indigenous cultural competencies and anti-racist practice as key components for evaluating staff, administrator, and executive job performance and faculty service, research and teaching, expanding our ideas of excellence.³ (*Indigenous Plan* [LINK], 3.1.2)

³ Plan under development, exact wording to be confirmed.

CULTURE OF CHANGE & TRANSFORMATION

Xəçinjəŋ nəwəl | XEĆINEĽNEUEL | Actively planning and problem solving

We aspire to create a culture of courage, trust, curiosity and flexibility that will advance our quest to solve big problems and create powerful, positive change.

New ideas can change everything—and xəçinjəŋ nəwəl | XEĆINEĽNEUEL (actively planning and problem solving) teaches us to engage deeply with challenges and opportunities. Cultivating change means having the courage to take risks, embrace new ideas, and be open to learning and trying things in new ways.

A culture of innovation becomes possible with trust between people, and across disciplines and areas of expertise. People are the key. Only by actively supporting the people who make up our community—with attention to equity and belonging—can we reach our full potential. Honouring and welcoming diverse ways of knowing and being creates fertile ground for ideas that can, and will, transform our communities and the world.

Goals

- **Supporting** collaborative approaches to innovation in our research, knowledge mobilization, experiential learning programs and operations.
- **Fostering** adaptable, creative policies, governance and uses of space and resources to grow transformative ideas, partnerships, education and communities of practice.
- **Creating** a culture of trust, respect and collaboration that will attract and support curious, courageous people who are driven to engage, solve, teach and learn.
- **Embracing** risk-taking in the pursuit of knowledge, creativity and impact for all university activities.

Sample initiatives

- Expand the range of climate and sustainability initiatives and opportunities for greater student engagement outside the classroom on and off campus, while recognizing the needs of a diverse student population. (*Climate and Sustainability Action Plan*, Strategy 8.1)
- Establish a Thinkers-in-Residence program to bring international leaders to UVic to collaborate and lead open discourse on societal challenges (*Aspiration 2030: UVic Research and Creative Works Strategy*, Global engagement)
- Develop tools and strategies to support the UVic community in addressing resistance to the change required to achieve the goals of the EAP. (*Equity Action Plan*, Institutional accountability)

PARTNERING FOR A SHARED FUTURE

ᑭᓐᓂᓐ ᓂᓐᓂᓐ ᑭᓐᓂᓐ | ÍY,NEUELIST | Moving forward together for the good of all

ᑭᓐᓂᓐ ᓂᓐᓂᓐ ᑭᓐᓂᓐ | ÍY,NEUELIST (moving forward together for the good of all) instructs us to come to the table as engaged and authentic partners. We actively co-create inclusive, values-based partnerships that are reciprocal, mutually beneficial and long-lasting. We acknowledge that lived experiences and diverse knowledge systems are essential in finding solutions to the challenges facing society and the planet.

We aspire to co-create inclusive, value-based partnerships that aren't bound by organizational, hierarchical or disciplinary structures. Our systems and processes will be nimble and proactive in addressing challenges, bridging academic excellence and applied research, and encouraging courageous action and inquiry. Working with internal and external partners from academic institutions, industry, community organizations and government, we will engage in collaborative partnerships that contribute to community, society and the planet.

We will be leaders in bringing forward creative, informed, practical solutions for a sustainable and equitable future.

Goals

- **Cultivating** a culture of partnership so our university community and the communities we serve experience it as a defining cultural element at UVic—we are an open, responsive, supportive and preferred partner.
- **Transforming** systems, structures and processes to create the ideal ecosystem for partnerships to flourish.
- **Responding** to our partners' needs and opportunities using our insights and connections across communities.
- **Advancing** and strengthening interdisciplinary and interdepartmental opportunities to provide new teaching, learning, research, creative works and service solutions.

Sample initiatives

- Partner with Elders, Knowledge Keepers and community members to ensure that Indigenous ways of knowing and being are responsibly and respectfully integrated in academic programs across campus.⁴ (*Indigenous Plan* [LINK], 2.2.1)
- Create opportunities for UVic students, faculty and staff to work with solution seekers from communities, government, not-for-profits and business and industry for evidence-based decision making on equitable climate solutions, mitigation and adaptation. (*Climate and Sustainability Action Plan*, Strategy 5.2)
- Build robust community partnerships with organizations to increase relationships with systemically and historically marginalized communities. (*Equity Action Plan*, Relationality & belonging)

⁴ Plan under development, exact wording to be confirmed.

DISTINCTLY UVIC: IMPLEMENTING OUR PLAN

So how are we going to use this to do our work differently?

How will this help us prioritize our work?

We hope that this plan will help each of us focus on what makes UVic distinct. This is how we can articulate what is most important to the UVic community and how we can best contribute to our changing world with a new level of creativity, enthusiasm, compassion and humility.

As members of the UVic community, let's take an inclusive approach to implementing this plan. We are each responsible and accountable for living up to the purpose, pledge, principles and priorities we identified together.

We don't need to do more; we need to think differently.

Use this plan every day to help us focus as we strive to do meaningful, impactful work that builds on our strengths and leans into what makes UVic distinct. Let it inspire the work we do, especially when we must choose between this or that. When we choose between staying the same or charting a new course, use it to help prioritize what initiatives and activities we start, stop or continue.

Look to the existing and emerging initiatives and goals that have been articulated in major institutional plans:

- [Xʷkʷənəŋ istəl | W̱CENENISTEL | Helping to Move Each Other Forward: UVic's Indigenous Plan](#) [LINK] is grounded in Coast Salish [s̱q̱él iʔ snəpənəq](#) | [TʼE SKÁLS I, TʼE Ś XENÁNS](#) | laws, philosophies and teachings. It builds on UVic's commitment to redress barriers in higher education and honouring Indigenous ways of knowing and being in education, research and governance.
- The [Equity Action Plan](#) provides UVic with strategic direction to advance equity, diversity and inclusion, and to create the conditions in which everyone feels a sense of belonging: as connected and respected parts of the university community.
- [Aspiration 2030: UVic Research and Creative Works Strategy](#) identifies UVic's research aspirations, actions, outcomes and the five overlapping impact areas where UVic's research and creative works are uniquely positioned to make a difference.
- The [Climate and Sustainability Action Plan](#) (CSAP) is a new and unique approach to sustainability and climate action at UVic—guiding us as we address and adapt to global challenges faced by all universities.
- Forthcoming academic and global engagement plans.

