

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, January 28, 2016
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 November 26, 2015**
4. Business Arising from the Minutes
5. Reports of Committees:
 - Property & Finance Committee - **Appendix II** (Paul Jenkins)
 - By-Laws Committee - **Appendix III** (Hanny Hassan)
 - Senior Operations Committee - **Appendix IV** (Hanny Hassan)
 - Audit Committee - **Appendix V** (Jim Knowles)
 - Fund Raising and Donor Relations Committee - **Appendix VI** (Laura Gainey)
6. Items Referred by Senate - **Appendix VII** (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 – January 28, 2016 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of November 26, 2015 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

Increase in Operating Reserve	ACTION
Revisions to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process	ACTION
Investment Committee Report	INFO
Quarterly Financial Report (Operating Budget)	INFO
Annual Report on Licensees Doing Business with UWO Bookstore	INFO
Revenues, Expenditures and Tuition: By Faculty	INFO
Ancillary Financial Report	INFO
Update on Rapid Transit (oral report)	INFO
New Scholarships and Awards	INFO

Report of the By-Laws Committee – Appendix III

Report on the Governance Review Task Force	INFO
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Senior Operations Committee – Appendix IV

The University of Western Ontario Act – Proposal to Remove Canadian Citizenship Requirement	
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Audit Committee – Appendix V

Harassment and Discrimination Matters Annual Report	INFO
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Fundraising & Donor Relations Committee – Appendix VI

Fundraising Activity Quarterly Report to October 31, 2015	INFO
Approval of Western Fund Allocation	INFO
Terms of Reference re Governance Review Report	INFO

Items Referred by Senate - Appendix VII

Change in Reporting Structure for Western Sports and Recreation	ACTION
Department of Visual Arts – Proposed Name Change to the Department of Art History and Studio Art	ACTION
Articulation agreement for Admission to Graduates of Lambton College's Two-Year (Accelerated) Liberal Studies Diploma to Huron University College's Faculty of Arts and Social science	ACTION
Revision to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process	INFO See P&F Report
Vice-President (Research) 2015 Annual Report	INFO
Report on Faculty Recruitment and Retention	INFO
Western Libraries – Annual Report	INFO
Report of the Academic Colleague	INFO
Interim Report of the Senate Ad Hoc Committee on Renewal	INFO
Announcements	INFO
Questions from Members	

REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: January 28, 2016
Re: President's Report to the Board

For the January 28, 2016 Board meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on November 25, 2015.

Federal government update:

Chiefs of Staff reporting to key cabinet ministers have recently been named, two of whom will be particularly important contacts for the postsecondary sector. Supporting Minister of Science Kirsty Duncan is Rob Rosenfeld, formerly the Director of Public Affairs for the U15. For the past three years, Rob was responsible for public affairs initiatives and external communications activities at U15, working closely with government relations and communications specialists at U15 member institutions. Rob's knowledge of our sector should help to ensure a receptive audience to our advocacy efforts with Minister Duncan.

Supporting Navdeep Bains as Minister of Innovation, Science & Economic Development is Elder Marques, a prominent commercial litigator and trial lawyer with McCarthy Tétrault for the past nine years. Among his connections to the university sector, Elder has been an adjunct professor at University of Toronto and holds a Juris Doctor in Law from The University of Toronto, a Master of Science in Public Administration and Public Policy from the London School of Economics, and a BA in Political Science and History from the University of Ottawa. With Bay Street experience with innovation start-ups, IP and mergers, Elder will bring an informed perspective for the Ministry with his knowledge of IP law, innovation and commercialization.

On January 14, Prime Minister Trudeau was at the University of Waterloo to announce \$12 million in funding for the Southern Ontario Water Consortium, in which Western is one of the original postsecondary institutions partnered with various groups working to advance R&D in the area of waste water treatment. Among some 80 projects across the region, Western is partnered with the City of London and Trojan Technologies on the Greenway Wastewater Test Labs and Facility in London. The PM's announcement signals an infusion of new funding for business development that will leverage Western's strengths in this important area of research.

The new president of FedDev Ontario Nancy Horsman will be visiting Western in February. Nancy, who just joined the federal funding agency last August, will tour Western's facilities at the Advanced Manufacturing Park, including the Fraunhofer Project Centre. We will be using this opportunity to discuss Western's applications for FedDev support.

As the next federal budget is anticipated for late March, it is becoming increasingly evident that infrastructure funding has become a key focus for the Trudeau government and that they will be considering several options for the potential projects. The university sector, through Universities Canada and the U15, as well as Western, is directly advocating for knowledge infrastructure to be included as a key part of growth in the innovation sector.

CFREF Round 2 is proceeding and Western has submitted a Letter of Intent with our full application due in March. The application is based on a Centre of Excellence for Imaging with key research initiatives from our Brain and Mind Institute.

Provincial government update:

The provincial government's university funding formula review, underway since last April, has progressed to an important stage with the December 10 release of a consultant's report authored by former MTCU Deputy Minister of Suzanne (Sue) Herbert. Several commentaries on the report – titled *Focus on Outcomes, Centre on Students* – have appeared in the media, with some reviewing the report as being very focused on the undergraduate experience and quality of education with less focus on research. The government's official position on the matter will be developed during the next few months under the leadership of newly appointed MTCU Deputy Minister Sheldon Levy, former president of Ryerson University. Differentiation strategies, although part of the Strategic Mandate Agreements, did not receive a strong focus in the consultant's report. There were some signals, however, that suggest a small portion of the existing provincial funding would likely be delivered based on the achievement of yet-to-be-determined KPIs. The COU and individual universities continue to work with the government on the process. Student readiness for employment and experiential learning opportunities were also some other focuses of the report.

Program approvals also remain a key focus for our advocacy efforts with the Province as the current process is slow and does not support some of the unique offerings that Western is developing in our professional faculties. Issues often relate to proposed tuition levels set by universities to meet the requirements of programs' business cases. On a related note, the Province is also continuing with an evaluation of the potential of permitting colleges to offer a stand-alone nursing degree. This is an important file for Western and we are active in our advocacy efforts.

Western's response to the Syrian refugee crisis

At the December 4 Senate, Provost Deakin reported that the Refugee Sponsorship Fund established by the Faculty of Social Science in partnership with the London Cross Cultural Learner Centre surpassed its original goal of raising \$30,000 to support the arrival of Syrian family of five. To date, approximately \$45,000 has been raised by members of the campus community. Thanks and congratulations are in order to all who have contributed to this cause, including Vicki Esses, Director of Western's Centre for Research on Migration & Ethnic Relations, and Robert Stainton, Distinguished University Professor in the Department of Philosophy, for their outstanding leadership and tireless work on this important humanitarian initiative.

Leadership update:

In early December, Dean of the Faculty of Science, Charmaine Dean, and Dean of the Don Wright Faculty of Music, Betty Anne Younker, were both renewed for second five-year terms. In making the Science announcement, Provost Janice Deakin highlighted that the external reviewers had commended Charmaine for her strong advocacy of interdisciplinary teaching and research, her success in forging new external partnerships, her efforts to continue building the BMSc program, and her ability to lead the Faculty during a period of significant change in the government funding landscape. In making the Music announcement, Janice highlighted that Betty Anne had been commended for the key role she has played in bringing a new music building to Western and for leadership in promoting interdisciplinary research and teaching through initiatives that include her Faculty's participation in the Brain & Mind Institute and a new joint degree program with the Ivey Business School.

Looking ahead to the next academic cycle, leadership reviews will be conducted as part of the University's normal practice for the Deans of the Faculties of Law and Arts and Humanities, as well as for the Vice-Provost (International) and the Vice-President (Research).

ACTIVITIES OF THE PRESIDENT

(November 15, 2015 – January 20, 2016)

November	15-16	Indianapolis	APLU Council of Presidents Meeting
	18	London	Telephone call with external stakeholder
	18		President's Breakfast for International and Exchange Students
	18		Coffee Day for United Way event
	18		Lunch meeting with UWOFA President
	18		Internal meetings
	18		Video shoot
	19		Internal meetings
	23		Meeting with external stakeholder
	23		Internal meetings
	23		SCUP Meeting
	24		Tour of Simulated Mars Mission
	24		Internal meetings
	24		Teleconference with Chirag Shah and Hanny Hassan
	24		Tour of Einstein Philosopher/Scientist Exhibit
	24		Lunch meeting with 2015 Polanyi Prize Winner
	24		Meeting with student
	25		Campus Council Meeting
	25		President's Lecture Series
	25		Dinner for President's Lecture Series guest speaker
	26		Leaders Forum
	26		Internal meetings
	26		Board of Governors Meeting
	26		Annual Board of Governors Dinner
	27-28	Victoria, B.C.	Royal Society Induction Ceremony
	30	London	WUSC Teleconference
	30		Meeting with external stakeholder
	30		Telephone call with external stakeholder
	30		Lunch meeting with visiting Consul General
	30		Internal meetings
	30		Order des Palmes Academiques award presentation
	30		Hong Kong Foundation AGM
December	1		Deans Meeting
	1		Senior Operations Teleconference
	1	Toronto	President's Holiday Reception (Toronto)
	2-6	UK	UK Foundation Directors Meeting; ACU Council Meeting; President's Holiday Reception (UK)
	7	Toronto	Donor meetings
	8	London	Convocation Volunteer Thank You Lunch
	8		Internal meetings
	8		Royal Society, External Research Awards & Distinctions, & CRC Reception

	9-10	Ottawa	STIC Full Council Meeting
	11	London	Breakfast meeting with Dean
	11		Internal meetings
	11		Lunch meeting with faculty member
	11		Meeting with student
	11		Meeting of Bylaws Committee and the Governance Task Force
	12		Gibbons Holiday Open House
	14		Budget Planning Meeting
	14		Lunch with USC President
	14		Internal meetings
	14	Toronto	COU Executive Heads Meeting and Dinner
	15	London	Budget Planning Meeting
	15		Internal meetings
	16		Breakfast meeting with Dean
	16		Meeting at City Hall
	16		Meeting with Alumni Association President
	16		President's Holiday Reception (London)
	17		Breakfast meeting with faculty member
	17		Lunch meeting with faculty member
	17		Provost's Holiday Dinner
January	3 - 6	Utah	Meetings with external stakeholders
	6		CST teleconference
	7	Toronto	CST Board of Directors Meeting
	7		Telephone call with external stakeholder
	8	London	Telephone calls with external stakeholders
	8		Lunch meeting with external stakeholders
	8		Funeral visitation
	11		USC Western Partnership Meeting
	11		Lunch with USC President
	11		Internal meeting
	11		SCUP meeting
	11		Meeting with Senate Ad Hoc Committee on Renewal
	12		Internal meetings
	12		Photo shoot
	12		Lunch meeting with Dean
	12		Advancement meeting
	12		Welcome reception for new Dean
	13		Communications meeting
	13		Internal meetings
	13		COU teleconference
	13		U15 teleconference
	19		Phone call with external stakeholder
	19		Audit Committee Meeting
	19		Property & Finance Committee Meeting

	19		Internal meetings
	20		Internal meeting
	20		Campus Council Meeting

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 November 26, 2015	ACTION
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Report of the Property & Finance Committee – Appendix II

2.	Revision to MAPP 2.10 – Scholarships, Awards and Prizes	ACTION
3.	Investment Committee Report	INFORMATION
4.	Quarterly Financial Report (Operating Budget)	INFORMATION
5.	Annual Report on Licensees Doing Business with the Western Bookstore	INFORMATION
6.	Revenues, Expenditures and Tuition: By Faculty	INFORMATION
7.	Ancillary Financial Report	INFORMATION

Audit Committee – Appendix V

8.	Equity & Human Rights Services – Harassment & Discrimination Matters – Annual Report	INFORMATION
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Fundraising and Donor Relations Committee – Appendix VI

9.	Western Fund Allocation	INFORMATION
10.	Fundraising Activity Quarterly Report to October 31, 2015	INFORMATION

Report from Senate – Appendix VII

11.	Change in Reporting Structure for Western Sports & Recreation	ACTION
12.	Department of Visual Arts – Proposed Name Change	ACTION
13.	Articulation Agreement for Admission of Graduates of Lambton College’s Two-Year (Accelerated) Liberal Studies Diploma to Huron University College’s Faculty of Arts and Social Science	ACTION
14.	Revision to MAPP 2.10 – Scholarships, Awards and Prizes	INFORMATION
15.	Western Libraries Annual Report	INFORMATION
16.	Report of the Academic Colleague	INFORMATION
17.	Announcements	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

November 26, 2015

The meeting was held at 2:30 p.m. in Room 4155 Stevenson Hall.

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

Mr. J. Adams	Mr. J. Green
Dr. S. Armstrong	Mr. H. Hassan
Dr. C. Beynon	Mr. P. Jenkins
Mr. J. Bitove ☞	Mr. J. Knowles
Ms. W. Boye	Mr. R. Konrad
Mr. M. Brown	Ms. G. Kulczycki
Ms. C. Burghardt-Jesson	Mr. C. Lassonde ☞
Dr. A. Chakma	Mr. M. Lerner
Ms. S. Chrominska	Mr. B. Ross ☞
Mr. J. Cowin ☞	Mr. T. Sutherland
Dr. J. Deakin	Dr. B. Timmey
Ms. L. Gainey ☞	Dr. J. Toswell
Dr. R. Giffin	Mr. M. Wilson

By Invitation: R. Chelladurai, H. Connell, S. Fazilat, L. Koza, L. Logan, J. Luker, A. Weedon

BG.15-111 REMARKS FROM THE CHAIR

Mr. Shah, out-going Chair, thanked the Board for the opportunity to serve as a member and then as Chair for 2014 and 2015, noting that Western has made significant achievements over the last five years.

