

Members are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas

BOARD OF GOVERNORS MEETING

NOTE TIME CHANGE → → → 10:00 a.m., Thursday, April 23, 2015
Room 4155 Stevenson Hall

1. Adoption of Agenda - Open Session
2. [Report of the President](#) (Amit Chakma)
3. Unanimous Consent Agenda - [Appendix I](#)
 - Includes [Open Session Minutes of the Meeting of January 29, 2015](#)
4. Business Arising from the Minutes
5. Reports of Committees:
 - Property & Finance Committee - [Appendix II](#) (Paul Jenkins)
 - Senior Operations Committee - [Appendix III](#) (Chirag Shah)
 - Audit Committee - [Appendix IV](#) (Jim Knowles)
 - Fund Raising and Donor Relations Committee - [Appendix V](#) (Laura Gainey)
6. Items Referred by Senate - [Appendix VI](#) (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

SUMMARY OF AGENDA ITEMS – April 23, 2015 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of January 29, 2015 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

Budgets and Fees <ul style="list-style-type: none">• 2015-2016 University Operating and Capital Budgets and Tuition Fees• Student Fee-Funded Units and Academic Supports• Student Organization Fees 2015	ACTION
Annual Report and Recommendations of the Student Services Committee	INFO
Quarterly Financial Report (Operating Budgets)	INFO
Investment Committee Report	INFO
Revenues, Expenditures and Tuition – By Faculty	INFO
Revisions to Investment Committee Terms of Reference	INFO
New Scholarships	INFO

Senior Operations Committee – Appendix III

Deletion of Personnel Policies – Robarts Clinical Trials Staff	
--	--

Audit Committee – Appendix IV

Annual Report 2014 – Campus Community Police	INFO
--	------

Fundraising & Donor Relations Committee – Appendix V

Quarterly Report on Fundraising	INFO
Western Fund Allocation	INFO

Items Referred by Senate - Appendix VI

Articulation Agreement between King's University College and Fanshawe College	ACTION
Bone and Joint Institute	ACTION
Report on Motions of Non-Confidence	ACTION
2015-16 University Operating and Capital Budgets	INFORMATION
2015 Entrance Standards for Undergraduate First-Year Admission	INFORMATION
Five-Year Enrolment Projections	INFORMATION
Report on Year One Class and Entering Averages	INFORMATION
Report on Faculty Recruitment and Retention	INFORMATION
Report of the Working Group on Information Security (WGIS) – 2014 Annual Report	INFORMATION

Report of the Academic Colleague	INFORMATION
Report of the Honorary Degrees Committee	INFORMATION
Report of the Subcommittee on Teaching Awards – Teaching Award Recipients 2014-15	INFORMATION

Questions from Members

REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: April 23, 2015
Re: President's Report to the Board

For the April 23, 2015 Board meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on January 29, 2015.

Government update: In partnership with McMaster University and the University of Waterloo, Western has submitted a five-year \$75-million proposal for the establishment of an Advanced Manufacturing Consortium project among the three institutions. The proposal was presented to Ontario Finance Minister Charles Sousa during his February 19 budget consultation process held in London. Western's presentation focused on the unique and complementary strengths each university brings to the table and how working together will enhance Ontario's economy, specifically within the advanced manufacturing sector. The five-year proposal was also presented by Waterloo and McMaster during their local consultations.

On March 19, Western Economics alumnus and federal Deputy Minister Champion, Bob Hamilton of Natural Resources, visited campus to engage with students, staff and faculty in the Faculties of Science, Social Science and the Ivey Business School, in addition to several other planned activities. Mr. Hamilton was accompanied by Western alumnus and Deputy Minister of Finance, Tim Sargent. Their visit began with a tour of the Robarts Imaging Centre as a means to better understanding the merits of Western's proposal to the Canada First Research Excellence Fund which leverages the university's world-class strength in the field of medical imaging. Following meetings with senior administration, Bob then spoke before some 200 students, staff and faculty at Conron Hall on 21st Century Resource Management and then engaged in a Q&A session that focused on promoting the opportunities available to work for the federal government. Following a luncheon hosted for the senior members of Natural Resource Canada, the afternoon featured lectures by Tim Sargent to Economics, a workshop with Science faculty, and meetings at Ivey. The day concluded with a tour for the Deputy Ministers and NRCan team at the Biotron, highlighted by poster presentations by several upper-year undergraduate and graduate students from the Faculty of Science on a broad range of environmental research topics. The day was very successful for both Western and the Deputy Ministers. Special thanks are owed to Faculty of Science Dean, Charmaine Dean, who together with her staff arranged several unique events to highlight Western's teaching and research strengths that had not previously been showcased for our government partners.

On March 30, Western's Faculty of Education was honoured to host a visit from Ontario Lieutenant Governor Elizabeth Dowdeswell who was on campus to launch Roseneath Theatre's opening performance of a play titled "Spirit Horse." Sponsored by the Elementary Teachers' Federation of Ontario, the play is currently touring southern Ontario schools to tell the powerful story of two urban First Nations children whose lives are changed when their grandfather brings them a mysterious horse. Western's Provost & Vice-President (Academic) Janice Deakin, Board of Governors Vice Chair Hanny Hassan, and several distinguished leaders from regional First Nations communities were on hand to welcome Lt. Gov Dowdeswell. The special occasion provided a unique opportunity to celebrate and highlight our commitment to supporting the academic success of the some 450 indigenous students who choose to pursue their studies at Western.

Finally, looking ahead to the federal and provincial budgets, scheduled for release April 21 and 23, respectively, we anticipate some potential support for Advanced Manufacturing strategies that Western may be able to participate in. In the provincial budget, we also anticipate some austerity measures will be announced that we will have to analyze closely to determine the impact they may have on our teaching and research mission.

Decanal review and selection update: Congratulations were extended to Dr. Michael Strong February 6 when he was re-appointed to a second five-year term as Dean of the Schulich School of Medicine & Dentistry, extending his leadership through to June 30, 2021. Also on February 6, the Provost announced that Jana Luker has been appointed to a five-year term as Western's first-ever Associate Vice-President (Student Experience), beginning June 1. Ms. Luker is currently Executive Director (Services for Students) at McGill University, a portfolio she has led since 2007. Jana brings extensive professional experience with her to Western, having served in similar and progressively more senior roles at other Canadian universities including Guelph, Toronto and St. Francis Xavier. Special thanks are owed to Angie Mandich for serving in an Acting capacity in this important role during the period of the search.

Meanwhile, the work of two additional search committees remains underway to recruit successors to the Dean of the Faculty of Health Sciences, Jim Weese, as well as to the Vice-Provost (Academic Planning, Policy & Faculty), Alan Weedon. Looking ahead, Senate-appointed decanal committees will soon be struck to begin their review and selection work concerning the Faculties of Education, Music, Law and Science.

Accolades: On April 14, we learned that former Board of Governors member and Western Distinguished University Professor David Bentley (English & Writing Studies) has been named among only five Canadian scholars to receive the 2015 Killam Prize, presented by the Canadian Council of the Arts. Congratulations are extended to Professor Bentley, who will be recognized May 12 in a presentation ceremony hosted by the Governor General at Rideau Hall.

ACTIVITIES OF THE PRESIDENT

(January 20, 2015 – April 10, 2015)

January	20	London	2015 Ontario Budget Discussion
	20		Senior Operations Meeting
	20		Internal meeting
	20		Honorary Degree phone call
	21		Meeting with external stakeholder
	21		Honorary Degree phone call
	22		Breakfast meeting with external stakeholder
	22		Video/Audio shoot
	23		Internal meetings
	23		Phone call with external stakeholder
	23		Senate
	23		Honorary Degree phone call
	24		Honorary Degree phone call
	24	Montreal	WUSC Annual Assembly
	26	London	STIC Teleconference
	26		Lunch meeting with USC President
	27		Mayor's State of the City Address
	27		Engineering Accreditation Board visit
	27		United Way Western Campaign Achievement Announcement
	29		WCS Partnership Announcement Event
	29		Board of Governors Meeting
	30	Toronto	Funeral Service for Chancellor Rotman
February	1	London	Western Family Appreciation Events
	2		Honorary Degree phone call
	2		Meeting with Chirag Shah and Hanny Hassan
	2		Phone call with external stakeholders
	3	Ottawa	U15 Meetings
	4	Toronto	CST Teleconference
	4		AUCC Book Launch and Reception/Dinner
	5		Joint meeting of Executive Heads and the CCOU
	5		COU Executive Heads Round Table
	6	London	Honorary Degree phone call
	9		Lunch meeting with USC President
	9		Internal Meeting
	11		Western Leaders Forum
	11		Research Awards & Distinctions Recognition Reception
	12		Honorary Degree phone call
	13		Senate
	19	Orlando	Alumni Event
	20	Tampa	Facility Tour
	23	London	STIC Teleconference

February	23		Honorary Degree phone call
	24		Internal meetings
	24		President's Lecture Series and Dinner
	25	Ottawa	U15 Meetings
	25-26		STIC Meetings
	27	London	Meeting with faculty member
March	2		Phone calls with external stakeholders
	3		Tech Talk
	3		Phone call with campaign chair
	3		WUSC Executive Committee Teleconference
	4		CST Teleconference
	4		Meeting with external stakeholder
	4	Toronto	CST Board of Directors Dinner
	5		CST Board of Directors Meeting
	5		Founders Day Event
	10	Ottawa	U15 Meetings
	11	London	Breakfast meeting with Dean
	11		Lunch meeting with external stakeholder
	11		RISB Meeting
	11		Faculty Author Reception
	12		COU phone call
	12		Student Residence Reception
	13		Senate
	14	Ottawa	WUSC Board of Directors Meeting
	16	London	Indigenous Awareness Week Opening Ceremony
	16		Dinner meeting with Dean
	17		Audit meeting
	17		Property & Finance Meeting
	17		Senior Operations Meeting
	17		Reception – Appointments to the bench
	18		Breakfast meeting with Dean
	18	Toronto	COU Executive Heads Roundtable and Dinner
	19	London	Meetings with external stakeholders
	23		Honorary Degree phone call
	24		Lunch meeting with faculty member
	24		Arts & Humanities Research Day
	24		Women's Hockey CIS Celebration
	24		Honorary Degree phone call
	25		Donor meeting
	25		Business Achievement Awards
	26	Toronto	Visitation for George Connell
	27		Visit with external stakeholder
	30	London	Roundtable discussion at City Hall
	30		Lunch meeting with faculty member

	30		SCUP Meeting
March	31		Meetings with visiting university delegation
	31		Meeting with internal stakeholder
April	6		Board of Governors meeting
	7		United Way lunch
	7		Teleconference with external stakeholder
	10		Senate

UNANIMOUS CONSENT AGENDA

FOR APPROVAL

Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion.

Recommended: That the following items be approved or received for information by the Board of Governors by unanimous consent:

Minutes

1. Open Session Minutes of the Meeting of January 29, 2015	ACTION
--	--------

Report of the Property & Finance Committee – Appendix II

2. Quarterly Financial Report (Operating Budgets)	INFORMATION
3. Investment Committee Report	INFORMATION
4. Revenues, Expenditures and Tuition – By Faculty	INFORMATION
5. Revisions to Investment Committee Terms of Reference	INFORMATION
6. New Scholarships	INFORMATION

Senior Operations Committee – Appendix III

7. Deletion of Personnel Policies – Robarts Clinical Trials Staff	ACTION
---	--------

Audit Committee – Appendix IV

8. Annual Report 2014 – Campus Community Police Services	INFORMATION
--	-------------

Fund Raising & Donor Relations Committee – Appendix V

9. Annual Western Fund Allocation	INFORMATION
-----------------------------------	-------------

Report from Senate – Appendix VI

10. Articulation Agreement between King's University College and Fanshawe College	ACTION
11. Bone and Joint Institute	ACTION
12. 2015-16 University Operating and Capital Budgets	INFORMATION
13. 2015 Entrance Standards for Undergraduate First-Year Admissions	INFORMATION
14. Five-Year Enrolment Projections	INFORMATION
15. Report on Year One Class and Entering Averages	INFORMATION

16.	Report on Faculty Recruitment and Retention	INFORMATION
17.	Report of the Working Group on Information Security (WGIS) – 2014 Annual Report	INFORMATION
18.	Report of the Academic Colleague	INFORMATION
19.	Report of the Honorary Degrees Committee (to be distributed)	INFORMATION
20.	Report of the Subcommittee on Teaching Awards - Recipients for 2014-15	INFORMATION

The Unanimous Consent Agenda

The Board's parliamentary authority -- *Sturgis Standard Code of Parliamentary Procedure* -- explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved en bloc without discussion, saving the time that would be required for individual votes.

A number of Canadian university Boards have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the Board to focus on major items of business. While approval of an omnibus motion saves time at Board meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, she may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda and in committee reports that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

JANUARY 29, 2015

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: Mr. C. Shah, Chair
Ms. I. Birrell, Secretary

Mr. J. Adams	Ms. S. Grindrod
Dr. S. Armstrong	Mr. H. Hassan
Dr. C. Beynon	Mr. P. Jenkins
Ms. C. Burghardt-Jesson	Mr. J. Knowles
Dr. J. Capone	Ms. G. Kulczycki
Dr. A. Chakma	Mr. T. Sutherland
Ms. K. Cole	Dr. B. Timney
Dr. R. Darnell	Dr. J. Toswell
Mr. J. English	Mr. M. Wilson
Ms. L. Gainey	

By Invitation: S. Fazilat, L. Logan

BG.15-01 **REPORT OF THE CHAIR**

The Chair asked for a moment of silence in memory of Chancellor Joseph Rotman who passed away on January 27, 2015.

On behalf of the Board, the Chair welcomed Ms. Cathy Burghardt-Jesson to her first meeting. She was recently appointed as the representative of the Warden of Middlesex County.

BG.15-02 **REPORT OF THE PRESIDENT**

The President's Report, distributed with the agenda, included the following topics: government update, leadership update, environmental leadership recognition and the President's activities since the November 2014 Board meeting.

Dr. Chakma also drew attention to the document "Economic Impact Highlights" distributed at the meeting. This document, which was last produced in 1999, is the result of a study conducted by KPMG that examined the economic impact of Western's activities from enrolment, employment, innovation, commercialization of new discoveries and company creation, as well as other supports and services provided to the community.

BG.15-03 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by M. Wilson, seconded by L. Gainey,

That the 17 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.15-04 **Minutes from the Previous Meeting**

The open session minutes from the meeting of November 20, 2014, were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.15-05 **Statement of Investment Objectives, Policies and Governance – Revisions [MAPP 2.26]**

It was moved by J. Knowles, seconded by J. Adams,

That the revised Statement of Investment Objectives, Policies & Governance for the Operating and Endowment Fund, detailed in Appendix II, Annex 1 and 2, be approved.

Ms. Kulczycki provided an overview of the revisions detailed in Appendix II, Annex 1.

Responding to questions regarding risk tolerance (Section 3.2), and hedging (Section 3.9), Ms. Logan provided the following:

- Risk Tolerance:
The most recent expected return and standard deviation calculated by Western's Investment Consultant identified a 6.7 percent return with an 11.7 percent standard deviation. This means that two-thirds of the time, returns will range from -5.0 percent to 18.4 percent, and one-third of the time they will fall outside of this range. The introduction of alternative investments into the asset mix of the portfolio has increased the standard deviation of returns nominally.
- Hedging:
The target hedging ratio has not changed from the last Statement of Investment Objectives, Policies & Governance. With the increase in alternative assets, the exposure to non Canadian currencies has increased. This has resulted in the need to increase currency hedging. Recent infrastructure investments denominated in Australian dollars have been fully hedged. With our target asset mix, the Fund will have a 30 percent exposure to non Canadian currency, after hedging. 55 percent of the Fund's assets are exposed to non Canadian currencies, after hedging the exposure is maintained within the policy ratio of 10-30 percent.

The question was called and CARRIED.

BG.15-06 **MAPP 2.10 – Policy on Scholarships, Awards and Prizes - Revisions**

It was moved by M. Wilson, seconded by L. Gainey,

That the revised MAPP 2.10 – Policy on Scholarships, Awards and Prizes, detailed in Appendix II, Annex 3, be approved.

CARRIED (by Unanimous Consent)

BG.15-07 **MAPP 2.11 – Investment Payout Policy Revision**

It was moved by M. Wilson, seconded by L. Gainey,

That revisions to MAPP 2.11- Investment Payout Policy, detailed in Appendix II, Annex 4, be approved effective May 1, 2015.

CARRIED (by Unanimous Consent)

BG.15-08 **Information Items Reported by the Property & Finance Committee**

The Report of the Property & Finance Committee, detailed in Appendix II, contained the following items that were received for information by unanimous consent.

- CGA Ontario Professorship in Accounting – Name Change
- Investment Committee Report
- Quarterly Financial Report (Operating Budgets)
- Ancillary Financial Report
- Annual Report on Trademark Licensees doing Business with the Book Store
- New and Revised Scholarships and Awards

REPORT OF THE BY-LAWS COMMITTEE [Appendix III]

BG.15-09 **Amendment to Special Resolution No.1- M: Senior Operations Committee – Membership**

It was moved by L. Gainey, seconded by H. Hassan,

That the Board of Governors approve that the terms of reference of the Senior Operations Committee be amended to include an “at large” seat to be filled from time to time at the Committee’s discretion and on the recommendation of the Chair of the Board with a member drawn from an external constituency of the Board.

CARRIED

REPORT OF THE AUDIT COMMITTEE [Appendix IV]

BG.15-10 **Information Item Reported by the Audit Committee**

The Report of the Audit Committee, detailed in Appendix IV, contained the following item that was received for information by unanimous consent:

- Internal Audit Charter Update

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE [Appendix V]

BG.15-11 **Information Item Reported by the Fund Raising and Donor Relations Committee**

The report of the Fund Raising and Donor Relations Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent:

- Quarterly Report on Fund Raising

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix VII]

BG.15-12 **Procedures for Policy on Sexual Violence (MAPP 1.52)**

The Board approved the Policy on Sexual Violence (MAPP 1.52) in September 2014. At the time, procedures for implementing the policy were still under development. They are now completed and are posted on the MAPP website along with the policy. Ms. Kulczycki highlighted the summary of activities with respect to these issues detailed in Appendix VII, Annex 1.

ITEMS REFERRED BY SENATE [Appendix VI]

BG.15-13 **School of Graduate and Postdoctoral Studies: Introduction of the Master of Media in Journalism and Communication (MMJC) Program**

It was moved by M. Wilson, seconded by L. Gainey,

That, pending Quality Council approval, the new Master of Media in Journalism and Communication (MMJC) program be introduced effective January 1, 2015, as shown in Appendix VI, Annex 1, as recommended by Senate.

CARRIED (by Unanimous Consent)

BG.15-14 **MAPP 1.26 - Policy on Establishing International Academic Partnerships**

It was moved by M. Wilson, seconded by L. Gainey,

That MAPP 1.26 – Policy on Establishing International Academic Partnerships, attached hereto as Appendix VI, Annex 3, be recommended to the Board for approval, replacing the Guidelines for Educational Partnerships attached as Appendix VI, Annex 4.

CARRIED (by Unanimous Consent)

BG.15-15 **Information Items Referred By Senate**

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- Report of the Academic Colleague – December 2014 meeting
- Announcements

BG.15-16

Farewell

On behalf of the Board, the Chair acknowledged the time given and contributions made to the operations of the Board by Joanne Vanderheyden, previous representative of the Warden of Middlesex County, and Jackie Moss, whose term on the Board ends in March.

The meeting adjourned to the confidential session.

C. Shah
Chair

I. Birrell
Secretary

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

Contents	Consent Agenda
<p>Budgets and Fees</p> <ul style="list-style-type: none"> • 2015-2016 University Operating and Capital Budgets and Tuition Fees • Student Fee-Funded Units and Academic Supports • Student Organization Fees 2015 	No
<p>Annual Report and Recommendations of the Student Services Committee</p>	No
<p>Quarterly Financial Report (Operating Budgets)</p>	Yes
<p>Investment Committee Report</p>	Yes
<p>Revenues, Expenditures and Tuition – By Faculty</p>	Yes
<p>Revisions to Investment Committee Terms of Reference</p>	Yes
<p>New Scholarships</p>	Yes

FOR APPROVAL

1. **2015-16 University Operating and Capital Budget**

Recommended: That the Board of Governors approve the 2015-16 University Operating and Capital Budgets and the proposed Program Specific Fees and Other Supplemental Fees for 2015-16.

Background:

The 2015-16 Operating and Capital Budgets are attached ([Annex 1](#)). Supplemental Fees and Other Charges, shown on Table 3 of the Program Specific Fees and Other Supplemental Fees report ([Annex 2](#)) are approved by the President throughout the year, as authorized under the Student Fee Policy (Policy 2.4). These are reported for information.

2. **Student Fee-Funded Units, Ancillaries and Academic Supports**

Recommended: That the Board of Governors approve the 2015-16 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units summarized in the report entitled “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies”.

Background:

See [Annex 3](#).

3. **Student Organization Fee Proposals for 2015-16**

The tables referenced in the motion below are in the report entitled “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies” ([Annex 3](#)).

Recommended: That the organization fees for the University Students' Council for 2015-16 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students shown in Table 2 (full-time graduate students – three terms) and Table 3 (part-time graduate students), be approved as requested by SOGS, with the proviso that by the March 2016 meeting of the Property and Finance Committee, SOGS provide a long-range sustainable plan to eliminate its structural deficit.

That the organization fees for the Honors Business Administration Association for 2015-16 shown in Table 2, note (b) be approved, as requested by the HBAA.

That the organization fees for the Master of Business Administration Association for 2015-16 shown in Table 2, note (c) be approved, as requested by the MBAA.

4. **Annual Report and Recommendations of the Student Services Committee**

Recommended: That the ancillary fees collected by the University be those detailed in [Annex 4](#), as recommended by the Student Services Committee.

FOR INFORMATION

5. **Quarterly Financial Report (Operating Budgets)**

See [Annex 5](#).

6. **Investment Committee Report**

See [Annex 6](#).

7. **Revenues, Expenditures and Tuition – by Faculty**

See [Annex 7](#).

8. **Revisions to Investment Committee Terms of Reference**

At its meeting on March 17, 2015, the Property & Finance Committee approved revisions to Resolution No. 1-N, Investment Committee, effective April 1, 2015.

The proposed changes are editorial, taking account of the merger of Foundation Western and the designation of the Associate Vice-President (Finance & Facilities) as chair.

See [Annex 8](#).

9. **New Scholarships**

See [Annex 9](#).



Student Services Committee Report

2015/2016

Matt Helfand, USC President
Report of the Chair
Tuesday, March 10, 2015

Introduction:

The Student Services Committee met four times over the course of the year to communicate student priorities related to ancillary services, hear presentations from all ancillary units and recommend 2015/2016 ancillary fee levels to the Board of Governors. A smaller working group met an additional four times throughout the year.

These units presented on new programs, or expanding current programs, and what the fee increases meant to each specific member. On behalf of the committee, I would like to commend all of the ancillary units for the work they do on behalf of students; I'd also like to thank Rick Campbell, Gitta Kulczycki, Ruban Chelladurai, Angie Mandich and Susan Grindrod for all of the support they provided the committee as it worked to develop its recommendations.

Recommendation:

The committee unanimously recommends approval of the 2015-16 student activity fee schedule, as presented in the attached appendix. The recommended fee represents a \$9.01 (2.0%) increase versus previous year. After lengthy discussions, the committee recognized the need for all units to receive an inflationary increase in order to maintain their levels of service.

Background:

Inflationary Adjustment

In 2014 the Student Services Committee implemented a fee adjustment mechanism designed to avoid the erosion of service levels caused by the negative financial impact of progressive inflation. The mechanism provides for an overall adjustment to ancillary fees equal to the greater of 2% or the rate of Canadian CPI for the preceding calendar year. Each year this 'inflation pool' is allocated to the units on a differential basis by the University administration following a review of the individual planning submissions. The total inflation pool available for allocation in fiscal 2015/16 is 2.4%; a base increase was approved for all fee-funded units.

Conclusion:

Students take their role in recommending ancillary fee levels to the Board of Governors very seriously and we appreciate the effective and respectful working relationship we've developed with the University administration and the heads of Western's funded ancillary units. That said, with the newly appointed AVP Student Experience as the primary liaison around this committee, and elsewhere, we anticipate some changes in the way this committee will operate. Our hope is that this committee can be used as a strategic body, to help coordinate service augmentations on the basis of student needs. It has also been indicated that the terms of reference for this committee should be reviewed in order to ensure that the appropriate university leaders are present for deliberations.

Western University
2014-15 Operating Budget Update
 as at January 31, 2015
 (\$000)

<a> Summary

		As Approved by Board	Revised Forecast	Increase/Decrease	
				\$	%
1	Revenues 	679,157	680,036	879	0.13%
2	Expenditures	689,213	689,947	734	0.11%
3	Surplus / (Deficit)	(10,056)	(9,911)	145	
4	Operating Reserve -- Beginning of Year	42,155	41,387	(768)	
5	Surplus / (Deficit)	(10,056)	(9,911)	145	
6	Operating Reserve -- End of Year	32,099	31,476	(623)	

** Revenue Changes**

7	International Medical Student Tuition			1,000	
8	All Other			(121)	
9	Total Revenue Changes			879	

<c> Expense Changes

10	Medicine & Dentistry: Int'l Medical Student Tuition			1,000	
11	All Other			(266)	
12	Total Expenditure Changes			734	

Report of the Investment Committee

For Information

This report outlines the performance of the Operating and Endowment portfolio and the recent activities of the Investment Committee.

Performance

The performance of the portfolio for the past four years was as follows:

<u>Asset Class</u>	Annual Dec 31 <u>2014</u>	Annual Dec 31 <u>2013</u>	Annual Dec 31 <u>2012</u>	Annual Dec 31 <u>2011</u>	Annualized for Four years Ending <u>Dec 31, 2014</u>
Equities:					
Canadian	13.47%	23.09%	10.96%	(9.83)%	8.73%
US	19.11	39.21	16.59	(0.08)	17.89
Non North American	5.33	27.73	19.55	(9.21)	9.93
Private	28.17	19.51	10.21	16.44	18.40
Fixed Income	8.53	(0.70)	3.55	9.39	5.11
Real Estate	8.65	9.87	12.03	-	-
Absolute Return Strategies	8.11	8.52	8.70	-	-
Infrastructure	10.99	-	-	-	-
				(1.03)%	
<i>Total Fund Return</i>	<u>11.64%</u>	<u>19.84%</u>	<u>11.37%</u>		<u>10.20%</u>
<i>Policy Return</i>	<u>9.31%</u>	<u>16.98%</u>	<u>10.45%</u>	<u>(0.81)%</u>	<u>8.79%</u>

Returns in relation to the real rate of return objective

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.5% per year for the four year period and 1.7% per year for the ten year period.

For the four years ending December 31, 2014, the annualized real rate of return was 8.7%. For ten years ending December 31, 2014, the annualized real rate of return for the portfolio was 5.4%.

Value added by Active Management

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management.

Over the four years ending December 31, 2014, the actual annualized return for the portfolio was 10.2% and the return generated by the market indices for the portfolio was 8.8% (the policy return). Over the ten years ending December 31, 2014, the actual annualized return for the portfolio was 7.1% and the return generated by the market indices for the portfolio was 6.5%. The objective was met for both of these periods.

Please refer to the attached pages for additional information related to the real returns and total fund value added for periods ending December.

Update on Investment Committee Activities

- The Committee recently recommended a revised Statement of Investment Objectives, Policies and Governance for Board approval. The revised SIOP&G contained a number of significant changes, one of which was a new classification of assets. The table below outlines the new classifications and provides the market value of the assets held at January 31, 2015:

	Market Value	Target Asset Mix			Actual Asset Mix
		Minimum	Target	Maximum	
Equities					
<i>Canadian</i>	203,911,176.32	15.0%	20.0%	25.0%	20.2%
<i>US</i>	213,511,618.72	15.0%	20.0%	25.0%	21.1%
<i>EAFE</i>	207,912,840.75	15.0%	20.0%	25.0%	20.6%
<i>Private</i>	33,787,441.90	0.0%	5.0%	10.0%	3.3%
Total Equities	659,123,077.69	60.0%	65.0%	70.0%	65.2%
Fixed Income					
<i>Core Fixed Income</i>	165,711,209.80	5.0%	10.0%	30.0%	16.4%
<i>Commercial Mortgages</i>	49,986,922.00	0.0%	5.0%	10.0%	4.9%
Total Fixed Income	215,698,131.80	10.0%	15.0%	35.0%	21.3%
Real Assets					
<i>Real Estate</i>	30,754,067.96	0.0%	5.0%	10.0%	3.0%
<i>Infrastructure</i>	49,562,095.61	5.0%	10.0%	15.0%	4.9%
Total Real Assets	80,316,163.57	5%	15%	20%	7.9%
Diversifiers					
<i>Cash</i>	24,763,719.45	0.0%	0.0%	10.0%	2.4%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	31,095,376.27	0.0%	5.0%	10.0%	3.1%
Total Diversifiers	55,859,095.72	0%	5%	15%	5.5%
Grand Total	1,010,996,468.78				100.0%

- Administration recently completed an updated Stress Test of the Non-Endowed portfolio. The Committee reviewed the results and concluded that the Operating Portfolio is able to sustain a worst-case scenario even when invested in the same manner as the Endowed Portfolio provided that we continue to adhere to the following risk controls:
 - sufficient availability of short term assets such that no funds would be required to be withdrawn from the Portfolio in a worst case scenario
 - the recommendation is to maintain a cash reserve (short term portfolio) of no less than \$175.0 million
 - Maintaining the ratio of assets of obligations established by the Board
 - Limiting contributions to the operating budget
- An additional recommendation as a result of the stress test was to enhance reporting to P&F and the Board to raise the level of awareness of the Total Investments held by the University.