These plans, and the operational plans that direct our daily activities, are living documents that guide us as a community and as an institution toward fulfilling our shared purpose, pledge and principles. Learn more about all our [institutional plans](#).

It's up to each of us to decide what we can do individually—and as a team—to support progress in our priority areas. This is everyone's plan—yours, ours and the next generation's, too.

Here's to another 60 years. Here's to being Distinctly UVic. Let's get started.

Supporting our work

Annual implementation plans, accountability and activity reports, inspirational stories, how-to guides and calls to action will support the collective work of this plan.

Please check in at [LINK] to see how we are doing in moving this plan forward.

Attachment B — List of Consultation Activities

Previous Consultation:

Consultation with university leadership and governance bodies

- Strategic Planning Advisory Group — 17 January 2022, 14 February 2022, 10 May 2022, 3 June 2022, 2 November 2022, 13 March 2023
- Governance bodies
 - Board of Governors — 28 September 2021, 22 November 2021, 17 March 2022 (verbal update), 30 May 2022 (verbal update), 3 October 2022, 25 November 2022 (verbal update), 31 January 2023 (verbal update)
- Senate — 1 October 2021, 4 November 2022, 3 February 2023
- Joint Senate & Board Retreat — 31 May 2022
- Leadership engagement
- Executive Council (4 retreats — 21 December 2021, 4 & 5 April 2022, 24 & 25 August 2022 and 8 & 9 February 2023) and ongoing discussion at regularly scheduled Executive Council meetings
- President's Leadership Council — 30 November 2021, 26 September 2022, 24 January 2023
- Dean's Council — 24 November 2021
- Academic and Administrative Leader's Retreat — 5 & 6 May 2022

Consultation with internal and external community

Through a series of events and online engagements over the past year, we have engaged with members of our internal and external communities over 6000 times. The strategic plan has been discussed at 75 meetings and we've received over 3000 submissions to our surveys, online idea boards and Imagine UVic pop-up booths.

- Surveys and online engagement/Ideas Board
 - 10 February to 18 March 2022 (internal)
 - 24 May to 24 June 2022 (internal)
 - 16 June to 31 August 2022 (external, primarily alumni)
- Indigenous community engagement (in coordination with Indigenous Plan engagement)
- Indigenous Community Engagement Council — 8 November 2021, 11 April 2022
- Indigenous students — 30 March 2022, 16 November 2022
- Indigenous staff — 22 February 2022, 3 November 2022
- Indigenous faculty — 21 March 2022, 15 November 2022
- Elders — 6 April 2022, 17 November 2022
- Aboriginal Service Plan Community Advisory Committee — 31 March 2022
- Other internal engagement

- Research Advisory Committee & Research Chairs — 20 June 2022
- Faculty/Division Council and VP Portfolio townhalls (19 meetings) — February thru April 2022
- UVic student meetup — 23 March 2022
- Imagine UVic campus pop-up booths (9 events) — February & March 2022
- UVic staff & faculty town halls — 10 February 2022, 24 May 2022
- Student Society executive — 18 November 2021, 7 December 2022 (UVSS), 11 January 2023 (GSS)
- External engagement
 - UVic Retirees Association — 9 September 2022
 - Alumni Association AGM — 1 June 2022
 - Community Association Liaison Committee — 16 June 2022
 - Greater Victoria Chamber of Commerce luncheon — 20 June 2022
 - South Island Prosperity Partnership dinner — 21 June 2022
 - Regional Mayors Meeting — 11 July 2022
 - Community market pop-up booths (3 events) — July & August 2022
 - Meeting with BC and Federal government representatives
 - Public review of the draft plan for students, staff, faculty, alumni, and retirees: 10 to 27 January 2023



Date: March 31, 2023
To: Senate
From: Senate Committee on Agenda and Governance
Re: **Proposal for *Ad hoc* Senate Committee on Academic Health Programming**

At its meeting on March 31, 2023, the Senate Committee on Agenda and Governance reviewed the attached terms of reference regarding the proposal for an *Ad hoc* Senate Committee on Academic Health Programming.

This proposal is submitted to April Senate for discussion and feedback.

Respectfully submitted,

2022/2023 Senate Committee on Agenda and Governance

Kevin Hall (Chair), President and Vice-Chancellor
Robin Hicks (Vice-Chair), Dean, Faculty of Graduate Studies
Carrie Andersen, University Secretary
Chekwube Anyaegbunam, Student Senator
Elizabeth Croft, Vice-President Academic and Provost
Aaron Devor, Faculty of Social Sciences
Mauricio Garcia-Barrera, Faculty of Graduate Studies
Phalguni Mukhopadhyaya, Faculty of Engineering and Computer Science
Carolyn Russell, Convocation Senator
Joseph Salem, Faculty of Fine Arts
Lara Wilson, Libraries
Ada Saab (Secretary), Associate University Secretary
Kathy MacDonald, (Recording Secretary), Senator Coordinator

/attachment





Office of the Vice-President Academic and Provost
Michael Williams Building PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
250-721-7013 | provasst@uvic.ca | uvic.ca/vpacademic

memo

To: Senate Committee on Agenda and Governance
From: Helga Hallgrímsdóttir, A/Deputy Provost
CC: Elizabeth Croft, Vice-President Academic and Provost
Date: March 29, 2023
Re: **Proposal to form a Senate committee to explore new structures for a UVic health faculty**

In the context of our institutional plans, we propose an exciting opportunity for UVic to enhance our health profile and help meet provincial health care demands. A new health-related Faculty would unite and house our interdisciplinary health programs—highlighting our strengths in health education, training and research and providing a higher external profile to attract students, faculty, research chairs and partners. The intention is to lift up all Faculties across the university while also serving vital community needs, including through Indigenous-led scholarship and addressing systemic barriers to healthcare.