He welcomed Sylvia Chrominska, a new LGIC appointee, to her first meeting of the Board.

BG.15-112 REPORT OF THE PRESIDENT

The President's report, distributed with the agenda, consisted of the following topics: post-election landscape, Indigenous Strategic Plan development, sexual violence prevention, Ivey ranked top international MBA, Western a Top Canadian Employer, leadership update, and the President's activities since the September 22, 2015 Board meeting.

A member asked if the President could comment on the Enbridge situation at the University of Calgary and any similar potential issues for Western. The President remarked that there is always the potential for conflict of interest in anything we do. The best way to manage it is to have a robust policy. The issue is not only with corporate donations; it can also arise with individual donations. Western has turned down significant gifts when a donor's wishes cannot be aligned with our policies.

BG.15-113 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by M. Lerner, seconded by T. Sutherland,

That the 12 items listed in Appendix I, Unanimous Consent Agenda, excluding Item 4. 2014-15 Budget Indicators, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.15-114 **Minutes of the Previous Meeting**

The open session minutes of the meeting of September 22, 2015 were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.15-115 **Update on Rapid Transit**

G. Kulczycki, Vice-President (Resources and Operations), provided an overview of the rapid transit proposal detailed in Appendix II, Annex 1. She reported that City Council released its Shift Rapid Transit proposal on November 4. Western's administration and its external consultant met with City officials to review the plans at a high level including routes, location of platforms, and how to introduce wiring. She said that the meeting provided an opportunity to highlight the university's goals of reducing vehicular traffic and maintaining pedestrian safety. Ms. Kulczycki said that a traffic study and technical assessments have to be done relating to the movement of light rail through the science/medicine corridor because of the potential impact on research equipment. Western's external consultant, Parson, is in the early stages of collecting and analyzing information in order to provide an informed analysis of options. Mayor Brown said that the Shift Rapid Transit proposal is City Council's preliminary preferred option. The City intends to connect with all parties concerned to ensure its success.

BG.15-116 **2014-2015 Budget Indicators**

Referring to section (4) Real Operating Revenue Excluding Student Aid of the 2014-15 Budget Indicators, J. Toswell voiced concern about the phrase "budgetary stress" in conjunction with the Real Net Revenue increase of 15 percent. Some on campus would view those terms to be in conflict and that it would be upsetting to those areas on campus where there is significant budgetary stress. She also noted that the operating reserve had not changed in many years. R. Chelladurai said revenue is closely tied to enrolment through tuition and government funding. Enrolment growth has been the main driver of operating revenue and growing enrolment has direct costs. As noted in Appendix II, Annex 5, Table 1, over the last five years, the pattern has changed substantially. Total revenues have decreased by 4.5 percent per year. Real revenues have fallen to 9 percent. That change in revenues is one indicator of the budgetary pressures the University is facing. P. Jenkins said that real net revenue incurs adjustments for inflation. Over the last five years all Ontario universities have seen a downward trend in revenue and face ongoing financial pressures. He noted that the issue was captured also in the discussion of changes to the funding model and he believed the spirit of the wording was exactly right. With respect to the operating reserve, P. Jenkins noted that the issue is already before Property & Finance and a proposal would be brought forward in the winter.

BG.15-117 **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:

- Lease Agreement for Room 80, University Community Centre
- Investment Committee Report
- Key Financial Indicators
- Report on Endowments
- New Scholarships and Awards

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix III]

BG.15-118 **Information Item Reported by the Senior Operations Committee**

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

- Code of Student Conduct – Annual Report

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

BG.15-119 **Information Item Reported by the Fund Raising and Donor Relations Committee**

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

- Fundraising Activity Quarterly Report to July 31, 2015

REPORT OF THE JOINT PENSION BOARDS [Appendix V]

BG.15-120 **Group Annuity Purchase of Defined Benefit Liabilities**

It was moved by R. Konrad, seconded by M. Wilson,

That the University purchase annuity policies through a competitive bid process among Canadian insurers to meet the remaining benefit obligations to Special Members in each plan.

Ms. L. Koza provided an overview of the recommendation, detailed in Appendix V, Annex 1, noting that the purchase of annuity policies transfers the risk and volatility of guaranteeing defined benefit pension obligations to an insurance company. It also removes administrative burdens and potential of future funding burdens from Western. She confirmed that a competitive bid process was in progress.

The question was called and CARRIED.

ITEMS REFERRED BY SENATE [Appendix VI]

BG.15-121 **Introduction of MAPP 7.15 – Post Approval Monitoring (PAM) Program Policy**

It was moved by A. Chakma, seconded by P. Jenkins,

That the new MAPP 7.15 – Post-Approval Monitoring (PAM) Policy as shown in Appendix VI, Annex 1, be approved, as recommended by Senate.

CARRIED

BG.15-122 **Revisions to MAPP 7.12 – Policy and Procedures for the Use of Animals in Research, Testing and Teaching**

It was moved by M. Lerner, seconded by T. Sutherland,

That revisions to MAPP 7.12, Policy and Procedures for the Use of Animals in Research, Testing and Teaching as set out in Appendix VI, Annex 2, be approved, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.15-123 **Revisions to MAPP 7.10 – Policy and Procedures – Standardized Training in Animal Care and Use**

It was moved by M. Lerner, seconded by T. Sutherland,

That changes to MAPP 7.10, Policy and Procedures - Standardized Training in Animal Care and Use as set out in Appendix VI, Annex 3 be approved, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.15-124 **Information Item Reported by Senate**

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

- Report of the Academic Colleague (November meeting)

REPORT OF THE GOVERNANCE REVIEW COMMITTEE [Appendix VII]

BG.15-125 **Report of the Governance Review Task Force**

It was moved by R. Konrad, seconded by J. Adams,

That the Board of Governors approve the Report of the Governance Review Task Force contained in Appendix VII, Annex 1.

M. Wilson, Chair of the Governance Review Task Force, thanked the task force members, all who had provided advice and input, and the University Secretariat for their time and effort in conducting the review. The focus of the report as a renewed commitment to good governance, with an emphasis on transparency and better interaction with Senate. He believed that implementation of the recommendations would make governors better stewards of the institution. Some measures could be put in place quickly while others would take time, but it was important to move forward.

The President offered his thanks to the members of the task force. He believed the report represented a step forward. He remarked on two recommendations in particular: strategic agenda setting which he believed the administration could help develop; and the notion that the Board should meet on occasion with no administrators present. This was a practice in place on a number of other boards on which he sat.

A member asked what a Board self-assessment process might involve. The Chair noted that there are any number of models that might be adopted and a wide range of materials were available. J. Adams remarked that the task force had already acquired a number of sample

instruments from other universities and from The Association of Governing Boards that could be considered.

A member remarked that she did not think the report went far enough; there should have been more acknowledgement of the deep-seated anxiety on campus about a range of issue beyond the president's compensation.

With respect to next steps, the By-Laws Committee would be tasked with developing and overseeing an implementation plan, with regular reports on progress. In carrying out its work, the By-Laws Committee should consider ways to interact with the Senate ad hoc Committee on Renewal whose review was still in progress.

It was suggested and agreed that the motion should be an approval in principle given that some of the recommendations would require additional research and review before they could be implemented.

It was moved by R. Konrad, seconded by J. Adams,

That the Report of the Governance Review Task Force be approved in principle.

CARRIED

The main motion, as amended was called and CARRIED.

The meeting adjourned to the confidential session.

C. Shah
Chair

I. Birrell
Secretary

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

Contents	Consent Agenda
Increase in Operating Reserve	No
Revisions to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process	Yes
Investment Committee Report	Yes
Quarterly Financial Report (Operating Budget)	Yes
Annual Report on Licensees Doing Business with the Western Bookstore	Yes
Revenues, Expenditures and Tuition: By Faculty	Yes
Ancillary Financial Report	Yes
Update on Rapid Transit	No
New Scholarships and Awards	Yes

FOR APPROVAL

1. **Increase in Operating Reserve**

Recommended: That a new Operating Reserve Policy be approved as follows:

1. Effective with the 2016-17 Budget, the University's Operating Budget Reserve be set at a minimum of \$7.5 million as the target for the final year of this four-year planning period (i.e., target for April 30, 2019); and
2. The Operating Budget Reserve level be reviewed and re-set at the beginning of each subsequent multi-year planning cycle as the target for the final year of that planning period.

Background

Going back to the mid-1980's, Western had a policy that set the Operating Reserve at 1 percent of Operating Revenues. In 1999, the figure resulting from the 1 percent calculation had reached \$2.5 million, and starting at that time, the annual budgets included \$2.5 million as the Operating Reserve rather than a figure that fluctuated annually. This level of \$2.5 million was endorsed by the Board as part of the annual approval of the Operating Budget, but a formal resolution was never passed.

In April 2009, the Board of Governors had reviewed the Operating Reserve and approved a recommendation that the level be maintained at a minimum of \$2.5 million. If the one percent rule had been applied at that time, the Operating Reserve would have been about \$5.5 million in 2009-10.

In each of the last two budget approval discussions at P&F, the need to review the level of the Operating Reserve was raised by members of the committee. The 2015-16 Operating Budget projects a revenue level of over \$690 million, and this figure is forecast to surpass \$750 million by the end of the four-year planning period. If the one percent rough-justice rule is applied, the Operating Reserve would reach \$7.5 million by the end of this four-year cycle, however, the actual amount would fluctuate as a function of the operating revenue and there would never be a clearly-defined target figure that could be used for planning purposes.

The purpose of the reserve is two-fold: to cushion the impact on the institution of unforeseen downturns in revenue or increases in expenditures and to allow the University to develop multi-year plans, without being restricted by a requirement that the annual budget must be balanced.

The Operating Reserve is the Board's tool to ensure prudent planning for and management of the Operating Budget by the administration.

2. **Revisions to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process**

Recommended: That amendments to MAPP 2.10, Scholarships, Awards and Prizes – Definitions and Approval Process Policy (outlined in [Annex 1](#)), be approved.

Background

The value of a prize for undergraduate students has not changed since 1997 when it was increased to \$200 from \$100. (A \$100 minimum value was established at the time the policy was introduced in 1976.) The increase in value better reflects current economic realities. Prizes that were established previously below the normal amount will be grandparented.

The proposed amendments have been approved by the Senate on recommendation of the Senate Committee on Academic Policy and Awards (SCAPA).

FOR INFORMATION

3. **Investment Committee Report**

See [Annex 2](#).

4. **Quarterly Financial Report (Operating Budget)**

See [Annex 3](#).

5. **Annual Report on Licensees Doing Business with the Western Bookstore**

See [Annex 4](#).

6. **Revenues, Expenditures and Tuition: By Faculty**

See [Annex 5](#).

7. **Ancillary Financial Report**

See [Annex 6](#).

8. **Update on Rapid Transit**

See [Annex 7](#).

9. **New Scholarships and Awards**

See [Annex 8](#).

The current version of the policy is posted
at: http://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp210.pdf

2.10 SCHOLARSHIPS, AWARDS AND PRIZES

I. PURPOSE

The purpose of this policy is to define:

- the types of awards for undergraduate and graduate students
- the responsibilities and accountabilities associated with establishing new scholarships, awards, bursaries and prizes
- the responsibilities and accountabilities associated with revising the terms of existing scholarships, awards, bursaries and prizes

II. DEFINITIONS

1.00 Types of Awards for Undergraduate Students

Scholarship: A monetary award having a fixed minimum value, based on general academic excellence (normally a minimum "A" (80%) average), or on excellence in a specific subject or group of subjects, and in some cases also on non-academic criteria.

Award: A monetary payment given on the basis of a combination of academic and non-academic criteria. Normally, a minimum "B" (70%) average is required for undergraduate students.

Bursary: A monetary award/payment based primarily on demonstrated financial need.

Prize: A monetary award or non-monetary award (or a combination of both), normally ~~\$200 or less~~ **\$500 or more**, based on general academic excellence or on proficiency in a specific area of study or competition.

External Award: An award given to a student of the University by an external agency. Normally the University's role or responsibility is only to advertise the existence of the award to the University Community, however, in some cases: 1) pre-screening of applications is done by the University and/or 2) records of award recipients may be maintained.

The rest of this policy is unchanged

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 Sept. 30 2015	Annual Sept. 30 2014	Annual Sept. 30 2013	Annual Sept. 30 2012	Annualized for Four years Ending Sept. 30, 2015
Equities:					
Canadian	(0.84)%	21.88%	16.42%	12.10%	12.07%
US	9.68	24.23	25.79	26.45	21.33
Non North American	4.63	13.70	29.60	14.27	15.21
Private	32.35	25.90	13.89	18.51	22.46
Fixed Income	5.41	6.16	(0.74)	5.32	4.00
Real Estate	7.73	8.72	10.23	11.02	9.42
Absolute Return Strategies	9.30	7.98	8.51	-	-
Infrastructure	13.08	13.13	-	-	-
 Total Fund Return	 <u>6.21%</u>	 <u>16.00%</u>	 <u>15.41</u>	 <u>12.81%</u>	 <u>12.54%</u>
 Policy Return	 <u>2.82%</u>	 <u>13.97</u>	 <u>13.11%</u>	 <u>12.49%</u>	 <u>10.50%</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 1.3% per year for the four year period and 1.6% per year for the ten year period.

For the four years ending September 30, 2015, the annualized real rate of return was 11.2%. For ten years ending September 30, 2015, the annualized real rate of return for the portfolio was 5.0%.

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 September 30, 2015, the actual annualized return for the portfolio was 12.5% and the return generated by the market indices for the portfolio was 10.5% (the policy return). Over the ten years ending September 30, 2015, the actual annualized return for the portfolio was 6.6% and the return generated by the market indices for the portfolio was 5.7%. The objective was met for both of these periods.

