

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

**1:00 p.m., Thursday, June 25, 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 April 23, 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

Meetings of the Board beginning at 1:00 p.m. will normally end by 4:30 p.m. unless extended by a majority vote of those present.

SUMMARY OF AGENDA ITEMS – June 25, 2015 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of April 23, 2015 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

Campus Master Plan	ACTION
Tuition Fee Approval – Graduate Diploma in Business Skills for Actuaries and Financial Professionals	ACTION
Discussions with the City and LTC Regarding Possible Rapid Transit Routing	INFO
Name Change Canada Research Chairs: Edith Schulich Vinet Canada Research Chair in Human Genetics Dr. Brian W. Gilbert Canada Research Chair in Primary Health Care	INFO
Approval of Chairs and Professorships: Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPiCOR) Angus D. McLachlan Professorship in Surgery Heart & Stroke Chair – Renaming and New Terms of Reference	INFO
Investment Committee Membership	INFO
Investment Committee Report	INFO
Quarterly Ratio Report on Non-Endowed Funds	INFO
New Scholarships/Awards/Prizes	INFO
Late Ancillary Fees	INFO

Senior Operations Committee – Appendix III

Governance Review	ACTION
Amendments to Code of Student Conduct	ACTION
Appointments to University Disciplinary Appeals Committee (UDAC)	INFO

Audit Committee – Appendix IV

Safe Disclosure Policy	ACTION
Retirement Income Fund Financial Statement for the year ended December 31, 2014	ACTION
Western Retirement Plans – Report to the Audit Committee for the year ended December 31, 2014	INFO
Western Retirement Income Fund – KPMG Audit Findings Report	INFO

Fundraising & Donor Relations Committee – Appendix V

Fundraising Activity Quarterly Report to April 30, 2015	INFO
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Items Referred by Senate - Appendix VI

Revisions to the Appointment Procedures for Senior Academic and Administrative Officers	ACTION
Articulation Agreements: Brescia University College, Foods and Nutrition Program and Centennial College Brescia University College, Foods and Nutrition Program and Fanshawe College	ACTION
Campus Master Plan	INFO
Reports of the Academic Colleague	INFO
Report of the Honorary Degrees Committee	INFO
Summary of the Internal Research Funding Program Allocations for Fiscal Year 2014	INFO
Annual Report on Promotion and Tenure	INFO
Introduction of the Western Award for Innovations in Technology Enhanced Teaching	INFO
Creation of the Senate Ad Hoc Committee on Renewal	INFO
Questions from Members	

REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: June 25, 2015
Re: President's Report to the Board

For the June 25, 2015 Board meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on April 23, 2015.

Spring Convocation:

These past two weeks have been a wonderful celebration of achievement as 7,562 students graduated while another 14 distinguished individuals were recognized with honorary degrees during our 305th Convocation, June 9-17. This is the first time attendees enjoyed our new Mustangs Megaboard — a large-screen television that provided graduates, their family and friends a closer look at the onstage festivities. For those unable to attend, all 14 convocation ceremonies were broadcast online via live-stream.

Campus consultation:

Immediately prior and subsequent to the non-confidence vote held by Senate on April 17, I have undertaken a process of broad consultation with members of the community to hear their comments, concerns and suggestions on a wide range of issues broadly related to the operation and governance of the University. This highly informative and energizing process has involved face-to-face meetings with hundreds of faculty, staff, students, alumni and academic and administrative leaders across campus. More information on the groups I've met with and the issues I've heard can be found online at <http://president.uwo.ca/consultation/>

The consultation process has surfaced several key areas of concern that will be described in more detail in a progress report prepared for distribution to campus by the end of July. However, comments that I've most frequently heard seem to fall under five general categories related to the budget model, research, communication, administration and governance. As an initial response to the first two categories, the Provost and the Vice-President (Research) have, respectively, initiated the creation of two special task forces with mandates to develop a deeper understanding of the issues and contemplate where and how improvements might be made. The former task force will be chaired by the Provost and will include seven members elected by Senate (four faculty, one undergraduate student, one graduate student, and one additional member of the campus community) in addition to the VP (Resources & Operations), the Deans of

Social Science and Medicine & Dentistry, and two support unit leaders named by the Provost and VP (R&O). Membership on the latter task force will be determined by the Senate's University Research Board.

In addition to these two task forces, a third "Ad Hoc Committee on Renewal" is being struck by Senate with a stated mission to "facilitate and collect the flow of information from all sectors and to make recommendations to the Senate, and through Senate to provide advice to the Board, with regard to moving the University of Western Ontario forward." This committee's membership will include nine colleagues chosen by Senate, four of whom will be faculty (not including deans or associate/assistant deans), and two of whom will be student Senators (one undergraduate, one graduate).

These three initiatives — combined with the governance review undertaken by the Board of Governors and my ongoing consultation process that will continue into the Fall academic term — represent concrete steps toward addressing the issues underlying April's non-confidence vote. I am confident these activities will result in positive outcomes for the University and I look forward to further engagement with all members of the campus community as we move forward together to advance the best interests of the institution.

Funding formula review:

The provincial government's university funding review is now underway. Sue Herbert, formerly a provincial Deputy Minister who served as an advisor on the postsecondary sector's Strategic Mandate Agreement (SMA) initiative, is leading the review. Consultations began in April and are being framed as the next step in the differentiation process that began several years ago. The Ministry signed SMAs with each of Ontario's 44 universities and colleges in an effort to identify individual schools' strengths and to reduce duplication across the postsecondary system.

All elements of university funding, including how tuition is set, will be evaluated as part of the review process. One of the stated goals of the process is to focus more attention on outcomes, such as employment rates, and to allow the government to monitor the quality of education. At the same time, the Ministry has stated it appreciates the need to balance the needs of employers with universities' autonomy. An interesting component of the discussions to date is the large number of additional stakeholders involved in the process, including employer groups, student associations, and parents' associations. Currently, most of the revenue universities receive from government is based on student enrolment. As a result, government grants have grown in lock-step with rising student numbers. Another stated goal of the review is to cushion the impact of the anticipated drop in enrolments due to demographic changes, particularly for smaller universities whose budgets may be hard hit.

Below are comments made by two key sector leaders who are involved with the review process:

At the end of the day, whatever emerges as a new formula, it is the presidents of each institution that will be held responsible and accountable for the financial well-being of their institution. By

necessity, they need to be at the centre of the conversation. — **Bonnie Patterson, President of the Council of Ontario Universities.**

In Ontario, our largest university has 80,000 students and the smallest, Algoma, has 1,000, with many in between. Using the old formula impacts smaller universities [more]. The new system will put universities on a good footing where quality will be a driver. — **Reza Moridi, Minister of Training, Colleges and Universities.**

The process of receiving submissions from and holding consultation meetings with the various stakeholder groups is expected to continue through Q3 of 2016.

Canada First Research Excellence Fund update: “Imaging for Life”

In the 2014 federal budget, a new \$1.5-billion program was announced that had been championed by the U15 during my term as chair of U15. Over the next 10 years, the Canada First Research Excellence Fund (CFREF) will support world-class research initiatives at Canadian universities, and the first round of successful applicants competing for a total of \$350 million will be announced July 14, 2015. A second round of competition for a total of \$950 million will be announced in spring 2016. Western’s proposal to CFREF leverages our unique strengths, critical mass of expertise, world-class infrastructure and global partnerships in biomedical imaging. The following members of the CFREF judging panel were announced in June:

- **Ken Knox, Chair** (Chairman, Science, Technology & Innovation Council)
- **Maura Davie** (Past President and CEO of Saskatoon Health Region)
- **Donald Bruce Dingwell** (Chair of Mineralogy and Petrology and Director of the Department for Earth and Environmental Sciences University of Munich, Germany)
- **Myron Gutmann** (Director of the Institute of Behavioral Science, University of Colorado Boulder)
- **Robert McCulloch** (Former interim President and CEO of Medicine Hat College)
- **Fred Morley** (Executive-Vice President and Chief Economist, Halifax Partnership)
- **Henri-Paul Rousseau** (Vice-Chairman, Power Corporation of Canada)
- **Deborah Smith** (Pro-Vice-Chancellor for Research, University of York, UK)
- **John Knubley, Observer** (Deputy Minister, Industry Canada)

Decanal review and selection update:

Work 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. Both searches are expected to conclude before the close of summer. Senate-appointed decanal committees have also now begun work to review the Deans of Education, Music, Law and Science, each of whom will conclude their first five-year term in July of 2016.

ACTIVITIES OF THE PRESIDENT

(April 13, 2015 – June 17, 2015)

April	13	London	Internal meetings
	13		Science Faculty Council Meeting
	13	Toronto	Ivey Advisory Board Dinner Meeting
	14	London	Property & Finance Meeting
	14		Senior Operations Meeting
	14		Internal meetings
	14		Faculty Scholars Reception
	15		Meeting with external stakeholder
	15		UWOFA Meeting
	15		Internal meeting
	15		Faculty of Social Science Academic Leaders Group Meeting
	16		Western Leaders Forum
	16		Dinner with Western Leaders Forum keynote speaker
	17		Senate Meeting
	17		Chancellor Thompson Portrait Unveiling
	20		Internal meetings
	20		Lunch meeting with Faculty Member
	21		Faculty of Engineering Town Hall with Faculty, Staff and Students
	21		Photo Shoot
	21		Arts & Humanities Faculty Council Meeting
	22		Internal meetings
	22		Campus Council Meeting
	22		Lunch Meeting with internal stakeholder
	22		Hellmuth Awards & Reception
	22		Dinner meeting with visiting delegation
	23		Senior Operations Meeting
	23		Board of Governors Lunch and Board Meeting
	23		3MT Ontario Competition & Dinner
	24		Breakfast Meeting with Faculty Member
	24		Internal meetings
	24		Meeting with external stakeholder
	24		Phone call with external stakeholder
	24		Dinner with external stakeholders
	27		Honourary Degrees Committee Meeting
	27		Faculty of Health Sciences Town Hall with Faculty and Staff
	27		Internal meetings
	27		Distinguished University Professor Dinner
	28	Toronto	Meetings
	29	Toronto	Campaign Executive Committee Meeting

	29	Toronto	Meetings with external stakeholders
	30	London	Meet & Greet with external stakeholder
	30		Student Leaders Group Meeting
May	1		TD Discovery Day in Health Sciences
	1		Meeting with Dean
	1		Internal meetings
	5		Deans Meeting
	5		Internal meetings
	5		Group Meeting with Modern Languages & Literatures Faculty and Staff
	5		Graduate Education Council Meeting
	5		Professor Emeritus Receptions (2)
	6		Electoral Board for Chancellor meeting
	6		Don Wright Faculty of Music Town Hall with Faculty and Staff
	6		Faculty of Education Town Hall with Faculty and Staff
	7		USC Partners Breakfast
	7		Internal meetings
	7		Lunch meeting with Dean
	7		Student Leaders Group Meeting
	7		Schulich School of Medicine & Dentistry Town Hall with Faculty and Staff
	7		Huron Theology Convocation
	8		Internal meetings
	8		Senate
	11		Meeting with Chirag Shah and Hanny Hassan
	11		VP Annual Review
	11		Lunch meeting with USC President
	11		Meeting with Ivey Business Council
	11		PMA Executive Meeting
	11		Meeting with external stakeholder
	12		Senior Operations Meeting
	12		Property & Finance Meeting
	12	Ottawa	Killam Awards
	13-14	Ottawa	U15 Executive Heads Meeting
	13		Phone call with internal stakeholder
	15	London	Schulich School of Medicine MD Convocation
	15		Dinner - Honourary Degree Recipient
	15		Internal meetings
	19	Toronto	Meetings in Toronto with external stakeholders
	19		VP Annual Review
	20	London	Internal meetings
	20		Meeting with Librarians, Archivists and Staff in Western Libraries

	20		Lunch with Faculty Member
	20		UWOFA Meeting
	20		VP Annual Review
	25		Video shoot
	25		Faculty of Law Senior Leadership Meeting
	25		Lunch meeting with Faculty Member
	25		Internal meetings
	25		SCUP Meeting
	25		Dinner with external stakeholder
	26		Internal meetings
	26		VP Annual Review
	26		Lunch with external stakeholder
	28-30	Hong Kong	Meetings with external stakeholders
	31		Hong Kong Ivey Convocation
June	1		Ivey Asian Advisory Board Meeting
	2	London	Deans Meeting
	2		Meeting with external stakeholder
	2		Property & Finance Meeting
	2		Senior Operations Meeting
	3		Campus Council Meeting
	3		Rapid Transit Consultation Meeting
	3		WUSC Executive Committee Teleconference
	3		Internal meetings
	3		CST Conference Call
	3		Meeting with Western Mustangs Athletic Chapter Co-Presidents
	3		Coaches Appreciation Dinner
	4		STIC Phone Call
	4		Meeting with Arts & Humanities Working Group
	4		Internal meetings
	4		SAM Meeting
	4	Hamilton	CAE Induction Ceremony for John Thompson
	5	London	Internal meetings
	5		MBA Spring Convocation
	5		Senate
	5		Retirement Reception for Dean Timney
	8		Meeting with Faculty Member
	8		CST Governance and HR Teleconference
	8		Lunch meeting with USC President
	8		AVP Managers Meeting
	8		Meeting with Arts & Humanities Working Group
	8		Internal meetings
	9		Convocation Ceremonies (2)
	10		Convocation Ceremonies (2)

	11		Convocation Ceremonies (2)
	12		Convocation Ceremonies (2)
	13		Alumni Association Board of Directors Meeting
	14		Installation of Madam Justice Eileen Gillese
	15		Convocation Ceremonies (2)
	15		Internal meetings
	16		Convocation Ceremonies (2)
	17		Meeting with External Program Leaders
	17		Convocation Ceremonies (2)

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 April 23, 2015	ACTION
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Report of the Property & Finance Committee – Appendix II

2.	Tuition Fees – Graduate Diploma in Business Skills for Actuaries and Financial Professionals	ACTION
3.	Canada Research Chairs – Name Change Edith Schulich Vinet Canada Research Chair in Human Genetics Dr. Brian W. Gilbert Canada Research Chair in Primary Health Care	INFORMATION
4.	Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPiCOR)	INFORMATION
5.	Angus D. McLachlan Professorship in Surgery	INFORMATION
6.	Heart & Stroke Chair – Renaming and New Terms of Reference	INFORMATION
7.	Investment Committee Membership	INFORMATION
8.	Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
9.	New Scholarships/Awards/Prizes	INFORMATION
10.	Dental Kit Fees	INFORMATION

Senior Operations Committee – Appendix III

10.	Appointments to UDAC	INFORMATION
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Audit Committee – Appendix IV

11.	Western Retirement Plans – Report to the Audit Committee for the Year Ended December 31, 2014	INFORMATION
12.	Western Retirement Income Fund – KPMG Audit Findings Report	INFORMATION

Fundraising and donor Relations Committee – Appendix V

13.	Fundraising Activity Quarterly Report to April 30, 2015	INFORMATION
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Report from Senate – Appendix VI

14.	Revisions to the Appointment Procedures for Senior Academic and Administrative Officers	ACTION
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15.	Articulation Agreements: <ul style="list-style-type: none">• Brescia University College, Foods and Nutrition Program and Centennial College• Brescia University College, Foods and Nutrition Program and Fanshawe College	ACTION
16.	Campus Master Plan	INFORMATION
17.	Reports of the Academic Colleague	INFORMATION
18.	Report of the Honorary Degrees Committee	INFORMATION
19.	Summary of Internal Funding Program Allocations for Fiscal Year 2014	INFORMATION
20.	Annual Report on Promotion and Tenure	INFORMATION
21.	Introduction of the Western Award for Innovations in Technology-Enhanced Teaching	INFORMATION
22.	Creation of the Senate Ad-Hoc Committee on Renewal	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

April 23, 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
Dr. S. Armstrong
Dr. C. Beynon
Mr. J. Bitove *
Ms. C. Burghardt-Jesson
Dr. J. Capone
Dr. A. Chakma
Ms. K. Cole
Dr. R. Darnell
Dr. J. Deakin
Mr. J. English
Ms. L. Gainey
Mr. H. Hassan

Mr. P. Jenkins
Mr. J. Knowles
Mr. R. Konrad
Ms. G. Kulczycki
Mr. C. Lassonde *
Mr. M. Lerner *
Mr. T. Sutherland
Dr. B. Timmey
Dr. J. Toswell
Mr. M. Wilson

* = participated via teleconference

By Invitation: M. Belanger, R. Campbell, R. Chelladurai, H. Connell, S. Fazilat, L. Logan,
J. O'Brien

BG.15-28 **REPORT OF THE PRESIDENT**

The President's Report, distributed with the agenda, included the following topics: government update, decanal review and selection update, 2015 Killam Prize winner, Professor David Bentley, and the President's activities since the January 29, 2015 Board meeting.

BG.15-29 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by T. Sutherland, seconded by R. Konrad

That the 20 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.15-30 **Minutes from the Previous Meeting**

The open session minutes from the meeting of January 29, 2015, were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.15-31

2015-16 University Operating and Capital Budget

It was moved by P. Jenkins, seconded by L. Gainey,

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, detailed in Appendix II, Annex 1.

P. Jenkins noted that the budget as presented was a balanced budget. In its review, the Property & Finance Committee had discussed risks associated with revenues and contingencies for those risks and had reviewed the consonance of expenditures with priorities in the strategic plan. The Committee had also discussed the reserve for the budget which would stand at \$34 million for the coming fiscal year against a requirement of \$2.5 million per annum, although it would be spent down over the four-year budget cycle. The Committee is considering whether \$2.5 million continues to be the right number for a reserve; this issue will be reviewed over the course of the coming year.

Dr. J. Deakin provided a comprehensive overview of the budget documents, using slides attached hereto as [Appendix 1](#), highlighting the following:

- There will be no year-end spending by the provincial government this year as they have missed their targets and have pulled back all residual dollars in ministry budgets.
- The impact of known cuts in government funding is \$14.4 million, including changes to fee collection processes
- The allocations to faculties are per “weighted teaching unit.” Funds have not been removed from the teaching mandate: \$320 million is being flowed to the faculties collectively, up from \$278 million last year.
- Western’s student/faculty ratio is lower than that of Ontario peer, U15 institutions, although there is variability across faculties and departments.
- The budget maps onto the four pillars of the strategic plan.
- The operating reserve is high, but the intention is that it will be spent down over the four-year cycle. At the beginning of a four-year plan there is always more uncertainty than in later years and having this kind of reserve at the outset of the cycle is helpful.
- Western does not have the physical infrastructure to increase enrolment growth by much more without having an impact on the quality of the student experience.

With respect to the tables outlining expenditures, she noted the following:

- Table 4 shows allocations to faculties; within that table, column “d” shows allocations from the Academic Priorities Fund which will offset teaching pressures in some faculties. Overall, 64.3 percent of the operating budget goes to the faculties.
- Table 4a outlines the revenue sharing allocations across faculties. These are enrolment

driven.

- Table 5 details increased allocations to scholarships.
- Table 6 provides the allocations to support units, totaling \$91.2 million in base.
- Table 7 covers university-wide expenditures such as utilities, libraries, convocation, etc.
- Table 8 lists one-time allocations of \$30.1 million.

In answer to a question about approval authorities for capital projects where funds are transferred from operating, it was noted that the level of authority required depended on the project cost.

A member asked about the impact of a change in tuition assessment with respect to the definition of full-time. Dr. Deakin explained that a move from defining full-time as 80 percent course load to 100 percent course load will mean a \$5 million hit to the base. In addition, the move fails to recognize that there are many student support costs that are the same regardless of course load.

Asked whether other institutions are approaching similar budgetary issues in different ways, Dr. Deakin explained that Western is in a different situation than many others in part because they have significant pension liabilities to meet. Others are also facing enrolment pressures that are not being experienced here. With respect to different budgetary models, some institutions are using program prioritization processes to deal with reduced revenues; others are using revenue attribution models, letting each unit live on the resources it generates.

A member expressed concern about the projections for some faculties with respect to revenue sharing. It was noted that in the case of FIMS, this would be mitigated as some new programs come on line. There does continue to be an issue in the Faculty of Arts and Humanities over the projected period.

The vote was taken on the motion. The motion was carried.

BG.15-32

Student Fee-Funded Units, Ancillaries and Academic Supports

It was moved by P. Jenkins, seconded by M. Wilson,

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" detailed in Appendix II, Annex 3.

CARRIED

BG.15-33

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" (Appendix II, Annex 3).

It was moved by P. Jenkins, seconded by J. Adams,

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.

CARRIED

BG.15-34 **Annual Report and Recommendations of the Student Services Committee**

It was moved by P. Jenkins, seconded by R. Darnell,

That the ancillary fees collected by the University be those detailed in Appendix II, Annex 4, as recommended by the Student Services Committee.

CARRIED

BG.15-35 **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:

- Quarterly Financial Report (Operating Budgets)
- Investment Committee Report
- Revenues, Expenditures and Tuition – by Faculty
- Revisions to Investment Committee Terms of Reference
- New Scholarships

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix III]

BG.15-36 **Deletion of Personnel Policies – Robarts Clinical Trials Staff**

It was moved by T. Sutherland, seconded by R. Konrad,

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

CARRIED (By Unanimous Consent)

REPORT OF THE AUDIT COMMITTEE [Appendix IV]

BG.15-37 **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:

- Annual Report 2014 – Campus Community Police Service

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

BG.15-38 **Update on Fund Raising and Donor Relations Committee**

L. Gainey noted that she had just taken on the role of chair for the committee. Members of the committee were very engaged and committed to the long-range success of Western. At the May meeting the committee would be focussing on understanding its role, analyzing strengths and weaknesses of processes, and doing a skills and diversity assessment in anticipation of filling some vacancies. She would continue to update the Board going forward; it was important that the Board have a clear line of sight on campaign progress and the activities of the committee.

BG. 15-39 **Quarterly Report on Fund Raising**

K. Cole, Vice-President (External) noted that there are multiple metrics used to produce the report, most of which are on target for the year. A number of projects have been delayed because of varying circumstances, but she anticipated receipt of one more gift that would put us beyond the \$65 million targeted for the year. A key concern for her and staff in External is building a pipeline overall that will be sustainable in years to come.

BG.15-40 **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:

- Western Fund Allocation

ITEMS REFERRED BY SENATE [Appendix VI]

BG.15-41 **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**

It was moved by T. Sutherland, seconded by R. Konrad

That the Articulation Agreement, outlined in Appendix VI, 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.

CARRIED (By Unanimous Consent)

BG.15-42 **Bone and Joint Institute (BJI)**

It was moved by T. Sutherland, seconded by R. Konrad

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

CARRIED (By Unanimous Consent)

BG.15-43 **Report on Motions of Non-Confidence**

The President noted that the report of the discussion of motions of non-confidence had been circulated with the agenda and he would not, therefore, review in detail the arguments that were made for and against the motions of non-confidence. In his view, the important thing that came out of the discussions at Senate was a genuine desire on the part of a number of those critical of him and the administration to move forward, look at the issues, define them, and find solutions. He did not underestimate the difficult challenges that lay ahead, but he was optimistic given the tone of those discussions that had already begun and the commitment of those with whom he had met to date.

BG.15-44 **Information Items Referred by Senate**

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

- 2015-16 University Operating and Capital Budgets
- 2015 Entrance Standards for Undergraduate First-Year Admissions
- Five-Year Enrolment Projections
- Report on Year One Class and Entering Averages
- Report on Faculty Recruitment and Retention
- Report of the Working Group on Information Security (WGIS) – 2014 Annual Report
- Report of the Academic Colleague
- Report of the Honorary Degrees Committee
- Teaching Award Recipients – 2014-15

The meeting adjourned to the confidential session

C. Shah
Chair

I. Birrell
Secretary

2015-16 Operating and Capital Budgets

Board of Governors
April 23, 2015

External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in “Small Pieces”**
 - Policy Levers, ISR recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases capped at 3% -- up to 2016-17**
 - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
 - Program Tuition Threshold Changes
 - Other Tuition/Fee Collection Related Changes
- **Future Uncertainties**
 - Funding Formula Review
 - Future Tuition Framework
 - Ontario Pension Plan
 - Provincial Budgets: 2015 and 2016

Estimated Impact of the “Cuts in Small Pieces” (\$M)
 (Constituent University Only)

	Base Reduction: 2016-17 over 2011-12
Policy Levers	4.4
International Student Related Recoveries	2.3
B.Ed. Program Funding Reduction	1.8
Reductions to Student Aid Programs	3.9
Total	12.4

**Estimated Impact of Other Tuition-related
 Proposals (\$M)**
 (Constituent University Only)

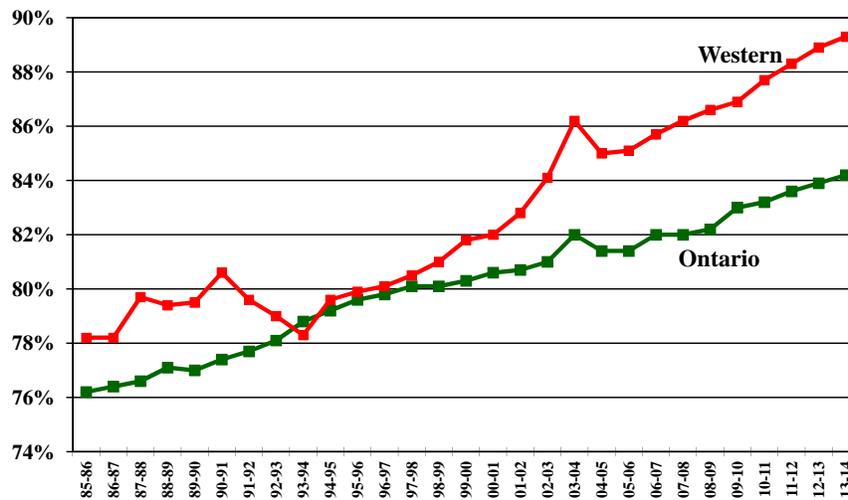
	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
Total	2.2

Total Revenue Reduction \$14.6M

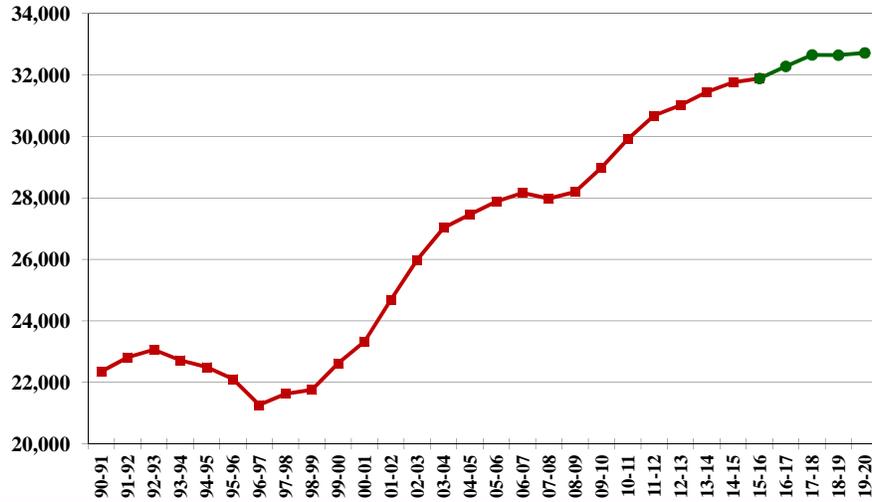
Western's Planning Parameters

- Moving to New 4-Year Plan
- Enrolments
 - Undergraduate: First-Year Class of 5000 to 5100
 - With goal of 600 International
 - Graduate: as per Faculty Plans
- Revenue Sharing Continues (contingent on enrolments)
- Recommendations Guided by Strategic Plan
- Tuition Rates
 - Domestic Rates at Max of 3% Overall
 - Undergrad Int'l: still moving towards Ontario-U6 levels

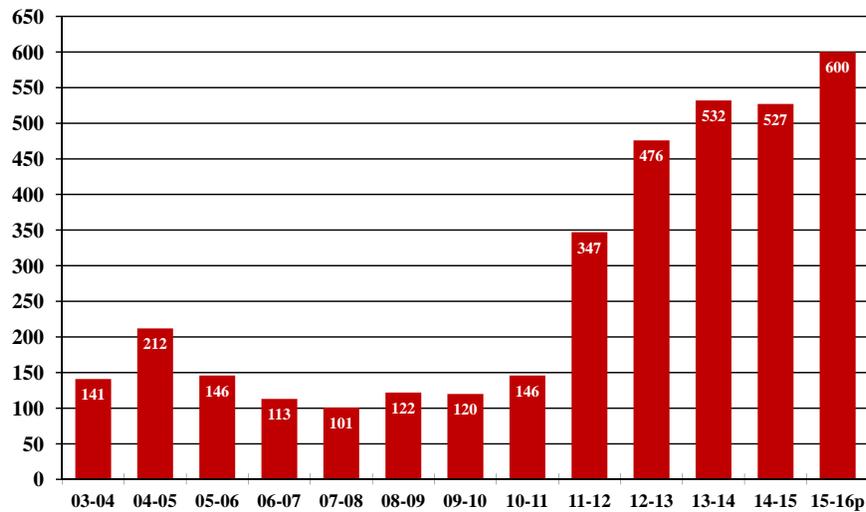
Average Entering Grade of Full-Time First-Year Students from Ontario High Schools



Western: Total Constituent FTE Enrolment (Full-Time plus Part-time FTEs)



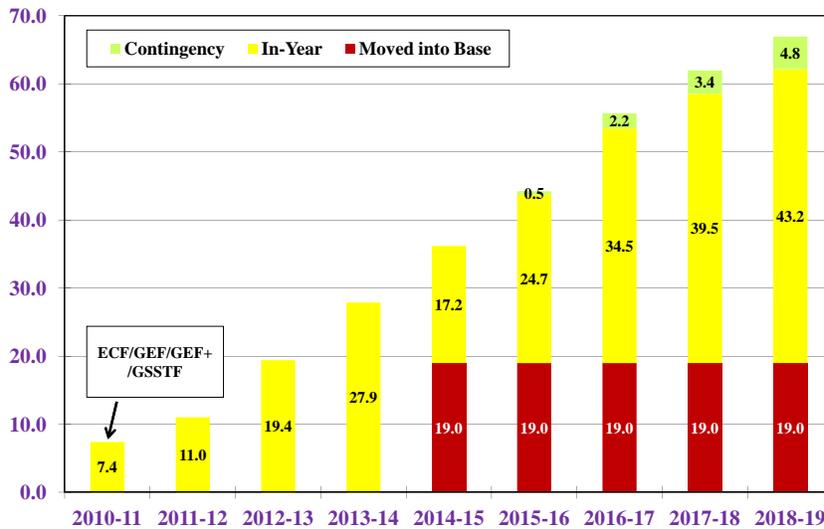
Full-Time Year 1 Undergraduate International Enrolment at Western



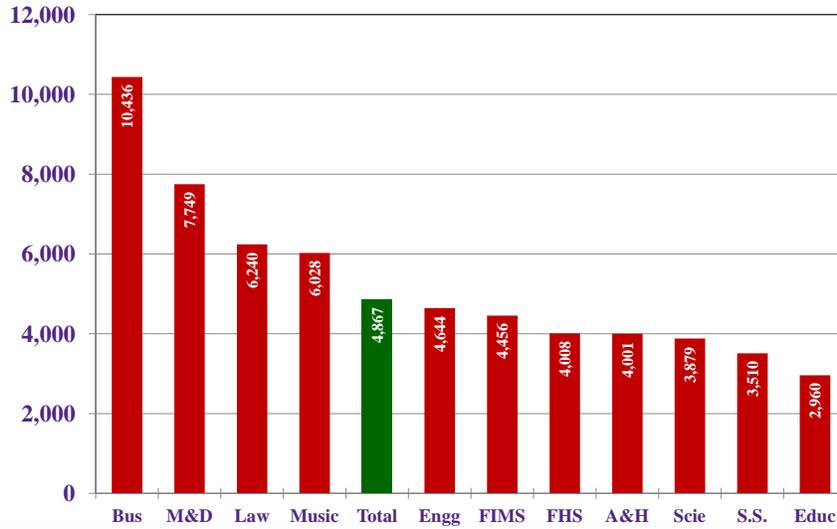
Context for Provost's Recommendations for the Faculties

- Recommendations based on Consideration of:
 - Overall Enrolments / Teaching
 - Graduate Expansion and New Graduate Programs
 - Revenue Sharing Allocations
 - Relative Position of Faculty Budgets
 - Cost Structure Variations
 - Faculty Complement
 - Other Revenue Streams
 - Research-related Initiatives

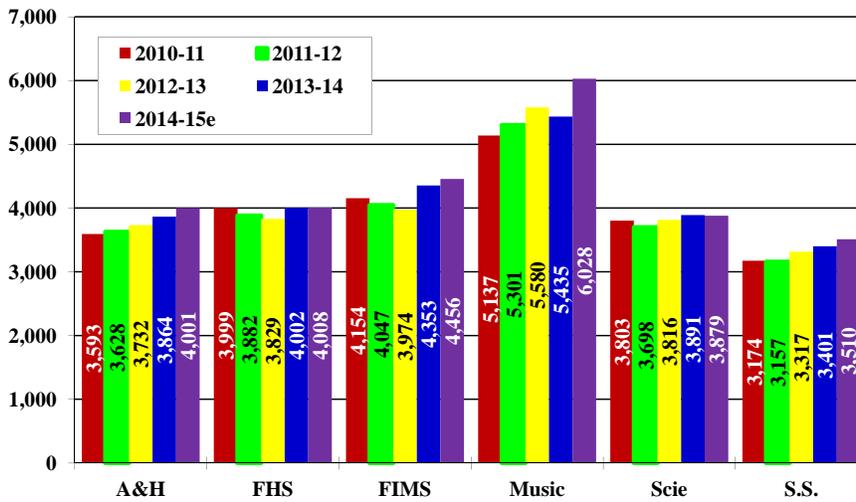
Projected Revenue Sharing Allocations (\$M)

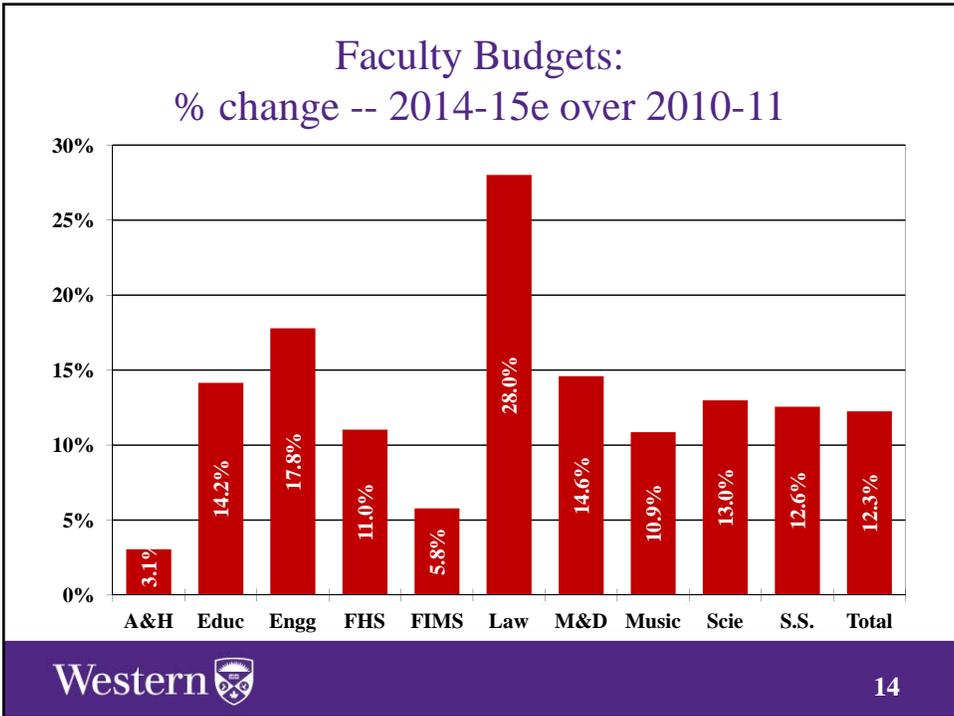
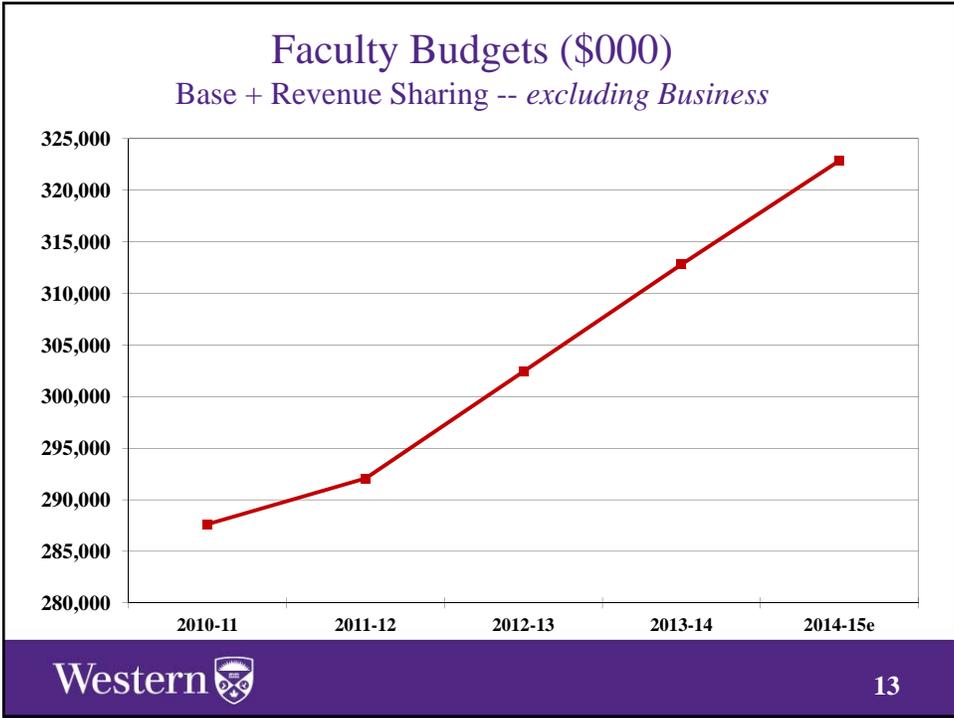


Budget per WTU: 2014-15e

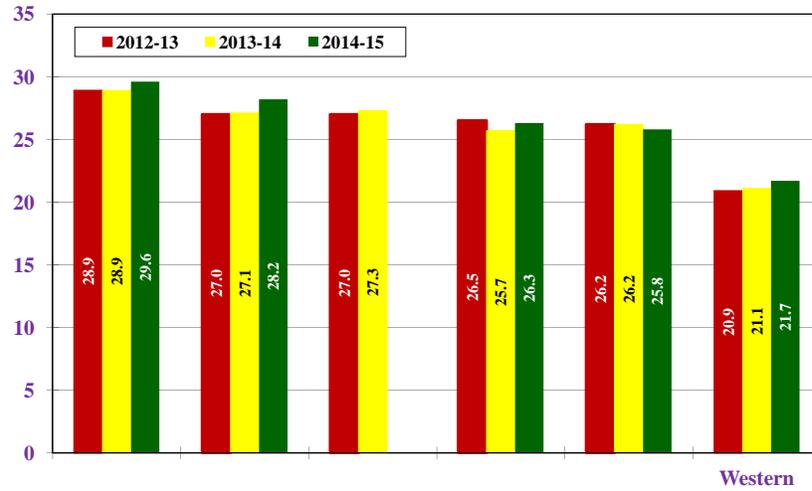


Budget per WTU Direct-Entry Faculties





Ontario U15 Universities Full-Time Student to Full-Time Faculty Ratio



Investments and New Initiatives in this Budget: Alignment with our Strategic Plan

Our Strategic Plan Priorities

Pillar	Priority
1	RAISING OUR EXPECTATIONS: CREATE A WORLD-CLASS RESEARCH AND SCHOLARSHIP CULTURE
2	LEADING IN LEARNING: PROVIDE CANADA'S BEST EDUCATION FOR TOMORROW'S GLOBAL LEADERS
3	REACHING BEYOND CAMPUS: ENGAGE ALUMNI, COMMUNITY, INSTITUTIONAL & INTERNATIONAL PARTNERS
4	TAKING CHARGE OF OUR DESTINY: GENERATE AND INVEST NEW RESOURCES IN SUPPORT OF EXCELLENCE

Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
Support for the Long-Range Space Plan	\$10 M One-Time	1, 2
Expansion of Endowed Chairs Matching Program	\$7.5 M One-Time	1, 3, 4
Interdisciplinary Initiatives	\$4 M One-Time (previously committed)	1
Expansion of the Teaching Fellows Program	\$250 K Base	2
University Advertising Initiatives	\$500K One-Time	3
Energy Conservation Initiatives	\$1.5 M One-Time	4
Strategic Expansion of Engineering	Self-Funding Plan	1, 2, 4