Strategic relevance

Raising the profile of health-related programs aligns strongly with the [university's draft strategic plan](#), in particular the “people, place and planet” pillar that emphasizes our responsibilities to support the well-being of the community and collaborations towards healthier and more resilient futures.

We advance local and global issues like climate action and sustainability, social justice and equity, and health and wellness. Together, we're collaborating toward healthier and more resilient futures that uphold the well-being of our region and of all life on our planet. (Draft Strategic Plan, p.4)

A new health-related Faculty would also advance and mobilize UVic's [Aspiration 2030](#) impact areas—particularly “health and wellness” but also “Indigenous-led scholarship,” “social justice and equity” and “technology and the human experience”—while supporting a diverse community of interdisciplinary health researchers to achieve excellence and address critical societal challenges.

Many complex factors contribute to health and wellness across the lifespan. At the University of Victoria, we are at the forefront of innovative and community-responsive research on the social, cultural and biomedical determinants of health and wellness, in addition to disease prevention,

diagnosis, treatment, care and cure. Our impact has broader reach as well, to local, national and international policy; community programs for substance use and at-risk people; promotion of wellness and healthy aging through movement, music, language, theatre and visual arts; and even to enabling end-of-life care for marginalized populations. (Aspiration 2030, p. 10)

It will be important to ensure any recommended structural change aligns with the Equity Action Plan and, once launched, the new Indigenous plan; for example, through increasing access and opportunities for systemically and historically marginalized groups.

Background

In 2018, the Offices of the Vice-President Academic and Provost and the Vice-President Research and Innovation launched the [UVic Health Initiative](#) (formally known as the Health Sciences Initiative) to enhance the quality and raise the profile of health research, programs and related activities at UVic. The resulting concept paper, released in November 2019 following nine months of consultations with leaders and stakeholders, recommends ways to unite health learners, educators and researchers.

Although many of our faculty and students do important work and publish extensively, we are not known nationally or internationally for having research strengths in particular areas and this hurts our external reputation. To overcome this challenge, we need to be intentional about developing and raising our profile in a few priority areas where we have the capacity and expertise to do so. One such area is health. (UVic Health Initiative Concept Paper, p. 1)

While much of this work paused during the global pandemic, we have emerged in an even better position to address many of the recommendations from the concept paper that have yet to be advanced. One such recommendation is the creation of a new Faculty structure for interdisciplinary academic programs and research related to health.

Structures are important because they are catalysts for organizing activities, and they signal to external stakeholders areas where we have capacity and strength. . . . Our structures help define our identity, because potential students, faculty recruits and external partners make assumptions about our health enterprise based on the structures we maintain. It is therefore important that we think carefully about our structures, so that we derive maximum benefit from them and use them to enhance our position. (UVic Health Initiative Concept Paper, p. 8)

The concept paper also articulates how a new structure could support student recruitment efforts:

Many potential students believe that UVic lacks health-related programs because our current programs are not located in units that are typically associated with ‘health’ programs. This means that we may be losing high-quality students to other institutions. It also means that many of our students require significant help identifying the health programs they are most interested in. (UVic Health Initiative Concept Paper, p. 10)

Opportunities

The BC Government is interested in expanding opportunities for health education to address urgent needs in BC communities across the province. They have indicated their willingness to fund new seats in

medicine, nursing, and ancillary health professions such as social work, health information, public health, health administration and leadership, physical therapy, and speech-language pathology. Currently, we are exploring new physical therapy and speech-language pathology programs in collaboration with UBC.

UVic is well positioned to work with the province on additional targeted expansions, building on our teaching and research strengths in the social determinants of health, mental health and wellness, substance use, community wellness, Indigenous health and wellness, and aging and lifelong health. Indigenous-led scholarship is a noteworthy strength across the university, with Indigenous scholars promoting, facilitating and leading interdisciplinary academic programming and research that improves Indigenous peoples' well-being. We also have considerable expertise in training and preparing professional health practitioners, including through hands-on learning and practica placements.

UVic has capacity to reach and recruit new students, grow our inter-professional training opportunities, and increase our presence in health education across the increasingly competitive post-secondary environment. Further to this, a new medical school at Simon Fraser University creates additional urgency to raise our profile and solidify our presence in the post-secondary health space, contributing to communities through critical health education, training and research. UVic is not contemplating a medical school; instead, we seek to serve a different need for the province with respect to community and allied health, in an intentional and comprehensive way that builds on our strengths.

As noted in the UVic Health Initiative Concept Paper, UVic students enrol in a range of high-quality undergraduate and graduate health programs in the Faculties of Education, Human and Social Development, Science, Social Sciences, and Division of Medical Sciences. Our health-related programs are championed and supported by nationally and internationally renowned faculty members engaged in health-related research and teaching.

UVic has approximately 200 faculty members currently engaged in health-related research and teaching, with existing strengths in aging, cancer, health informatics, healthy equity, mental health, neuroscience, social dimensions of health and substance use—as well as many other emerging areas of excellence. As the [initiative] has unfolded, we have considered how we can both bring together and invest in such expertise to achieve maximum impact and further advance our global prominence. (UVic Health Initiative Concept Paper, p. 1)

A new health-focused Faculty would pave the way for all Faculties to develop health-related interdisciplinary programming in emerging fields (e.g., health law, linguistics and speech pathology), as well as new community, research and industry partnerships. Enhancing our national and international profile and rankings will benefit all of campus, as we attract and build relationships with new students, scholars and partners.

Summary

Creating a new Faculty/Division that unites our health programs and scholars would constitute one of the most significant structural changes to the university since the Faculty of Arts and Sciences evolved into the Faculties of Humanities, Science, and Social Sciences in the early 1990s. Support from Deans, Senators, and faculty members will be essential to the success of this proposed initiative.