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

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

	Market Value	Target Asset Mix			Actual Asset Mix
		Minimum	Target	Maximum	
Equities					
<i>Canadian</i>	198,719,189.23	15.0%	20.0%	25.0%	19.5%
<i>US</i>	213,578,772.05	15.0%	20.0%	25.0%	20.9%
<i>EAFE</i>	214,146,048.87	15.0%	20.0%	25.0%	21.0%
<i>Private</i>	44,055,721.43	0.0%	5.0%	10.0%	4.3%
Total Equities	670,499,731.58	60.0%	65.0%	70.0%	65.8%
Fixed Income					
<i>Core Fixed Income</i>	162,369,285.54	5.0%	10.0%	30.0%	15.9%
<i>Commercial Mortgages</i>	50,431,527.00	0.0%	5.0%	10.0%	4.9%
Total Fixed Income	212,800,812.54	10.0%	15.0%	35.0%	20.9%
Real Assets					
<i>Real Estate</i>	32,457,296.68	0.0%	5.0%	10.0%	3.2%
<i>Infrastructure</i>	61,609,760.26	5.0%	10.0%	15.0%	6.0%
Total Real Assets	94,067,056.94	5%	15%	20%	9.2%
Diversifiers					
<i>Cash</i>	16,082,207.10	0.0%	0.0%	10.0%	1.6%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	26,170,053.60	0.0%	5.0%	10.0%	2.6%
Total Diversifiers	42,252,260.70	0%	5%	15%	4.1%
Grand Total	1,019,619,861.76				100.0%

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

Investment Portfolio	Value Invested
Short term	378.8
<i>Operating:</i>	
<i>Obligations</i>	267.4
<i>Surplus</i>	198.5
Total Operating	465.9
Endowed	553.7
Total Operating & Endowed Portfolio	1,019.6
Total Investments	1,398.4

Update on Investment Committee Activities

- Discussion continues regarding the allocation to the Diversifiers strategic asset class. Currently, only half of the 5% allocation has been filled. The Committee has narrowed its focus to liquid equity strategies that exhibit a low correlation with the rest of the portfolio.
 - At the November 2015 Investment Committee meeting, Russell Investments gave a

presentation on Long /Short Equity Strategy for discussion and consideration. Discussion on this topic will continue at the next meeting of the Investment Committee

- The Committee remains focused on risk management practices and are regularly provided with an assessment of the portfolio risk by the administration.
 - Administration will be working on updating the annual Stress Testing report for the next Investment Committee meeting
- The working group on Responsible Investing met in December to review the first draft of the Terms of Reference

UWO Operating - Combined

Total Fund Value Added – September 30, 2015

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

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	6.2	11.0	12.4	12.5	9.8	9.4	8.4	5.9	6.4	6.6
Policy Return (2)	2.8	8.2	9.8	10.5	8.2	8.1	7.4	4.9	5.5	5.7
Value Added	3.4	2.8	2.6	2.0	1.6	1.3	1.0	0.9	1.0	0.9

	Yr Ending 9/30/2015	Yr Ending 9/30/2014	Yr Ending 9/30/2013	Yr Ending 9/30/2012	Yr Ending 9/30/2011	Yr Ending 9/30/2010	Yr Ending 9/30/2009	Yr Ending 9/30/2008	Yr Ending 9/30/2007	Yr Ending 9/30/2006
UWO Annual Return (1)	6.2	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5	11.0	8.1
Policy Return (2)	2.8	14.0	13.1	12.5	-0.5	7.8	3.2	-11.0	9.8	7.8
Value Added	3.4	2.0	2.3	0.3	-0.2	-0.2	-0.4	0.5	1.1	0.3

Policy Mix as of September 30

S&P/TSX Composite	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
S&P 500	5%	5%	5%	5%	5%	5%	5%	5%	15%	15%
S&P 500 Hedged Currency	11%	11%	11%	11%	11%	11%	11%	10%	5%	5%
S&P 400 Hedged Currency	4%	4%	4%	4%	4%	4%	4%	5%	5%	5%
MSCI EAFE	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
MSCI EAFE Hedged Currency	10%	10%	10%	10%	10%	10%	10%	10%	5%	5%
Total Equity	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
FTSE TMX Bond Universe (3)	18%	20%	25%	25%	25%	40%	40%	40%	40%	40%
MSCI All Country World (ACWI)	5%	5%	5%	5%	5%	0%	0%	0%	0%	0%
90-Day LIBOR	3%	10%	5%	5%	5%	0%	0%	0%	0%	0%
Infrastructure (CPI + 5)	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Real Estate (4)	5%	5%	5%	5%	5%	0%	0%	0%	0%	0%

Notes:

(1) All returns are before deducting investment managers' fees.

(2) The UWO Policy Return is the return that would have been earned (before investment managers' fees) by investing the portfolio in index funds in proportion to the target or policy asset mix.

(3) Currently allocation is 10% FTSE TMX Bond Universe, 5% using a combination of (60% FTSE TMX ST / 40% FTSE TMX MT), and 2.5% FTSE TMX ST Bond Index. Includes hedge fund and private equity prior to July 2010

(4) Current 5% allocation consists of 2.5% REALpac / IPD Canada - All Property Index and 2.5% REALpac / IPD Canada - All Industrials Index

UWO Operating - Combined

Total Fund Real Returns – September 30, 2015

A Real Return of 11.2% 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	6.2	11.0	12.4	12.5	9.8	9.4	8.4	5.9	6.4	6.6	7.9
CPI (Inflation)	1.0	1.5	1.4	1.3	1.7	1.7	1.4	1.6	1.7	1.6	1.9
Real Return	5.2	9.5	11.1	11.2	8.1	7.7	7.1	4.3	4.7	5.0	6.0
	Yr Ending 9/30/2015	Yr Ending 9/30/2014	Yr Ending 9/30/2013	Yr Ending 9/30/2012	Yr Ending 9/30/2011	Yr Ending 9/30/2010	Yr Ending 9/30/2009	Yr Ending 9/30/2008	Yr Ending 9/30/2007	Yr Ending 9/30/2006	
UWO Annual Returns	6.2	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5	11.0	8.1	
CPI (Inflation)	1.0	2.0	1.1	1.2	3.2	1.9	-0.9	3.4	2.5	0.7	
Real Return	5.2	14.0	14.3	11.6	-3.8	5.7	3.7	-13.9	8.5	7.4	

Western University
2015-16 Operating Budget Update

as at October 31, 2015

(\$000)

<a> Summary

		As Approved by Board	Revised Forecast	Increase/Decrease	
				\$	%
1	Revenues 	693,166	692,821	(345)	-0.05%
2	Expenditures <c>	692,902	688,063	(4,839)	-0.70%
3	Surplus / (Deficit)	264	4,758	4,494	
4	Operating Reserve -- Beginning of Year	33,721	39,534	5,813	
5	Surplus / (Deficit)	264	4,758	4,494	
6	Operating Reserve -- End of Year	33,985	44,292	10,307	

** Revenue Changes**

7	Tuition Revenue: International Dentistry			(345)	
8	Total Revenue Changes			(345)	

<c> Expense Changes

9	Education : B.Ed Government Funding Reduction			(1,792)	
10	Medicine & Dentistry: International Dentistry Tuition			(345)	
11	Reduction in Revenue Sharing Allocations for Dropping Below the Baseline (slip-year)			(2,702)	
12	Total Expenditure Changes			(4,839)	

Report on Trademark Licensees Doing Business with The Book Store at Western January 2016

The Book Store at Western continues to maintain full compliance of the code of conduct for all clothing vendors. In addition, no suppliers of bookstore products have been named in any investigation globally by the industry watchdogs.

Last year we reported that the Maquila Solidarity Network, our primary industry resource, was ceasing operation. We are pleased to see the Toronto-based monitoring network has reorganized and is functioning once again although on a smaller scale. They are a labour and women's rights organization that supports the efforts of workers in global supply chains to win improved wages and working conditions.

The Book Store at Western has continued its purchases of Canadian made products wherever possible to ensure labour standards are met and that support of local businesses is at the forefront. In fact, the current best-selling clothing item for the past two years has been a sweatshirt made in a Canadian factory in the Toronto area. We are seeing the trend of more competitively priced Canadian merchandise available in the marketplace.

We have been following a report on an important breakthrough in Honduras where workers have successfully organized unions at three factories owned by Canadian T-shirt company, Gildan Activewear. This is positive progress as Gildan came under scrutiny in 2003 for labour rights violations, including violations of freedom of association at their factories in Honduras. This is significant for us as a number of Canadian distributors deal with this company and is an encouraging advancement in the garment industry globally.

We remain aware of these issues and will continue to collaborate with advocacy groups and other universities to keep advancing the dialogue. In addition, the Book Store at Western has posted its commitment to environmental sustainability located at http://www.bookstore.uwo.ca/promos/WRS_EnvironmentalSustainabilityPolicy.pdf



Office of Institutional Planning & Budgeting

October 12, 2015

To: All Deans

From: Ruban Chelladurai

Copy: Janice Deakin, Amit Chakma

Subject: **Revenues, Expenditures, and Tuition Fees – by Faculty: 2014-15
and
Budget per Weighted Teaching Unit: 2014-15**

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

1. The tables showing the 2014-15 analyses on Revenues, Expenditures, and Tuition Fees – by Faculty. The analyses are based on final year-end 2014-15 data. This set of analyses has been presented to Deans since 1995-96 – and there have periodic modifications to the methodology in order to align the analyses with changes in the University's budget systems (e.g. revenue sharing).
2. The graph showing Budget per Weighted Teaching Unit for 2014-15 – by Faculty. This graph has been presented to Deans as another way of looking at relative resource allocations.

If you have any questions please let me know.

TABLE A (2014-15)

EXPENDITURES AND TUITION REVENUE AT WESTERN, 2014-15

		FTE Enrolments	Expenditures (\$ 000)	Expenditures / FTE	Tuition Revenue (\$ 000)	Tuition Rev / FTE	Tuition / Expenditures
		(1)	(2)	(3)	(4)	(5)	(6)
Group 1:							
1	Arts & Humanities	3,102	48,574	15,659	22,916	7,388	47.2%
2	Engineering	1,774	48,452	27,311	23,282	13,123	48.1%
3	Health Sciences	2,920	53,975	18,483	20,179	6,910	37.4%
4	Music	625	15,633	25,028	3,977	6,367	25.4%
5	Science	6,100	102,136	16,745	49,258	8,076	48.2%
6	Social Science	7,271	102,862	14,148	59,789	8,224	58.1%
7	Sub-Total	21,791	371,631	17,054	179,401	8,233	48.3%
Group 2:							
8	Business	2,201	78,921	35,854	56,392	25,619	71.5%
9	Education	1,867	25,456	13,636	11,685	6,259	45.9%
10	Info & Media Studies	812	15,569	19,176	6,135	7,556	39.4%
11	Law	629	14,292	22,707	10,175	16,166	71.2%
12	Medicine & Dentistry	3,801	158,083	41,585	48,470	12,750	30.7%
13	Sub-Total	9,311	292,320	31,396	132,856	14,269	45.4%
14	Total	31,102	663,952	21,348	312,257	10,040	47.0%

Notes

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

Graduates FTEs based on students' Faculty of registration.

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

Col 3 = Column 2 / Column 1

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

Col 5 = Column 4 / Column 1

Col 6 = Column 4 / Column 2

TABLE B (2014-15)

EXPENDITURES AND REVENUES AT WESTERN -- BY FACULTY, 2014-15

		FTEs	Expenditures (\$000)	Revenues (\$000)	Exp-Rev (\$000)	Expenditures / Revenues	Expenditures / FTE	Revenues / FTE	(Exp-Rev) / FTE	Tuition / Expenditures
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Group 1:									
1	Arts & Humanities	3,102	48,574	46,026	2,548	1.06	15,659	14,838	822	47.2%
2	Engineering	1,774	48,452	43,094	5,359	1.12	27,311	24,290	3,021	48.1%
3	Health Sciences	2,920	53,975	59,249	-5,273	0.91	18,483	20,289	-1,806	37.4%
4	Music	625	15,633	10,516	5,117	1.49	25,028	16,836	8,192	25.4%
5	Science	6,100	102,136	101,225	910	1.01	16,745	16,595	149	48.2%
6	Social Science	7,271	102,862	111,434	-8,572	0.92	14,148	15,327	-1,179	58.1%
7	Sub-Total	21,791	371,631	371,543	89	1.00	17,054	17,050	4	48.3%
	Group 2:									
8	Business	2,201	78,921	80,048	-1,127	0.99	35,854	36,365	-512	71.5%
9	Education	1,867	25,456	31,775	-6,319	0.80	13,636	17,021	-3,385	45.9%
10	Info & Media Studies	812	15,569	12,595	2,975	1.24	19,176	15,512	3,664	39.4%
11	Law	629	14,292	14,960	-668	0.96	22,707	23,769	-1,062	71.2%
12	Medicine & Dentistry	3,801	158,083	153,032	5,051	1.03	41,585	40,257	1,329	30.7%
13	Sub-Total	9,311	292,320	292,409	-89	1.00	31,396	31,406	-10	45.4%
14	Total	31,102	663,952	663,952	0	1.00	21,348	21,348	0	47.0%

Notes

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

Graduates FTEs based on students' Faculty of registration.