The following chart summarizes the Investments held at January 31, 2015:

Investment Portfolio	Value Invested
Short term	351.9
<i>Operating:</i>	
<i>Obligations</i>	244.8
<i>Surplus</i>	<u>202.7</u>
Total Operating	<u>447.5</u>
<i>Endowed</i>	563.5
Total Operating & Endowed Portfolio	1,011.0
Total Investments	1,362.9

- A motion that section 2.02 of policy 2.11 be amended so that the first spending allocation for new endowments will be made on May 1 of the *immediate new fiscal year* rather than May 1 *following a full fiscal year* was reviewed and was recommended for approval to Property & Finance
- Work continues around an integrated risk management plan that would include risk budgeting, and assessing downside risk protection strategies

UWO Operating - Combined Total Fund Real Returns – December 31, 2014

A Real Return of 8.7% over the last 4 years and well above the 4% Real Objective Over the Long Term

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	20 Years
UWO Annualized Returns	11.6	15.7	14.2	10.2	10.2	11.2	6.3	6.0	6.7	7.1	8.4
CPI (Inflation)	1.5	1.4	1.2	1.5	1.6	1.6	1.5	1.6	1.6	1.7	1.8
Real Return	10.2	14.3	13.0	8.7	8.6	9.7	4.8	4.4	5.1	5.4	6.5

Yr Ending 12/31/2014 Yr Ending 12/31/2013 Yr Ending 12/31/2012 Yr Ending 12/31/2011 Yr Ending 12/31/2010 Yr Ending 12/31/2009 Yr Ending 12/31/2008 Yr Ending 12/31/2007 Yr Ending 12/31/2006 Yr Ending 12/31/2005

UWO Annual Returns	11.6	19.8	11.4	-1.0	10.2	16.7	-18.9	3.6	12.9	10.6
CPI (Inflation)	1.5	1.2	0.8	2.3	2.4	1.3	1.2	2.4	1.7	2.1
Real Return	10.2	18.6	10.5	-3.3	7.9	15.3	-20.1	1.3	11.2	8.5

UWO Operating - Combined

Total Fund Value Added – December 31, 2014

Good value added from active management in all annualized time periods!

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	11.6	15.7	14.2	10.2	10.2	11.2	6.3	6.0	6.7	7.1
Policy Return (2)	9.3	13.1	12.2	8.8	9.2	10.5	5.6	5.2	6.0	6.5
Value Added	2.3	2.6	2.0	1.4	1.0	0.8	0.8	0.8	0.8	0.7
UWO Annual Return (1)	11.6	19.8	11.4	-1.0	10.2	16.7	-18.9	3.6	12.9	10.6
Policy Return (2)	9.3	17.0	10.5	-0.8	10.8	17.3	-19.6	2.9	12.0	11.1
Value Added	2.3	2.9	0.9	-0.2	-0.6	-0.6	0.8	0.8	0.9	-0.5

Policy Mix as of December 31

	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
S&P/TSX Composite	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
S&P 500	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
S&P 500 Hedged Currency	11%	11%	11%	11%	11%	11%	10%	10%	10%	10%	10%	10%	10%
S&P 400 Hedged Currency	4%	4%	4%	4%	4%	4%	5%	5%	5%	5%	5%	5%	5%
MSCI EAFE	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
MSCI EAFE Hedged Currency	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Total Equity	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
FTSE TMX Bond Universe (3)	18%	25%	25%	25%	40%	40%	40%	40%	40%	40%	40%	40%	40%
MSCI All Country World (ACWI)	5%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%
90-Day LIBOR	3%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Infrastructure (CPI + 5)	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Real Estate (4)	5%	5%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Notes:

- (1) All returns are before deducting investment managers' fees.
- (2) The UWO Policy Return is the return that would have been earned (before investment managers' fees) by investing the portfolio in index funds in proportion to the target or policy asset mix.
- (3) Currently allocation is 10% FTSE TMX Bond Universe, 5% using a combination of (60% FTSE TMX ST / 40% FTSE TMX MT), and 2.5% FTSE TMX ST Bond Index. Includes hedge fund and private equity prior to July 2010
- (4) Current 5% allocation consists of 2.5% REALpac / IPD Canada - All Property Index and 2.5% REALpac / IPD Canada - All Industrials Index



Office of Institutional Planning & Budgeting

February 2, 2015

To: All Deans

From: Ruban Chelladurai

Copy: Janice Deakin, Amit Chakma

Subject: **Revenues, Expenditures, and Tuition Fees – by Faculty: 2013-14
and
Budget per Weighted Teaching Unit: 2013-14**

Attached are two sets of analyses which are updates to the information you have received in previous years.

1. The tables showing the 2013-14 analyses on Revenues, Expenditures, and Tuition Fees – by Faculty. The analyses are based on final year-end 2013-14 data. This set of analyses has been presented to Deans since 1995-96 – and there have periodic modifications to the methodology in order to align the analyses with changes in the University's budget systems (e.g. revenue sharing).
2. The graph showing Budget per Weighted Teaching Unit for 2013-14 – by Faculty. This graph has been presented to Deans as another way of looking at relative resource allocations.

If you have any questions please let me know.

TABLE A (2013-14)**EXPENDITURES AND TUITION REVENUE AT WESTERN, 2013-14**

		FTE Enrolments	Expenditures (\$ 000)	Expenditures / FTE	Tuition Revenue (\$ 000)	Tuition Rev / FTE	Tuition / Expenditures
		(1)	(2)	(3)	(4)	(5)	(6)
	Group 1:						
1	Arts & Humanities	3,224	49,791	15,446	22,345	6,932	44.9%
2	Engineering	1,615	48,845	30,252	19,751	12,232	40.4%
3	Health Sciences	2,880	51,146	17,762	19,100	6,633	37.3%
4	Music	654	15,436	23,606	3,997	6,112	25.9%
5	Science	5,981	100,983	16,885	45,890	7,673	45.4%
6	Social Science	7,269	98,563	13,559	54,899	7,552	55.7%
7	Sub-Total	21,622	364,764	16,870	165,982	7,677	45.5%
	Group 2:						
8	Business	2,249	78,949	35,110	54,946	24,435	69.6%
9	Education	1,669	22,145	13,267	9,882	5,920	44.6%
10	Info & Media Studies	853	15,774	18,484	6,282	7,361	39.8%
11	Law	618	13,422	21,715	9,370	15,159	69.8%
12	Medicine & Dentistry	3,901	145,743	37,359	42,227	10,824	29.0%
13	Sub-Total	9,290	276,032	29,712	122,707	13,208	44.5%
14	Total	30,912	640,797	20,730	288,688	9,339	45.1%

Notes

Col 1 = Undergraduate Full-Time Equivalent Enrolments (FTEs) are based on teaching activity.

Graduates FTEs based on students' Faculty of registration.

Col 2 = Sum of Base Budgets and Other Direct and Indirect Expenses.

Col 3 = Column 2 / Column 1

Col 4 = Based on the FTEs -- as calculated in Column 1.

Col 5 = Column 4 / Column 1

Col 6 = Column 4 / Column 2

TABLE B (2013-14)

EXPENDITURES AND REVENUES AT WESTERN -- BY FACULTY, 2013-14

		FTEs	Expenditures (\$000)	Revenues (\$000)	Exp-Rev (\$000)	Expenditures / Revenues	Expenditures / FTE	Revenues / FTE	(Exp-Rev) / FTE	Tuition / Expenditures
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Group 1:									
1	Arts & Humanities	3,224	49,791	47,519	2,272	1.05	15,446	14,741	705	44.9%
2	Engineering	1,615	48,845	39,246	9,599	1.24	30,252	24,307	5,945	40.4%
3	Health Sciences	2,880	51,146	57,571	-6,426	0.89	17,762	19,994	-2,231	37.3%
4	Music	654	15,436	10,923	4,513	1.41	23,606	16,704	6,902	25.9%
5	Science	5,981	100,983	97,232	3,751	1.04	16,885	16,258	627	45.4%
6	Social Science	7,269	98,563	107,812	-9,250	0.91	13,559	14,831	-1,272	55.7%
7	Sub-Total	21,622	364,764	360,304	4,460	1.01	16,870	16,664	206	45.5%
	Group 2:									
8	Business	2,249	78,949	78,461	488	1.01	35,110	34,893	217	69.6%
9	Education	1,669	22,145	25,483	-3,338	0.87	13,267	15,266	-2,000	44.6%
10	Info & Media Studies	853	15,774	13,793	1,981	1.14	18,484	16,162	2,322	39.8%
11	Law	618	13,422	14,052	-630	0.96	21,715	22,734	-1,019	69.8%
12	Medicine & Dentistry	3,901	145,743	148,704	-2,962	0.98	37,359	38,119	-759	29.0%
13	Sub-Total	9,290	276,032	280,492	-4,460	0.98	29,712	30,192	-480	44.5%
14	Total	30,912	640,797	640,797	0	1.00	20,730	20,730	0	45.1%

Notes

Col 1 = Undergraduate Full-Time Equivalent Enrolments (FTEs) are based on teaching activity.

Graduates FTEs based on students' Faculty of registration.

Col 2 = Operating Expenditures (see Table C)

Col 3 = Operating Revenues (see Table D)

Col 4 = Column 2 less Column 3

Col 5 = Expenditures / Revenues (Column 2 / Column 3)

Col 6 = Expenditures / FTE (Column 2 / Column 1)

Col 7 = Revenues / FTE (Column 3 / Column 1)

Col 8 = (Expenditures-Revenues) / FTE or ((Column 2 - Column 3) / FTE)

Col 9 = Tuition Revenue / Expenditures (same as column 6 in Table A)

TABLE C (2013-14)**OPERATING EXPENDITURES AT WESTERN, 2013-14**

		Base Budget	One-Time Support	Centrally Funded Student Support	Indirect Costs	Operating Expenditures
		(1)	(2)	(3)	(4)	(5)
	Group 1:					
1	Arts & Humanities	29,273,049	2,977,080	1,346,911	16,194,416	49,791,455
2	Engineering	24,905,193	5,023,522	2,927,668	15,988,859	48,845,242
3	Health Sciences	26,976,241	5,373,206	2,748,511	16,047,996	51,145,954
4	Music	9,812,363	267,596	568,992	4,787,242	15,436,192
5	Science	51,522,368	9,661,103	5,107,258	34,692,035	100,982,764
6	Social Science	50,885,800	8,641,075	5,137,226	33,898,455	98,562,556
7	Sub-Total	193,375,014	31,943,581	17,836,566	121,609,003	364,764,164
	Group 2:					
8	Business	59,897,098	431,453	3,266,660	15,353,717	78,948,928
9	Education	11,910,235	909,399	937,438	8,387,790	22,144,862
10	Info & Media Studies	9,379,623	1,452,828	620,879	4,320,709	15,774,040
11	Law	7,046,577	1,533,686	934,275	3,907,387	13,421,925
12	Medicine & Dentistry	85,914,040	11,235,113	7,505,069	41,088,458	145,742,680
13	Sub-Total	174,147,573	15,562,479	13,264,321	73,058,061	276,032,434
14	TOTAL	367,522,587	47,506,060	31,100,887	194,667,064	640,796,598

Notes

Col 1 = Base Budget at April 30.

Col 2 = Includes initial one-time allocations as originally budgeted, revenue sharing allocations, and other one-time allocations up to April 30th.

Col 3 = Includes undergraduate scholarships and bursaries which have been specifically awarded and unallocated bursaries distributed on the basis of awards to-date.
Scholarship and bursary awards are based on distribution as of April 30.

Col 4 = The amounts shown under indirect costs are the total of the budgets of all University-wide expenditures and support areas, and a portion of unallocated ADF. Distributed as in Table F.

TABLE D (2013-14)

OPERATING REVENUES AT WESTERN, 2013-14

		Base Grants	Graduate Expansion Grant	Research Related Grants	Faculty Specific-Grants	Other Grants	Tuition Revenue	Other Revenues	Total Operating Revenue
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Group 1:									
1	Arts & Humanities	20,200,155	496,776	369,571		1,181,388	22,344,884	2,926,365	47,519,140
2	Engineering	12,671,095	235,951	2,833,851		748,449	19,750,566	3,006,152	39,246,064
3	Health Sciences	25,166,244	2,736,335	1,005,704	4,516,144	1,484,748	19,100,123	3,562,174	57,571,472
4	Music	5,472,064	346,844	10,179		320,898	3,996,615	776,407	10,923,008
5	Science	37,985,715	727,736	4,074,720		2,218,170	45,890,196	6,335,482	97,232,019
6	Social Science	41,084,504	804,857	2,319,240		2,397,355	54,899,237	6,307,228	107,812,422
7	Sub-Total	142,579,778	5,348,499	10,613,266	4,516,144	8,351,009	165,981,622	22,913,808	360,304,125
Group 2:									
8	Business	12,748,622	-451,437	413,136		745,378	54,945,592	10,059,823	78,461,114
9	Education	9,452,270	3,874,193	161,103		558,605	9,882,441	1,554,041	25,482,653
10	Info & Media Studies	6,104,873	65,858	147,056		361,715	6,282,040	831,028	13,792,570
11	Law	3,671,101	170,613	48,398		213,089	9,370,078	578,609	14,051,889
12	Medicine & Dentistry	44,561,851	1,522,438	9,608,283	34,588,484	2,603,906	42,226,591	13,592,694	148,704,247
13	Sub-Total	76,538,717	5,181,665	10,377,976	34,588,484	4,482,692	122,706,742	26,616,196	280,492,473
14	TOTAL	219,118,495	10,530,164	20,991,242	39,104,628	12,833,701	288,688,364	49,530,004	640,796,598

Notes

Col 1 = Base Grants as of April 30, and are distributed on the basis of adjusted BIUs -- which are calculated using teaching activity.

Includes Undergraduate Accessibility Fund, Tuition Offset Grant, Quality Assurance Fund (QAF), Quality Improvement Fund (QIF),

Access to Opportunities Program (ATOP), Teacher Education Expansion and Graduate Expansion for growth to 2007-08 -- as of April 30.

Col 2 = Graduate Expansion Fund is distributed based on enrolment growth (domestic students eligible for government funding) over 2007-08.

Col 3 = Research Related Grants are: Research Performance Grant, Research Infrastructure Grant, Federal Funding for Indirect Costs of Research, and Canada Research Chairs -- as of April 30, and are distributed on the basis of research funding share.

Col 4 = Faculty-specific Grants are: T&R and Primary Care Grants to Medicine, and grants targeted for Nursing expansion.

Col 5 = Other Grants consist of the following grants: Performance Indicator Fund, Trois-Pistoles Bursary, Accessibility for Disabled Students, Property Tax Grant, Work Study Grants, and Other MTCU Allocations. Distributed on the basis of adjusted BIUs.

Col 6 = Actual Tuition Revenue for the Year. Based on same distribution as described in the footnote for Column 1 in Table A.

Col 7 = Other Revenues consist of: Royalties & Licences, Contributions from Ancillary Units, Investment Income, Research Overhead, Transfer from Affiliated University Colleges, Application Fees, Unrestricted Fundraising, Privately-Funded Student Awards, and Other Miscellaneous Revenues. Excludes Recoverable Salaries. Royalties & Licences and Research Overhead are distributed directly to Faculties. Distribution of all other revenues is based 50% on BIUs and 50% on FTEs -- with the exception of the Ivey School's transfer for services provided by UWO (which is assigned directly to Ivey) and Privately-Funded Student Awards (which are Faculty-specific).

TABLE E (2013-14)

BIU AND FTE ENROLMENTS AT WESTERN, 2013-14

		Basic Income Units (BIUs)			Full-Time Equivalents (FTEs)			BIUs per FTE		
		Undergrad	Graduate	Total	Undergrad	Graduate	Total	Undergrad	Graduate	Total
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Group 1:									
1	Arts & Humanities	3,970.0	1,197.1	5,167.1	2,847.0	376.6	3,223.6	1.39	3.18	1.60
2	Engineering	1,713.0	1,560.5	3,273.5	948.0	666.6	1,614.6	1.81	2.34	2.03
3	Health Sciences	3,587.0	2,906.9	6,493.9	2,100.0	779.5	2,879.5	1.71	3.73	2.26
4	Music	984.0	419.5	1,403.5	521.0	132.9	653.9	1.89	3.16	2.15
5	Science	7,822.0	1,879.7	9,701.7	5,188.0	792.6	5,980.6	1.51	2.37	1.62
6	Social Science	8,646.1	1,839.3	10,485.4	6,652.4	616.9	7,269.3	1.30	2.98	1.44
7	Sub-Total	26,722.1	9,803.2	36,525.3	18,256.4	3,365.1	21,621.5	1.46	2.91	1.69
	Group 2:									
8	Business	2,528.0	732.1	3,260.1	1,781.0	467.6	2,248.6	1.42	1.57	1.45
9	Education	1,248.0	1,195.2	2,443.2	1,271.0	398.2	1,669.2	0.98	3.00	1.46
10	Info & Media Studies	708.0	874.1	1,582.1	544.0	309.4	853.4	1.30	2.83	1.85
11	Law	891.0	41.0	932.0	604.0	14.1	618.1	1.48	2.91	1.51
12	Medicine & Dentistry	8,995.0	2,393.8	11,388.8	3,271.4	629.7	3,901.1	2.75	3.80	2.92
13	Sub-Total	14,370.0	5,236.2	19,606.2	7,471.4	1,819.0	9,290.4	1.92	2.88	2.11
14	TOTAL	41,092.1	15,039.3	56,131.4	25,727.8	5,184.1	30,911.9	1.60	2.90	1.82

Notes

Col 1,4 = Based on teaching activity.

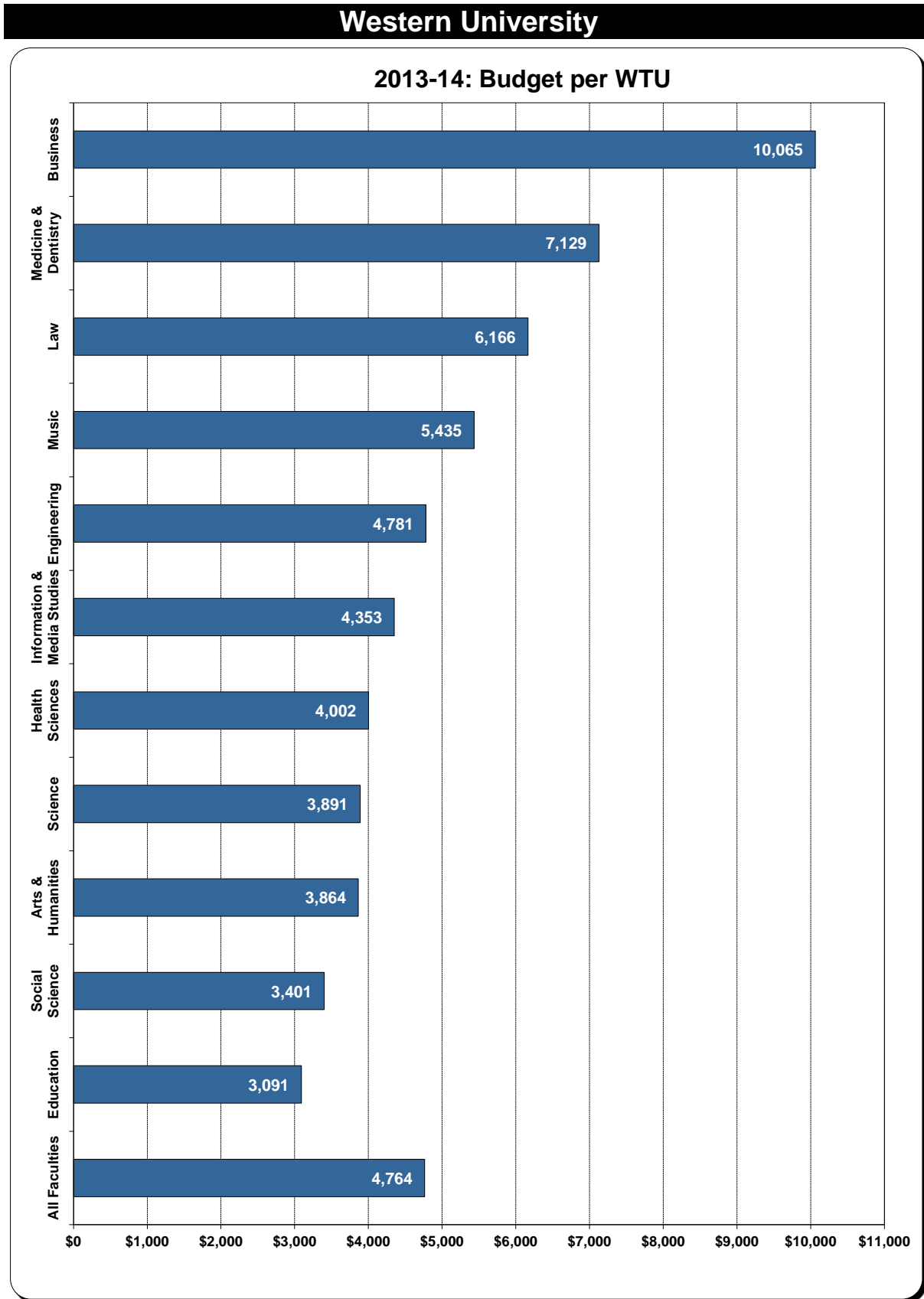
Col 2,6 = Based on Faculty of registration.

Row 12 = Undergraduate enrolment includes BMedSci, DDS, MD enrolments and non-International Medical Residents.

TABLE F (2013-14)

COST DRIVERS FOR ALLOCATION OF INDIRECT EXPENDITURES

		Allocation Basis (i.e. Cost Drivers)											
		Operating Funds - Total excl. Cfwd	Total FTE Enrolment	Undergrad FTE Enrolment	Graduate FTE Enrolment	Total FT International Enrolment	FTE Faculty	FT Ten/Prob Faculty	FTE Employees	Research Funding	Total Space	Research Space	Number of Alumni
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	SGPS				X								
2	Trois Pistoles			X									
3	P.A.S.F. (Unallocated)	X											
4	Enhancing Our Research Profile							X		X			
5	A.D.F. (Unallocated)						X						
6	Teaching Support Centre						X						
7	Effective Writing Program		X										
8	Information Technology Services		X						X				
9	Libraries - Basic & Acquisitions		X						X				
10	Registrar's Office			X									
11	Vice-Provost (APPF)						X						
12	Institutional Planning & Budgeting	X											
13	Research Western						X			X			
14	Research Promotion Fund						X						
15	Western Innovation Found (Unallocated)									X			
16	Animal Care/Vet. Services									X			
17	Alumni Relations & Development												X
18	Communications		X						X				
19	McIntosh Gallery		X						X				
20	Advancement Services												X
21	Office of the President & Vice-Presidents	X											
22	University Secretariat		X						X				
23	Financial Services	X											
24	Human Resources								X				
25	University Police										X		
26	Facilities Management										X		
27	Accessibility for the Disabled										X		
28	Corporate Contingency	X											
29	Convocation & Diplomas		X										
30	Ombudsperson			X									
31	Insurance										X		
32	London Museum of Archaeology		X				X						
33	Athletic Injury Clinic		X										
34	Intercollegiate Athletics		X										
35	CRVAWC						X						
36	University Surveys & Teaching Evaluations		X										
37	MMI Transfer to Capital										X		
38	Memberships	X											
39	Physical Plant Utilities										X		
40	Professional Fees	X											
41	Internal Audit	X											
42	Property Tax		X										
43	Costs Associated with Employee Contracts								X				
44	Information Technology Infrastructure Fund		X						X		X		
45	Employee Benefit Plans/Recoveries								X				
46	Staff/Faculty Health Services								X				
47	Support Unit Priorities Fund	X											
48	Western International Education					X							
49	Provision/Unallocated	X											
50	FFICR Transfer to Capital											X	
51	CRC Transfer to Capital										X		
52	O-T Transfer to Capital - Classroom Upgrades		X										
53	Undergraduate & Graduate Program Reviews			X	X								
54	Teaching Fellows Program						X						
55	Energy Efficiency Initiatives										X		
56	Principal Gifts												X



**The UNIVERSITY of WESTERN ONTARIO
BOARD OF GOVERNORS**

INVESTMENT COMMITTEE

Ref: Special Resolution No. 1-N

Amended: ~~23 APR 15~~ JUN 14

Terms of Reference

1. The Investment Committee is a subcommittee of the Property & Finance Committee.
2. The committee's general terms of reference are:
 - (a) To establish and regularly review investment policy, objectives and strategy.
 - (b) To appoint external fund managers and to retain a fund measurement service and other investment consultants as appropriate.
 - (c) To review regularly the portfolio and the performance of the external fund managers and to take action as may be deemed appropriate.

Membership and Procedure

3. The Committee shall consist of ten members as follows:

Vice-President (Resources & Operations)
Associate Vice-President (Finance & Facilities)
Director, Investments
Two current or former members of the Board, appointed by the Property & Finance Committee
Five members, appointed by the Property & Finance Committee on the recommendation of the Investment Committee

- ~~4. One member of the Investment Committee of Foundation Western, appointed thereby, may attend all meetings as an Observer, with full floor privileges except that the Observer may not move/second motions or vote.~~

Comment [ib1]: This change recognizes the merger of Foundation Western. David Stenason, a member of the former Investment Ctte of FW, was appointed a member of Western's Investment Ctte as part of the transition and continues as a member under the newly-numbered para 4. Frank Pyka, the former Executive Director of FW is a resource person to the committee.

45. The Committee may add other members for particular purposes, e.g. for the assessment of University land holdings.

56. The Vice-President (Resources & Operations) or designate shall be Chair ~~and the Associate Vice-President (Financial Services) shall be Vice-Chair.~~ The Secretary of the Board, or designate, shall be Secretary of the Committee.

Comment [ib2]: Given that Gitta has designated Lynn as the chair, the effect of the current wording is to make Lynn both chair and vice-chair. With the revised wording in the event that Lynn was not able to chair a meeting, Gitta could assume the chair herself or designate someone else.

67. The Committee shall meet quarterly and shall report to the Property & Finance Committee on a quarterly basis.

NEW SCHOLARSHIPS/AWARDS/PRIZES

FOR INFORMATION

The Property and Finance Committee has approved on behalf of the Board of Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

Judy and Maurice Davidson Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Geography)

Awarded annually to a graduate student conducting research in Geography at the Master's or Doctoral level who is a current holder of an Ontario Graduate Scholarship based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipient in consultation with the Department of Geography. This scholarship was established by a generous gift from Maurice and Judy Davidson.

Value: 1 at \$5,000

Effective Date: May 2014 to April 2019 inclusive

Winnifred and Ross Harrison Bursary (Any Undergraduate Program)

Awarded to full-time undergraduate students entering Year 1, in any degree program, who have demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by October 31st. The recipient must be a Canadian Citizen. The Office of the Registrar will select the recipients. This bursary was established with a generous gift from Mrs. Winnifred Harrison, and her late husband Ross Harrison, who have always believed in the transformative power of education.

Value: 2 at \$5,000

Effective Date: 2015-2016 academic year only

Rawal Family Entrance Scholarship (Faculty of Law)

Awarded annually to an undergraduate student entering Year 1 in the Faculty of Law, based on demonstrated financial need, leadership, extra-curricular activities and academic achievement. Online financial assistance applications are available through the Office of the Registrar and must be submitted by September 30th. The recipient will be selected by the Scholarship and Awards Committee in the Faculty of Law after the Office of the Registrar assesses for financial need. This scholarship was established by Mr. Prem Rawal (LLB '02).

Value: 1 at \$1,500

Effective: 2015-2016 to 2019-2020 academic years inclusive

James G. Wetmore Scholarship in Economics (Faculty of Social Science, Economics)

Awarded annually to a full-time undergraduate student in Year 3 or 4 of an Honors Specialization or double Major in an Honors degree in Economics, in the Faculty of Social Science, based on academic achievement (minimum 80% average). The recipient will be selected by the Scholarship/Awards Committee in the Faculty of Social Science each fall. This scholarship was established by a generous gift from Mr. James Wetmore (BA '06, Economics).

Value: 1 at \$1,500

Effective: 2015-2016 to 2019-2020 academic years inclusive

Mr. Donald H. Crawford Q.C. Scholarship in Law (Faculty of Law)

Awarded annually to a full-time undergraduate student in Year 2 or 3 in the Faculty of Law who achieves the highest mark in the Criminal Procedure course. The scholarship/awards committee in the Faculty of Law will select the recipient each May. This scholarship was established by a generous gift from Mr. Donald H. Crawford Q.C. (BA '65, LLB '68).

Value: 1 at \$1,500

Effective: 2014-2015 to 2018-2019 academic years inclusive

Brisson-Toal Master of Financial Economics Graduating Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to full-time graduate students entering their final term in the Master of Financial

Economics (MFE) degree program, with demonstrated academic achievement. Preference will be given to students who demonstrate financial need. A one-page statement outlining how this award will assist them financially must be submitted to the MFE Program Office by June 15th. The recipients will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. The awards will be issued at the start of the fourth and final term. These awards were established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 2 at \$5,000
Effective: May 2015 to April 2018 inclusive

Brisson-Toal Master of Financial Economics - Econometrics Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE) program who has received the highest overall grade in ECON9505 Econometrics. The recipient will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 1 at \$1,000
Effective: May 2015 to April 2018 inclusive

Brisson-Toal Master of Financial Economics – Most Improved Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE) program who has the most improved Grade Point Average at the end of Term 2. The recipient will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 1 at \$1,000
Effective: May 2015 to April 2018 inclusive

Brisson-Toal Master of Financial Economics – Quantitative Finance Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE) program who has the highest overall grade in FM9522 Introduction to Financial Markets and Quantitative Finance with Excel. The recipient will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 1 at \$1,000
Effective: May 2015 to April 2018 inclusive

Brisson-Toal Master of Financial Economics – Securities Regulation Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE) program who has the highest overall grade in LAW9560 Securities Regulation. The recipient will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 1 at \$1,000
Effective: May 2015 to April 2018 inclusive

Brisson-Toal Master of Financial Economics – Corporate Finance Award (School of Graduate and Postdoctoral Studies, Financial Economics)

Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE) program who has the highest overall grade in BUS9821 Corporate Finance. The recipient will be selected by a

committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established by a generous gift from Mr. Paul Brisson and Ms. Anne H. Toal (BSc '78, Honors Mathematics).

Value: 1 at \$1,000
Effective: May 2015 to April 2018 inclusive

STEP Canada Award in Trusts (Faculty of Law)

Awarded annually to an undergraduate student in Year 2 or 3 in the Faculty of Law who has achieved the highest standing in Trusts. This award was established through the generosity of the Society of Trust and Estate Practitioners (Canada).

Value: 1 at \$1,000
Effective: 2014-2015 to 2018-2019 academic years inclusive

Dr. Elaine Bjorklund Global Opportunities Award in China (Any Undergraduate or Graduate Program)

Awarded to a full-time undergraduate or graduate student who is participating in an international exchange or study abroad program in China. This includes exchange programs; approved study abroad programs; curriculum based international field courses, international study, or international community service; and other University led international credit or non-credit learning experiences. Students participating in this program who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered as a full-time student (minimum 3.5 full courses). Students may only receive a Global Opportunities award once during their academic career at Western. Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on March 14th (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from an anonymous donor.