Summary of the Operating Budget

Summary of the 2015-16 Operating Budget (Table 2)

- **Revenue Forecast** = \$ 693.2M
– Increase of 1.6%
- **Expenditure Plan** = \$ 692.9M
– Increase of 0.4%
- **Projected In-Year Position** = \$ +0.3M
- **Projected Operating Reserve** = \$ 34.0M
– Forecast to be at \$6M at end of 4-year period

Operating Revenues

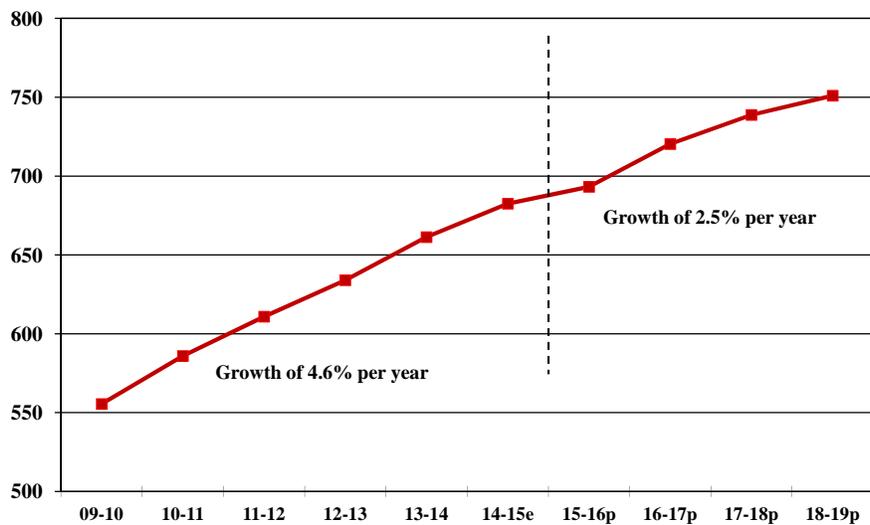
Operating Revenues for 2015-16: Context

- Total FTE Enrolment remains flat
 - After accounting for (temporary) B.Ed. reduction
- Tuition Fees
 - Domestic Framework – 3% overall increase
 - Undergraduate International – moving towards levels at sister institutions in Ontario
- *Against Reductions* in Government Funding
 - International Student Recoveries
 - B.Ed. Changes
 - Student Aid Programs

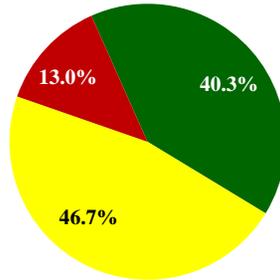
2015-16 Operating Revenues (Table 3)

- Government Grants are Lower by \$1.7M
– Net of Reductions and Targeted Increases
- Tuition Revenues Increase by \$10.8M
– Due to Rate Increases and additional Int'l Students
- All Other Revenues Increase by \$1.6M – over a number of Revenue Lines
- Overall Revenue Increase of \$10.6M (or 1.6%)

Operating Revenues (\$M)



Projected 2015-16 Operating Revenues (Total = \$693.2M)



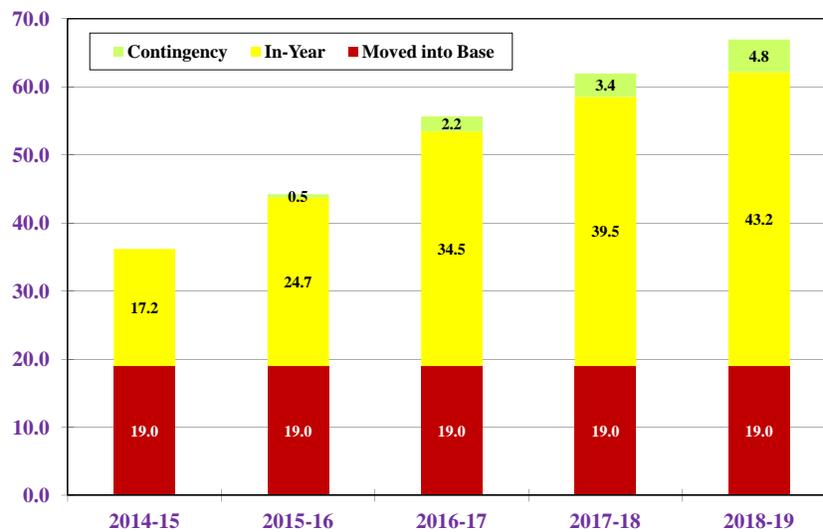
■ Govt Grants ■ Tuition ■ All Other

Operating Expenditures

Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School’s Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- **Total Base Allocation of \$449.7M**
- Faculties also receive \$6.4M in One-Time Funding – as shown in Table 8

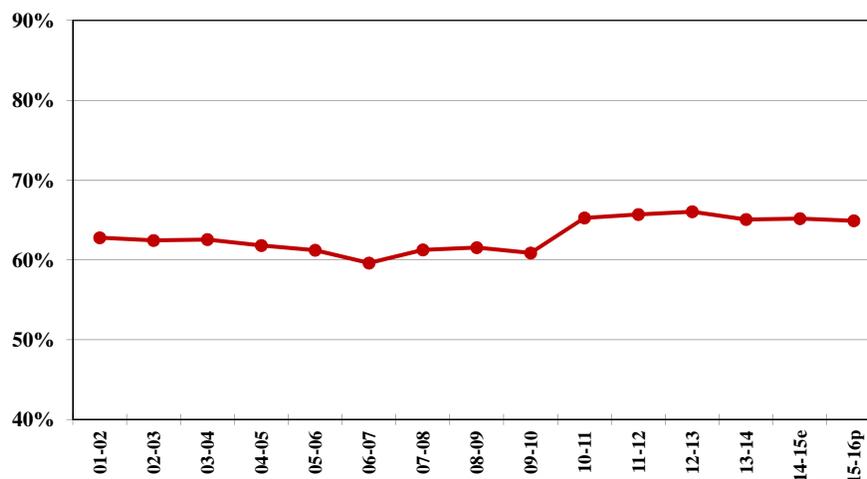
Projected Revenue Sharing Allocations (\$M)



FACULTIES: Base + Revenue Sharing Allocations

		2014-15a			2015-16e			Change
		Base	Revenue Sharing	Total	Base	Revenue Sharing	Total	Total
1	Arts & Humanities	31,334,655	-74,390	31,260,265	30,455,032	-51,245	30,403,787	-856,478
2	Education	10,055,137	2,951,298	13,006,435	9,630,142	5,421,713	15,051,855	2,045,420
3	Engineering	26,528,740	2,458,170	28,986,910	25,768,334	3,890,149	29,658,483	671,573
4	Health Sciences	29,119,956	1,543,158	30,663,114	28,106,902	2,152,820	30,259,722	-403,392
5	Information & Media Studies	10,183,806	364,564	10,548,370	9,906,652	132,337	10,038,989	-509,381
6	Law	7,953,386	641,164	8,594,550	7,772,159	874,026	8,646,185	51,635
7	Medicine & Dentistry	65,411,263	4,119,986	69,531,249	62,686,739	4,372,733	67,059,472	-2,471,777
8	Music	10,226,793	205,051	10,431,844	10,019,989	82,864	10,102,853	-328,991
9	Science	56,298,151	2,899,369	59,197,520	55,354,417	4,067,816	59,422,233	224,713
10	Social Science	56,732,845	2,081,881	58,814,726	55,285,747	3,786,950	59,072,697	257,971
11	Sub-Total	303,844,732	17,190,251	321,034,983	294,986,113	24,730,163	319,716,276	-1,318,707
12	Contingency Hold-back					504,695	504,695	
13	Total	303,844,732	17,190,251	321,034,983	294,986,113	25,234,858	320,220,971	-814,012

Faculties Base Budget (Table 4 in Budget) as % of Total Operating Expenditures Budget



Scholarships and Bursaries (Table 5)

- Major Changes
 - Undergraduate Scholarships increase by \$300K
 - Tuition Re-Investment increases by \$200K
 - Privately-Funded Awards Increase by 200K
 - Govt’s “Aim for the Top” Declines by \$530K
- **Overall increase of \$180K – bringing total to \$30.1M from Central Budget**
- Faculties now responsible for Graduate Support
 - \$56M Projected for 2015-16

Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- **Total Base Allocation of \$91.2M**
- Support Units also receive \$3.4M in One-Time Funding (shown in Table 8)

University-wide Expenditures (Table 7)

- **Total of \$71.6M**
- Major items:
 - Utilities (\$22.1M)
 - Library Acquisitions (\$14.1M)
 - MMI Transfer (\$14.0M)
 - IT Infrastructure (\$8.8M)

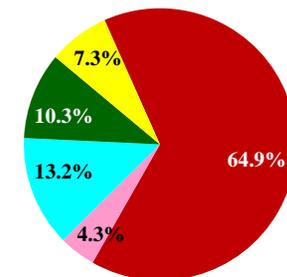
One-Time Allocations (Table 8)

- **Total of \$30.1M**
 - Substantial Reduction from Previous Levels
- Major Priority Items
 - Support for Long-Range Space Plan (\$10M)
 - Endowed Chairs Matching (\$7.5M)
 - Energy Conservation Initiatives (\$1.5M)
 - Classroom Modernization (\$500K)
 - Advertising Initiatives (\$500K)

Long-Range Space Plan Recommended \$10M One-Time Allocation

- Will allow us to move forward with the high-priority upcoming projects in the Long-Range Space Plan (Table 14)
 - Modernization of Thames Hall
 - Expansion and Renewal of Engineering Facilities
 - Expansion of Student Collaboration and Study Spaces
 - Renewal/Replacement/Expansion of Medical School Facilities
- While ensuring that we stay within the Board's Debt Limits
- Funding not tied to specific project – but will be assigned based on project costs and time lines

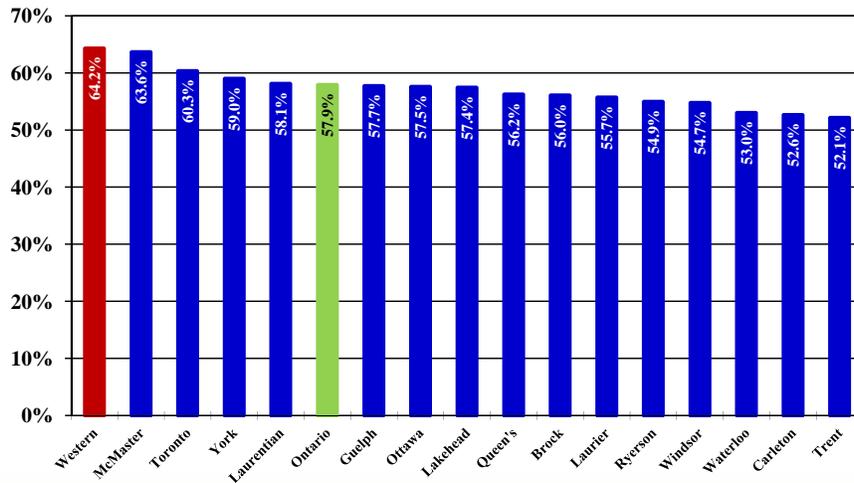
2015-16 Operating Expenditures (Total = \$692.9M)



■ Faculties ■ Schol/Burs ■ Support Units ■ University-Wide Exp ■ All Other

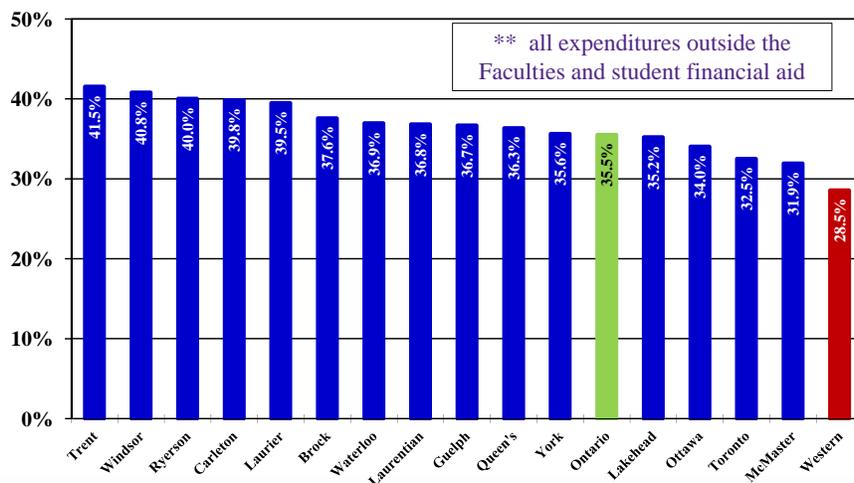
Instructional & Research Expenditures as a % of Total Operating Expenditures

Ontario Universities -- 2013-14 (Source: COFO Reports)



Non-Instructional & Non-Research Expenditures ** as a % of Total Operating Expenditures

Ontario Universities -- 2013-14 (Source: COFO Reports)



The Capital Budget

Overview of the 2015-16 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Major Projects: Underway or Soon-to-Start
 - Music Building
 - Academic Building to House FIMS and Nursing
 - IT Data Centre at the AMP
 - Delaware Hall Residence Renovations
 - Modernization of University College
 - Interdisciplinary Research Building
 - University-wide Infrastructure Projects
 - Parking-related Projects

Overview of the 2015-16 Capital Budget

- **Total Spending of \$91.5M** (Table 15)
 - \$34.6M for New Construction (Table 18)
 - \$10.4M for Major Renovations (Table 18)
 - \$46.5M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing Renovations

Supplementary/Program-Specific Fees and Ancillary Budgets

Supplementary / Program-Specific Fees and Ancillary Budgets

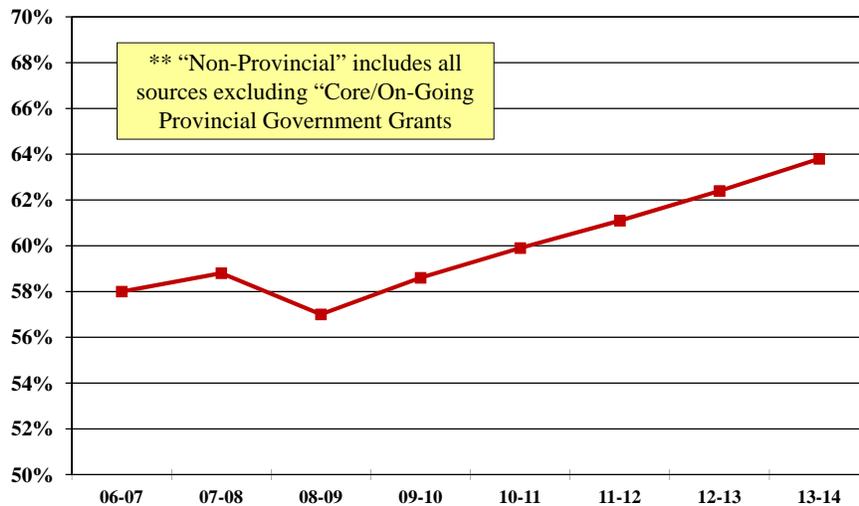
- **Supplementary and Program-Specific Fees (Annex 2)**
 - Recommended by the Units – based on program/activity costs
 - Must adhere to Ministry Policies
- **Ancillary Budgets (Annex 3)**
 - Must be Self-Funding
 - Deficits in some Units – most are planned
 - We will continue to review, plan, and manage

Future Issues / Considerations

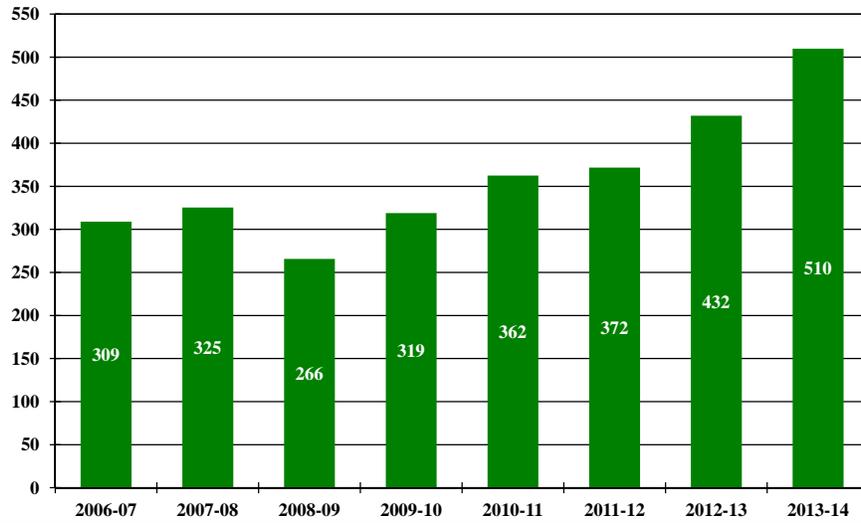
Future Issues / Considerations

- Grant and Tuition Uncertainties
 - We will need to be prepared – first, through adjustments to one-time spending
- Level of the Operating Reserve
 - Board-mandated level currently at \$2.5M
 - 4-Year Forecast (Table 1) shows \$6M in final year
- Revenue Diversification
 - International Enrolment and Tuition
 - Fundraising
 - Strategic Expansion of High-Demand High-Quality Programs

Western: Share of Operating Budget from Non-Provincial Sources **



Western's Total Endowment Value (\$M)



REPORT OF THE PROPERTY AND FINANCE COMMITTEE

	Contents	Consent Agenda
	Campus Master Plan	No
	Tuition Fee Proposal – Graduate Diploma in Business Skills for Actuaries and Financial Professionals	Yes
	Discussions with City and LTC Regarding Possible Rapid Transit Routing	No
	Canada Research Chairs – Name Change <ul style="list-style-type: none"> • Edith Schulich Vinet Canada Research Chair in Human Genetics • Dr. Brian W. Gilbert Canada Research Chair in Primary Health Care 	Yes
	Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPICOR)	Yes
	Angus D. McLachlin Professorship in Surgery	Yes
	Heart & Stroke Chair – Renaming and New Terms of Reference	Yes
	Investment Committee Membership	Yes
	Investment Committee Report	No
	Quarterly Ratio Report on Non-Endowed Funds	Yes
	New Scholarships/Awards/Prizes	Yes
	Late Ancillary Fees	Yes

FOR APPROVAL

1. **Campus Master Plan**

Recommended: That the Board of Governors approve the Campus Master Plan.

Background:

The Plan has been through an extensive consultation process, within the university community and beyond.

There have been consistent themes to the feedback received:

- Parking, transit and traffic
- Green space, open space and landscape
- The importance of culture and recreation on campus
- Greenhouses (noting their relationship to academic programs)

The updated document can be found at:

http://www.uwo.ca/ipb/publicaccountability/documents/WU_Campus%20Masterplan_April_2_2015.pdf

A hard copy of the Campus Master Plan will be available at the meeting.

Senate approved the Plan at its meeting on May 8, 2015.

2. **Tuition Fee Proposal – Graduate Diploma in Business Skills for Actuaries and Financial Professionals**

Recommended: That the Board of Governors approve the proposed 2015-16 tuition fees for the Graduate Diploma in Business Skills for Actuaries and Financial Professionals as follows:

Domestic fee:	\$15,000
International fee:	\$25,813

Background:

In January 2016, the Faculty of Science will be introducing a new program – the Graduate Diploma in Business Skills for Actuaries and Financial Professionals. Approval of the program was not received from the Ontario Council on Quality Assurance until June 9, thus the fee could not be included in the tuition fee schedule considered by the committee in April. Waiting until September is not an option as the program will admit its first cohort in January.

FOR INFORMATION

3. **Discussions with the City and the LTC Regarding Possible Rapid Transit Routing**

This will be an oral report.

4. **Canada Research Chairs – Name Change**

At its meeting on June 2, 2015, the Property and Finance Committee approved that the existing Edith Schulich Vinet Canada Research Chair in Human Genetics and Dr. Brian W. Gilbert Canada Research Chair in Primary Health Care established in November 2003 at the Schulich School of Medicine & Dentistry, be renamed the Edith Schulich Vinet Chair in Human Genetics and the Dr. Brian W. Gilbert Chair in Primary Health Care once the current Chair holders' terms end.

Donor and Funding:

The Seymour Schulich Endowment, established in 2003, will continue to provide support for the Chairs as it has since the Chairs were established. The naming of the Chairs will continue without the additional Canada Research Chair funds.

Appointments:

Appointments to the The Edith Schulich Vinet Chair in Human Genetics and The Dr. Brian W. Gilbert Chair in Primary Health Care will no longer require that the Chairs hold a Canada Research Chair and will be conducted in accordance with the appropriate University policies and procedures on academic appointments.

The Chairs will be appointed for a five-year term, renewable. If renewed, normally this would be for a single term. Funds available will be used to support the academic program of the holder of the Chair. Funds available may be directed towards salary and benefits or direct research support, or some mixture thereof. Both Chairs will be affiliated with the Schulich School of Medicine & Dentistry.

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry.

Reporting:

The University, through the Schulich School of Medicine & Dentistry will continue to report to the donor regarding the activities of the Chairs.

5. **Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPiCOR)**

See [Annex 1](#).

6. **Angus D. McLachlin Professorship in Surgery**

See [Annex 2](#).

7. **Heart & Stroke Chair – Renaming and New Terms of Reference**

See [Annex 3](#).

8. **Investment Committee Membership**

At its meeting on June 2, 2015, the Property and Finance Committee reappointed Rosamond Ivey to the Investment Committee for a three year term ending August 31, 2018.

Rosamond Ivey is founder and Managing Director of JRS Group and is a former member of the Board of Governors (two terms 1998 – 2006) during which she served as Chair of the Development and Fund Raising Committee and Chair of the Audit Committee.

She has been a member of the Investment Committee since March 2012.

With this reappointment, the Committee membership will be:

Two current or former members of the Board of Governors, appointed by the P&F Committee

Rosamond Ivey	(August 2018)
Jim Knowles	(May 2016)

Five members appointed by the P&F Committee on recommendation of the Investment Committee

Douglas Porter	(February 2016)
William Hewitt	(March 2016)
Lee Sienna	(March 2016)
Richard H. Konrad	(March 2017)
Doug Greaves	(March 2017)
David Stenason	(December 2016)

(Participating on behalf of Foundation Western – will assume an open position in March 2016)

Ex Officio

Gitta Kulczycki - Vice-President (Resources & Operations)
Lynn Logan – Associate Vice-President (Finance & Facilities)
Martin Belanger – Director, Investments
Diane Stechly-Hoover – Director, Treasury Services (non-voting)

9. **Investment Committee Report**

See [Annex 4](#).

10. **Quarterly Ratio Report on Non-Endowed Funds**

See [Annex 5](#).

11. **New Scholarships/Awards/Prizes**

See [Annex 6](#).

12. **Late Ancillary Fees**

See [Annex 7](#).

CHAIR IN EVIDENCE-BASED PERIOPERATIVE CLINICAL OUTCOMES RESEARCH (EPICOR)

FOR INFORMATION

At its meeting on June 2, 2015, the Property and Finance Committee approved that the Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPICOR) be established with academic appointment in the Department of Anesthesia and Perioperative Medicine in the Schulich School of Medicine & Dentistry.

Donor and Funding: The Department of Anesthesia and Perioperative Medicine donated a total of \$800,000 in 2011 to support the Chair on an expendable basis and further funds were raised from fundraising events and private donations.

Effective Date: July 1, 2015

Purpose: The Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPICOR) will ultimately change how perioperative medicine is taught and practiced and will also positively impact the value of patient-centered care in the acute care hospitals by reducing complications, resource utilization and improving costs of care.

Funds available will support the growth and enhancement of the Department of Anesthesia and Perioperative Medicine's Evidence-Based Perioperative Clinical Outcomes Research (EPICOR) program in the Centre of Medical Evidence, Decision Integrity, Clinical Impact (MEDICI).

Specifically the Department hopes that the creation of the Chair will allow it to:

- Work with partner hospitals and the Ontario Ministry of Health and Long-Term Care to build network capacity to answer high priority healthcare questions in a timely, transparent and accountable manner;
- Establish teaching and research programs in evidence-based decision making and Health Technology Assessment;
- Network with an international consortium of universities to provide an International Master of Science in Health Technology Assessment program;
- Conduct on-site workshops at national and international professional societies;
- Develop innovative tools and techniques in healthcare decision-making to address evidence overload, uncertainty in decision-making, and knowledge translation; and

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry in collaboration with the Chair of the Department of Anesthesia and Perioperative Medicine.

Criteria: The holder of the Chair will be the Medical Director of the Medical Evidence, Decision Integrity, Clinical Impact Centre.

Appointments to the Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPICOR) will be conducted in accordance with University policies and procedures on Academic appointments. The Chair will cease to exist once available funds have been spent.

Reporting: No reporting is required as the Chair has been funded by and will be held in the Department of Anesthesia and Perioperative Medicine.

Background: The Chair has been funded by the Department of Anesthesia and Perioperative Medicine.

ANGUS D. MCLACHLIN PROFESSORSHIP IN SURGERY

FOR INFORMATION

At its meeting on June 2, 2015, the Property and Finance Committee approved that the Angus D. McLachlin Professorship in Surgery be approved retroactively with academic appointment in the Department of Surgery in the Schulich School of Medicine & Dentistry.

Donor and Funding: Members of the Department of Surgery, in particular former residents of Dr. McLachlin, made donations to create a fund in Dr. McLachlin's name in the late 1990s. Since then the fund has grown and approximately \$1,000,000 is available in the endowment formerly held at Foundation Western.

Purpose: The holder of the Professorship will continue to foster surgical education within the Department of Surgery and contribute to continuing professional development in the surgical community of Southwestern Ontario.

The income from the endowment fund will be used to support the academic program of the holder of the Professorship. Funds available may be directed towards salary and benefits or direct research support, or some mixture thereof. The holder of the Professorship must hold a primary appointment within the Department of Surgery.

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry in collaboration with Chair of the Department of Surgery.

Criteria: The holder of the Professorship will be involved in teaching students at all levels. The individual will be a renowned educator whose academic commitment is in the advancement of surgical learning and development of new techniques of teaching. The individual will be involved in the administrative structure of undergraduate and postgraduate curriculum development and management. The individual will also facilitate community involvement in continuing professional development.

Appointments to the Angus D. McLachlin Professorship in Surgery will be conducted in accordance with University policies and procedures on Academic appointments and will be for a three-year term, normally renewable once upon the recommendation of a review panel, and at the discretion of the Dean.

A Selection Committee consisting of the following individuals will determine the recipient of the Angus D. McLachlin Professorship in Surgery: the Chair of the Department of Surgery, who will chair the committee, two representatives from the Southwestern Ontario Surgical Association, one member of the Department of Surgery as chosen by the Chair of the Department of Surgery and one representative from the Dean's office.

Renewal of appointments to the Angus D. McLachlin Professorship in Surgery will be conducted in accordance with University policies and procedures and guidelines established by the Schulich School of Medicine & Dentistry for reviewing endowed positions.

Reporting: The holder of the Professorship will be required to provide an annual written report regarding his or her activities to the Chair of the Department of Surgery.

Background:

This Professorship was established in the late 1990s and was funded primarily by individual members of the Department of Surgery, in particular former residents of Dr. McLachlin.

At the time the Professorship was established, a number of changes were being made to the processes for establishing chairs and professorships and somehow this one was overlooked and not submitted to SCUP for approval. However, it has operated as a Professorship since the late 1990s and appointments have been conducted as per other similar positions and in keeping with donors' original intent.

The Department of Surgery would like to continue to have the Professorship exist and is seeking both retroactive approval and an exception to the current requirement of \$1.5 to \$2.99 million in endowment to support a professorship. At the time the Professorship was established, the requirement was a minimum of \$1 million. The requirements changed in 2004. It is the Department's intent to continue to seek funding to increase the endowment to \$1.5 million.

Representatives of the original donors recognize that at some point in time, the Department of Surgery may determine that the Professorship no longer meets its needs. In that event, the donors have provided that the funds may be redirected to another purpose within the Department, provided it is still in honour of Dr. McLachlin.

Barnett/Ivey Chair for Heart & Stroke – Renaming & Terms of Reference

FOR INFORMATION

At its meeting on June 2, 2015, the Property and Finance Committee approved that the existing Barnett/Ivey Chair for Heart & Stroke, established in October 1997 at Robarts Research Institute, be renamed the Heart and Stroke Foundation/Barnett-Ivey Chair at Robarts Research Institute and adopt the following terms with academic appointment in the Schulich School of Medicine & Dentistry at Robarts Research Institute.

Donors and Funding: Through a partnership commitment, the Heart and Stroke Foundation of Ontario committed \$1 million to create the Chair. These funds were matched by \$2 million in funding from the Richard Ivey Foundation, Richard M. Ivey and the Richard and Jean Ivey Foundation. In 2007, the \$3 million endowment was moved from Robarts to Foundation Western with the required permission of all donors and in 2014, when Foundation Western amalgamated with Western, the endowment moved to the University.

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry and the Scientific Director of Robarts Research Institute together with the holder of the Chair. Funding from HSFC will not be applied to the indirect cost of research.

Effective Date: July 1, 2015

Purpose: The Chair-holder will be expected to focus a majority of his or her time to cardiovascular or cerebrovascular research.

Criteria: The candidate must hold an MD and/or PhD degree and have a full-time appointment position at the University at the time of taking up the Chair, or must have an offer of a full-time appointment position, normally at the Professor or Associate Professor level at the University. Selection will be based upon the candidate's level of experience and demonstrable scientific excellence.

As a condition of holding the Chair, the incumbent must hold peer-reviewed research funding as principal investigator relevant to cardiovascular or cerebrovascular research, such as from HSFC, the Canadian Institutes of Health Research, or other funding agency of equivalent stature ("Additional Funding"). Following his or her appointment as Chair, should the Chair fail to maintain such Additional Funding for longer than 18 months consecutively during his or her tenure in the Chair, then the University shall notify HFSC in writing of the circumstances, any additional attempts made to secure peer-reviewed research funding, and decisions made with respect to the appointment and/or reassignment of the Chair.

The candidate must demonstrate scientific leadership in, and influential contributions to, the body of scholarship in his or her field of interest.

The candidate must provide a vision and plan for how he or she will advance his or her scientific leadership and influence as Chair-holder.

The candidate must demonstrate that the focus of the majority of his or her time as Chair-holder will be dedicated to cardiovascular or cerebrovascular research.

The Chair-holder must not concurrently hold any other HSFC salary award, or other peer reviewed research chair or salary award of equal or greater value, including Canada Research Chairs.

Appointments to the Chair will be conducted in accordance with the relevant

policies and procedures of the University in consultation with the Dean of the

Schulich School of Medicine & Dentistry. The appointment will normally be for a period of five years, renewable once.

The selection process for the Chair will be based on the candidate's or incumbent's achievements and stature in research, training, academic prominence and leadership in focus areas relevant to cardiovascular or cerebrovascular research. The University will inform HSFC of the process and procedures used to determine the Chair-holder pursuant to the University's procedures for recruitment of research chairs, as amended from time to time.

As soon as it becomes available, the University will provide HSFC with a biographical summary of each new appointee and his or her planned program of research, along with a summary of how the candidate meets the selection criteria. In the case of renewal, only a summary of the planned program of research and how the candidate continues to meet selection criteria is required.

Reporting:

The Chair-holder will provide an annual report of his or her activities to the chair of the cognate department in which he or she holds his or her primary University appointment (the "Annual Report"). The University will provide a copy to HSFC for information no later than December 31 of each year, excluding the first year if the Chair has been appointed within eight months or less of December 31.

The Annual Report will detail:

1. Research in progress and research completed during the reporting period.
2. Teaching and mentorship activities, including the number of students and trainees.
3. Reference to completed publications, presentations, abstracts, articles, books and book chapters.
4. Reference to other dissemination and knowledge translation activities, including media, policy briefs, and work with knowledge users.
5. Future research and mentorship plans.
6. A financial report that is provided by the University, including the closing balance of the Fund and the payout available to the Chair for that year.

The University agrees to provide HSFC with the opportunity to discuss and provide feedback on the Annual Report with the Chair-holder and designated representatives of the University, as appropriate.

With advance notice, the Chair-holder may be requested by HSFC to speak about his or her cardiovascular or cerebrovascular research and provide expertise on topics related to his or her areas of specialty.

The incumbent will acknowledge that she or he holds the Chair in all publications, lectures and any other activities supported through the Fund.

To facilitate the implementation of HSFC's communication program, the Chair-holder and University shall use best efforts to notify HSFC as soon as possible in advance of the publication date of any major publications arising from the Chair-holder's research, giving opportunity for HSFC to participate in any appropriate communications strategy.

In keeping with the policies of HFSC, and applying to this Chair only, individuals appointed to the Chair must not have received direct or indirect support from the tobacco industry in the form of a research grant or award, a contract for personal or professional services (paid or unpaid), stipends or honoraria, or any other direct or indirect benefit in the five years previous to their appointment to this

Chair, and must agree not do so for the duration of their appointment to this Chair.

Background:

The Robarts Research Institute had three named faculty positions at the time of the merger between the Institute and Western in 2007-08. One of these was the Barnett/Ivey Chair for Heart & Stroke, the original contributors for which included the Richard Ivey Foundation, the Heart & Stroke Foundation, Richard M. Ivey and the Richard and Jean Ivey Foundation (Endowed Fund).

New investment by the Heart & Stroke Foundation and a new donor agreement have led to new set of terms of reference for the chair, in line with the standard criteria Western uses for named chairs and professorships, and a proposed renaming.

The Heart and Stroke Foundation, a volunteer-based health charity, leads in eliminating heart disease and stroke and reducing their impact through:

- the advancement of research and its application.
- the promotion of healthy living.
- advocacy.

The Heart and Stroke Foundation of Canada is a federation of 10 provincial foundations, led and supported by a force of more than 130,000 volunteers. Throughout its history, the Foundation has relied on the generous donations of millions of Canadians. The Foundation receives no operational funding from government sources. In 2010, the Foundation invested more than \$106 million into research, health promotion and community programs.

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 Mar 31 <u>2015</u>	Annual Mar 31 <u>2014</u>	Annual Mar 31 <u>2013</u>	Annual Mar 31 <u>2012</u>	Annualized for Four years Ending <u>Mar 31, 2015</u>
Equities:					
Canadian	11.32%	22.31%	9.72%	(7.07)%	8.55%
US	22.40	28.37	16.25	7.28	18.31
Non North American	15.75	24.91	14.08	(0.41)	13.21
Private	25.94	24.62	10.41	19.68	20.01
Fixed Income	9.71	1.08	4.55	9.52	6.15
Real Estate	5.82	8.34	12.44	-	-
Absolute Return Strategies	8.91	7.88	8.60	-	-
Infrastructure	10.47	-	-	-	-
<i>Total Fund Return</i>	<u>14.08%</u>	<u>17.74%</u>	<u>10.44%</u>	<u>3.22%</u>	<u>11.24%</u>
<i>Policy Return</i>	<u>11.66%</u>	<u>14.58%</u>	<u>10.12%</u>	<u>2.29%</u>	<u>9.57%</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 1.4% per year for the four year period and 1.7% per year for the ten year period.

For the four years ending March 31, 2015, the annualized real rate of return was 9.8%. For ten years ending March 31, 2015, the annualized real rate of return for the portfolio was 5.9%.

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 March 31, 2015, the actual annualized return for the portfolio was 11.2% and the return generated by the market indices for the portfolio was 9.6% (the policy return). Over the ten years ending March 31, 2015, the actual annualized return for the portfolio was 7.6% and the return generated by the market indices for the portfolio was 6.9%. 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 March.

The table below provides the classifications and market value of the assets held at April 30, 2015:

	Market Value	Target Asset Mix			Actual Asset Mix
		Minimum	Target	Maximum	
Equities					
<i>Canadian</i>	212,811,134.24	15.0%	20.0%	25.0%	20.3%
<i>US</i>	218,719,162.43	15.0%	20.0%	25.0%	20.9%
<i>EAFE</i>	225,494,929.75	15.0%	20.0%	25.0%	21.6%
<i>Private</i>	39,287,620.14	0.0%	5.0%	10.0%	3.8%
Total Equities	696,312,846.56	60.0%	65.0%	70.0%	66.6%
Fixed Income					
<i>Core Fixed Income</i>	162,712,375.97	5.0%	10.0%	30.0%	15.6%
<i>Commercial Mortgages</i>	49,600,116.00	0.0%	5.0%	10.0%	4.7%
Total Fixed Income	212,312,491.97	10.0%	15.0%	35.0%	20.3%
Real Assets					
<i>Real Estate</i>	30,978,820.00	0.0%	5.0%	10.0%	3.0%
<i>Infrastructure</i>	57,009,932.64	5.0%	10.0%	15.0%	5.4%
Total Real Assets	87,988,752.64	5%	15%	20%	8.4%
Diversifiers					
<i>Cash</i>	24,183,171.56	0.0%	0.0%	10.0%	2.3%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	25,298,167.13	0.0%	5.0%	10.0%	2.4%
Total Diversifiers	49,481,338.69	0%	5%	15%	4.7%
Grand Total	1,046,095,429.86				100.0%

The following chart summarizes the total investments held at April 30, 2015:

Investment Portfolio	Value Invested
Short term	288.0
<i>Operating:</i>	
<i>Obligations</i>	250.0
<i>Surplus</i>	210.4
Total Operating	460.4
Endowed	585.7
Total Operating & Endowed Portfolio	1,046.1
Total Investments	1,334.1

Update on Investment Committee Activities

- The Committee remains focused on risk management practices and are regularly provided with an assessment of the portfolio risk by the administration.
- Following a review of the portfolio risk allocation, the Committee agreed to redirect half of the

allocation currently invested in the S&P 500 hedged strategy into a U.S. low volatility equity strategy, in order to provide better downside protection to the portfolio. The currency fluctuations will not be hedged on this new equity allocation.

- Discussion has begun regarding the allocation to the Diversifiers strategic asset class. Currently, only half of the 5% allocation to that strategic asset class has been filled. The Committee has narrowed its focus to liquid equity strategies that exhibit a low correlation with the rest of the portfolio. The administration, along with Russell Investments, will provide additional research at the next meeting.

UWO Operating - Combined Total Fund Real Returns – March 31, 2015

A Real Return of 9.8% 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	14.1	15.9	14.0	11.2	11.0	12.9	7.8	6.5	7.0	7.6	8.4
CPI (Inflation)	1.2	1.4	1.2	1.4	1.8	1.7	1.7	1.6	1.7	1.7	1.9
Real Return	12.9	14.5	12.8	9.8	9.2	11.2	6.2	4.9	5.3	5.9	6.6
Yr Ending 3/31/2015	Yr Ending 3/31/2014	Yr Ending 3/31/2013	Yr Ending 3/31/2012	Yr Ending 3/31/2011	Yr Ending 3/31/2010	Yr Ending 3/31/2009	Yr Ending 3/31/2008	Yr Ending 3/31/2007	Yr Ending 3/31/2006		
14.1	17.7	10.4	3.2	10.0	23.1	-18.4	-2.2	10.9	13.4		
1.2	1.5	1.0	1.9	3.3	1.4	1.2	1.4	2.3	2.2		
12.9	16.2	9.5	1.3	6.7	21.7	-19.7	-3.6	8.5	11.2		

QUARTERLY RATIO REPORT ON NON-ENDOWED FUNDS

FOR INFORMATION

The attached report shows the non-endowed fund quarterly activity from 1996/97 to the end of the fourth quarter of 2014/15 (April 30, 2015). The balance in the Undistributed Investment Returns Account at April 30, 2015 was \$210.4 million. At April 30, 2015 the 12-quarter moving average of the total non-endowed investments to the obligations of the portfolio was 1.59 (column 10), well above the target ratio of 1.08.

- ❑ Net returns / (losses) (column 1) amounted to \$14.0 million for the quarter. \$56.8 million for the year.
- ❑ Allocations to accounts (column 2), represents income distributed to the non-endowed funds. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period April 1 – June 30, is 0.38%. In the case of Robarts, in accordance with the operating agreement, the long term portion of their fund balance will earn the rate of return generated by the Operating & Endowment portfolio. For Fiscal 2015, the net return generated by the Operating & Endowment portfolio was 12.5% and the distribution of those returns to Robarts is reflected in column 2, along with the annual return distributed to the supplemental pension plan accounts.
- ❑ The allocation to the operating budget (column 3) for fiscal 2015 was zero as approved by the Board.
- ❑ Other allocations (column 4) for fiscal 2015 totaled \$3.5 million. This amount includes the annual cost-to-carry and year end accounting adjustments related to the RBC financing and debenture.
- ❑ The non-endowed investments increased by \$12.9 million (column 6) during the quarter.
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at April 30, 2015 amounted to \$460.4 million (column 7).
- ❑ The obligations of the portfolio amounted to \$250.0 million at April 30, 2015 (column 8).
- ❑ The ratio of investments to obligations stood at 1.84 (column 9) at April 30, 2015.