Col 2 = Operating Expenditures (see Table C)

Col 3 = Operating Revenues (see Table D)

Col 4 = Column 2 less Column 3

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

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

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

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

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

TABLE C (2014-15)

OPERATING EXPENDITURES AT WESTERN, 2014-15

		Base Budget	One-Time Support	Centrally Funded Student Support	Indirect Costs	Operating Expenditures
		(1)	(2)	(3)	(4)	(5)
	Group 1:					
1	Arts & Humanities	31,334,655	1,101,388	1,826,249	14,311,726	48,574,018
2	Engineering	26,528,740	4,296,832	3,175,429	14,451,231	48,452,232
3	Health Sciences	29,119,956	3,882,131	3,055,558	17,917,615	53,975,260
4	Music	10,226,793	626,760	508,217	4,270,930	15,632,700
5	Science	56,298,151	7,399,942	5,231,626	33,205,797	102,135,516
6	Social Science	56,732,846	5,411,593	4,927,262	35,789,982	102,861,684
7	Sub-Total	210,241,141	22,718,646	18,724,342	119,947,281	371,631,410
	Group 2:					
8	Business	59,185,584	578,668	4,221,904	14,934,786	78,920,942
9	Education	11,877,237	3,641,964	704,381	9,232,182	25,455,764
10	Info & Media Studies	10,183,806	962,409	626,195	3,796,651	15,569,061
11	Law	7,953,386	786,426	1,145,242	4,406,623	14,291,677
12	Medicine & Dentistry	92,691,339	11,445,968	7,826,530	46,118,827	158,082,664
13	Sub-Total	181,891,352	17,415,435	14,524,252	78,489,069	292,320,108
14	TOTAL	392,132,493	40,134,081	33,248,594	198,436,350	663,951,518

Notes

Col 1 = Base Budget at April 30.

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

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

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

TABLE D (2014-15)

OPERATING REVENUES AT WESTERN, 2014-15

		Base Grants	Graduate Expansion Grant	Research Related Grants	Faculty Specific- Grants	Other Grants	Tuition Revenue	Other Revenues	Total Operating Revenue
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Group 1:								
1	Arts & Humanities	18,765,112	147,171	286,638		1,000,339	22,915,903	2,910,548	46,025,712
2	Engineering	12,823,163	45,174	2,653,769		688,870	23,281,709	3,600,841	43,093,527
3	Health Sciences	25,030,652	2,988,062	1,000,150	4,881,227	1,344,807	20,179,301	3,824,544	59,248,742
4	Music	5,169,265	294,776	17,669		276,465	3,976,645	780,909	10,515,728
5	Science	38,316,572	1,347,463	3,700,774		2,040,165	49,257,943	6,562,242	101,225,161
6	Social Science	39,696,328	1,163,733	2,262,137		2,112,440	59,789,119	6,410,269	111,434,026
7	Sub-Total	139,801,092	5,986,379	9,921,137	4,881,227	7,463,087	179,400,621	24,089,353	371,542,895
	Group 2:								
8	Business	12,177,283	-871,627	368,328		648,544	56,392,406	11,332,798	80,047,733
9	Education	11,576,876	6,038,977	98,196		624,056	11,685,092	1,751,438	31,774,635
10	Info & Media Studies	5,559,557	-351,827	145,390		299,416	6,134,600	807,412	12,594,548
11	Law	3,673,221	213,784	38,901		194,558	10,174,630	665,045	14,960,140
12	Medicine & Dentistry	42,427,840	151,979	9,023,165	35,210,149	2,258,711	48,469,737	15,489,986	153,031,566
13	Sub-Total	75,414,777	5,181,286	9,673,981	35,210,149	4,025,285	132,856,465	30,046,679	292,408,623
14	TOTAL	215,215,869	11,167,665	19,595,118	40,091,376	11,488,372	312,257,086	54,136,032	663,951,518

Notes

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

Includes Undergraduate Accessibility Growth Fund and Quality Improvement Fund (QIF) -- as of April 30.

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

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

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

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

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

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

TABLE E (2014-15)

BIU AND FTE ENROLMENTS AT WESTERN, 2014-15

		Basic Income Units (BIUs)			Full-Time Equivalents (FTEs)			BIUs per FTE		
		Undergrad	Graduate	Total	Undergrad	Graduate	Total	Undergrad	Graduate	Total
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Group 1:									
1	Arts & Humanities	3,754.0	1,133.6	4,887.6	2,718.0	383.9	3,101.9	1.38	2.95	1.58
2	Engineering	1,853.0	1,512.8	3,365.8	1,031.0	743.1	1,774.1	1.80	2.04	1.90
3	Health Sciences	3,598.0	2,972.7	6,570.7	2,124.0	796.2	2,920.2	1.69	3.73	2.25
4	Music	913.0	437.8	1,350.8	490.0	134.6	624.6	1.86	3.25	2.16
5	Science	7,993.0	1,975.1	9,968.1	5,328.0	771.6	6,099.6	1.50	2.56	1.63
6	Social Science	8,441.2	1,880.1	10,321.3	6,619.1	651.4	7,270.5	1.28	2.89	1.42
7	Sub-Total	26,552.2	9,912.0	36,464.2	18,310.1	3,480.8	21,790.9	1.45	2.85	1.67
	Group 2:									
8	Business	2,518.0	650.8	3,168.8	1,779.0	422.2	2,201.2	1.42	1.54	1.44
9	Education	1,385.0	1,664.1	3,049.1	1,314.0	552.8	1,866.8	1.05	3.01	1.63
10	Info & Media Studies	702.0	760.9	1,462.9	542.0	269.9	811.9	1.30	2.82	1.80
11	Law	904.0	46.6	950.6	614.0	15.4	629.4	1.47	3.03	1.51
12	Medicine & Dentistry	8,899.0	2,136.9	11,035.9	3,188.0	613.4	3,801.4	2.79	3.48	2.90
13	Sub-Total	14,408.0	5,259.3	19,667.3	7,437.0	1,873.7	9,310.7	1.94	2.81	2.11
14	TOTAL	40,960.2	15,171.3	56,131.5	25,747.1	5,354.5	31,101.6	1.59	2.83	1.81

Notes

Col 1,4 = Based on teaching activity.

Col 2,6 = Based on Faculty of registration.

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

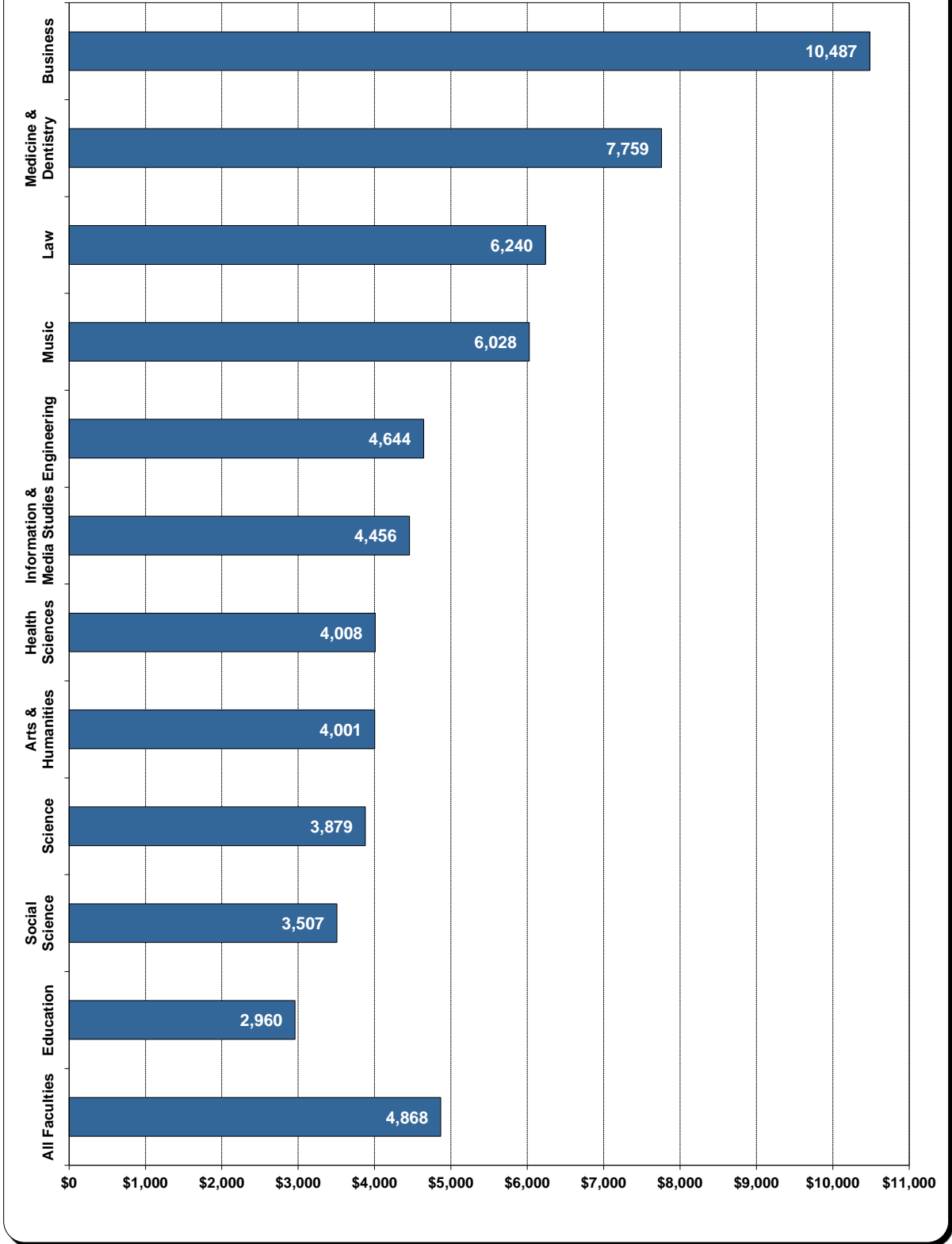
TABLE F (2014-15)

COST DRIVERS FOR ALLOCATION OF INDIRECT EXPENDITURES

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

Western University

2014-15: Budget per WTU



Western University

Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2015-16 Budget and Projected (\$ 000)

		2015-16 Budget			2015-16 Projected			% Change		Projected April 30/16 Reserves	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	A - Student Fee-Funded Units										
2	SRS: Campus Recreation	5,689.4	5,693.7	-4.3	5,661.4	5,668.9	-7.5	-0.49%	-0.44%	753.9	464.1
3	SRS: Intercollegiate Athletics	5,917.5	5,921.5	-4.0	6,295.0	6,311.0	-16.0	6.38%	6.58%	100.0	
4	SRS: Thompson Recreation & Athletic Centre	1,220.9	1,213.0	7.9	1,208.1	1,185.7	22.4	-1.05%	-2.25%	310.1	-413.5
5	Financial Aid Office	1,068.0	1,068.0	0.0	1,072.6	1,072.8	-0.2	0.43%	0.45%	60.1	
6	International Student Services	436.4	436.5	-0.1	437.4	437.3	0.1	0.23%	0.18%	-0.1	
7	Indigenous Services	643.9	643.9	0.0	755.4	739.7	15.7	17.32%	14.88%	68.5	
8	Services for Students with Disabilities	440.2	440.2	0.0	442.1	442.1	0.0	0.43%	0.43%	17.4	74.2
9	Student Development Centre	2,313.7	2,313.7	0.0	2,324.1	2,368.6	-44.5	0.45%	2.37%	241.0	
10	Student Success Centre	1,449.2	1,509.4	-60.2	1,470.6	1,561.7	-91.1	1.48%	3.46%	180.5	
11	Student Health Services	4,404.8	4,517.4	-112.6	4,412.2	4,340.3	71.9	0.17%	-3.92%	1,184.1	
12	Off-Campus Housing & Housing Mediation Svcs	430.2	405.8	24.4	437.9	415.7	22.2	1.79%	2.44%	124.1	
13	Western Foot Patrol	183.0	182.9	0.1	182.5	182.2	0.3	-0.27%	-0.38%	28.3	29.0
14	Sub-Total	24,197.2	24,346.0	-148.8	24,699.3	24,726.0	-26.7	2.08%	1.56%	3,067.9	153.8
15	B - Ancillary Units										
16	Family Practice Clinic and Workplace Health Svcs	530.4	512.0	18.4	549.8	517.6	32.2	3.66%	1.09%	132.0	
17	Housing Services	66,905.0	67,913.6	-1,008.5	70,004.5	66,240.0	3,764.5	4.63%	-2.46%	45,788.6	
18	Parking Services	4,817.3	5,233.9	-416.6	5,067.0	4,898.6	168.4	5.18%	-6.41%	5,060.8	
19	Retail Services	33,171.3	33,143.1	28.2	33,487.8	33,422.6	65.2	0.95%	0.84%	1,424.0	
20	Sub-Total	105,424.0	106,802.6	-1,378.5	109,109.1	105,078.8	4,030.3	3.50%	-1.61%	52,405.4	0.0
21	C - Academic Support Units										
22	Animal Care & Veterinary Services	4,012.6	4,091.7	-79.1	4,060.9	4,054.5	6.4	1.20%	-0.91%	43.6	
23	Boundary Layer Wind Tunnel	2,455.7	2,421.3	34.4	2,328.3	2,214.8	113.5	-5.19%	-8.53%	710.6	300.0
24	University Machine Services	1,755.0	1,649.0	106.0	1,752.4	1,644.2	108.2	-0.15%	-0.29%	370.6	
25	Fraunhofer Project Centre	1,194.9	1,130.8	64.1	837.6	972.4	-134.8	-29.90%	-14.01%	-967.6	50.2
26	Surface Science Western	1,688.0	1,683.4	4.6	1,817.4	1,766.1	51.3	7.67%	4.91%	211.9	424.6
27	Continuing Studies at Western	2,636.1	2,823.7	-187.6	2,487.2	2,589.4	-102.2	-5.65%	-8.30%	335.5	
28	Sub-Total	13,742.3	13,799.9	-57.6	13,283.8	13,241.4	42.4	-3.34%	-4.05%	704.6	774.8
29	D - Associated Companies										
30	Western Research Parks (incl. Windermere Manor & AMP)	7,754.3	7,587.9	166.4	7,191.4	7,592.1	-400.7	-7.26%	0.06%	-13,932.7	
31	Museum of Ontario Archaeology	480.5	420.4	60.1	481.5	420.5	61.0	0.21%	0.02%	-142.7	
32	Richard Ivey School of Business Foundation	25,522.0	22,976.0	2,546.0	25,009.0	22,463.0	2,546.0	-2.01%	-2.23%	9,698.0	
33	Richard Ivey School of Business - Asia	4,968.0	5,508.0	-540.0	4,376.0	5,068.0	-692.0	-11.92%	-7.99%	-6,666.9	
34	Sub-Total	38,724.8	36,492.3	2,232.5	37,057.9	35,543.6	1,514.3	-4.30%	-2.60%	-11,044.3	0.0
35	Grand Total	182,088.3	181,440.8	647.5	184,150.1	178,589.8	5,560.3	1.13%	-1.57%	45,133.6	928.6

UPDATE ON RAPID TRANSIT

FOR INFORMATION

Since the last update was provided in November 10, 2015 there have been a number of developments and actions taken and/or underway. They are summarized below.