Value: 1 at \$1,000
Effective: 2014-2015 academic year only

Jeanne E. Gillies and Donald K.A. Gillies Bursary (Any Undergraduate Program)

Awarded annually to an undergraduate student entering first year in any program, who has demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be completed by October 31st. The Office of the Registrar will select the recipient. Preference will be given to a student who attended Fort Frances High School in Fort Frances, Ontario or London South Collegiate Institute in London, Ontario. If there are no eligible candidates from these two high schools, preference will be given to a student from the Rainy River District or the Thames Valley District School Board in Ontario. This bursary was established by Mrs. Jeanne E. Gillies (BA '47) and Mr. Donald K.A. Gillies (BA '47). This gift is supported by the Ontario Student Opportunity Trust Fund program and recipients must meet Ontario residency requirements.

Value: 1 at \$1,000
Effective: 2015-2016 academic year

Jeanne Eleanor (de Jausserand) Gillies and Donald K.A. Gillies both received their BA from Western in 1947. Donald went on to receive his Master of Arts degree from the University of Toronto in 1950. Both Jeanne and Donald believed in the transformational power of education and were grateful for the opportunities that Western gave them. Jeanne passed away in 2013 at age 89, and Donald passed away in 2000 at age 76.

Engineering Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Engineering)

Awarded annually to a full-time graduate student in the Chemical & Biochemical Engineering program at the Master's or Doctoral level who is a current holder of an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST), based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipient, in cooperation with the Graduate Chair in the Department of Chemical & Biochemical Engineering. If, during any year, there is no OGS or QEIGSST holder in Chemical & Biochemical

Engineering, then the scholarship will be awarded to a non-OGS/QEIGSST student in Chemical & Biochemical Engineering. This scholarship was made possible by a generous gift by an anonymous donor.

Value: 1 at \$5,000
Effective Date: May 2015

Lipson-Baines Award in Chemistry (School of Graduate and Postdoctoral Studies, Chemistry)
Awarded annually to two full-time Master's or Doctoral students in Chemistry who have achieved the highest marks in the course Chemistry 9658 "Seminar" (minimum 85% average). The Department of Chemistry's scholarship committee will select the recipients each spring. At least one member of this committee will hold membership in the School of Graduate and Postdoctoral Studies. This award was established by Professor Robert H. Lipson in appreciation of one of the finest Chemistry departments in Canada where he spent twenty-five years as a faculty member and five years as Chair (2000-2005). Professor Lipson wishes to also recognize the contributions Professor Kim M. Baines has made as Chair (2005-2014), and their lasting friendship.

Value: 2 at \$1,000
Effective Date: May 2015 to April 2018 inclusive

Robert D. Preston Entrance Award in Law (Faculty of Law)
Awarded annually to a full-time undergraduate student entering first year in the Faculty of Law, who has demonstrated financial need and an interest or background in entrepreneurship. Online financial assistance applications can be accessed through the Office of the Registrar's website. Students must also include as part of their application, a statement of their interest in entrepreneurship to be submitted to the Dean's Office in the Faculty of Law. The Admissions Committee in the Faculty of Law will select the recipient once the Registrar's Office has determined financial need. This award was established by a generous gift from Ricketts, Harris LLP, Barristers & Solicitors, in memory of their partner, colleague and friend Robert (Bob) D. Preston (BA '65, LLB '69).

Value: 1 at \$2,000
Effective Date: 2015-2016 academic year

Bob was still enjoying his work as Managing Partner at Ricketts Harris LLP in Toronto when he passed away in 2013 at age 68. Bob was a renaissance man with wide ranging interests and skills as a lawyer, a skier, squash player, golfer, and world traveller.

Dorothy Monteith Ontario Graduate Scholarship in Nursing (Nursing)
Awarded annually to a full-time graduate student at the Masters or Doctoral level in Nursing, based on academic achievement and research merit. If there is an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) recipient in any given year, the value of the award will be used to support Western's contribution to the OGS/QEIGSST. The School of Graduate and Postdoctoral Studies, in cooperation with the Graduate program in Nursing, will select the recipient. If there is no OGS or QEIGSST holder, then a non-OGS/QEIGSST student will be selected. This scholarship was made possible by a generous estate gift from Dorothy Monteith (BScN '59).

Value: 1 at \$5,000*
Effective Date: May 2014 to April 2023
* Ontario Graduate Scholarships (OGS) and Queen Elizabeth II Graduate Scholarships in Science and Technology (QEIGSST) ensure a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each.

Dorothy was born in 1919 in Weyburn, Saskatchewan. She completed her BScN at Western University and then her Masters in Nursing from Columbia University, New York. Her notable surgical nursing career included time in Guelph, Chicago and Sudbury. She continued her career in various leadership capacities with the Ontario Ministry of Health in Toronto. Dorothy passed away in 2011 at age 92.

Mark and Andrea McQueen & Family Scholarship (Social Science, Political Science)

Awarded to a full-time undergraduate student in second, third or fourth year of an Honors Specialization, Major or Minor in Political Science, based on academic achievement (minimum 80% average) and involvement in student politics such as the University Students' Council, Board of Governors, Political Science Association or other campus political clubs. A one-page statement outlining this involvement must be submitted to the Political Science Departmental Office by September 30th. A scholarship committee within the Faculty of Social Science will select the recipient. This scholarship was established by a generous gift from Mark (BA '88, Honors Political Science) and Andrea McQueen.

Value: 1 at \$1,000

Effective Date: 2015-2016 academic year

HaakSaan Responsible Journalism Scholarship II (Faculty of Information and Media Studies, Journalism)

Awarded annually to a full-time student in the MA in Journalism program based on academic achievement. The student must demonstrate high integrity and a strong commitment to responsible journalism. A minimum 600-word story or opinion article on responsible journalism is required and must be submitted by January 15. The story must be published in a media outlet with a circulation of 50,000 readers or more. The applicant will provide proof of publication. The recipient will be selected in February of each year by the Dean of the Faculty of Information and Media Studies, in consultation with at least one member of the Journalism program who holds membership in the School of Graduate and Postdoctoral Studies. This scholarship was established by Mr. Bryan Byong-Kuon Kim in loving memory of his parents to promote and enhance social justice, peace and harmony by encouraging highly responsible journalism.

Value: 1 at \$2,500

Effective Date: May, 2014

Dorothy Monteith Graduate Scholarship in Nursing (School of Graduate and Postdoctoral Studies, Nursing)

Awarded annually to a full-time graduate student at the Masters or Doctoral level in Nursing, based on academic achievement and research merit. The scholarship committee in the Graduate Program of Nursing will select the recipient. At least one member of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship was made possible by a generous estate gift from Dorothy Monteith (BScN '59).

Value: 1 at \$1,000

Effective Date: May-15

Dorothy was born in 1919 in Weyburn, Saskatchewan. She completed her BScN at Western University and then her Masters in Nursing from Columbia University, New York. Her notable surgical nursing career included time in Guelph, Chicago and Sudbury. She continued her career in various leadership capacities with the Ontario Ministry of Health in Toronto. Dorothy passed away in 2011 at age 92.

Adam Wiseman Memorial Award (Richard Ivey School of Business)

Awarded annually to an HBA2 student at the Richard Ivey School of Business at the end of his or her second year of the program. The recipient has demonstrated an enthusiastic attitude and approached class discussions with humour, intelligence and tenacity. The recipient exhibited a fearless willingness to engage in good hearted and spirited debate and made substantial contributions to class discussions which enlivened and enhanced the learning atmosphere for their Section. The recipient will be nominated by their peers and selected by the HBA Scholarship Selection committee.

Value: 1 at \$3,600

Effective Date: 2015-2016 academic year

Don Lang HBA Scholarship in Entrepreneurship (Richard Ivey School of Business)

Awarded annually to a full-time HBA student accepted into the Certificate in Entrepreneurship program at the Richard Ivey School of Business, based on academic achievement, demonstrated leadership skills, and personification of the spirit, passion and drive necessary to become a successful entrepreneur. A shortlist of potential recipients will be determined by the Director of the Pierre L. Morissette Institute for Entrepreneurship based on applications to the Certificate in Entrepreneurship, with final selection of the recipient made by the HBA Scholarship Review Committee. This scholarship was established with

Foundation Western by a generous gift from Donald Lang, HBA '80.

Value: 1 at \$10,000

Effective Date: 2015-2016 academic year

Marni Wieshofer Mustang Women's Volleyball Award (Any Undergraduate Program including Affiliated University Colleges, Athletic Award[Volleyball])

Awarded annually to a full-time undergraduate female student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Mustang Women's Volleyball Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient. This committee will base its decision on the student's academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Mrs. Marni Wieshofer (BA'84).

Value: 1 at \$4,000 and 1 at \$1,000

Effective: 2015-2016 to 2017-2018 academic years (with value to be reviewed after this)

FUNDED BY OPERATING

Music Entrance Scholarship of Merit (Don Wright Faculty of Music)

Awarded to full-time students entering the first year of undergraduate studies in the Don Wright Faculty of Music, based on a combination of performance audition and academic excellence.

Those students selected to receive a Music Entrance Scholarship of Merit will be notified directly by the Don Wright Faculty of Music. To retain this scholarship offer, students must accept their offer of admission to the Don Wright Faculty of Music by the response deadline on their offer of admission, meet all of their admissions conditions, and remain registered as a student in the Don Wright Faculty of Music as of November 1 with at least 2.0 courses offered by the Don Wright Faculty of Music. Note: With the exception of National Scholarships the Music Entrance Scholarship of Merit is offered in addition to Western's Admissions Scholarships.

Value: Value and number to be determined by the Don Wright Faculty of Music.

Effective Date: 2015-2016 to 2016-2017 academic years inclusive (value to be reviewed thereafter)

Western International Continuing Scholarship

Awarded to an outstanding international student entering year one studies at Western from secondary school (or equivalent). International students studying in Canada or abroad can be considered.

Candidates must have a very strong academic record (minimum 90% or equivalent) and, as well, demonstrate broad interests and leadership qualities through participation in school and/or community activities. The Office of the Registrar will select the recipient. To retain the scholarship, students must maintain a yearly average of at least 80% with a full course load.

Value: \$20,000 (\$5,000 per year for four years)

Effective Date: 2015-2016 academic year

REPORT OF THE SENIOR OPERATIONS COMMITTEE

Contents	Consent Agenda
Deletion of Personnel Policies – Robarts Clinical Trials Staff	Yes

FOR APPROVAL

1. Deletion of Personnel Policies – Robarts Clinical Trials Staff

Recommended: That the Board of Governors approve that MAPP Policies 9.1 through 9.17 be repealed, effective March 1, 2015.

Background:

In July 2007, the Board approved the integration of the Robarts Research Institute into Western as a research institute within the Schulich School of Medicine and Dentistry. That integration included the transfer of Robart's employees to Western. All employees were integrated into the existing Western employee groups, staff union (UWOSA) and Professional and Managerial Association(PMA) with the exception of employees working in Robarts' Clinical Trials department of Robarts Clinic Trials.

As part of the integration of employees, UWOSA and the University reached an agreement to amend the recognition clause of the collective agreement to exclude employees working in Robarts Clinical Trials from membership in the union. Some of Robarts Clinical Trials management were already members of PMA and the remaining professional staff where covered by the new Robarts Clinical Trial policies. In January 2014, Robarts Clinical Trials became a separately incorporated entity within Western and the forty (40) employees were transferred to the new entity. Their terms and conditions of employment are set by the new Board of Directors and the University's personnel policies with respect to them are no longer in force. The list of policies to be deleted from the Manual of Administrative Policies is as follows:

Section 9 – Robarts Clinical Trials – Eligible Staff

- 9.1 Employment Relationship
- 9.2 Vacation
- 9.3 Statutory Holidays
- 9.4 Absences from the Workplace
- 9.5 Performance Plan and Review
- 9.6 Career Counselling
- 9.7 Educational Assistance
- 9.8 Leave of Absence
- 9.9 Career Development Leave
- 9.10 Deferred Salary Leave
- 9.11 Parental Leave
- 9.12 Pregnancy Leave
- 9.13 University Supplemental Employment Insurance Benefits (S.E.B. Plan)
- 9.14 Reduced Responsibility
- 9.15 Workplace Absence Due to Illness/Injury and Salary Continuance
- 9.16 Political Candidacy
- 9.17 Position Elimination

REPORT OF THE AUDIT COMMITTEE

Contents	Consent Agenda
Annual Report 2014 – Campus Community Police	Yes

FOR INFORMATION

Annual Report 2014 – Campus Community Police

See [Annex 1](#) and [Annex 2](#).

FOR INFORMATION

Campus Police, Audit Committee Report



Supporting a Safe Campus

Western University is deeply committed to campus safety and security. With a staff complement of twenty-one special constables, Campus Community Police Service provides twenty-four hour service to the students, faculty and staff of Western main campus, Brescia, Huron and King's College, along with the three research locations.

Emergency Operations and Communications

In August 2014, a second weather siren was installed on the roof of the Social Science building. The second unit provides a much broader notification to pedestrians in the event of impending severe weather.

In the event of a tornado warning being issued by Environment Canada, the sirens will be activated continuously until the all clear is received from Environment Canada. This will ensure that all pedestrians are aware that the threat of tornado is still present.

The weather sirens are activated each Friday at 12:00 noon for testing purposes. This testing ensures that the sirens are working properly and at the same time familiarizes all persons.

As new buildings come online and renovations completed, additional buildings are being equipped with internal PA systems utilizing the fire alarm systems. One phone call can announce an emergency message into a single building or collectively into all buildings so equipped.

A mass notification system is being researched to determine whether a comprehensive single source system is readily available. Preliminary information suggests that technology has evolved to a degree that makes this a viable option. It is anticipated that substantial conclusions can be reached within the next year.

Technology

With the utilization of I-Pads, officers are now able to complete reports and interviews on site throughout the Campus. This technology allows officers to take photographs at scenes of damage, evidence etc. An example of the value is where officers encounter persons on Campus who have or are about to commit criminal offences and have no affiliation to the Campus. Officers can trespass the person on the spot and take a photograph of the person so that all officers can be aware of the individual should they be on Campus in the future.

Volunteers

Foot Patrol and Building Evacuation Team volunteers continue to significantly contribute to the Safe Campus environment. Foot Patrol provides safe escorts for many students in a high visibility capacity. They also perform valued ongoing checks of the emergency blue phone system and lighting on Campus. Each campus building has identified staff to perform the duties of Building Evacuation Team (BET). They play an essential role, by ensuring prompt evacuations during alarm situations. Their enthusiasm and involvement is also a valued communication network for emergency services. The manager Fire Safety meets semi annually with BET's to ensure that they are updated with current emergency information and expectations.

Communications Centre

The Communications Centre provides vital 24-hour services to the Campus for 911, alarm monitoring and video monitoring. The Communications Centre dispatches officers to all alarms and incidents. In addition, the Communications Centre is the afterhour's point of contact for all incoming enquiries to Campus, which can range from law enforcement queries to assistance to students on field trips in foreign countries on any continent.

Safe Campus Advisory Partners (SCAP)

SCAP is a committee that meets on a monthly basis to review the more significant safety related incidents that have occurred on Campus. The committee is chaired by the Director, Campus Police and is comprised of professionals from Legal Services, Housing, Registrars Office, Graduate Studies, Student Development, Health Services, and Human Resources. Incidents are reviewed to determine appropriate response and/or trends. In the event of a specific serious incident, appropriate representatives from SCAP will be assembled to determine a plan of action. During this past year, two incidents required a team to be assembled to address an action plan.

SCAP will also address emerging issues or request new strategies for pro-active measures as required. An example would be the updating of the sexual violence policy and procedures. SCAP will provide guidance and leadership to the subcommittee as required.

Accreditation

Campus Police continues to be the only accredited campus police service in Canada. The commitment to the accreditation standards ensures that Campus Police at Western provides professional community policing service. The re-accreditation process occurs every four years. Campus Police is scheduled for re-accreditation in the spring of 2015.

John Carson

Director

Campus Community Police

Phone 519-661-4010

email – jcarso8@uwo.ca



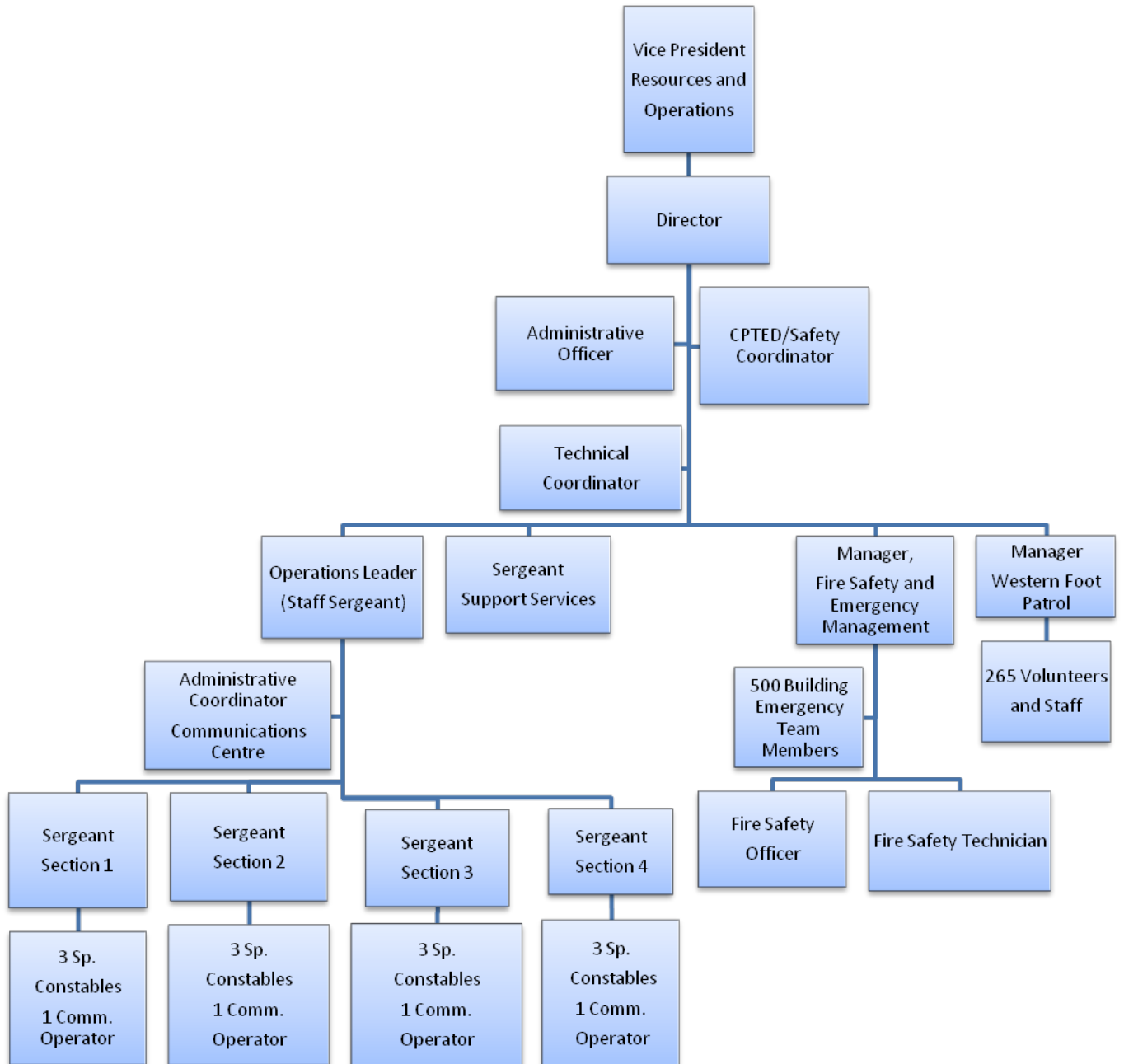
Attachments

Unit Structure

Safe Campus Initiatives

Emergency Structure

Campus Community Police – Structure 2014

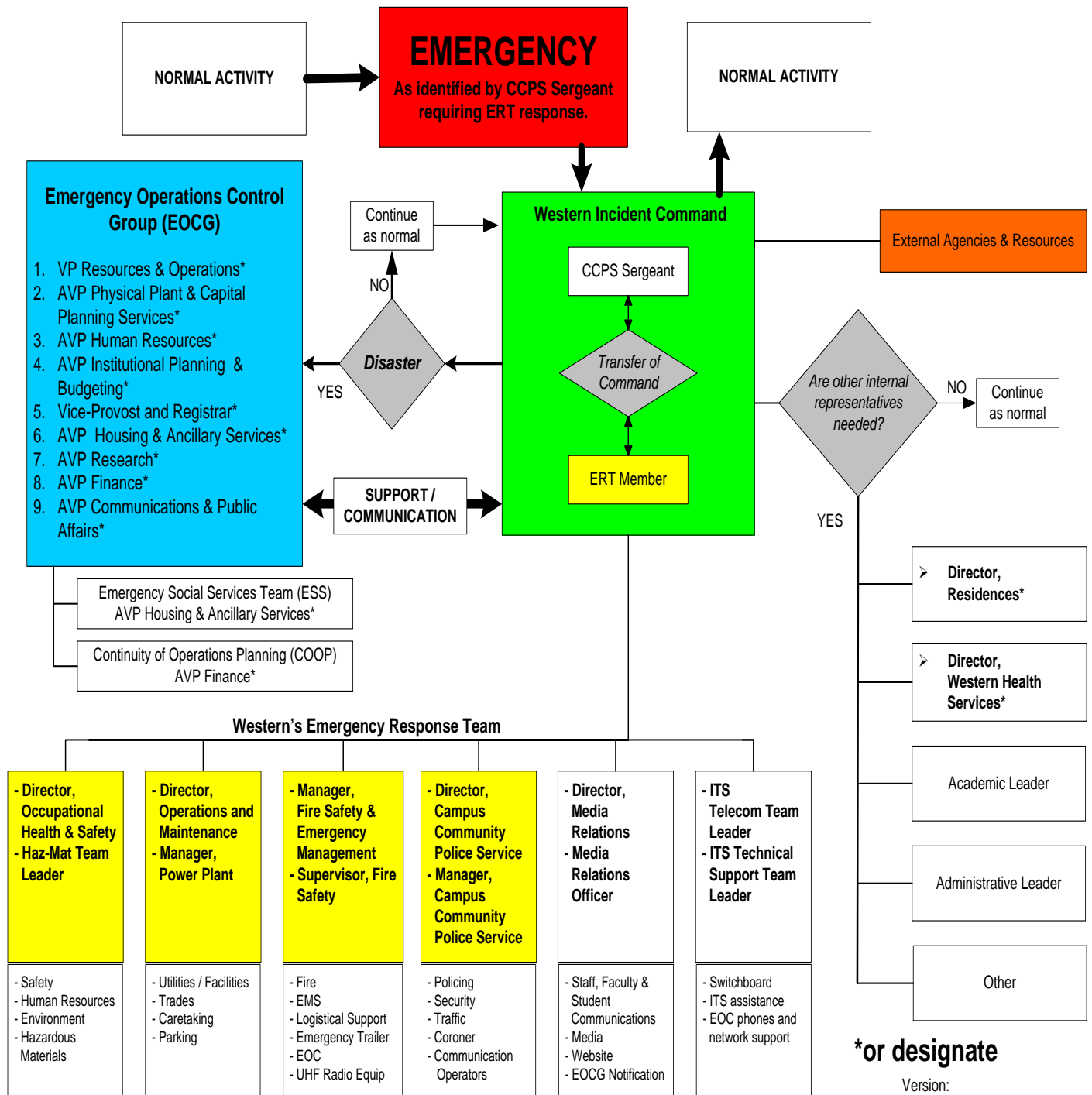




Safety Initiatives on Campus

<p>1. Risk Management Program</p> <ul style="list-style-type: none"> i) Safe Campus Program ii) Business Continuity plan iii) Pandemic plan iv) Social Services plan v) Bomb Threats plan vi) Hazardous Materials vii) Bio Safety viii) Fire Safety plans ix) Emergency Response Plan <p>2. Campus Community Police Service</p> <ul style="list-style-type: none"> 3. 911 System – LPS Integration 4. Use of Force (Special Const.) training 5. ERD (Emergency Rapid Deployment) trained special constables 6. Tactical Officers training (LPS & OPP) 7. CPTED/Safety Coordinator 8. CPTED/Safety training & reviews 9. Emergency Management Coordination 10. BEM (Basic Emergency Mng.) training 11. Crowd Management (protests) training 12. Vulnerability Screening (Police Checks) 13. Traffic Management Program 14. Security Guards integration program 15. Graffiti Eradication Program 16. Emergency Blue Phones (21) 17. Laptop Engraving Program 18. Residence Liaison Program (RLO) 19. Alarms Systems (1,500) 20. Scout Security Alarm System 21. Access Control Program (Cards & Keys) 22. Code of Student Conduct 23. Controlled Goods Program 24. Video Monitoring Policy/ Program 25. Traffic Management 26. Incident Command Training 	<p>27. Emergency Response Team (ERT)</p> <ul style="list-style-type: none"> 28. Emergency Operations Control Group 29. Emergency Resp. Committee (ERC) 30. Emergency Operations Centre (EOC X 2) 31. E.M.O. training of ERT and EOCG 32. Emergency Training exercises 33. P/A integrated with Fire Systems <hr/> <p>34. Fire Safety Department & Protocols</p> <ul style="list-style-type: none"> 35. Fire Watch Program 36. Fire Safety training 37. BET (building emergency teams) <hr/> <p>38. Foot Patrol (Safe Walk)</p> <ul style="list-style-type: none"> 39. Working Alone Program 40. Lighting Surveys (monthly) <hr/> <p>41. OHS – Radiation Program</p> <ul style="list-style-type: none"> 42. Controlled Goods Program 43. HazMat Team 44. Confined Space Rescue Team 45. OHS Committees (JOHSC) <hr/> <p>46. Equity and Human Rights Services</p> <ul style="list-style-type: none"> 47. Discrimination and Harassment Policy 48. Women’s Safety Committee 49. Respectful Campus Program 50. Counselling Services – Internal 51. Employee Assistance Program (EAP) 52. Ombuds Services <hr/> <ul style="list-style-type: none"> 53. Student Emerg. Response Teams (SERT) 54. ITS Security (Cyber Safety) 55. Residences Code of Behaviour 56. Roof Access Program 57. Communications Team 58. International Travel Support 59. Border Crossing Protocol (USA) 60. Affiliated Colleges Emerg. Integration
---	---

Western's Emergency Response Process



Campus Community Police Service *Annual Report*



2014





Western
UNIVERSITY • CANADA

From the Director

The safety of students, staff, and faculty, is of the utmost importance to Campus Police. Whether it's Campus Police, Fire Safety, the Student Emergency Response Team, the Western Foot Patrol or our 700 volunteers, we endeavor to provide a campus environment that is a safe place to learn, work, and play.

The Campus Community Police Service (CCPS) is a values-driven service based on dignity and respect. We are committed to excellence in professional standards, personal development, community partnerships, and activities contributing to the safety, security and quality of life in the diverse University community.



Campus Safety is achieved through the collaborative efforts of all our partners. I would like to personally thank our many partners such as Students Council, Housing, Facilities Management, London Police Service, and our Affiliated University Colleges, to name but a few, for always demonstrating the leadership and vision necessary to address issues for the benefit of the entire Campus community.

The Campus Community Police Service provides 24-hour patrols, investigations and 911 emergency services to Western and Affiliated University Colleges.

Campus Police receive regulatory authority from the Ministry of Public Safety and Correctional Services, through the London Police Services Board. The London Police Service provides in-Service Training and investigative supports.

As the Director of Campus Police, I consider it a privilege to lead such a dedicated team of professionals who are committed to the delivery of a service of excellence. While we recognize and celebrate the successes of our past, we are focused and prepared to meet the future challenges to not only meet Western's expectations, but also provide the support necessary to achieve the extraordinary.

We trust that you will find our Annual Report of Campus Police Activities interesting as you peruse some of the highlights of this past year.



Table of Contents

FROM THE DIRECTOR	3
CAMPUS COMMUNITY POLICE SERVICE	5
GOALS AND OBJECTIVES 2014 – 2015	6
STATISTICS AND OCCURRENCE SUMMARY	7
CLIENT SATISFACTION SURVEYS.....	8
COMMUNITY SERVICE.....	10
HARMONY 9 EXERCISE	13
PRIME MINISTER’S VISIT TO WESTERN.....	16
INTERNATIONAL POLICE MOUNTAIN BIKE COURSE	17
FIRE SAFETY	19
WESTERN FOOT PATROL	23
BICYCLE SAFETY	26
SEVERE WEATHER	28
NEW CCPS PATROL VEHICLE	29
ACCREDITATION.....	30
PERSONAL SAFETY	31
CONCLUSION	33

Campus Community Police Service 2014



First Row from left: Rob Hughes, Ryan Austin, Loreto Rossi, John Carson, J.C. Aubin, Scott Kerr, Bob McCormick, Chuck Decher

Second Row from left: Doug Rook, Tracey Hill, Declan Hunt, Frank Faroni, Christine Greco, Samantha Johnstone, Ryan Thompson

Third Row from left: Greg Lawson, Lee Pressey, Meaghan Crossan, Suzanne Ypma, Robin Williamson, Dianne Myers, Simon O'Toole, Justin Sisco

Fourth Row from left: Randy Hewitt, Jeff VanHaarlem, Patrick Lilley, Scott Hessel, Josh Sykes, Rob Barber, Ryan Fairful

Goals and Objectives 2014 – 2015

Pursue Best Practices and Measure Success

1. *Development and maintenance of Community Partnerships to ensure positive relationships, open communications, mutual respect and public confidence*
 - a. Sustain honest, supportive and respectful community leadership
 - b. Interact in a proactive & non-judgmental manner with students, staff and faculty
 - c. Accept responsibility for personal actions and outcomes

Discover and Develop Talent and Recognize our Success

2. *Continuous development of staff to provide opportunities for individual growth and ensure best practice in service delivery*
 - a. Exceed community expectations in collaboration and service delivery
 - b. Build excellence in learning, team consistency and supervision
 - c. Complete thorough, timely and professional investigations

Align and Integrate Business Process to Better Serve Clients

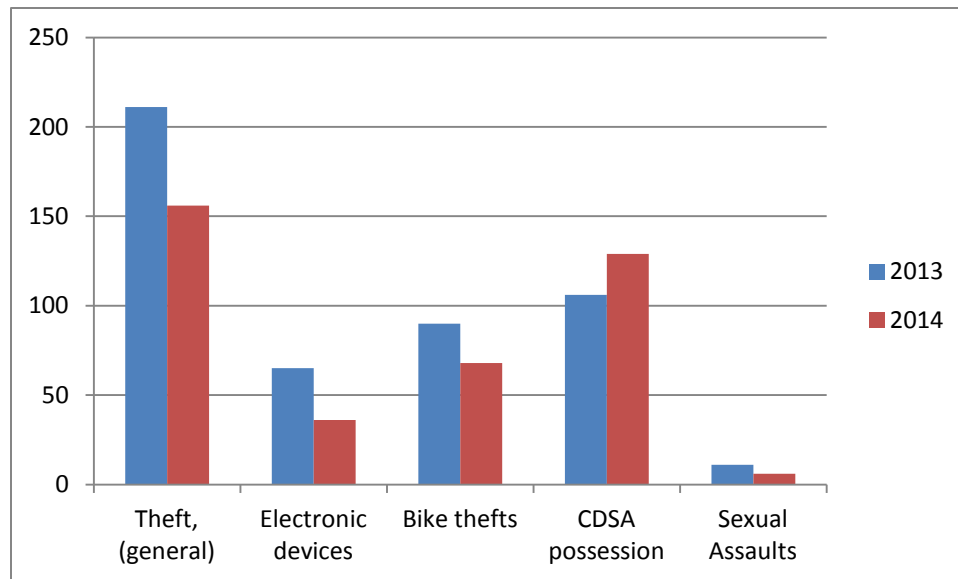
3. *Development and implementation of preventative safety and security strategies to protect people, their property and university assets*
 - a. Engage in problem solving to improve safety, security & community confidence
 - b. Listen to concerns, assess risk, analyze hazards, anticipate problems, and develop solutions in consultation with stakeholders
 - c. Assist in community protection education and individual responsibilities

Strengthen Opportunities for Interaction and Shared Understanding of Roles and Goals

4. *Enforcement to ensure a safe community and compliance with legal obligations*
 - a. Involve the community in determining safety objectives
 - b. Develop strategic initiatives and actions in response to community concerns
 - c. Promote individual, public and OHS risk management strategies & outcomes



Statistics and Occurrence Summary



Campus Police have seen a dramatic decrease in most criminal activity in 2014. CCPS officers attribute this decline to a substantial increase in foot, bicycle and vehicle patrols. The increase of CDSA seizure cases can also be credited to the increased officer presence as well as awareness by residence staff. Although bicycle thefts have decreased from 90 in 2013 to 68 in 2014, Campus Police feel this number is still high and have made tackling this problem a priority in 2015.