The University of Western Ontario Non-Endowed Funds: Quarterly Values												
Quarter	Net Returns (1)	To Accounts (2)	Allocations To		Change in amount Owed (5)	Net Change (6)	Value at the end of Quarter		Ratio of Investments to obligations (9)	Ratio of Investments to obligations Average for 12 Quarters (10)		
			Operating Budget (3)	Other (4)			Total Investments (7)	Total Obligations (8)				
1996/1997	4.0	(0.4)	(1.7)	(2.8)	(4.6)	(5.4)	103.4	85.1	1.22	1.16		
1997/1998	5.2	(0.4)	(2.1)	(2.5)	4.0	4.2	97.7	74.5	1.32	1.24		
1998/1999	1.2	(0.5)	(1.5)	(0.1)	(4.3)	(5.2)	97.2	82.7	1.18	1.24		
1999/2000	2.4	(0.6)	(1.5)	(0.3)	4.0	4.0	88.0	74.3	1.18	1.23		
2000/2001	0.9	(0.8)	(2.1)	(0.2)	5.9	3.7	113.7	101.0	1.13	1.16		
2001/2002	0.8	(0.7)	(1.5)	0.0	5.9	4.6	127.0	125.5	1.01	1.10		
2002/2003	(2.6)	(0.3)	(0.3)	0.0	0.4	(2.7)	120.6	132.3	0.91	1.02		
2003/2004	6.3	(0.5)	0.0	0.0	1.3	7.1	140.7	135.5	1.04	0.99		
2004/2005	2.9	(0.4)	0.0	0.0	3.6	6.2	157.7	141.1	1.12	1.03		
2005/2006	7.0	(0.7)	0.0	0.0	2.9	9.3	199.4	160.4	1.24	1.13		
2006/2007	7.6	(1.2)	(1.3)	0.0	6.2	11.4	236.9	179.1	1.32	1.22		
2007/2008	0.4	(1.0)	(1.6)	(0.3)	2.7	0.2	258.7	197.7	1.31	1.29		
2008/2009	(12.2)	0.3	0.0	(0.2)	(2.5)	(14.6)	213.3	197.7	1.08	1.24		
2009/2010												
	1	17.5	0.0	0.0	0.0	0.3	17.8	217.1	189.9	1.14	1.23	
	2	8.9	0.0	0.0	0.0	(5.9)	3.0	220.1	184.0	1.20	1.22	
	3	5.6	0.0	0.0	0.0	(8.7)	(3.1)	217.0	175.3	1.24	1.21	
	4	10.1	(2.7)	0.0	(2.3)	0.1	5.2	222.2	175.4	1.27	1.20	
2010/2011												
	1	(3.6)	0.0	0.0	0.0	5.2	1.6	223.8	180.6	1.24	1.18	
	2	14.8	0.0	0.0	0.0	(4.5)	10.3	234.1	176.1	1.33	1.18	
	3	10.0	0.0	0.0	0.0	(6.4)	3.6	237.7	169.7	1.40	1.19	
	4	6.2	(1.9)	0.0	(1.5)	1.9	4.7	242.4	171.6	1.41	1.21	
2011/2012												
	1	(6.2)	0.0	0.0	0.0	6.1	(0.1)	242.3	177.7	1.36	1.22	
	2	(5.1)	0.0	0.0	0.0	0.0	(5.1)	237.2	177.7	1.33	1.25	
	3	9.0	(0.2)	0.0	0.0	33.4	42.2	279.4	211.1	1.32	1.27	
	4	6.9	(0.4)	0.0	(1.4)	0.1	5.2	284.6	211.2	1.35	1.30	
2012/2013												
	1	(1.6)	(0.1)	0.0	0.0	13.0	11.3	295.9	224.2	1.32	1.31	
	2	11.6	(0.3)	0.0	0.0	(9.2)	2.1	298.0	215.0	1.39	1.33	
	3	18.6	(0.2)	0.0	0.0	14.5	32.9	330.9	229.5	1.44	1.35	
	4	14.2	(2.4)	0.0	(3.7)	(3.5)	4.6	335.5	226.0	1.48	1.37	
2013/2014												
	1	10.6	(0.2)	0.0	0.0	7.9	18.3	353.8	233.9	1.51	1.39	
	2	19.2	(0.2)	0.0	0.0	1.6	20.6	374.4	235.5	1.59	1.41	
	3	17.7	(0.3)	0.0	0.0	(4.3)	13.1	387.5	231.2	1.68	1.43	
	4	14.1	(3.4)	0.0	(6.4)	29.9	34.2	421.7	261.1	1.62	1.45	
2014/2015												
	July, 2014 Q1	13.2	(0.2)	0.0	0.0	1.9	14.9	436.6	263.0	1.66	1.47	
	October 31, 2014	2	6.8	(0.2)	0.0	0.0	(3.7)	2.9	439.5	259.3	1.69	1.50
	January 31, 2015	3	22.8	(0.3)	0.0	0.0	(14.5)	8.0	447.5	244.8	1.83	1.55
	April 30, 2015	4	14.0	(2.8)	0.0	(3.5)	5.2	12.9	460.4	250.0	1.84	1.59

General notes:

[A] For 1995/96 through to 2008/09 the figures are the average for the four quarters.

Columns (1) to (6) refer to changes during the quarter, column (7) to (10) refer to the end of each quarter. All figures are millions of dollars, except columns (9) and (10). Column (9) is the ratio of column (7) to column (8). Column (10) is the average of the ratios in column (9) over 12 quarters (i.e. over 3 year period).

Notes:

- (1) Net investment returns, including changes in unrealized capital gains, net of consulting and investment management fees. This total includes returns on internally managed funds and other sundry investment earnings less overdraft interest and interest paid to employee benefit accounts.
- (2) Allocations from the fund to all accounts and associated companies, except the Operating budget and Other allocations (column 4)
- (3) Allocations to the Operating budget.
- (4) In April 2014 a special allocation of \$10.0 was made to capital. The amount was netted by a cost recovery of 3.6 million associated with year end adjustments related to the debenture and the new residence financing.
The April 2015 is related to a year end mark-to-market value adjusted on the RB SWAP interest agreement
- (5) The change in the amount owed to other funds for the quarter is the net cash flows into the accounts less any transfers to Western's bank account.
- (6) Quarterly net change, is the sum of columns (1) to (5) and is the change in the value of the fund in column (7), which is the change in the market value of investments during the quarter.
- (7) Total non-endowed externally managed funds. Endowed funds are not included.
- (8) Total of the non-endowed externally managed funds that are owed to University accounts and other creditors.
- (9) The ratio of column (7) to column (8).
- (10) The average of this ratio over the previous 12 quarters. The Board target for this ratio is an average of 1.08.

K:QVALUES

NEW SCHOLARSHIPS/AWARDS/PRIZES

FOR INFORMATION

1. New Scholarships and Awards

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

Professor Colin Anderson Award in Pathology (Schulich School of Medicine & Dentistry, Pathology)
Awarded annually to a full-time undergraduate student in an Honors Specialization in Pathology who achieves outstanding performance in Pathology 4980E. The Scholarship committee in the Department of Pathology will select the recipient. This award was established through a generous gift from an anonymous donor in memory of Professor Colin Anderson.

Value: 1 at \$1,500

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

Professor Colin Anderson, was a member of Western's Pathology Faculty from 1973 to 1996. He was recognized as a passionate and innovative educator. He taught and coordinated courses in general and systemic pathology for many years for undergraduate sciences, medical and dental students. Professor Anderson was much loved by his students for his enthusiasm, sense of humour and sense of fairness.

The Solomon and Lent Family Entrance Scholarship (Faculty of Law)

Awarded annually to a full-time law student entering Year 1 who has shown great academic achievement and promise. The Scholarship/Awards Committee in the Faculty of Law will select the recipient. This scholarship is made possible by a generous gift from Professor Robert Solomon and Dr. Barbara Lent.

Value: 1 at \$2,500

Effective Date: 2015-2016 academic year

Professor Robert Solomon has had a distinguished academic career at the Faculty of Law for over 40 years. Since 1994, Dr. Barbara Lent has combined her interest in family medicine with a strong focus on medical education. This donation reflects their longstanding commitment to educational initiatives, particularly those that support young adults as they pursue post-secondary education.

Gary Segal Family Global Opportunities Award for Medical Electives in Ethiopia (Schulich School of Medicine & Dentistry)

Awarded annually to a full-time undergraduate student in Year 4 of the Doctor of Medicine (MD) program who is participating in a medical overseas elective to Ethiopia. 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 November 15th (for decisions in early January) and March 15th (for decisions in early May). Western International will work in cooperation with the Office of Global Health to select the recipient. 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 Mr. Gary Segal (LLB '79).

Value: 1 at \$2,000*

Effective Date: 2015-2016 academic year

**The Donor's gift of \$1,000 will be matched by the University through the Global Opportunities Awards initiative.*

Megan J. Davey Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Experimental Life Sciences)

This award is intended to support students who are committed to a life in scientific research. Students intending to seek entrance to a professional school such as medicine or dentistry will not normally be eligible to hold this award. The Megan J. Davey Ontario Graduate Scholarship will be awarded annually to a full-time graduate student who is a current recipient of an Ontario Graduate Scholarship (OGS) or a

Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) based on academic achievement and research potential. Preference will be given to a student conducting research in the experimental life sciences (cellular and/or molecular). The School of Graduate and Postdoctoral Studies will select the recipient in collaboration with appropriate graduate programs. If in any year there is no OGS/QEIGSST recipient, a non OGS/QEIGSST recipient will be selected. Any published works or presentations should reference that funding was provided through the Megan J. Davey Ontario Graduate Scholarship. This scholarship was established by Professor Ken Davey and Ms. Jenny Davey, in honour of their daughter Megan Davey.

Value: 1 at \$5,000*
Effective Date: May-15

Megan graduated from York University in Biology, completed her PhD at the University of Toronto and, after several years as a Research Fellow at Rockefeller University, was attracted to Western University in 2004 to establish a busy and productive program of research (mechanisms controlling DNA replication) and teaching. As an Associate Professor in the Department of Biochemistry, Megan was open and generous with colleagues, and with the students that worked under her direction. Committed to ensuring equity for women in science, she was a role model for many younger scientists. Megan died in 2012 at age 45.

**OGS/ QEIGSST funding provides a 2:1 match through the Provincial Government, increasing the value of each scholarship to \$15,000.*

London Clinical Research Association Clinical Trials Management Award (Continuing Education, Diploma in Clinical Trials Management)

Awarded annually to a student pursuing the Diploma in Clinical Trials Management through Western Continuing Studies, with a minimum 70% average, and demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar and must be submitted by September 30th. Western Continuing Studies will select the recipient after the Office of the Registrar assesses for financial need. This award was established with a generous gift from the London Clinical Research Association.

Value: 1 at \$1,500
Effective Date: 2015-2016 to 2018-2019 academic years inclusive

Bluewater Power Distribution Corporation Prize for Third Year ECE (Faculty of Engineering)

Awarded annually to undergraduate third year students in the Faculty of Engineering who have excelled in the "ECE 3333b Power Systems I" course. The two top achieving students will each receive a prize. The recipients will be selected each spring by the Undergraduate Awards Committee in the Faculty of Engineering. These prizes were established with a generous gift from Bluewater Power Distribution Corporation in Sarnia.

Value: \$300 to the student obtaining the highest overall mark, and \$200 for the student obtaining second highest mark.
Effective Date: 2014-2015 to 2018-2019 academic years inclusive

Bluewater Power Distribution Corporation Prize for Fourth Year ECE (Faculty of Engineering)

Awarded annually to undergraduate fourth year students in the Faculty of Engineering who have excelled in the "ECE 4416 Electrical /Computer Engineering Project" in the area of Power Systems. The two top achieving student teams will each receive a prize. The student team may be comprised of one or more students. The recipients will be selected each spring by the Undergraduate Awards Committee in the Faculty of Engineering. These prizes were established with a generous gift from Bluewater Power Distribution Corporation in Sarnia.

Value: \$600 to the student team obtaining the highest overall mark, and \$400 for the student team obtaining second highest mark
Effective Date: 2014-2015 to 2018-2019 academic years inclusive

John Paolo Award in Management and Organizational Studies (Faculty of Social Science, Management and Organizational Studies)

Awarded annually to a full-time undergraduate student enrolled in Year 2 of the Dan Management and Organizational Studies (MOS) program, based on a minimum 70% average in the two courses, "Introduction to Management and Organizational Studies I" and "Introduction to Management and Organizational Studies II", as well as demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be completed by September 30th. The recipient will be selected by the Director of the Dan Management and Organizational Studies, after the Office of the Registrar assesses for financial need. This award was established with a generous gift from Ms Maria Ferraro.

Value: 1 at \$1,500

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

Ms Maria Ferraro established this award in memory of her father, John Paolo, who worked as a caretaker at Western for 37 years. John loved being part of the Western campus community. John passed away in 2012 in his 79th year.

Dr. Brozdowski Global Opportunities Award in Earth Sciences (School of Graduate and Postdoctoral Studies, Geology and Geophysics and Faculty of Science, Earth Sciences)

Awarded to full-time (undergraduate or graduate) students participating in the Annual International Field School in Earth Sciences Summit, who are currently registered in a Geology or Geophysics program. 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 must also apply for this field course by submitting a formal application to Dr. Neil Banerjee. 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 15th (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 Dr. Robert A. Brozdowski (PhD '90, Geology).

Value: 2 at \$2,000*

Effective Date: 2014-2015 academic year only

**The Donor's gift of \$2,000 will be matched by the University through the Global Opportunities Awards initiative.*

Dr. Ronald Holliday Resident Award in Surgical Professionalism (Schulich School of Medicine & Dentistry, Medical Residency)

Awarded annually to a postgraduate trainee in a residency program in Surgery at the Schulich School of Medicine & Dentistry, who shows outstanding skill as a surgeon, but also as a teacher and mentor of junior residents and medical students. The award recipient will be a patient-centred, empathetic and compassionate provider of care. Nominations from other residents/faculty must be submitted to the Office of the Division of General Surgery by April 30th, with final selection made by a committee coordinated by the Division of General Surgery. The award will be presented to the recipient at Residents Day held each June. This award was established by a generous gift from Dr. Ronald L. Holliday (MD '66) and his wife Susan Holliday (BA '78).

Value: 1 at \$1,800

Effective Date: 2014-2015 academic year only

Dr. Ronald L. Holliday is an extremely skilled and well loved Surgeon in London, Ontario. Ron worked at the London Health Sciences Centre from 1973 to 2009.

Peter Barton Award in Civil Procedure (Faculty of Law)

Awarded annually to a full-time undergraduate student in Year 2 or 3, in the Faculty of Law, who has achieved the highest academic standing in the Civil Procedure course, and has worked extremely hard to achieve this success. The scholarships/awards committee in the Faculty of Law will select the recipient

each May. This award was established by a generous gift from Mr. Henry Ka-Shi Ho (JD Law '77) in honour of Peter G. Barton, Professor Emeritus in the Faculty of Law.

Value: 1 at \$1,500

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

AUTUS Inc. Wrestling Award (Any Undergraduate or Graduate Program including the Affiliated University Colleges [Athletic Award - Men's or Women's Wrestling])

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western including the Affiliated University Colleges who is making a contribution as a member of the Men's or Women's Wrestling Team. Candidates must be in compliance with current OUA and CIS regulations. 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%. The Western Athletic Financial Awards Committee will select recipients based on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established through a generous gift from Mr. David Spinney.

Value: 1 at \$2,000

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

Richard G. Manuel Music Award (Don Wright Faculty of Music)

Awarded annually to an undergraduate full-time student, with a minimum 70% average, in any year of any degree program, in the Don Wright Faculty of Music. Preference will be given to a student studying performance who is a well-rounded musician. The Scholarship/Awards Committee in the Faculty of Music will select the recipient each fall. This award was established with a generous gift from Mr. Glenn Grainger (BA '96), as well as many supporters of live music, in memory of Richard Manuel.

Value: 1 at \$1,500

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

Richard was a talented vocalist and promising piano player, who in his late teens, was noticed by rockabilly star Ronnie Hawkins. Hawkins invited Richard to join his band The Hawks. Under Ronnie's tutelage, Richard along with southern Ontario musicians Robbie Robertson, Garth Hudson, Rick Danko and Arkansas native Levon Helm became known as "the best band around." They garnered the attention of Bob Dylan who hired them to be his backing band for his 1966 world tour. Retreating to the hills of Woodstock, NY, they began to create some of the most endearing, revolutionary and significant rock music of the 20th century. Then, forging out on their own again, they became known as The Band with great albums that re-awakened and re-introduced America to its own cultural roots and history. Richard won the accolades and respect of many talents in the music industry including Eric Clapton. Sadly, Richard's battle with alcoholism and mental health issues eventually lead to his suicide in 1986. The profound and positive impact Richard made through his music and relationships will never be forgotten.

W. E. Saunders Memorial Graduate Scholarship in Biological Conservation and Biodiversity (School of Graduate and Postdoctoral Studies, Biological Sciences)

Awarded annually to a full-time graduate Masters or Doctoral student in the biological sciences who is a current holder of an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) with a preference for a student conducting research in biological conservation or biodiversity. The School of Graduate and Postdoctoral Studies will select the recipient, in cooperation with the Department of Biology and the Centre for Environment and Sustainability. If, during any year, there is no OGS or QEIGSST holder in the preferred areas, then the scholarship may be awarded to an OGS or QEIGSST student in the biological sciences. If no such student exists, the scholarship may be awarded to a graduate student in the preferred areas at \$4,000, or to a graduate student in the biological sciences in that same amount. This scholarship was made possible by a generous gift from Dr. Kathleen (Kay) Elizabeth Ball (BSc, Honors Biology, '44) in honour of Kay's grandfather W.E. Saunders. Kay received her MA in 1946 and her PhD in Ornithology in 1949 from Cornell University.

Value: 1 at \$4,000*

Effective Date: May 2015

Throughout his 82 years, (1861 to 1943) William Edwin Saunders spent every free moment in the outdoors, roaming fields, woodlands and wetlands. Largely self-taught, W.E. Saunders developed skill in many aspects of natural history, though his particular passion was birds. He delighted in sharing his vast knowledge of nature with others and was the author of 700 newspaper columns on nature as well as 300 articles that were published primarily in professional journals of natural science. For 50 years W.E. Saunders was a mainstay in the local naturalists' group - then called the McIlwraith Ornithological Club. Generations of London naturalists, student teachers and others first encountered nature at his Westminster Ponds property.

**OGS/ QEIGSST funding provides a 2:1 match through the Provincial Government, increasing the value of each scholarship to \$15,000 (the remaining \$1,000 required for OGS/QEIGSST will be provided through another source of funding)*

Terry O'Grady Men's Wrestling Award (Any Undergraduate or Graduate Program including the Affiliated University Colleges [Athletic Award - Men's Wrestling])

Awarded annually to a full-time undergraduate or graduate 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 Men's Wrestling 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 based on its evaluation of academic performance/potential (20%) and the written recommendation of the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Mr. Terrance W. O'Grady (MBA '76, BA '69).

Value: 1 at \$4,000

Effective Date: 2015-2016 to 2017-2018 academic years inclusive

Dr. Robert Addie Graduate Scholarship in Wind Engineering (School of Graduate and Postdoctoral Studies, Engineering)

Awarded annually to a full-time graduate student pursuing a Master's or Doctoral degree in Engineering, based on academic achievement and research merit. Preference will be given to a student specializing in wind engineering and specifically research involving WindEEE. A committee in Civil and Environmental Engineering, with at least one representative who is a current member of the School of Graduate and Postdoctoral Studies, will select the recipient. This award was established with a generous gift from Mrs. Margo Addie, in memory of her late husband Dr. Robert Addie (PhD '78, Engineering)..

Value: 1 at \$2,000

Effective Date: May 2015 to April 2020 inclusive

Josephine Chisholm Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Physics)

Awarded annually to a full-time graduate student conducting research in Physics at the Masters 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 Physics and Astronomy. If, during any year, there is no OGS or QEIGSST holder in Physics, then the scholarship will be awarded to a non-OGS/QEIGSST student in Physics. This scholarship was made possible by a generous gift from John (BSc '62, Honors Physics and Math) and Shirley Moss (BSc '62, Honors Physics and Math, MSc '63 Physics).

Value: 1 at \$5,000*

Effective Date: May 2015

**OGS/ QEIGSST funding provides a 2:1 match through the Provincial Government, increasing the value of each scholarship to \$15,000.*

Adam Wiseman Memorial Award (Richard Ivey School of Business)

Awarded annually to an HBA 2 student at the Richard Ivey School of Business at the end of his or her second year of the program. This student has demonstrated an enthusiastic attitude and approached class discussions with humour, intelligence and tenacity. This student 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

Meds Class of 1989 (Schulich School of Medicine & Dentistry)

Awarded annually to a student entering Year 1 of the Doctor of Medicine (MD) program with academic achievement and demonstrated financial need. Candidates must complete an admission financial assistance application form, available online through the Office of the Registrar's website, by April 1. The recipient will be selected by the Office of the Registrar. This award was made possible by the generosity of graduates of the Schulich School of Medicine & Dentistry, Meds Class of 1989.

Value: 1 at \$1,000

Effective Date: 2015-2016 academic year

Fallona Family Interdisciplinary Science Graduate Scholarship (School of Graduate and Postdoctoral Studies, Science)

Awarded annually to a full-time Master's or Doctoral student in Science, with academic achievement and research merit. Preference will be given to a student doing interdisciplinary research within the Faculty of Science who is a current holder of an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST). If there is no OGS/QEIGSST eligible recipient, the School of Graduate & Postdoctoral Studies will consult with the Graduate Scholarship Committee in the Faculty of Science, to award it to a non-OGS/QEIGSST recipient. This scholarship was established with a generous gift from James Philip Fallona (BSc Honors Chemistry and Physics '58, MSc Physics '62), and his sister Mary Catherine Fallona (BSc Honors Chemistry and Physics '61, MSc Chemistry, '65) on behalf of the Fallona Family.

Value: 1 at \$5,000*

Effective Date: May 2015

*Ontario Graduate Scholarship (OGS) funding and Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each

Kenneth K.H. Wan Civil Engineering Continuing Scholarship (Faculty of Engineering)

Awarded annually to a full-time undergraduate student in Year 2 of the Civil Engineering program within the Faculty of Engineering, based on academic achievement (minimum 80% average). This scholarship will continue for three years provided the recipient maintains an 80% average each year with a full course load. If the recipient enters a combined degree program, the scholarship will be continued to include the fifth year of study in a five-year combined degree program provided the recipient has maintained an 80% average with a full course load. The scholarship/awards committee for the Faculty of Engineering will select the recipient. If the recipient fails to retain the award, a new student from the same year will be selected. Only one student may hold this scholarship in any given year. This scholarship was established through a generous gift from the family of Kenneth K. H. Wan (BESc. '78).

Value: 1 at \$1,000

Effective Date: 2015-2016 academic year

*continuing for up to 4 years

Kenneth K. H. Wan came to Canada from Hong Kong when he was an adolescent and studied at Pickering College in Newmarket prior to completing his degree at Western in Civil Engineering. Kenneth received his Chartered Engineer and MBA designations when he was working in Hong Kong. He enjoyed his time on Western's campus and remembered his student experience in Engineering fondly. Kenneth passed away in 2012.

Dean's Entrance Award in Engineering (Faculty of Engineering)

Awarded to a full-time undergraduate student entering first year within the Faculty of Engineering, based on academic achievement (minimum 80% average) and demonstrated financial need. This award will

continue for up to five years, provided the recipient maintains a 75% average on a full course load of a four-year Engineering degree program or a five-year dual degree program, and demonstrates financial need each year. Online financial assistance applications are available through Student Center and must be submitted by September 30th. The Office of the Registrar will select the recipient. If a recipient fails to retain the award, a new student from the same year will be selected. If a recipient does not pursue a five-year dual degree program, a replacement recipient will be selected in the fifth year. Only two students may hold this award in any given year. This award was established through a generous gift from a BESc. '65 Western Engineering alumnus.

Value: 2 at \$2,500

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

*continuing for up to 5 years

Charlie Hanes Student Award (Any Undergraduate Program)

Awarded annually to undergraduate students in any year, of any program (full-time or part-time), with a minimum 70% average, who have a permanent physical disability and demonstrated financial need. Students must be registered with the Office of Services for Students with Disabilities. Online financial assistance applications can be accessed through Student Center and must be submitted by September 30th. The Office of the Registrar will select the recipients. This award was established through the generosity of an anonymous donor (BA '56).

Value: \$1,000 allotted for each 1.0 course

Effective Date: 2015-2016 academic year

*\$20,000 available in total each year

George Yang Global Opportunities Award (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. 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 15th (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 Mr. George Yang (BA, '12).

Value: 1 at \$1,000

Effective Date: 2015-2016 to 2024-2025 academic years inclusive

Wellington Financial LP Award in Technology Evaluation and Analysis (Richard Ivey School of Business and Faculty of Engineering)

Awarded annually to a full-time undergraduate student at the Richard Ivey School of Business, or the Faculty of Engineering, who exhibits demonstrated leadership skills, and a passion for technology evaluation and analysis. Students from Ivey will be eligible during even years and those from Engineering will be eligible during odd years. Business students must submit a one-page statement outlining their skills and interest in technology evaluation and analysis by September 30th to the HBA Program Office. The Scholarship Committee of the Richard Ivey School of Business will review and select the recipient. Engineering students must submit their one-page statement and award application on-line through the Engineering Undergraduate Services website (www.eng.uwo.ca/undergraduate/award_information.html) by September 30th. The Undergraduate Awards Committee in the Faculty of Engineering will review and select the recipient. This award was established by a generous gift from Wellington Financial LP.

Value: 1 at \$600

Effective Date: 2015-2016 to 2018-2019 academic years (with values to be reviewed after this)

Kate Clugston Global Opportunities Award in Classical Studies (Faculty of Arts and Humanities and Faculty of Social Science or School of Graduate and Postdoctoral Studies)

Awarded to a full-time undergraduate or graduate student enrolled in Classical Studies in the Faculty of Arts and Humanities or Faculty of Social Science, or to a full time student registered in the School for Advanced Studies in the Arts and Humanities, with preference for a student who is participating in the Vindolanda Field School. 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 must submit a one-page statement outlining what they expect to learn through their program of study and how they will be an effective Ambassador for Western. Only students who have been approved for any of the above listed programs and who are registered at the constituent University will 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 courses). One 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 March 15th (for decisions in early May). Receipt of the award will be based on the acceptance of the candidate into the specified study abroad program, though students may apply in advance of acceptance. This award was established by a generous gift from Ms Catherine S. Clugston.

Value: 3 at \$2,000

Effective Date: 2014-2015 to 2016-2017 academic years inclusive

*Each \$1,000 gift is being matched by \$1,000 through the University Global Opportunities Matching Program

Progreior Global opportunities Award in the School for Advanced Studies in the Arts & Humanities (Faculty of Arts and Humanities)

Awarded to a full-time undergraduate student in the School for Advanced Studies in the Arts & Humanities who is participating in a Western University international experience or study abroad program for which academic credit or approval from their department or faculty will be obtained. This includes academic exchange programs; approved study abroad programs; curriculum based international field courses/research, international community service learning; volunteer opportunities and internships led by Western University. 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 in a full-time course load (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 15th (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 Dr. Elizabeth Greene and Dr. Alexander Meyer.

Value: 1 at \$2,000

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

*This \$1,000 gift is being matched by \$1,000 through the University Global Opportunities Matching Program

International Learning Award (Any Undergraduate Program)

Awarded to undergraduate students who have completed 2nd year and who wish to study abroad on exchange programs approved study abroad program, curriculum-based international field courses, international study or research, Alternate Spring Break, international community service, internships, or other University-led international credit or non-credit learning experiences. This award is available to students with a cumulative average of at least 80% with a full course load (minimum 3.5 full courses) at the end of year 2 at the constituent university. Students enrolled in Business, Dentistry, Medicine or Law are not eligible. Recipients of a National Scholarship are not eligible. Students may receive only one

International Learning Award during their Western career. Application is available on the Western International website and must be submitted prior to the start of their international experience.

Value: \$1,000 (Number will vary)
Effective Date: 2015-2016 academic year

Margaret A. Banks Geriatric Medicine Research Award (Schulich School of Medicine & Dentistry)
Awarded annually to a Resident, or undergraduate student in Year 2, 3 or 4 of the Doctor of Medicine (MD) program, conducting research in the field of geriatric medicine with preference given to a Resident in the Department of Medicine, who presents the best research project (poster or abstract) at the Department of Medicine's Annual Research Day held each May. To be eligible, the recipient's project must be supported by a member of the Division of Geriatric Medicine. The Department of Medicine's Research Day Committee will select the recipient. This award was made possible by a generous donation from The Estate of Margaret A. Banks.

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

Margaret is remembered by her many friends and colleagues as a loyal and considerate friend, a meticulous scholar and a generous supporter of education, religion and those in need. Margaret received her PhD in History at the University of Toronto in 1950. In 1961 she was appointed as the first Law Librarian at The University of Western Ontario. She was appointed Assistant Professor with the Faculty of Law in 1967 and then was appointed as a full Professor, in recognition of her role in training thousands of law students. At Western she is remembered by the "Banks Room", which houses various collections of Law Faculty publications. Margaret died in 2010 at the age of 81.

Gervan Fearon PhD Award in Economics (School of Graduate and Postdoctoral Studies, Economics)
Awarded annually to a full-time graduate student pursuing a Ph.D. in Economics, based on academic achievement and research merit. Preference will be given to a student who is raising a family and has financial need. A one-page statement outlining these aspects must be submitted to the Graduate Office in Economics by September 30th. The recipient will be selected by the Graduate Studies Awards Committee in the Department of Economics. One representative will hold membership in the School of Graduate and Postdoctoral Studies. This award was established by Dr. Gervan A. Fearon (Ph.D., Economics '99) in honour of his two Ph.D. Professors and mentors, Dr. Alan D. Slivinski and Dr. James B. Davies. The award also aims to encourage all students, including those with a Caribbean background, to consider the Ph.D. program in Economics.

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

Dr. Ron Watson Hockey Award (Any Undergraduate or Graduate Program including the Affiliated University Colleges, Athletic Award[Hockey])
Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a contribution as a member of the Mustang Men's Hockey team. Candidates who are intercollegiate student athletes must be in compliance with current OUA and CIS regulations. 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%. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of 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 Dr. Ronald C. Watson (Professor Emeritus) and his wife Shirley, long-time friends and supporters of Western's athletic programs and students.

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

Ron and Shirley moved to London in 1965 when Ron began his career as a lecturer in the Department of Physical Health and Recreation Education. During his 20 years as the Mustang Men's hockey team he played an active role in the development of the hockey coaching programs in Ontario and in Canada (N.C.C.P.). Ron, along with three other university coaches, were instrumental in establishing and sustaining the Canadian University Hockey Coaches Association.

Joyce Miller Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies)

Awarded to full-time graduate students in any Master's or Doctoral program, who are holders of an Ontario Graduate Scholarship (OGS) or Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST). The School of Graduate and Postdoctoral Studies will select the recipients. This funding is made possible through a generous donation from the estate of Joyce M. Miller, a friend and supporter of Western. Joyce passed away in 2014 at age 86.

Value: 4 at \$5,000

Effective Date: May 2015 to April 2016 only

*Ontario Graduate Scholarship (OGS) funding and Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each

HSBC International Business Award (Ivey Business School)

Awarded annually to two (2) full-time HBA2 students who have confirmed their participation in the HBA Exchange Program. Recipients of the award will be selected on the basis of academic achievement, leadership and financial need related to the additional costs that studying abroad incurs. The Office of the Registrar will determine financial need eligibility and the HBA Scholarship Committee will make the final selection of the recipient.

Value: 2 at \$10,000

Effective Date: 2015-2016 to 2017-2018 academic years inclusive

MBA '89 Scholarship (Ivey Business School)

Awarded annually to a full-time graduate student entering the Master of Business Administration program at the Ivey Business School, based on academic achievement and demonstrated community leadership. Candidates must submit applications for this scholarship at the time of application to the MBA Program at Ivey. The MBA Scholarship Committee at Ivey will make the final selection of the recipient, with at least one representative holding current membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. This scholarship is made possible through the generosity of the Class of MBA '89, on the occasion of their 25th Class Reunion.

Value: 1 at \$26,000

Effective Date: May 2015-April 2021 (inclusive)

Dr. Janice Deakin Global Opportunities Award (Faculty of Education)

Awarded to a full-time undergraduate student in the Faculty of Education's Bachelor of Education program who is participating in an international alternative field experience for which academic credit or approval from their faculty will be obtained. 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 November 15th (for decisions in January). 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 Dr. Janice Deakin.

Value: 1 at \$2,000*

Effective Date: 2015-2016 academic year inclusive

*The Donor's gift of \$1,000 has been matched with \$1,000 through the University's Global Opportunities Awards program.

Phyllis Marie Kwasnica Music Scholarship

Awarded annually to full-time undergraduate music students in any year of study of a Bachelor of Music or Bachelor of Musical Arts program in the Don Wright Faculty of Music, who have academic achievement. The recipients will be selected by the Scholarships Committee in the Don Wright Faculty of Music. This scholarship was established by Daniel George Kwasnica (BMus '71, BEd '84) in memory of his sister Phyllis Marie Kwasnica.

Value: 4 at \$5,000
Effective: 2015-2016 academic year

Daniel was a long-time music teacher with the London District Catholic School Board. He was an excellent pianist and organist. He shared his musical talent both as a private music teacher and also as an organist at a number of churches in London and region. Daniel retired in 2013 and died the same year at age 64.

FUNDED BY OPERATING

Dean of Law Continuing Entrance Scholarships (Faculty of Law)

Awarded annually to students entering Year 1 Law based on academic excellence in pre-law studies and will continue in Year 2, provided the recipients obtain a minimum B+ average in Year 1 and finish in the top 20% of the Year 1 class.

Value: Number will vary - up to \$20,000 entering Year 1 and up to \$20,000 continuing into Year 2
Effective Date: 2015-2016 academic year

2. **Revision to the Terms of the CIBC Women in Financial Services HBA Scholarship**

At its meeting on June 2, 2015, the Property and Finance Committee approved on behalf of the Board of Governors that the terms of reference of the CIBC Women in Financial Services HBA Scholarship be changed as shown below.

CIBC Women in Financial Services HBA Scholarship

Awarded to a female student entering HBA 1 at the Ivey Business School based on academic achievement, community leadership, and a demonstrated interest in pursuing a career in the financial services industry. Interest in the financial services industry will be measured by each candidate's response to a short essay question. This scholarship will continue for HBA 2 provided the recipient maintains a 78% average. If the recipient fails to retain the scholarship, a new HBA 2 recipient will be selected. Recipients will have an opportunity to interview for a summer internship at CIBC between HBA 1 and HBA 2. **A representative of CIBC may participate in the review of the candidates and provide advice to the HBA Scholarship Review Committee on their suitability for the potential internship at CIBC. The HBA Scholarship Review Committee will, however, make the final selection of the recipient in its sole and absolute discretion. A recipient is not obligated to participate in the internship or co-op or accept post graduate employment at CIBC to retain the award. If a recipient fails to complete the internship or co-op assignment for any reason, the recipient will still retain the award provided that the conditions of the award are met.** This scholarship was established with a generous gift from CIBC.

Value: 3 at \$10,000 continuing
Effective: 2014-2015 through 2019-2020 academic years
The value will change from 3 scholarships to 2 annually through to the 2023-2024 academic year with the final two recipients being selected in the 2022-2023 academic year.

Background

Western's Alumni Relations and Development Office received a request from CIBC to allow their participation in the selection process of potential candidates for internships positions. CIBC was disappointed that no Western scholarship recipient accepted an internship with them and they believe that their lack of participation in the process can partially be blamed for this. CIBC asked Western to allow their participation in the process in an advisory capacity, given that there is a recruitment/employment aspect to the scholarship.

MAPP 2.10 policy on Student Scholarships, Awards and Prizes (http://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp210.pdf) contains unequivocal language around donor participation in selection of recipients as follows: "A donor or a representative of the donor may not be involved in the selection of an individual for an award, scholarship or prize that has been funded by the donor".

Late Ancillary Fees 2015-16

FOR INFORMATION

The Property & Finance Committee has delegated authority from the Board of Governors to deal with proposed supplementary and ancillary fees that are not available at the time the budget is approved. New fees or continuing fees that are more than 10 per cent greater than the amount estimated in the budget document are submitted to the Committee for approval. Continuing fees that are lower than the estimated amount or no more than 10 per cent higher are reported to the Committee for information.

1. **Dental Kit Fees – 2015-16**

Dentistry	2014/2015	2015/2016	% change
Yr 1	11,500	12,600	9.57%
Yr 2	11,950	12,900	7.95%
Yr 3	2,575	2,575	0.00%
Yr 4	575	575	0.00%
Internationally Trained Dentists, Yr 1	20,100	22,000	9.45%

The increase in fees for years 1 & 2 is due to the increase in the exchange rate from last year over this year for those items ordered in the USA. Canadian vendor prices also increased due to the increase in the exchange rates. There were some changes in the kits themselves that affected the cost.

2. **UHIP Rates 2015-16**

		2014-15 Amount	2015-16 Amount	% change
General				
University Health Insurance Plan for International Students				
Undergraduates, Full-time and Part-time	12 month term	648.00	612.00	-6%
Graduates, excluding MBA	per term	216.00	204.00	-6%
Graduates, MBA	12 month term	648.00	612.00	-6%
Exchange students	per term	216.00	204.00	-6%

These insurance rates are negotiated annually.

REPORT OF THE SENIOR OPERATIONS COMMITTEE

Contents	Consent Agenda
Governance Review	No
Amendments to Code of Student Conduct	No
Appointments to UDAC	Yes

FOR APPROVAL

1. **Governance Review**

The Board needs to determine how it will conduct the proposed governance review. See [Annex 1](#).

2. **Amendments to Code of Student Conduct**

Recommended: That the Board of Governors approve the proposed amendments to the Code of Student Conduct.

Background:

The Code of Student Conduct is a Board policy that deals with non-academic misconduct. It is administered through the deans and through the Office of the Associate Vice-President (Student Experience). The University Secretariat administers the appeal process. The proposed amendments reflect the combined advice of the Acting Associate Vice-President (Student Experience), the Associate University Secretary (Legal – Academic), and the University’s Legal Counsel over the past two or three years.

[Annex 2A](#) provides a summary of the recommended changes; [Annex 2B](#) contains the actual revisions in “track changes” format.

FOR INFORMATION

3. **Appointments to the University Disciplinary Appeals Committee (UDAC)**

The Senior Operations Committee has approved the following reappointments to UDAC for 2015-16:

- Professor Mark Workentin, Chair (reappointment)
- Mr. Warren Cracknell (undergraduate student)
- Mr. Daniel Cameron (graduate student)
- Mr. Thomas McMurrough (graduate student)

Governance Review –Issues/Questions/Process

Following is a broad set of questions and issues for consideration by members of the Board and for discussion at the June 25 Board meeting with respect to a review of governance. This compilation is based on comments that have been made at both Senate and Board in recent weeks. These are not intended to be the definitive set of questions and issues for the governance review – they are simply a way of getting the conversation started about how the review should be framed and focused. They are not in any ranked order.

A. Establishing the Process for the Review

There are a range of options that might be considered:

1. Board conducts the review as a committee of the whole

Some factors to consider:

- Availability of members to be involved
- Ability to complete the process within a reasonable time frame – would require special meetings of the Board to be set up; would be unlikely to get a critical mass of governors available over the summer
- FIPPA – access to on-line/e-mail discussions among members

2. Establishment of a task force

Some factors to consider

- Size
- Membership
- Time line for reporting (given that we are at summer)
- Scope of the work
- (With respect to the latter two points: one option to consider would be to strike the task force at the June 25 meeting and ask it to do some preliminary work over the summer to identify points/issues for discussion at the Board retreat; final report for discussion at the November Board meeting)

3. Independent Third Party Expert Conducts the Review

Some factors to consider

- No internal knowledge of Western's governance structure
- No knowledge of the Board's own culture; no first-hand experience of how our Board works
- The Board should "own" the review of its work

Alternative ways a third party expert might be used

- Help frame questions/discussion points through individual interviews with all members of the Board – would ensure that everyone was heard – could then bring that information back to the full Board or to a task force
- Act as a resource to a task force or to the full Board
- Conduct an independent review

B. Identifying Issues

1. Relationship with Senate

Questions

- What communications measures are in place/should be in place and how can they be improved?
- What structural connections are in place? Should they be changed/increased? Are they effective and if not, what can be done to make them so?
- Best practices at other institutions?

Some factors to consider

- Different roles of the Board and Senate
- Different composition and structure of the two bodies
- Issues of fiduciary responsibility/conflict of roles
- Confidentiality

2. Relationship with the wider university community

Questions

What communications measures are in place/should be in place and how can they be improved?

- How can the Board engage more directly with the university community?
- What opportunities are available for the Board to learn more about the day to day campus and what's happening in various divisions, what issues are being discussed, etc.