December 8

City, London Transit (LTC) and university representatives met. Key outcomes, learnings from that meeting:

We had asked LTC for preliminary rationalization of bus routes and numbers on campus with a possible introduction of light rail using the City's preferred routing. These were provided:

Currently there are 13 routes and 49 buses per peak hour.

In 2019, absent light rail, they project 11 routes and 56 buses per peak hour.

With light rail rapid transit, there will be 10 routes and 48 buses per peak hour. This would be in addition to the streetcars 12 each in each direction for a total of 24 per hour. It is also important to note that the buses require separate lay-bys so as not to impede the smooth (rapid) flow of streetcars at established stops.

The university transit working group has established a number of principles and objectives in assessing transit options. These were shared with the City and LTC, and are replicated below:

1. Moving the students to campus
2. Campus safety, especially pedestrian safety
3. Respecting the collegiate gothic vistas and architecture
4. Significantly reducing cut-through traffic
5. Creating car-free zones
6. We would not anticipate any large incremental costs
7. We cannot disrupt academic and research activities (during or after implementation)
8. Rationalize the transit routes on campus
9. Respecting campus master plan principles and initiatives.

Note these are not rank ordered; all are important.

We also learned that if we don't allow light rail to come through our campus, the routing of Richmond - Windermere - Western - Masonville is not the default option; instead there would need to be a reassessment of all options.

December 16

Dr. Amit Chakma met with Mayor Matthew Brown and City Manager Art Zuidema. Amit provided reassurance that the university is supportive of rapid transit, while not being able to commit to the City's preferred route at this time, pending consultations and due diligence within the university community. There was an appreciation of this and a willingness to look at options. Another outcome was an

agreement the City would draft a letter detailing at a high level the commitment between the university and the City for rapid transit and provide it to the university for consideration.

January 22

The next meeting with the City and LTC is scheduled for January 22nd. We anticipate reviewing the following (at minimum):

The outcomes of the university's traffic study conducted in December.

An evaluation of a light rail corridor along University Drive – Lambton Drive – Western. This was requested by the university as a possible alternative to the initial City proposal.

A rendering of a vision for a new 5-lane bridge on University Drive, crossing the river (in replacement of our current bridge). This was initiated by and is being developed by the City.

Other University Activities and Developments

As noted above, we are undertaking a traffic study on campus. Cameras and observers were located at key locations on our campus (including all entry points) in early December while regular classes were still underway. The technology utilized enables us to identify vehicles that entered and left our campus in a short period of time (signifying cut through traffic in the main) through vehicle license plate recognition. It also allows us to distinguish car traffic from bus traffic. There were also individuals monitoring key pedestrian intersections and we will have sample information on volumes of foot traffic as well. We will be receiving and reviewing the results of this study on January 18 and as noted above plan to share the results with the City at our meeting on January 22nd. Of course we will also be broadly sharing these results within our campus community.

We are undertaking due diligence on developments of light rail transit (considered, proposed, underway or executed) through other university campuses in North America. We will be extending this due diligence to European developments, as they seem to be further advanced as compared to those in North America. Thus far in our due diligence, there seem to be three somewhat analogous university light rail developments that are informative for us to look at:

University of Minneapolis

University System of Maryland

Portland State University

In Minneapolis, \$25M was spent on campus (funded by the State) to facilitate lab relocations and/or building mitigation measures to deal with electro-magnetic interference, vibration and noise issues emanating from the introduction of light rail.

From Maryland, we have a copy of a Term Sheet between the Maryland Transit Authority and the board of the university that covers the planning, design, construction, operation and maintenance of the project. It too addresses the concern of electro-magnetic interference. We will provide this to the City in our January 22nd meeting.

We have begun a process of gathering information on possible impacts of electro-magnetic interference, vibrations and noise in the faculties/labs for buildings that run along the proposed routes (either the

Middlesex Drive option or the Lambton Drive option). We should have more specific information available some time in February. At a high level, I anticipate this will be a significant issue on the Middlesex Drive route, as it travels very close to a number of buildings that contain sensitive equipment and labs. We did learn from one of our researchers in the Faculty of Science, that he has students coming in to take seismic readings after midnight when LTC buses have stopped running, because the current bus stop at the Natural Sciences building (and often there are a number of buses waiting there) creates vibration that impact readings.

We have developed a preliminary consultation and communications plan, which will be shared with the senior leadership at Western at a meeting scheduled for January 22nd, and in the interim the plan is already being actioned and scheduled. Thus far this initiative has been raised and discussed in a number of venues including the Provost's Deans' meeting; the Undergraduate Students Council (USC) executive – senior leadership meeting, Senate Committee on University Planning, our monthly university senior leadership meeting, the Associate Deans Research meeting, Faculty of Science leadership council meeting, plus a number of separately organized discussions. As new information becomes available and developments occur, we will be reporting back to a number of these committees/bodies on a regular basis. Also, this initiative will be the topic of discussion at our upcoming Leaders' Forum on February 10. In addition, some Western community town halls will be scheduled in the coming weeks.

Appended to this memo as a point of information is a letter from the president of the USC to the Board, indicating the USC's support for rapid transit on campus, noting its importance to our undergraduate students.

I will continue to provide regular updates and seek Property & Finance Committee approval as we come to specific decision points.



University Students' Council

Western University, Room 340, UCC Building • London, Ontario N6A 3K7 • Tel: (519) 661-3574
Fax: (519) 661 - 2094

December 15th, 2016

To: Members of the Board of Governors

On behalf of the University Students' Council, and the undergraduate students of Western University, I write to discuss the important community discussion that is currently underway around the construction of rapid transit in the City of London. As you are aware, City Council is actively pursuing rapid transit – and in particular light rail transit – for construction in and around the university campus. I would like to enthusiastically endorse the Board of Governors working closely with the City to establish and approve plans for students to have direct access to this transit.

Transit is a foundational part of a students' life in the City of London. Students rely on the London Transit Commission to access campus from many areas of residence around the city, and provide them opportunity to connect with the city for volunteering, employment, community culture, and commerce. This connection cannot continue until students have a reliable transit system that is linked with our physical campus and meets the standards that our students from all over the world are setting. Improving campus and city infrastructure will be an important part of providing a world-class experience to the many students we attract to a world-class institution.

As made clear by our public endorsement of the LRT/BRT system that City Council also unanimously endorsed, rapid transit on Western's campus is a priority for the USC and for our students. We have advocated to many levels of government to meet the city's needs – and more specifically students' needs – but I must ensure that our Board also supports this need of Western students. I implore the Board of Governor's to consider this when engaging in a discussion and debate of how rapid transit will be integrated into our campus.

As the University Students' Council gives careful thought and consideration to the needs of current and future Western students, I encourage and expect the Board of Governor's to give equal deliberation.

Respectfully,

A handwritten signature in black ink, appearing to read "Sophie Helpard".

Sophie Helpard

President, USC

NEW SCHOLARSHIPS AND AWARDS

FOR INFORMATION

At its meeting on January 19, 2016, the Property and Finance Committee approved on behalf of the Board of the Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

Joyce Foundation Award (Any Undergraduate Program)

Awarded annually to full-time undergraduate students enrolled in a minimum 3.5 courses at Western University or its affiliated colleges in any year of any faculty. First preference will be given to students who participated in the School Within A University (SWAU) program offered in partnership between Western University and the Thames Valley District School Board. Second preference will be given to students who participated in other programs offered by the Thames Valley Alternative Secondary School (TVASS) such as School Within a College (SWAC) or Reconnect. If there are insufficient candidates who were former participants of the School Within A University program and other TVASS programs, available funding will be disbursed to full-time undergraduate students at Western University or its affiliated colleges in any year of any faculty who graduated from a secondary school in Ontario within one year of admission to Western University, based on financial need. To be considered for the award students must submit a Financial Assistance Profile Application available through the Student Center by September 30th. The Student Success Centre will match recipients with a mentor every year as part of their Leadership and Mentorship Program. Selection of recipients will be made by the Office of the Registrar. Current holders of the Joyce Foundation Continuing Award are not eligible.

Value: 10 at \$5,000

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

Hayes eLaw LLP Scholarship (Law)

Awarded annually to an undergraduate student in Year 2 or 3 in the Faculty of Law, who has attained the highest academic average in the Intellectual Property course. The scholarship committee in the Faculty of Law will select the recipient. This scholarship was established by a generous donation from Hayes eLaw LLP.

Value: 1 at \$1,500

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

Heidi Balsillie, Fairmount Foundation International Travel Bursary (Any Undergraduate Program)

Awarded to undergraduate students who have completed first year or above and who wish to study abroad on: exchange programs; approved study abroad programs; curriculum-based international field courses, international study, or international community service; internships; and other University-led international credit or non-credit learning experiences approved by Western International. Selection will be based on financial need. Only students who have been approved for any of the above-listed programs and who are registered at the constituent University will be considered. Recipients will have completed their prescribed academic program in first year or above and be registered in a full-time course load (minimum 3.5 full courses). To be considered, students must submit an award application, available through Western International, and a financial aid application, available on the Student Center, by October 31 of the year prior to departure. Western International will assess eligibility for the international experience. The Office of the Registrar will assess financial need and select the recipient. The award will be disbursed in the spring prior to departure. Students in professional programs or HBA are not eligible. Recipients of a National Scholarship are not eligible. This bursary was established by Heidi Balsillie, Fairmount Foundation.

Value: 10 at \$1,000 and 10 at \$2,000

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

At its meeting on January 19, 2016, the Property and Finance Committee approved on behalf of the Board of the Governors, the following terms of reference for new scholarships, awards, bursaries and prizes.

Dr. Jean F. Campbell Resident Scholarship for Teaching Excellence in Obstetrics & Gynaecology (Schulich School of Medicine & Dentistry, Obstetrics & Gynaecology)

Awarded annually to a resident in the Residency Training Program, Department of Obstetrics & Gynaecology, Schulich School of Medicine & Dentistry. Nominees are identified through clinical clerk teaching evaluations. The final selection is made by the Resident Training Program Committee in the Department of Obstetrics & Gynaecology. This award was made possible by a gift from the estate of Dr. Jean F. Campbell (MD 1933).

Value: 1 at \$1,500

Effective Date: 2015-2016 academic year

Jean graduated with her medical degree in 1933 from The University of Western Ontario. Jean served as a Faculty Member in Obstetrics & Gynaecology for many years. She wanted to ensure that students are recognized and rewarded for their dedication, devotion and excellence in Obstetrics and Gynaecology. Jean died in 2002 at age 84.

Dr. Raymond O. Heimbecker Award in Medicine (Medicine)

Awarded annually to a student in any year of the Doctor of Medicine (MD) program who has demonstrated financial need. 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. This award was established through a generous estate gift from Dr. Raymond O. Heimbecker.

Value: 1 at \$1,000

Effective Date: 2016-2017 academic year

Dr. Heimbecker was a pioneer in cardiovascular surgery. He performed the world's first complete heart valve transplant in 1962 and Canada's first modern heart transplant in 1981. In 1974 he became the first Professor and Chief of Cardiovascular Surgery at University Hospital in London, Ontario. In 1997, he was made an Officer of the Order of Canada for developing advanced techniques for heart surgery and assisting in the first human heart valve transplant. Dr. Heimbecker died in 2014 at age 91.

David and Betty Nelson Global Opportunities Award (Law)

Awarded annually to a full-time student enrolled in the Faculty of Law who is participating in Western Law's exchange program for one term, with preference being given to the University of Bergen in Norway. Students may receive a Global Opportunities Award only once during their academic career at Western. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load. Students may apply for this award in advance of being accepted into an eligible international learning program, with receipt of the award contingent upon acceptance into the program. Online applications are available on the Global Opportunities website, Western International. Applications are due on November 15 (for decisions in early January) and March 15 (for decisions in early May). Students will be selected based on 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 Andrea Streufert, in memory of her parents, David and Betty Nelson, descendants of Norwegian immigrants.

Value: 1 at \$2,000*

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

**Each \$1,000 from the Donor will be matched by \$1,000 through the University Global Opportunities Matching Program as long as the program is offered by the University.*

Dean's Undergraduate Scholarship in Social Science (Social Science)

Awarded annually to a full-time undergraduate student entering Year 1 in the Faculty of Social Science, with academic achievement and financial need. Preference will be given to a student who has participated extensively in high school extracurricular activities (sports or clubs), and/or volunteered extensively in the community. Online financial assistance applications are available through Student Center and must be submitted by September 30th. In addition, a one-page statement outlining the

student's activities and volunteerism must be submitted to the Dean's Office in the Faculty of Social Science by September 30th. The scholarship committee in the Faculty of Social Science will select the recipient. This scholarship was established with a generous gift from the Faculty of Social Science alumni and friends.