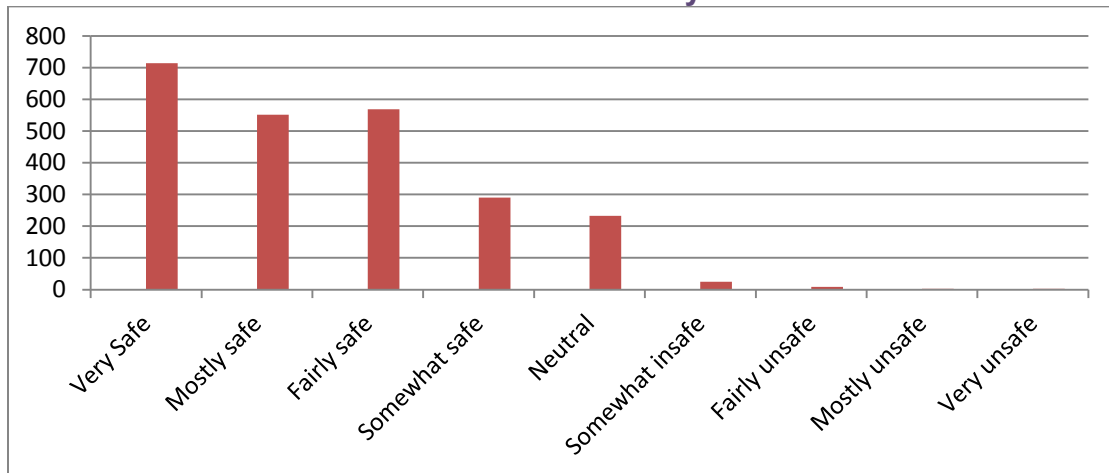
	2014	2013	+ / -
Liquor Licence Act	78	131	-40%
<i>LLA Charges</i>	41	93	
Highway Traffic Act	36	92	-61%
<i>HTA Charges</i>	16	62	
Mental Health Act	49	31	+58%
Trespass Property Act	59	61	-3%
<i>TPA Charges</i>	20	16	
Bylaw Offences	46	28	+64%

There has also been a general decline in provincial statute charges. Campus Police will continue to maintain a presence on campus and in residences in an effort to keep Western University a safe place to learn.

Client Satisfaction Surveys

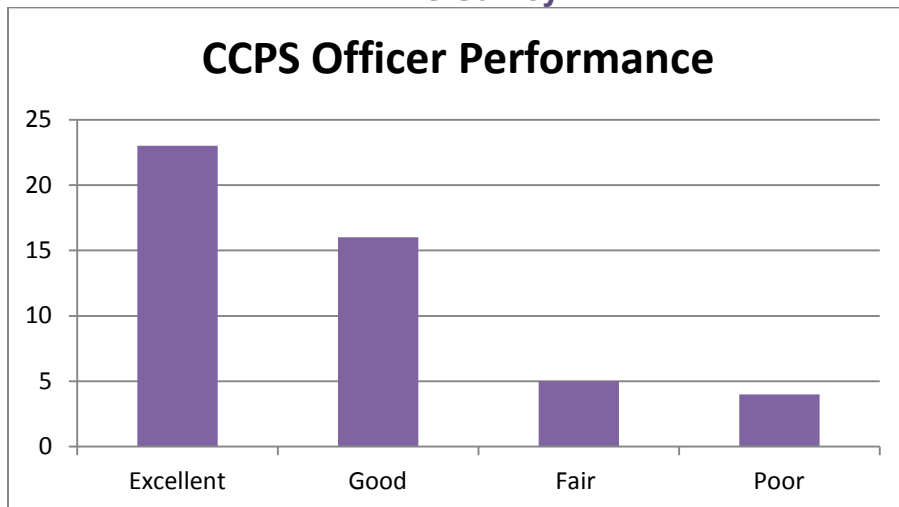
In 2014 two Client Satisfaction Surveys relating to Campus Police performance were conducted. One was commissioned by CCPS, as we are mandated to solicit client feedback triennially. Western’s University Student Council (USC) conducted the other survey. Although both surveys had extremely positive results regarding client satisfaction, the USC survey, which was the larger of the two, was exceptionally glowing.

USC Client Survey

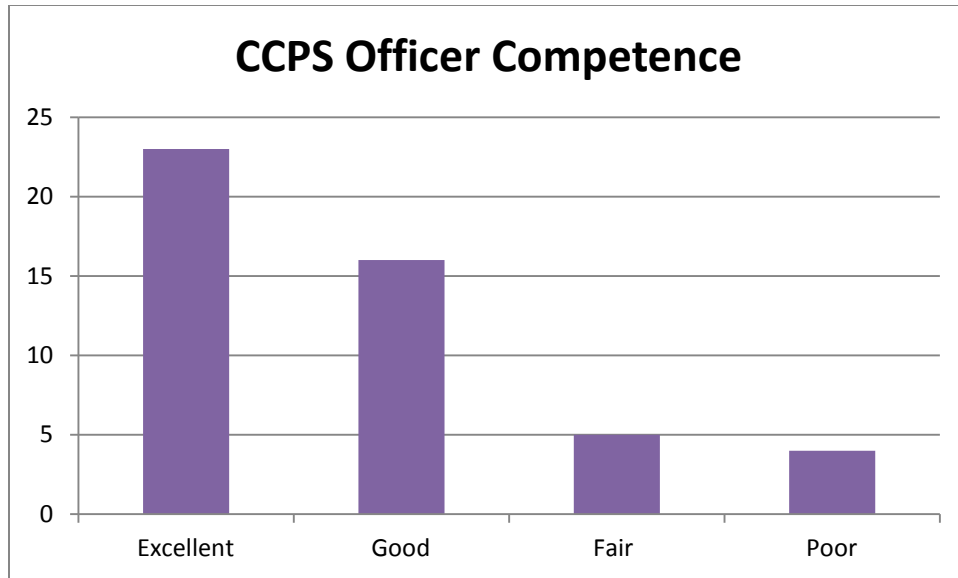


Of the 2397 respondents, 2124, (nearly 89%), feel safe at Western

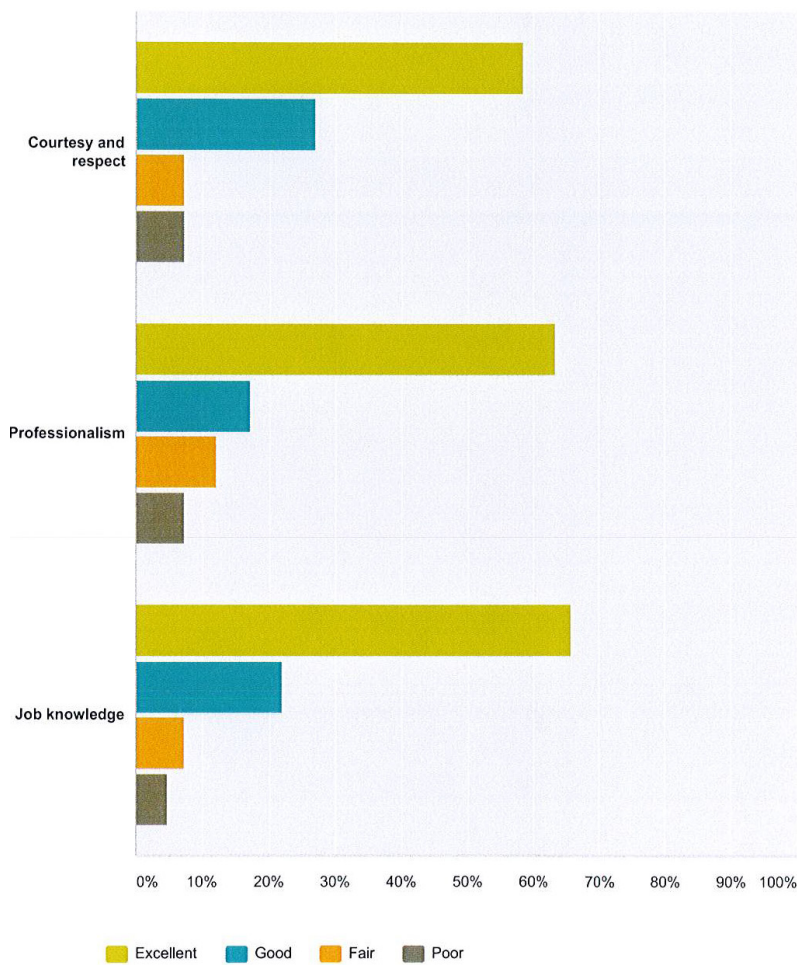
CCPS Survey



94% of respondents to the CCPS survey rate performance fair to excellent



Nearly 92% of respondents rate officer competence from fair to excellent



The vast majority found CCPS officers to be courteous, respectful, professional and knowledgeable

Community Service

CCPS was involved in community events such as the annual BBQ for families at Platt's Lane Estates, Cops for Cancer head shave, and Rape Aggression Defence (R.A.D.) training, to name but a few.



S/Cst. Scott Hessel raised \$520 by shaving his head for Cops for Cancer



Sgt. Rob Hughes introduces future S/Csts. to a patrol car at the Platt's Lane BBQ



Several CCPS members, led by Director Carson, answered the ALS challenge



CCPS donated \$500 to the USC Food Support Plan



Sgt. Loreto Rossi instructed two R.A.D. courses in 2014

In addition to appearing at several community events, Campus Community Police Service was active behind the scenes supporting many other worthwhile community ventures.

Just a few examples of how CCPS supports the community we live in are:

London Police Charity Golf Classic	\$300
Trek for Tourette's	\$100
YMCA	\$100
Salvation Army	\$600
Crime Stoppers	\$100
Canadian Cancer Society	\$200
Leukemia and Lymphoma Society	\$200

A special donation of \$500 was made to the Niagara Police Social Fund in an effort to aid the family of Cst. Pete Tucker, who was severely injured in a police motorcycle collision.



Harmony 9 Exercise

The Harmony 9 Exercise was held on May 12, 2014. This annual exercise was an incident that involved a tornado striking Western Campus, causing damage to several buildings and specifically to a Chemistry lab. Five persons received injuries from the debris and the chemicals that were being utilized within the lab.

This exercise resulted in the testing of the weather siren the joint Western and London Fire Service Hazmat teams as well Western's Emergency Operations Command Group. Not only did the exercise test the responses of the various agencies, it also illustrated how the common training each agency receives independently enables them to work together when necessary, (ie: Provincial Incident Management System Training, IMS). As of December 2014, all CCPS supervisors had received certification in the IMS. Future plans call for secondary supervisors as well as dispatchers to receive this training.



Incident Commander, CCPS Director John Carson, briefs responders at the scene



Western's Campus Police, HazMat team, Fire Safety Team and Student Emergency Response Team, (SERT), worked well with London Fire Department's HazMat Team in a coordinated response to the exercise



Multiple "casualties" enabled SERT to practice their triage skills



Tony Hammoud, Western's HazMat coordinator, briefs Director Carson and his team of the situation within the affected building.



London Fire crews "decontaminate" a HazMat member at the conclusion of the exercise.

Prime Minister's Visit to Western

On November 24, Prime Minister Stephen Harper spent the day visiting the National Research Council and the Advanced Manufacturing Park, both of which reside on Western University property.

Campus Police were integral in assisting the PM's Protective Detail in providing security for this event. The Inspector in charge of the detail relied on Campus Police to conduct a site survey that included many photographs and local insight, as well as an Operational Plan.

The visit concluded with no incidents being reported. The PM's security officers as well Mr. Harper himself expressed their gratitude for the able assistance of CCPS.



Photo: Office of the Prime Minister

Pictured with Prime Minister Harper in the Windee Dome is the Campus Police Security Detail. From left: S/Sgt. J.C. Aubin, S/Cst. S. Hessel, Prime Minister Harper, Sgt. R.J. McCormick, S/Cst. R. Fairful

International Police Mountain Bike Course

In 2014, Campus Police initiated a partnership with London Police Service, (LPS) to conduct police bicycle patrol training for new riders. The LPS trainer Sgt. Gary Strang enthusiastically agreed to hold the five-day course, designed by the International Police Mountain Bike Association at Western, and to include CCPS officers. He recognized that the campus offers all the types of terrain that police patrols are likely to encounter. Due to the success of the two courses held here, more are planned for the future.



S/Cst. Jeff VanHaarlem is shown negotiating some tight corners on Day 1 of the course. LPS officers can be seen in the background.



CCPS officers practice on the slalom course during day one of training



CCPS has updated our patrol bikes to make them more visible and identifiable

Fire Safety

Fire Safety & Emergency Management (FSEM) has completed its transition with one full time technician retiring and the hiring of a new position – Operations Coordinator. Jennifer Romyn will coordinate and follow up with all aspects of testing and repairs as well as create and maintain fire safety plans. The change will help us to meet our obligations, improve efficiencies, and add depth to the team.



In cooperation with the Fire Science Departments at Lambton and Seneca Colleges, we continue to hire Co-Op students annually. In addition to the 3 full time staff members, the Co-Op students supplement the full time staff and are integral in helping us meet our legislative requirements. The students receive hands on training in all aspects of maintaining life safety equipment. This has proven to be a very successful relationship as we are currently in our 6th year. Western staff members have been nominated as “Mentors of the Year”.

FSEM is responsible for testing, inspecting, and maintaining life safety equipment in over 9 million square feet of Western property. This includes 1300 fire hose cabinets, 38 kitchen suppression systems, 16 fixed and gaseous special extinguishing systems, 100 building fire alarm systems, over 1100 sprinkler devices, and 5300 portable fire extinguishers.

In addition, we provide education and training and work cooperatively with our campus community to foster a safe campus. From fire extinguisher training, using our state of the art simulator, to learning what to do in case of smoke and fire situations, education is the proven method to reduce fire related incidents. Students, staff, and faculty all participate. Through training and education they become more aware and better ambassadors for a safe campus community.



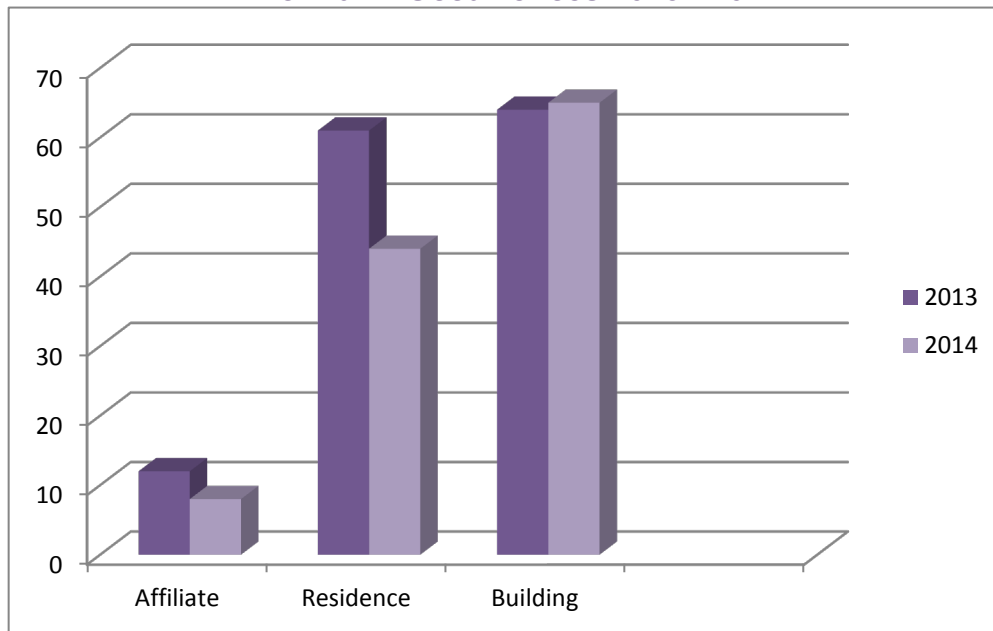
Building Emergency Team members (BET) are a requirement under the Ontario Fire Code and provide an essential service during fire alarms and even during other building emergencies. The BET members are the facilitators who help evacuate building occupants quickly and safely during fire alarms, assist persons with disabilities, and are now also tasked with assisting during severe weather.

These 500+ volunteers were invited to attend a learning/training session this past summer and most were able to attend one of the two sessions. It was an excellent opportunity to connect with these individuals from across campus, review the BET duties and responsibilities, as well as provide a Q & A opportunity. Although we provide smaller group training when requested, having the large group together helps foster a team spirit.



There were 27 fire related fire alarms in 2014, a slight drop from the 29 in 2013. The only significant fire was the Tennis Clubhouse, in which there were no injuries but the clubhouse needed to be rebuilt. The fire was caused by a plumbing contractor performing hot work in the leased facility. As well, one cooking incident at Perth Hall resulted in minor damages when a student applied water to extinguish an active grease fire. Most fires were minor and cooking related; some were small experiments using flammable liquids; or equipment which malfunctioned. The number of unwanted fire alarms caused by negligent contractors fell to 11 from the previous year which had 21. This was mostly due in part to the reduced number of construction projects on campus. Over all, fire alarms fell from 137 in 2013 to 117 in 2014, with the largest drop in Residences.

Fire Alarm Occurrences 2013 - 2014



In 2014, FSEM continued its partnership with the local Salvation Army and project CompUGive. Used computers were reconditioned and provided to families in need or non profit groups in the London area. Initially, Western was the only donor and would like to thank all of the internal departments, and especially IT, for supporting this endeavour.



Project CompUGive started with the donation of eight computers in 2012 and now includes many other donor partners as well. To date over 200 computers have been recycled and donated to local families and groups who are in need.

Future Focus:

Public awareness and education will continue to be the focus for 2015 as we have seen positive results in the reduction of residence false fire alarms since investing more time with students. As well, a new Building Code was recently released and an updated Fire Code is due shortly. We are already reviewing new legislation such as the requirement of Carbon Monoxide detectors in the province of Ontario. It will be incumbent upon FSEM to review and understand how the new legislation will impact our campus. The Fire Safety & Emergency Management website <http://www.fire.uwo.ca/> has tips, news and events, as well as a place to sign up for free fire extinguisher training.



Western Foot Patrol

Foot Patrol is a volunteer student-driven safety service that provides a variety of supportive safety services to Western and the affiliated University Colleges. Co-ed volunteer teams provide safe-walk and work-safe programs as well as lighting inspections and Blue Emergency phone checks. We have been very appreciative in attracting upwards of 250 student volunteers each year to the 'Foot Patrol' program.

Safe Escorts

Volunteer teams provide safe escorts at Western, Brescia, Huron and Kings University College campuses and to some off campus locations near the University. Our co-ed teams will wait with customers at a bus stop; ensure they reach their car safely in campus parking lots, and escort students to their residence or any building on campus. The Western Foot Patrol SUV compliments our walking teams and is used for longer escorts and on high-volume evenings. Each school year, Foot Patrol provides approximately 2,000 safe escorts.



Deterrence

Teams help deter crime through visible patrol. Any criminal or suspicious behaviour or event is reported to Campus Police. Examples of matters that are reported include erratic driving, heated arguments, and suspicious persons around a building.

Work-Safe

Foot Patrol operates the Work-Safe Program in conjunction with Campus Police. Staff members working alone and late at night can call and set "check in" times while they are at work so someone knows where they are. If customers fail to check in at the scheduled times and cannot be reached, Campus Police are dispatched to check on their welfare.





Lighting and Blue Phone audits

Foot Patrol conducts weekly audits of the emergency blue phones on campus. General lighting safety audits are completed monthly and include streets, pathways and parking lots. Audits are then submitted to the Facilities Management electrical shop for review and repair.



Special Events

Our Annual Used Book sale was held in March in the UCC Atrium as a fundraiser for Foot Patrol. Books were generously donated by members of the London and Campus Communities and sold to raise approximately \$2,000 for the program. These proceeds were directed towards support of the program as well as the Annual Volunteer Banquet.



Volunteer Banquet

Foot Patrol strives to appreciate and thank our tremendous volunteers in various ways throughout the year. Weekly draws for volunteers are held along with refreshments in the office, reference letters and of course a heartfelt 'Thank You'.

Formally, appreciation is celebrated at our Annual Volunteer Banquet at the Great Hall in the spring. This past year, the theme for the banquet was "The Walking Dead: Zombie Apocalypse".



Bicycle Safety

Every year the number of cyclists using Western's roads increases substantially. It is estimated that well over 1000 bicycles converge on campus during mild weather. With this increase in traffic comes an increased risk of collisions. In September, Campus Police teamed up with London Transit Commission and Share the Road Cycling Coalition to hold an information session on University Drive. Several cyclists were given tips on safety, shown how to load their bikes onto a bus rack, and urged to register their bikes with Campus Police.



Sgt. Hughes awaits the next cyclist during the information session. An LTC bus and inspection tent can be seen in the background

CCPS performed a number of safety inspections during the information session

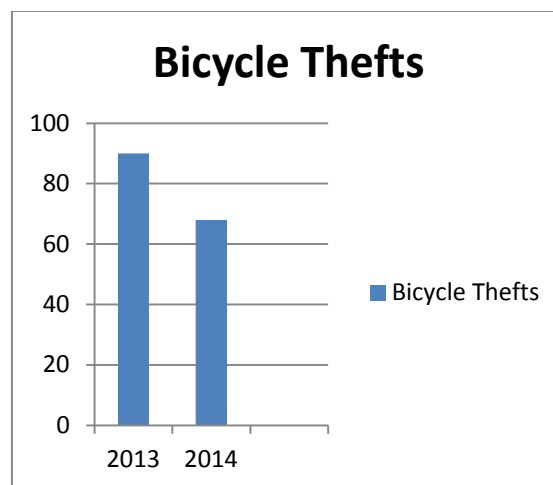


In addition to promoting bicycle safety, CCPS is taking several steps to decrease the incidence of bicycle thefts. Our registration program has been enhanced with the offer of free high quality “U-locks” to anyone who registers their bike with Campus Police and does not already own a U-lock. CCPS officers patrolled campus bike racks and left notes on bikes either bearing no locks, or bearing poor quality ones, advising the owners of this program. In only 3 weeks, 150 free locks were issued.



Sgt. Rossi assists a student with registering his bike.

The incidence of bicycle thefts has decreased. The free lock program has been so successful that Campus Police hope to repeat it in 2015 on a larger scale.



Bicycle thefts decreased from 90 in 2013 to 68 in 2014

Severe Weather

Southern Ontario is accustomed to major weather systems such as thunderstorms and blizzards, and 2014 was no exception. In May and July, two weather events (tornado warnings) resulted in the activation of our weather siren and implementation of our severe weather plan. The May storm occurred one day after the Harmony 9 exercise. No damage or injuries occurred and only minor flooding was reported.



Two tornado warnings were issued by Environment Canada for the London area in 2014



A second weather siren was installed atop the Social Sciences Centre in August. Both sirens are tested on a weekly basis.

New CCPS Patrol Vehicle



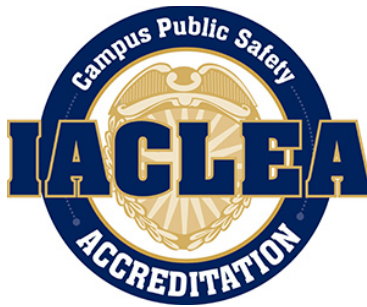
In the latter part of 2014, Campus Police took delivery of a 2014 Ford Explorer SUV to replace one of its aging cruisers. CCPS took advantage of this opportunity to order a vehicle specific to the needs of the department. The SUV is all wheel drive, enabling it to be deployed in all weather conditions. It is equipped with a towing package so that it can move the Emergency Response and HazMat trailers as required. The vehicle has a state of the art communications system installed, allowing it to be a mobile command post when necessary. A unique iPad mount will allow these recently obtained tools to be used as in-car cameras at crime scenes and during traffic duties. After only a few months' service, officers utilizing this vehicle are extremely impressed with its versatility.



Accreditation

Western University's Campus Community Police Service remains the only university police agency in Canada to be accredited by the International Association of Campus Law Enforcement Administrators (IACLEA). In order to be compliant with the over 200 IACLEA standards required for accreditation, the monitoring process requires constant oversight and documentation of compliance examples for each standard.

In June Sgt. Bob McCormick, our accreditation manager, and Director Carson attended IACLEA's annual conference in Montreal. The purpose of this conference is to maintain consistency among member institutions and provide best practise learning opportunities. During the conference, Sgt. McCormick was able to confirm that CCPS remains totally compliant with IACLEA's standards. In order to remain accredited, Campus Police must pass an extensive review every four years. The next review is scheduled for March 2016.



Sgt. Bob McCormick at the helm in the Accreditation Office

Personal Safety

1. **Walk/ Wait with** a friend, with Foot Patrol, or near a group of people. Stay in well-lit high traffic areas.
2. **Be aware of your surroundings.** Keep your head up, as this will project confidence. Walk with alertness and this will enable you to view your surroundings, identify a potential problem or possibly an assailant.
3. **Be alert.** Keep your personal belongings, such as a laptop close by and secure; log serial numbers and photograph valuables.
4. **Avoid travelling alone including receiving a ride with a total stranger. Please ensure you have a friend when accepting rides.**
5. **If you feel that your safety is threatened,** seek immediate assistance from a business or school nearby or any place that you can reach safely. To prevent a possible reoccurrence or potential risk to others, notify the police of the incident.
6. **Keep in mind that anything you carry could be used as a weapon** and may be taken away and used against you. If confronted, do not introduce any object into the scenario. Personal safety alarms are a benefit, if they are heard.
7. **Communicate your schedule with your family and roommates.** A phone call saying you will be late will prevent unnecessary worrying. People care about you – be considerate.
8. **Be extremely cautious** of divulging any personal information on ‘Social Media’ or to strangers.
9. **Educate yourself on how to prepare for any circumstance.** You can never prepare yourself for every eventuality, but knowledge is a tool that will contribute to safety awareness.
10. **Trust your intuition.** If a situation or person makes you feel uncomfortable for whatever reason, go with your feelings. Immediately remove yourself from the area or person. Remember not to leave any beverages unattended.
11. **Arrange** for snow shovelling & don’t let newspapers pile up outside when you are away.

12. **Plan ahead** if alcohol will be part of your evening. Arrange for a ride home ahead of time. Please don't drink and drive.



SAFETY IS A SHARED RESPONSIBILITY



Western has 24 "Blue Phones", which provide emergency communications placed at strategic locations throughout the campus.

Conclusion

The Campus Community Police Service (CCPS) is progressive in embracing opportunities through community partnerships, effective leadership and individual responsibilities.

The CCPS supports Western's mission of 'providing the best student experience among Canada's leading research-intensive universities'. In meeting this objective CCPS will continue to work closely with Western's stakeholders and the broader community to ensure best outcomes for students, faculty, staff and visitors. The on-going support of the University Administration has been excellent and is very much appreciated by our staff.

We are committed to excellence in professional standards, personal development, community partnerships and activities contributing to safety, security and quality of life in the diverse university community at Western.



REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE

Contents	Consent Agenda
Quarterly Report on Fundraising	No
Western Fund Allocation	Yes

FOR INFORMATION

1. **Quarterly Report on Fundraising**

See [Annex 1](#).

2. **Western Fund Allocation**

The Western Fund is promoted to donors as a means of supporting the highest priority needs of the University, typically through the Annual Giving program, but also through major gifts.

Each year, an allocation of available expendable Western Fund contributions is allocated to a preexisting list of priorities, including the Ontario Graduate Scholarships program, for which a transfer at March 31, 2015 was required to help fully meet funding needs by the program deadline.