Some factors to consider

- Time and availability of members – especially those not in London
- Only five meetings of the Board per year – and there is still regular business to conduct

3. Relationship between the Board and Its Committees

Questions

- What communications measures are in place/should be in place and how can they be improved?
- Have the appropriate delegations of authority been made
- Are the committees appropriately tasked and appropriately structured

Some factors to consider

- Timing of decision making – the Board only meets five times per year
- Issues of fiduciary responsibility/conflict of interest/conflict of roles and their impact on where decision making should lie
- Confidentiality

4. Individual Members' Role on the Board

Questions

- Is the statement approved by the Board in 1997 still relevant or should it be reviewed
- What would a successful orientation/on-boarding process look like?
- Are there issues of Board culture? What are they and how can they be mitigated?

Some factors to consider

- Different backgrounds/knowledge gaps of members
- Conflicts of interest/roles
- Issues of fiduciary responsibility
- Time available

5. Board meetings

Questions

- Is the agenda appropriately structured?
- Is authority for decision making appropriately delegated to the committees and/or the administration? There is a sense that the Board deals with too many transactional matters when it should be focused on strategic questions; that Board members receive too much documentation to digest and understand in any meaningful way.
- How do we ensure that members are confident in the delegations that have been made – that those with the appropriate skills are dealing with issues that, while transactional, are still important and may be quite complicated.

Some factors to consider

- Need to continue be able to meet statutory and fiduciary responsibilities
- Time available

C. Some Background Documentation (attached)

- Bicameral Structure Overview
- Role of the Board
- Role of the Members of the Board
- UWO Act

Overview of Western's Bicameral Governance Structure

The UWO Act

The University of Western Ontario Act provides for a traditional bicameral structure consisting of a Board of Governors and an academic Senate. The Board is composed of a majority of individuals external to the university and has responsibility for all corporate and business matters; the Senate is composed of a majority of internal members –mostly faculty – with responsibility for academic matters.

The Act says the following with respect to the authority of the Board:

Except in such matters as are assigned by this Act to the Senate or other body, the government, conduct, management and control of the University and of its property and affairs are vested in the Board, and the Board may do such things as it considers to be for the good of the University and consistent with the public interest.

The Act then enumerates a list of specific responsibilities covering such matters as the appointment of the president, the setting of salaries and fees, the use of property and buildings, investment of funds, borrowing money, and approving expenditures.

For Senate, the Act lays out a range of responsibilities that cover the gamut of the academic enterprise, including authority over faculty councils, determination of courses of study, admissions standards and degree qualifications, the setting of examinations, the establishment of scholarships, and the conferral of degrees.

Board's Interpretation of Its Role

In 1997, the Board of Governors took the time to consider how it should interpret its role and how it should conduct itself in terms of carrying out its role. The discussion resulted in the approval of two statements:

- The Role of the Board
- The Responsibilities of Board Members

Those statements are attached to this summary.

Fiduciary Responsibility

Board members are fiduciaries and thus have a **legal** responsibility to act solely in the best interests of the university and not in the interests of any other party or individual or in their own interests. This can have implications, particularly, for members who are elected by and from various constituencies if members of those constituencies have expectations as to how their representatives might vote on specific matters.

Membership and Structure

The membership and structure of each body is reflective of its roles and responsibilities.

- The Board has 28 members (17 of whom are external), an external chair and vice-chair, and five major standing committees all of which are chaired by external members.
- Senate has 103 members (7 of whom are external), is chaired by the President, and has nine standing committees, most of which are chaired by faculty members.

Details of committee structures are attached to this summary along with a table showing the constituency representation on the Board and the Senate.

Connections

The two bodies are not entirely siloed. There are structural and policy meeting points:

- Two members of the Board of Governors serve on Senate.
- Two of the four faculty members on the Board are elected by Senate and the President, who chairs Senate, is an ex officio member of the Board.
- The chair of Senate's Committee on University Planning (SCUP) serves on the Property & Finance Committee of the Board.
- Two members of the Board serve on SCUP.
- Two sections of the Act provide that each body may advise the other on any matter it chooses.
- The Act requires that certain academic decisions (establishment and termination of academic units and degree programs, establishment of chairs/fellowships/scholarships and awards, and affiliation with other educational institutions) require the approval of both bodies.
- Certain policies require approval by both bodies, such as policies related to research, senior administrative appointments.
- Significant strategic documents such as strategic plans and the campus master plan require the approval of both bodies.
- The Board does not act on proposed operating and capital budgets until it receives the advice of Senate.



The UNIVERSITY of WESTERN ONTARIO

The Board of Governors

Role of the Board of Governors

1. To provide stewardship and ensure that University actions support University objectives.
2. To participate in setting the mission and strategic plan of the University, and to focus on the strategic plan, once formulated.
3. To appoint and support the President; to monitor the President's performance
4. To protect and defend the University's autonomy
5. To ensure the University's future
6. To advocate on behalf of the University: to understand the University, its mission, its strategic plan, and its culture, and to explain them to the external community.
7. To identify risks and internal controls
8. To ensure adequate resources and financial solvency
9. To set policy
10. To ensure good management
11. To assess Board performance



The UNIVERSITY of WESTERN ONTARIO

The Board of Governors

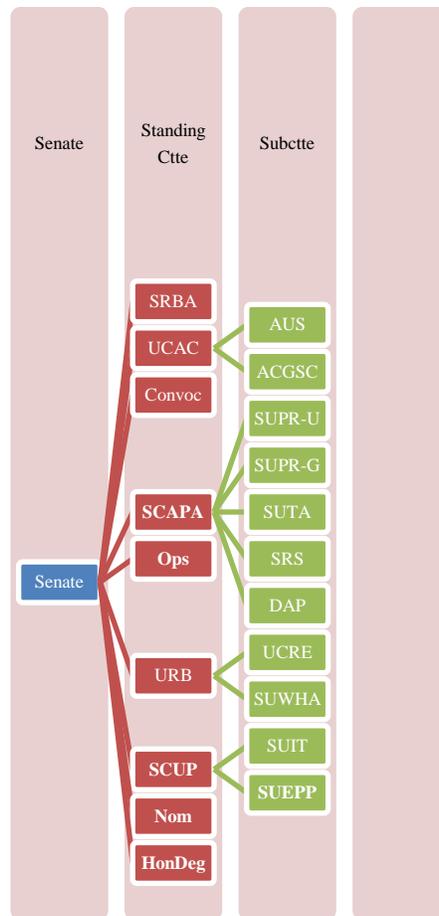
Responsibilities of a Board Member

1. To support the mission of the University
2. To help enhance the public image of the University and the Board of Governors
3. To strengthen and sustain the President while being an active, energetic, and probing Board member exercising critical judgment on policy matters
4. To understand that the Board's role is policy making and not involvement in administration or the management process
5. To communicate promptly to the Board Chair or the President, as appropriate, any significant concern or complaint and then let the Chair or President deal with it
6. To defend the autonomy and the independence of the University
7. To maintain an overriding loyalty to the entire University rather than to any part of it or constituency within it
8. To seek to be fully informed about the University and its role in the province and in higher education and to be responsive to the changing environments which affect it
9. To foster openness and trust among the members of the Board, the administration, the faculty, the staff, the students, the provincial government and the public
10. To maintain a decent respect for the opinions of one's colleagues and a proper restraint in criticism of colleagues and officers
11. To speak one's mind at Board meetings but to support policies and programs once established
12. To recognize that authority resides only with the Board as a whole and not in its individual members
13. To recognize that the President is the primary spokesperson for the University and the Chair of the Board is the only other person authorized to speak for the Board
14. To recognize that no Board member shall make any request or demand for actions that violate the written policies, rules, and regulations of the Board of the University
15. To maintain the highest ethical standards and never allow any personal conflict of interest to exist

Enacted by the Board, 27MAR97

policy/bg/responsibil bg.wpd

Senate Committees and Subcommittees



Abbreviations and Functions

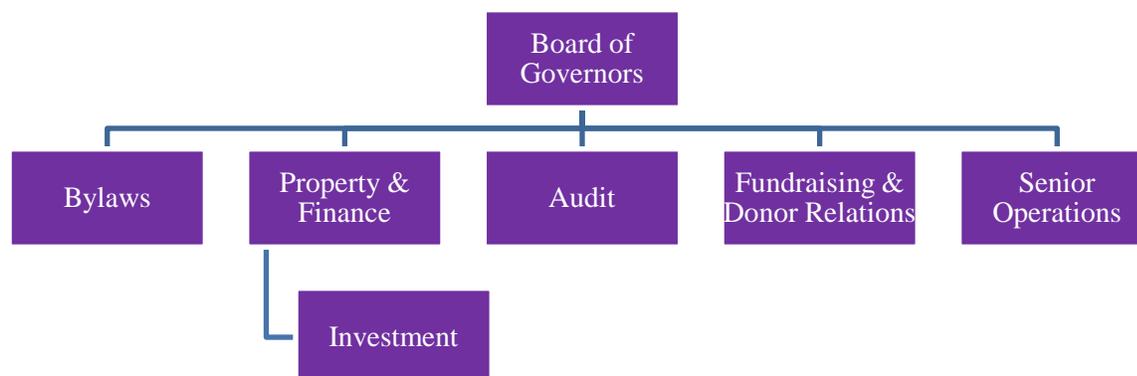
SRBA	Senate Review Board Academic	Final level of academic appeal
UCAC	University Council on Animal Care	Provides oversight re all animal care facilities ensuring compliance with government policy & protocols
AUS	Animal Use Subcommittee	Approves animal use protocols
ACGSC	Animal Care Governance Steering Cttee	Responsible for reviewing and administering matters on behalf of the UCAC
Convoc	Convocation Board	Policy issues re convocation ceremonies
SCAPA	Senate Committee on Academic Policy and Awards	Deals with academic regulations, policies, curriculum, program introductions, revisions etc.
SUPR-U	Subcommittee on Program Review - Undergraduate	Oversees undergraduate program review process including the introduction of new programs
SUPR-G	Subcommittee on Program Review - Undergraduate	Oversees graduate program review process including the introduction of new programs
SUTA	Subcommittee on Teaching Awards	Adjudicates the annual award process for three types of teaching awards
SRS	Scholarship Review Subcommittee	Reviews terms and conditions of all new or revised scholarships and awards before they go to SCAPA/P&F for approval
DAP	Deans: Academic Programs	"Virtual" committee that provides means for electronic consultation about and approval of curriculum changes
Ops	Operations/Agenda Committee	Sets Senate agendas; deals with procedural issues, rules of order, etc.

URB	University Research Board	Oversight of research policies and procedures
UCRE	University Council on Research Ethics Involving Humans	Reviews and approves proposals for research involving human subjects
SUWHA	Subcommittee for Western Humanitarian Awards	Oversees the Humanitarian Award process
SCUP	Senate Committee on University Planning	Deals with all long range planning issues, budget, strategic plans, enrolment management issues, etc.
SUIT	Subcommittee on Information Technology	Deals with policy and procedures related to IT matters
SUEPP	Subcommittee on Enrolment Planning and Policy	Deals with policy relating to enrolment; recommends annual enrolment cut offs based on estimates of intake.
Nom	Senate Nominating Committee	Recommends membership slates for all Senate committees and subcommittees
HonDeg	Committee for Honorary Degrees	Determines recipients of honorary degrees on Senate's behalf

Senate and Board Membership – Constituencies

Constituency	Board	Senate
Ex Officio	Chancellor President University Secretary Mayor, City of London Warden, County of Middlesex	Chancellor President Vice-Presidents Vice-Provost (SGPS) Deans Registrar University Librarian University Secretary
City-Appointed	2	
Faculty	4	46
Affiliated Colleges		9 (Principals + 2 faculty for each)
Undergraduate Students	2	14
Graduate Students	1	4
Staff	2	2
General community (includes alumni)		5
Board of Governors Reps		2
Alumni	4	
LGIC	4	
Board-Elected	4	
TOTALS	28 (1 non-voting)	103 (1 non-voting)

Board of Governors and Its Committees



Committee	Role	Membership
Bylaws Committee http://www.uwo.ca/univsec/board/bylaws.pdf	Oversight of Board rules, regulations, bylaws, committee terms of reference	All constituencies.
Property & Finance Committee http://www.uwo.ca/univsec/board/prop-finance.pdf	All financial, property and capital project matters	All constituencies.
Audit Committee http://www.uwo.ca/univsec/board/audit.pdf	Internal audit, risk management, compliance	Primarily a technical committee whose members are appointed on the basis of their expertise and interest in accounting, law and business. Only external Board members eligible to serve.
Fund Raising & Donor Relations Committee http://www.uwo.ca/univsec/board/fund_raising.pdf	Fund raising campaigns, donor relations, alumni relations, external affairs, communications matters	All constituencies eligible. Traditionally, mostly external members have served.
Senior Operations Committee http://www.uwo.ca/univsec/board/srops.pdf	Executive compensation, negotiated collective agreements, personnel policies, community relations, university/student relations in non-academic matters, nominating committee for the Board, reputational issues, provides the means by which members of the community may raise issues with the Board	Chair and Vice-Chair of the Board, Chairs of the Standing Committees of the Board. Only external Board members eligible to serve.
Investment Committee http://www.uwo.ca/univsec/pdf/board/committees/investment.pdf	Investment policy; oversight of endowments; investment portfolio decisions; asset allocations	This is a technical committee with members appointed for their professional expertise. Two current or former members of the Board plus five additional members – investment experts/professionals.

SUMMARY OF RECOMMENDED CHANGES TO THE CODE OF STUDENT CONDUCT

Part I, Introduction and Purpose

- Section 3: Removed a clause in the middle of this section and moved it to Part V. This is a general statement on prohibited conduct and it now precedes the list of examples of prohibited conduct in Part V. Dr. Mandich, Acting Associate Vice-President (Student Experience) advised that she would prefer that this statement appear at the outset of Part V rather than buried in the Introduction.
- Section 5: Added a specific reference to social media at the request of Dr. Mandich. It is recommended that this be added for clarification since it is a term with which students are familiar.

Part II, Definitions

- Section 2: Added the title of the University officer who will be primarily involved in dealing with complaints under the *Code*.

Part III, Relationship to Other University Policies and Codes

- Section 1: Removed the outdated reference to the *Policy and Procedures for the Conduct of Research*. There is no need to refer to the new *Academic Integrity in Research Activities Policy* because any disciplinary proceedings against student for breaches of this new Policy would be handled under either the *Scholastic Discipline Policy* or the *Code of Student Conduct*.

Part IV, Jurisdiction

- Section 1(c)(i): Added the word “team” for clarification. This is not a substantive change as the word “student group” has been interpreted as including student teams.

Part V, Prohibited Student Conduct

- Added a general statement on prohibited conduct that originally appeared in Part I, section 3.
- Section 2(d): Added the words “regardless of consent” . This is added for clarification.
- Section 2(e): Added the words “or participating” and “(e.g. hazing) regardless of consent.” These words are added for clarification.

Part VII, Interim Measures

- Section 3: Increased maximum length of the Notice of Trespass to 10 days. At certain times of the year the Acting Associate Vice-President has found that the current 7 days is not sufficient time to conduct the initial investigation necessary to determine if she should issue an Interim Prohibition Order against the student pending a full investigation.

Part VIII, Complaint Procedures

- Sections 1 to 5: Made minor editorial changes for clarification only.

- Section 5(d): Changed “colleague” to “support person” and removed the statement that legal representation is not permitted at this stage. It is clear from recent judgments of the Divisional Court that we should no longer include this prohibition. Moreover, notwithstanding the current wording prohibiting legal counsel, our practice has always been to permit a student to bring a lawyer along to any meetings with the Acting Associate Vice-President (Student Experience). The removal of this sentence will align the *Code* with our current practice.

Part X, Appeals

- Section 11: Added a statement that the appellant shall be given an opportunity to file a written reply to the response filed by the respondent. This statement reflects the practice of the appeal committee -- it always gives the appellant an opportunity to file a written reply.
- Section 15: Changed the wording slightly for clarification.
- Section 24: Revised the wording to give the President more flexibility in handling an appeal and in particular allows the President to seek input from the Chair of the appeal committee before making a decision.

Field Code Changed



The UNIVERSITY of WESTERN ONTARIO

THE UNIVERSITY OF WESTERN ONTARIO CODE OF STUDENT CONDUCT

November 25, 2010 July 1, 2015

I. Introduction and Purpose

1. The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at The University of Western Ontario, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow.
2. The University of Western Ontario is a community of students, faculty and staff involved in learning, teaching, research, and other activities. The University seeks to provide an environment of free and creative inquiry within which critical thinking, humane values, and practical skills are cultivated and sustained. It is committed to a mission and to principles that will foster excellence and create an environment where its students, faculty, and staff can grow and flourish.
3. Upon registration, students assume the rights and responsibilities associated with membership in the University's academic and social community. Students are responsible for observing a standard of conduct that will contribute to the University's mission and that will support an environment conducive to the intellectual and personal growth of all who study, work and live here. This responsibility includes respecting the rights, property, and well-being of other members of the University community and visitors to the campus, ~~and refraining from conduct that would jeopardize the University's mission or the proper functioning of the academic and non-academic programs and activities of the University, its faculties, schools or departments, or that would endanger or adversely affect the health, safety, rights, security or property of the University, its members and visitors.~~ The academic and social privileges granted to each student are conditional upon the fulfillment of this responsibility and students must familiarize themselves with the University regulations and the conduct expected of them while studying at the University.
4. The University encourages students to set for themselves the highest standards of behaviour off-campus, including behaviour conducive to the peaceful and safe enjoyment of housing by both students and neighbours. The University does not condone behaviour that infringes upon the rights of the University's neighbours or that brings the University's good name into disrepute.
5. Students are reminded that they are equally responsible for observing the standard of conduct set out in this Code when using any means of electronic communication ~~devices~~ to send or post messages or material, including the use of social media sites.
6. Whenever appropriate, the University encourages informal resolution of minor incidents.
7. Nothing in this Code shall be construed to prohibit peaceful assemblies and demonstrations, lawful picketing, or to inhibit free speech as guaranteed by law.

Comment [t1]: This has been moved to Part V.

8. Any student found responsible for misconduct is subject to the disciplinary sanctions of this Code, regardless of the action or inaction of civil authorities. Nothing in this Code precludes the University from referring an individual matter to the appropriate law enforcement agency either before, during, or after disciplinary action is taken by the University under this Code. A student may be subject to criminal prosecution and/or civil proceedings notwithstanding, and in addition to, disciplinary action taken by the University against the student under this Code.

II. Definitions

In this Code:

1. "Student" is an individual registered at the constituent University in a credit course or program of studies.
2. ~~"Vice-Provost" is the Vice-Provost (Academic Programs and Students) [Registrar]~~ "Associate Vice-President (Student Experience)" refers to the Associate Vice-President (Student Experience) or designate.
3. ~~"Dean" and "Vice-Provost (Graduate and Postdoctoral Studies)" shall be interpreted as refers to the~~ "Dean or designate" and "Vice-Provost (Graduate and Postdoctoral Studies) or designate" respectively.
4. "Premises of the University or its Affiliated University Colleges" includes lands, buildings and grounds of the University and its Affiliated University Colleges and other places or facilities used for the provision of the University's courses, programs or services.
5. "University sponsored program, event or activity" is a program, event or activity that is hosted, sponsored, or organized by the University and includes, but is not limited to, coursework and other academic activities, student exchange programs, study abroad, internships, co-ops, field trips, social events, and volunteer and community service activities.

III. Relationship to Other University Policies and Codes

1. If a student's conduct could be considered a breach of this Code and also a breach of ~~either the Policy on Scholastic Discipline or the Policy and Procedures for the Conduct of Research,~~ the University, in its discretion, may proceed under the Code or under the aforesaid ~~Policies~~ Policy. A student may not be penalized under both the Code and ~~these Policies~~ the Policy on Scholastic Discipline for the same conduct.
2. ~~With the exception of the Policies set out in 1. above, no~~ Other than as set out in Part III, section 1, no disciplinary action taken pursuant to any policies, rules, codes, or regulations of the University (e.g., regulations relating to use of computing resources, regulations established by various units of the University including Intercollegiate Athletics, the University of Western Ontario Libraries, the Division of Housing and Ancillary Services [Residents' Understandings], and Western Campus Recreation) shall bar or prevent the University from also instituting disciplinary proceedings and imposing sanctions under this Code. However, where the University proposes to take additional disciplinary action, discussions must be held between the University and the unit head before other such disciplinary proceedings are initiated.

IV. Jurisdiction

1. This Code applies to:
 - (a) conduct that occurs on the premises of the University or its Affiliated University Colleges;
 - (b) conduct that occurs at a University sponsored program, event, or activity, whether the

program, event, or activity is on campus or off-campus; and

(c) other off-campus conduct,

(i) when the individual is acting as a designated representative of the University or a student organization or when the individual holds out that he or she is a representative of the University or a representative or member of a student group, [team](#), or organization at the University; or

(ii) that has, or might reasonably be seen to have an adverse effect on, interfere with, or threaten the proper functioning of the University, its mission, the rights of a member of the University community to use and enjoy the University's learning and working environments, or that raises concerns for the safety or security of an individual or individuals while on campus or while participating in University programs, events or activities.

2. Graduate students are subject to the provisions of this Code except when acting in their capacity as Graduate Teaching Assistants.

3. Subject to the provisions of the Affiliation Agreement between the University and its Affiliated University Colleges, students registered at the Affiliated University Colleges are expected to conform to the standards of this Code while on University property. Only the Affiliated University Colleges may discipline their students for conduct that would constitute a violation of this Code; however, where extraordinary circumstances warrant, the University may also take measures to restrict such a student's entry onto University property or use of University facilities.

V. Prohibited Student Conduct

[Conduct that would jeopardize the University's mission or the proper functioning of the academic and non-academic programs and activities of the University, its faculties, schools or departments, or that would endanger or adversely affect the health, safety, rights, security or property of the University, its members and visitors, is subject to discipline under this Code.](#)

[Without limiting the generality of the foregoing,](#) the following list sets out specific examples of prohibited conduct. *This list is illustrative only and is not intended to define misconduct in exhaustive or exclusive terms.*

Examples

1. Disruption

By action, threat, written material, or by any means whatsoever, disrupting or obstructing any University or Affiliated University College activities, including a University sponsored program, event or activity, or other authorized activities on premises of the University or its Affiliated University Colleges, or the right of another person to carry on his/her legitimate activities, or to speak or to associate with others. University or Affiliated University College activities include, but are not limited to, teaching, research, studying, sports and recreation, administration and meetings.

2. Misconduct Against Persons and Dangerous Activity

(a) Any assault, harassment, intimidation, threats or coercion.

(b) Conduct that threatens or endangers the health or safety of any person.

(c) Contravention of *The University of Western Ontario Non-Discrimination/Harassment Policy*.

- (d) Knowingly (which includes when one should reasonably have known) creating a condition that endangers the health, safety, or well-being of any person regardless of consent.
- (e) Engaging or participating in conduct that is, or is reasonably seen to be, humiliating, or demeaning to another person or coercing, enticing or inciting a person to commit an act that is, or is reasonably seen to be, humiliating or demeaning to that person or to others (e.g. hazing) regardless of consent.

3. **Misconduct Involving Property**

- (a) Unauthorized entry and/or presence on any premises of the University or its Affiliated University Colleges, or any premises used for University sponsored programs, events or activities.
- (b) Misappropriation, damage, unauthorized possession, defacement and/or destruction of premises or property of the University or its Affiliated University Colleges, or the property of others.
- (c) Use of University or Affiliated University College facilities, equipment or services contrary to express instruction or without proper authority.
- (d) Misuse of University or Affiliated University College supplies and documents, including equipment, library and computer resources, keys, records, transcripts and permits.
- (e) Tampering with emergency telephones, fire protection equipment or emergency facilities (e.g., fire bells, fire extinguishers, fire hoses); disconnecting or blocking fire alarms; setting unauthorized fires; raising a false fire alarm; blocking or wedging open fire and smoke doors on corridors or stairways.

4. **False Information, I.D. Cards, Access Cards, Key Cards, Meal Cards, Identification**

- (a) Furnishing false information.
- (b) Forging, altering or misusing any document, record, card or instrument of identification.

5. **Alcohol and Drug Use**

- (a) Illegal use, possession or distribution of a controlled or restricted substance.
- (b) Contravention of provincial liquor laws or the policies of the University or Affiliated University Colleges governing the possession, distribution and/or consumption of alcoholic beverages on the premises of the University or its Affiliated University Colleges.

6. **Improper Use of Dangerous Objects and Substances**

Storage, possession or use of firearms, explosives, or other weapons, flammable solvents, biohazardous, volatile or poisonous materials, except in areas formally designated for that purpose by authorized University personnel.

7. **Contravention of University Regulations**

Violation of written University policies, rules or regulations.

8. **Contravention of Other Laws**

Contravention of any provision of the Criminal Code or any other federal or provincial statute or municipal by-law.

9. Other

- (a) Aiding or encouraging others in the commission of an act prohibited under this Code or attempting to commit an act prohibited under this Code.
- (b) Failure to comply with any sanction imposed by the University for misconduct under this Code.

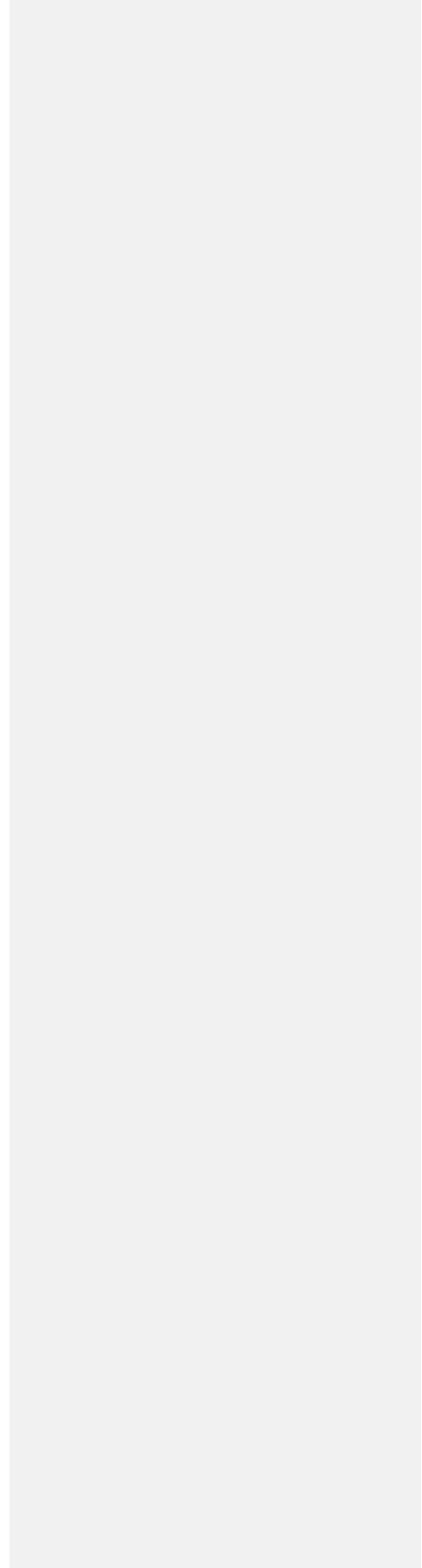
VI. Sanctions

The University may impose one or more sanctions for misconduct, of which those listed below are examples. The sanctions imposed should be proportional to the type of misconduct. The most serious types of misconduct will merit the most serious sanctions: deregistration, suspension and expulsion.

In considering an appropriate sanction, the University's primary focus must be to ensure the safety and security of the University, its members, and visitors. However, where possible and appropriate, the University will consider educational sanctions in addition to or instead of other sanctions. Such sanctions are designed to help a student understand why his or her behaviour was inappropriate and to appreciate the impact of that behaviour on others.

1. **Verbal Warning** from the instructor or other person in authority.
2. **Exclusion from a class, examination room, or other area.** (Note: In this context, "class" refers to a period of instruction such as a lecture, seminar, tutorial, laboratory session, recital, concert or exhibition of visual arts or sports event.)
3. **Formal Reprimand.**
4. **Educational Sanctions.** Such sanctions include apologies, work assignments, service to the University or wider community, restriction of privileges, written assignments, completion of a class or workshop or project, completion of counseling.
5. **Removal**, either temporarily or permanently, from a course in which the student is registered.
6. **Prohibition** or limitation of access to any academic facility.
7. **Prohibition** or limitation of employment at the University.
8. **Prohibition** or limitation on entering University premises or specific parts thereof and/or restriction on contact with specified person(s).
9. **Restitution.** Compensation for loss, damage, or injury to the appropriate party(ies) in the form of service, money, or material replacement.
10. **Forfeiture** of University awards or financial assistance.
11. **Disciplinary Probation.** A designated period of time during which the student is not in good standing with the University. The terms of probation may involve restrictions of student privileges and/or set behavioural expectations, violation of which will result in the imposition of further sanctions.
12. **Deregistration.** Removal from some or all courses for one or two terms.
13. **Suspension** from the University for a specified time period.

14. **Expulsion** from the University.



VII. Interim Measures**1. Disruption of Instructional Activities**

Disruption of instructional activities, including examinations, initially may be dealt with by the appropriate instructor or proctor as a matter of classroom discipline. The instructor or proctor may require the student to leave the area for the remainder of the particular class or examination. Any disruption that results in the removal of a student shall be reported to the Chair of the Department or Director of the School and, where appropriate, to the Dean of the Faculty in which the course is held. If the disruption persists and/or if it is deemed to be serious in nature, the incident will ordinarily be reported immediately to the Campus Community Police Service, the Chair (Director), the Dean of the Faculty, and the ~~Vice-Provost~~[Associate Vice-President \(Student Experience\)](#).

2. Temporary Exclusions from Other Areas

Academic or administrative unit heads (or designates) may ban a student from their area of jurisdiction if the unit head (or designate) believes on reasonable grounds that the student's continued presence in that area will be detrimental to good order or will constitute a threat to the safety of others. Such initial exclusion shall be for up to 48 hours and shall be reported immediately to Campus Community Police Service, the ~~Vice-Provost~~[Associate Vice-President \(Student Experience\)](#), and the relevant Dean (if applicable).

3. Notice of Trespass

Campus Community Police Service, in circumstances in which they reasonably believe that there are grounds to make an interim prohibition order as set out in section 4 below, may temporarily exclude a student from campus for up to 7-10 days by delivering a Notice of Trespass under the *Trespass to Property Act*.

4. Interim Prohibition

The President, or such other officials as he/she may designate from time to time, may impose an interim prohibition pending an investigation and disposition of a complaint of misconduct. Interim prohibition may be imposed only: (a) if needed to ensure the safety and well-being of members of the University community or preservation of University property; (b) if needed to ensure the student's own physical or emotional safety and well-being; or (c) if there is a reasonable apprehension that the student poses a threat of disruption or of interference with the normal operations of the University.

During a period of interim prohibition, a student may be denied access to specified campus facilities (including classes) and/or any other University activities or privileges for which the student might otherwise be eligible, as the President (or designate) may determine to be appropriate. Within two working days following the imposition of interim prohibition, the student shall be informed in writing of the reasons for the prohibition. The student shall be afforded the opportunity to respond to the allegations being made against him or her. If the student responds, the President (or designate) will reassess the prohibition and either revoke or continue it pending formal disposition of the matter.

VIII. Complaint Procedures

1. Any person may submit a complaint of misconduct against a student. A complaint should be submitted or forwarded to a Dean's Office, Campus Community Police Service, the Office of the ~~Vice-Provost (Academic Programs and Students)~~ ~~[Registrar]~~[Associate Vice-President \(Student Experience\)](#), or the Office of the Vice-Provost (Graduate and Postdoctoral Studies).

2. Undergraduate Students

A complaint shall be referred or dealt with as follows:

- (a) Incidents that occur within the home Faculty of the student against whom a complaint is made, with the exception of incidents falling within (b) below, shall be referred to the Dean of the home Faculty for disposition.
- (b) Incidents occurring within the home Faculty that:
 - (i) may reasonably be seen to involve or affect an academic or administrative unit outside the home Faculty, outside institutions, or persons external to the University, or
 - (ii) are being or have been investigated by Campus Community Police Service or an external police force,

shall be referred to the ~~Vice-Provost~~Associate Vice-President (Student Experience) for disposition. The ~~Vice-Provost~~Associate Vice-President (Student Experience) may dispose of the complaint him/herself or refer it to the Dean of the home Faculty or another designated individual for disposition.

- (c) Incidents occurring outside the home Faculty shall be referred to the Associate Vice-President (Student Experience)~~Vice-Provost~~ who may dispose of the complaint him/herself or refer the complaint to the Dean of the home Faculty or another designated individual for disposition.

3. **Graduate Students**

All complaints shall be referred to the Associate Vice-President (Student Experience)~~Vice-Provost~~. Normally the Associate Vice-President (Student Experience)~~Vice-Provost~~ will notify the Vice-Provost (Graduate and Postdoctoral Studies) and the Dean of the Faculty hosting the student's graduate program (or in the case of a student in an interdisciplinary program, the Dean of the Faculty of the student's supervisor) of the complaint. The Associate Vice-President (Student Experience)~~Vice-Provost~~ may dispose of the complaint him/herself or refer the complaint to either of these individuals or another designated individual for disposition.

4. The individual authorized under Part VIII, sections 2 or 3 to dispose of the complaint is hereinafter referred to as the "University Officer".

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4-5. **All Students**

- (a) The ~~Dean (Vice-Provost)~~ University Officer shall not make a finding of misconduct nor impose a sanction or sanctions against a student unless the student has been informed, in writing, of the nature of the complaint, the facts alleged against him/her, and has been given a reasonable opportunity to respond to them and to submit relevant information. The student shall also be given a reasonable opportunity to meet personally with the ~~Dean (Vice-Provost)~~University Officer to discuss the matter. It is the responsibility of the student to provide all materials and information that will support his/her position.
- (b) If the ~~Dean (Vice-Provost)~~University Officer concludes that there has been misconduct, he/she may impose an appropriate sanction or sanctions.
- (c) If the student does not respond to the allegation or does not meet with the ~~Dean (Vice-Provost)~~University Officer after having been given a reasonable opportunity to do so, the ~~Dean (Vice-Provost)~~ University Officer may proceed to dispose of the complaint without such a response or meeting.
- (d) At all meetings with the ~~Dean (Vice-Provost)~~University Officer, the student may be accompanied by a ~~colleague~~ support person of his or her choosing. ~~Legal representation is not permitted at this stage; it is permitted at the appeal stage.~~

- (e) In determining an appropriate sanction or sanctions, the ~~Dean (Vice-Provost) University Officer~~ may take into account any previous findings of misconduct. The ~~Dean (Vice-Provost) University Officer~~ may direct that a sanction be held in abeyance if a student's registration at the University is interrupted for any reason.
- (f) The decision ~~of the Dean (Vice-Provost)~~, with reasons, shall be communicated in writing to the student. If there is a finding of misconduct, a copy of the decision will be retained in the student's home Faculty (in the School of Graduate and Postdoctoral Studies in the case of a graduate student) and in the Office of the ~~Vice-Provost~~ Associate Vice-President (Student Experience). A copy of the decision shall be provided on a need-to-know basis to administrative units (e.g., Office of the Registrar, Campus Community Police Service). The relevant ~~Dean and/or the Vice-Provost~~ University Officer is responsible for the implementation of any decision made under the Code.
- (g) All notices and other communications from the ~~Dean, Vice-Provost University Officer,~~ or the University Discipline Appeals Committee (see below) to the student or any other member of the University community, shall be by personal delivery, regular mail, campus mail, e-mail, priority post, courier, or registered mail. If sent by regular mail, service will be deemed effective on the fifth day after the documents are mailed. In the case of students, all documents will be sent to the primary-home address recorded in the student's electronic record at the University, unless the student requests in writing that they be sent to another address.
- (h) Complaints of misconduct shall be reported, investigated, and decided in a timely manner.
- (i) The ~~Vice-Provost~~ Associate Vice-President (Student Experience) shall report annually to the Board of Governors summarizing the categories of misconduct, the range of sanctions imposed by the University, the number of appeals to the University Discipline Appeal Committee, and the outcome of such appeals. The report will be posted publicly by the University Secretariat.
- (j) The University may continue its investigation and disposition of a complaint notwithstanding that a student withdraws from the University in the course of any proceedings under this Code. Where a student's conduct comes to light after a student has left the University, the University may decide to proceed with the review and disposition of a complaint, if the seriousness of the allegation warrants such action.

IX. Transcripts and Registration

1. Suspension and expulsion are recorded on the official transcript. The suspension notation will be removed when the student graduates or five years after the last registration. The expulsion notation is permanent unless the President grants a petition for its removal. Any such petition may be made no sooner than five years after the offence. Removal of the expulsion notation from the transcript does not overturn the expulsion decision; the expulsion remains in effect.
2. While under investigation for serious misconduct that may result in suspension or expulsion, the student will not be issued transcripts directly, but, at the student's request, transcripts will be sent to institutions or potential employers. If the student is subsequently suspended or expelled, the recipients of the transcript will be issued a revised transcript. This restriction also applies in situations where the student is no longer enrolled at the University during the investigation.

X. Appeals

1. A student may appeal a ~~Dean's (Vice-Provost's)~~ finding of misconduct to the University Discipline Appeal Committee (UDAC) on one or more of the following grounds:

- (a) that there was a serious procedural error in the hearing of the complaint ~~by the Dean (Vice-Provost)~~ which was prejudicial to the appellant;
 - (b) that new evidence, not available at the time of the earlier decision, has been discovered, which casts doubt on the correctness of the decision;
 - (c) that the ~~Dean (Vice-Provost)~~ University Officer did not have the authority under this Code to reach the decision or impose the sanctions he/she did.
2. In addition to the grounds set out in section 1, if the sanction ~~(e) imposed by the Dean (Vice-Provost)~~ is forfeiture of University awards or financial assistance, deregistration, suspension, or expulsion, a student may appeal the finding of misconduct and/or the sanction(s) to UDAC on the ground that the decision and/or sanction was unreasonable or unsupportable on the evidence before the ~~Dean (Vice-Provost)~~ University Officer.
 3. Filing an Appeal Application will not stay the implementation of any sanctions imposed except where the Chair of UDAC otherwise orders upon application of the appellant.
 4. UDAC may:
 - (a) Deny the appeal.
 - (b) In the case of an appeal under section 1(a) or (b), grant the appeal and direct the previous decision maker to re-hear the matter or reconsider some pertinent aspect of its decision, and may include recommendations relating to the conduct of any re-hearing.
 - (c) In the case of an appeal under section 1(c), grant the appeal and quash the original decision.
 - (d) In the case of an appeal under section 2, grant the appeal and quash or vary the original decision or grant the appeal and vary the sanction.
 5. The right to be represented by counsel will be accorded to the principal parties to the appeal at this level. UDAC also reserves the right to retain counsel.
 6. The parties must bear all their own legal expenses, if any. UDAC will not order the University to pay all or part of the appellant's costs nor will it order the appellant to pay all or part of the University's costs.

Composition

7. The Board of Governors shall appoint a Chair and 15 members: 7 members of faculty and 8 students (5 undergraduates and 3 graduate students).
 - (a) No more than two of the faculty members shall be from the same Faculty. Undergraduate students shall be appointed from a broad range of Faculties and no more than two of the graduate students shall be from the same division.
 - (b) The Chair shall be appointed annually by the Board of Governors.
 - (c) The terms of appointment shall be: faculty, three years; students, one year. Members are eligible for reappointment to a maximum of six continuous years (excluding therefrom a partial term served under (d) below), but shall be eligible for reappointment after a lapse of two years.
 - (d) Members may be appointed for shorter terms in order to fill vacated positions.

- (e) An appeal will be heard by a panel of UDAC. The size and composition of the panel shall be determined by the Chair provided that a panel always includes at least one student, at least one faculty member, and the Chair.
- (f) In instances where the Chair is unable to act, he or she may designate a member to act as Chair. In the event that the Chair is unable to appoint a designate, the Senior Operations Committee of the Board of Governors shall appoint a Chair *pro tem*.
- (g) When a duly constituted panel of UDAC commences to hear a matter, the membership terms of those members present at the commencement of the hearing are automatically extended until UDAC renders its final decision in the case in question.