Value: 1 at \$1,400
Effective Date: 2016-2017 academic year

Garth and Wilma Lambert Entrance Scholarship in Arts and Humanities (Arts and Humanities)
Awarded annually to a full-time undergraduate student entering Year 1 of any program in the Faculty of Arts and Humanities, based on academic achievement (minimum 80% average). The Office of the Registrar will select the recipient. This scholarship was established with a generous gift from Professor Garth R. Lambert and his wife Wilma Lambert.

Value: 1 at \$1,500
Effective Date: 2015-2016 academic year

Garth was a dedicated professor of Latin, Classical Studies, and Philosophy at Western University both in the Faculty of Education and the Faculty of Arts and Humanities, for the majority of his career. Garth died in 2014 at age 85.

Garth and Wilma Lambert Scholarship in Arts and Humanities (Arts and Humanities)
Awarded annually to full-time undergraduate students in any year, of any program, in the Faculty of Arts and Humanities, based on academic achievement (minimum 80% average) and demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by September 30th. The scholarship committee in the Faculty of Arts and Humanities will select the recipients after the Office of the Registrar assesses for financial need. This scholarship was established with a generous gift from Professor Garth R. Lambert and his wife Wilma Lambert.

Value: 2 at \$1,500
Effective Date: 2015-2016 academic year

Garth was a dedicated professor of Latin, Classical Studies, and Philosophy at Western University both in the Faculty of Education and the Faculty of Arts and Humanities, for the majority of his career. Garth died in 2014 at age 85.

Garth and Wilma Lambert Scholarship in History (Social Science, History)
Awarded annually to a full-time undergraduate student in Year 2, 3, or 4 who is enrolled in the Faculty of Social Science and registered in an Honors Specialization, Major or Specialization in History, and who has completed at least two courses that fulfill the Department of History's World History requirement. Recipients will have a minimum 80% average overall, and a combined average of at least 75% in the World History courses. The scholarship committee in the Department of History will select the recipient. This scholarship was established with a generous gift from Professor Garth R. Lambert and his wife Wilma Lambert.

Value: 1 at \$1,500
Effective Date: 2015-2016 academic year

Garth was a dedicated professor of Latin, Classical Studies, and Philosophy at Western University both in the Faculty of Education and the Faculty of Arts and Humanities, for the majority of his career. Garth died in 2014 at age 85.

Douglas K. Campbell Medical Bursary (Medicine)
Awarded annually to full-time undergraduate students entering Year 1 in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry, who have demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31st. The Office of the Registrar will select the recipients. Preference will be given to students who are interested in serving in medically underserved communities in Canada or abroad. This bursary was established through a generous gift from the estate of Douglas K. Campbell.

Value: 2 at \$1,000
Effective Date: 2016-2017 academic year

Meds Class of 1990 Award (Medicine)

Awarded annually to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry, who has demonstrated financial need. 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. This award was established by a generous gift from the Meds Class of 1990 Alumni, on the occasion of their 25th Homecoming Reunion.

Value: 1 at \$2,000
Effective Date: 2016-2017 to 2020-2021 academic years inclusive

Meds Class of 1966 Scholarship in Professionalism (Medicine)

Awarded annually to a full-time undergraduate Doctor of Medicine (MD) student completing Year 4 who best exemplifies the Four Pillars of Professionalism: altruism, integrity, responsibility and respect. Peer and Faculty nominations must be submitted to the Undergraduate Medical Office by March 31st. The Progression and Awards Committee of the Schulich School of Medicine & Dentistry will select the recipient, with presentation of the scholarship made at the annual May convocation. This scholarship was established through generous contributions from the Meds Class of 1966.

Value: 1 at \$2,000
Effective Date: 2016-2017 to 2020-2021 academic years inclusive

Heather J. Hiscox Award in Journalism and Ethics (Media in Journalism & Communication)

Awarded annually to a full-time graduate student entering the Master of Media in Journalism & Communication program in the Faculty of Information and Media Studies, based on academic achievement and a demonstrated interest in journalism and ethics. The recipient will be selected by the Media in Journalism & Communication Admissions Committee within the Faculty of Information and Media Studies. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship was made possible by a generous donation from Heather J. Hiscox (MA '87, Journalism) in honour of her grandmother Jean.

Value: 1 at \$1,000
Effective Date: May 2016 to April 2026 inclusive

Heather is a nationally acclaimed journalist and news anchor.

Ryan Finch Men's Volleyball Award (Athletic Award, Volleyball)

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 Volleyball Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision 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 Mr. Ryan J. Finch (HBA '97).

Value: 1 at \$4,000
Effective Date: 2016-2017 to 2020-2021 academic years inclusive

Michael A.R. Wilson Family HBA Scholarship (Ivey School of Business)

Awarded annually to a full-time undergraduate student at Western who has been accepted into Ivey's Advanced Entry Opportunity (AEO), based on academic achievement (minimum 80% academic average) and demonstrated leadership skills. A strong preference will be given to a candidate from the Ottawa, Ontario area. If a recipient from the Ottawa area is not found, preference will be given to a student from Eastern Ontario. The recipient will receive this award upon entering HBA 1. If for some reason, the AEO recipient does not enter HBA 1 at Ivey she/he will forfeit the award, and another HBA 1 student who meets the criteria will be selected. The award will be renewed for HBA 2 provided the candidate maintains

a minimum 80% average. The selection of the recipient will be made by the HBA Scholarship Review Committee. This scholarship was established by a generous gift from Michael A. R. Wilson, HBA '90.

Value: 1 at \$5,000 continuing
Effective Date: 2016-2017 academic year

Barnes Family HBA Scholarship (Ivey School of Business)

Awarded annually to full-time undergraduate students who have completed their first two years of studies at Western and are entering the HBA program at the Ivey Business School, based on academic achievement and demonstrated financial need. Online financial need assistance applications are available through Student Center and must be submitted by March 1st. The Office of the Registrar will determine financial need eligibility and the HBA Scholarship Committee will make the final selection of the recipient. These awards were established with a generous gift from Gary Barnes (HBA '67), and the Barnes Family Charitable Foundation.

Value: 2 at \$10,000
Effective Date: 2016-2017 to 2020-2021 academic years inclusive

When Gary was in first year of the HBA program, his father suddenly passed away. With his debt load mounting, finances were a major concern until Gary and his classmates launched their business school project into operation and their business became a major success. After graduation, Gary began working with Proctor and Gamble, and later became the President and CEO of 3 different Food and Beverage Companies. Gary is grateful to the Ivey Business School for the education he received and established the Barnes Family Charitable Foundation in support of scholarships for future HBA students.

REPORT OF THE BYLAWS COMMITTEE

Contents	Consent Agenda
Report of the Governance Review Task Force	No

FOR INFORMATION

1. **Report of the Governance Review Task Force**

The Bylaws Committee met on December 11, 2015 with several members of the Governance Review Task Force to discuss an implementation plan for the recommendations of the Task Force. The Committee recognized that, since its membership would be reconstituted at the January Board meeting, its deliberations would be in the form of advice to the 2016 Bylaws Committee.

The Committee considered whether its membership should be increased in 2016 to handle the work that will be involved in implementing the report. Its conclusion was that a larger committee could be unwieldy and it recommends that the current size and membership profile be maintained. An alternative is to divide the work amongst the members to create small working groups, bringing other Board members who might be interested in particular areas on to those working groups.

The Committee further recommends the following:

- Timelines:
June Board meeting: presentation of a preliminary report
September Board Retreat: presentation of a final report
Interim reports to be developed as needed
Ongoing updates to the Board
- The Secretariat will develop a chart/work plan that outlines the actions required to implement each recommendation, who would be responsible for aspects of the implementation, a time frame (immediate, short, medium or long term), internal or external impact, resources required, and any other factors deemed pertinent. The draft chart/work plan would be presented to the Bylaws Committee at its first meeting in 2016 for approval.
- Board Committees will be asked to start reviewing their terms of reference and composition as soon as possible. (*Reviews of Terms of Reference were on the January agendas of all standing committees.*)

REPORT OF THE SENIOR OPERATIONS COMMITTEE

Contents	Consent Agenda
The University of Western Ontario Act – Proposal to Remove Canadian Citizenship Requirement	No

FOR APPROVAL

1. **The University of Western Ontario Act – Proposal to Remove Canadian Citizenship Requirement**

Recommended: That the Board of Governors endorse the proposal from the Ministry of Training, Colleges and Universities to remove the requirement in the UWO Act that members of the Board of Governors be Canadian citizens.

Background:

The Ministry of Colleges and Universities has approached the university to determine whether it would endorse a proposal to remove from The University of Western Ontario Act the requirement that members of the Board be Canadian citizens. Western is one of only four universities in Ontario to still have this requirement. The other three are being asked to consider the same request. The concern is that the provision may be discriminatory.

This amendment has been made to the statutes of other universities in the past through opportunities provided in omnibus bills and the representative from MTCU indicated that there will be such an opportunity sometime in the coming weeks. With respect to process, he advised the following:

- (a) The proposed amendment would need demonstrated support through the governance process and would need to be formally requested by the chair of the Board of Governors to the Minister of MTCU and cc'd to the Deputy Minister.
- (b) Only an amendment to the provision of the statute in regard to the Canadian Citizenship requirement would be possible at this time. The government is not in a position to make other amendments to university statutes in the process that will be available in the coming weeks.
- (c) The window for bringing forward this specific amendment is short – MTCU would need to move it through internal approvals over the month of January to early/mid-February at the latest.

The specific paragraph in the Act that would be repealed is Paragraph 11(2): "A member of the Board must be a Canadian citizen."

REPORT OF THE AUDIT COMMITTEE

Contents	Consent Agenda
Harassment and Discrimination Matters Annual Report	Yes

FOR INFORMATION

1. **Harassment and Discrimination Matters Annual Report**

See [Annex 1](#).

Annual Report

Harassment and Discrimination Matters

May 1, 2014 to April 30, 2015

ROLE AND SERVICES OFFERED

Equity & Human Rights Services (EHRS) is available to all members of Western's community. The role of EHRS is to facilitate the development, implementation and ongoing management/coordination of Western's Non-Discrimination and Harassment Policy ("Policy") and procedures. Pursuant to the Policy, EHRS offers the following services:

- Confidential consultation, support, and information available to all Western students, staff, faculty and postdoctoral scholars
- Support, education and advice to Administrative leaders and Academic leaders
- Culture and climate reviews, as appropriate
- Workshops and presentations

CONTACTS

Over the past academic year, EHRS recorded a total of **365** contacts. **167** of these were from individuals who believed he or she had been subjected to, or had witnessed, behaviour that may fall under the Policy. The remaining **198** contacts were: (a) requests for assistance from **128** Academic or Administrative Leaders (i.e., those with the authority and responsibility to address concerns); (b) requests for information and/or assistance by **42** third-parties (often friends,

coworkers or persons in non-authority roles seeking assistance to support others); and, (c) **28** general requests for information, training or resources relating to the Policy.

INDIVIDUAL CONTACTS (People Directly Experiencing Concerns)

Tables I and **Ia** display the number of consultations by issue for the 167 individuals who contacted EHRS in relation to a concern they were directly experiencing. **Table II** displays the role at Western of those individuals contacting our office. Individuals may contact the office in relation to more than one ground.

All individuals reporting concerns to EHRS are provided with advice. If the matter falls under the Policy, individuals are also given the option to request alternate resolution, or file a formal complaint and request investigation. Individuals frequently opt to attempt to resolve the situation themselves following advice from EHRS.

In the 2014-2015 academic year, **26** individuals requested alternate resolution through EHRS in the form of mediation, facilitation, and EHRS-led inquiries to support the proper application of the Policy. EHRS facilitated **one** review of culture and climate concerns at the request of the University. **Seven** formal complaints were investigated, through the Associate Vice President, Human Resources.

TABLE I: Individual Consultations by Issue (by #)

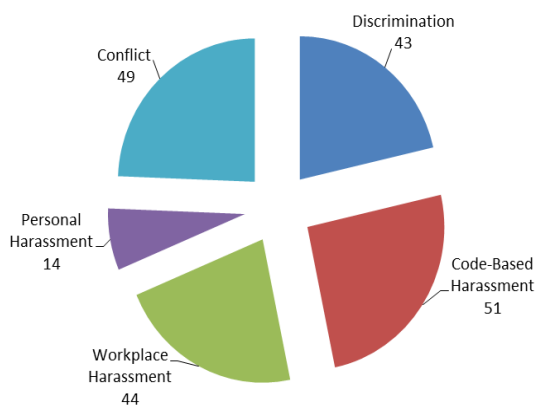


TABLE Ia: Code-Based Discrimination & Harassment Grounds (by #)

Sexual Orientation	2
Gender Identity / Expression	4
Religion	5
Family	5
Race	14
Disability	34
Sex	34

TABLE II: Individual Consultations—Role at Western

ROLE	#	%
Undergraduate	37	22.2
Graduate	43	25.7
Faculty	20	12.0
Staff	59	35.3
Other	8	4.8
TOTAL	167	100%

ACADEMIC OR ADMINISTRATIVE LEADER SUPPORT

Western’s Policy requires Academic or Administrative Leaders to report any incidents which **may be** related to harassment and discrimination to EHRS, as well as to involve EHRS in any unit-based attempts at resolving or mediating potential harassment.

Table III displays the top issues reported by the **128** Academic and Administrative Leaders who contacted our office during the past year. Understanding the issues our leaders are facing assists us to determine where our office’s focus should be in designing and delivering support and resources.