The following allocations were made in 2015:

PROJECT	FUNDING	DETAILS
Capital Funding	\$350,000	Institutional Planning & Budgeting commitment for capital expenditures.
OGS	\$350,000	Annual commitment to fund the OGS/QEIISSST/OTS exposure
Rotman Institute of Philosophy	\$43,286	In support of the Institute as part of the donor agreement with the Rotman Family Foundation.
Lassonde Awards - Engineering	\$20,000	Annual commitment to support two awards as part of the donor agreement with the Lassonde family.
Scholar's Elective Program	\$15,000	Annual commitment to fund the program.
London Music Scholarships	\$5,000	Annual commitment to provide awards for students who do not meet the Ontario residency requirements of the LMSF OSOTF endowment.
London Police Services Scholarship	\$860	Annual commitment to address a donor relations issue resulting from a withdrawal of OSOTF matching funds.
TOTAL FOR 2013/2014	\$784,146	



Fund Raising Initiatives Quarterly Report
as at January 31, 2015
(with comparative figures from the fiscal year 2012/13 to 2013/14)

(1) PLEDGE DATA	May 1, 2014 to January 31, 2015 (000's)			May 1, 2013 to April 30, 2014 (000's)			May 1, 2012 to April 30, 2013 (000's)		
	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target
Pledges outstanding May 1,	111,191	111,191	N/A	101,618	101,618	N/A	168,106	168,106	N/A
New Gifts & Pledges (Gross)	65,000	37,174	57.19%	65,050	69,908	107.47%	65,000	60,487	93.06%
Pledges cancelled/amended on new/prior pledges	(2,797)	(1,787)	63.88%	(2,962)	(3,154)	106.50%	(2,684)	(2,503)	93.26%
Net New Pledges/Gifts	62,203	35,387	56.89%	62,088	66,754	107.51%	62,316	57,984	93.05%
(2) Contributions received in payment of pledges/gifts:									
Foundation Western				5,000	7,993	159.86%	9,500	10,415	109.63%
Western University	55,122	35,806	64.96%	47,714	49,181	103.07%	103,716	113,678	109.61%
Richard Ivey School of Business (Asia) Limited	394	14	3.56%	9	7	77.78%	422	379	89.80%
Total contributions received	55,516	35,820	64.52%	52,723	57,181	108.46%	113,638	124,472	109.53%
Net Pledges Outstanding	117,877	110,758	93.96%	110,983	111,191	100.19%	116,784	101,618	87.01%

(3)	Cost Per Dollar Raised	May 1, 2014 to January 31, 2015 (000's)			May 1, 2013 to April 30, 2014 (000's)			May 1, 2012 to April 30, 2013 (000's)		
		New Pledges/Gifts	Expenses (5)	Cost per Dollar Raised	Net Pledges/Gifts	Expenses (5)	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
(3)	Fundraising/Development/Advancement	31,895	6,672	NA	57,674	6,633	\$0.12	32,959	4,042	\$0.12
(4)	Ivey School of Business	5,287	869	NA	12,035	1,556	\$0.13	16,473	1,622	\$0.10
	Foundation Western							10,718	1,172	\$0.11
	Total Expenses/Cost Per Dollar Raised	37,182	7,540	NA	69,709	8,189	\$0.12	60,151	6,836	\$0.11
(6)	3-Year Average Cost Per Dollar Raised	NA	NA	NA	194,516	21,728	\$0.11			

(1) Includes total activity of:

- Western University
- The University of Western Ontario Inc.
- The University of Western Ontario (UK) Foundation
- The University of Western Ontario (HK) Foundation
- Foundation Western (only for FY2012 to FY2014)
- Richard Ivey School of Business (Asia) Limited

(2) Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the Contributor Relations System within reporting period and may differ from the general ledger reporting period.

(3) Includes all new pledges and gifts, cash and non-cash (Gift in Kind, Gift in Service, Gift in Purchase Discount).

(4) Foundation Western revenue expenses were included in the Fundraising/Development/Advancement line May 1, 2013 to April 30, 2014.

(5) Includes all operating expenses including Faculty paid Development Officers and Communication Staff directly involved in preparing, producing, distributing and evaluating fundraising documents only for expenses starting May 1, 2013 to April 30, 2014.

(6) May 1, 2013 to April 30, 2014 3-year average does not include the IBM gift of \$65M.

ITEMS REFERRED BY SENATE

Contents	Consent Agenda
Articulation Agreement between King's University College and Fanshawe College	Yes
Bone and Joint Institute	Yes
Report on Motions of Non-Confidence	No
2015-16 University Operating and Capital Budgets	Yes
2015 Entrance Standards for Undergraduate First-Year Admissions	Yes
Five-Year Enrolment Projections	Yes
Report on Year One Class and Entering Averages	Yes
Report on Faculty Recruitment and Retention	Yes
Report of the Working Group on Information Security (WGIS) – 2014 Annual Report	Yes
Report of the Academic Colleague	Yes
Report of the Honorary Degrees Committee	Yes
Report of the Subcommittee on Teaching Awards - Recipients for 2014-15	Yes

FOR APPROVAL

1. **Articulation Agreement for Admission from the Fanshawe College Business-Accounting Diploma Program into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program or Year 3 of the Management and Organizational Studies (Specialization in Finance and Administration) Program at King's University College**

Recommended: That the Articulation Agreement, outlined in [Annex 1](#), regarding transfer credit for graduates of the Fanshawe College Business-Accounting Diploma program for admission into Year 3 of the Management and Organizational Studies (Specialization in Accounting) program or the (Specialization in Finance and Administration) program at King's University College, be approved effective April 1, 2015, as recommended by Senate.

Background:

This agreement relates to students studying in the Business-Accounting Diploma Program at Fanshawe College. Effective April 1, 2015, King's University College proposes to accept students from this program into Year 3 of the Management and Organizational Studies (Specialization in Accounting) program or Year 3 of the Management and Organizational Studies (Specialization in Finance and Administration) program as set out in an Articulation Agreement between the two institutions. The details of the agreement are set out in [Annex 1](#).

The objectives of the agreement are to provide graduates from Fanshawe who satisfy the criteria described in this agreement with the opportunity to apply for admission to the Bachelor of Management and Organizational Studies (BMOS) program at King's University College, and to meet the needs of aspiring Chartered Professional Accountants now enrolled at Fanshawe in order to complete their accounting credits and obtain a Western degree.

2. **Bone and Joint Institute (BJI)**

Recommended: That the Bone and Joint Institute be established at Western for a five-year term effective May 1, 2015, as recommended by Senate.

Background:

Attached as [Annex 2](#) is the Executive Summary for the Bone and Joint Institute and other supportive documentation. This is the first institute to be established under the revised MAPP 7.9, Policy on Establishment, Governance and Review of Research Institutes, Centres and Groups.

FOR INFORMATION

3. **Report on Motions of Non-Confidence**

A report on the Motions of Non-Confidence will be distributed at the meeting.

4. **2015-16 University Operating and Capital Budgets**

The Senate, at its meeting of April 10, 2015 reviewed the 2015-16 Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets (see the Report of the Property & Finance Committee and the budget documents issued).

5. **2015 Entrance Standards for Undergraduate First-Year Admissions**

Senate, at its meeting on March 13, 2015, approved the targets and processes for first-year, first-entry undergraduate enrolment for the Constituent University and Affiliated University Colleges as outlined in [Annex 3](#).

6. **Five-Year Enrolment Projections**

Senate, at its meeting on March 13, 2015, approved that the five-year enrolment projections/plans presented in [Annex 4](#) be used for University budget planning purposes.

7. **Report on Year One Class and Entering Averages**

See [Annex 5](#).

8. **Report on Faculty Recruitment and Retention**

See [Annex 6](#).

9. **Report of the Working Group on Information Security (WGIS) – 2014 Annual Report**

See [Annex 7](#).

10. **Report of the Academic Colleague**

See [Annex 8](#).

11. **Report of the Honorary Degrees Committee**

See Annex 9. (to be distributed at the meeting)

12. **Teaching Award Recipients – 2014-15**

See [Annex 10](#).

13. **Announcements**

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Deborah Meert-Williston	Allyn & Betty Taylor Library	Western Libraries	Library Head	02/14/2015	2020-02-13
Nandi Bhatia		Arts and Humanities	Associate Dean	July 1-2015	June 30-2017
Pamela McKenzie		FIMS	Associate Dean	January 2-2016	January 1-2019
Tracy Isaacs		Arts and Humanities	Associate Dean	July 1-2015	June 30-2018
Rick Fehr	First Nations Program	Social Science	Acting Director	January 1-2015	April 30-2015
Andrew Nelson		Social Science	Associate Dean	July 1-2015	December 31-2015

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

KING'S UNIVERSITY COLLEGE
(hereinafter called "King's")

and

THE UNIVERSITY OF WESTERN ONTARIO
(hereinafter called "Western")

and

FANSHAWE COLLEGE
(hereinafter called the "Fanshawe")

WHEREAS Western, King's, and Fanshawe wish to increase student mobility between Fanshawe College and King's University College, and the parties recognize that credit transfer is a key means to encourage such mobility;

AND WHEREAS the parties wish to facilitate the admission of qualified graduates of the Business-Accounting Diploma Program at Fanshawe into Year 3 of the Management and Organizational Studies (Specialization in Accounting or Specialization in Finance and Administration) at King's, by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and Western agrees to grant transfer credit to successful applicants under the terms of this Agreement;

AND WHEREAS the parties wish to set out clearly defined processes for the movement of the graduates between Fanshawe and King's;

NOW THEREFORE in consideration of the mutual covenants herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follow:

ADMISSION

1. King's agrees to consider for admission to full-time study to Year 3 of the Management & Organizational Studies (Specialization in Accounting or Specialization in Finance and Administration) graduates of the Business-Accounting Diploma Program who meet the following requirements:

- a. completion of the two-year Business-Accounting Diploma program with a minimum overall average of "B+" or 3.5 GPA calculated on all courses within the diploma program only, and with no grade less than "C" or 2.0 GPA;
- b. completion within the two years immediately prior to applying to the BMOS Program of a prescribed set of courses within the Business-Accounting Diploma program (see list in section 5 below);
- c. completion of Fanshawe Mathematics 0013 and 0014, MCV4U, MATH 3079 (Calculus & Vectors); or Western Mathematics 0110A/B (Introductory Calculus); or equivalent;

- d. written endorsement of the Chair of the Lawrence Kinlin School of Business at Fanshawe.
2. To be considered for admission under this Agreement, Fanshawe students must notify the Registrar's Office at King's by March 1st of the year in which they are seeking admission of their intention to apply, and provide the King's Admissions Office with their academic transcripts by June 1st.
 3. King's may accept up to 30 Business-Accounting Diploma graduates annually under this Agreement.
 4. Admissions decisions are within the sole discretion of King's and are not appealable. Applicants who meet the requirements set out above are not guaranteed admission under this Agreement. The decision as to the number of students who will be accepted in any academic year may vary from year to year. Final determination of the validity of all admissions rests with the Registrar at Western in accordance with the provisions of the affiliation agreement between Western and King's.

BLOCK TRANSFER CREDIT

5. Block transfer credit shall be awarded to successful applicants for the following courses equivalent to the first two years of full-time study (10.0 courses in the Accounting Specialization or the Finance and Administration modules of the MOS Program, not advanced standing. This credit is not transferrable to other Faculties or Programs. The required Fanshawe courses for block credit consideration are listed below:

Course Number	Course Name	Credit Hours
ACCT 1004	Principles of Accounting I	4.0
ACCT 1097	Applied Computer Applications for Accounting 1	3.0
ACCT 1011	Principles of Accounting II	5.0
ACCT 3022	Cost Accounting I	3.0
ACCT 3036	Accounting I, Intermediate	5.0
ACCT 3037	Accounting II Intermediate	6.0
BUSI 1005	Introduction to Business Processes	3.0
BUSI 1060	Strategies for Success	1.0
COMM 3020	Professional Communication	3.0
ACCT 1098	Applied Computer Applications for Accounting 2	3.0
ECON 1002	Economics I	3.0
ECON 1005	Economics II	3.0
FINA 3007	Taxation I	6.0
FINA 3020	Taxation II	4.0
LAWS 3041	Business Law	3.0
MATH 1045	Statistics	3.0
MATH 1052	Business Math	3.0
MATH 1175	Financial Mathematics	3.0
MGMT 3041	Organizational Behaviour	3.0
MKTG 1012	Principles of Marketing I	3.0
SYST 3002	Business Information Systems	3.0
WRIT 1032 (or WRIT 1034 or WRIT 1030)	Reason & Writing – Business 1	3.0

6. The course names and numbers set out in section 5 may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western and King's of changes to the Fanshawe course names or numbers may result in denial of admission and transfer credit to qualified applicants.

7. The parties acknowledge that the granting of block transfer credit is based on an assessment of the Business-Accounting two-year diploma program curriculum and courses as of the date of this Agreement. It is the responsibility of the College to notify Western and King's of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western to decide whether block transfer credit will continue to be granted for these courses.

GENERAL

8. Students accepted under this Agreement must complete the courses set out in **Appendix 1** and maintain a cumulative and graduating average of at least 65% to graduate. These progression and degree requirements are subject to change during the term of this Agreement and King's will give Fanshawe written notice of any changes.

9. Students who subsequently fail to meet progression or degree requirements for the King's Management & Organizational Studies (Specialization in Accounting or Specialization in Finance and Administration) Program but who do meet requirements for another program at King's or Western, may be permitted to transfer to another program at the discretion of the relevant Faculty. Students who transfer to another program or campus will have the block transfer credit removed from their academic record and credit for College courses will be assessed on a course-by-course basis.

10. Fanshawe and King's agree to provide Fanshawe students with information about the block transfer credit and encourage qualified students to apply.

11. The parties shall each designate a Program representative to assist with the operation of this Agreement. The Program representatives and other relevant staff at each institution shall meet at least once every two years to review their processes and determine if changes are needed to meet the objectives of the parties.

TERM

12.(a) This Agreement is effective April 1, 2015 and shall continue in force unless terminated by a party as set out herein.

(b) Any party may terminate this Agreement upon three months' written notice of termination to the other parties. No applicants will be considered for admission after the date of such notice.

(c) Notwithstanding paragraph (b), if Western or King's decides to terminate this Agreement due to changes to Fanshawe's curriculum or course content, this Agreement shall terminate on a date that is the earlier of three months after written notice of termination is given to Fanshawe and the date that the changes were made by Fanshawe.

- (d) Students accepted into the University Program under this Agreement prior to issuance of a notice of termination shall be permitted to complete their studies under the terms of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement under the hands of their duly authorized officers.

FANSHAWE COLLEGE

David Belford
Dean, Faculty of Business

Date

*I have authority to bind the institution.

Peter Devlin
President, Fanshawe College

Date

*I have authority to bind the institution.

KING'S UNIVERSITY COLLEGE

* _____
Dr. David Sylvester
Principal, King's University College

Date

*I have authority to bind the institution.

THE UNIVERSITY OF WESTERN ONTARIO

* _____
Dr. John Doerksen
Vice-Provost (Academic Programs),
Western University

Date

*I have authority to bind the institution.

APPENDIX 1

Articulation Agreement between King's University College, The University of Western Ontario,
and Fanshawe College, Business-Accounting Diploma Program

Course Requirements for Degree Completion King's Management & Organizational Studies (MOS) Program <u>Specialization in Accounting</u>		
<p>To graduate from the MOS Program at King's students admitted under this articulation agreement must successfully complete the 10.0 courses listed below. King's will provide Fanshawe with written notice of any changes to these course requirements. A final average of 65% must be achieved to graduate from the MOS program.</p>		
Credit Weight	Western Course Number	Western Course Name
Year 3 Requirements		
0.5	MOS 3310	Finance for Management & Organizational Studies
0.5	MOS 3320	Marketing for Management & Organizational Studies
0.5	MOS 3330	Operations Management
0.5	MOS 3360	Intermediate Accounting I
0.5	MOS 3361	Intermediate Accounting II
0.5	MOS 3370	Management Accounting: Cost
0.5	MOS 3371	Management Accounting for Decision Making
0.5	MOS 2275	Business Law I
0.5	MOS 2285	Global Business Environment
0.5		Breadth Requirement: Category "B" Arts & Humanities course
Year 4 Requirements		
0.5	MOS 4410	Strategic Management for Management & Organizational Studies
0.5	MOS 4465	Advanced Accounting
1.0 or equivalent from:	MOS 3362 MOS 3390-3392 MOS 3000 level or above	Intro to Tax in Canada Special Topics
1.0 or equivalent from:	MOS 3401 PHIL 2700 PHIL 2074 PHIL 2075	Corporate Social Responsibility Introduction to Ethics and Value Theory Business Ethics Business Ethics in a Global Context
1.0 or equivalent from:	MOS 3363 MOS 4462 MOS 4463 MOS 4464 MOS 4466	Intro to Auditing Advanced Issues in CA Taxation Advanced Audit Info Systems Audit Accounting Theory
1.0		Designated Essay Course numbered 2000 or higher

Course Requirements for Degree Completion King's Management & Organizational Studies (MOS) Program			
<u>Specialization in Finance and Administration</u>			
<p>To graduate from the MOS Program at King's students admitted under this articulation agreement must successfully complete the 10.0 courses listed below. King's will provide Fanshawe with written notice of any changes to these course requirements. A cumulative final average of 65% must be achieved to graduate from the MOS program.</p>			
Year 3 Requirements	Credit Weight	Course Number	Western Course Name
	0.5	MOS 3310	Finance for Management & Organizational Studies
	0.5	MOS 3320	Marketing for Management & Organizational Studies
	0.5	MOS 3360	Intermediate Accounting I
	0.5	MOS 3361	Intermediate Accounting II
	0.5	MOS 3370	Management Accounting: Cost
	0.5	MOS 3371	Management Accounting for Decision Making
	0.5	ECON 2150	Intermediate Microeconomic Theory I
	0.5	ECON 2152	Intermediate Macroeconomic Theory and Policy I
	0.5	MOS 2285	Global Business Environment
	0.5	XXXX	Breadth Requirement: Category "B" Arts & Humanities course
Year 4 Requirements			
	0.5	MOS 3330	Operations Management for Management & Organizational Studies
	0.5	MOS 4410	Strategic Management for Management & Organizational Studies
	0.5	MOS 4465	Advanced Accounting
	0.5	MOS 4466	Accounting Theory
	1.0 or two 0.5 from:	MOS 3401 PHIL 2700 PHIL 2074 PHIL 2075	Corporate Social Responsibility Introduction to Ethics and Value Theory Business Ethics Business Ethics in a Global Context
	1.0 or two 0.5 from:	AS 2053 ECON 2154 ECON 2156 ECON 2159 ECON 2160 ECON 2184	Mathematics for Financial Analysis Money Labor Economics Bargaining Public Finance Expenditure Public Finance Revenue Cost-Benefit Analysis
	1.0	XXXX	Designated Essay Course numbered 2000 or higher

Bone and Joint Institute (BJI) at Western University

APPENDIX 2

List of faculty membership in the proposed *Bone and Joint Institute*

(Additional members welcome)

IDI = Interdisciplinary Development Initiative

Joint Motion Program = CIHR Strategic Training Program in Musculoskeletal Health Research and Leadership

CMHR = Collaborative Graduate Program in Musculoskeletal Health Research

Name	Affiliation	Current participation in collaborative musculoskeletal programs
George Athwal	Orthopaedic Surgery, Schulich School of Medicine & Dentistry; Roth McFarlane Hand and Upper Limb Centre	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Bill Avison	Sociology, Faculty of Social Science; Assistant Director, Lawson Health Research Institute	
Chris Bailey	Orthopaedic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Lillian Barra	Rheumatology, Schulich School of Medicine & Dentistry; Rheumatology Centre at St. Joseph's Hospital	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Frank Beier	Canada Research Chair in Musculoskeletal Health, Physiology and Pharmacology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Trevor Birmingham	Canada Research Chair in Musculoskeletal Rehabilitation; Wolf Orthopaedic Biomechanics Laboratory, Fowler Kennedy Sport Medicine Clinic; Physical Therapy, Faculty of Health Sciences; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Dianne Bryant	Physical Therapy, Faculty of Health Sciences, Fowler Kennedy Sport Medicine Clinic	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Ewa Cairns	Microbiology & Immunology and Rheumatology, Schulich School of Medicine & Dentistry; Rheumatology Centre at St. Joseph's Hospital	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR

Bone and Joint Institute (BJI) at Western University

Tim Carey	Orthopaedic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Jeff Carson	Medical Biophysics, Schulich School of Medicine & Dentistry, Lawson Health Research Institute	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Bert Chesworth	Physical Therapy, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Blaine Chronik	Physics and Astronomy, Faculty of Science; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Jim Dickey	Kinesiology, Faculty of Health Sciences; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Jeff Dixon	Physiology & Pharmacology and Dentistry, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Tim Doherty	Musculoskeletal Rehabilitation Program, St. Joseph's Health Centre; Physical Medicine & Rehabilitation and Clinical Neurological Sciences, Schulich School of Medicine & Dentistry; Kinesiology, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Maria Drangova	Medical Biophysics, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Neil Duggal	Neurosurgery, Clinical Neurological Sciences, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Ken Faber	Orthopaedic Surgery, Schulich School of Medicine & Dentistry; Roth McFarlane Hand and Upper Limb Centre	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Louis Ferreira	Mechanical & Materials Engineering, Faculty of Engineering; Surgery, Schulich School of Medicine & Dentistry; Biomedical Engineering; Roth McFarlane Hand and Upper Limb Centre	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR

Bone and Joint Institute (BJI) at Western University

Doug Hamilton	Dentistry and Anatomy & Cell Biology, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
David Hess	Physiology and Pharmacology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Lisa Hoffman	Medical Biophysics and Anatomy & Cell Biology, Schulich School of Medicine & Dentistry, Lawson Health Research Inst.	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
David Holdsworth	Sandy Kirkley Chair in Musculoskeletal Research; Imaging Research Laboratories, Robarts Research Institute; Medical Imaging and Medical Biophysics Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Tom Jenkyn	Mechanical & Materials Engineering, Faculty of Engineering; Kinesiology, Faculty of Health Sciences; Wolf Orthopaedic Biomechanics Laboratory; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Jim Johnson	Biomedical Engineering; Mechanical & Materials Engineering, Faculty of Engineering; Roth McFarlane Hand & Upper Limb Centre, St. Joseph's Health Care	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Graham King	Surgery and Medical Biophysics, Schulich School of Medicine & Dentistry; and Biomedical Engineering; Roth McFarlane Hand & Upper Limb Centre, St. Joseph's Health Care	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Marita Kloseck	Health Studies, Faculty of Health Sciences; Aging and Community Health Research Lab; Aging, Rehabilitation and Geriatric Care Research Centre, Lawson Health Research Institute	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Abdel Lawendy	Orthopaedic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Pete Lemon	Kinesiology, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR

Bone and Joint Institute (BJI) at Western University

Robert Litchfield	Fowler Kennedy Sport Medicine Clinic; Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Mentor, Joint Motion Program • Mentor, Joint Motion Program • Mentor, CMHR
Joy MacDermid	Clinical Research Lab, Roth McFarlane Hand & Upper Limb Centre, St. Joseph's Health Care; Physical Therapy, Faculty of Health Sciences; Rehabilitation Science, McMaster University	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Steven MacDonald	Orthopaedic Surgery, Schulich School of Medicine & Dentistry; Rorabeck and Bourne Joint Replacement Clinic	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Mark MacLeod	Orthopaedic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Greg Marsh	Kinesiology, Faculty of Health Sciences; Canadian Centre for Activity and Aging	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Damir Matic	Plastic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Richard McCalden	Surgery, Schulich School of Medicine & Dentistry; Rorabeck and Bourne Joint Replacement Clinic	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Charles McKenzie	Medical Biophysics, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Silvia Mittler	Physics & Astronomy, Faculty of Science; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Douglas Naudie	Orthopaedic Surgery, Schulich School of Medicine & Dentistry; Rorabeck and Bourne Joint Replacement Clinic	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Andrew Nelson	Anthropology, Faculty of Social Science	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
David O'Gorman	Cell and Molecular Biology Laboratory, Roth McFarlane Hand & Upper Limb Centre, St. Joseph's Health Care; Surgery and Biochemistry, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR

Bone and Joint Institute (BJI) at Western University

Grace Parraga	Medical Biophysics, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Terri Paul	Endocrinology & Metabolism, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Terry Peters	Medical Imaging, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Robert Petrella	Beryl and Richard Ivey Research Chair; Canadian Centre for Activity and Aging; Family Medicine and Physical Medicine & Rehabilitation, Schulich School of Medicine & Dentistry; and Kinesiology, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Janet Pope	Rheumatology and Epidemiology & Biostatistics, Schulich School of Medicine & Dentistry; Rheumatology Centre at St. Joseph's Hospital	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Charles Rice	Kinesiology, Faculty of Health Sciences; Anatomy & Cell Biology, Schulich School of Medicine & Dentistry; Canadian Centre of Activity and Aging	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Amin Rizkalla	Chemical and Biochemical Engineering, Faculty of Engineering; Dentistry, Schulich School of Medicine & Dentistry; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
David Sanders	Orthopaedic Surgery, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Cheryle Séguin	Physiology and Pharmacology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Kevin Shoemaker	Kinesiology, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Shannon Sibbald	Health Studies, Faculty of Health Sciences	

Bone and Joint Institute (BJI) at Western University

Stephen Sims	Physiology and Pharmacology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Terry Thompson	Medical Biophysics, Schulich School of Medicine & Dentistry; Lawson Health Research Institute	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR
Andrew Thompson	Rheumatology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Ana Luisa Trejos	Electrical and Computer Engineering, Faculty of Engineering; Biomedical Engineering	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Dave Walton	Physical Therapy, Faculty of Health Sciences	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Christine White	Anthropology, Faculty of Social Science	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health
Kevin Willits	Orthopaedic Surgery, Schulich School of Medicine & Dentistry; Fowler Kennedy Sport Medicine Clinic	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, CMHR
Kat Willmore	Anatomy and Cell Biology, Schulich School of Medicine & Dentistry	
Andrea Willson	Sociology, Faculty of Social Science; Director, Centre for Population, Aging and Health	
Tim Wilson	Anatomy and Cell Biology, Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> • Member, IDI in Bone and Joint Health • Mentor, Joint Motion Program • Mentor, CMHR

Bone and Joint Institute (BJI) at Western University

9. FINANCING AND SUPPORT**9.1 Funding sources for first 3 years of the Institute (see letters in Appendix 3)**

<i>Item</i>	<i>Year 1</i> 2015/16	<i>Year 2</i> 2016/17	<i>Year 3</i> 2017/18	<i>Total</i>
Membership fees	\$3,500	\$3,500	\$3,500	\$10,500
Engineering	\$20,000	\$20,000	\$20,000	\$60,000
Health Sciences	\$20,000	\$20,000	\$20,000	\$60,000
Schulich	\$20,000	\$20,000	\$20,000	\$60,000
Science	\$5,000	\$5,000	\$5,000	\$15,000
Social Science	\$5,000	\$5,000	\$5,000	\$15,000
Western University	\$20,000	\$20,000	\$20,000	\$60,000
Lawson Health Research Institute	\$20,000	\$20,000	\$20,000	\$60,000
Orthopaedic Research	\$10,000	\$10,000	\$10,000	\$30,000
Other external funding (see below)	\$0	\$15,000	\$30,000	\$45,000
Total	\$123,500	\$138,500	\$153,500	\$415,500

Notes: i) Membership fees will be \$50/year for each faculty member. There will be no membership fee for eligible trainees and staff. ii) The London Health Sciences Centre has offered considerable in-kind support to the BJI by providing the *Dr. Sandy Kirkley Centre for Musculoskeletal Research* and its associated physical operating costs.

Bone and Joint Institute (BJI)
for
Research and Innovation in Musculoskeletal Health



Prepared by: *Dr. David Holdsworth and colleagues*
on behalf of over 70 Western researchers

Submitted by the:
Faculty of Engineering
Faculty of Health Sciences
Faculty of Science
Faculty of Social Science
Schulich School of Medicine & Dentistry

WESTERN UNIVERSITY, LONDON, CANADA

25 March 2015

Healthy bones and joints enable healthy living. Bone and joint disorders are the leading cause of disability in Canada. Collective action to advance innovation in bone and joint health is a national imperative. Western currently has a ‘critical mass’ of outstanding investigators and clinicians in musculoskeletal health, poised to achieve international impact through transdisciplinary research and applied innovation. Our team consists of more than 70 researchers in 5 Faculties, working with the Lawson Health Research Institute, London Health Sciences Centre, St. Joseph’s Health Care and Ivey International Centre for Health Innovation, as well as industry and community partners. This productive group of researchers is supported by external funding exceeding \$40M in multi-year external operating grants and \$17M in CFI infrastructure awards.

Building on the success of the *Interdisciplinary Development Initiative (IDI) in Bone and Joint Health* (2011-14), we have set our future vision and direction: maintain cohesion, growth and excellence in the area of musculoskeletal health and to take this group to international prominence. The next essential step is to be supported by a formalized structure at Western, thus we propose to establish the *Bone and Joint Institute (BJI)* at Western University. Our vision is “lifelong mobility”; our mission is “to lead in transdisciplinary research, innovation and education in musculoskeletal health”.

The *Bone and Joint Institute* will focus on the following academic priorities:

- ***Excellence in innovation*** – Our discoveries will lead to novel and creative patient-centred preventive, rehabilitative, medical and surgical therapies, and medical and assistive devices for widespread bone and joint diseases. We will emphasize innovative health care strategies and the development and transfer of intellectual property to private sector partners, with the goal of developing thriving industries and associated economic benefits.
- ***Collaboration*** – Transdisciplinary breakthroughs depend on the cohesive integration of skilled researchers in basic, applied and clinical sciences and working together in a team-based environment. This “*Molecule to Community*” approach will continue to be fundamental.
- ***Education*** – A core principle is commitment to undergraduate, graduate, postdoctoral and clinical education, with an emphasis on research skills, leadership, mentorship and ethics. As an Institute, our transdisciplinary collaborative training program will continue to produce the next generation of research leaders in musculoskeletal health and related fields.
- ***Knowledge translation*** – We emphasize translation of innovative discoveries, efficiently moving new knowledge from the laboratory to the community, marketplace and clinic. A focus will be research with the potential to guide policy related to bone and joint health care.

Support from the University and partners will enable the *Bone and Joint Institute* to provide outstanding administrative and logistical services for the following specific functions: promotion of transdisciplinary collaborative research; research training; the preparation of applications for major funding; fostering of outreach, partnerships, globalization and knowledge translation; internal and external communications; and performance evaluation.

Operations and governance will involve major stakeholders in musculoskeletal research in London. The base of administrative operations will be the *Dr. Sandy Kirkley Centre for Musculoskeletal Research*, within the Lindros Legacy Research Tower of the London Health Sciences Centre.

Justification: Western is committed to advancing collaborative, transdisciplinary research required to address complex issues of societal importance. By enabling collaboration among five Faculties, the Institute will allow Western investigators to tackle critical issues in musculoskeletal health research and innovation. The Institute aligns with the Strategic Research Plans of participating Faculties, and synergizes with and builds on other Signature Areas at Western, such as Imaging and Materials & Biomaterials.