Procedures

8. An Appeal Application must be filed with the Secretary of the Board of Governors within two weeks after a decision has been issued by the Dean (Vice-Provost). The Application must contain a copy of the decision, the grounds for the appeal, the outcome sought, a full statement supporting the grounds for the appeal, the name of legal counsel or agent, if any, and any relevant documentation in support of the appeal. Where the basis of the appeal is new evidence, such new evidence shall be described clearly and the names of any witnesses shall be provided.
9. An Appeal Application will not be accepted by the Secretary of the Board of Governors if incomplete or not filed within the time period specified in section 8 above. Exceptions to the time limit for filing an appeal are at the discretion of the Chair of UDAC upon written application of the student. Appeal Application forms and further details on hearing procedures may be obtained from the University Secretariat.
10. Parties to an appeal are the student against whom the decision has been made (Appellant) and the ~~Dean (Vice-Provost)~~[University Officer](#) (Respondent).
11. The Secretary of the Board of Governors shall provide the Respondent with a copy of the Appeal Application and attachments. The Respondent shall file a concise written [reply-response](#) to the Appeal Application with the University Secretariat within ten days of receiving the documents. A copy of the [reply-response](#) shall be provided to the Appellant [and the Appellant shall be given an opportunity to file a reply within ten days of receipt of the Respondent's response](#).
12. Upon receipt of an Appeal Application, the Secretary of the Board of Governors shall:
 - (a) notify the Chair of UDAC;
 - (b) constitute a Panel of at least 2 members and the Chair; and
 - (c) schedule the initial meeting of the Panel.
13. Subject to the requirements set out herein, the Panel shall determine its own procedures and practices in any appeal and the Chair may make such rules and orders as he or she deems necessary and proper to ensure a fair and expeditious proceeding. The Panel is bound by neither strict legal procedures nor strict rules of evidence. It shall proceed fairly in its disposition of the appeal, ensuring that both parties are aware of the evidence to be considered, are given copies of all documents considered by the Panel, and are given an opportunity to be heard during the process.
14. The Panel may summarily dismiss an appeal if the Appeal Application does not, in the judgment of the Panel, raise a valid ground of appeal or does not assert evidence capable of supporting a valid ground.

15. The Panel may, in its discretion, hold an oral hearing or make its decision solely on the basis of written ~~submissions~~ material filed by the parties, provided that it shall hold an oral hearing if a party satisfies it that there is good reason for doing so.
16. The Panel shall determine whether an oral hearing shall be open to the public or held *in camera*. At the discretion of the Chair, other members of UDAC may attend the *in camera* meetings as observers.
17. While an attempt shall be made to schedule an oral hearing at a time convenient to the Panel and the parties, a request by a party for a lengthy delay in the scheduling of the hearing, or a postponement of a scheduled hearing, will be granted by the Chair only in exceptional circumstances. Oral hearings will ordinarily be held within six weeks of filing of the Appeal Application.

In the case of an oral hearing, if the Secretary of the Board of Governors is unable to contact the Appellant within a reasonable time to schedule a hearing, the Appellant will be notified ~~by registered mail~~ at the address on the Appeal Application of the deadline by which he/she must contact the Secretary of the Board of Governors to arrange a hearing. If the Appellant has not contacted the Secretary of the Board of Governors by the specified deadline, the appeal will be deemed to be abandoned and may not be resubmitted.

18. Each party to an oral hearing shall be sent a Notice of Hearing setting out the time, place and purpose of the hearing. If a party does not attend, the Panel may proceed in the party's absence.
19. Each member of a Panel, including the Chair, shall vote. There shall be no abstentions. A majority of positive votes is required to grant an appeal.
20. The Chair of a Panel may waive any time limits specified herein or in any procedures adopted by a Panel in a given proceeding.
21. The Secretary of the Board of Governors, or the Secretary's designate, shall provide administrative support and procedural advice to Panels.
22. The decision, with reasons, shall be filed with the Secretary of the Board of Governors and copies shall be sent to the parties to the proceedings as well as to others with a legitimate need to know (e.g., Office of the Registrar, Campus Community Police Service).

Further Appeal

23. Within two weeks of receipt of the reasons for decision, either party may appeal to the President on the grounds that there was a serious procedural error by UDAC that was prejudicial to the party. The President may ~~appoint a delegate~~ designate another individual to hear the appeal.
24. The appeal must state the full grounds upon which the party relies and all arguments in support thereof. ~~The President or designate may invite~~ After inviting written submissions from the other party ~~and/or the Chair of UDAC before making his or her decision. He or she, the decision maker~~ may dismiss the appeal, grant the appeal and order that the matter be re-heard, or make such other disposition of the matter as he/she deems appropriate, and will provide reasons for his or her decision. The decision maker's decision is final.

XI. Review of Code

The Board of Governors shall review the Code within three years of initial implementation and thereafter every five years.

Enacted by the Board of Governors May 3, 2001.
Amended May 6, 2004.
Amended November 26, 2009
Amended November 25, 2010
[Amended July 1, 2015](#)

REPORT OF THE AUDIT COMMITTEE

	Contents	Consent Agenda
	Safe Disclosure Policy – MAPP 1.43	No
	Retirement Income Fund Financial Statement for the Year Ended December 31, 2014	No
	Western Retirement Plans – Report to the Audit Committee for the Year Ended December 31, 2014	Yes
	Western Retirement Income Fund – KPMG Audit Findings Report	Yes

FOR APPROVAL

1. **Safe Disclosure Policy**

Recommended: That the revised MAPP 1.43 – Safe Disclosure Policy be approved effective June 25 2015.

See [Annex 1](#).

2. **Retirement Income Fund Financial Statement for the Year Ended December 31, 2014**

Recommended: That the audited financial statements for The University of Western Ontario Retirement Income Funds for the calendar year 2014 be approved.

Background:

The UWO Retirement Income Funds are individual retirement products administered by the University for former faculty and staff and their spouses. The program was initiated in 2000 and the investments are selected and monitored by the academic and administrative staff pension boards in a manner consistent with the pension plans sponsored by the University. There are currently 376 former faculty and staff for whom the University administers individual Retirement Income Funds. The market value of the accounts amounts to \$262 million as at December 31, 2014. The University recovers the administrative expenses by charging a flat dollar fee per member per month. Fees are set on a non-profit basis. In 2014, approximately \$338,000 was recovered to cover the costs of internal salaries, systems and other non-investment costs. *The expenses are outlined in **note 9 of the Retirement Income Fund financial statements** attached in [Annex 2](#).*

In 2014, the Board of Governors approved the transfer of the administration of the RIF to a new service provider, Sun Life Financial. The transaction is expected to be completed by the end of 2015.

The Audit Committee is asked to recommend approval of only the RIF financial statements to the Board of Governors. The academic and administrative staff pension boards have been delegated the authority by the Board of Governors to approve the Master Trust financial statements and the financial statements for each of the pension plans. On May 20, 2015 the Joint Pension Board approved the audited financial statements for the Master Trust, the academic staff pension plan and the administrative staff pension plan

FOR INFORMATION

3. **Western Retirement Plans – Report to the Audit Committee for the Year Ended December 31, 2014**

See [Annex 3](#) and [Annex 4](#).

4. **Western Retirement Income Fund – KPMG Audit Findings Report**

See [Annex 5](#).

MAPP 1.43 – Safe Disclosure

FOR APPROVAL

Recommended: That revised MAPP 1.43 – Safe Disclosure be approved effective June 25, 2015.

Background:

Western's Safe Disclosure Policy was implemented in September 2007 (see [Appendix 1](#)) to support the high standards of honesty and integrity at the University. The purpose was to allow members of the University community to express concerns of unethical behavior or improper financial activity without fear of retaliation.

To ensure that the policy continues to serve Western effectively, a policy review was completed. The current Safe Disclosure Policy and procedures were compared with other universities, resulting in a list of potential improvements to the policy. Consultations then occurred with Faculty Relations, Human Resources, Legal Counsel, and the University Secretary regarding the effectiveness of the policy and the proposed amendments. The policy was further revised based on the feedback and then presented to the President/Vice-Presidents (PVP) for discussion. This discussion led to further amendments and consultation before approval by PVP. The revised policy is attached as [Appendix 2](#).

Generally, the amendments increase clarity about reporting an incident and communicating during an investigation. Additional procedures regarding communicating to the Audit Committee Chair, when circumstances warrant, adds transparency to the policy. The core principles of the policy have not changed nor have the processes for reporting an issue. Western remains committed to providing an environment where its community members can disclose a concern without being subject to reprisal, and continues to respect existing provisions in other policies and employment agreements.

A summary of the revisions follows:

1. Reporting a Concern:

- a) Employees often want to know if they are required to report a concern when they become aware of a situation. Western's current policy does not include a requirement to disclose because of potential conflicts with employee collective agreements. The review of other universities' policies identified that half impose a duty on their employees to disclose, and the other half were either silent or used words like 'encourage'. Additional wording has been included in the revised policy to reflect that Western *expects* its members to come forward when wrongdoing is suspected. This is not an obligation and is not viewed as being in conflict with collective agreements.
- b) Another issue relating to reporting a concern is anonymous reporting. Most universities accept anonymous reports from individuals. This is either explicitly stated in their policy or not mentioned at all, which by default would allow an anonymous report to be accepted. Western's current policy does not reference anonymous reporting. The revised policy specifically allows for anonymous reporting making it consistent with other Western policies such as MAPP 7.0 Academic Integrity in Research Activities.

2. Investigative Process:

- a) Amendments have been made to allow confidential discussions to occur in order to perform the investigation. The current policy does not explicitly state this, but the practice is necessary to conduct a competent investigation.
- b) Additional wording has been added so that the person making the original disclosure will be informed when the investigation has been completed (without sharing the details of the investigation). This is meant to be respectful of that person's role in the disclosure and to recognize his/her contribution in coming forward.

3. Results of the Investigation:

Additional procedures were added to:

- a) Allow Internal Audit to communicate the investigation findings directly to the Audit Committee Chair, if due to the subject matter or people involved in the investigation, it would be inappropriate to report the findings to the President or appropriate Vice-President; and
- b) If this were to occur, allow Internal Audit to report from time to time to the Audit Committee on actions that have been taken to address the findings.

These revisions are meant to provide clarity about investigations that involve senior executive leaders; they put into writing practices that would have been followed in the past had such a situation arisen.

4. New Policy Format

Finally, the policy has been recast to fit the Board's new format for administrative policies, separating "policy" (which is approved by the Board) from administrative "procedures" which are delegated to the President to approve.

To create awareness about the policy and the circumstances in which the policy should be used, Internal Audit has prepared a presentation which is planned to be delivered throughout 2015-16 to Western departments and groups.

1.43 SAFE DISCLOSURE POLICY

Classification: General

Effective Date:25SEP07

Supersedes: NEW

GENERAL

The University of Western Ontario is committed to high standards of ethical behaviour by its members when they are carrying out their responsibilities. The University recognizes that its members, in carrying out their daily activities, are often in the best position to identify activities which could potentially cause harm to other members of the University, risk the reputation of the University, harm it financially or in other ways.

The University depends on its members to report apparent breaches of ethical conduct in order that they may be investigated and corrective action taken. This policy provides a mechanism to disclose concerns without fear of retaliation and reflects the University's commitment to accountability and ethical conduct.

POLICY

- 1.00 The University of Western Ontario is committed to providing an environment where members of the University community can disclose, in good faith, their concerns about unethical behaviour or fraudulent activities that have occurred or could potentially occur, without being subject to reprisal of any kind. The University community includes employees, students, volunteers and other individuals who work or study at the University.
- 2.00 Individuals will not be retaliated against, who in good faith, report unethical behaviour or fraud, or provide assistance or information in relation to the investigation of an allegation.
- 3.00 This policy is in addition to and does not replace the rights or responsibilities of an individual under law, employment contract or professional ethics.
- 4.00 Nothing in this policy shall limit or amend the provisions of other policies or the provisions of collective agreements entered into between the University and its employee groups and where such policies and agreements have application, those provisions shall prevail.
- 5.00 To allow a competent investigation to be completed, all individuals involved in a disclosure or an investigation shall keep the details and results confidential, to the extent possible within the limitations of the law, collective agreements and University policies.
- 6.00 This policy applies only to individuals who disclose information in good faith. Individuals who knowingly make false allegations may be subject to the appropriate disciplinary action.
- 7.00 Any individual who experiences any type of retaliation as a result of reporting evidence of unethical behaviour or fraud should immediately inform the person to whom the original report was made. This person must contact the appropriate human resource officer.

PROCEDURE

- 8.00 The University has established the following processes to deal with various acts of misconduct:
 - The Campus Community Police should be contacted where an individual is aware that a possible criminal offence has occurred.
 - Issues that involve discrimination and harassment should be referred to the Equity and Human Rights Office through Policy 1.35 or through provisions in the relevant collective agreement.
 - In cases of suspected academic dishonesty, matters should be reported in accordance with Policy 7.0, Policy and Procedures for the Conduct of Research. Faculty members suspected of a faculty conflict of interest should use the provisions provided in the Faculty Collective Agreement.

- Individuals with concerns about unethical behaviour that may be addressed through provisions of a collective agreement or other employment agreement governing their relationship with the University should follow the process identified by the relevant agreement.
- 9.00 The following sections describe the processes that are followed if an individual is disclosing unethical behaviour that is not addressed through another University policy or employment agreement or is reporting possible improper financial activity.
- 10.00 Individuals reporting unethical behaviour or improper financial activity should contact their immediate supervisor and the Internal Audit Department as soon as possible after becoming aware of the possible improper financial activity. If for some reason, the employee does not feel comfortable communicating concerns to his/her immediate supervisor, the employee should notify the person one level above the immediate supervisor. If this route is also uncomfortable for any reason, the employee should contact the Internal Audit Department directly (www.uwo.ca/internal_audit).
- 11.00 Unethical behaviour is defined in general terms as activity which is believed to be contrary to the policies of the University or relevant laws.
- 12.00 Improper financial activity is defined as an act, omission, expression, or concealment calculated to deceive another to his/her financial disadvantage. Examples include but are not limited to:
- Financial fraud (including claiming fictitious travel and other expenses)
 - Theft, embezzlement, misappropriation, misapplication, destruction, removal or concealment of University property
 - Forgery, falsification, misrepresentation, inappropriate alteration or inappropriate destruction of documents (paper or electronic)
 - Bribery, kickbacks, or rebates
 - Authorizing or receiving payment for goods not received or services not performed
 - Authorizing or receiving payments for hours not worked
 - Non-Reported Conflicts of Interest (Refer to Policy 3.4 for examples of conflicts of interest).
- 13.00 Individuals making a report of improper financial activity should provide the following information:
- The nature of the activity being reported
 - Description of all parties believed to be involved
 - Financial interests and rewards believed to be involved
 - Policies, laws or regulations alleged to be breached.
 - Any other information believed to be relevant
- 14.00 The Internal Audit Department will evaluate the information provided and determine whether further investigation is required. The purpose of the investigation will be to obtain additional information and determine if further action is necessary. If the person making the original disclosure is available, he or she may be contacted for additional information (protection of his/her confidentiality will continue, as stated in Policy section 5.0). If the matter should be dealt with under a different University procedure, the individual making the disclosure will be advised and offered assistance with the appropriate steps to be taken.
- 15.00 The findings of any investigation under clause 14.0 will be communicated to the appropriate Vice-President. All completed investigation findings relating to improper financial activity will be communicated to the Vice President (Resources and Operations). The Audit Committee of the Board of Governors will also be informed of any findings in cases where the investigation has concluded that unethical behaviour or improper financial activity has occurred. In cases where the investigation has concluded that unethical behaviour or fraud has not been committed, the Audit Committee will receive a summary of aggregate allegations compiled by the Internal Audit Department. Names of individuals are not disclosed on the reports.
- 16.00 Records relating to disclosures where unethical behaviour or improper financial activity has not been committed will be securely retained in the Internal Audit Department for one year after the completion of the process and then will be confidentially destroyed. If there is evidence of unethical behaviour or financial impropriety, records will be maintained as required by the nature of the investigation undertaken and any action taken in compliance with provisions of any relevant collective or employee agreement.

1.43 SAFE DISCLOSURE POLICY

Policy Category:	General
Subject:	Safe disclosure of unethical behavior or improper financial activity
Approving Authority:	Board of Governors
Responsible Officer:	Vice-President (Resources & Operations)
Responsible Office:	Internal Audit
Related Procedures:	Procedures for Reporting Concerns of Unethical Behaviour or Improper Financial Activity
Related University Policies:	Non-Discrimination/Harassment Policy (MAPP 1.35); Academic Integrity in Research Activities (MAPP 7.0); Senate Policy on Scholastic Discipline for Undergraduate Students; Senate Policy on Scholastic Discipline for Graduate Students; Conflicts of Interest (MAPP 3.4)
Effective Date:	September 25, 2007
Revised:	June 2015

A. PURPOSE

The University of Western Ontario is committed to high standards of ethical behaviour by its members when they are carrying out their responsibilities. The University recognizes that its members, in carrying out their daily activities, are often in the best position to identify activities which could potentially cause harm to other members of the University, risk the reputation of the University, or harm it financially or in other ways.

The University depends on its members to report apparent breaches of ethical conduct in order that they may be investigated and corrective action taken. This policy provides a mechanism to disclose concerns without fear of retaliation and reflects the University's commitment to accountability and ethical conduct. Anyone who has reasonable grounds to suspect unethical behavior or improper financial activity is expected to bring forward the allegation in a timely manner.

B. POLICY

- 1.00 The University is committed to providing an environment where members of the University community can disclose, in good faith, their concerns about unethical behaviour or improper financial activity that has occurred or could potentially occur, without being subject to reprisal of any kind. The University community includes employees, students, volunteers, and other individuals who work, study or engage in activities at the University.
- 2.00 Individuals who have made allegations in good faith or provided information related to an allegation will not be subject to reprisal.
- 3.00 This policy is in addition to and does not replace the rights or responsibilities of an individual under law, employment contract or professional ethics.
- 4.00 Nothing in this policy shall limit or amend the provisions of other policies or the provisions of collective agreements entered into between the University and its employee groups and where such policies and agreements have application, those provisions shall prevail.
- 5.00 To allow a competent investigation to be completed, all individuals involved in a disclosure or an investigation shall not disclose or discuss the details and results of an investigation with anyone other than those personnel associated with the University who have a need to know such details and results in order to perform their duties and responsibilities. Details and results of investigations shall be confidential within the limitations of the law, collective or employee agreements and University policies.

- 6.00 Individuals who knowingly make false allegations may be subject to the appropriate disciplinary action.
- 7.00 Any individual who experiences any type of retaliation as a result of reporting evidence of unethical behaviour or improper financial activity should immediately inform the person to whom the original report was made, who, in turn must contact the appropriate human resource officer.
- 8.00 The University has the following offices and processes to deal with various acts of misconduct:
- The Campus Community Police should be contacted where an individual has reason to believe that a possible criminal offence has occurred.
 - Issues that involve discrimination and harassment should be referred to the Equity and Human Rights Office through Policy 1.35 or through provisions in the relevant collective agreement.
 - In cases of suspected academic dishonesty, matters should be reported in accordance with the appropriate policy: Academic Integrity in Research Activities, Senate Policy on Scholastic Discipline for Undergraduate Students, or Senate Policy on Scholastic Discipline for Graduate Students.
 - In the case of an alleged faculty conflict of interest, the provisions in the Faculty Collective Agreement or the Conditions of Appointment for Physicians should be followed.
 - Individuals with concerns about unethical behaviour that may be addressed through provisions of a collective agreement or other employment agreement governing their relationship with the University should follow the process identified by the relevant agreement.

In each of the above instances, investigation and reporting will occur in accordance with the relevant policy and/or agreement.

9.00 For any concerns of unethical behavior not referred to in paragraph 8.00 or for concerns of improper financial activity, individuals should follow the Procedures established pursuant to this Policy.

PROCEDURES FOR REPORTING CONCERNS OF UNETHICAL BEHAVIOUR OR IMPROPER FINANCIAL ACTIVITY

- 1.00 In these Procedures, reference to “the Policy” shall mean the Safe Disclosure Policy.
- 2.00 These procedures apply to disclosures of unethical behaviour not covered in paragraph 8.00 of the Policy or disclosures of possible improper financial activity.
- 3.00 Unethical behaviour is defined in general terms as activity which is believed to be contrary to the policies of the University or relevant laws.
- 4.00 Improper financial activity is defined as an act, omission, expression, or concealment calculated to deceive another to his/her financial disadvantage. Examples include but are not limited to:
 - Financial fraud (including claiming fictitious travel and other expenses);
 - Theft, embezzlement, misappropriation, misapplication, destruction, removal or concealment of University property;
 - Forgery, falsification, misrepresentation, inappropriate alteration or inappropriate destruction of documents (paper or electronic);
 - Bribery;
 - Authorizing or receiving payment for goods not received or services not performed;
 - Authorizing or receiving payments for hours not worked;
 - Unreported Financial Conflicts of Interest (Refer to Policy 3.4 for examples of conflicts of interest).
- 5.00 Individuals reporting unethical behaviour or improper financial activity should contact their immediate supervisor and the Internal Audit Department in a timely manner after becoming aware of the behaviour or activity. If an employee does not feel comfortable communicating concerns to his/her immediate supervisor, the employee should notify the person one level above the immediate supervisor and the Internal Audit Department. If this route is also uncomfortable, the employee should contact the Internal Audit Department directly (www.uwo.ca/internal_audit).
- 6.00 Individuals making a report of improper financial activity should provide the following information:
 - The nature of the activity being reported
 - Description of all parties believed to be involved
 - Financial interests and rewards believed to be involved
 - Policies, laws or regulations alleged to be breached.
 - Any other information believed to be relevant
- 7.00 Concerns about unethical behaviour or improper financial activity may be reported anonymously and will be evaluated in accordance with paragraph 8.00 below.
- 8.00 The Internal Audit Department will evaluate the information provided and determine whether further investigation is required. The purpose of the investigation will be to obtain additional information and determine if further action is necessary. If the person making the original disclosure is available, he or she may be contacted for additional information (protection of his/her confidentiality will continue, as stated in Policy paragraph 5.00). If the matter should be dealt with under a different University procedure, the individual making the disclosure will be advised and offered assistance with the appropriate steps to be taken.
- 9.00 The findings of any investigation under paragraph 8.00 will be communicated to the President or appropriate Vice-President depending on the circumstances. All completed investigation findings relating to improper financial activity will also be communicated to the Vice-President (Resources and Operations). The Audit Committee of the Board of Governors will be informed of any findings in cases where the investigation has concluded that unethical behaviour or improper financial activity has occurred. In cases where the investigation has concluded that unethical behaviour or improper financial activity has not taken place, the Audit Committee will receive an aggregate summary of allegations compiled by the Internal Audit Department. Names of individuals are not disclosed in this report. The person making the original disclosure will be contacted (if available) and informed that the investigation has been completed.

- 10.00 In the event that, by reason of the subject matter of or persons involved in the investigation, Internal Audit determines it would be inappropriate to communicate the findings of the investigation in accordance with paragraph 9.00, Internal Audit may communicate the findings of an investigation directly to the Chair of the Audit Committee.
- 11.00 Where there has been a finding of unethical behavior or improper financial activity reported to the Audit Committee, Internal Audit may report to the Committee from time to time on actions taken to address the finding.
- 12.00 Records relating to disclosures where there has been no finding of unethical behaviour or improper financial activity and where no further action is required to respond to the disclosure will be securely retained in the Internal Audit Department for one year after the completion of the process and then will be confidentially destroyed. In all other cases, records will be maintained as required by the nature of the investigation undertaken and any action to be taken in compliance with provisions of any relevant collective or employee agreement or policy.

DRAFT Financial Statements of

THE UNIVERSITY OF WESTERN ONTARIO
RETIREMENT INCOME FUND

Year ended December 31, 2014

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of The University of Western Ontario

We have audited the accompanying financial statements of the University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2014, the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Western Ontario Retirement Income Fund as at December 31, 2014 and its changes in net assets available for retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants

June 2, 2015

London, Canada

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

Statement of Financial Position

DRAFT

December 31, 2014, with comparative information for 2013

	2014	2013
Assets		
Cash	\$ 2,209,109	\$ 2,052,463
Accrued income	686,819	38,196
Investment in Master Trust (note 4(a))	261,378,893	245,930,399
	<u>264,274,821</u>	<u>248,021,058</u>
Liabilities		
Accrued expenses	851,430	473,182
Retirement income payments payable	1,760,940	1,344,491
	<u>2,612,370</u>	<u>1,817,673</u>
Subsequent event (note 12)		
Net assets available for retirement income payments	261,662,451	246,203,385
Retirement income fund obligations (note 2(a))	261,662,451	246,203,385
Surplus (deficit)	<u>\$ -</u>	<u>\$ -</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

_____ Chair _____ Secretary

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

Statement of Changes in Net Assets Available for Retirement Income Payments

DRAFT

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Investment income (note 4(b))	\$ 22,656,708	\$ 27,171,078
Increase in net assets:		
Transfers (note 6)	25,684,396	35,464,419
Decrease in net assets:		
Benefit payments (note 7)	(32,040,113)	(18,753,339)
Administrative costs recovered by the University (note 9)	(337,765)	(290,371)
Fund managers' fees (note 10)	(271,622)	(220,650)
Agency fees	(113,000)	(113,000)
Custodian fees	(90,795)	(78,409)
Transaction costs	(28,743)	(9,855)
	<u>(32,882,038)</u>	<u>(19,465,624)</u>
Net increase for the year	15,459,066	43,169,873
Net assets available for retirement income payments, beginning of year	246,203,385	203,033,512
Net assets available for retirement income payments, end of year	<u>\$ 261,662,451</u>	<u>\$ 246,203,385</u>

See accompanying notes to financial statements.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements

Year ended December 31, 2014

1. Description of program:

The University of Western Ontario Retirement Income Fund (the "UWO RIF", "RIF" or "Fund") is a periodic payment program that provides income to former members of the University of Western Ontario Pension Plans for Academic Staff and Administrative Staff (the "University pension plans"). The Northern Trust Company, Canada is the trustee of the Fund which is managed by The University of Western Ontario (the "University"). The Fund was initiated effective October 1, 2000. The following description of the Fund is a summary only. For more complete information, reference should be made to the Declaration of Trust, registered under the Income Tax Act, Canada, registration number RIF 1220.

Former members of the University pension plans may allocate all or a portion of their entitlement accrued under the pension plans to either a Registered Retirement Income Fund ("RRIF"), a Life Income Fund ("LIF") or a Locked in Retirement Income Fund ("LRIF"). These transfers may be made directly from the pension plans or from another registered retirement vehicle trusted by another financial institution, provided the funds originated in the University pension plans. Surviving spouses and former spouses of the former members of the University pension plans may also make transfers to the Fund, provided the funds originated from the University pension plans. Funds held in the pension plans and that transferred in from outside the Province of Ontario are subject to the transfer requirements of their originating province's pension legislation and as such may not be eligible for transfer into the UWO RIF.

Upon death, the annuitant's total accumulated entitlement is equal to the amount allocated plus the pro-rata share of net investment earnings less cumulative retirement income payments that have been made. If the annuitant has a spouse at the date of death, that individual may continue to receive periodic payments or may transfer the funds to another registered retirement vehicle on a tax deferred basis. If there is no spouse at the date of death, the balance of the funds are payable to the last named beneficiary in a taxable lump sum payment. At any time, the annuitant may choose to transfer his or her funds to a registered retirement vehicle trusted by another financial institution or use the funds to purchase a life annuity.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

1. Description of program (continued):

Funds are invested at the discretion of the annuitant into units of the Master Trust for the Academic and Administrative Staff Pension Plans and Retirement Income Fund Program (the "Master Trust"). The investment policies of the Master Trust are determined jointly by the Academic and Administrative Pension Boards. The Master Trust consists of eighteen separate investment pooled funds as follows:

- Money Market Fund
- Target Date Fund 2016
- Target Date Fund 2018
- Target Date Fund 2020
- Balanced Income Fund
- Balanced Growth Fund
- Diversified Bond Fund
- Canadian Bond Fund
- Canadian Long Term Bond Fund
- Immunized Bond Fund - Administrative
- Immunized Bond Fund - Academic
- Diversified Equity Fund
- Canadian Equity Fund
- U.S. Equity Hedged Fund
- U.S. Equity Unhedged Fund
- Non-North American Equity Fund
- Socially Responsible Global Equity Fund
- Liquidating Trust Fund

The Balanced Income Fund and the Balanced Growth Fund are portfolios that hold units of the Diversified Bond Fund and Diversified Equity Fund. They were established in September, 2001.

The Master Trust holds units in each of the eighteen investment pooled funds. These pooled funds contain investments in units of external pooled funds and individual securities.

Some of these investment funds are not available for the annuitants of the UWO RIF since they do not yet qualify as registered investments under the Income Tax regulations (Balanced Funds, Diversified Bond Fund, Immunized Funds, and Non-North American Equity Fund). The investment options that are offered to the annuitants of the RIF have all been registered effective October 1, 2000 with Canada Revenue Agency as Quasi-Mutual Fund Trusts.

The contributions or transfers of each annuitant are credited to an individual account in the annuitants' name and accumulated together with pro-rata net investment earnings. This account is fully vested and payable to the annuitant on termination of retirement income fund or to the annuitants' beneficiary on death.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

1. Description of program (continued):

Annuitants can choose, as frequently as each month, the proportion of his or her personal account which is to be invested in any of the active investment funds. The valuation of each investment fund is established by the fund manager at the end of each month based on policies set by the Pension Board.

2. Basis of presentation:

(a) Basis of presentation:

The Fund is a participant in the University of Western Ontario Master Trust which was established by the University to facilitate the collective management of investment assets for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund of the University.

The Fund has prepared these financial statements in accordance with Canadian accounting standards for pension plans.

In selecting or changing accounting policies that do not relate to its investment portfolio, Canadian accounting standards for pension plans require the Fund to comply (on a consistent basis) with either International Financial Reporting Standards ("IFRS") in Part I of The CPA Canada Handbook - Accounting or Canadian accounting standards for private enterprises ("ASPE") in Part II of the CPA Canada Handbook - Accounting. The Fund has chosen to comply on a consistent basis with ASPE.

The Fund is a retirement income fund with retirement income payments determined by the assets held in the annuitant's account and the performance of the Fund. Actuarial valuations are not required as the retirement income fund obligation equals the net assets available for retirement income payments.

These financial statements have been prepared by management in accordance with Canadian accounting standards for pension plans and present the information of the Fund as a separate financial reporting entity independent of the University and the Fund's annuitants.

(b) Basis of measurement:

The financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for retirement income payments.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

3. Significant accounting policies:

(a) Revenue:

Interest earned on investments, within the pooled funds held by the Master Trust, is recorded on an accrual basis. Dividends are recorded as income, within the pooled funds held by the Master Trust, on the date the dividend is declared. Investment income is allocated each month among the annuitants' accounts under the assumption that all interfund transfers of assets occurred at the month end following the request for transfer. Transfers into the Fund are allocated to annuitants' records effective the end of the month in which the transfer occurs.

(b) Financial assets and financial liabilities:

Under a management and administration agreement for the Fund, the Academic and Administrative Staff Pension Boards of the University of Western Ontario have been delegated the responsibility for investing the Fund's assets. The assets available for investment are pooled with the Academic Staff Pension Plan and the Administrative Staff Pension Plan in the Master Trust.

Investment transactions are recorded on the trade date of the transactions, which is the date that the Master Trust becomes a party to the contractual provisions of the instrument. Transaction costs are recognized in the statement of changes in net assets available for retirement income payments when incurred.

The assets of the Master Trust are exposed to market, interest rate, exchange rate and liquidity risks. The Master Trust uses derivatives with the primary investment objective to gain market exposure on a passive basis and to manage currency risk at the portfolio level. As a policy, the Master Trust does not speculate in currencies when using derivatives. The notional amounts of these derivative financial instruments is not recognized in the financial statements when initiated. Unrealized gains or losses on these instruments are recognized in the financial statements. The Master Trust's present use of derivative financial instruments is restricted to pooled funds that invest in exchange traded, unleveraged, U.S. and foreign equity index futures, currency forwards and swaps.

THE UNIVERSITY OF WESTERN ONTARIO
RETIREMENT INCOME FUND
DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

3. Significant accounting policies (continued):

(b) Financial assets and financial liabilities (continued):

Investments are stated at their fair value. The change in the difference between the fair value and cost of investments at the beginning and end of each year is reflected in the statement of changes in net assets available for retirement income payments as net unrealized change in fair value of investments. On sale of an investment, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for retirement income payments as a net realized gain (loss) on sale of investments.

All other financial assets and liabilities, being cash, accrued income, accrued expenses and retirement income payments payable are measured at amortized cost.

(c) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

In determining fair value, the Master Trust has early adopted the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook - Accounting. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Master Trust uses closing market price as a practical expedient for fair value measurement.

When available, the Master Trust measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a financial instrument is not active, then the Master Trust establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

THE UNIVERSITY OF WESTERN ONTARIO
RETIREMENT INCOME FUND
DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

3. Significant accounting policies (continued):

(c) Fair value measurement (continued):

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

Within the Master Trust all changes in fair value, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for retirement income payments as part of the net unrealized change in fair value of investments. Fair values of the underlying investments held within the pooled funds are determined as follows:

- (i) Publicly traded bonds, debentures and equities are valued at published closing market quotations where available.
- (ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.
- (iii) Guaranteed investment certificates, term deposits maturing after a year, mortgages and real estate debentures are valued at the present value of estimated future cash flows discounted at interest rates in effect on the last business day of the year for investments of a similar type, quality and maturity.
- (iv) Units in pooled funds are valued based on published unit values supplied by the pooled fund administrator, which represents the Plan's proportionate share of underlying net assets at fair values determined using closing market prices.
- (v) Illiquid securities are valued based on a calculation performed by the investment manager using a discounted cash flow model.

THE UNIVERSITY OF WESTERN ONTARIO
RETIREMENT INCOME FUND
DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

3. Significant accounting policies (continued):

(d) Unit valuation:

Annuitants are issued units in the Master Trust based on the unit value at the end of the month in which any transfers are made. Investment income, net of custodian fees and fund managers' fees, are credited to unit holders each month. Redemptions are made each month to recover trustee fees and operating costs.

Fund units are redeemed at net asset value per unit at the end of the month in which the request for redemption is made by the annuitant. The redemption amount is paid in the following month and includes interest for the interim period.

(e) Foreign exchange:

These financial statements are presented in Canadian dollars, which is the Fund's functional currency. Transactions in foreign currencies are accounted for using the exchange rates in effect at the transaction date. At year end, investments in foreign currencies are accounted for at the rates of exchange in effect at year end and the resulting unrealized gains or losses are included in the net unrealized change in fair value of investments.

(f) Capital risk management:

The Fund defines capital as the net assets available for retirement income payments. The capital is managed individually by the participating annuitants of the Fund. The payments an annuitant receives under this fund are not predetermined. Income payments are based on the assets within the annuitants individual retirement plan account. The annuitant has the ability to determine which investments his/her transfers are invested in from a selection of the pooled investment funds as described in note 1. This allows the individual to create a portfolio suited to his/her own investment goals and tolerance for risk. The amount of money in an individual's account is based on the amount of transfers into their account over the years and the earnings these investments have made.

The main use of net assets is for retirement income payments to annuitants. There are no regulatory requirements relating to the level of net assets to be maintained by the Fund. There is no change in the way capital is managed in the current year.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

3. Significant accounting policies (continued):

(g) Related party transactions:

Related party transactions with the University, in the form of administrative cost recoveries, are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by both parties.

(h) Estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of changes in net assets available for retirement income payments during the year. Actual amounts could differ from these estimates.

4. Investments and investment income:

(a) The following table provides details of the underlying investments held within the Master Trust, representing a 20.0% (2013 - 19.5%) position in the Master Trust based on units held by individual members of the Fund:

	2014		2013	
	Cost	Market	Cost	Market
Short-term:				
Money Market Fund	\$ 8,911,240	\$ 8,912,649	\$ 7,715,681	\$ 7,718,768
Bonds:				
Target Date Fund 2014	-	-	8,087,031	9,007,787
Target Date Fund 2016	13,943,654	15,104,075	10,519,433	11,515,122
Target Date Fund 2018	11,543,619	12,274,978	7,634,485	7,792,323
Target Date Fund 2020	3,661,883	3,783,376	-	-
Canadian Bond Fund	42,729,390	60,013,960	43,210,706	56,827,585
Canadian Long Term Bond Fund	8,724,725	9,650,978	8,909,446	8,834,051
Equities:				
Diversified Equity Fund	89,460,732	117,962,038	80,593,243	112,486,372
Canadian Equity Fund	15,196,279	18,396,521	14,481,095	17,416,941
U.S. Equity Hedged Fund	2,056,980	2,166,960	2,669,547	4,132,442
U.S. Equity Unhedged Fund	6,071,951	9,416,769	4,596,683	6,567,683
Liquidating Trust	3,550,081	3,696,589	3,668,409	3,631,325
	\$205,850,534	\$261,378,893	\$192,085,759	\$245,930,399

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Investments and investment income (continued):

- (b) The investment income within the Master Trust is all from pooled investment funds and consists of the following:

	2014	2013
Interest:		
Securities lending	\$ 4,538	\$ 6,279
Short-term notes	123,466	110,035
Cash balances	351,905	201,116
Bonds and debentures:		
Government	1,189,681	877,650
Corporate	704,104	892,442
Dividends:		
Domestic	8,616,500	7,100,768
Foreign	513,580	513,702
Net realized gain on sale of investments	94,523,290	29,414,906
Net unrealized change in fair value of investments	16,224,240	135,790,780
	\$122,251,304	\$174,907,678
Allocated to:		
Academic Staff Pension Plan	\$ 58,616,314	\$ 87,824,288
Administrative Staff Pension Plan	40,978,282	59,912,312
Retirement Income Fund	22,656,708	27,171,078
	\$122,251,304	\$174,907,678

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Investments and investment income (continued):

(c) The maturity dates of individual debt securities held by the Master Trust consists of the following:

2014

	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 61,970,401	\$ -	\$ -	\$ -	\$ -	\$ 61,970,401	13.0
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	1,331,057	89,636,372	33,265,155	55,387,855	-	179,620,439	37.7
Corporate bonds	20,629,521	19,454,265	11,217,114	18,842,597	-	70,143,497	14.7
Individual holdings Global:							
Government bonds	2,050,864	32,004,166	40,708,476	24,229,509	6,033,382	105,026,397	22.0
Corporate bonds	935,139	16,470,345	24,997,199	17,422,085	-	59,824,768	12.6
	\$ 86,916,982	\$157,565,148	\$110,187,944	\$115,882,046	\$ 6,033,382	\$476,585,502	100.0
Percentage of total	18.2%	33.1%	23.1%	24.3%	1.3%	100.0%	

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Investments and investment income (continued):

(c) (continued):

2013

	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 64,089,492	\$ -	\$ -	\$ -	\$ -	\$ 64,089,492	14.2
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	23,722,116	76,264,184	27,073,426	46,340,386	-	173,400,112	38.6
Corporate bonds	15,049,314	19,156,157	12,410,691	22,375,952	-	68,992,114	15.3
Individual holdings Global:							
Government bonds	1,087,050	14,254,010	46,167,341	21,938,226	5,318,174	88,764,801	19.7
Corporate bonds	287,197	17,909,367	23,358,951	13,414,523	-	54,970,038	12.2
	\$104,235,169	\$127,583,718	\$109,010,409	\$104,069,087	\$ 5,318,174	\$450,216,557	100.0
Percentage of total	23.2%	28.3%	24.2%	23.1%	1.2	100.0%	

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Investments and investment income (continued):

- (d) The weighted average market yield rates for individual debt securities of the Master Trust consists of the following:

2014

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	0.1%	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	1.0%	0.9%	1.4%	2.5%
Canadian corporate bonds	0.2%	1.8%	3.0%	3.6%
Global government bonds	1.1%	1.3%	1.3%	2.6%
Global corporate bonds	- %	2.2%	3.3%	4.0%

2013

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	0.2%	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	0.8%	1.5%	2.4%	3.6%
Canadian corporate bonds	0.6%	2.0%	3.7%	4.5%
Global government bonds	1.0%	1.1%	2.3%	3.7%
Global corporate bonds	0.9%	2.0%	4.0%	4.9%

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

5. Individually significant investments:

The following information is provided in respect of individual investments in the Master Trust with a cost or market value in excess of 1% of the cost or fair value of the Master Trust as at December 31, 2014, as required by the Pension Benefits Act (Ontario).

The Master Trust consists of eighteen separate investment pools as described in note 1. Within these pools some investments are in units of pooled funds and some investments are individual securities.

	Cost	Market
Bonds:		
Pooled Funds:		
UWO SSGA Canadian Bond Fund	\$101,450,475	\$144,426,988
UWO Alliance Global Plus Bond Fund	119,721,993	171,450,202
Equities:		
Pooled Funds:		
Greystone Canadian Equity Fund	79,764,294	91,552,997
Connor Clark & Lunn Core Fund	81,396,147	91,355,726
Beutel Canadian Equity Fund	58,890,488	90,030,422
SSGA S&P 500 U.S. Equity Fund, Hedged	62,577,449	86,775,017
SSGA S&P 500 U.S. Equity Fund, Unhedged	24,843,855	38,529,433
SSGA U.S. Managed Volatility Fund	56,365,758	63,967,010
Franklin Global Small-Mid Cap Fund	27,258,764	31,232,167
Alliance Bernstein Equity Cap	56,157,492	59,691,299
T. Rowe Price Global Equity Fund	55,030,561	83,170,963
Harris Associates Global Large Cap LP	43,686,085	81,523,427
MFS International Equity Fund	42,685,564	59,263,243
William Blair Emerging Markets	27,368,728	31,623,738
2333635 Ontario Inc.	40,000,001	47,862,460

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

6. Transfers:

Total transfers received by the Fund from the University pension plans are as follows:

	2014	2013
From the:		
Academic Staff Pension Plan	\$ 22,516,741	\$ 26,102,205
Administrative Staff Pension Plan	3,167,655	9,362,214
	<u>\$ 25,684,396</u>	<u>\$ 35,464,419</u>

Annuitants are allowed to redistribute past transfers among the investment funds. They may also choose which investment fund(s) that periodic retirement income payments should be made from.