A note regarding conflict

Some form of conflict is present in most – if not all – concerns that come to the attention of EHRS. Conflict may be present along with harassment and discrimination concerns. However, some concerns do not fall within the scope of the Policy and present as interpersonal issues, misunderstandings about role or job clarity, or organizational structure. EHRS recognizes the significant detrimental effects the unresolved conflict can have in the work and academic setting as well as to one’s own well-being and thus, when appropriate, EHRS will offer various strategies, including facilitated discussions, coaching or referrals to other supports (including EAP, Rehab Services, Ombudsperson, etc.).

A note regarding safety

EHRS is consistently mindful of concerns relating to potential violence or threats to individuals’ safety. When appropriate, we refer or report such concerns to Campus Police (CCPS). EHRS referred to or contacted CCPS on **19** occasions this past year.

TRENDS AND HIGHLIGHTS

EHRS saw an increase in the number of disability-related accommodation concerns brought by students this year. The majority of concerns related to accommodation practices and procedures for mental health and learning disabilities (i.e., non-visible disabilities). We worked with, and will continue to collaborate with, campus stakeholders to ensure that Western’s accommodation policies and procedures are compliant with legislation and best practices.

This year also saw a marked increase in the number of concerns regarding social media. Harassment and discrimination can, and does, occur on social media and EHRS is a support to members of our community who need support or have inquiries about something that has

Table III: Academic or Administrative Leaders—Top Issues

ISSUE	#	Total #
Code-Based Discrimination and Harassment		80
Race	8	
Sex	37	
Religion (incl. accommodation)	9	
Disability (incl. accommodation)	21	
Family Status	1	
Gender Identity/Expression	2	
Workplace Harassment		25
Conflict		30
Personal Harassment		16

occurred online which is affecting their working or learning environment.

A great deal of attention this year has been focused on sexual violence prevention and response. EHRS plays an important role at Western as we are the primary support for sexual harassment-related inquiries. Further, EHRS continues to advocate that Western’s sexual violence program is fully reflective of the diversity on our campus and that the theory of intersectionality is carefully considered and applied as we work to prevent and respond to all incidents of sexual violence.

Finally, EHRS has recognized the need for increased attention on LGBTQ awareness and support. Particular attention must be paid to Western policies and practices that may impact transgender individuals (for example, change of name policies). EHRS is committed to working with our campus partners to ensure Western’s policies and practices are inclusive.

EDUCATION AND OUTREACH

EHRS provides workshops and training in the areas of harassment, bullying and diversity to approximately 1500 Western members each year. A new role, Diversity and Accessibility Coordinator, has been added to EHRS to support our education and outreach work.

CONCLUSION

EHRS wishes to express our appreciation to all those we interact with in an effort to assist with resolution of matters. We look forward to continuing to support all students, staff and faculty members on a campus which respects, accepts, nurtures, and celebrates its diversity.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Equity & Human Rights Services
Western University
Somerville House, Room 2319
London, ON N6A 3K7
T 519.661.3334
F 519.661.2133

REPORT OF THE FUND RAISING & DONOR RELATIONS COMMITTEE

Contents	Consent Agenda
Terms of Reference Amendments	No
Western Fund Allocation	Yes
Fundraising Activity Quarterly Report to October 31, 2015	Yes

FOR APPROVAL

1. **Fund Raising & Donor Relations Committee Terms of Reference**

Recommended: That revisions to the terms of reference of the Fund Raising & Donor Relations Committee, described in **Annex 1**, be approved.

FRDRC conducted an in-depth review of its mandate, terms of reference, and processes over a number of meetings in 2016. The proposed amendments were approved by the Committee in the fall but were not brought to the Board in November because it was not certain whether the Chair of the Committee and Vice-President (External) would be able to be at that meeting.

Given the recommendation in the Report of the Governance Review Task Force that all standing Committee's review their terms of reference, FRDRC reflected on their terms again at its January meeting. The consensus was that further changes are not needed. The terms are serving the Committee well.

The Committee has begun to restructure its agenda and processes to focus its work more strategically.

FOR INFORMATION

2. **Western Fund Allocation**

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

Each year, an allocation of available expendable Western Fund contributions is allocated to a preexisting list of priorities, including the Ontario Graduate Scholarships program, for which a transfer at March 31, 2016 will be required to help fully meet funding needs by the program deadline.

At its meeting on January 18, 2016, the Fund Raising & Donor Relations Committee approved the following allocations.

PROJECT	FUNDING	DETAILS
Capital Funding	\$350,000	Institutional Planning & Budgeting commitment for capital expenditures.
OGS	\$350,000	Annual commitment to fund the OGS/QEIISS/OTS exposure
Rotman Institute of Philosophy	\$47,584	In support of the Institute as part of the donor agreement with the Rotman Family Foundation.

Lassonde Awards - Engineering	\$20,000	Annual commitment to support two awards as part of the donor agreement with the Lassonde family.
Scholar's Elective Program	\$15,000	Annual commitment to fund the program.
London Music Scholarships	\$4,000	Annual commitment to provide awards for students who do not meet the Ontario residency requirements of the LMSF OSOTF endowment.
London Police Services Scholarship	\$1,000	Annual commitment to address a donor relations issue resulting from a withdrawal of OSOTF matching funds.
TOTAL FOR 2013/2014	\$787,584	

3. **Fundraising Activity Quarterly Report to October 31, 2015**

See [Annex 2](#).

The UNIVERSITY of WESTERN ONTARIO
BOARD OF GOVERNORS

FUND RAISING & DONOR RELATIONS COMMITTEE

Ref: Special Resolution No. 1-C

Amended: ~~24JUN2010~~
[New date](#)

Terms of Reference

1. The Fund Raising & Donor Relations Committee is a standing committee of the Board, constituted for the purpose of ensuring active involvement of the Board of Governors in setting policy for, [providing strategic guidance for](#), and directly supporting ongoing generation of philanthropic dollars for the University and providing oversight and support to the relationship between the University and its donors. The Committee has responsibility to educate and engage the members of the Board with respect to their roles and responsibilities in helping to achieve fund raising success.
2. The principal responsibilities of the Committee are:
 - (a) To guide the Board in its leadership of Western's philanthropic culture as an integral support of the University's mission.
 - (b) To set a policy framework that encourages philanthropy that is donor focused and to ensure that fund raising activities support the mission and strategic priorities of the University.
 - (c) To provide policy guidance, strategic guidance and oversight to all fund raising and donor relations programs.
 - (d) To recommend long-term institutional fund raising plans to support the academic strategy of the University, and to recommend annual financial targets for fund raising to the Board.
 - (e) To monitor and evaluate progress at least quarterly in meeting fund raising financial targets and plans and to report openly and regularly to the University community on the impact, efficiency and efficacy of fund raising activities.
 - (f) To ensure appropriate volunteer resources are mobilized to support fund raising activities and that the appropriate staff resources and functions are in place to support [solicitation](#) volunteers ~~and~~ activities.
 - (g) To ensure that adequate budgetary resources are allocated to support institutional fund raising and to set standards for and monitor the total cost of raising funds, providing accountability to donors and the University community in the efficiency and effectiveness of fund raising efforts.
 - (h) To set, monitor and evaluate policies, criteria, standards and activities for donor relations and stewardship of gifts made to the University, serving as the principal volunteer body to lead and participate in donor relations activities.
 - (i) To establish criteria for the recognition of donor gifts to the University, including the naming of physical spaces, endowments, academic positions and programs to recognize donors' gifts, and to approve and/or recommend naming to the Board in accordance with Board policies.
 - (j) To ensure that marketing, communications and branding programs and activities are in place to support the University's philanthropic objectives.
 - (k) To review these Terms of Reference at least biennially, and recommend amendments to the Board of Governors as necessary; and

(l) To evaluate annually the effectiveness of the Committee against these Terms of Reference.

Membership and Procedure

3. The membership of the Committee shall be:

The Chair of the Board
The Vice-Chair of the Board
The Chancellor
The President & Vice-Chancellor

The Vice-President (External) (non-voting)
The Secretary of the Board (non-voting)
The Chair of the Ivey Development Committee (or designate) (non-voting)
The President of The University of Western Ontario Alumni Association (or designate) (non-voting)
The Campaign Chair (or designate) (when applicable)

At least Five members of the Board, appointed by the Board¹
Four additional members, appointed by the Board

4. The quorum for meetings shall be 8 members, at least 5 of whom must be voting members.

5. The terms of appointed members shall be two years, renewable.

6. The Chair and the Vice-President (External) will determine, from time to time, which staff from the ~~Department of Alumni Relations and Development~~ Division of External Relations shall be assigned to the Committee as non-voting Resource Persons:

7. The Chair and Vice-Chair of the Committee shall be appointed by the Board. The Secretary of the Board (or designate) shall be Secretary of the Committee.

Commented [CS1]: "At least five members" provides greater flexibility in filling the committee. Sometimes more Board members opt for this committee than we have seats. "At least" makes it possible to appoint members who have an interest while also being able to include those members of the Board with particular expertise in fundraising. This is the same language used in the terms of reference of the Property & Finance Committee.

¹ Board By-Law No. 1, G.5.(b): Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board.



Fund Raising Initiatives Quarterly Report
as at October 31, 2015
(with comparative figures from the fiscal year 2013/14 to 2014/15)

(1) PLEDGE DATA	May 1, 2015 to October 31, 2015 (000's)			May 1, 2014 to April 30, 2015 (000's)			May 1, 2013 to April 30, 2014 (000's)		
	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target
Pledges outstanding May 1,	161,936	161,936	N/A	111,191	111,191	N/A	101,618	101,618	N/A
New Gifts & Pledges (Gross)	65,000	15,837	24.36%	65,000	110,976	170.73%	65,050	69,908	107.47%
Pledges cancelled/amended on new/prior pledges	-3,066	-248	8.10%	-2,797	-3,905	139.58%	-2,962	-3,154	106.50%
Net New Pledges/Gifts	61,934	15,588	25.17%	62,203	107,072	172.13%	62,088	66,754	107.51%
(2) Contributions received in payment of pledges/gifts:									
Western University	115,594	12,353	10.69%	55,122	55,936	101.48%	52,714	57,174	103.07%
Richard Ivey School of Business (Asia) Limited	383	0	0.00%	394	391	99.25%	9	7	77.78%
Total contributions received	115,978	12,353	10.65%	55,516	56,327	101.46%	52,723	57,181	108.46%
Net Pledges Outstanding	107,893	165,172	153.09%	117,877	161,936	137.38%	110,983	111,191	100.19%

(3) Cost Per Dollar Raised	Advancement Fund Raising Units			Net Pledges/Gifts			Net Pledges/Gifts		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Alumni Relations & Development	13,468	4,190	NA	103,870	5,522	\$0.05	57,575	5,153	\$0.09
Richard Ivey School of Business	2,410	509	NA	7,011	1,202	\$0.17	12,035	1,556	\$0.13
Total Expenses/Cost Per Dollar Raised	15,878	4,699	NA	110,881	6,724	\$0.06	69,610	6,709	\$0.10
(4) 3-Year Average Cost Per Dollar Raised	NA	NA	NA	250,102	20,142	\$0.08	259,552	20,248	\$0.08

(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
- 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) FY15, FY14 expenses include salary, benefits and other expenses directly incurred within unit.
- (4) 3 Year Rolling Average - reflects the major gift factor and the post campaign period.

ITEMS REFERRED BY SENATE

Contents	Consent Agenda
Change in Reporting Structure for Western Sports and Recreation	Yes
Department of Visual Arts – Proposed Name Change to the Department of Art History and Studio Art	Yes
Articulation Agreement for Admission of Graduates of Lambton College’s Two-Year (Accelerated) Liberal Studies Diploma to Huron University College’s Faculty of Arts and Social Science	Yes
Revision to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process	Yes
Vice-President (Research) 2015 Annual Report	No
Report on Faculty Recruitment and Retention	No
Western Libraries Annual Report	Yes
Report of the Academic Colleague	Yes
Interim Report of the Senate Ad Hoc Committee on Renewal	No
Announcements	Yes

FOR APPROVAL

1. **Change in Reporting Structure for Western Sports and Recreation**

Recommended: That the reporting structure for Western Sports and Recreation be changed from the Dean of the Faculty of Health Sciences to the Associate Vice-President (Student Experience), as recommended by Senate.

Background:
See [Annex 1](#).

2. **Department Of Visual Arts – Proposed Name Change To The Department Of Art History And Studio Art**

Recommended: That effective July 1, 2016, the name of the Department of Visual Arts be changed to the Department of Art History and Studio Art.

Background:
The new name more clearly conveys the research and teaching areas in the department and the content of the degree programs. It is anticipated that this change will eliminate confusion among prospective students, parents, school councillors, and employers about the department's areas of study. Faculty held a lengthy discussion of the department name at the end of year retreat in May 2015 and decided unanimously on the new name. The Faculty of Arts and Humanities’ Council approved the name change on November 18, 2015.

3. **Articulation Agreement for Admission of Graduates of Lambton College's Two-Year (Accelerated) Liberal Studies Diploma to Huron University College's Faculty of Arts and Social Science**

Recommended: That effective February 1, 2016, graduates from Lambton College's Two-Year (Accelerated) Liberal Studies Diploma be admitted to Huron University College's Faculty of Arts and Social Science with block transfer credits, as shown in the Articulation Agreement set out as [Annex 2](#), as recommended by Senate.

Background:

This articulation agreement, attached as [Annex 2](#), was developed to define pathways for students in the Liberal Studies two-year or accelerated diploma into Huron's Faculty of Arts and Social Science. The development of this agreement supports the initiatives of the province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfers (ONCAT).

FOR INFORMATION

4. **Revision to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process**

The amendments to the Scholarships, Awards and Prizes – Definitions and Approval Process Policy (MAPP 2.10) as outlined in [Annex 3](#) are considered in the Report of the Property & Finance Committee.

5. **Vice-President (Research) 2015 Annual Report**

See [Annex 4](#).