As a net-new Faculty would require significant resources, we propose re-imagining an existing Faculty/Division that would enhance our health profile in that Faculty/Division and across the university. We see the Faculty of Human and Social Development and the Division of Medical Sciences as viable options, but we do not have a pre-determined outcome. Consideration must be given to the impact on all Faculties, including to avoid units competing for top-performing teachers and researchers.

Proposal to form an ad-hoc Senate committee

As per section 39 (1) of the British Columbia University Act, the Faculties of each university may be constituted by the Board of Governors, on the recommendation of Senate. As such, and aligned with 39 (1), we are proposing an ad-hoc Senate committee to lead this initiative, including identifying and consulting with stakeholders, moving through the approval processes, and developing a communications strategy. The ultimate goal of the committee will be to make a recommendation to the Board of Governors on a new Faculty/Division, following Senate's review and approval.

From December to March 2023, we consulted with Executive Council, the Senate Committee on Agenda and Governance (SCAG) and Deans' Council and sought advice on the proposed approach. Collective feedback has been incorporated into this memo and the attached Terms of Reference.

Chaired by the Deputy Provost, the proposed committee is mostly comprised of faculty members, including either a dean or a designate of the dean from the Faculties and Divisions that align most closely with health programming: Education, Graduate Studies, Human and Social Development, Medical Sciences, Science, and Social Sciences. We also propose faculty or librarians nominated by SCAG, faculty or librarian nominations from the VP Indigenous and VP Research and Innovation, and student representatives. A limited number of ex-officio leaders are included for their expertise in areas associated with academic programming and approvals, student recruitment and retention, resource allocation and budgeting, project management and communications.

While the proposed committee is large, we believe it will be necessary to break into working groups to advance this work in an inclusive and timely way. To avoid an even larger committee at the outset, we propose allowing the chair to add additional committee members at the recommendation of the committee, following the initial meeting.

The committee will attend to potential engagement with Indigenous programming and partners, advance research strengths and our health research profile, consider implications to UVic Libraries, and centre student recruitment, retention and success in decision making. We have attached a draft Terms of Reference for Senate's review, feedback and approval.

Next steps

Following Senate's approval to proceed, the Chair of the committee will work collaboratively to identify and bring together committee members in a timely way. The committee will provide an update to Senate in fall 2023.

Attached: Terms of Reference: Senate Committee on Academic Health Programming

Senate Committee on Academic Health Programming

Terms of Reference | April 2023

Roles and responsibilities

The role of the ad-hoc Senate Committee on Academic Health Programming is to explore and determine the structure of a health-related Faculty at the University of Victoria, dedicated to health programming and building on existing structures (e.g., the Faculty of Human and Social Development or the Division of Medical Sciences) and consistent with UVic's vision for health programming, as articulated by the [UVic Health Initiative concept paper](#), [Aspiration 2030](#), and the [draft Strategic Plan](#). This may also include proposing new academic units to enhance the reputation and profile of academic health programming and research at UVic.

Responsibilities include:

1. Develop a project plan and consultation plan that includes internal and external stakeholders, and consulting with UVic students, staff, faculty, librarians, leaders and the Faculty Association (e.g., through surveys, townhalls, Faculty Council meetings, etc.).
2. Review existing structures at UVic and researching structures at comparator and aspirational post-secondary institutions.
3. Consider and make recommendations to the Vice-President Academic and Provost and Senate as follows:
 - a. The formation or reformation of a Faculty/Division organized around health programming;
 - b. The name of the Faculty/Division;
 - c. Academic Departments or Schools to be included in the Faculty;
 - d. Undergraduate and/or graduate programming to be offered through such a Faculty/Division;
 - e. Pathways and mechanisms for individual faculty members to affiliate with any new proposed academic structure, separate from the transfer of an entire academic unit to a new Faculty and aligned with the Collective Agreement;
 - f. Other considerations as directed by Senate.
4. Develop a communications plan and report to Deans' Council, Senate and members of the university community as appropriate and as necessary.
5. Attend to engagement with Indigenous programming and partners.
6. Attend to engagement with community partners and appropriate government partners including Ministries responsible for post-secondary education, health and provincial health authorities.
7. Consider alignment with, and implications to, UVic Libraries, Continuing Studies and non-academic units on campus while centering student recruitment, retention and success in decision making.

Approval process

The committee will take recommendations to Senate for approval, with the support of the Deans' Council and the Vice-President Academic and Provost, as implications may require Executive-level approval. As per the British Columbia University Act, the Faculties of each university may be constituted by the Board of Governors, on the recommendation of Senate. Following final approvals by Senate and Board the committee will conclude its work and dissolve.

Composition

The committee is comprised of 13 faculty/librarians, with two student representatives and one external community representative. Four ex-officio non-voting members are included for their operational expertise, advice and to support the work of the committee.

Voting

- Deputy Provost (Chair, *ex-officio*)
- Deans or faculty member designate* of the following Faculties/Division: Science, Social Sciences, Human and Social Development, Graduate Studies, Education, and Medical Sciences (*ex-officio*)
- 3 faculty members/librarians from Senate, nominated by the Senate Committee on Agenda and Governance
- 1 faculty member/librarian, nominated by the Vice-President Indigenous
- Associate Vice-President Academic Programs (*ex-officio*)
- Associate Vice-President Research (*ex-officio*)
- 2 students, including 1 undergraduate student and 1 graduate student, at least one of whom must be a student member of Senate
- 1 member from outside of the University of Victoria, nominated by the President

Non-Voting Resources

- Associate Vice-President Academic Resource Planning (*ex-officio*)
- Director, Academic Communications and Projects (*ex-officio*)
- Registrar or designate* (*ex-officio*)
- University Secretary or designate* (*ex-officio*)
- Administrative staff member, selected by the Chair (support)

**Designates do not need to be members of Senate*

The Chair, with the Support person, is responsible for setting and distributing agendas and confidential minutes.

Committee members may be required to lead or participate in working groups to advance this work in an inclusive and timely way. Working groups need not be exclusively comprised of committee members. The chair may add additional committee members at the recommendation of the committee, following the initial meeting.