7. Benefit payments:

	2014	2013
Retirement benefit payments	\$ 17,615,786	\$ 16,228,809
Termination benefit payments	10,718,959	2,092,381
Death benefit payments	3,705,368	432,149
	<u>\$ 32,040,113</u>	<u>\$ 18,753,339</u>

8. Income taxes:

The Fund is governed by the Income Tax Act, Canada. Provided that all assets are invested and administered as qualified investments for Registered Retirement Income Funds, the Fund is not liable for any income taxes.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

9. Administrative costs recovered by the University:

Non-investment administrative expenses for participants of the Fund are incurred by the University on behalf of the Fund and are funded by various methods as follows:

- (i) A portion of the costs are recovered, by the University, from annuitants through monthly redemptions of investments from the individual annuitants' accounts.
- (ii) All remaining costs are paid by the University out of the corporate benefits budget.

The following summarizes the total non-investment administrative expenses incurred by the University for the Fund and the recovery of those costs.

	2014	2013
Administrative expenses incurred:		
Salaries and benefits	\$ 165,468	\$ 153,927
Other professional fees	104,958	104,589
HST accrual on deemed services	34,286	34,601
Systems and software	17,230	17,928
Audit fees	7,329	7,500
Office supplies and equipment	1,231	1,630
Professional development and membership	611	1,390
	<u>331,113</u>	<u>321,565</u>
Recoveries:		
Expenses (recovered) paid by the University out of corporate benefits budget	(6,652)	31,194
Administrative costs recovered by the University	<u>337,765</u>	<u>290,371</u>
	<u>331,113</u>	<u>321,565</u>
	<u>\$ -</u>	<u>\$ -</u>

As at December 31, 2014, administrative costs to be recovered by the University of \$628,136 (2013 - \$290,371) have been accrued but not yet paid.

THE UNIVERSITY OF WESTERN ONTARIO
RETIREMENT INCOME FUND
DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

10. Fund managers' fees:

Fund managers' fees include any fees paid by the custodian to the various fund managers. Fund managers' fees of certain pooled funds are netted against the unit value of those pooled funds.

11. Financial instruments:

(a) Fair values:

The fair values of investments are as described in note 4(a). The fair values of other financial assets and liabilities, being cash, accrued income, accrued expenses and retirement income payments payable approximate the carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the statement of net assets are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

All of the Master Trust's investments have been classified as Level 2. There were no changes in the classification of investments during 2014.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

11. Financial instruments (continued):

(b) Associated risks:

(i) Market price risk:

Market price risk is the risk that value of an instrument will fluctuate as a result of changes in market prices, whether caused by factors specific to an individual investment, its issue or all other factors affecting all instruments traded in the market. As all of the Fund's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for retirement income payments, all changes in market conditions will directly affect the change in net assets available for retirement income payments. Market price risk is managed by the Administrator by making available to the members and annuitants a diversified portfolio of instruments traded on various markets and across various industries. In addition, market price risk may be hedged using derivative financial instruments such as futures contracts.

(ii) Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign currency rates. The Fund invests in financial instruments and enters into transactions denominated in U.S. dollars. Consequently, the Fund is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse affect on the value of the portion of the Fund's assets or liabilities denominated in currencies other than Canadian dollars. The Fund's overall currency positions and exposures are monitored on a regular basis by the Administrator.

(iii) Interest rate risk:

A portion of the Fund's financial assets and liabilities are interest bearing and as a result, the Fund is subject to a certain level of interest rate risk. In general, bond returns are sensitive to changes in the level of interest rates, with longer term bonds being more sensitive to interest rate changes than shorter term bonds.

(iv) Liquidity risk:

Liquidity risk is the risk that the Fund will not be able to meet its obligations as they fall due. The Fund maintains an investment policy, as approved by the Administrator, which contains asset mix guidelines which help to ensure the Fund is able to liquidate investments to meet its retirement income payments or other obligations.

THE UNIVERSITY OF WESTERN ONTARIO

RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2014

12. Subsequent event:

In November 2014, the University Board of Governors approved a recommendation to sign an agreement with Sun Life Financial as the preferred provider of the Retirement Income Fund for the University's retirees. This agreement was signed in May 2015. The net assets of the Retirement Income Fund amount to \$261,662,451 at December 31, 2014. Members of the RIF will have the option to join the new program and the existing RIF is expected to be closed out by the end of 2015.

Western Retirement Plans Report to the Audit Committee June 2015

Prepared on May 20, 2015

FOR INFORMATION

1. Summary

This report covers the calendar year January 1, 2014 to December 31, 2014. The Academic and Administrative Staff Pension Boards are responsible for the administration and oversight of two pension plans and the investment of assets for individual Retirement Income Funds (RIF) which are sponsored by the University. This report provides an overview of the plans, reviews the changes made to the plans in 2014 and describes the projects under way at the end of the year. Supplementary documents which have been distributed include the *Financial Statements* for the Master Trust, for each of the pension plans and the RIF.

2. Plan Overview

Asset Values, Membership and Investment Returns

The combined plans include about 7,200 investors and assets with a market value of approximately \$1.3 billion. The *Master Trust* holds funds for both retirement plans and the individual RIF investors. As defined contribution pension plans, members direct the investment of both their contributions and the University's contributions among 15 different investment options. The fund options are designed in tiers, meant to match the level of education or willingness to make independent diversification decisions. The funds are outlined below:

Tier 1: Comprehensive Funds	Asset Value at 31/12/14	Number of Investors (can be in more than 1 fund)	Investment Returns in 2014
Balanced Income	\$57.1m	1002	9.32%
Balanced Growth	\$162.6m	2849	10.11%
Tier 2: Broad Asset Class Funds			
Diversified Bonds	\$200.3m	2738	8.74%
Diversified Equity	\$514.9m	3643	10.71%
Tier 3: Regional and Specific Strategy Funds			
Money Market	\$58.4m	1177	1.05%
Target Date Funds	\$55.9m	421	2.02% to 5.35%
Canadian Bond	\$74.2m	800	8.64%
Long Term Bond	\$25.6m	528	17.29%
Canadian Equity	\$83.4m	1437	11.23%
US Equity Hedged	\$23.5m	693	13.82%
US Equity Unhedged	\$38.5m	616	23.87%
Non North American	\$17.8m	729	2.93%
SRI Global Equity Fund	\$6.8m	322	8.95%
Liquidating Trust	\$14.2m	3854	4.90%

The Investments and Investment Income for each fund can be found in note 4 of the Master Trust financial statements.

Communication and Education

Members have access to various reports and material to assist them in the monitoring of their retirement funds. These resources include investment return sheets, annual report, newsletter, and access to external manager research, to name a few. These resources are in addition to the personalized annual member pension plan statements which were sent out to members in April 2015, including all information as required by pension statute.

Various workshops are also available to assist members with their investment and retirement decisions. A total of 20 workshops and retirement plan member consultations (RPP & RIF) were attended by over 1500 members / spouses in 2014.

Some of these workshops are facilitated by an external provider. The Financial Education Institute of Canada has been the provider of two services since 2007:

- a) Financial and retirement planning workshops. The Financial Education Institute of Canada facilitated two of four scheduled full day financial and pre-retirement planning workshops in 2014. 56 members (and spouses) of the Retirement Plans have attended one of two sessions and feedback was positive.
- b) On-line financial education curriculum and tools. Approximately 905 members have registered for The Financial Educator™ website.

In May 2014 we were notified by The Financial Education Institute of Canada that their President and primary facilitator had left the company and they no longer had a facilitator to deliver the scheduled workshops. We have not been notified of any further developments. Given the relatively poor usage of The Financial Educator™ website, its now-stagnant content, its cost and the growing availability of websites providing quality financial information and education at no cost, Western is in the process of evaluating alternative options for providing online investment and planning tools to members. If it is determined that an appropriate alternative which meets compliance requirements exists, we expect to proceed with a change in late 2015.

Morneau Shepell Ltd facilitated the remaining two full day financial and pre-retirement planning workshops which had been scheduled for 2014. These were attended by 44 members (and spouses) of the Retirement Plans and feedback was positive. Morneau Shepell has continued as the facilitator for these workshops in 2015.

Members can also use the services of two full time pension and benefit counselors to assist them with their retirement plan decisions. Members can bring their spouses, family members or investment advisors to these individual sessions with the pension and benefit counselors. The counselors held more than 1050 individual sessions with members in 2014. These sessions don't include numerous phone calls, email inquiries and group workshops that the counselors also handle.

Members of the retirement plans also have access to an on-line investment decision making tool. Through an Investment Personality Questionnaire (IPQ), they are asked to answer 16 multiple-choice questions on their investment horizon, risk tolerance, investment objectives and personal situation. Based on their answers members are directed to one of five portfolios comprised of specific investment funds available under the Western Retirement Plans. The IPQ has been very effective in assisting the pension and benefit counselors in orienting new members. As in 2013, in 2014 the IPQ webpage continued to receive on average 50 to 60 hits per month.

Resources Available

Each of the pension boards consist of 7 members: 4 elected by the membership and 3 appointed by the University. These boards work jointly together in the design of investment, communication and administrative policy (Joint Pension Board). The design and implementation of policy is completed with significant assistance from staff in human resources and financial services (8 full time dedicated staff). The board and staff also rely on the expert advice of external service providers to fulfill their duties including investment consultants, investment management firms, custodian and trustee, software vendors, actuarial consultants, legal consultants and auditors.

In total, the non-investment operational expenses are approximately (\$2.4 million) or .18% of assets under management. The investment management and custodian costs are approximately .35% of assets under management. When compared to other Universities and institutional operations this level of operational costs is extremely lean.

The operational costs are outlined in detail in note 10 of the Master Trust financial statement.

Special Members

Prior to July 1970 (Academic) and March 1974 (Administrative Staff), the University pension plans were a defined benefit design: annual pension income at retirement was promised based on a formula. There are still some retired employees and active members who are entitled to that promised pension formula as a minimum guaranteed benefit. These individuals are referred to as “Special Members”. As at December 31, 2014, there were 19 Special Members in the Academic Staff plan, all retired, and 43 Special Members in the Administrative Staff Plan, 16 of which are still active and 27 who are retired.

Based on the most recent actuarial valuation estimates as at December 31, 2014, only three active Special Members are projected to receive a supplementary pension under the minimum guarantee provisions of the pension plan, thus creating an additional liability for the University. All other active Special Members are projected to receive a higher pension from their defined contribution account than that determined using the minimum guarantee benefit formula. Depending on the future performance of active Special Member defined contribution accounts, the number of Special Members projected to receive a supplementary pension under the minimum guarantee provisions of the plan may change. There are restrictions on how active Special Members can invest the funds in their regular account. They can invest up to 70% of their assets in equity funds.

The University has set aside some funds to pay for these promised pensions. These funds are in the general account of the pension plans. As at December 31, 2014, the Administrative Staff Pension Plan had \$1.4 million in the general account, while the Academic Staff Pension Plan had \$3.2 million. The most recent actuarial estimate for the administrative staff plan indicates that there is a deficit of approximately \$79,000. Since the plan had both going-concern and solvency deficits in our last two actuarial valuation reports, the University must make special payments of approximately \$694 per month from January 2013 to August 2020, and \$179 per month from September 2020 to December 2024. In addition, the University must contribute approximately \$952 per month to fund the cost of the minimum guarantee benefit that is expected to be earned after the valuation date. The academic staff plan is currently in a surplus position of about \$412,000. Because the Academic Plan is now fully funded on both going concern and solvency bases following the most recent actuarial valuation, the University does not have to make any special payments going forward.

For each of the Administrative plan and the Academic plan, almost all of the assets (100% for the Administrative Plan and 95% for the Academic Plan) are invested in “Immunized Bond Funds” that were created in October 2006 and July 2010, respectively. Immunizing the assets ensures that no significant funding deficit may occur in the future due to investment returns. Other factors, such as poor mortality experience, may still negatively impact the funding of the plan.

3. Changes Made in 2014

A number of changes were made in 2014. On the investment side, three notable changes occurred: 1) the new asset allocation of the Diversified Equity Fund was finalized; 2) the composition of the Diversified Bond Fund was modified; and 3) a Target-Date Fund expired.

In February 2014, State Street Global Advisors (SSgA) started managing a U.S. low volatility equity strategy and in August 2014 Franklin Templeton started managing a global small and mid cap equity mandate. After a realignment of the various asset classes within the portfolio, the Fund composition is as follows: Canadian equities account for 30%, U.S. equities 20%, non-North American equities 16%, global equities (including small and mid cap) 29% and emerging markets equities 5%.

In November 2014, the Joint Pension Board approved a change in the composition of the Diversified Bond Fund. The allocation to Romspen Investment Corporation, a commercial mortgage mandate, was reduced from 15% to 10% of the fund. The change was prompted by a concern that Romspen had changed their investment objectives to gain more exposure to the U.S. commercial mortgages, and the Joint Pension Board was concerned that this changed the risk profile for the Diversified Bond Fund. The allocation to the other two managers, AllianceBernstein and SSgA were increased to 63.5% (from 60%) and 26.5% (from 25%), respectively.

Finally, as it is the case every two years, a Target-Date Fund matured in 2014 (the TDF 2014) and a new one was created (the TDF 2020).

The Joint Pension Board and pension staff continued work on two administrative matters: the pension unitization error and the review of the Western Retirement Income Fund (RIF).

Regarding the pension unitization error, some members of the Western Retirement Plans were first notified in June 2013 regarding an error that affected the value of their Western Pension Plan or Western Retirement Income Fund (RIF) account. The error, made in 2009, resulted in too much income being allocated to the Balanced Income Fund and the Balanced Growth Fund, at the expense of the Diversified Equity Fund. This past year, the Board of Governors approved a plan to compensate the members who have been negatively impacted by this error. Pension staff have made an application to Canada Revenue Agency (CRA) for an advanced tax ruling and were in contact with the Canada Revenue Agency throughout the year to ensure that any payments made to members complied with tax laws and minimized the impact on members' income tax and registered retirement savings room. Pension staff were notified toward the end of 2014 that the CRA will issue a favourable ruling. However, to date of this report, the University has not yet received that ruling from CRA. The University will proceed with compensating members following official issuance of the ruling.

The second major administrative project was a review of the Western RIF. After a very extensive search, Sun Life Financial was selected as a preferred provider for the Western RIF. Members of the Western Pension Plan looking to retire will see several benefits as a result of this change: they will have access to all the familiar investment options in the new RIF product as well as some new selections; fees are expected to be similar or lower for most members with comparable investments when compared to the existing Western RIF; investment changes may be made on any business day; spouses and partners will be able to transfer their assets to Sun Life Financial at the same fees; Sun Life Financial's team of Retirement Consultants will provide investment advice, which is not currently offered here at Western; non-Canadian residents are eligible for the plan; and assets from all provinces and non-registered assets will also be eligible.

4. Projects Underway as at December 31, 2014

A number of projects were underway at the end of 2014:

Liquidating Trust

The University Retirement Plans still hold some restructured non-bank asset-back commercial paper notes in the Liquidating Trust. Members are allowed to redeem their units of the Liquidating Trust on a monthly basis and re-allocate to other investments, as for any other investment option. During the year, members made average monthly redemptions of \$143,000. There was \$1.7 million in cash in the Liquidating Trust at the end of 2014. Following the end of the year, in January 2015, the University sold restructured notes for an amount of \$3 million of par value to fund members' future redemptions and accommodate the transfer of the RIF assets to Sun Life Financial.

At the end of 2014 the Liquidating Trust had a value of \$14.4 million. The quality of the notes has remained strong. The A-1 Notes, which represented 53% of the Liquidating Trust at the end of 2014, are still rated A (High) by DBRS and the A-2 Notes, which represented 27% of the Liquidating Trust at the end of the year, are still rated BBB (High) by DBRS.

The University will continue to monitor the Notes with the advice of the Kilgour Williams Group, a consulting firm specializing in monitoring non-bank ABCP and other structured assets. As the final maturity of the Notes is approaching, the likelihood of recuperating most of the capital invested is improving.

Pension Unitization Error

As explained in section 3, the University is waiting for the issuance of a ruling from the Canada Revenue Agency to implement its plan of compensating members.

Transfer of Assets from the Western Retirement Income Fund (RIF) to Sun Life Financial

Following the selection of Sun Life Financial as a preferred provider for the Western RIF, the University will proceed with transferring RIF assets and providing counseling sessions to RIF and pension plan members throughout 2015.

We appreciate the opportunity to present this report to Audit Committee and welcome and comments or questions you may have.

Academic Pension Board Membership

Michelle Loveland, Management and Org. Studies (Chair)
Shannon Butler, Management and Org. Studies
Stephen Foerster, Ivey School of Business
Stephen Watt, Applied Mathematics and Computer Science

Administrative Staff Pension Board Membership

Ab Birch, Financial Services (Chair)
Jim Loupos, Internal Audit
Josh Morgan, Department of Political Science
Joanna Asuncion, Faculty of Information and Media Studies

Appointed University Representatives on Each Board

Lynn Logan, Associate Vice-President, Finance & Facilities (Designate of VP Administration)
Jane O'Brien, Associate Vice-President Human Resources
Louise Koza, Director Human Resources (Total Compensation)

DRAFT Financial Statements of

THE UNIVERSITY OF WESTERN ONTARIO
MASTER TRUST FOR THE PENSION PLANS FOR
THE ACADEMIC AND ADMINISTRATIVE STAFF AND
THE RETIREMENT INCOME FUND

Year ended December 31, 2014

INDEPENDENT AUDITORS' REPORT

To the Academic Staff Pension Board and the Administrative Staff Pension Board of the University of Western Ontario

We have audited the accompanying financial statements of the University of Western Ontario Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund, which comprise the statement of net assets as at December 31, 2014, the statement of changes in net assets available for benefits and retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the statement of net assets of the University of Western Ontario Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund as at December 31, 2014 and its changes in net assets available for benefits and retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants

May 20, 2015

London, Canada

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Statement of Net Assets

DRAFT

December 31, 2014, with comparative information for 2013

	2014	2013
Assets		
Cash	\$ 16,655,256	\$ 11,114,390
Accrued income	4,104,816	213,037
Investments (note 4(a))	1,333,151,174	1,263,528,930
	<u>1,353,911,246</u>	<u>1,274,856,357</u>
Liabilities		
Accrued expenses	2,859,676	1,701,402
Benefits and retirement income payments payable	12,065,242	7,583,136
	<u>14,924,918</u>	<u>9,284,538</u>
Subsequent event (note 12)		
Net assets available for benefits and retirement income payments	<u>\$1,338,986,328</u>	<u>\$1,265,571,819</u>

See accompanying notes to financial statements.

On behalf of the Joint Pension Board:

_____ Chair _____ Pension Board Secretariat

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE STAFF AND THE RETIREMENT INCOME FUND

Statement of Changes in Net Assets Available for Benefits and Retirement Income Payments

DRAFT

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Investment income(note 4(b)):		
Investment income	\$ 11,503,774	\$ 9,701,992
Net realized gain on sale of investments	94,523,290	29,414,906
Net unrealized change in fair value of investments	16,224,240	135,790,780
	<u>122,251,304</u>	<u>174,907,678</u>
Increase in net assets:		
Contributions (note 7)	51,415,471	49,902,398
Transfers in to plans and fund	2,057,025	2,842,594
	<u>53,472,496</u>	<u>52,744,992</u>
Decrease in net assets:		
Benefit payments (note 8)	(99,303,612)	(77,647,908)
Fund managers' fees (note 9)	(1,385,400)	(1,477,578)
Administrative costs recovered by the University (note10)	(897,576)	(837,715)
Custodian fees	(463,100)	(402,843)
Transaction costs	(146,603)	(52,449)
Agency fees	(113,000)	(113,000)
	<u>(102,309,291)</u>	<u>(80,531,493)</u>
Net increase for the year	<u>\$ 73,414,509</u>	<u>\$ 147,121,177</u>
Allocation of net increase for the year:		
Academic Staff Pension Plan	\$ 25,004,686	\$ 57,883,693
Administrative Staff Pension Plan	32,950,757	46,067,611
Retirement Income Fund	15,459,066	43,169,873
	<u>\$ 73,414,509</u>	<u>\$ 147,121,177</u>
Net assets available for benefits and retirement income payments, beginning of year:		
Academic Staff Pension Plan	\$ 591,398,870	\$ 533,515,177
Administrative Staff Pension Plan	427,969,564	381,901,953
Retirement Income Fund	246,203,385	203,033,512
	<u>\$1,265,571,819</u>	<u>\$1,118,450,642</u>
Net assets available for benefits and retirement income payments, end of year:		
Academic Staff Pension Plan	\$ 616,403,556	\$ 591,398,870
Administrative Staff Pension Plan	460,920,321	427,969,564
Retirement Income Fund	261,662,451	246,203,385
	<u>\$1,338,986,328</u>	<u>\$1,265,571,819</u>

See accompanying notes to financial statements.

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THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE STAFF AND THE RETIREMENT INCOME FUND

DRAFT Notes to Financial Statements

Year ended December 31, 2014

1. Description of plan:

These financial statements of The University of Western Ontario Master Trust (the "Master Trust") present the combined activity of the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund (the "Plans" and "Fund", "UWO RIF" or "RIF" respectively). The following description of the Plans and Fund is a summary only. For more complete information, reference should be made to the plan agreements registered under the Income Tax Act, Canada, registration numbers 0358747, 0312710 and RIF 1220.

The Plans are primarily contributory defined contribution plans (some members have a defined benefit guarantee) for members of the Academic and Administrative staff of The University of Western Ontario (the "University") and other participating employers. The Plans are sponsored by the University and the legal plan Administrators are the Academic Staff Pension Board and the Administrative Staff Pension Board (the "Pension Boards"). The Pension Boards are independent of the University and are responsible for selecting the Plans' custodian, investment managers, auditors and professional advisors. The Fund is managed by the University. The Northern Trust Company, Canada ("Northern Trust") is the custodian of each of the funds and trustee to the RIF.

Under the terms of the pension plans, members, the University and other participating employers contribute to the Plans. Upon retirement, death or termination of employment, an employee's total accumulated entitlement is equal to the amounts he or she has contributed and those that have been contributed on his or her behalf plus the pro-rata share of net investment earnings. On retirement, the employee's pension is provided through the purchase of annuity contracts from life insurance companies selected by the Administrators of the Plans, or at the direction of the member, the funds may be transferred to a registered retirement savings plan ("RRSP") or a retirement income fund ("RIF"). Locked in funds, which are transferred, must go to a locked in retirement account ("LIRA"), a life income fund ("LIF") or a locked in retirement income fund ("LRIF"). The University may purchase deferred annuities on behalf of members eligible for retirement under the Plans or on behalf of annuitants in the RIF. The assets related to these purchases are transferred at the time of purchase.

Certain members of the Plans are "special members" and as such are entitled to a minimum defined benefit guarantee. A special member of the Academic Pension Plan is a member who was an employee of the University and who attained age 45 on July 1, 1970. A special member of the Administrative Pension Plan is a member who has been continuously employed by the University since May 1, 1974. Special members receive, on retirement, the greater of the pension provided on a defined contribution basis and the pension payable under the defined benefit provisions that were in effect before the Plans' designs changed to defined contribution. All special members of the Academic Pension Plan, who are entitled to a minimum pension, have now retired and are in receipt of monthly pension payments from the Plan's general account.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

1. Description of plan (continued):

Contributions and transfers are invested by the members and annuitants, at their option, into units of the Master Trust. The investment policies of the Master Trust are determined jointly by the Academic and Administrative Staff Pension Boards. The Master Trust consists of eighteen separate investment pooled funds as follows:

- Money Market Fund
- Target Date Fund 2016
- Target Date Fund 2018
- Target Date Fund 2020
- Balanced Income Fund
- Balanced Growth Fund
- Diversified Bond Fund
- Canadian Bond Fund
- Canadian Long Term Bond Fund
- Immunized Bond Fund - Administrative
- Immunized Bond Fund - Academic
- Diversified Equity Fund
- Canadian Equity Fund
- U.S. Equity Hedged Fund
- U.S. Equity Unhedged Fund
- Non-North American Equity Fund
- Socially Responsible Global Equity Fund
- Liquidating Trust

The Balanced Income Fund and the Balanced Growth Fund are portfolios that hold units of the Diversified Bond Fund and Diversified Equity Fund. They were established in September, 2001.

The Master Trust holds units in each of the eighteen investment pooled funds. These pooled funds contain investments in units of external pooled funds and individual securities.

Some of these investment funds are not available for the annuitants of the UWO RIF since they do not qualify as registered investments under the Income Tax regulations. The investment options that are offered to the annuitants of the RIF have all been registered with Canada Revenue Agency as Quasi-Mutual Fund Trusts.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

1. Description of plan (continued):

The contributions or transfers of each member or annuitant are credited to an individual account in the members' or annuitants' name and accumulated together with pro-rata net investment earnings. This account is fully vested and payable to the member or annuitant on termination of employment or termination of the retirement income fund, or to the members' or annuitants' beneficiary on death.

Members or annuitants can choose, as frequently as each month, the proportion of his or her personal account which is to be invested in any of the active investment funds, subject to limitations imposed on special members and members of the RIF Program. The valuation of each investment fund is established by the fund manager at the end of each month based on policies set by the Pension Boards.

2. Basis of presentation:

(a) Basis of presentation:

These financial statements have been prepared by management in accordance with Canadian accounting standards for pension plans, since these financial statements are primarily prepared for filing with the Financial Services Commission of Ontario, in connection with the requirements of the Plans.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Canadian accounting standards for pension plans require the Master Trust to comply (on a consistent basis) with either International Financial Reporting Standards ("IFRS") in Part I of The CPA Canada Handbook - Accounting or Canadian accounting standards for private enterprises ("ASPE") in Part II of the CPA Canada Handbook - Accounting. The Master Trust has chosen to comply on a consistent basis with ASPE.

These financial statements have been prepared by management and are primarily produced for filing with the Financial Services Commission of Ontario in connection with the requirements of the Plans. They present the information of the Master Trust as a separate financial reporting entity independent of the University and pension plan members and annuitants of the RIF.

These financial statements of the Master Trust do not purport to show the adequacy of the Plans' assets to meet their pension obligations. Such an assessment requires additional information, such as the Plans' actuarial reports and information about the University's financial health.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

2. Basis of presentation (continued):

(b) Basis of measurement:

The financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for benefits and retirement income payments.

3. Significant accounting policies:

(a) Revenue:

Interest earned on investments, within the pooled funds held by the Master Trust, is recorded on an accrual basis. Dividends are recorded as income, within the pooled funds held by the Master Trust, on the date the dividend is declared. Investment income is allocated each month among the members' and annuitants' accounts under the assumption that all interfund transfers of assets occurred at the month end following the request for transfer. All contributions from the University and the members are reflected in the year in which they are due. Any transfers from annuitants are reflected in the year in which they are due. Transfers into the pension plans and RIF are allocated to members' and annuitants' records effective the end of the month in which the transfer occurs.

(b) Financial assets and financial liabilities:

Investment transactions are recorded on the trade date of the transactions, which is the date that the Master Trust becomes a party to the contractual provisions of the instrument. Transaction costs are recognized in the statement of changes in net assets available for benefits and retirement income payments when incurred.

The assets of the Master Trust are exposed to market, interest rate, exchange rate and liquidity risks. The Master Trust uses derivatives with the primary investment objective to gain market exposure on a passive basis and to manage currency risk at the portfolio level. As a policy, the Master Trust does not speculate in currencies when using derivatives. The notional amounts of these derivative financial instruments is not recognized in the financial statements when initiated. Unrealized gains or losses on these instruments are recognized in the financial statements. The Master Trust's present use of derivative financial instruments is restricted to pooled funds that invest in exchange traded, unleveraged, U.S. and foreign equity index futures, currency forwards and swaps.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

3. Significant accounting policies (continued):

(b) Financial assets and financial liabilities (continued):

Investments are stated at their fair value. The change in the difference between the fair value and cost of investments at the beginning and end of each year is reflected in the statement of changes in net assets available for benefits and retirement income payments as net unrealized change in fair value of investments. On sale of an investment, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits and retirement income payments as a net realized gain (loss) on sale of investments.

All other financial assets and liabilities, being cash, accrued income, accrued expenses and benefits and retirement income payments payable are measured at amortized cost.

(c) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

In determining fair value, the Master Trust has adopted the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook - Accounting. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Master Trust uses closing market price as a practical expedient for fair value measurement.

When available, the Master Trust measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a financial instrument is not active, then the Master Trust establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

3. Significant accounting policies (continued):

(c) Fair value measurement (continued):

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

All changes in fair value, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits and retirement income payments as part of the net unrealized change in fair value of investments. Fair values of the underlying investments held within the pooled funds are determined as follows:

- (i) Publicly traded bonds, debentures and equities are valued at published closing market quotations where available.
- (ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.
- (iii) Guaranteed investment certificates, term deposits maturing after a year, mortgages and real estate debentures are valued at the present value of estimated future cash flows discounted at interest rates in effect on the last business day of the year for investments of a similar type, quality and maturity.
- (iv) Units in pooled funds are valued based on published unit values supplied by the pooled fund administrator, which represents the Master Trust's proportionate share of underlying net assets at fair values determined using closing market prices.
- (v) Illiquid securities are valued based on a calculation performed by the investment manager using a discounted cash flow model.
- (vi) The equity investment in 2333635 Ontario Inc., is recorded at the net assets of the entity, which approximates fair value.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

3. Significant accounting policies (continued):

(d) Unit valuation:

Members and annuitants are issued units based on the unit value at the end of the month in which a contribution was made. Investment income, custodian fees and fund managers' fees, are credited to unit holders each month.

Fund units are redeemed at net asset value per unit at the end of the month in which the request for redemption is made by the member. The redemption amount is paid in the following month and includes interest for the interim period.

(e) Foreign exchange:

These financial statements are presented in Canadian dollars, which is the Master Trust's functional currency. Transactions in foreign currencies are accounted for using the exchange rates in effect at the transaction date. At year end, investments in foreign currencies are accounted for at the rates of exchange in effect at year end and the resulting unrealized gains or losses are included in the net unrealized change in fair value of investments.

(f) Capital risk management:

The capital of the Master Trust is represented by the net assets available for benefits and retirement income payments. The capital is managed individually by the participating members of the Plans and annuitants of the RIF, via the investment pooled funds outlined in note 1. The members manage their individual account balance by monitoring the asset allocation among the offered investments for their individual risk tolerances, time horizons and expectations for investment returns.

The benefits a retiree or employee receives at retirement or on termination are not predetermined. Income distribution or benefits are based on the assets within the retiree or member individual retirement plan account at the time they retire. Under this Plan, the member determines which investments his/her contributions, along with the contributions of the University, are invested in from a selection of investment options available within the Plan. This allows the member to create a portfolio suited to his/her own investment goals and tolerance for risk. The amount of money a member has in the group plan account at retirement is based on the amount of contributions made over the years and the earnings these investments have made.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

3. Significant accounting policies (continued):

(f) Capital risk management (continued):

For special members, the objective of the Plan is to sustain a certain level of net assets in order to meet the pension obligations of the University. To meet this obligation the University invests primarily in the Immunized Bond Fund.

Increases in net assets of the Master Trust are a direct result of investment income generated by investments held in the Master Trust and contributions into the Master Trust by members and by the University. No contributions remain past due at December 31, 2014.

The net assets of the Plans are invested in accordance with the Statement of Investment Policies and Procedures (the "SIPP") for the Pension Plans for Members of the Academic and Administrative Staff, which is reviewed annually by the Pension Boards. The SIPP was last amended in November, 2013, to update for changes in investment managers and the actuary. The SIPP enables the engagement of knowledgeable investment managers who are charged with the responsibility of investing the pooled funds available to the members, in accordance with the approved SIPP. Comprehensive reviews relating to the Plans are conducted at meetings of the Pension Board, which includes measurement of returns, comparison of returns to appropriate benchmarks, evaluation of investment managers, contributions and allocation decisions of members, and returns and risk analysis.

Although there are no regulatory requirements relating to the level of net assets and/or funding to be maintained by the Master Trust, the Master Trust does file financial statements with the Financial Services Commission of Ontario in connection with the requirements of the Plans. There is no change in the way capital is managed this year.

(g) Related party transactions:

Related party transactions with the University, in the form of employer contributions and administrative cost recoveries, are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by both parties.

(h) Estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of changes in net assets available for benefits and retirement income payments during the year. Actual amounts could differ from these estimates.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

4. Investments and investment income:

(a) The investments of the Master Trust are as follows:

	Cost	2014 Market	Cost	2013 Market
Short-term:				
Money Market Fund	\$ 57,923,264	\$ 57,932,422	\$ 61,545,909	\$ 61,570,522
Balanced funds:				
Balanced Income Fund	42,977,612	57,122,971	38,149,997	48,460,026
Balanced Growth Fund	112,939,157	162,643,632	98,507,183	137,721,923
Bonds:				
Target Date Fund 2014	-	-	20,465,884	22,796,044
Target Date Fund 2016	27,975,731	30,303,931	19,713,519	21,579,451
Target Date Fund 2018	18,352,916	19,515,685	13,610,537	13,891,927
Target Date Fund 2020	5,639,830	5,826,946	-	-
Diversified Bond Fund	144,404,642	200,799,766	146,317,159	189,181,920
Canadian Bond Fund	52,801,751	74,160,715	54,324,306	71,443,385
Canadian Long Term Bond Fund	22,748,816	25,163,926	23,676,436	23,476,078
Immunized Bond Fund - Administrative	1,095,299	1,478,218	1,117,484	1,509,865
Immunized Bond Fund - Academic	2,628,394	3,185,991	2,979,502	3,425,108
Equities:				
Diversified Equity Fund	387,776,765	511,318,615	357,479,800	498,945,129
Canadian Equity Fund	68,933,663	83,450,666	65,490,039	78,767,259
Socially Responsible Global Equity Fund	5,846,574	6,789,498	4,719,947	5,601,973
U.S. Equity Hedged Fund	22,260,868	23,451,085	15,199,870	23,529,306
U.S. Equity Unhedged Fund	24,843,855	38,529,433	19,189,249	27,417,357
Non-North American Equity Fund	16,519,313	17,235,811	18,167,612	19,072,832
Liquidating Trust	13,677,410	14,241,863	15,293,423	15,138,825
	\$1,029,345,860	\$1,333,151,174	\$ 975,947,856	\$1,263,528,930

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

4. Investments and investment income (continued):

- (b) The investment income of the Master Trust is all from pooled investment funds and consists of the following:

	2014	2013
Interest:		
Securities lending	\$ 4,538	\$ 6,279
Short-term notes	123,466	110,035
Cash balances	351,905	201,116
Bonds and debentures:		
Government	1,189,681	877,650
Corporate	704,104	892,442
Dividends:		
Domestic	8,616,500	7,100,768
Foreign	513,580	513,702
Net realized gain on sale of investments	94,523,290	29,414,906
Net unrealized change in fair value of investments	16,224,240	135,790,780
	<u>\$122,251,304</u>	<u>\$174,907,678</u>
Allocated to:		
Academic Staff Pension Plan	\$ 58,616,314	\$ 87,824,288
Administrative Staff Pension Plan	40,978,282	59,912,312
Retirement Income Fund	22,656,708	27,171,078
	<u>\$122,251,304</u>	<u>\$174,907,678</u>

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

4. Investments and investment income (continued):

(c) The maturity dates of individual debt securities of the Master Trust consists of the following:

2014	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 61,970,401	\$ -	\$ -	\$ -	\$ -	\$ 61,970,401	13.0
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	1,331,057	89,636,372	33,265,155	55,387,855	-	179,620,439	37.7
Corporate bonds	20,629,521	19,454,265	11,217,114	18,842,597	-	70,143,497	14.7
Individual holdings Global:							
Government bonds	2,050,864	32,004,166	40,708,476	24,229,509	6,033,382	105,026,397	22.0
Corporate bonds	935,139	16,470,345	24,997,199	17,422,085	-	59,824,768	12.6
	\$ 86,916,982	\$157,565,148	\$110,187,944	\$115,882,046	\$ 6,033,382	\$476,585,502	100.0
Percentage of total	18.2%	33.1%	23.1%	24.3%	1.3%	100.0%	

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

4. Investments and investment income (continued):

(c) (continued):

2013

	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 64,089,492	\$ -	\$ -	\$ -	\$ -	\$ 64,089,492	14.2
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	23,722,116	76,264,184	27,073,426	46,340,386	-	173,400,112	38.6
Corporate bonds	15,049,314	19,156,157	12,410,691	22,375,952	-	68,992,114	15.3
Individual Holdings Global:							
Government bonds	1,087,050	14,254,010	46,167,341	21,938,226	5,318,174	88,764,801	19.7
Corporate bonds	287,197	17,909,367	23,358,951	13,414,523	-	54,970,038	12.2
	\$104,235,169	\$127,583,718	\$109,010,409	\$104,069,087	\$ 5,318,174	\$450,216,557	100.0
Percentage of total	23.2%	28.3%	24.2%	23.1%	1.2%	100.0%	

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

4. Investments and investment income (continued):

- (d) The weighted average market yield rates for individual debt securities of the Master Trust consists of the following:

2014

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	0.1 %	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	1.0 %	0.9 %	1.4 %	2.5 %
Canadian corporate bonds	0.2 %	1.8 %	3.0 %	3.6 %
Global government bonds	1.1 %	1.3 %	1.3 %	2.6 %
Global corporate bonds	- %	2.2 %	3.3 %	4.0 %

2013

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	0.2 %	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	0.8 %	1.5 %	2.4 %	3.6 %
Canadian corporate bonds	0.6 %	2.0 %	3.7 %	4.5 %
Global government bonds	1.0 %	1.1 %	2.3 %	3.7 %
Global corporate bonds	0.9 %	2.0 %	4.0 %	4.9 %

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

5. Individually significant investments:

The following information is provided in respect of individual investments in the Master Trust with a cost or market value in excess of 1% of the cost or fair value of the Master Trust as at December 31, 2014, as required by the Pension Benefits Act (Ontario).

The Master Trust consists of eighteen separate investment pools as described in note 1. Within these pools some investments are in units of pooled funds and some investments are in individual securities.

	Cost	Market
Bonds:		
Pooled Funds:		
UWO SSGA Canadian Bond Fund	\$ 101,450,475	\$144,426,988
UWO Alliance Global Plus Bond Fund	119,721,993	171,450,202
Equities:		
Pooled Funds:		
Greystone Canadian Equity Fund	79,764,294	91,552,997
Connor Clark & Lunn Core Fund	81,396,147	91,355,726
Beutel Canadian Equity Fund	58,890,488	90,030,422
SSGA S&P 500 U.S. Equity Fund, Hedged	62,577,449	86,775,017
SSGA S&P 500 U.S. Equity Fund, Unhedged	24,843,855	38,529,433
SSGA U.S. Managed Volatility Fund	56,365,758	63,967,010
Franklin Global Small-Mid Cap Fund	27,258,764	31,232,167
Alliance Bernstein Equity Cap Fund	56,157,492	59,691,299
T. Rowe Price Global Equity Fund	55,030,561	83,170,963
Harris Associates Global Large Cap LP	43,686,085	81,523,427
MFS International Equity Fund	42,685,564	59,263,243
William Blair Emerging Markets	27,368,728	31,623,738
2333635 Ontario Inc.	40,000,001	47,862,460

6. Income taxes:

The Master Trust is governed by the Income Tax Act, Canada. The Plans are registered pension plans and the Fund is a group RIF under the Income Tax Act, Canada, and are not liable for any income taxes. Some of the investment accounts have been registered as Quasi-Mutual Fund Trusts and are subject to income tax on income within the trusts but the net income and net capital gains from these trusts have been distributed to the pension plans and the RIF prior to the end of the year.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

7. Contributions:

Contributions received by the Plans were as follows:

2014			
	Regular	Voluntary	Total
Members	\$ 14,064,517	\$ 5,017,678	\$ 19,082,195
The University of Western Ontario	31,315,485	-	31,315,485
Other participating employers	1,017,791	-	1,017,791
	32,333,276	-	32,333,276
	\$ 46,397,793	\$ 5,017,678	\$ 51,415,471

2013			
	Regular	Voluntary	Total
Members	\$ 13,512,676	\$ 4,829,524	\$ 18,342,200
The University of Western Ontario	30,602,311	-	30,602,311
Other participating employers	957,887	-	957,887
	31,560,198	-	31,560,198
	\$ 45,072,874	\$ 4,829,524	\$ 49,902,398

8. Benefit payments:

	2014	2013
Retirement benefit payments	\$ 18,265,835	\$ 16,937,073
Termination benefit payments	73,452,687	58,756,476
Death benefit payments	7,585,090	1,954,359
	\$ 99,303,612	\$ 77,647,908

9. Fund managers' fees:

Fund managers' fees include any fees paid by the custodian to the various fund managers. Fund managers' fees of certain pooled funds are netted against the unit value of those pooled funds.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

10. Administrative costs recovered by the University:

Non-investment administrative expenses for participants of the Plans and annuitants of the RIF Program are incurred by the University, a related party, on behalf of the members and annuitants and are funded by various methods as follows:

- (i) For active employees of the University, the costs are paid by the University out of the corporate benefits budget.
- (ii) For employees of other participating employers and former employees of the University, certain costs are recovered by the University through bi-annual redemptions of investments from the individual members' accounts.
- (iii) For annuitants of the RIF, a portion of the costs are recovered through monthly redemptions of investments from the individual annuitants' accounts.