Although existing research collaborations among our investigators are strong, their full potential has yet to be realized. We are now poised to leverage investments in musculoskeletal health research to increase our impact on basic and applied science, clinical practice, the health care system, and the Canadian economy. Establishment of the BJI will allow us to launch and sustain initiatives required to translate our research breakthroughs into health, economic and societal impact.

Relationship to complementary initiatives: Musculoskeletal health was recognized by Western as an area of strength with the award of an *IDI in Bone and Joint Health* from 2011-14. The IDI was highly successful and the BJI will sustain and build on its achievements. In parallel to this application for the BJI, we have been awarded the *Cluster of Research Excellence in Musculoskeletal Health*. These two initiatives are complementary; however, there is no budgetary overlap between the two proposals. Moreover, the Institute will provide continuity and sustain programs launched by the IDI (ended in 2014) and the Cluster (which has a 5-year term).

Contributions to the University's mission: The research and education enabled by the proposed BJI aligns directly with the University's strategic objective to maintain and enhance Western's stature as a leading Canadian research-intensive University "through strategic investment in areas of established and emerging research strength."

The goals articulated in the University's strategic research plan are fully exemplified by the proposed Institute, which will facilitate transdisciplinary, collaborative research and knowledge translation; leverage sustained investments in people, facilities, trainees and partnerships; and promote accountability and globalization in research, technology transfer, and education.

Operations and governance: The proposed administrative structure of the BJI aligns fully with Western's policy requirements. The Institute will have a Scientific Director, Operations Committee, and Governing Board, as well as a Research and Business Advisory Committee.

Financing and sustainability: Base funding for the BJI will be provided by participating Faculties and other partner institutions (commitments confirmed), by Western University and by membership fees. The revenues of the Institute will be increased gradually to sustain key activities of the associated Cluster in year six and beyond. This revenue growth will be realized through multiple approaches, including community engagement and fundraising, aggressive technology transfer, and external funding from municipal, provincial and federal agencies.

Summary: Western's musculoskeletal researchers have established a record of working together to achieve high-impact scientific results, major research funding, and world-class infrastructure. The BJI will enhance Western's reputation by producing high-impact breakthroughs in an area of increasing societal importance. Many individual Institute members are already recognized globally as opinion leaders. As a result of BJI activities, Western University will become renowned as an international leader in bone and joint health research, innovation and education.

Proposal for Bone and Joint Institute (BJI) – Key Elements

Scope & Purpose	<p>The BJI will include investigators working to enhance active living, mobility and movement, and to address the causes, prevention, diagnosis, treatment, support systems, and palliation for a wide range of conditions related to bones, joints, skeletal muscles and connective tissues. The transdisciplinary approach of the institute encompasses:</p> <ul style="list-style-type: none"> • Basic biological and biomedical • Physical sciences and engineering • Clinical • Health services • Social, cultural, environmental and population health
Western units to be directly involved in BJI	<ul style="list-style-type: none"> • Engineering – Chemical & Biochemical Engineering, Mechanical & Materials Engineering, Biomedical Engineering Graduate Program • Health Sciences – Canadian Centre for Activity and Aging, Kinesiology, Nursing, Occupational Therapy, Physical Therapy, Health & Rehabilitation sciences Graduate Program, School of Health Studies • Schulich – Anatomy & Cell Biology, Biochemistry, Dentistry, Endocrinology & Metabolism, Epidemiology & Biostatistics, Medical Biophysics, Microbiology, Immunology, Orthopaedic Surgery, Physiology & Pharmacology, Rheumatology • Science – Biology, Computer Science, Physics & Astronomy, Medical Physics Program in Physics & Astronomy • Social Science – Anthropology, Centre for Population, Aging & Health <p>See also the list of individual faculty members currently associated with the institute, attached.</p>
External Partners	<ul style="list-style-type: none"> • Dr. Sandy Kirkley Centre for Musculoskeletal Research • Fowler Kennedy Sport Medicine Clinic • Ivey International Centre for Health Innovation • Lawson Health Research Institute • London Health Sciences • Ontario Stem Cell Initiative • Rheumatology Centre at St. Joseph's Hospital • Rorabeck Bourne Joint Replacement Clinic • Roth McFarlane Hand and Upper Limb Centre • St. Joseph's Health Care • The Arthritis Society • Wolf Orthopaedic Biomechanics Laboratory • Numerous industries in the medical devices, biotechnology and pharmaceutical sectors
Funding Sources	<p>See attached table. In addition, researchers associated with the institute have been very successful in obtaining tri-council funding, and currently hold over \$40M in multi-year grants. This support is expected to increase, generating significant funding through the Federal Indirect Costs Program.</p>

Western University

SCUP's Subcommittee on Enrolment Planning and Policy (SUEPP)

Fall 2015 Entrance Standards for First-Year Undergraduate Admissions

A. Background/Context

History

Over the past twenty years, Western's enrolment planning has placed the highest priority in increasing the quality of our incoming first-year class – which has moved the overall average grade of our first-year class from a position of “below the Ontario average” in 1993 to the top spot in Ontario in 2014. Our approach to first-year admissions – approved by Senate in November 2010 – included the following high-level priorities:

1. Our objective should be to continue to increase the quality of our incoming class – and we should continue to maintain and increase entrance standards.
2. The approach of using the common minimum entrance requirement for the large direct-entry programs should be continued. For limited-enrolment programs – based on annual reviews by the Provost and the Deans – the entrance requirements could be higher. The result of this approach is that student demand/choice drives program-specific enrolments.
3. We should work to increasing our first-year international enrolments.
4. We should continue to monitor the gap in entrance requirements between Western and the Ontario average – with the objective of maintaining/increasing the gap.
5. We should continue to monitor the size of our overall first-year class – in order to ensure that the undergraduate population does not reach a level that cannot be accommodated within our current physical infrastructure.

In 2010, in order to be aligned with the Constituent University's strategy on enrolment planning, the Affiliated University Colleges committed to narrowing the gap in entrance requirements between the Colleges and the Constituent University – by 2014-15.

Current Strategic Plan Priorities

Our current Strategic Plan – *Achieving Excellence on the World Stage* – includes the following enrolment-planning related objectives:

- a. Attract the brightest students as demonstrated through the highest entering grade average.
- b. Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
- c. Increase international undergraduate enrolment to at least 15% and domestic out-of-province student enrolment to at least 10% of the undergraduate student body.
- d. Increase graduate student enrolment to at least 20% of the total student body.

B. Update on the Fall 2014 Entering Class and Entrance Standards

Constituent University

1. The Constituent University's full-time first-year enrolment was 5,211. Of this, 527 (or 10.1%) were international students.
2. The common minimum entrance requirement was a mid-year offer grade of 84% (for Arts & Humanities, Science, and Social Science). For all other programs the mid-year offer grades were higher – ranging from 84.5% to 90.0%. For all programs, at offer time, the condition was that the final grade must be at least 83% – except for Nursing, which had a final grade requirement of 85%.
3. For information, full-time graduate enrolment was 5,221 – which equates to 18% of total full-time enrolment.

Affiliated University Colleges

4. Full-time first-year enrolment at the Colleges were as follows:
 - Brescia 315
 - Huron 274
 - King's 740
5. The final grade requirement at each of the Colleges was 78% (i.e. compared to the 83% at the Constituent University) – and, at this level, the Colleges met the commitment made back in 2010. At the end of the current admissions cycle, Western's Provost and the Principals of the Affiliated University Colleges will be reviewing the gap in entrance standards – in the context of student performance and outcomes measures.

C. Fall 2015 Admissions Plans

Constituent University

1. The admissions strategy of the recent years will continue for the fall 2015 admissions cycle – and it is expected that our mid-year offer grade (for all programs) will be no less than 84%, with a final grade requirement of at least 83%.
2. Based on the current applications data, we expect the first-year class to be in the range of 5,000 to 5,100. For budget planning purposes, we have used a first-year class of 5,040 – which includes 600 international students.

Affiliated University Colleges

3. The final grade requirement at each of the Colleges will be no less than 78%.
4. As is the case at present, in situations where additional assessment is required (for students with exceptional/unusual circumstances), the Colleges may admit students with grades below the minimum final grade requirement. The proportion with final grades below the minimum requirement (i.e. 78%) shall not exceed 2% of the entering class.
5. Where applicable, the Colleges will be bound to the minimum entrance standards established by the Constituent University for limited-enrolment programs – including B.H.Sc. and Kinesiology.
6. The planned first-year class sizes are as follows:
 - Brescia 338
 - Huron 405
 - King's 820

SUMMARY OF ENROLMENT FORECAST

	Actual					Forecast					
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	1,260	1,232	1,180	1,147	1,121	1,070	1,049	1,047	1,036	1,034
4	Business (HBA)	935	979	1,065	1,116	1,100	1,130	1,130	1,130	1,130	1,130
5	Dentistry	251	260	266	264	262	263	262	262	264	264
6	Education	732	700	677	597	657	334	668	668	668	668
7	Engineering	1,147	1,262	1,335	1,449	1,546	1,590	1,633	1,669	1,673	1,673
8	Health Sciences										
9	BHSc Program	1,117	1,185	1,160	1,170	1,163	1,088	1,066	1,040	1,004	999
10	Kinesiology	1,204	1,246	1,203	1,169	1,240	1,219	1,229	1,256	1,250	1,250
11	Nursing	797	808	820	825	835	825	825	825	825	825
12	Therapies	0	0	0	0	0	0	0	0	0	0
13	Sub-Total	3,118	3,239	3,183	3,164	3,238	3,132	3,120	3,121	3,079	3,074
14	Law	458	465	476	480	486	485	490	495	495	495
15	Media, Information, & Tech	972	963	919	930	924	947	944	943	941	941
16	Medicine										
17	MD Program	621	646	667	680	683	684	683	684	684	684
18	BMedSci Program	653	688	778	862	892	892	892	892	892	892
19	Music	535	527	542	512	457	410	380	363	358	357
20	Science	4,020	4,222	4,334	4,482	4,606	4,691	4,720	4,697	4,624	4,613
21	Social Science	6,433	6,618	6,648	6,674	6,601	6,592	6,605	6,650	6,666	6,670
22	Total Full-Time Undergraduates	21,135	21,801	22,070	22,357	22,573	22,220	22,576	22,621	22,510	22,495
23	Concurrent Programs	121	144	155	173	201	215	215	215	215	215
24	Medical Residents	798	810	829	853	913	950	950	950	950	950
25	Full-Time Graduates										
26	Masters	2,800	2,823	2,756	2,977	3,146	3,403	3,524	3,736	3,825	3,900
27	Ph.D.	1,904	1,947	2,021	2,026	2,075	2,240	2,243	2,274	2,287	2,300
28	Total Full-Time Graduates	4,704	4,770	4,777	5,003	5,221	5,643	5,767	6,010	6,112	6,200
29	Total Full-Time Enrolment	26,758	27,525	27,831	28,386	28,908	29,028	29,508	29,796	29,787	29,860
30	Part-Time FTEs										
31	Undergraduate	2,197	2,243	2,317	2,251	2,123	2,150	2,150	2,150	2,150	2,150
32	Education (AQs)	803	745	673	635	607	600	515	600	600	600
33	Masters	134	140	175	149	99	80	80	80	80	80
34	Ph.D.	21	26	22	27	29	30	30	30	30	30
35	Total Part-Time FTEs	3,155	3,154	3,187	3,062	2,858	2,860	2,775	2,860	2,860	2,860
36	Total Constituent FTEs	29,913	30,679	31,018	31,448	31,766	31,888	32,283	32,656	32,647	32,720
37	Affiliated University Colleges										
38	Full-Time Undergraduates										
39	Brescia	964	1,067	1,121	1,150	1,269	1,312	1,362	1,397	1,459	1,516
40	Huron	1,254	1,272	1,230	1,250	1,144	1,280	1,285	1,290	1,295	1,300
41	King's	3,216	3,286	3,244	3,169	3,063	3,128	3,198	3,284	3,371	3,437
42	Total Full-Time Undergraduates	5,434	5,625	5,595	5,569	5,476	5,720	5,845	5,971	6,125	6,253
43	Part-Time Undergraduate FTEs										
44	Brescia	83	94	94	83	86	80	80	80	80	80
45	Huron	56	70	63	65	65	60	60	60	60	60
46	King's	245	252	239	252	277	254	263	270	276	276
47	Total Part-Time FTEs	384	416	396	400	428	394	403	410	416	416
48	Graduate FTEs										
49	Brescia	30	29	32	32	28	30	30	30	30	30
50	Huron	12	14	10	8	11	18	18	18	18	18
51	King's (still under review)	34	31	33	31	33	33	33	33	33	33
52	Total Graduate FTEs	76	74	75	71	72	81	81	81	81	81
53	Total Affiliate FTEs	5,894	6,115	6,066	6,040	5,976	6,195	6,329	6,462	6,622	6,750
54	Total UWO FTEs	35,807	36,794	37,084	37,488	37,742	38,083	38,612	39,118	39,269	39,470

SUMMARY OF ENROLMENT FORECAST

		Actual					Forecast				
		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Rows 55 to 86 Included above											
55	International Students										
56	Constituent Full-Time										
57	Undergraduates	703	923	1,257	1,611	1,895	2,165	2,300	2,365	2,440	2,440
58	Medical Residents	121	127	108	112	134	140	140	140	140	140
59	Masters (excluding Ivey)	378	452	463	439	495	499	531	558	582	582
60	MBA (Regular), Ivey MSc	27	30	22	43	39	54	64	86	91	91
61	Executive MBA	80	44	22	40	35	64	35	35	35	35
62	Ph.D.	463	510	499	516	547	559	564	570	568	568
63	Affiliates										
64	Undergraduates	524	497	476	497	577	595	647	696	740	784
65	Masters	2	2	4	3	0	1	1	1	1	1
66	Year 1 Only										
67	Constituent										
68	Arts & Humanities	258	272	236	213	267	230	230	230	230	230
69	Engineering	351	416	412	430	511	510	510	510	510	510
70	Health Sciences										
71	BHSc Program	273	314	292	338	347	285	285	285	285	285
72	Kinesiology	330	366	331	315	386	350	350	350	350	350
73	Nursing	133	128	128	132	131	125	125	125	125	125
74	Media, Information, & Tech	361	334	314	332	336	325	325	325	325	325
75	MOS Program	717	846	816	741	857	835	835	835	835	835
76	Music	141	142	144	121	99	95	95	95	95	95
77	Science	1,366	1,388	1,313	1,347	1,474	1,455	1,455	1,455	1,455	1,455
78	Social Science	794	850	837	878	803	830	830	830	830	830
79	Total Year 1 - Constituent	4,724	5,056	4,823	4,847	5,211	5,040	5,040	5,040	5,040	5,040
80	Affiliated University Colleges										
81	Brescia	260	292	284	309	315	338	349	360	374	388
82	Huron	404	381	367	388	274	405	405	405	405	405
83	King's	916	878	821	848	740	820	840	860	880	880
84	Total Year 1 - Affiliates	1,580	1,551	1,472	1,545	1,329	1,563	1,594	1,625	1,659	1,673
85	Total UWO Year 1	6,304	6,607	6,295	6,392	6,540	6,603	6,634	6,665	6,699	6,713
86	Masters										
87	All Programs (excluding MBAs)	2,364	2,380	2,420	2,583	2,781	2,999	3,117	3,271	3,340	3,415
88	Ivey (excl EMBA)	188	183	144	181	161	175	207	265	285	285
89	Executive MBA	248	260	192	213	204	229	200	200	200	200

For Information

90	Year 1 Constituent International Students	146	347	476	532	527	600	600	600	600	600
----	---	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Year 1 Class and Entering Averages

Senate – March 13, 2015



Institutional Planning & Budgeting

Context

- Western continues Approach using “Standard Minimum Entrance Requirement”

– Fall 2014	84.0%	(final = 83.0%)
– Fall 2013	84.0%	(final = 83.0%)
– Fall 2012	83.0%	(final = 82.5%)
– Fall 2011	83.0%	(final = 82.0%)
– Fall 2010	83.0%	(final = 81.0%)
– Fall 2009	83.0%	(final = 80.0%)
– Fall 2008	82.5%	(final = 79.0%)
– Fall 2007	82.0%	(final = 78.0%)
– Fall 2006	81.0%	(final = 78.0%)
– Fall 2005	80.5%	(final = 77.0%)
– Fall 2004	80.5%	(final = 78.0%)
– Fall 2003	83.0%	(final = 78.0%)
– Fall 2002	79.5%	(final = 74.0%)
– Fall 2001	77.0%	(final = 73.0%)



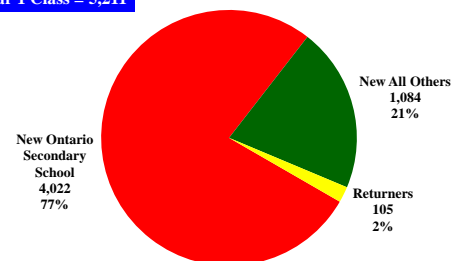
Student Profile: Applicant Type & Geographical Origin

Constituent University

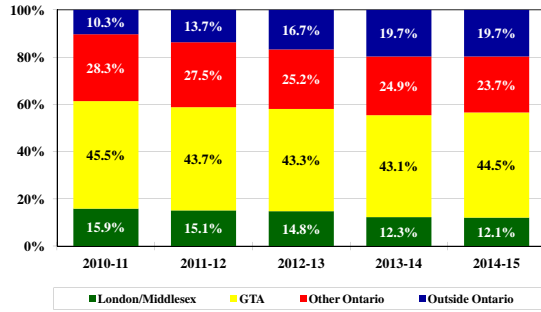


2014-15 Year 1 Students by Applicant Type Constituent University

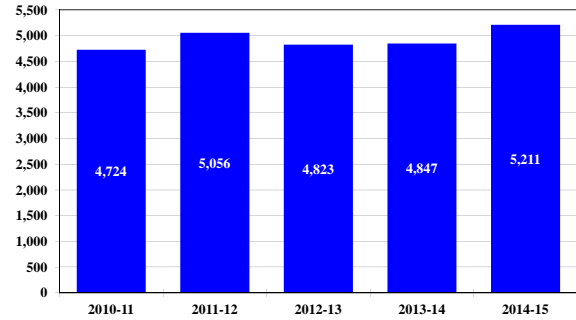
Total Year 1 Class = 5,211



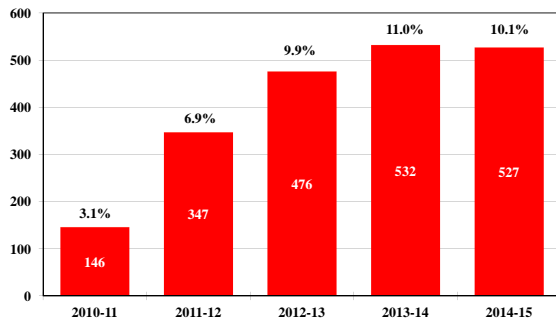
Geographical Origin of New Year 1 Students
Constituent University



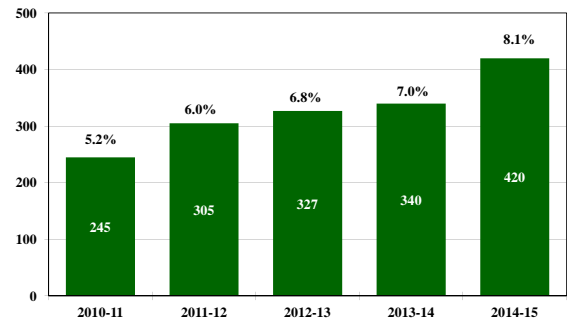
Total Full-Time First-Year Enrolment
Constituent University



Year 1 International Students
Constituent University



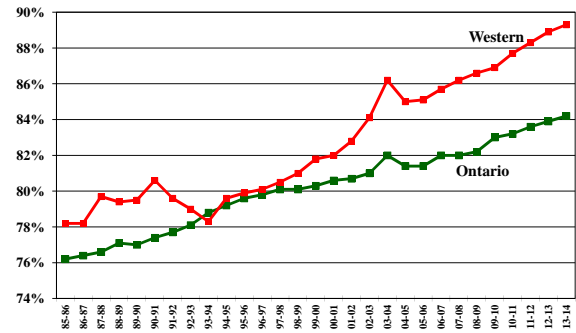
Year 1 Out of Province Students
Constituent University



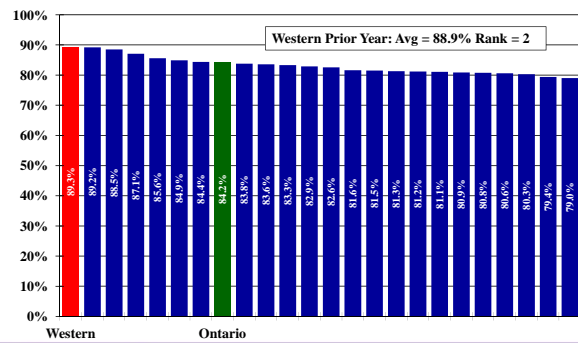
Entering Grades of New Ontario Secondary School Students



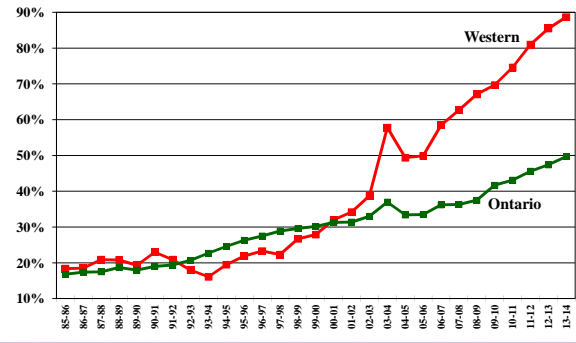
Average Entering Grade



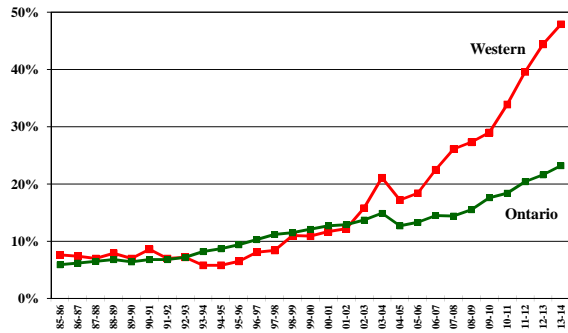
2013-14 Average Entering Grade All Programs



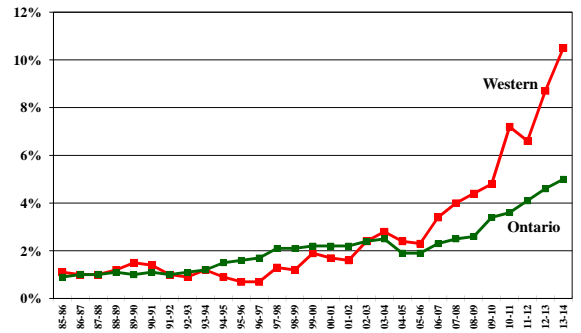
Proportion with Entering Grades of 85% or More



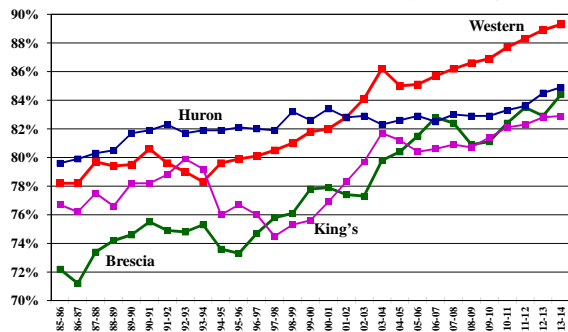
Proportion with Entering Grades of 90% or More



Proportion with Entering Grades of 95% or More

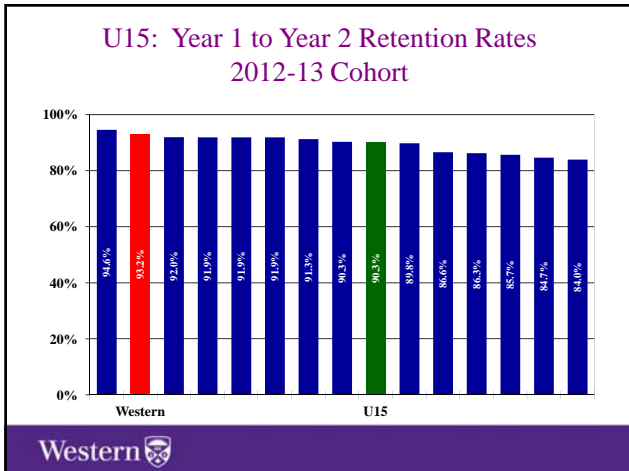
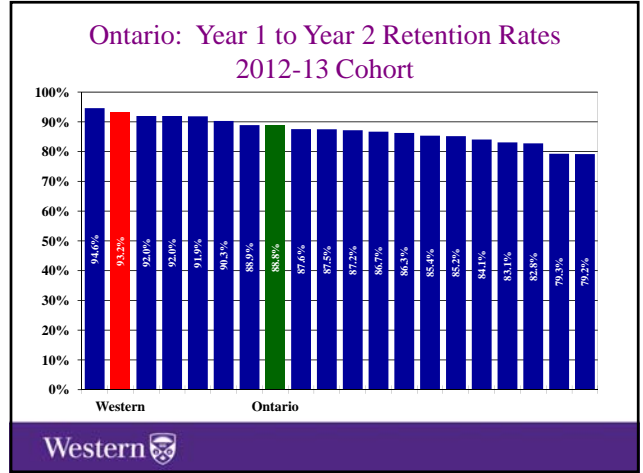
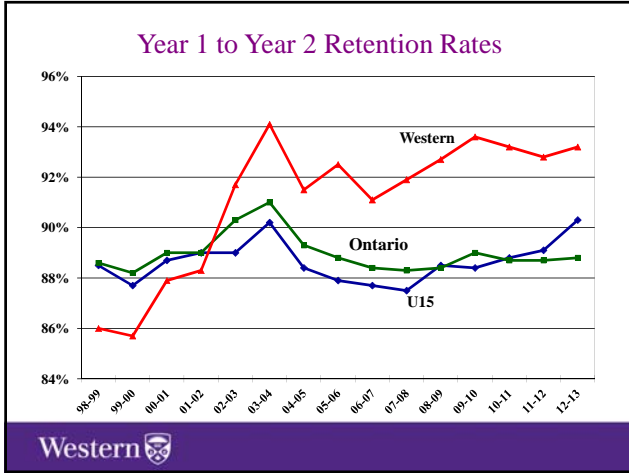


Average Entering Grade
Western and Affiliated University Colleges

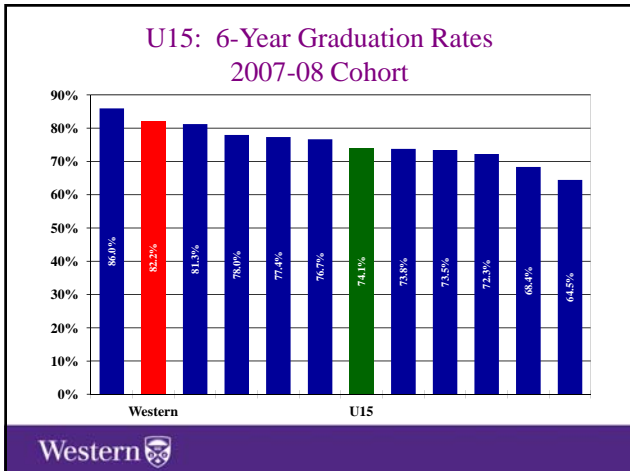
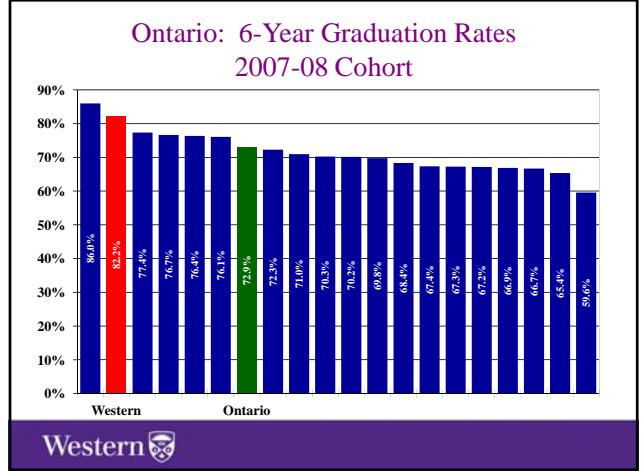
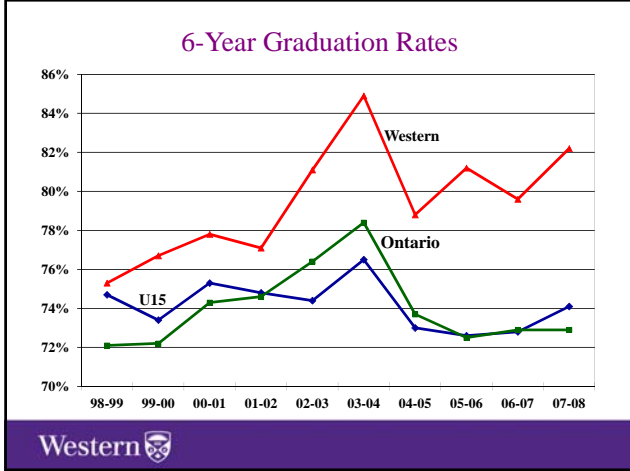


Retention Rates






Graduation Rates





Contents:

- Probationary and Tenured Faculty
 - Appointments
 - Resignations
 - Retirements
- Part-Time Faculty
- Limited-Term Faculty
- Full-Time Clinical Faculty


Western  Faculty Recruitment and Retention January 2015

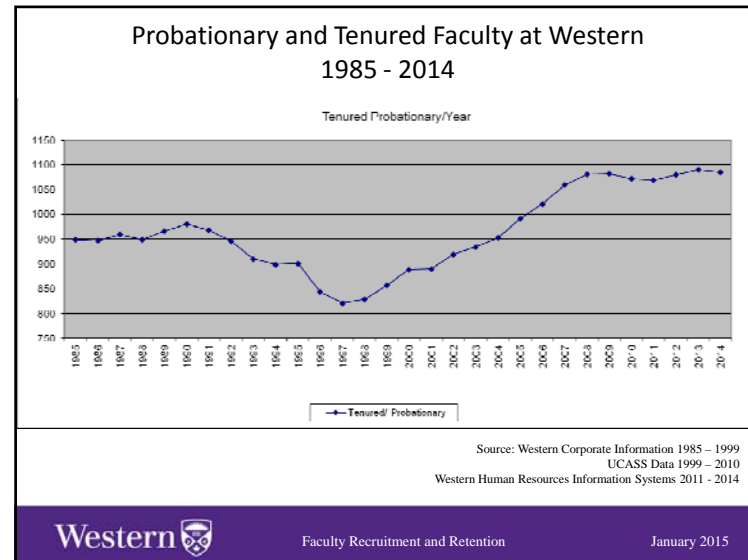
Report to SCUP on Faculty Recruitment and Retention