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.



Date: March 29, 2023
To: Senate
From: Senate Committee on Awards
Re: **New and Revised Awards**

The Senate Committee on Awards met on March 24, 2023, and approved a number of new and revised awards for Senate's approval. Terms contained within this document are defined in Appendix 1 and Terms of Reference for these awards are in Appendix 2.

Recommended Motion:

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

- Jim Ounsworth Undergraduate Award for Indigenous Students (New)
- Jim Ounsworth Undergraduate Award for Part-time Indigenous Students (New)
- Jim Ounsworth Graduate Scholarship for Indigenous Students (New)
- Sharyl Yore Award* (Revised)
- SMONEĆ Natural Sciences Scholarship for Undergraduate Students (Revised)
- SMONEĆ Natural Sciences Scholarship for Graduate Students (New)
- Jeffrey Rubinoff Art as a Source of Knowledge Graduate Scholarship* (New)
- Lynne (Buzz) Beecroft Women's Field Hockey Award* (New)
- Jeanette Funke-Furber and Robert Furber Scholarship* (New)
- Cecilia and Ken Strong Fellowship* (New)
- Khowutzen Forestry Award in Environmental Studies (New)
- Chemistry Student Society 2002 Alumni Award* (Revised)
- Orca Book Publishers Student Mobility Award in Teacher Education (Revised)
- Alexander and Mary Mackenzie Entrance Scholarship (Revised)
- Hugh and Lilian Salmond Engineering Scholarship* (Revised)
- Flora Hamilton Burns Graduate Fellowship* (Revised)

** Administered by the University of Victoria Foundation*

Respectfully submitted,

2022/2023 Senate Committee on Awards

Maureen Ryan (Chair), Human and Social Development
Justin Bonnieux, Student Senator
John Dower, Faculty of Graduate Studies
Leslee Francis Pelton, Faculty of Graduate Studies
Rishi Gupta, Faculty of Engineering and Computer Science
Lalita Kines, President's Nominee, Vice-President Indigenous Office
Alyssa Manankil-Lakusta, Alumni Association Representative
Sudhir Nair, Peter B. Gustavson School of Business



Lori Hunter, Student Awards and Financial Aid
Donja Roberts, Faculty of Graduate Studies
Nahid Safari, GSS Representative
Wendy Taylor, Office of the Registrar
Linda Welling, Faculty of Social Sciences
Alexis Ramsdale (Recording Secretary), Student Awards and Financial Aid

Appendix 1

Scholarships, fellowships, awards, medals and prizes

Financial aid awarded as scholarships, fellowships, awards, medals and prizes are made available to students primarily on the basis of academic merit. These forms of financial aid have an academic threshold requirement but recipients may also be selected on the basis of additional criteria as specified in the terms of reference. The list of additional criteria includes, but is not limited to, financial need, community service, demonstrated leadership, region, athletic participation, entrepreneurship, ethnicity or gender.

In some cases the academic threshold may be lower than what is generally required for a scholarship. For example, unless otherwise specified, an admission average of 85% or higher is the minimum academic requirement for undergraduate entrance scholarships. The standard for athletic awards is set by U SPORTS, a regulatory organization external to UVic, and varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%.

Bursaries

Financial aid in the form of non-repayable bursaries is made available to students on the basis of demonstrated financial need. There may be additional selection criteria specified in the terms of reference, but financial need is the primary selection criteria.

Athletic Awards

Selection of athletic award recipients is made by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director of Varsity Performance Sport. Recipients must meet the eligibility requirements of the governing body for their sport, U SPORTS or the *National Association of Intercollegiate Athletics* (NAIA), who also set the regulations regarding the total amount of financial aid a varsity student athlete can receive per academic year. Varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%. In-course recipients must maintain a minimum GPA of 3.0 to receive an athletic award.

Appendix 2

Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

Jim Ounsworth Undergraduate Award for Indigenous Students (New)

Six awards of \$40,000, payable at \$10,000 per year, are given to Canadian-born Indigenous undergraduate students entering the University of Victoria, with preference for students with demonstrated financial need. Applicants must submit a letter (maximum 400 words) reflecting on how they see post-secondary education empowering them to help others and their community.

Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Office of Indigenous Academic and Community Engagement (IACE).

To be automatically renewed a student must have completed a total of 12.0 or more graded units in any two terms of study between May and April and maintained a GPA of 5.0/9.0 or higher. The award is automatically renewed for each year of the student's study until completion of a first undergraduate degree or for a maximum of three years, whichever is the shorter period.

Students registered in a co-op or work experience work term will automatically be renewed when they next complete 12.0 or more graded units in two terms, provided they have maintained a GPA of a minimum of 5.0/9.0. Any student who takes neither a co-op, work experience work term, nor academic units for more than one term may forfeit their award.

Jim Ounsworth Undergraduate Award for Part-time Indigenous Students (New)

Two awards of \$15,000, payable at \$5,000 per year, are given to Canadian-born Indigenous undergraduate students entering the University of Victoria as a part-time student (registered in a minimum of 6.0 graded units in two terms of study), with preference for students with demonstrated financial need. Applicants must submit a letter (maximum 400 words) reflecting on how they see post-secondary education empowering them to help others and their community.

Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Office of Indigenous Academic and Community Engagement (IACE).

To be automatically renewed a student must have completed a minimum of 6.0 or more graded units in any two terms of study between May and April and maintained a GPA of 5.0/9.0 or higher. The award is automatically renewed for each year of the student's study until completion of a first undergraduate degree or for a maximum of six years, whichever is the shorter period.

Students registered in a co-op or work experience work term will automatically be renewed when they next complete a minimum of 6.0 or more graded units in two terms, provided they have maintained a GPA of a minimum of 5.0/9.0. Any student who takes neither a co-op, work experience work term, nor academic units for more than one term may forfeit their award.

Jim Ounsworth Graduate Scholarship for Indigenous Students (New)

Two scholarships of \$15,000 each are awarded to academically outstanding Canadian-born Indigenous graduate students entering the University of Victoria, with preference for students with demonstrated financial need. The scholarships are renewable for the duration of the student's current graduate degree, up to a maximum of three years, provided the student has a first-class GPA and is making good academic progress in the same degree.

Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Office of Indigenous Academic and Community Engagement (IACE).

Sharyl Yore Award* (Revised)

One or more awards are given to members of the University of Victoria Office, Technical and Child Care staff who hold a regular appointment, have completed their probationary period and are taking classes in order to pursue a UVic degree, diploma or certificate. First preference will be given to Exempt Staff and second preference is given to members of CUPE 951 whose tuition and book costs are not fully covered by benefits received from the Career Development Fund. Preference will be given to recipients closest to completing their degree, diploma or certificate. This award will not be given to the same individual in successive years. Undergraduate Applicants must complete the online application by May 31st. Graduate students apply via the online graduate application between July 1st and September 15th.

SMONEĆ Natural Sciences Scholarship for Undergraduate Students (Revised)

A scholarship of \$2,000 is awarded to an academically outstanding undergraduate student in the Faculty of Science. Preference will be given to an Indigenous student from nations whose territory is fully or in part located within the borders of Canada ~~First Nations Status or Non-status student. In the event that no First Nations Status or Non-status student is eligible, the award will be given to an Inuit or Métis student.~~ Students may receive this award more than once.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Science.

SMONEĆ Natural Sciences Scholarship for Graduate Students (New)

A scholarship of \$2,000 is awarded to an academically outstanding graduate student in the Faculty of Science. Preference will be given to an Indigenous student from nations whose territory is fully or in part located within the borders of Canada. Students may receive this award more than once.

Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Science.

Jeffrey Rubinoff Art as a Source of Knowledge Graduate Scholarship* (New)

A minimum of two scholarships of up to \$10,000 each are awarded to academically outstanding graduate students in each of the five departments (Art History and Visual Studies, Music, Theatre, Writing, Visual Arts) in the Faculty of Fine Arts. Students with a GPA of 6.0/9.0 and above are eligible.

Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Award committee upon recommendation of the specific Fine Arts department.

Lynne (Buzz) Beecroft Women's Field Hockey Award* (New)

One or more awards are given to undergraduate students who compete on the Vikes Women's Varsity Field Hockey team. Eligible students must meet all U SPORTS eligibility requirements. Preference is for students who are considered "blue chip" athletes.

Award recipients will be selected on the basis of the following criteria as determined by the Varsity Head Coach, in consultation with the Senior Director of Athletics & Recreation and the Director, Varsity Performance Sport:

- Personal Responsibility – always giving their best effort academically, athletically and in life
- Attitude – having a positive attitude towards themselves, their teammates, their coaches, the opposition and officials.
- Time – being on time for all team commitments and engagements
- Service – going above and beyond for their teammates and community

Jeanette Funke-Furber and Robert Furber Scholarship* (New)

A scholarship is awarded to an academically outstanding graduate student in the Faculty of Human and Social Development undertaking research in gerontology in order to enhance and advance care for the elderly. Preference is for a student with demonstrated financial need.

The scholarship will rotate every other year between a PhD student in the School of Nursing and a Masters or PhD student in the Faculty of Human and Social Development.

Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Human and Social Development.

Cecilia and Ken Strong Fellowship* (New)

One or more fellowships are awarded to academically outstanding graduate students in the School of Environmental Studies who are studying or researching climate change, biodiversity and/or the Salish Sea. Preference will be given to students pursuing research in the areas currently being conducted by the Ban Research Group, the Hunt Research Group, the McClenachan Research Group, the Singh Research Group, the Shackelford Research Group and the Volpe Research Group.

Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Environmental Studies.

Khowutzen Forestry Award in Environmental Studies (New)

An award of \$2,000 is given to an undergraduate student continuing or transferring into the School of Environmental Studies.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the School of Environmental Studies.

Chemistry Student Society 2002 Alumni Award* (Revised)

A book prize is awarded to a third or fourth year undergraduate student majoring in Chemistry. Students must have demonstrated outstanding academic achievement in ~~both the laboratory and lecture components~~ either a lecture or lab course or have shown the

greatest improvement in either a lecture or a lab course. ~~both these components.~~
Graduating students are eligible.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Department of Chemistry.

Orca Book Publishers Student Mobility Award in Teacher Education (Revised)

One or more awards are given to undergraduate students in the Faculty of Education Teacher Education program to enhance the student learning experience through, but not limited to, field schools, conferences and practicum placements. The award will also assist students with the costs of travel and fees associated with their activity. Preference will be given to students in spring practicum placements.

Application forms are available on the Faculty of Education's website and must be submitted by May 31st. Applicants must submit a letter (max 350 words) outlining how they will use this award to enhance their learning experience and a budget (template provided).

Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Education.

Alexander and Mary Mackenzie Entrance Scholarship (Revised)

A scholarship of ~~\$1,500~~ \$2,500 is awarded annually to an academically outstanding Canadian student entering the first year at the University of Victoria who was involved in a secondary school or community anti-drug and alcohol program. A letter of recommendation from the program director must be included with the application for the scholarship.

Hugh and Lilian Salmond Engineering Scholarship* (Revised)

One or more awards of at least \$1,000 each are awarded to undergraduate students or groups of undergraduate students in third or fourth year of a program in the Faculty of Engineering and Computer Science. Preference is for students who have contributed to an innovative and practical engineering design with special emphasis on solar or other alternative energy sources or work in low-polluting energy systems. In the case where multiple students work on the same project, the award will be split evenly among all team members. Graduating students are eligible.

Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

Flora Hamilton Burns Graduate Fellowship* (Revised)

A ~~grant~~ fellowship of approximately \$700, donated by Flora Hamilton Burns in memory of Emily Carr, ~~is may~~ be awarded to an academically outstanding graduate highly qualified student in the Department of Art History & Visual Studies ~~History in Art.~~

Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of ~~At~~ the Department of Art History and Visual Studies.