The following summarizes the total non-investment administrative expenses incurred by the University for the Master Trust and the recoveries of those costs:

	2014	2013
Administrative expenses incurred:		
Salaries and benefits	\$ 1,103,118	\$ 1,026,182
Other professional fees	699,716	697,257
HST accrual on deemed services	228,574	230,676
Systems and software	114,867	119,518
Filing fees	122,524	73,094
Audit fees	48,861	50,000
Member communications and education	35,410	46,473
Office supplies and equipment	8,209	10,866
Professional development and membership	4,076	9,264
	<u>2,365,355</u>	<u>2,263,330</u>
Recoveries:		
Paid by the University out of corporate benefits budget	1,467,779	1,425,615
Administrative costs recovered by the University	897,576	837,715
	<u>2,365,355</u>	<u>2,263,330</u>
	<u>\$ -</u>	<u>\$ -</u>

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

10. Administrative costs recovered by the University (continued):

Administrative costs were funded as follows:

	2014	2013
Fees from former employees	\$ 439,411	\$ 431,944
Fees from other participating employers	120,400	115,400
Fees from RIF annuitants	337,765	290,371
	<u>\$ 897,576</u>	<u>\$ 837,715</u>

As at December 31, 2014, administrative costs to be recovered by the University of \$1,735,291 (2013 - \$837,715) have been accrued but not yet paid.

11. Financial instruments:

(a) Fair values:

The fair values of investments are as described in note 4(a). The fair values of other financial assets and liabilities, being cash, accrued income, accrued expenses and benefits and retirement income payments payable approximate the carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the statement of net assets are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

All of the Trust's investments have been classified as Level 2, except for the investment in 23334635 Ontario Ltd., which is a Level 3 investment. There were no changes in the classification of investments during 2014.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND
Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

11. Financial instruments (continued):

(a) Fair values (continued):

The following table reconciles the Master Trust's Level 3 fair value measurement from January 1, 2014 to December 31, 2014.

	2014	2013
Balance, beginning of year	\$ 44,547,528	\$ 41,461,601
Net unrealized change in fair value of investment	3,314,932	3,085,927
Balance, end of year	\$ 47,862,460	\$ 44,547,528

(b) Associated risks:

(i) Market price risk:

Market price risk is the risk that value of an instrument will fluctuate as a result of changes in market prices, whether caused by factors specific to an individual investment, its issue or all other factors affecting all instruments traded in the market. As all of the Master Trust's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits and retirement income payments, all changes in market conditions will directly affect the change in net assets available for benefits and retirement income payments. Market price risk is managed by the Administrator by making available to the members and annuitants a diversified portfolio of instruments traded on various markets and across various industries. In addition, market price risk may be hedged using derivative financial instruments such as futures contracts.

(ii) Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign currency rates. The Master Trust invests in financial instruments and enters into transactions denominated in U.S. dollars. Consequently, the Master Trust is exposed to risks that the exchange rate of the foreign currency may change in a manner that has an adverse affect on the value of the portion of the Master Trust's assets or liabilities denominated in currencies other than Canadian dollars. The Master Trust's overall currency positions and exposures are monitored on a regular basis by the Administrator.

THE UNIVERSITY OF WESTERN ONTARIO

MASTER TRUST FOR THE PENSION PLANS FOR THE ACADEMIC AND ADMINISTRATIVE
STAFF AND THE RETIREMENT INCOME FUND

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2014

11. Financial instruments (continued):

(b) Associated risks (continued):

(iii) Interest rate risk:

A portion of the Master Trust's financial assets and liabilities are interest bearing and as a result, the Master Trust is subject to a certain level of interest rate risk. In general, bond returns are sensitive to changes in the level of interest rates, with longer term bonds being more sensitive to interest rate changes than shorter term bonds.

(iv) Liquidity risk:

Liquidity risk is the risk that the Master Trust will not be able to meet its obligations as they fall due. The Master Trust maintains an investment policy, as approved by the Administrator, which contains asset mix guidelines which help to ensure the Master Trust is able to liquidate investments to meet its pension benefit or other obligations.

12. Subsequent event:

In November 2014, the University Board of Governors approved a recommendation to sign an agreement with Sun Life Financial as the preferred provider of the Retirement Income Fund for the University's retirees. This agreement was signed in May 2015. The net assets of the Retirement Income Fund amount to \$261,662,451 at December 31, 2014. Members of the RIF will have the option to join the new program and the existing RIF is expected to be closed out by the end of 2015.



cutting through complexity

AUDIT

University of Western Ontario Retirement Income Fund

**Audit Findings Report
For the year ended December 31, 2014**

Chartered Professional Accountants, Licensed Public Accountants

Prepared for our meeting with the Board of Governors
on June 2, 2015



The contacts at KPMG in connection with this report are:

Jim Cassidy

Lead Audit Engagement
Partner

Tel: 519-660-2177
jfcassidy@kpmg.ca

Silvia Di Cicco

Audit Senior Manager

Tel: 519-660-2142
sdicicco@kpmg.ca

Devon Bauman

Audit Senior

Tel: 519-672-4880 ext. 3027
dbauman@kpmg.ca

Table of Contents

Executive summary	3
Other matter	4
Appendices	5
Appendix 1: Required communications	6
Appendix 2: Audit Quality and Risk Management	7
Appendix 3: Background and professional standards	8

At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours.**

Executive summary

Purpose of this report*

The purpose of this Audit Findings Report is to assist you, as a member of the Board of Governors ("Board"), in your review of the results of our audit of the financial statements of The University of Western Ontario Retirement Income Fund as at and for the year ended December 31, 2014.

This Audit Findings Report builds on the Audit Plan we presented to the Joint Pension Board on February 2, 2015 for the Master Trust.

Finalizing the audit

As of May 25, 2015 we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- receipt of signed management representation letter;
- completing our discussions with the Board; and
- obtaining evidence of the Board's approval of the financial statements.

We will update the Board on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures. Our auditors' report will be dated upon the completion of any remaining procedures.

Changes from the Audit Plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented to Joint Pension Board.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Financial statement presentation and disclosure

The presentation and disclosure of the financial statements are, in all material respects, in

accordance with the Retirement Income Fund's relevant financial reporting framework. The form, arrangement, and content of the financial statements are considered to be adequate.

Adjustments and differences

We did not identify differences that remain uncorrected in the Retirement Income Fund.

We did not identify any adjustments that were communicated to management and subsequently corrected in the Retirement Income Fund's financial statements.

Control and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies.

* This Audit Findings Report should not be used for any other purpose or by anyone other than the Board of Governors. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Other matter

Significant findings from the audit relating to other matters are as follows:

Other matters

Change in the Administration of the Retirement Income Fund

Our significant findings from the audit

- During the year, the Board of Governors of the University approved to transfer the administration of the RIF to a new service provider.
- This transaction is expected to be completed by the end of fiscal 2015.
- Accordingly, note disclosure with respect to this issue has been added to the financial statements of the Retirement Income Fund as note 12.

Appendices

Appendix 1: Required communications

Appendix 2: Audit Quality and Risk Management

Appendix 3: Background and professional standards

Appendix 1: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:

- **Auditors' report** – the conclusion of our audit is set out in our draft auditors' report as attached
- **Management representation letter** –In accordance with professional standards, copies of the management representation letter are provided to the Board of Governors. The management representation letter is attached.

Draft auditors' report

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of the University of Western Ontario

We have audited the accompanying financial statements of the University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2014, the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Western Ontario Retirement Income Fund as at December 31, 2014 and its changes in net assets available for retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants
London, Canada

KPMG LLP
Chartered Accountants
140 Fullarton Street, Suite 1400
London, Ontario N6A 5P2

June 2, 2015

Ladies and Gentlemen:

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as “financial statements”) of The University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2014, the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. The financial statements were prepared in accordance with Canadian Accounting Standards for Pension Plans.

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

The term materiality in this letter has been defined as \$4,900,000.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

GENERAL:

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 26, 2011 and amended April 2, 2012, January 16, 2013, January 7, 2014 and January 21, 2015 for:
 - a) the preparation and fair presentation of the financial statements
 - b) providing you with all relevant information and access
 - c) such internal control as management determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error
 - d) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which management is aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of and that affects the Plans and involves: management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the Plans' financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known material instances, individually or in aggregate, of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements, if material individually or in aggregate.

COMMITMENTS & CONTINGENCIES:

- 4) There are no:
 - a) Other material liabilities, individually or in aggregate, that are required to be recognized and no other contingent assets or contingent liabilities that are required to be disclosed in the financial statements in accordance with the relevant financial reporting framework, including liabilities or contingent liabilities arising from illegal acts or possible illegal acts, or possible violations of human rights legislation

SUBSEQUENT EVENTS:

- 5) All material events, individually or in aggregate, subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

- 6) We have disclosed to you the identity of the Plans' related parties and all the material, individually or in aggregate, related party relationships and transactions of which we are aware and all related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

ESTIMATES:

- 7) Measurement methods and significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 8) We confirm that the Plans is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission (“SEC”) Issuer (as defined by the Sarbanes-Oxley Act of 2002). We also confirm that the financial statements of the Plans will not be included in the consolidated financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

Jane O’Brien, Associate Vice President, Human Resources

Louise Koza, Director, Human Resources

Martin Bélanger, Director, Investments

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material. Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. Judgments about materiality are made in light of surrounding circumstances, and are affected by the size or nature of a misstatement, or a combination of both.

FRAUD & ERROR

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of the Plans' assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

RELATED PARTIES

In accordance with Accounting Standards for Private Enterprises, a *related party* is defined as:

- When one party has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Related parties also include management and immediate family members.

In accordance with Accounting Standards for Private Enterprises, a *related party transaction* is defined as:

- A transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party, regardless of whether any consideration is exchanged. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.

Appendix 2: Audit Quality and Risk Management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards.

Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems.

Visit <http://www.kpmg.com/Ca/en/services/Audit/Pages/Audit-Quality-Resources.aspx> for more information.

- Other controls include:
 - Before the firm issues its audit report, the Engagement Quality Control Review reviews the appropriateness of key elements of publicly listed client audits.
 - Technical department and specialist resources provide real-time support to audit teams in the field.
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.
- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.



- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Rotation of partners;
 - Performance evaluation;
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 3: Background and professional standards

Internal control over financial reporting

As your auditors, we are required to obtain an understanding of internal control over financial reporting (ICFR) relevant to the preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on internal control. Accordingly, we do not express an opinion on the effectiveness of internal control.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

The control deficiencies communicated to you are limited to those control deficiencies that we identified during the audit.

Documents containing or referring to the audited financial statements

We are required by our professional standards to read only documents containing or referring to audited financial statements and our related auditors' report that are available through to the date of our auditors' report. The objective of reading these documents through to the date of our auditors' report is to identify material inconsistencies, if any, between the audited financial statements and the other information. We also have certain responsibilities, if on reading the other information for the purpose of identifying material inconsistencies, we become aware of an apparent material misstatement of fact.

We are also required by our professional standards when the financial statements are translated into another language to consider whether each version, available through to the date of our auditors' report, contains the same information and carries the same meaning.

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REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE

	Contents	Consent Agenda
	Fundraising Activity Quarterly Report to April 30, 2015	Yes

FOR INFORMATION

1. **Fundraising Activity Quarterly Report to April 30, 2015**

See [Annex 1](#).



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Fund Raising Initiatives Quarterly Report
as at April 30, 2015
(with comparative figures from the fiscal year 2012/13 to 2013/14)

	May 1, 2014 to April 30, 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
(1) PLEDGE DATA									
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	110,973	170.73%	65,050	69,908	107.47%	65,000	60,487	93.06%
Pledges cancelled/amended on new/prior pledges	(2,797)	(3,868)	138.27%	(2,962)	(3,154)	106.50%	(2,684)	(2,503)	93.26%
Net New Pledges/Gifts	62,203	107,105	172.19%	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	55,003	99.78%	47,714	49,181	103.07%	103,716	113,678	109.61%
Richard Ivey School of Business (Asia) Limited	394	391	99.25%	9	7	77.78%	422	379	89.80%
Total contributions received	55,516	55,394	99.78%	52,723	57,181	108.46%	113,638	124,472	109.53%
Net Pledges Outstanding	117,877	162,902	138.20%	110,983	111,191	100.19%	116,784	101,618	87.01%

	May 1, 2014 to April 30, 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	103,870	8,895	\$0.09	57,674	6,633	\$0.12	32,959	4,042	\$0.12
(4) Ivey School of Business	7,011	1,158	\$0.17	12,035	1,556	\$0.13	16,473	1,622	\$0.10
(4) Foundation Western							10,718	1,172	\$0.11
Total Expenses/Cost Per Dollar Raised	110,881	10,054	\$0.09	69,709	8,189	\$0.12	60,151	6,836	\$0.11
(6) 3-Year Average Cost Per Dollar Raised	240,741	25,079	\$0.10	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. April 30, 2015 expenses are approximate at the time report created, May 5, 2015. Actual expenses will not be available until May 20, 2015.

(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
Revisions to the Appointment Procedures for Senior Academic and Administrative Officers	Yes
Articulation Agreements: Brescia University College, Foods and Nutrition Program and Centennial College Brescia University College, Foods and Nutrition Program and Fanshawe College	Yes
Campus Master Plan	Yes
Reports of the Academic Colleague	Yes
Report of the Honorary Degrees Committee	Yes
Summary of Internal Funding Program Allocations for Fiscal Year 2014	Yes
Annual Report on Promotion and Tenure	Yes
Introduction of the Western Award for Innovations in Technology-Enhanced Teaching	Yes
Creation of the Senate Ad-Hoc Committee on Renewal	Yes

FOR APPROVAL

1. **Revisions to the Appointment Procedures for Senior Academic and Administrative Officers**

Recommended: That the Appointment Procedures for Senior Academic and Administrative Officers be revised effective July 1, 2015 to include the Associate Vice-President (Student Experience) position as outlined in [Annex 1](#).

Background:

At its April 10, 2015 meeting Senate approved an amendment to the “Appointment Procedures for Senior Academic and Administrative Officers” to add the process for selecting an Associate Vice-President (Student Experience). The composition of the selection committee represents the wide range of services the portfolio is responsible for. The revised document is shown as [Annex 1](#).

2. **Articulation Agreements:**

2a **Brescia University College, Foods and Nutrition Program and Centennial College: Articulation Agreement for the Admission of Graduates of the Food and Nutrition Management Program at Centennial College into the Bachelor of Sciences (Foods and Nutrition) Honors Program**

Recommended: That the articulation agreement, outlined in [Annex 2](#) regarding the transfer credit for graduates of the Food and Nutrition Management Program at Centennial College to the Bachelor of Sciences (Foods and Nutrition) Honors program at Brescia University College, be approved effective June 1, 2015, as recommended by Senate.

Background:

The purpose of this Articulation Agreement between Centennial College and Brescia is to place graduates of the Food and Nutrition Management program (Centennial) into the Bachelor of Science (Foods and Nutrition) Honors program at Western and Brescia with transfer credit. This is a new agreement but is similar to an existing agreement with Fanshawe College.

2b **Brescia University College, Foods and Nutrition Program and Fanshawe College: Articulation Agreement for the Admission of Graduates of the Food and Nutrition Management Program at Fanshawe College into the Bachelor of Sciences (Foods and Nutrition) Honors Program**

Recommended: That the articulation agreement, outlined in **Annex 3** regarding the transfer credit for graduates of the Food and Nutrition Management Program at Fanshawe College to the Bachelor of Sciences (Foods and Nutrition) Honors program at Brescia University College, be approved effective June 1, 2015, as recommended by Senate.

Background:

The purpose of this Articulation Agreement between Fanshawe College and Western and Fanshawe College and Brescia is to place graduates of the Food and Nutrition Management program (Fanshawe) into the Bachelor of Science (Foods and Nutrition) Honors program at Western and Brescia with transfer credit. This is a renewal of an agreement originally signed in 2011.

FOR INFORMATION

3. **Campus Master Plan**

The Senate, at its meeting of May 8, 2015 approved the Campus Master Plan and recommended it for approval to the Board of Governors (see the Report of the Property & Finance Committee). The Campus Master Plan is located at http://www.uwo.ca/ipb/publicaccountability/documents/WU_Campus%20Masterplan_April_2_2015.pdf.

4. **Reports of the Academic Colleague**

See **Annex 4**.

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

See **Annex 5**.

6. **Summary of Internal Funding Program Allocations for Fiscal Year 2014**

See **Annex 6**.

7. **Annual Report on Promotion and Tenure**

See **Annex 7**.

8. **Introduction of the Western Award for Innovations in Technology-Enhanced Teaching**

At its June 5, 2015 meeting Senate established the Western Award for Innovations in Technology-Enhanced Teaching. The award is meant to recognize and reward the contributions of faculty members at Western University and its Affiliated University Colleges who have significantly improved the experience and outcomes of their students through the intentional incorporation of technology into their teaching practice. The Guidelines of the Award is attached as **Annex 8**.

9. **Creation of the Senate Ad-Hoc Committee on Renewal**

At its June 5, 2015 meeting Senate approved the establishment of the Senate Ad-Hoc Committee on Renewal. The mission of the committee is to facilitate and collect the flow of information from all sectors and to make recommendations to the Senate, and through Senate to provide advice to the Board, with regard to moving the University of Western Ontario forward. The approved Terms of Reference of the committee is attached as **Annex 9**.



APPOINTMENT PROCEDURES

FOR SENIOR ACADEMIC AND ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

A Introduction

B General

- Selection Committees
- Academic Tenure and Senior Appointments

C Rules for the Operation of Selection Committees

- The Committee
- Review of the Incumbent
- Advertisement of Vacancies
- Selection

D Study Leave and Modified Alternative Workload

Selection Committees

E President & Vice-Chancellor

F Provost & Vice-President (Academic)

G Vice-President (Resources & Operations)

H Vice-President (Research)

I Vice-President (External)

J Vice-Provost (Academic Programs)

K Associate Vice-President (Student Experience)

L University Registrar

M Vice-Provost (Academic Planning, Policy & Faculty)

N Vice-Provost (Graduate & Postdoctoral Studies)

O Vice-Provost and Associate Vice-President (International Education)

P Deans of Faculties

Q Associate Deans and Associate Vice-Provosts

R Associate Vice-President (Research)

S Vice-Provost and Chief Librarian

T Secretary of Senate

Enacted by the Senate (January 19, 2001) and the Board of Governors (January 25, 2001)

Revisions (Board on recommendation of Senate): April 29, 2010; June 23, 2011; April 24, 2014; June 25, 2015

**APPOINTMENT PROCEDURES
FOR SENIOR ACADEMIC AND ADMINISTRATIVE OFFICERS OF THE UNIVERSITY**

A. INTRODUCTION

[Back to top](#)

The University of Western Ontario Act (1982) empowers the Board of Governors, on the recommendation of the President, to appoint senior academic and administrative officers to the University, provided that all such appointments are in accordance with the policies and procedures established by Senate and recommended to the Board.

B. GENERAL

[Back to top](#)

Selection Committees

The composition and terms of reference for Selection Committees, as determined by the Senate and Board of Governors, are set out in these *Appointment Procedures for Senior Academic and Administrative Officers of the University*.

Academic Tenure and Senior Appointments

1. Where appropriate, a person appointed to a senior administrative position shall also be accorded an academic appointment. The Selection Committee shall recommend the appointment of the successful candidate at an appropriate rank with tenure in an appropriate academic unit.
2. A person appointed to an administrative position with an academic appointment shall retain the privileges of tenure and academic freedom.
3. Where a person holding an academic appointment with tenure relinquishes his/her administrative duties, he/she may assume duties in the academic unit on a full-time basis following Study Leave (where relevant).

C. RULES FOR THE OPERATION OF SELECTION COMMITTEES

[Back to top](#)

The Committee

1. Wherever possible, the appropriate Selection Committee shall be established at least twelve months, but no more than twenty months, prior to the end of any term of office.
2. Where a body, such as the Board of Governors, Senate, Faculty, or Department is responsible for the election of persons to a Selection Committee, that body shall determine the method of electing its representatives.
3. Following the first meeting of the Selection Committee, the Chair shall notify the Secretary of Senate of the names of the members of the Committee for the information of Senate.
4. The incumbent shall not be a member of the Selection Committee for any office, but this restriction in no way precludes a selection Committee from seeking the advice of the person retiring from the office in question.
5. The composition of a Selection Committee in no way precludes the appointment of a person not associated with the University as a full voting member of any Selection Committee. If such a person is not appointed to a Selection Committee, it is strongly urged that the Committee seek outside advice.

6. Where a member of a Selection Committee consents to be a candidate for the position under consideration, he/she shall cease to be a member of the Committee.
7. Where a member of a Selection Committee ceases to be a member of the Committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless in the judgment of the Committee Chair the selection process is so far advanced that a new appointment to the Committee would be dysfunctional, in which case the seat shall remain vacant.
8. A member of a Selection Committee by virtue of his/her office shall remain a member of that Committee until such time as the task of the Committee is completed, provided that he/she remains a member of the University. In instances where an *ex officio* member is unable to act, Senate shall appoint an alternate member to exercise the same functions, unless in the judgment of the Committee Chair the selection process is so far advanced that a new appointment to the Committee would be dysfunctional, in which case the seat shall remain vacant.
9. All Selection Committees shall meet *in camera* and their deliberations shall be strictly confidential.
10. One-half of the membership of the Committees shall constitute a quorum, except at a meeting when a final decision is reached, in which case at least two-thirds of the members must be present.
11. All members of the Selection Committee shall have one vote, including the Chair and *ex officio* members, but the Chair shall not have a second or casting vote.
12. The Selection Committee may seek nominations by whatever means it considers appropriate.
13. The Selection Committee may consult with any person who is not a member of the Committee and, where appropriate, with special groups of faculty, alumni, and students.
14. The Selection Committee may invite to the University for formal consultation eminent persons not associated with the University but who, in the opinion of the Selection Committee, are in a position to offer wise, expert advice on the appointment in question.

Review of the Incumbent ⁽¹⁾

1. The Committee will assume the incumbent to be a candidate unless the Selection Committee is informed otherwise.
2. When the incumbent has indicated willingness to be a candidate, the Selection Committee will first review the incumbent's performance, with a view to possible reappointment.
3. In the case of selection of Deans, this review shall involve an assessment by external consultants.
4. The Selection Committee will inform the University community that a review of the incumbent will be conducted and invite submissions, as the Committee shall deem appropriate.
5. After it reviews the performance of the incumbent, the Committee will determine whether it will recommend reappointment of the incumbent or conduct a search and interview other candidates.

¹

The review of an incumbent President is governed by the Board of Governors [Presidential Review protocol](#).

Advertisement of Vacancies

Except when the Selection Committee recommends reappointment of the incumbent, all senior administrative openings must be advertised internally and externally unless the Selection Committee concerned deems that external advertising is unnecessary and obtains approval from the President to that effect. In those instances where advertising is required, placement of external advertising in "University Affairs" and /or "CAUT Bulletin" will be the responsibility of the Chair of the Selection Committee following the approval of the Provost & Vice-President (Academic). Internal advertising will be the responsibility of the Office of the Provost & Vice-President (Academic). A short version of the ad will appear in *Western News* and the complete ad will be available on the University's Website.

Selection

1. The decision of the Selection Committee shall be determined by a majority vote of the whole Committee.
2. The University officer negotiating with the prospective appointee shall make known to him/her any policy with respect to the term of the appointment and any collective agreement which may apply to the successful candidate. At the time a formal offer of appointment is made, the University officer shall inform the candidate of the term of the appointment and relevant policies, in writing.
3. The Selection Committee shall recommend one name to the President & Vice-Chancellor. Where the Selection Committee fails to reach a decision, it shall report to Senate for further instructions.

D. STUDY LEAVE and MODIFIED ALTERNATIVE WORKLOAD

[Back to top](#)

1. The purpose of Study Leave and Modified Alternative Workload is to re-establish a faculty member's abilities as a scholar and teacher following a period of administrative service which has been of such length and intensity that his/her scholarship and teaching might have suffered.
2. Study Leave may be taken while holding a senior administrative appointment, subject to the provisions of this Section D.
3. Modified Alternative Workload, consistent with the UWOFA Collective Agreement, may be agreed to at the conclusion of administrative service.
4. Only those senior administrators holding academic appointments are eligible for Study Leave.
5. Study Leave/Modified Alternative Workload shall be negotiated with the selected candidate at the time of the appointment. The duration and terms of the Study Leave shall be included in the letter of appointment.
6. In no circumstances may the Study Leave/Modified Alternative Workload be more than twelve months duration.

SELECTION COMMITTEES

E. PRESIDENT & VICE-CHANCELLOR

[Back to top](#)

Composition of Selection Committee

Pursuant to Section 19(a) of the *UWO Act*, a committee to select a President & Vice-Chancellor shall consist of:

- (a) 5 members of the Board of Governors, named by the Board
- (b) 5 persons named by the Senate, at least one of whom must be a student

Procedure

- The Chair of the Board of Governors shall convene the Committee.
- The Committee shall select its own Chair.
- The Committee shall determine its own procedure.
- The Chair shall undertake negotiations with prospective candidates.
- Any recommendation of the Committee shall be made in writing signed by at least eight members and delivered to the Board within nine months of the date on which the Board names five members to the committee or the date on which the Board requests the Senate to name five persons to the committee, whichever date is later, and, failing a recommendation within that period, the Board may appoint the President.

F. PROVOST & VICE-PRESIDENT (ACADEMIC)

[Back to top](#)

Composition of Selection Committee

A committee to select a Provost & Vice-President (Academic) shall consist of:

- (a) the President & Vice-Chancellor, who shall be Chair
- (b) a Vice-President, Dean, or member of Faculty appointed by the President & Vice-Chancellor
- (c) 5 persons elected by the Senate, one of whom shall be a student. Of those elected, no two members of faculty may be from the same Faculty, and only one may be a Dean.
- (d) 1 person elected by the Board of Governors

Procedure

- The Chair shall convene the Committee
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate.

Terms

The term for the Provost & Vice-President (Academic) is five years and may be renewed

G. VICE-PRESIDENT (RESOURCES & OPERATIONS)

[Back to top](#)

Composition of Selection Committee

A committee to select a Vice-President (Resources & Operations) shall consist of:

- (a) The President & Vice-Chancellor, who shall be Chair
- (b) a Vice-President, Dean, or member of Faculty appointed by the President & Vice-Chancellor
- (c) 4 persons elected by the Board of Governors, one of whom shall be a member of the administrative staff
- (d) 4 persons elected by the Senate, one of whom shall be a student. Of those elected, no two members of faculty may be from the same Faculty.

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate.

Terms

1. If the appointee to this office has an academic appointment with tenure, the term shall be five years and may be renewed.
2. If the appointee is not an academic person with tenure, the Selection Committee may recommend appointment for a term, or may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

H. VICE-PRESIDENT (RESEARCH)

[Back to top](#)

Composition of Selection Committee

A committee to select a Vice-President (Research) shall consist of:

- (a) the President & Vice-Chancellor, who shall be Chair
- (b) a Vice-President, Dean, or member of Faculty appointed by the President & Vice-Chancellor
- (c) 5 persons elected by the Senate, one of whom shall be a student. Of those elected, no two members of faculty may be from the same Faculty, and only one may be a Dean.
- (d) 1 person elected by the Board of Governors

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate.

Terms

The term for the Vice-President (Research) is five years and may be renewed.

I. VICE-PRESIDENT (EXTERNAL)

[Back to top](#)

Composition of Selection Committee

A committee to select a Vice-President (External) shall consist of:

- (a) the President & Vice-Chancellor, who shall be Chair
- (b) a Vice-President, Dean, or member of Faculty appointed by the President & Vice-Chancellor
- (c) 4 persons elected by the Board of Governors, two of whom will be alumni
- (d) 4 persons elected by the Senate, one of whom shall be a student. Of those elected, no two members of faculty may be from the same Faculty.

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate.

Terms

1. If the appointee to this office has an academic appointment with tenure, the term shall be five years and may be renewed.
2. If the appointee is not an academic person with tenure, the Selection Committee may recommend appointment for a term, or may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

J. VICE-PROVOST (ACADEMIC PROGRAMS)

[Back to top](#)

Composition of Selection Committee

A committee to select a Vice-Provost (Academic Programs) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-Provost (International)
- (c) 4 faculty elected by Senate, one of whom shall be a dean, and at least one of whom shall be an associate dean (academic).
- (d) 1 student Senator elected by Senate

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice-Chancellor.

Terms

The term of the Vice-Provost (Academic Programs) is five years and may be renewed.

K. ASSOCIATE VICE-PRESIDENT (STUDENT EXPERIENCE) [Back to top](#)

Composition of Selection Committee

A committee to select an Associate Vice-President (Student Experience) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-Provost (International)
- (c) the Registrar
- (d) four faculty elected by Senate, one of whom shall be an associate dean (academic)
- (f) five other members of the university community, including representation from the following areas:
academic counsellors, the units reporting to the Associate Vice-President (student experience),
Housing, the University Discipline Appeal Committee
- (g) one undergraduate and one graduate student nominated by the USC and SOGS respectively.

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice Chancellor

Term

The term of the Associate Vice-President (Student Experience) is five years and may be renewed

L. UNIVERSITY REGISTRAR [Back to top](#)

Composition of Selection Committee

A committee to select a University Registrar shall consist of:

- (a) the Provost & Vice-President (Academic) who shall be Chair
- (b) the Vice-Provost (Academic Programs)
- (c) the Associate Vice-President (Student Experience)
- (d) 3 members elected by Senate, one of whom must be an associate dean (academic)
- (e) 1 Student Senator elected by Senate

Procedure

1. The Chair shall convene the Committee
2. The Chair shall undertake negotiations with the prospective appointee
3. The Chair shall report to Senate through the President & Vice-Chancellor

Terms

1. If the appointee to this office has an academic appointment with tenure, the term shall be five years and may be renewed.
2. If the appointee does not have an academic appointment with tenure, the Selection Committee may recommend appointment for a term, or may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

M. VICE-PROVOST (ACADEMIC PLANNING, POLICY & FACULTY) [Back to top](#)

Composition of Selection Committee

A committee to select a Vice-Provost (Academic Planning, Policy & Faculty) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-President (Research)
- (c) 3 persons elected by Senate, one of whom shall be a Dean
- (d) 1 faculty member nominated by the University of Western Ontario Faculty Association

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice-Chancellor.

Terms

The term of the Vice-Provost is five years and may be renewed.

N. VICE-PROVOST (GRADUATE & POSTDOCTORAL STUDIES) [Back to top](#)

Composition of Selection Committee

A committee to select a Vice-Provost (Graduate & Postdoctoral Studies) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-President (Research)
- (c) 5 persons elected by Senate, one of whom shall be a Dean and one of whom shall be a graduate student

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice-Chancellor

Terms

The term for the Vice-Provost (Graduate & Postdoctoral Studies) is five years, renewable. In the case of renewal of an appointment where the incumbent takes a Study Leave at the end of the first term, the term of reappointment will be six years.

O. VICE-PROVOST AND ASSOCIATE VICE-PRESIDENT (INTERNATIONAL EDUCATION)

Composition of Selection Committee

[Back to top](#)

A committee to select a Vice-Provost and Associate Vice-President (International Education) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-President (Research)
- (c) 3 faculty elected by Senate, one of whom shall be a Dean
- (d) 1 Student Senator elected by Senate

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective appointee
- The Chair shall report to Senate through the President & Vice-Chancellor

Terms

The term for the Vice-Provost and Associate Vice-President (International Education) is five years, renewable. In the case of renewal of an appointment where the incumbent takes a Study Leave at the end of the first term, the term of reappointment will be six years.

P. DEANS OF FACULTIES

[Back to top](#)

Composition of Selection Committee

A committee to select a Dean of a Faculty shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-President (Research)
- (c) 6 persons, one of whom shall be an undergraduate student enrolled in the Faculty and one of whom shall be a graduate student enrolled in a program housed in the relevant Faculty, elected by the Council of the Faculty concerned
- (d) 3 faculty or staff elected by Senate, who are from outside of the Faculty concerned, and only one of whom may be a Dean,
- (e) for Medicine & Dentistry, the President and Chief Executive Officers of the London Health Sciences Centre and St. Joseph's Health Care or designates, one Robarts Scientist identified by the Robarts Scientists, and one additional student and faculty member elected by the Council of the Schulich School of Medicine & Dentistry
for Engineering, one member of the Advisory Council of Western Engineering, named by the Advisory Council;
for Business, two members of the Ivey Advisory Board, named by the Advisory Board;
for Law, one member of the Law Alumni Association, named by the Association.

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice-Chancellor.

Terms

The term for Deans of Faculties is five years, renewable. In the case of renewal of an appointment where the

incumbent takes a Study Leave at the end of the first term, the term of reappointment will be six years.

Q. ASSOCIATE DEANS AND ASSOCIATE VICE-PROVOSTS

[Back to top](#)

Each Faculty Council shall determine the procedure for the selection of an Associate Dean. In the School of Graduate and Postdoctoral Studies (SGPS), the procedure for selection of an Associate Vice-Provost shall be determined by the Graduate Education Council. The selection of a suitable candidate may be by a standing Appointments Committee or by an ad hoc Selection Committee.

The position of Associate Dean and Associate Vice-Provost requires the incumbent to devote more than half time to decanal duties and to be involved in setting policy, and to have management responsibilities.

Associate Deans and Associate Vice-Provosts shall be appointed for a specified term. In general it is not anticipated that persons will serve in these positions for long periods of time.

In case of Associate Deans, the Dean shall undertake negotiations with prospective candidates. In case of Associate Vice-Provosts in SGPS, the Vice-Provost (Graduate and Postdoctoral Studies) shall undertake negotiations.

Initial appointments and changes in title shall be reported to Senate by the Dean/Vice-Provost through the Provost & Vice-President (Academic) and the President & Vice-Chancellor.

R. ASSOCIATE VICE-PRESIDENT (RESEARCH)

[Back to top](#)

Composition of Selection Committee

A committee to select an Associate Vice-President (Research) shall consist of:

- (a) the Vice-President (Research), who shall be Chair
- (b) 4 persons elected by the Senate, one of whom shall be a graduate student
- (c) 2 persons elected by the Board of Governors

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate through the President & Vice-Chancellor.

Terms

The Associate Vice-President (Research) may be a member of faculty or a member of staff.

If appointed from the faculty, the term for the Associate Vice-President (Research) is five years, renewable. In the case of renewal of an appointment where the incumbent takes a Study Leave at the end of the first term, the term of reappointment will be six years.

If appointed from the staff, the term for the Associate Vice-President (Research) will be agreed upon between the Vice-President (Research) and the appointee at the time of the initial appointment, with such terms to include provision for review and renewal as appropriate.

S. VICE-PROVOST AND CHIEF LIBRARIAN

[Back to top](#)

Composition of Selection Committee

A committee to select a University Librarian/conduct a five-year review of the Library shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-President (Research)
- (c) the Vice-Provost (Graduate & Postdoctoral Studies)
- (d) 3 members of the full-time library staff, one of whom must be a professional librarian, elected by the full-time library staff
- (e) 3 members of faculty and 1 student, elected by Senate

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates
- The Chair shall report to Senate through the President & Vice-Chancellor.

Terms

1. The term for the Vice-Provost and Chief Librarian is seven years and may be renewed.
2. The Vice-Provost and Chief Librarian may or may not come from the academic ranks. If the appointee is not an academic person with tenure, the Selection Committee may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

T. SECRETARY OF SENATE

[Back to top](#)

Composition of Selection Committee

A committee to select a Secretary of Senate shall consist of:

- (a) the President & Vice-Chancellor, who shall be Chair
- (b) the Provost & Vice-President (Academic)
- (c) the Vice-President (Resources & Operations)
- (d) 4 members of Senate elected by Senate
- (e) 2 members of the Board elected by the Board

Procedure

- The Chair shall convene the Committee.
- The Chair shall undertake negotiations with prospective candidates.
- The Chair shall report to Senate.

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

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

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

CENTENNIAL COLLEGE OF APPLIED ARTS AND TECHNOLOGY
(hereinafter called "Centennial")

WHEREAS Brescia, Western and Centennial wish to increase student mobility between Brescia, Western and Centennial, 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 Food and Nutrition Management diploma program at Centennial to the Bachelor of Science (Foods and Nutrition), Honors Specialization in Nutrition and Dietetics program at Western/Brescia by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and wish to set out clearly defined processes for the movement of the graduates between Centennial and Western and Centennial and Brescia;

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. Western and Brescia agrees to consider for admission to the Bachelor of Science (Foods and Nutrition), Honors Specialization in Nutrition and Dietetics program graduates of the Food and Nutrition Management diploma program from Centennial who meet the following requirements:
 - a. Successful completion of the Food and Nutrition Management diploma with a competitive overall admission average for the year in which they apply as calculated by Western and Brescia;
 - b. Achieved a minimum average of "B+" or 3.5 GPA calculated by Western and Brescia on all courses completed within the diploma program, with no grade less than "C" or 2.0 GPA in each college course as outlined in Appendix 1;
 - c. Successful completion of Ontario Secondary School Biology (SBI4U) and Chemistry (SCH4U); or equivalents.
2. To be considered for admission, Centennial students must apply to Western or Brescia by May 31st of the year in which they are seeking admission.
3. Admissions decisions are within the sole discretion of Western and Brescia 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 under this agreement rests with the Registrar at Western in accordance with the provisions of the affiliation agreement between Western and Brescia.

TRANSFER CREDIT

4. Western and Brescia shall grant transfer credit to successful applicants for Centennial courses in accordance with **Appendix 1**.
5. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western and Brescia of changes to Centennial's course names or numbers may result in denial of admission and transfer credit to qualified applicants.
6. The parties acknowledge that the granting of transfer credit is based on an assessment of the Food and Nutrition Management diploma program curriculum and the courses as of the date of this Agreement. It is the responsibility of Centennial to notify Western and Brescia of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western and Brescia to decide whether transfer credit will continue to be granted for these courses.

GENERAL

7. Students accepted under this Agreement must complete the courses set out in **Appendix 2** and meet the progression and graduation requirements for a Bachelor of Science (Foods and Nutrition) Program. These progression and degree requirements are subject to change during the term of this Agreement, and Western and Brescia will give Fanshawe written notice of any changes.
8. Students who subsequently fail to meet progression or degree requirements for the Bachelor of Science (Foods and Nutrition), Honors Specialization in Nutrition and Dietetics Program but who do meet requirements for another program at Brescia 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 may have the transfer credits removed from their academic record and credit for college courses may be re-assessed by the relevant Faculty.
9. Western and Brescia agrees to provide Centennial students with information about the transfer credits and encourage qualified students to apply.
10. 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

- 11.(a) This Agreement is effective May 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 Brescia decides to terminate this Agreement due to changes to the Centennial'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 Centennial and the date that the changes were made by Centennial.
- (d) Students accepted for admission 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.

CENTENNIAL COLLEGE OF APPLIED ARTS AND TECHNOLOGY

*

Ann Buller
President

Date

BRESCIA UNIVERSITY COLLEGE

*

Dr. Colleen Hanycz
Principal

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

*I have authority to bind the institution.