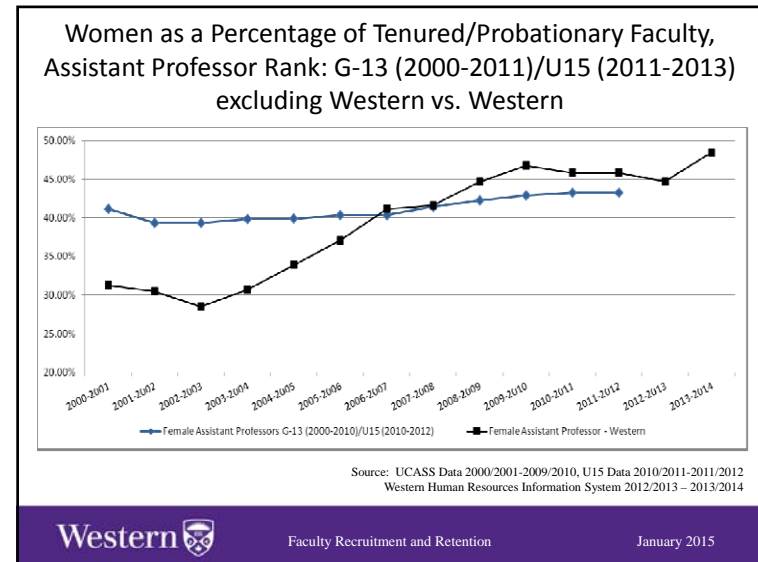
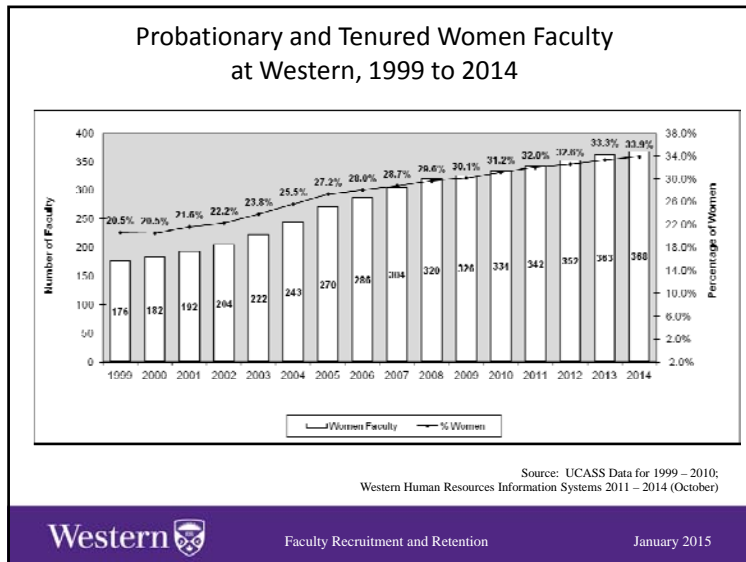
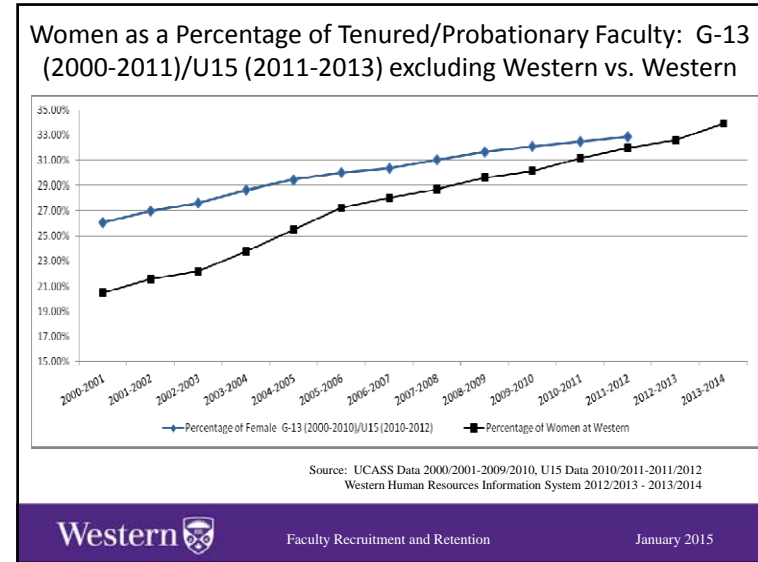
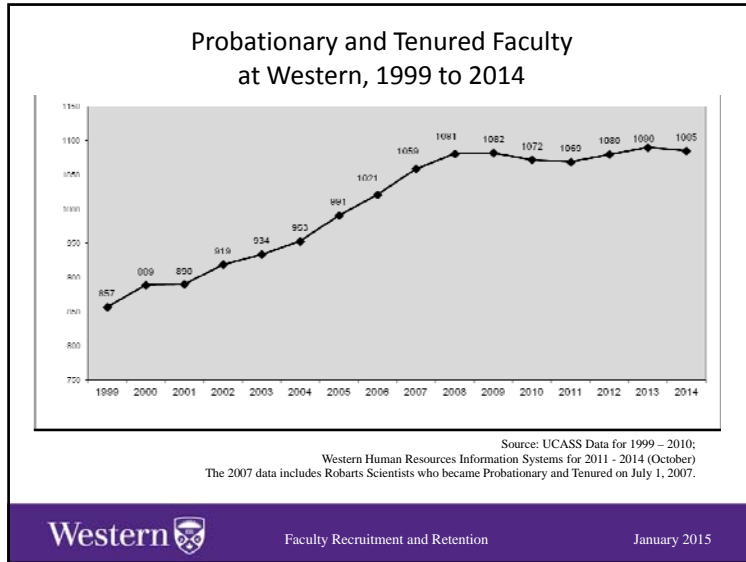
Office of the Vice Provost (Academic Planning, Policy and Faculty)

January 2015

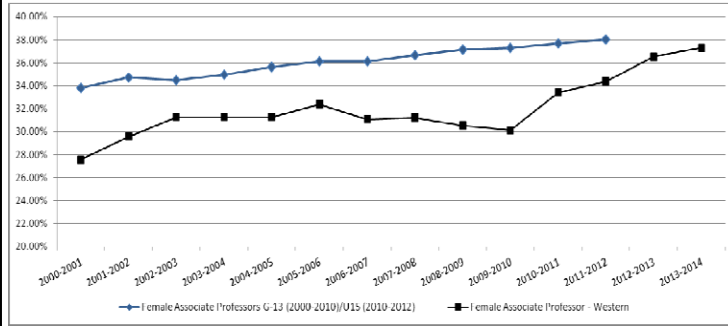
Available at
http://uwo.ca/facultyrelations/pdf/Recruitment_Retention_Report_January_2015.pdf

Western 





Women as a Percentage of Tenured/Probationary Faculty, Associate Professor Rank: G-13 (2000-2011)/U15 (2011-2013) excluding Western vs. Western



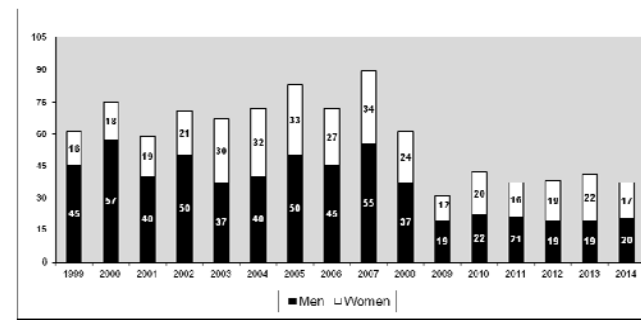
Source: UCASS Data 2000/2001-2009/2010, U15 Data 2010/2011-2011/2012
 Western Human Resources Information System 2012/2013 - 2013/2014



Faculty Recruitment and Retention

January 2015

New Tenured & Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 - 2014 Cohorts



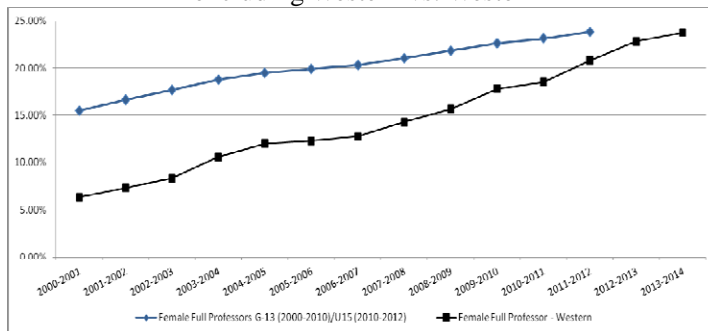
Source: UCASS Data for 1999 - 2010;
 Western Human Resources Information Systems 2011 - 2014 (October)
 Data excludes faculty joining from Roberts.



Faculty Recruitment and Retention

January 2015

Women as a Percentage of Tenured/Probationary Faculty, Full Professor Rank: G-13 (2000-2011)/U15 (2011-2013) excluding Western vs. Western



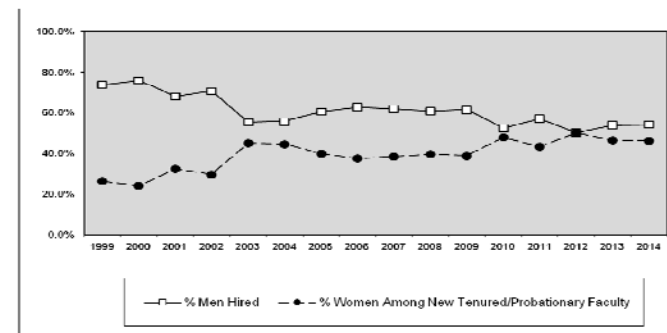
Source: UCASS Data 2000/2001-2009/2010, U15 Data 2010/2011-2011/2012
 Western Human Resources Information System 2012/2013 - 2013/2014



Faculty Recruitment and Retention

January 2015

Percentage of New Tenured and Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 - 2014



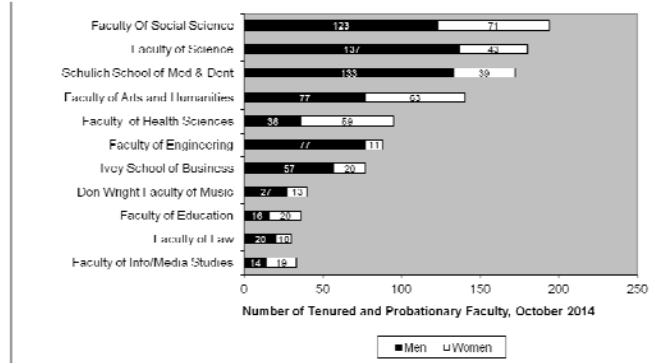
Source: UCASS Data for 1999 - 2010
 Western Human Resources Information Systems 2011 - 2014 (October)
 Data excludes faculty joining from Roberts.



Faculty Recruitment and Retention

January 2015

Probationary and Tenured Faculty, by Faculty and Gender, October, 2014



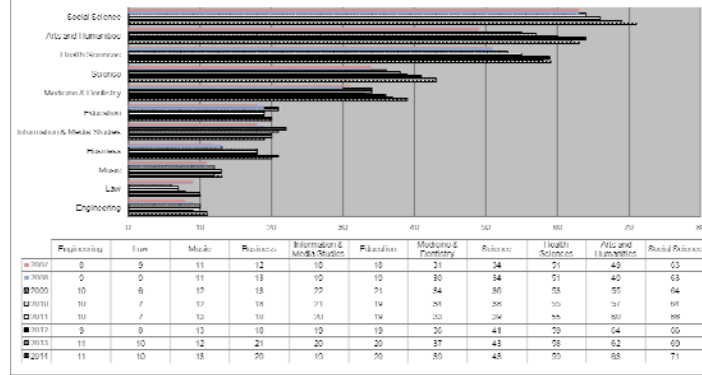
Source: Western Human Resources Information Systems for 2014 (October)



Faculty Recruitment and Retention

January 2015

Number of Tenured/Probationary Women Faculty, by Faculty, 2007-2014



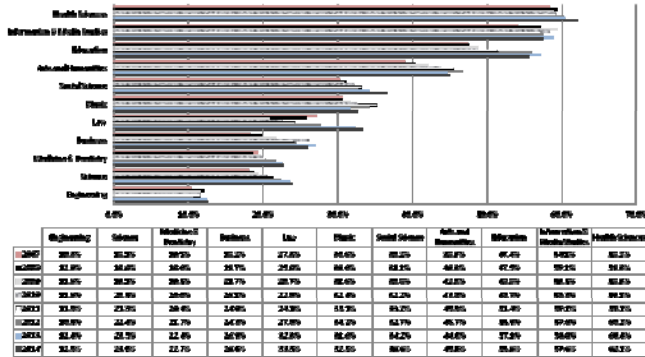
Source: UCASS data for 2007; Western Human Resources Information System 2008 - 2014 (October)



Faculty Recruitment and Retention

January 2015

Percentage of Tenured/Probationary Women Faculty, by Faculty, 2007 to 2014



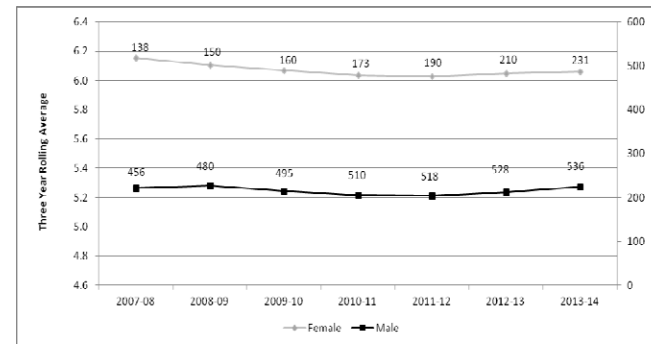
Source: UCASS data for 2007; Western Human Resources Information System 2008 - 2014 (October)



Faculty Recruitment and Retention

January 2015

Average Time to Tenure from Full Time Start at Western

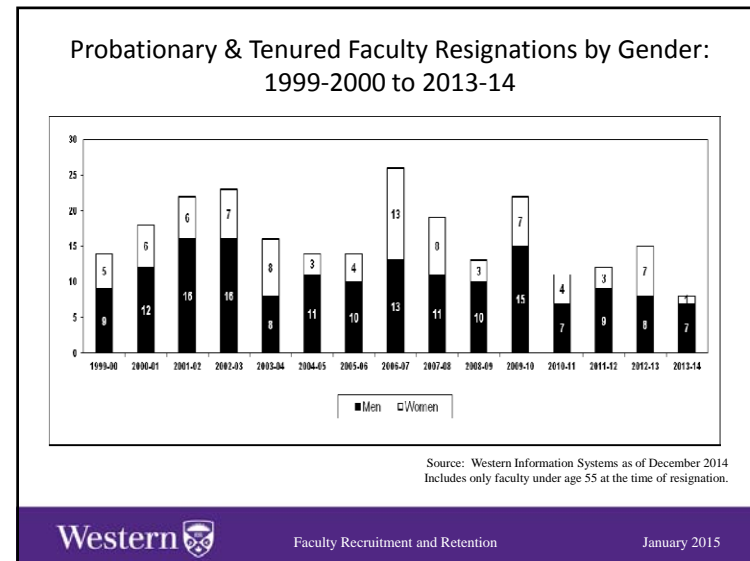
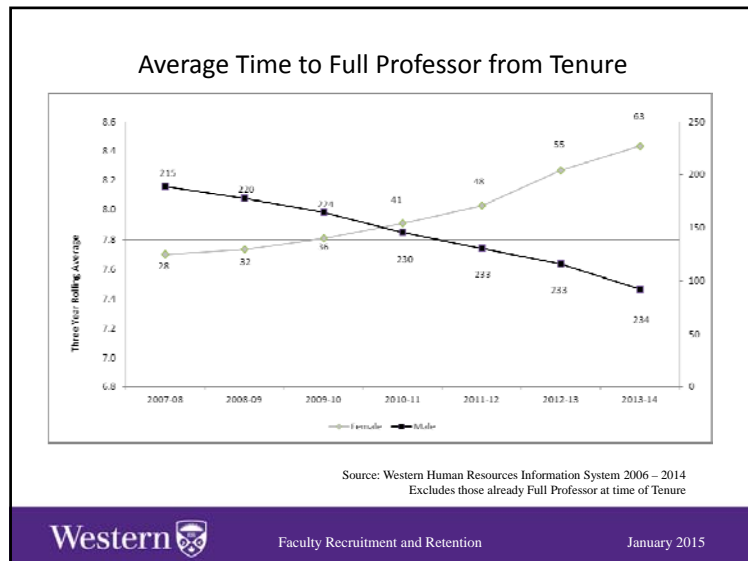
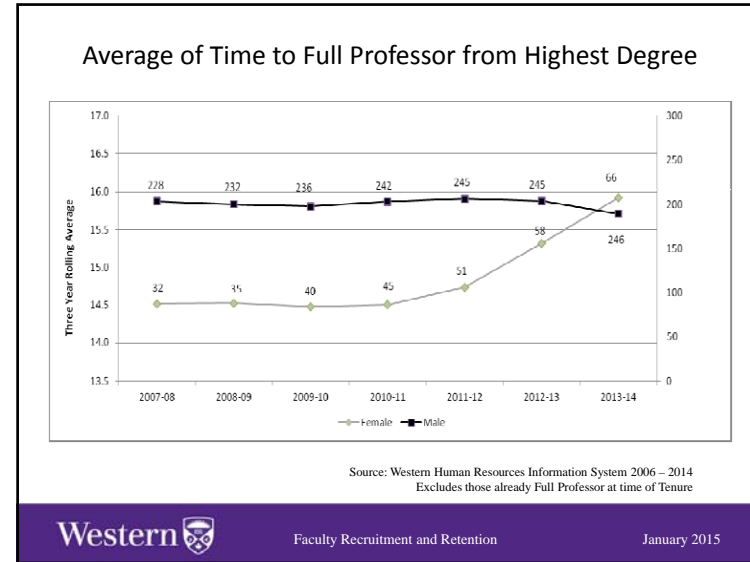
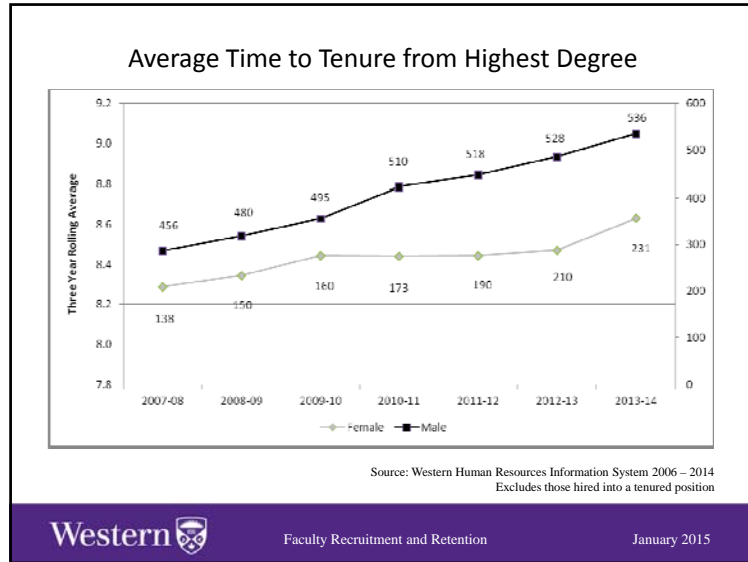


Source: Western Human Resources Information System 2006 - 2014 Excludes those hired into a tenured position

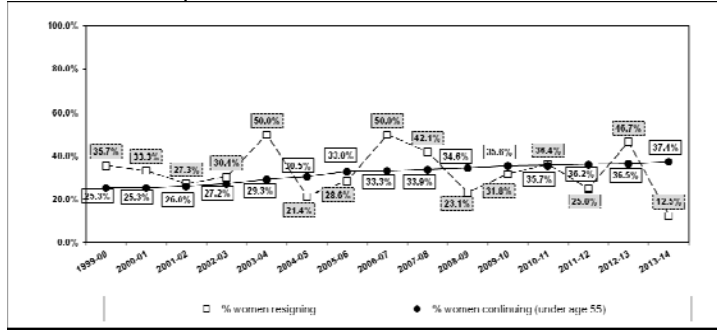


Faculty Recruitment and Retention

January 2015



Women as a Percentage of Probationary & Tenured Faculty Resignations and Women as a Percentage of Continuing Population: 1999-2000 to 2013-2014



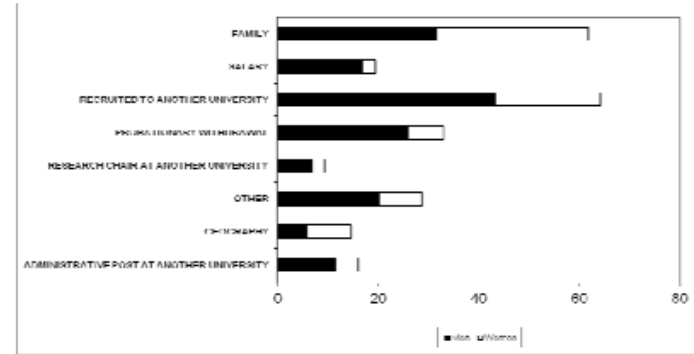
Source: Western Information Systems (December 2014) for resignation data and UCASS Data for 1999-2007, and Western's Human Resources Information Systems for 2007-14 for continuing population data.



Faculty Recruitment and Retention

January 2015

Probationary and Tenured Faculty Reasons for Leaving: 1999-00 to 2013-14



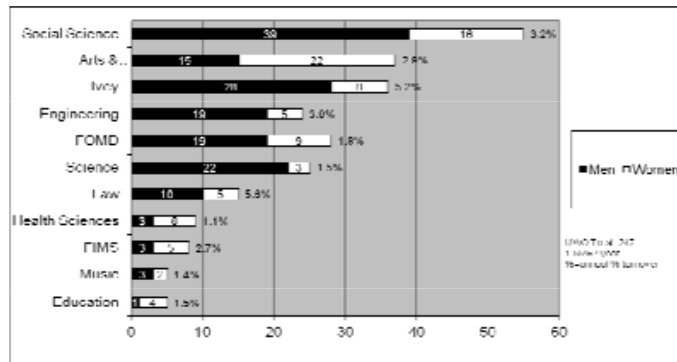
Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member



Faculty Recruitment and Retention

January 2015

Total Probationary & Tenured Resignations by Faculty: 1999-00 to 2013-14



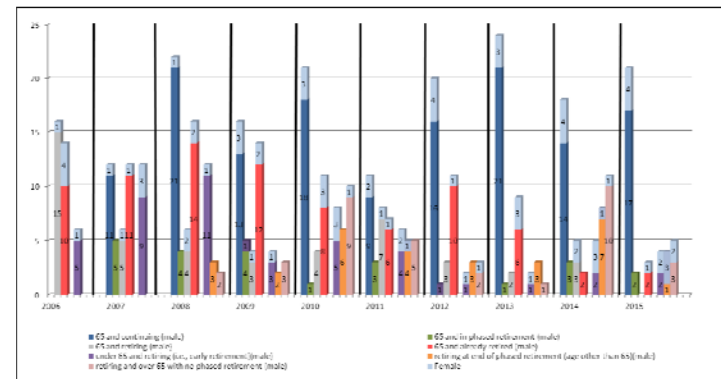
Source: Western's Human Resources Information Systems. Percentages based on Tenured/Probationary faculty as of December 2014.



Faculty Recruitment and Retention

January 2015

Probationary and Tenured Faculty at Western: Cohorts with Normal Retirement Dates of July 1, 2006 – 2014



Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2015

Probationary and Tenured Faculty at Western: Cohorts Aged 60 or Greater

Age	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
60	30	35	22	39	22	26	26	39	29	24	19
61	34	28	33	21	34	22	25	27	39	29	22
62	34	31	28	34	20	34	21	24	25	39	24
63	21	32	30	23	31	18	33	20	21	24	39
64	22	20	31	30	22	30	18	33	22	21	22
65	6	8	10	28	25	22	23	14	27	21	18
66	0	0	0	7	24	20	19	18	11	27	20
67	0	0	0	0	4	21	16	14	16	9	24
68	0	0	0	0	0	3	11	13	12	15	7
69	0	0	0	0	0	0	3	9	11	10	9
70	0	0	0	0	0	0	0	3	8	9	7
71	0	0	0	0	0	0	0	0	3	6	6
72	0	0	0	0	0	0	0	0	0	2	6
73	0	0	0	0	0	0	0	0	0	0	1
Total	147	154	154	182	182	196	195	214	224	236	224

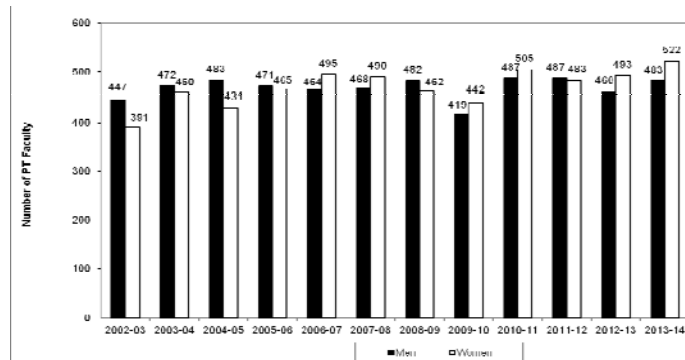
Source: UCASS 2004 – 2010
UWO Data 2011 – 2014



Faculty Recruitment and Retention

January 2015

Number of Individuals with Part-Time Faculty Appointments: 2002-03 to 2013-14 (by Fiscal Year)



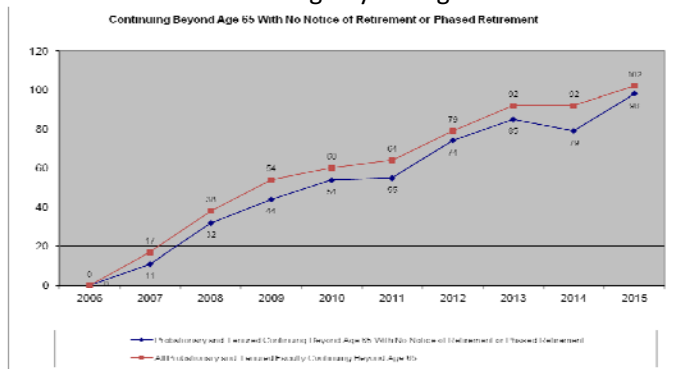
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2015

Probationary and Tenured Faculty at Western: Continuing Beyond Age 65



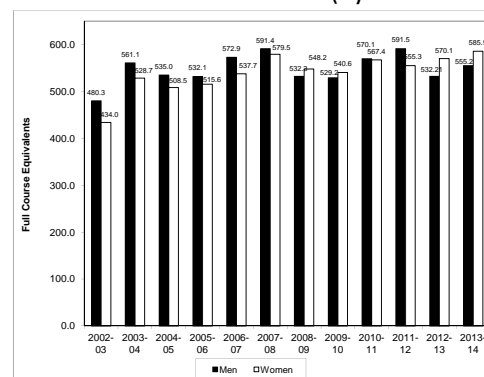
Source: Western Human Resources Information System



Faculty Recruitment and Retention

January 2015

Degree Credit Course Teaching in FCEs by Part-Time Faculty: 2002-03 to 2013-14 (by Fiscal Year and Gender)



Source: Western Information Systems (appointment status and course data).