Date: April 19, 2023
To: Senate
From: Senate Committee on Learning and Teaching
Re: **2022/2023 Annual Report**

The Terms of Reference for the Senate Committee on Learning and Teaching define its scope and relationship with Senate and other Senate committees. Each spring, the committee presents an annual report to Senate on its business and proceedings over the previous academic year.

The Senate Committee on Learning and Teaching met on September 15, 2022, December 8, 2022, February 2, 2023, March 6, 2023, and April 3, 2023. Over the year, the committee considered a variety of issues:

Revisions to the Course Experience Survey

Throughout the course of the year, the committee received updates from the subcommittee on CES on its work, including receiving feedback from the committee on a consultation paper, and participating in consultations with all faculties at their Faculty Council meetings, and various student groups.

At its April meeting, following a year of faculty and student preliminary consultation, committee members finalized the campus-wide survey for feedback on the proposed revisions to the Course Experience Survey. This survey will be distributed to all students and faculty in April 2023.

Proposal to establish a set of statistics on the costs of textbooks

At its September meeting, committee members reviewed a proposal that was referred from the Senate Committee on Agenda and Governance to the Senate Committee on Learning and Teaching and the Senate Committee on Libraries. The proposal was to investigate the feasibility of the establishment of a yearly set of statistics on the costs of textbooks. The committee was supportive of the proposal; however, additional data was needed from the University Bookstore along with feedback from various faculties on their principles toward textbook assignments.

At its December meeting, committee members received and reviewed the response on the proposal from the Senate Committee on Libraries and considered the various needs of faculties regarding course materials. The committee acknowledged, along with the Senate Committee on Libraires, that open access course materials were important, but that the request to gather data on textbook costs was not viable due to potential difficulties in understanding this context specific data which would lead to inaccurate understandings of the costs each academic term. The committee also expressed concern for instructors' academic and individual autonomy. Instead, it was determined that individual faculties could state the average costs over the course of a degree if it was felt that this information was important for their students.



Consultation on the Digital Learning Plan

At the December meeting, Helga Hallgrímsdóttir, Acting Deputy Provost, and Lisa Goddard, Acting University Librarian, provided committee members with an initial introduction to the development of a Digital Learning Plan. The initiative was introduced as a cross-institutional committee to build a plan of recommended actions as well as success indicators along several dimensions including quality assurance, digital literacy, and resources, infrastructure, procurement, and system-wide collaboration. Committee members provided feedback on the guiding principles proposed.

***Consultation on the Accessibility Plan
Artificial Intelligence and Assessment (Re)design***

At its February meeting, Helga Hallgrímsdóttir, Acting Deputy Provost, and Shailoo Bedi, Executive Director of the Division of Learning and Teaching Support and Innovation (LTSI), provided committee members with the background on the BC public sector mandate and a high-level plan for consultation across campus. The committee provided feedback on the planning proposed and noted that a draft plan would be presented to the committee for further feedback.

At this same meeting, Gayle Palas, Learning Experience Designer – Accessibility, outlined the support provided by the Technology Integrated Learning unit within LTSI. The committee also learned from Shailoo Bedi about the LTSI-led working group for Artificial Intelligence Evaluation and Assessment (Re)design to investigate ChatGPT and other Artificial Intelligence tools in relation to instructor support and inclusive design strategies.

At its March meeting, committee members were appraised of the consultation regarding the LTSI Artificial Intelligence and Assessment (Re)design working group, planned literature review, and environmental scan. Recommendations were planned for early summer to help inform instructor workshops and fall student orientation.

Consultation on the Draft Course Outline Regulations

At its March meeting, Elizabeth Adjin-Tettey, Acting Associate Vice-President Academic Programs, shared with committee members the work done to date on a more robust academic regulation for course outlines. Committee members provided feedback and were advised that the final proposed regulations would be presented to the committee for approval and recommendation to Senate for both academic calendars.

Course Modality Report

At its April meeting, Elizabeth Adjin-Tettey, Acting Associate Vice-President Academic Programs, shared the 2022/23 Winter Session report on course delivery modes with committee members. Committee members provided feedback on the report information, were informed of the various modalities, and discussed how modalities were distributed across the campus.

Report from the Division of Learning and Teaching Support and Innovation

At its December meeting, committee members received an update on the Division of Learning and Teaching Support and Innovation on the work done over the previous year.

Respectfully submitted,

2022/2023 Senate Committee on Learning and Teaching

Alexandra D'Arcy (Chair), Faculty of Humanities

Izzy Adachi, UVSS representative

Elizabeth Adjin-Tettey, Acting Associate Vice-President Academic Planning

Tim Anderson, Faculty of Education

Miranda Angus, Division of Continuing Studies

Shailoo Bedi, Executive Director, Learning and Teaching Support and Innovation

Elizabeth Borycki, Faculty of Human and Social Development

Erin Campbell, Faculty of Fine Arts

Deborah Curran, Faculty of Law

Andrea Giles, Executive Director, Coop Education and Career Services

Sean Hier, Faculty of Social Sciences

Matt Huculak, Libraries, System Services

Belema Itamunoala, Student Senator

Alannah Jensen, Student Senator

Pierre-Luc Landry, President's nominee

Kate Laureta, UVSS representative

Cedric Littlewood, Faculty of Graduate Studies

Wency Lum, Associate Vice-President Systems & Chief Information Officer

Michael McGuire, Faculty of Engineering and Computer Science

Scott McIndoe, Faculty of Science

Karen Munro, University Librarian's designate

Sarah Roberts, GSS representative

Brock Smith, Peter B. Gustavson School of Business

Rebecca Warburton, Convocation Senator

Jennifer Whately, Alumni Association

Ada Saab (Secretary), Associate University Secretary



Date: April 19, 2023
To: Senate
From: Senate Committee on University Budget
Re: **2022/2023 Annual Report**

During the 2022/23 academic year, the Senate Committee on University Budget continued to work with administration throughout the integrated planning and budget planning processes. The committee met four times:

October 7, 2022	January 25, 2023
December 2, 2022	March 24, 2023

An additional February lunch session was held regarding budget modelling.