APPENDIX 1

Articulation Agreement between
The University of Western Ontario and Brescia University College's
Bachelor of Science (Foods and Nutrition), Honors Specialization in Nutrition and Dietetics,
and
Centennial College (Food and Nutrition Management diploma),
May 1, 2015

Western/Brescia Course	Western/ Brescia Credit Weight	Centennial Course	Centennial Course Title	Centennial Credit Weight
Foods and Nutrition 1030E	1.0	FNMT109	Nutrition 1	3.0
		FNMT110	Nutrition 2	3.0
		FNMT112	Food Properties Analysis	3.0
Business 1020TRN	1.0	FNMT208	Food Service Accounting	3.0
		FNMT221	Financial Management	2.0
		FNMT202	Organizational Behaviour for Food Services	3.0
		FNMT210	Marketing and Merchandising for Food Service Operations	3.0
		FNMT203	Human Resources Management in Food Services	3.0
Human Ecology 2266F/G	0.5	FNMT201	Communication and Interprofessional Approaches in Health Care and Food Services	3.0
		FNMT220	Nutrition Assessment and Counseling Techniques	3.0
Communication 1020TRN	1.0	COMM160/ 161	College Communication 1	3.0
		COMM170/ 171	College Communication 2	3.0
Foods and Nutrition 2100TRN	1.0	FNMT100	Principles of Sanitation, Safety and Hygiene	3.0
		FNMT207	Facilities Planning & Design	3.0
		FNMT105	Kitchen Production	3.0
Foods and Nutrition 3300TRN	0.5	FNMT216	Health Care Menu Planning	2.0
		FNMT213	Recipe Development and Costing	2.0
Foods and Nutrition 3300TRN	1.0	FNMT206	Medical Nutrition Therapy	3.0
		FNMT219	Professional Practice Seminar	2.0
Foods and Nutrition 2100TRN	1.0	FNMT108	Introduction to Food Services	3.0
		FNMT115	Purchasing for the Food Service Industry	3.0
		FNMT223	Food Service Systems Management	3.0
		FNMT211	Supervision Practices	3.0

Total: 7.0 credits

APPENDIX 2

Articulation Agreement between
The University of Western Ontario and Brescia University College's
Bachelor of Science (Foods and Nutrition), Honors Specialization in Nutrition and Dietetics,
and
Centennial College (Food and Nutrition Management diploma),
May 1, 2015

Course Requirements for Degree Completion Brescia Bachelor of Science (Foods and Nutrition) Honors Degree Program		
<u>Honors Specialization in Nutrition and Dietetics</u>		
To graduate from the BSc (F&N) Honors degree program at Brescia, students admitted under this articulation agreement must successfully complete the 13.0 courses listed below. Brescia will provide Centennial with written notice of any changes to these course requirements. A final average of 70%, with no grade less than 60% must be achieved to graduate from the BSc (F&N) degree program.		
Credit Weight	Brescia/Western Course Number	Brescia/Western Course Name
Year 2 Requirements (Fall/Winter Term)		
0.5	Chemistry 1301A/B	Discovering Chemical Structure
0.5	Chemistry 1302A/B	Discovering Chemical Energetics
0.5	Biology 1290B	Biology and Microorganisms
0.5	Human Ecology 2222F/G	Professional Perspectives
1.0	Foods & Nutrition 2232	Principles of Food Science
0.5	Human Ecology 3349A	Principles of Management
0.5	Sociology 2205A/B	Statistics for Sociology
0.5	Elective	Breadth Requirement: Category "B" Arts & Humanities course
0.5	Elective	
Year 2 Requirements (Summer Term)		
0.5	Chemistry 2003B Or Chemistry 2213A/B Or Elective	Organic and Biological Chemistry for Food Science or Organic Chemistry for Life Sciences
Year 3 Requirements (Fall/Winter Term)		
0.5	Foods & Nutrition 2241A/B	Nutrition Throughout the Human Life Cycle
1.0	Physiology 2130	Human Physiology
0.5	Biochemistry 2288A	Biochemistry and Molecular Biology for Foods and Nutrition
0.5	Foods and Nutrition 3342A/B	Advanced Food Science
0.5	Foods and Nutrition 3344A/B	Diet and Nutritional Assessment
0.5	Foods and Nutrition 3348A/B	Food Production Management I
0.5	Foods and Nutrition 3351A/B	Clinical Nutrition I
0.5	Foods and Nutrition 3361A/B	Fundamentals of Community Nutrition
0.5	Chemistry 2003B Or Chemistry 2213A/B Or Elective	Organic and Biological Chemistry for Food Science or Organic Chemistry for Life Sciences
Year 4 Requirements (Fall Term)		
0.5	Foods and Nutrition 4453A	Clinical Nutrition II
0.5	Human Ecology 4411F	Research Methods
0.5	Elective	
1.0	Elective	Numbered 2000 or above

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

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

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

FANSHAWE COLLEGE
(hereinafter called "Fanshawe")

WHEREAS Western, Brescia and Fanshawe wish to increase student mobility between Fanshawe and Western and between Fanshawe and Brescia, 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 Food and Nutrition Management diploma program at Fanshawe to the Bachelor of Science (Foods and Nutrition) Honors Specialization, Nutrition and Dietetics program at Western and Brescia by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and wish to set out clearly defined processes for the movement of the graduates between Fanshawe and Western and Fanshawe and Brescia;

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. Western and Brescia agrees to consider for admission to the Bachelor of Science (Foods and Nutrition) Honors degree program graduates of the Food and Nutrition Management diploma program from Fanshawe who meet the following requirements:
 - a. Completion of the Food and Nutrition Management diploma with a competitive overall admission average for the year in which they apply as calculated by Western and Brescia;
 - b. A minimum average of "B+" or 3.5 GPA calculated on all courses within the diploma program only, as calculated by Western and Brescia, with no grade less than "C" or 2.0 GPA in each college course as outlined in Appendix 1;
 - c. Completion of SBI4U; or Biology 0010 (Biological Systems) at Brescia; or equivalent.
 - d. Completion of SCH4U; or Chemistry 0010 (Introductory Chemistry) at Brescia; or equivalent.
2. Applicants to this agreement must apply to Western or Brescia by May 31st of the year in which they are seeking admission.

3. Admissions decisions are within the sole discretion of Western and Brescia 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 Brescia.

TRANSFER CREDIT

4. Western shall grant transfer credit to successful applicants for Fanshawe courses in accordance with **Appendix 1**.
5. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western and Brescia of changes to Fanshawe's course names or numbers may result in denial of admission and transfer credit to qualified applicants.
6. The parties acknowledge that the granting of transfer credit is based on an assessment of the Food and Nutrition Management diploma program curriculum and the courses as of the date of this Agreement. It is the responsibility of Fanshawe to notify Western and Brescia of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western and Brescia to decide whether transfer credit will continue to be granted for these courses.

GENERAL

7. Students accepted under this Agreement must complete the courses set out in **Appendix 2** and meet the progression and graduation requirements for a Bachelor of Science (Foods and Nutrition) Honors Degree Program. These progression and degree requirements are subject to change during the term of this Agreement and Brescia will give Fanshawe written notice of any changes.
8. Students who subsequently fail to meet progression or degree requirements for the Brescia Bachelor of Science (Foods and Nutrition) Honors Degree (Honors Specialization in Nutrition and Dietetics) Program but who do meet requirements for another program at Brescia 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 may have the transfer credits removed from their academic record and credit for College courses may be re-assessed by the relevant Faculty.
9. Western and Brescia agrees to provide Fanshawe students with information about the transfer credits and encourage qualified students to apply.
10. 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

11. (a) This Agreement is effective May 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 Brescia 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 for admission 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

*

Peter Devlin
President

Date

BRESCIA UNIVERSITY COLLEGE

*

Dr. Colleen Hanycz
Principal

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

*I have authority to bind the institution.

APPENDIX 1

Articulation Agreement between
The University of Western Ontario,
Brescia University College (Bachelor of Science (Foods and Nutrition)),
and
Fanshawe College (Food and Nutrition Management diploma), May 1st, 2015

Western/Brescia Course	Western/Brescia Credit Weight	Fanshawe Course	Fanshawe Course Title	Fanshawe Credit Weight
Foods and Nutrition 1030E	1.0	NUTR-1011	The Science of Food & Nutrition	3.0
		NUTR-1012	Physiology & Normal Nutrition	2.0
Business 1020TRN	1.0	ACCT-1004	Principles of Accounting I	4.0
		HOSP-1013	Employee Relations	3.0
		FINA-3038	Finance for Food & Nutrition Management	3.0
		MGMT-1200	Leadership & Organizational Skills	3.0
Writing 1020F/G	0.5	WRIT-1042	Reason & Writing I – Tourism & Hospitality	3.0
Human Ecology 2266F/G	0.5	COMM-3041	Professional Communication for Tour/Hosp	3.0
Foods and Nutrition 2100TRN	1.0	NUTR-3004	Clinical Placement	4.8
		NUTR-1013	Clinical Documentation	2.0
		NUTR-1014	Therapeutic Nutrition	2.0
Foods and Nutrition 1020TRN	0.5	SANI-1002	Sanitation & Safety	1.0
		FDMG-1060	Institutional Facility Design	3.0
Foods and Nutrition 2100TRN	0.5	FDMG-1029	Food Theory 1	2.0
		FDMG-3023	Food Theory 2	2.0
Foods and Nutrition 1020TRN	0.5	NUTR-1018	Nutrition – Intro	2.0
		NUTR-1017 or	Nutrition Professions or Culinary Professions	2.0
		HOSP-1004		2.0
Foods and Nutrition 2100TRN	1.0	FDMG-5018	Auditing & Compliance	3.0
		FDMG-1002	Basic Food Preparation – 1	3.5
		FDMG-1003	Basic Food Preparation – 2	3.5
		FDMG-1064	Purchasing & Menu Planning	2.0
Foods and Nutrition 3400A/B	0.5	NUTR-3006	Nutrition Screening	3.0
		ANTH-1002	The Anthropology of Modern Gastronomy	3.0

Total: 7.0 credits

APPENDIX 2

Articulation Agreement between
The University of Western Ontario,
Brescia University College (Bachelor of Science (Foods and Nutrition)),
and
Fanshawe College (Food and Nutrition Management diploma), May 1, 2015

Degree Completion		
Bachelor of Science (Foods and Nutrition) Honors Program		
<u>Honors Specialization in Nutrition and Dietetics</u>		
Students admitted under this articulation agreement must successfully complete the 13.0 courses listed below. Brescia will provide Fanshawe with written notice of any changes to these course requirements. A final average of 70%, with no grade less than 60% must be achieved to graduate from the BSc (F&N) degree program.		
Credit Weight	Brescia/Western Course Number	Brescia/Western Course Name
Year 2 Requirements (Fall/Winter Term)		
0.5	Chemistry 1301A/B	Discovering Chemical Structure
0.5	Chemistry 1302A/B	Discovering Chemical Energetics
0.5	Biology 1290B	Biology and Microorganisms
0.5	Human Ecology 2222F/G	Professional Perspectives
1.0	Foods & Nutrition 2232	Principles of Food Science
0.5	Human Ecology 3349A	Principles of Management
0.5	Sociology 2205A/B	Statistics for Sociology
0.5	Elective	Breadth Requirement: Category "B" Arts & Humanities course
0.5	Elective	
Year 2 Requirements (Summer Term)		
0.5	Chemistry 2003B Or Chemistry 2213A/B Or Elective	Organic and Biological Chemistry for Food Science or Organic Chemistry for Life Sciences
Year 3 Requirements (Fall/Winter Term)		
0.5	Foods & Nutrition 2241A/B	Nutrition Throughout the Human Life Cycle
1.0	Physiology 2130	Human Physiology
0.5	Biochemistry 2288A	Biochemistry and Molecular Biology for Foods and Nutrition
0.5	Foods and Nutrition 3342A/B	Advanced Food Science
0.5	Foods and Nutrition 3344A/B	Diet and Nutritional Assessment
0.5	Foods and Nutrition 3348A/B	Food Production Management I
0.5	Foods and Nutrition 3351A/B	Clinical Nutrition I
0.5	Foods and Nutrition 3361A/B	Fundamentals of Community Nutrition
0.5	Chemistry 2003B Or Chemistry 2213A/B Or Elective	Organic and Biological Chemistry for Food Science or Organic Chemistry for Life Sciences
Year 4 Requirements (Fall Term)		
0.5	Foods and Nutrition 4453A	Clinical Nutrition II
0.5	Human Ecology 4411F	Research Methods
0.5	Elective	
0.5	Elective	Numbered 2000 or above
0.5	Elective	Numbered 2000 or above

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

The COU Academic Colleagues met at Wilfrid Laurier University April 8-9, 2015. There was also a meeting of the full Council (Executive Heads plus Academic Colleagues) on this occasion.

In preparation for the meeting of the full Council, the Academic Colleagues were advised that the Executive Heads would be discussing three issues at their round table:

Funding Review: MTCU has launched a review of the funding formula. The policy goals of the review are to support financial sustainability, differentiation, excellence in student experience, accountability and improved transparency. The review will not include the tuition framework. The mandate calls for broad engagement (students, faculty, employers, and universities). A Task Force has formed, and a technical advisory will also form, with members who have experience and expertise with the current model. The consultation phase is set to finish early in 2016. COU will develop a briefing to describe how the current funding model supports differentiation.

Financial sustainability and demographic trends: The Council of Ontario Finance Officers (COFO) developed a paper about three years ago that provides some metrics for measuring sustainability. Executive Heads will discuss the possibility of bringing this paper to the Ministry. Demographic trends are likely to put pressure on some institutions; so it may be helpful to engage the ministry on this topic.

Part-Time/Sessional Faculty: Much of the recent media attention on this topic has been negative; there is also concern that it has contributed to ongoing confusion about the roles and situations of various types of instructors: part-time faculty, sessional faculty, teaching assistants, postdocs, retired faculty who continue to teach, faculty who teach an overload, faculty in teaching stream appointments with continuing contracts, etc. The Executive Heads were to discuss whether this kind of information might be useful in the effort to create a greater understanding among the public of the diversity of roles played by different kinds of university instructors.

Meanwhile Back at the Ranch: The Academic Colleagues focused on two topics that we were scheduled to address at our meeting with the Executive Heads: (1) Strategies for internationalizing Ontario universities and (2) Decline in demand for (and in the perceived value of) arts and humanities programs. The discussion on these two topics at the meeting of the full Council was quite lively, with the Colleagues attempting to describe how these issues look from the perspective of faculty members and to broaden each of the two conversations in a variety of ways.

Board of Directors of the COU Holding Association, Inc.: Earlier this academic year, the Board of Directors approved the proposal for OUAC's acquisition of a new Application Management System (AMS) and entered into an agreement with Oracle to develop the AMS. The expenditure will be large but is essential if the Ontario University Universities' Application Centre is to continue to fulfill its mandate. The expected completion date is October 2016. It is anticipated that high school students will start using the new system in the Fall of 2016 for admissions in September 2017. The contract with Oracle stipulates that OUAC will do all development work on the outward-facing applications for admission. So the style of development and deployment will be consistent with OUAC standards and with longstanding protocols in place with the universities. Applicants will be unaffected. There will be no material changes made mid-cycle; so applicants will see a consistent display

I will be happy to answer questions about these and other issues on the floor of Senate.

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

The COU Academic Colleagues met in Toronto, May 25-26, 2015. There was no meeting of the full Council.

2015-16 Ontario Budget: The Ontario government released its 2015 budget on April 23, 2015. Although universities did not meet enrolment growth projections in 2014-15, the budget maintains a commitment to fund enrolment growth in the postsecondary sector for the next three years. The budget also includes ongoing investments in OSAP, with a projected cumulative percentage increase of 4% from 2014-15.

Funding Formula Review: A Task Force with executive heads, provosts, and other university representatives will consult with Sue Herbert (the executive lead on the Review) and her team. This Task Force will be the “public face” of universities in the project. A technical working group will also meet to advise the Task Force. Herbert and her team will provide information to MTCU sometime in the fall. The mandate is limited and does not cover the tuition framework.

Graduate Student Outcomes Survey: A working group including graduate deans and CUPA members is developing a survey focused on graduate student outcomes. The proposed methodology involves administration every five years with multiple cohorts. This will result in a better sample size, as well as a longer time frame for outcomes reporting. The instrument will be designed to look at a broad range of outcomes, not just labor market outcomes.

Engineering review: MTCU initiated a review of engineering programs following the SMA (Strategic Mandate Agreement) process. A working table has been established; this group will provide advice and feedback to inform the Ministry’s review. Fourteen universities have programs; eight universities are represented at the table (as are some of the colleges). Additional group members include representatives from accrediting bodies, industry representatives, professional association representatives, and student association representatives.

Online initiative: Announcements are expected soon about the Ontario Online Learning Consortium (OOLC), including the new CEO for the consortium and the vendor developing the new online portal. Colleges and universities are beginning to provide information to populate the search function of the portal so that students will be able to search for online/mostly online courses. Information regarding the registration process will also be included in the portal. The portal will be bilingual. The Ministry has indicated that funding will be available for a third round of online course development. The role of the OOLC Board in the next round of funding has not yet been determined.

Part-time/Sessional faculty: Concerns raised about part-time/sessional faculty during the strikes at York and U of T continue to be the subject of investigation. Two surveys of part-time/sessional faculty are now in process: one is through U of T, and the other is a HEQCO project (administered through Academica). Through OCAV (the Ontario Council of Academic Vice-Presidents), COU has begun work on a project to collect better data about part-time/sessional faculty; this project will be part of the next “Faculty Work” update. One priority of the project is to capture more informative data about the characteristics of part-time and sessional faculty. They may be practitioners (and employed in their field full-time), new graduates, retired faculty, or scholars seeking permanent academic positions. There are a variety of arrangements in place across the province, creating a complex picture. An OCAV working group is developing a proposal to collect more data about part-time and sessional faculty, as well as faculty workload; their report is planned for 2016.

I will be happy to answer questions about these and other issues on the floor of Senate.

REPORT OF THE HONORARY DEGREES COMMITTEE

Honorary Degree Recipients – Spring 2015

FOR INFORMATION

Honorary Degree Recipients – Spring Convocations – 2015

The Honorary Degrees Committee of the Senate announces conferment of honorary degrees on the following individuals:

Hong Kong Convocation
Sunday, May 31
Simon Cua - LLD

Western's Spring Convocation
Tuesday, June 16 – 3:00 p.m.
Roger Jackson – LLD

(Note: Renowned novelist and poet Joy Kogawa was scheduled to receive an honorary degree at this ceremony but is now unable to attend due to personal reasons.)

Summary of Internal Funding Program Allocations Fiscal Year 2014

FOR INFORMATION

For the purpose of this report, internal research funding refers to funding made available through various research support programs that are managed through Research Western. Beginning in the fall of 2012, the suite of internal research support programs were re-structured, consolidated, and re-purposed to allow for greater flexibility, simplification, accountability and alignment with institutional strategic goals. The main changes were the creation of the Western Strategic Success Programs (WSS) (three separate open competition programs specific for CIHR, NSERC, and SSHRC-eligible investigators, respectively), and the Faculty Research Development Fund (specific for the non-STEM disciplines). This report summarizes the allocations/expenditures from the internal funding programs on a Faculty basis. For the purpose of this report, STEM refers to Science, Engineering, and SSDM; non-STEM refers to Social Science, Arts & Humanities, Ivey, Music, Law, Health Sciences, FIMS, and Education.

Included in the analysis;

- a) *Western Strategic Success Programs (WSS)*. \$900K divided equally over the three adjudication boards (open competition).
- b) *Faculty Research Development Fund (FRDF)*. \$250K. Funding for this program consists of \$100K realized through the consolidation of a number of existing small programs that were phased out, as well as an additional \$150K in new funding. This program is specific for support of the non-STEM faculties and is a direct allocation to Faculties. Faculty-specific allocations from FRDF have been based on the average percent of funds over the previous five years that were allocated to individual Faculties from the small programs that were consolidated to create the FRDF. This fund is used at the discretion of the Dean (or designate) to support research in their Faculties. Use of these funds are reported annually to Research Western, and measured against Faculty-specific indicators.
- c) *Research Infrastructure Development Fund (RISF)*. \$750K. This is from the Federal Indirect Costs Program and is a direct allocation to Faculties based on a three-year rolling average of Tri-Council Funds.
- d) *Graduate Student and Post-Doctoral Fellows Support Fund*. This is used for recruitment packages for prestigious scholarship holders (Vanier, Trillium, Banting Fellows etc). The total amount allocated is variable depending on the number of students/fellows recruited, but typically in the range of \$100K/yr.
- e) *VP Promotion Fund*. Typically \$350K/yr in support of Faculty-led initiatives (conferences, meetings, workshops and other requests), support for Faculty-based Institutes and Centres, and Membership Fees (i.e. MITACs, Compute Canada etc)
- f) *Petro-Canada Young Innovator Award*. Typically \$20K in a given year.

Note: Not included in the analysis shown below are residual SSHRC and NSERC funds. The amounts for these vary year to year, and typically go back to source. For information, the amounts and distributions of residuals are shown in a separate table below (Table 5).

Table 1: INTERNAL GRANTS SUMMARY

	Average FY 2011, 2012	Average FY 2013, 2014	% change
Arts and Humanities	\$113,779	\$208,398	+83
Education	\$67,822	\$96,905	+45
Engineering	\$126,108	\$187,906	+48
FIMS	\$39,220	\$50,908	+31
Health Sciences	\$77,904	\$92,054	+18
Ivey	\$6,288	\$29,745	+73
Law	\$22,567	\$33,186	+47
Music	\$14,700	\$30,613	+108
Schulich	\$319,010	\$593,890 *	+86
Science	\$245,948	\$349,776	+42
Social Science	\$340,233	\$384,877	+13
Grand Total	\$1,373,579	\$2,058,258	+50

Note: The numbers reported above, with the exception of the allocations from the FRDF, are represented on an expenditure basis.

Shown are the two-year averages *fiscal* 2011 and 2012; and *fiscal* 2013 and 2014. 2013 was a transition year for some of the new programs, thus comparison of two year averages is more representative of trends.

*A special one-time competition (valued @ \$200K) was run for CIHR-eligible investigators in late 2012 to help investigators transition into the newly re-structured CIHR programs that were implemented in 2013.

Excluded from the above summary are any funds that come directly from Faculties as matches for WSS, where applicable. Also excluded are funds that are used in the support of core central facilities, or funds that may come from other University offices.

	2011/12 Average	% of total	2013/14 Average	% of total
Non-STEM Faculties	\$ 682,513	49.7%	\$ 926,686*	45%
STEM Faculties	\$ 691,066	50.3%	\$ 1,131,572	55%

***NOTE:** In April 2015, a new internal funding program was initiated that provides direct support, in the amount of \$7K each, to investigators who received 4A status in the most recent SSHRC competition. In the past competition, 17 individuals received 4A status (see Table 7 below) resulting in an allocation of \$112K to the non-STEM Faculties and 7K to STEM Faculties. These amounts are **NOT** reflected in the above tables.

Table 2: Summary of total research funding by Faculty (FY, on a cash basis)

	2011-12	% total	2012-13	% total	2013-14	% total	Internal funding as a % of total funding 2014
Non-STEM	\$29.9M	15.2%	\$26.7M	12.3%	\$27.6M	11.8%	3.9%
STEM	\$166.5M	84.8%	\$190.8M	87.7%	\$206.9M	88.2%	0.5%
Total	\$196.4M		\$216.7M		\$234.5M		

Table 3: Faculty Research Development Fund year-end report 2014/15

Faculty	2014/15 allocation	Carry Forward From 13/14	Total 2014/15 available	Spent	Carry forward from 14/15	Allocation for 2015/16 (available)
Arts & Humanities	\$60,000		\$60,000	\$62,000	-\$2,000	\$62,000 (\$60,000)
Education	\$32,000	\$13	\$32,013	\$31,994	\$69	\$32,000 (\$32,069)
FIMS	\$20,000	\$6,566	\$26,566	\$20,641	\$5,924	\$20,000 (\$25,924)
Health Sciences	\$22,000		\$22,000	\$22,130	-\$130	\$22,130 (\$22,000)
Ivey	\$12,000		\$12,000	\$11,500	\$500	\$12,000 (\$12,500)
Law	\$12,000	\$105	\$12,105	\$12,000	\$105	\$12,000 (\$12,105)
Music	\$20,000	\$7	\$20,007	\$25,559	-\$5,552	\$25,552 (\$20,000)
Social Science	\$72,000	\$4,299	\$76,299	\$75,517	\$782	\$72,000 (\$72,782)
TOTAL	\$250,000	\$10,990	\$260,990	\$261,291	-\$302	\$257,682

- Allocation for FY 2015/16 will remain as is.
- Overspends occurred in Arts & Humanities, Health Science and Music. On a one time basis, Research Western will cover the overspend.
- The majority of funds, 66%, were spent on research support activity, including seed funding for research projects. Business and Education both allocated 100% of their funding to this element.
- The remaining funds, 34%, were spent on conference related activity with the highest allocation of 94 % in the Faculty of Music. This is in line with the previous year's allocation and spend in this category.
- There has been an increase of 29% in the number of outputs from 2013/14 to 2014/15 mainly due to Social Science reporting 15 journal articles and two books in progress. Law was the next best performer with one book, four book chapters and three journal articles already published with four in progress.
- Associate Professors received 51% of funding in 2013/14 and 2014/15, Assistant Professors received 28% and Professors received 21%. This is consistent with the previous year's funding.
- There is a fairly high instance of individuals receiving funding in both 2013/14 and 2014/15. Arts and Humanities and Music had the highest with 50%, FIMS 43% and Health Sciences and Social Science 34%.

Table 4: Summary of NSERC and SSHRC Residual Allocations

	2011	2012	2013	2014
Arts and Humanities	\$28,248	\$20,176	\$38,295	\$31,565
Education	\$5,990	\$8,635	\$19,079	\$41,042
Engineering	\$56,000	\$64,110	\$42,203	\$60,788
FIMS	\$55,826	\$6,613	-	-
Health Science	\$2,700	\$22,684	\$19,331	\$65,000
Ivey	\$74,816	\$120,900	\$188,996	\$58,716
Law	-	-	\$15,000	-
Music	\$3,500	-	-	-
Schulich	\$67,754	\$21,973	\$11,189	\$65,913
Science	\$132,362	\$62,358	\$38,391	\$8,210
Social Science	\$151,643	\$135,399	\$62,511	\$89,180
Grand Total	\$578,839	\$462,848	\$434,997	\$420,414

Table 5: Summary of Research Infrastructure Fund Allocations 2014*

Faculty	Allocation
Arts & Humanities	\$21,000
Education	\$9,000
Engineering	\$94,000
FIMS	\$5,000
Health Sciences	\$30,000
Ivey	
Law	\$5,000
Music	\$5,000
Schulich	\$330,000
Science	\$161,000
Social Science	\$90,000
Grand Total	\$750,000

*consistent with allocations in each of 2011, 2012, 2013

Table 6: Summary of Tri-Council Awards from OG, DG, and IG Competitions

	CIHR (Open grants only)			NSERC (Discovery only)			SSHRC (Insight only)		
	2012	2013	2014*	2012	2013	2014	2012	2013	2014
Total Funding (Million)	\$15.8	\$26.8	\$10.6	\$2.72	\$2.7	\$2.63	\$1.9	\$2.7	\$2.54
Success Rate (%)	14.5%	24%	15.4%	57.5%	68.5%	72.4%	20%	26%	27.7%
National Success Rate (%)	17.5%	16.75%	13.9%	58.5%	60%	n/a	21.1%	23%	23.4%
National Share (%)	3.25%	5.4%	4.1%	4.03%	3.9%	n/a	2.2%	3.0%	2.75%
National Rank (U15)	10 th	5/6 th	n/a	8 th	6 th	n/a	11 th	8 th	n/a

*For CIHR, the 2014 column reflects only the March competition as there was not a September open grants competition due to restructuring of CIHR granting programs which came into effect in 13/14. The last open grants competition was held in March, 2015 with results pending in June, 2015.

Table 7: 2014 SSHRC Insight Grants Competition

	Awards	4A Status	Applications	% Success	Funding*
Arts and Humanities	2	4	12	16.6%	\$177,965
Education	4	3	7	57%	\$1,185,310
FIMS	1	1	4	25%	\$164,670
Health Sciences	0	0	1	-	\$0
Ivey	5	4	10	50%	\$602,958
Law	0	1	2	-	\$0
Science	0	1	1	-	\$0
Social Science	3	3	17	17.6%	\$405,203
Total	15	17	54	27.7%	\$2,536,106

*these numbers represent total amount awarded.

Table 8: Summary of 2014 NSERC DG Competition

	Awards	Applications	% success	Funding*
Engineering	15	19	78.95%	\$430,000
Health Sciences	2	3	66.67%	\$57,000
Ivey	0	1	0.00%	\$0
Schulich	29	46	63.04%	\$939,000
Science	34	41	82.93%	\$1,087,540
Social Science	4	6	66.67%	\$119,000
Total Funding	84	116	72.41%	\$2,632,540

*These numbers reflect only new awards and first year installment(s)

TO: Faculty Relations

FROM: Equity & Human Rights Services

DATE: May 29, 2015

SUBJECT: *Reports on Promotion and/or Tenure – 2014-2015*

Please find attached charts summarizing the information requested on the designated group status of those individuals considered for Promotion and/or Tenure under the Collective Agreements for 2014/2015.

As in previous years, the data is provided with the following notes:

- The information related to the designated groups – with the exception of gender – was provided by Equity & Human Rights Services (EHRS).
- The information provided by EHRS is in aggregate form only and was drawn from the Employment Equity database.
- All information in the database is obtained through self-identification surveys sent to employees; therefore, information is only available for those individuals who have completed surveys.
- Where the information is unknown, it is considered to be a “no” response (i.e. not a member of designated group).
- For reasons of confidentiality, the information provided by EHRS is suppressed in cases where there are fewer than 5 individuals in the group considered for Promotion and/or Tenure and/or where deemed necessary by EHRS.

2008-2015 REPORT ON PROMOTION AND CONTINUING APPOINTMENT CASES CONSIDERED UNDER THE LIBRARIANS AND ARCHIVISTS COLLECTIVE AGREEMENT								
(as required under Clause 21 in the Article <i>Promotion and Continuing Appointment</i>)								
Total cases considered Promotion or Continuing Appointment								
Male	4							
Female	13							
Aboriginal	0							
Visible Minority	0							
Person with Disability	1							
Probationary Appointees considered for Promotion								
	Process initiated by University Librarian or Dean in final six months of probationary period - Clause 8.1	Process initiated by the University Librarian or Dean - Clause 8.2	Process initiated by Member - Clause 8.3	Positive Committee recommendation - Clause 18	Negative Committee recommendation - Clause 19	Positive Provost recommendation - Clause 23.3	Negative Provost recommendation - Clause 23.3	
Male	0	1	0	1	0	1	0	
Female	3	0	1	4	0	4	0	
Aboriginal	s	s	s	0	0	0	0	
Visible Minority	s	s	s	0	0	0	0	
Person with Disability	s	s	s	0	0	0	0	
Probationary Appointees considered for Continuing Appointment								
	Process initiated by University Librarian or Dean in final six months of probationary period - Clause 7.1 combined with Process initiated by Member - Clause 7.3	Process initiated by University Librarian or Dean at any time prior to final six months of probationary period - Clause 7.2		Positive Committee recommendation - Clause 18	Negative Committee recommendation - Clause 19	Positive Provost recommendation - Clause 23.3	Negative Provost recommendation - Clause 23.3	
Male	3	0		3	0	3	0	
Female	7	2		9	0	9	0	
Aboriginal	0	s		0	0	0	0	
Visible Minority	0	s		0	0	0	0	
Person with Disability	1	s		1	0	1	0	
Total cases considered for Promotion and Continuing Appointment								17
The information related to the designated groups - with the exception of gender - was provided by Equity & Human Rights Services. This information was provided, in aggregate form only, from the Employment Equity Database. All information in this database is obtained through the self-identification surveys sent to employees. Information about membership in a designated group is only available for individuals who completed and returned the surveys. Those who have not completed a survey and who were considered for tenure and/or promotion are counted as not being members of a designated group. For reasons of confidentiality data is suppressed (s) in cases where there were fewer than 5 individuals considered in a group. In such cases, the total numbers under the recommendation headings are tallied as though the suppressed number is a zero.								

WESTERN AWARD FOR INNOVATIONS IN TECHNOLOGY-ENHANCED TEACHING

Skilfully and meaningfully integrating technology into a course in order to benefit student learning is a complex endeavour. Continuing to innovate, reflect, and improve the integration of technology across courses is a recognition of the capacity of technology to enhance student learning. The Western Award for Innovation in Technology-Enhanced Teaching is meant to recognize and reward the contributions of faculty members at Western University and its Affiliated University Colleges who have significantly improved the experience and outcomes of their students through the intentional incorporation of technology into their teaching practice.

ELIGIBILITY

All continuing members of faculty who are Tenured, Probationary, or Limited Term at Western or the Affiliated University Colleges are eligible for nomination. In addition, part-time* members of faculty are also eligible for nomination. Previous recipients of this award are ineligible for renomination.

* For the purposes of this award, a part-time faculty member is one who held an academic appointment to teach at least one full (1.0 or equivalent) degree-credit course offered by Western or an Affiliated University College during the fiscal year (May 1 through April 30) preceding nomination, and was not a regular full-time faculty member, visiting faculty member, or graduate teaching assistant during the fiscal year (May 1 – Through April 30) preceding nomination.

AWARD

The award winner will receive a medal and commemorative scroll, which will normally be presented during the appropriate Spring Convocation. The award winner's name will be also inscribed on a plaque, displayed in a prominent location in the University. The winner's achievement will be captured as an on-line video and profiled on the Western Award for Innovation in Technology-Enhanced Teaching microsite.

AWARD COMMITTEE

A subcommittee of the Senate Committee on Academic Policy and Awards (SCAPA), the Subcommittee on Teaching Awards (SUTA), will consider the nominations. Wherever possible, SUTA seeks a consensus regarding the awards on the basis of the materials contained in dossiers submitted to the University Secretariat. The members of the Subcommittee are willing to provide informal advice on the preparation of dossiers.

CRITERIA

The award will be given to an outstanding individual who has, through the use of technology, transformed their teaching practice to significantly improve student learning, at either the classroom or program level. The nominee will be recognized for their ability to identify an opportunity (or opportunities) to improve student learning and align this opportunity with an appropriate use, modification or development of an educational technology. Nomination packages will be evaluated using the following three broad criteria: Impact, Scale and Creativity.

Impact of the innovation

Impact is defined by the faculty member's use of technological innovation having a positive influence on student learning or the learning environment. This will be evaluated, in part, by:

- Evidence provided of the impact of the innovation on the student learning experience.
- Publications or presentations disseminating information about the innovation or evidence of the effectiveness of the practice.
- Published educational or instructional materials developed in support of the technology-informed teaching practice.
- Faculty member's integration of best practices in teaching and learning in higher education into the design or use of the innovation.

Scale of change

Scale is meant to describe the size of change or degree of implementation that the faculty member's technological innovation has influenced. This will be evaluated, in part, by:

- The degree to which the innovation has been implemented.
- The number of innovations incorporated to improve student learning.
- The greater degree to which other instructors have adopted the innovation, across: the department, Western University, other institutions or disciplines.
- Demonstration of a long-term and on-going commitment to integrate technological innovation(s) across a series of courses or across a program.

Faculty creativity

Here, creativity is a faculty member's ability to see an opportunity that aligns with students' learning needs and imagine a novel solution using a technological tool or practice to help address the opportunity (in part or in whole). This will be evaluated, in part, by:

- The degree to which the transformation is a novel approach or new application of the technology.
- Evidence of the innovation's implementation fostering new models of teaching practice.

DEADLINE

A hard copy and electronic version of the nomination dossier should be submitted to the University Secretariat no later than January 15.

NOMINATION PROCEDURE

Nominations may be initiated by an individual or group, including students, alumni, fellow faculty members, Deans, and department Chairs. However, all nominations should be submitted by two primary nominators through the Dean of the nominee's Faculty or School. The Dean is ultimately responsible for the compiling of the nomination dossier and for forwarding the original and an electronic copy to the University Secretariat no later than January 15. Regardless of who initiates the nomination, consultation with other relevant parties, including the Faculty's or department's Awards Committee, is strongly advised.

Each candidate will be given the opportunity to decline to let his or her name stand. Willing candidates must also give permission to those preparing their dossiers to examine data contained in their academic files and should be given the opportunity to attest to the completeness of the dossier prepared for viewing by the nominators.

Each candidate's dossier should contain two official letters of nomination. The nominators should be familiar with the candidate and the contents of the dossier.

Nominators are responsible for advising people who will be forwarding letters of support that their letters will be available for public view if permission is given by a winning candidate to the University Secretariat to show the dossier in both the Secretariat and Western Archives.

All original nomination dossiers **must include** a consent form signed and dated by the nominee containing the following statements:

1) I hereby agree to let my name stand for consideration by the Subcommittee on Teaching awards (SUTA) for the Innovation in Technology-Enhanced Teaching award.

2) I hereby attest to the completeness of the dossier prepared on my behalf for viewing by SUTA.

3) I do/do not (select one) grant permission for the release of my dossier for general viewing in Western Archives and in the University Secretariat, should I be selected as a recipient of the award.

NOMINATION PACKAGE

The nomination dossier shall be submitted in a binder, subdivided into (up to) eight sections as listed below. As a guideline, SUTA suggests the use of a font size between 10 and 12. An electronic copy of the completed nomination dossier, compiled into one single PDF file must be submitted to the University Secretariat by the deadline.

Contingent upon receiving statements to permit public viewing, the original dossiers of the selected candidates will be forwarded to Western Archives for full or selective retention. Dossiers of successful candidates from the previous three years can also be accessed electronically by submitting a request for access to the University Secretariat's Office. Dossiers of the unsuccessful candidates will be returned to the Dean's Office of the nominee after the completion of the selection process.

For items 6 to 8 below, only the first 10 pages of the supporting material of the nomination package will be considered by SUTA. Material in excess of the 10 pages will be removed from the dossier and returned to the primary nominator.

1. **Overview of Innovations** (not to exceed 500 words)
This brief statement should outline the nature and scope of the candidate's innovation in technology-enhanced teaching.
2. **Letters from Primary Nominators**
Separate letters from two primary nominators will initiate the dossier. The pertinent award criteria (impact, scale and creativity, as detailed above) should be addressed. In the past, such nominators have taken a leading role in the compiling of the dossier.
3. **Letter from the Dean** (optional)
If the Dean is not one of the primary nominators, he or she may wish to endorse the nomination by way of a supporting letter.
4. **A brief statement** (not to exceed 500 words) **by the nominee on his/her philosophy of teaching with technology**
This statement should outline the candidate's underlying approach to teaching, with a focus on the educational purpose and philosophy of incorporating technology into their practice. The candidate should explicitly make connections among their innovations, their approach to teaching, and the impetus for making the change.
5. **Curriculum vitae of the nominee** (not to exceed five pages)
This is essential to enable the Subcommittee to consider the nominee properly. Research papers or conference presentations with a focus on reporting the results of the technology-informed teaching practice should be highlighted. SUTA recommends that the number of articles be summarized but not listed.
6. **Letters from Peers and Colleagues** (not to exceed ten pages in total)
Submitted letters should address the candidate's achievement of the three award criteria. Up to six letters may be included.
7. **Student feedback** (not to exceed ten pages in total)
Letters from present and former students that describe the impact of their learning experience as well as appraise the nominee in relation to the award criteria are the most helpful; additionally, relevant excerpts from the narrative portion of teacher evaluations can be included. Up to six letters in total from both graduate and undergraduate students may be supplied.
8. **Assessment of teaching materials** (not to exceed ten pages in total)
Do not include copies of teaching materials but rather the candidate's assessment(s) of relevant course and teaching materials, outlining what is noteworthy about their inclusion.

9. **Permission for public viewing**

The successful nominee may grant permission to release his/her dossier for public viewing. The nominator(s) will determine which letters of support from peers, from colleagues and from students will be included in the dossier. At the bottom of each letter – including the letters from the primary nominators and from the Dean - the following statement should be included with “do” or “do not” clearly indicated:

I do/do not grant permission for my letter to be included in the dossier if the nominee agrees to release the dossier for general viewing in the Western Archives and University Secretariat.

The material submitted to the Subcommittee should relate directly to the current nomination. Promotion and tenure letters or newspaper clippings relating to other awards or relaying rather unfocussed opinions are unacceptable. Letters dealing specifically with the nominee’s use of technology to support teaching in a broad context are more useful than letters relating to the nominee’s standing in the profession or to other matters. The Committee strongly suggests that letters of support be solicited by the nominators rather than by the nominee.

Senate ad hoc Committee on Renewal

Mission: To facilitate and collect the flow of information from all sectors and to make recommendations to the Senate, and through Senate to provide advice to the Board, with regard to moving the University of Western Ontario forward.

Membership: nine members chosen by Senate, four of whom will be faculty members (not including deans or associate/assistant deans), and two of whom will be student Senators (one graduate, one undergraduate).

Terms of reference:

1. To make recommendations that will establish more robust and transparent decision-making practices and processes at Western
2. To receive comments and recommendations from across campus and from the affiliated university colleges and to determine ways forward that are beneficial to the whole community
3. The committee is given the following specific tasks:
 - (a) a full review of the state of governance at Western focusing on collegial governance and the role of Senate, including a review of the constitutional documents of Senate including the by-laws and regulations, the terms of reference of all committees, and a review of the development of agendas for Senate meetings;
 - (b) such other matters that arise during its investigations with respect to the enumerated tasks of the committee.

Timeline

The committee shall constitute itself as soon as possible, and report back to Senate with a preliminary report in January 2016 and a final report by the end of the academic year of 2015-16.