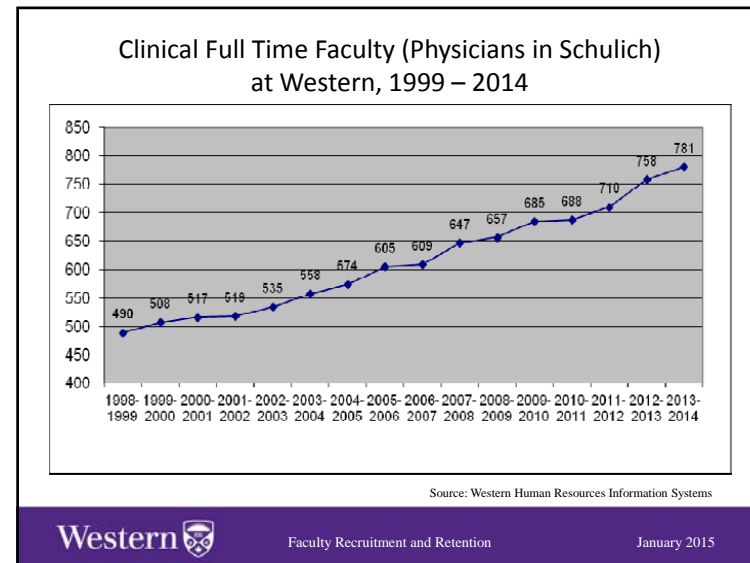
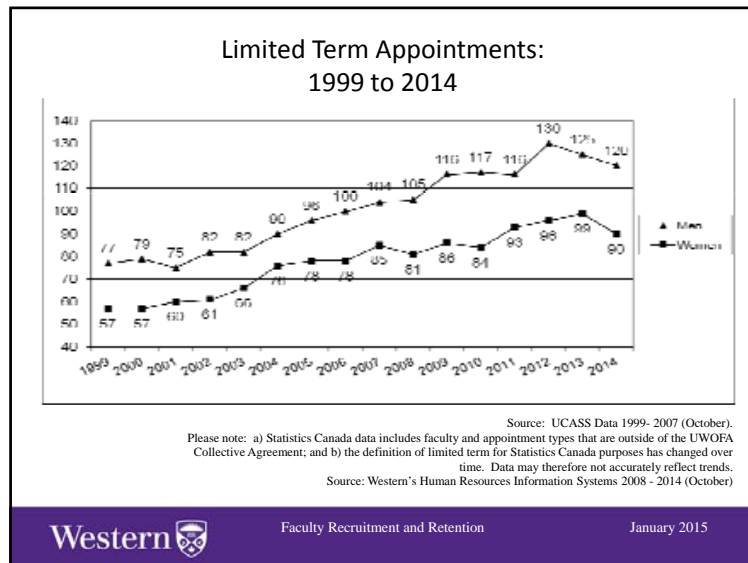
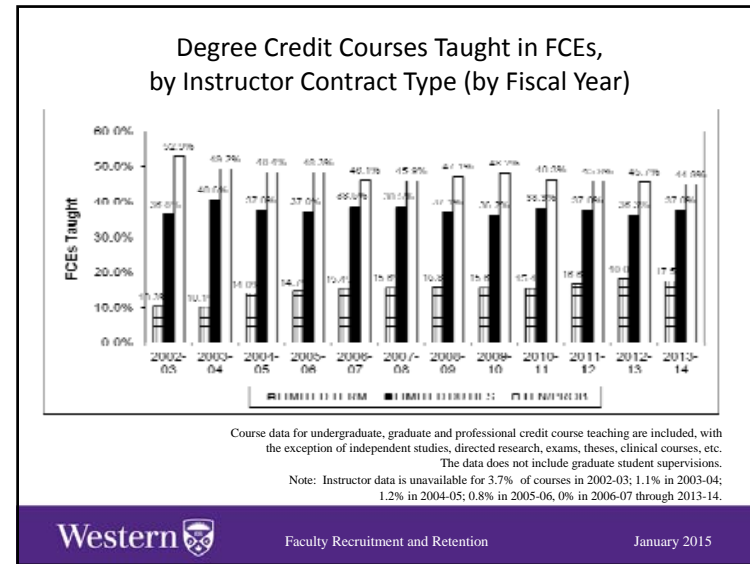
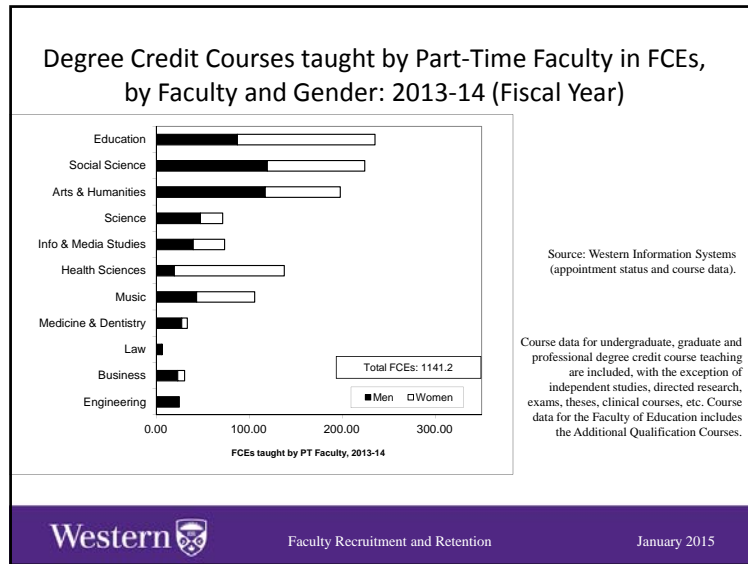
Note: Instructor data is unavailable for 3.7% of courses in 2002-03; 1.1% in 2003-04; 1.2% in 2004-05; 0.8% in 2005-06, 0% in 2006-07, through 2013-14.

Course data for undergraduate, graduate and professional degree credit course teaching are included, with the exception of independent studies, directed research, exams, theses, clinical courses, etc.

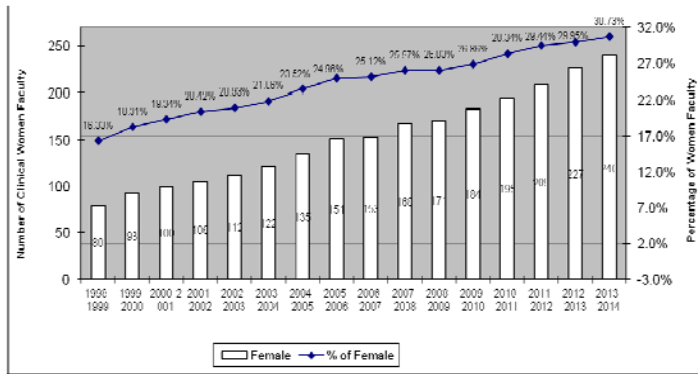


Faculty Recruitment and Retention

January 2015



Clinical Full Time Women Faculty (Physicians in Schulich) at Western, 1999 – 2014



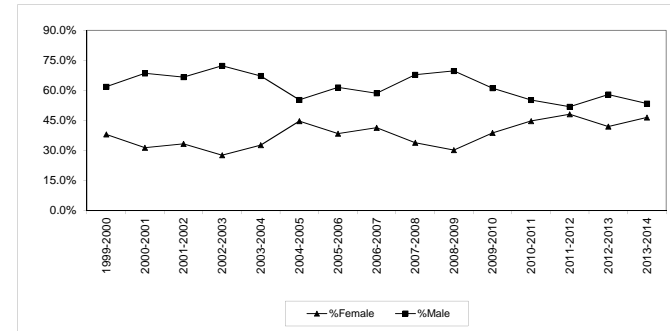
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2015

Percentage of New Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 1999/00 – 2013/14



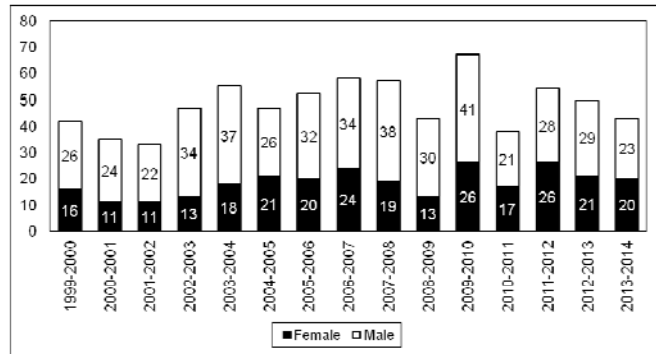
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2015

New Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 2000 – 2014



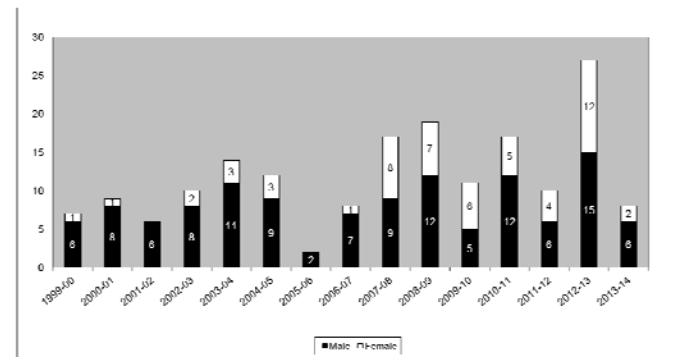
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2015

Clinical Full Time (Physicians in Schulich) Resignations by Gender, 1999/2000 – 2013/14



Source: Western Human Resources Information System



Faculty Recruitment and Retention

January 2015

Western University
The Working Group on Information Security (WGIS)
2014 Annual Report

WGIS is a multi-disciplinary team representing a broad cross-section of the University community. Information assets are critical to Western's operational success as a University. The primary objective of the WGIS team is to pursue proactive strategies to manage security risks to our information and the information systems that safeguard it.

WGIS's initiatives this past year include continued focus on increasing security/risk awareness within the Western community, ongoing effort to further refine 'Data Classification' standards, review or formulate related information security policies, avoid 'phishing' attacks designed to acquire user credentials, and ongoing information security risk assessment efforts, and advocate and influence information security governance at an institutional level.

New security threats continue to emerge with the proliferation of mobile devices and the commoditization of computing services (also known as 'cloud' services). With the implementation of the Data Classification standard, Western will be better positioned to focus specific initiatives and activities directed at protecting high risk and sensitive information involving these technology trends.

Table of Contents

Summary of Sub-Committee Activities	3
Information Security Awareness – CyberSmart	3
Ongoing “Phishing” Attack Mitigation Efforts	4
Service Protection	6
Policies, Procedures, and Best Practices.....	7
Security Policy Review	8
Financial Information Protection: Payment Card Industry (PCI) Compliance.....	9
Controlled Goods Program	9
Other Efforts and Conclusions	10
Incident Response & Investigations	10
2015 Plans	10

Summary of Sub-Committee Activities

Information Security Awareness – CyberSmart

The lack of general awareness around information security continues to be a high priority focus area for Western. The focus for the sub-committee over the past year was to institutionalize awareness as an ongoing process rather than a reactive response to specific events; to identify resources needed to support this effort; and to broaden participation in this group. Progress has been made toward each of these objectives.

ACTIVITIES

Annual Awareness Plan

The annual awareness plan has been completed. General communications for the whole Western community, as well as, communications specific to the main target groups – students, faculty, staff, and visitors have been identified. This includes defining key touch point opportunities at which we can reach large numbers of people as well as specific times or events (e.g. exams, orientations) to target particular messaging.

The next phase will be to incorporate Data Classification into the plan. Towards this end, the CyberSmart sub-committee will work in conjunction with the Data Classification sub-committee.

Security Website

Substantial updates have been made to the Security and CyberSmart websites. An environmental scan of other University and IT Security Best practice websites was conducted. The CyberSmart team has determined its desired look and feel and type of content. ITS implemented and published the new website content in December 2014.

Funding

The group was successful in obtaining funding that will enable refreshed security awareness posters, ongoing website improvements, and other promotional activities that ITS will implement in early 2015 with support from Communications and Public Affairs.

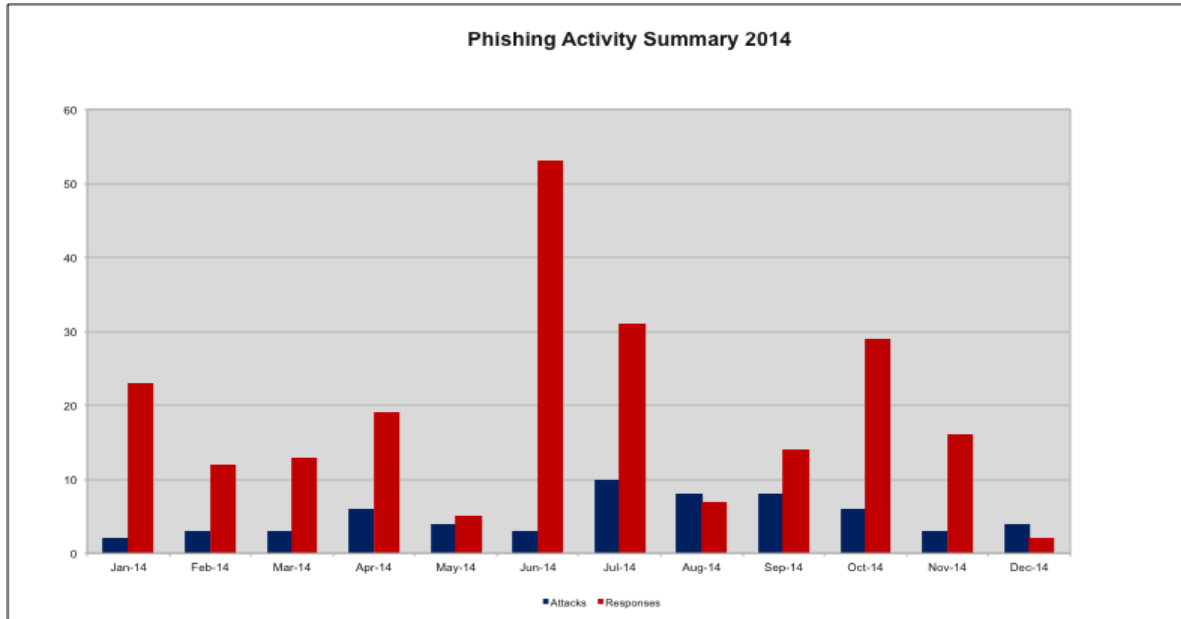
Online Security Training

CyberSmart submitted a module to the Western 1010 Learn to Succeed program for first year students. This training focuses on an understanding of the most important aspects of IT security that students need to be aware of. In conjunction with other Canadian Universities, Western has acquired an online security awareness training program. The training has been shortened and customized to reflect the Western environment. This more in-depth training is now available to all Faculty & Staff but the course needs to be further promoted in concert with the overall Campus Security awareness program.

Ongoing “Phishing” Attack Mitigation Efforts

Western’s end-user computing community continued to be challenged throughout 2014 by a steady stream of both generic and targeted “phishing” (aka “spear-phishing”) attempts by increasingly sophisticated malefactors who continue to evolve their efforts to acquire user credentials through different social engineering and technical attack mechanisms.

Figure 1 – Phishing Activity Summary

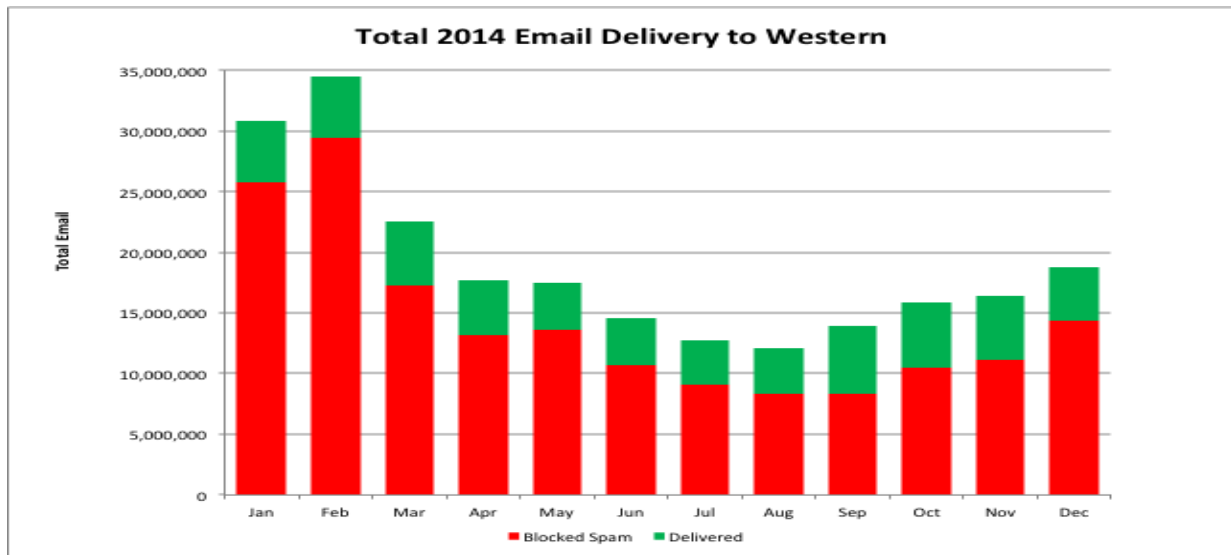


Evidence continued to surface that showed Western’s public Directory contained a vulnerability that allowed it to be harvested for email addresses, as reported last year. Indeed, the Directory was successfully harvested in at least one attack. Accordingly, ITS defined and implemented a technical solution that ‘obfuscated’ the directory so that it could not be automatically harvested using web-crawling bots. This solution prevented the automated harvesting of emails from Western’s public directory without impacting the normal usability of this service for Faculty, Staff, Students, or visitors.

Based on the number of Western’s community members reporting phishing emails, awareness of the need to report phishing emails showed signs of increase. This suggests that as a community Western is becoming more aware of the threat and taking appropriate steps to mitigate it. That said, the quality of the spear-phishing continues to become surprisingly sophisticated. One recent phishing attempt targeted employees using the falsified credentials of their supervisor. Although this attempt was particularly skilled and believable, it was detected early and stopped. Nevertheless the increasing skill and sophistication behind this type of attack continues to be an ongoing concern. It is believed that this type of threat will also be mitigated going forward by the recently implemented changes to Western’s public directory.

Another important element of Western’s Phishing mitigation strategy continues to be SPAM management. Faculty, Staff, and Student continue to rely heavily on email as core communications vehicle. ITS continues to refine Email and SPAM management processes to streamline the amount of “required and valid” email that needs to be passed to and from members of our community.

Figure 2. Email and Spam Management



Risk Assessment

The Risk Assessment Sub-Committee continued to meet with administrative departments and Faculties to validate Western’s institutional approach to Risk Assessment. Discussions with these units continued to highlight the need for greater awareness and use of the Data Classification standards.

Western’s top information threats are as follows:

1. Leaks, losses, or breaches of sensitive information from information systems that are not directly controlled by Western (i.e. cloud services), and mobile computing devices such as tablets or smart phones.
2. Data leak or disclosure of sensitive information from information systems that are tagged for disposal or destruction due to a lack of formal destruction procedures and services.
3. Unauthorized access or disclosure of sensitive information where the intended use is not clearly articulated in a data sharing agreement with other research partners or between Departments, Faculties, and research units.

Information Security risk is recognized to be on the rise. Despite the presence of broad-based information security policies at Western, there is a general risk of lack of

uniformity in both the identification and mitigation of information security risks at the detailed procedural level both within and across multiple departments and Faculties across Campus. The following were the most notable message themes:

- Mobile devices continue to be a significant risk with respect to potential loss or breach of research and institutional data. Since 1 September 27 laptops or mobile devices were reported as stolen.
- Sensitive information frequently flows between university and external research partners or hospital staff. Treatment and standards governing protection and handling of this information continues to be ad hoc and left up to individual researchers or research groups; yet, the associated risks are recognized to be institutional. Greater awareness of the Data Classification standards both at Western and within these partner institutions is required.
- Adoption of 'cloud services' by various Faculties and administrative units across Campus continues to increase. An assessment and implementation framework for these services is necessary to assist with proactive mitigation of security risks inherent in these services. A specific ITS initiative to develop and implement this framework will be started early in 2015.
- Communication of Western's computing asset disposal procedures needs to be broadened and improved - in particular, the issue of disposing hard drives or other sensitive information systems should be standardized via a common approach across Western.
- Sharing data internally and the requirement for data sharing agreements between departments continues to be an area that is of concern for some units as there are no documented assurances as to how shared data will be safeguarded by others.

This feedback has been taken into consideration and will be used to formulate the WGIS committee's focus and action plan for 2015.

Service Protection

Western continues to improve overall network security through more effective use of its network firewalls. All threats and vulnerabilities identified as 'high' or 'critical' continue to be blocked and this has reduced the number of Western machines reported to be involved in network-based security attacks.

This year ITS conducted an audit of the Campus network for unauthorized / unregistered but connected machines. This initial result of this review identified 1703 such machines existing on the network in July 2014. Working with each faculty or department unit, all unregistered hosts have now been either registered or removed from the network. In the majority of situations, the machine in question was an "upgrade" of an older machine that had not been properly documented in RAMP, Western's network asset management tool.

Over 800 printers were using public IP addresses, meaning that they were accessible from the outside Internet. This represents a security risk to Western as some security attacks (eg. Distributed Denial of Service) can misuse the public IP address of the printer as a gateway to circumvent normal network security protocols. ITS, in collaboration with IT colleagues on Campus and other Faculty and Department owners have converted, all but 50 of these printers into private IP address spaces as of December 2014. ITS will continue to work with the remaining units in early 2015 to further reduce this exposure.

Policies, Procedures, and Best Practices

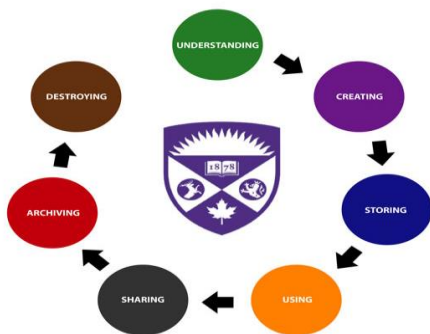
Data Classification Standards

Building on the past activities of ITS and WGIS, the Data Classification subcommittee concentrates on the definition, dissemination, and socialization of the understanding of our corporate, research, and organizational information across the Western landscape.

Accomplishments:

In 2013, a great deal of work was invested in ratifying a set of reference terms that could be used to inform our Data Classification framework. These terms were distilled into 3 categories for the purposes of the information in our environment: Confidential, Sensitive, and Public. A broad set of use cases were developed by the sub-committee during this timeframe, which were in turn appropriated into a comprehensive online site presence.

Further, a document of the information life cycle was developed to describe how data moves through the organization and how data may be leveraged at different points throughout the cycle. Within each step of the cycle lies processes and procedures which are meant to mitigate risk in the organization. Conversely, each step in the process has embedded differentiated challenges and opportunities that need to be considered as the employment of the Data Classification Standard is realized.



Over the course of the past 12 months, the Data Classification process has been concerned with knowledge mobilization and socialization activities.

- In Spring 2014, a communication was delivered to all members identified in the organization as Privacy Officers. These individuals represent the full spectrum of faculties and support units within the Western organization. The communication sent at that time detailed the ratification of the information categories, the information lifecycle, and a signal to the membership that more concerted mobilization processes were forthcoming.
- In Summer 2014, we began a systematic schedule of meetings with specific units within Western for the purposes of Risk Assessment. We enabled these meeting to also contain information about the Data Classification process.
- In Fall 2014, a process to edit and revise the Data Classification Standard was undertaken based on feedback from the unit meetings and from the Privacy Officer community.

Future Activities:

- Continued systematic meeting schedule with faculties and support units (January and on) as part of the CyberSmart Annual awareness plan
- A second communication to stakeholders (Privacy Officers) with amendments and a revised website to support our activities (December 2014)
- A meeting with the Associate Deans Research (January)
- A meeting with the Deans (May)

Security Policy Review

A subset of the WGIS committee reviewed the applicable information security policies during this period. Western's policies are formally reviewed every 3 years; the last review was done in 2011. In addition to the minor changes noted in the 2011 review it was noted the policies should accommodate the Data Classification Standards as they continue to develop going forward and should also be adapted to address the changing environment of mobile technologies and Bring Your Own Device (BYOD).

The *Policy on Establishing University Policies & Procedures MAPP 1.51* was adopted since the 2011 review occurred. To undertake the above changes we believe all policies related to information security should be revisited and aligned with MAPP 1.51. Discussions have occurred with University Secretary and Legal Counsel to determine the feasibility of this process. Both areas agreed this would be a valid undertaking and expect this would take place over the next two years.

Financial Information Protection: Payment Card Industry (PCI) Compliance

Several WGIS members are actively involved with PCI compliance through the Western Bank Card Committee. As a result, WGIS remains aware of the developments in the payment card industry security practices and are currently pursuing confirmation that Western's compliance to PCI DSS (Payment Card Industry Data Security Standards) conforms to the newest version of the standard (version 3.0).

Western's payment card environment complies with the older versions of the PCI Data Security Standard. However, emerging payment technologies and new ecommerce systems on campus and a changing payment card security standard require that Western's PCI environment be reviewed by the Bank Card Committee to determine the implications to Western's PCI status.

The additional network controls discussed in last year's report have been implemented and separated. Migration of Networked Payment Card devices into separate logical networks has begun in order to better protect and inventory them. This work will continue throughout 2015.

Controlled Goods Program

The Canadian Government's *Controlled Goods Program* strengthens Canada's defense trade controls by establishing Information Security through Controlled Goods Regulations, effectively extending the Government's own information classification and security policy to include its partners in securing the very sensitive information to which those partners have access. The policy does this by establishing minimum standards of Physical Security (PHYSSEC), Human Security (HUMSEC), Information Security (INFOSEC), and Operational Security (OPSEC) etc. There are several instances of highly sensitive research or enterprise at Western that is currently bound or covered by this legislation.

Western continues to receive highly sensitive information from the Government of Canada or foreign governments and is required to protect this data, some of which is classified SECRET or PROTECTED by specific Federal legislation. ITS, in conjunction with the Campus Police and Western's Designated Officer for Controlled Goods have implemented technology controls that enable the separation and isolation of computing devices associated with these programs into logically separate networks where necessary to increase and simplify the protection of these highly data sensitive initiatives.

As part of an internal succession planning effort, Procurement Services, Campus Police Services, Research Development Services, and ITS have undertaken a joint review of the roles and responsibilities for Western's Designated Officials. It is expected that streamlining changes to the current job description and reporting relationship of primary Western's Designated Officer will be recommended for implementation in 2015.

Other Efforts and Conclusions

As an outcome of the 2014/2015 planning process, ITS received approval to proceed with the purchase of a Security Incident and Event Management (SIEM) system. This new technology solution will enable Western to more effectively, efficiently, and proactively manage security incident information that is today captured in various system logs across the University and correlated manually for purposes of security incident forensics. This initiative is currently underway with the objective of implementing the new solution in the summer of 2015.

Incident Response & Investigations

Western continued to see an overall increase in threats against its information and information systems. The most significant and notable of these incidents related to Heartbleed, a security bug that potentially enabled inappropriate access to computer networks and systems. Western's initial response to this threat was rapid and well coordinated, system software upgrades were quickly implemented and notifications were subsequently sent to all users highlighting the need to regularly change passwords as an ongoing best practice.

2015 Plans

In conclusion, 2014 has been another busy year for WGIS – most particularly related to efforts to publish Western's Data Classification Standards and to revitalizing and further institutionalizing our Security Awareness program through the CyberSmart committee.

Looking ahead to 2015, WGIS will be focusing on the following main areas

1. Formal rollout of Western's Data Classification Standards including communications plans, targeted Administrative applications, and implementation of feedback mechanisms.
2. Design, Develop, and implement a cloud services security assessment standard in response to the risk assessment process recommendations.
3. Continue to develop uniformity across the institution with respect to detailed information security standards and practices.
4. Continued formal risk assessment with business units and faculties and review of information security management processes. Along with the priorities identified throughout this process, WGIS uses this Risk Assessment to introduce high priority topics for discussion. This allows flexibility to address emerging concerns and/or urgent security priorities.

Appendix A – List of Current WGIS Members as of End of 2014

Dr. Kevin Wamsley (Chair)

Ed Gibson (ITS, Technical Advisor)

Ed Zuidema (ITS, WGIS Scribe)

Jeffery Gardiner (ITS, Central Information Security Officer)

Jeffery Grieve (ITS Designate, Acting Director of ITS)

John Carson (CCPS, Technical Advisor)

Stephen Watt (Faculty Representative , Computer Science)

Julie Whitehead (Faculty Representative, Health Sciences)

Krishna Patel (Registrar's Designate, Director of Student Services Support Group)

Peggy Wakabayashi (Housing Designate, Director of Residences)

Rob Brennan (Western Information Systems Group Designate, Director of WISG)

John Leidl, IVEY Business School, Information Technology

Colin Couchman, Faculty of Education, Information Technology

Chris Wedlake, Roberts Research Institute, Information Technology

Dave Ghantous, Associate Director, ITS

Scott May, Communications & Public Affairs

Mina Mekhail, Research Services

Geoff Pimlatt (Ex-Officio, USC Communications Officer)

Sharon Farnell (Ex-Officio, Director of Internal Audit)

Paul Eluchok (Ex-Officio, Legal Council, Privacy Officer)

Jeff Grieve (Ex-Officio, Director of ITS)

**Council of Ontario Universities
Report to Senate of the Academic Colleague
Kathleen Okruhlik, March 2015**

The COU Academic Colleagues met in Toronto February 26-27, 2015. There was no meeting of the full Council.

Supporting Aboriginal Students: This was the topic of Friday evening's dinner discussion, led by Jonathan Hamilton-Diabo, Director of Aboriginal Student Services at the University of Toronto. There seemed to be quite a range of institutional commitments, and it was subsequently suggested that we should look more closely at the relationship between specific institutional commitments to Aboriginal services and corresponding student success rates.

Funding Formula Review: MTCU will announce a review soon. There are likely to be four objectives: support for differentiation, a shift of emphasis from access to quality (access goals having been largely met), a move to performance-based funding, and support for financial sustainability.

Outcomes Survey: MTCU currently surveys undergrads two years after degree completion and publishes detailed survey results. The Ministry is interested in expanding the survey to include those who have completed graduate programs. One suggestion from OCAV is development of a more robust survey that would be administered by universities. The National Graduate Outcomes Survey developed by UBC has been suggested as a possible model. It surveys students five years out (not two) and collects a range of outcome measures (not just labor market outcomes). It has also been suggested that undergrads should be included in the more robust survey.

Online Initiative: An additional \$500,000 has been made available to support development of new courses and modules. The Ontario Online Consortium is incorporated, and the plan is to launch a web-based portal in the fall of 2015. The first phase of the portal will include a search tool for online college and university courses; initiation of registration for university courses with facilitated Letter of Permission and registration processes; and links to pedagogical supports for faculty and instructors. Academic Colleagues continue to stress the importance of recognizing faculty members as content experts. Concerns about intellectual property rights also continue to be expressed. There are no faculty members on the Board of Directors at present, although that situation may change.

Program Approvals: The Ministry has outlined an expedited review process based on SMA alignment. It is not clear whether programs reviewed in the expedited process will get faster approvals, and there is some concern about how "SMA alignment" will be defined. MTCU now requires expanded program development reports as part of its approval process.

Update on the Political Environment: It is anticipated that the provincial deficit will be \$10.5B. The province also has large commitments to transit, ORPP, and the Pan Am/Para Pan Am Games. So it is likely that spending cuts will be part of the next budget, including in post-secondary education. As we have seen, there has already been some movement toward an accountability agenda with the funding formula review, program approvals, performance funding, and SMAs. Universities will have to find new ways to describe our work in this context.

Action Plan on Sexual Violence: COU has commended Premier Wynne "for taking decisive and sweeping action against sexual violence."

A Change at the Top: Bonnie Patterson is stepping down as President and CEO of the Council of Ontario Universities. A search firm has been engaged to help find a successor.

REPORT OF THE SUBCOMMITTEE ON TEACHING AWARDS

FOR INFORMATION

1. **Excellence in Teaching Award Winners for 2014 - 2015**

The Subcommittee on Teaching Awards (SUTA) has chosen the following members of faculty as recipients of Western's Excellence in Teaching Awards:

The Edward G. Pleva Award for Excellence in Teaching

Jennifer Irwin, Faculty of Health Sciences, School of Health Studies

Lars Konermann, Faculty of Science, Department of Chemistry

Kibret Mequanint, Faculty of Engineering, Chemical and Biochemical Engineering

Charles Trick, Faculty of Science, Department of Biology and Schulich School of Medicine & Dentistry

The Marilyn Robinson Award for Excellence in Teaching

Elizabeth Greene, Faculty of Arts and Humanities, Classical Studies

The Angela Armitt Award for Excellence in Teaching by Part-time Faculty

Warren Steele, Faculty of Information and Media Studies