At the **October 7, 2022** meeting, Vice-President Academic and Provost, Elizabeth Croft, and Associate Vice-President Academic Resource Planning, Tony Eder, provided an overview of the academic and resource planning cycle and the issues arising for the university. Vice-President Finance and Operations, Kristi Simpson provide an update on the 2022/23 Operating Budget and Consolidated Forecast, and the 2022/23 Budget Expenditure Allocation Report. The Budget Expenditure Allocation Report is available as part of the [October 2022 Open Board meeting docket](#).

Also at the October meeting, the committee passed a motion that all meetings for 2022/2023 be deemed closed and confidential and that all materials submitted to the committee in 2022/2023 be deemed closed and confidential unless these are submitted as open documents.

At the **December 2, 2022** meeting, Associate Vice-President Academic Resource Planning, Tony Eder, provided committee members with an update on the 2022/23 budget and enrolment projections, reviewed the outlook for 2023/24 and responded to committee members' questions and advice.

Acting Associate Vice-President Financial Planning, Andrew Coward, reviewed the 2023/2024 budget approach and key assumptions informing the development of the budget.

At the **January 25, 2023** meeting, Vice-President Academic and Provost, Elizabeth Croft, and Associate Vice-President Academic Resource and Planning, Tony Eder, presented an update on enrolment scenarios and the budget approach for 2023/2024 and responded to comments from committee members.

An abbreviated draft of the 2023/24 to 2025/2026 Planning and Budget Framework, Part 1 was presented to committee members as the university worked on enrollment solutions. The document reviewed the effects of the various issues to inform the budget approach and content regarding identified supports and institutional plans.

Committee members asked questions and provided feedback regarding the proposed budget priorities and related issues.

At a special **February 28, 2023** lunch session, the committee received a presentation from Andrew Coward, Acting Associate Vice-President Financial Planning and Operations, and Tony Eder, Associate Vice-President Academic Resource Planning, on post-secondary institutions and different budget modeling approaches.

At the **March 24, 2023** meeting, the committee received a presentation on the 2023/2024 – 2025/2026 Planning and Budget Framework. Associate Vice-President Academic Resource Planning, Tony Eder, reviewed the strategies and priorities outlined in Part One of the draft framework. Vice-President Finance and Operations, Kristi Simpson, reviewed Part Two of the draft framework, including sources of revenue, expenditures, fee increases, and priorities investments made to support students.

Respectfully submitted,

2022/23 Senate Committee on University Budget

Graham Voss (Chair), Faculty of Social Sciences

Jen Baggs, Peter B. Gustavson School of Business

Kelly Diether, Convocation Senator

Kevin Hall, President and Vice-Chancellor

Catherine Harding, Faculty of Fine Arts

Helen Kurki, Social Sciences

Phalguni Mukhopadhyaya, Faculty of Engineering and Computer Science

James Nahachewsky, Faculty of Education

Liam Peta, Student Senator

Jill Walshaw, Faculty of Humanities

Ada Saab (Secretary)



Date: 29 March 2023
To: Members of Senate
Copy: Dr. Annalee Lepp, Chair, Convocation Committee
From: Dr. Kevin Hall
President and Vice-Chancellor
Re: **Re-appointment of the Orators for the University of Victoria**

As you know, citations for the honorary graduands for whom the Senate approves degrees are written and read at convocation by the university's orators. The citations convey to those attending convocation what the individuals have achieved and why we are recognizing them, as well as communicating to the honorands the university's recognition and appreciation. The terms of reference for orators are attached.

The university currently has a compliment of orators who have served for a number of years. These orators have done important work to revere our honorands with sensitivity and eloquence. The following individuals are recommended for re-appointment:

Recommended Motions:

That Senate re-appoint the following as Orators for a 3-year term beginning January 1, 2023 and ending December 31, 2025:

- *Linda Hardy*
- *Eric Higgs*

That Senate re-appoint the following as Orators for a 3-year term beginning July 1, 2023 and ending June 30, 2026:

- *Carole Miller*
- *Judith Terry*

/Attachment



Name: Orators
Approving Authority: Senate
Effective Date: March 2008
Supersedes: March 1991
Last Editorial Change: N/A

TERMS OF REFERENCE

The Senate of the University of Victoria recognizes and honours individuals for their outstanding achievements by awarding them honorary degrees. Such degrees are presented at Convocation. Orators play a vital role in recognizing and celebrating the recipients. They research, write and deliver citations that articulate for both a general and an academic audience, the reasons why the honorary degree is being granted.

The University maintains a roster of orators, appointed by the Senate, that includes a University Orator, a Deputy University Orator and other orators.

I University Orator

The University Orator will:

1. research and write citations for honorary graduands and read those citations at Convocation;
2. provide instruction and advice to other orators;
3. assign orators to work on particular citations;
4. edit draft citations; and
5. assist in the recruitment and orientation of new orators.

II Deputy University Orator

The Deputy University Orator will:

1. research and write citations for honorary graduands and read those citations at Convocation; and
2. act for the University Orator when he or she is absent.

III Orators

The Orators will:

1. research and write citations for honorary graduands and read their citations at Convocation.

PROCEDURES

1. The University Orator, Deputy University Orator and other Orators will be appointed by the Senate upon the recommendation of the President. The Chair and Vice-Chair of the Convocation Committee will advise the President on such appointments.
2. The Chair and Vice-Chair of the Convocation Committee will seek to appoint as orators members of the university community who:
 - are excellent public speakers;
 - are able to shape biographical materials into a portrait which explains the achievements and qualities of the recipient of the honorary degree (ie: not a mere c.v.);
 - are available at the times of Convocation (spring, fall); and
 - enjoy seeing students convocate and participating in Convocation.
3. The term of appointment will normally be three years, renewable, from July 1 to June 30.

NOTES

1. Service as an orator is deemed to be service to the university under the Framework Agreement (Joint Committee on the Administration of the Framework Agreement Annual Report 2006).
2. An individual who has not yet been appointed as an orator by the Senate may be invited by the University Orator to prepare and deliver a citation.