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

See [Annex 5](#).

7. **Western Libraries – Annual Report**

See [Annex 6](#).

8. **Report of the Academic Colleague**

See [Annex 7](#).

9. **Interim Report of the Senate ad hoc Committee on Renewal**

See [Annex 8](#).

10. **Announcements**

See [Annex 9](#).



Sports and Recreation - Reporting to the AVP – Student Experience

FOR APPROVAL

Recommended: That the reporting structure for Western Sports & Recreation be changed from the Dean of the Faculty of Health Sciences to the Associate Vice-President (Student Experience).

Background:

Sport and Recreation Services (SRS) at Western is a highly regarded operation that has responsibility for all recreational, intramural, fitness sports on campus and for Varsity Athletics. The program contributes significantly to student recruitment, retention, enrichment and preparation.

On April 2 of 1971, the Senate endorsed a recommendation of the Senate Committee on University Development and approved the creation of the Faculty of Physical Education and Athletics. From that time the SRS has reported to the Dean of the Faculty of Physical Education and Athletics (later the Dean of Kinesiology, and today, the Dean of the Faculty of Health Sciences). Many changes have transpired in both SRS and Kinesiology/Health Sciences since that time that make it appropriate for SRS to be administered through the portfolio of the Associate Vice-President (Student Experience) rather than through the School of Kinesiology to the Dean of Health Sciences. The School of Kinesiology supports this move and the following motion was approved at the November 5, 2015 meeting of Kinesiology Council:

Watson/Heine: That Sport and Recreation Services report to the AVP- Student Experience effective December 31, 2015

Motion Carried: 20 in favour; 1 opposed; 1 abstention

The recommendation aligns with the administrative structures that are in place on most Canadian university campuses. The change also aligns with the recommendations presented in the Crawford, Mahon and Moran (September 2011) review: "*Setting a Place at the Table for SRS: Report of the Review of UWO Sports and Recreation Services*". The proposed change responds to, and aligns with, the creation of the new Associate Vice-President (Student Experience) portfolio and will closely align the SRS program with like-minded units and funding sources. This change also reflects the true pan-University focus of the SRS programs, where student athletes and campus recreation participants are drawn from all Western Faculties and all three University Colleges, and not exclusively from the School of Kinesiology in the Faculty of Health Science. Finally, the proposed change reflects a major shift in emphasis within the School of Kinesiology to one less focused on sport and to one aligned with human movement and health. We anticipate this shift will become more pronounced in the future as the programming in the School of Kinesiology aligns with Clinical Kinesiology as a regulated health field.

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

HURON UNIVERSITY COLLEGE
(hereinafter called "Huron")

and

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

and

LAMBTON COLLEGE OF APPLIED ARTS & TECHNOLOGY
(hereinafter called "Lambton")

WHEREAS Western, Huron, and Lambton wish to increase student mobility between liberal arts programs at Lambton and Huron, 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 Liberal Studies Diploma Program at Lambton to the Faculty of Arts & Social Science at Huron by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and Western agrees to grant transfer credit to successful applicants under the terms of this Agreement;

AND WHEREAS the parties wish to set out clearly defined processes for the movement of the graduates between Lambton and Huron;

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. Huron agrees to consider for admission to full-time study into the Bachelor of Arts programs listed in Appendix A, students from the Liberal Studies Diploma program at Lambton who meet the following requirements:

- Completion of the 2-year (or accelerated) Liberal Studies Diploma program with a minimum overall average of "B+", or 3.5 GPA calculated on all courses in the diploma program, and with no grade less than "C", or 2.0 GPA
- Completion of the required prerequisite courses at Lambton, specific to the program of study as per Appendix A.

2. In order to be considered for admission, Lambton students must apply to Huron by May 1 of the year in which they are seeking admission. Applicants must provide their academic transcripts to the Huron Admissions Office by July 1.

3. Admissions decisions are within the sole discretion of Western and Huron, 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.

TRANSFER CREDIT

4. The required Lambton courses are listed below. Lambton students will receive a “block credit” for these courses equivalent to one year of full-time study (5.0 courses) in the Faculty of Arts & Social Science. This credit block is not transferable to other Faculties or Programs. Students who transfer to another campus will have the block transfer credit removed from their academic record, and credit for their Lambton courses will be assessed on a course-by-course basis.

- ANT1003 and 2003
- ENG1113 and 2113
- ITS1003
- MTH1163
- POL1003 and 2003
- PSYC1003 and 2003
- SOC 1003, 2003 and 3003; plus
- Sufficient electives to complete the Liberal Studies program, which may include the specific program requirements listed in Appendix A.

5. The list set out in section 4 may be amended from time to time with the agreement in writing of the parties. Each party must give the other reasonable notice of any anticipated changes to curriculum or course content for the courses set out in section 4. If Huron determines that “block credit” cannot be given due to course or curriculum changes that have been or will be instituted by either party, it may terminate this agreement. Failure to provide timely notification to Huron of changes to Lambton’s course names or numbers may result in denial of admission and rescinding of transfer credit from qualified applicants.

6. The parties acknowledge that the granting of block transfer credit is based on an assessment of the Liberal Studies 2-year (or accelerated) Diploma Program curriculum and the courses as of the date of this Agreement. It is the responsibility of Lambton to notify Huron of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Huron to decide whether block transfer credit will continue to be granted for these courses.

GENERAL

7. Students accepted under this Agreement must complete all progression and breadth requirements and maintain a cumulative and graduating average of at least 60% to graduate. These progression and degree requirements are subject to change during the term of this Agreement and Huron will give the Lambton written notice of any changes.

8. Students who subsequently fail to meet progression or degree requirements for the Huron modules listed in Appendix A may be permitted to transfer to another program at the discretion of the Dean of the relevant Faculty. Students who transfer to another program will have the block transfer credit removed from their academic record and credit for College courses will be assessed on a course-by-course basis.

9. Lambton and Huron agree to provide Lambton students with information about the block transfer credit 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 February 1, 2016 and shall continue in force unless terminated by a party as set out herein.

- (b) Either party can terminate this Agreement due to changes to the Lambton Liberal Studies 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 Lambton and the date that the changes were made by Lambton.

- (c) 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.

LAMBTON COLLEGE OF APPLIED ARTS & TECHNOLOGY

* _____
Yvonne Clarke
Dean, School of Business & Creative Design,
English & Liberal Studies

[Date]

HURON UNIVERSITY COLLEGE

* _____
Dr. Stephen McLatchie
Principal

[Date]

THE UNIVERSITY OF WESTERN ONTARIO

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

[Date]

***I have authority to bind the institution.**

Articulation Agreement between Huron University College, The University of Western Ontario, and
Lambton College of Applied Arts & Technology,
Effective February 1, 2016
2-Year (or accelerated) Liberal Studies Diploma Program

**APPENDIX A: Huron Modules
Specific 1st Year Requirements**

Huron Module	1st Year Requirements
Global Studies	-students entering Global Development Studies modules will receive special permission to take CGS 2002 F/G in Year 2
English	- ENG 1113 and 2113 at Lambton
French Studies	-FRENCH 1900E or 1910 at Huron
History	-HISTORY 1003 and 2003 at Lambton; OR -HISTORY 1801E or 1802E at Huron
Jewish Studies	N/A
Philosophy	N/A
Political Science	-POL 1003 and 2003 at Lambton
Psychology	-PSY 1003 and 2003 at Lambton; AND -PSYCHOL 1001E Laboratory upgrade at Huron

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- Completion of the 2-year (or accelerated) Liberal Studies Diploma program with a minimum overall average of "B+", or 3.5 GPA calculated on all courses in the diploma program, and with no grade less than "C", or 2.0 GPA
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Psychology	-PSY 1003 and 2003 at Lambton; AND -PSYCHOL 1001E Laboratory upgrade at Huron

The current version of the policy is posted at:
http://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp210.pdf

2.10 SCHOLARSHIPS, AWARDS AND PRIZES

I. PURPOSE

The purpose of this policy is to define:

- the types of awards for undergraduate and graduate students
- the responsibilities and accountabilities associated with establishing new scholarships, awards, bursaries and prizes
- the responsibilities and accountabilities associated with revising the terms of existing scholarships, awards, bursaries and prizes

II. DEFINITIONS

1.00 Types of Awards for Undergraduate Students

Scholarship: A monetary award having a fixed minimum value, based on general academic excellence (normally a minimum "A" (80%) average), or on excellence in a specific subject or group of subjects, and in some cases also on non-academic criteria.

Award: A monetary payment given on the basis of a combination of academic and non-academic criteria. Normally, a minimum "B" (70%) average is required for undergraduate students.

Bursary: A monetary award/payment based primarily on demonstrated financial need.

Prize: A monetary award or non-monetary award (or a combination of both), normally ~~\$200 or less~~ **\$500 or more**, based on general academic excellence or on proficiency in a specific area of study or competition.

External Award: An award given to a student of the University by an external agency. Normally the University's role or responsibility is only to advertise the existence of the award to the University Community, however, in some cases: 1) pre-screening of applications is done by the University and/or 2) records of award recipients may be maintained.

The rest of this policy is unchanged



Strategic Goals

Awards & Distinctions

- Centrally processed 119 nomination packages
- 16 international, 74 national, 22 Tri-Council, 7 provincial
- 70 successful so far

- 6 (2014), 3 (2015) Fellows of Royal Society of Canada
- 3 (2014), 4 (2015) RSC College of New Scholars
- Killam Prize: David Bentley
- E.W.R. Steacie Memorial Fellowship: Daniel Ansari
- Brockhouse Canada Prize: Michael Kovacs

Celebrate a world-class research culture

Strategic Goals

Chairs

- Attracted 2 new IRC last year (+2 being finalized)
- Faculty of Science: 7 IRC - most in ON (2/26), 3 in pipeline
- Attracted 5 new, renewed 7 CRC
- 18 endowed Chairs since May 2007

Recruit/retain senior faculty in support of research excellence

Strategic Goals

Clusters Program

- Cognitive Neuroscience: WRC, 2 CRC, Cisco Chair, CFAR
- 5 applications submitted: MSK successful
- WRC allocated to all proposals

Invest selectively in interdisciplinary areas of strength

Strategic Goals



MITACS

- 2013-14 funding: \$2.5M
- 157 Accelerate Internships: most in Canada
- Hosted 10 International Globalink interns
- 274 placements offered to Western students and PDS

- NSERC CREATE: 6 active programs, including 5 new in 2014
- Graduate/PhD awards: 1 Banting, 1 Trudeau, 7 Vanier, 7 Trillium

Address societal needs for HQP ➔

Strategic Goals



SOSCIIP

- SOSCIIP II announced, April 2015
- IBM commitment being finalized
- Leadership with University of Toronto, IBM, provincial and federal government, 10+ universities/colleges

- London Medical Innovation & Commercialization Network: ongoing
- Fraunhofer Project Centre @ Western: research contracts with 25+ organizations
- CANet (Networks of Centres of Excellence): Established, January 2015; \$26M
- Emerging partnerships in advanced manufacturing
- One of 23 international partners on Horizon 2020-funded European AIDS Vaccine Initiative

Partner with other institutions and communities ➔

Strategic Goals

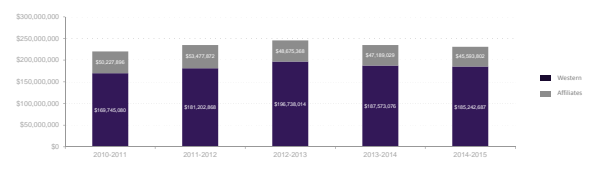


National/U15 Share

- NSERC up 0.1% to 2.7% (11th in U15 last 2 years)
- SSHRC up 0.1% to 3.6% (6th in U15; up 3 spots)
- CIHR: stable at 3% (9th in U15 last 2 years)

Increase national share from each Federal Tri-Council agency ➔

Total Research Funding

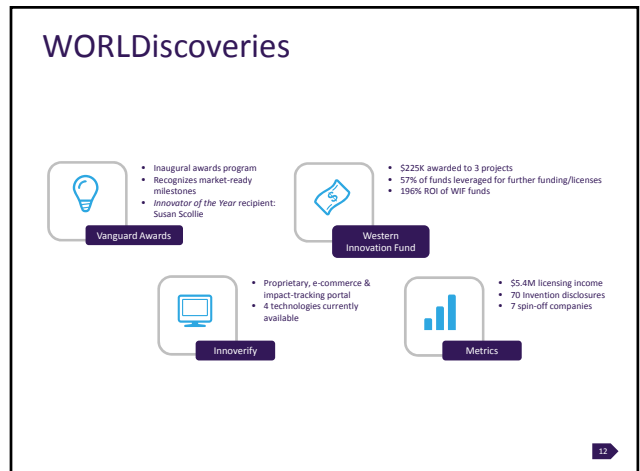
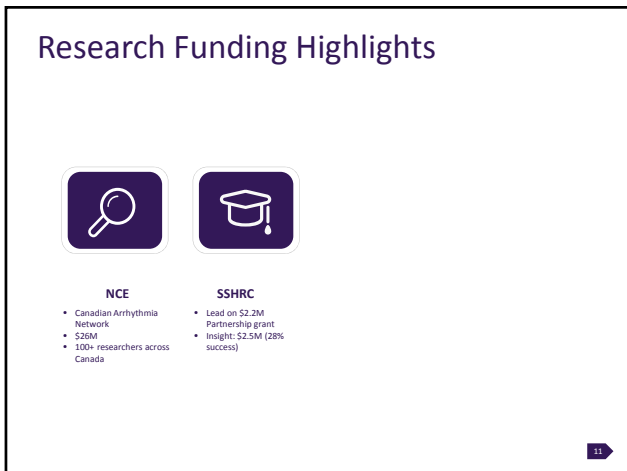
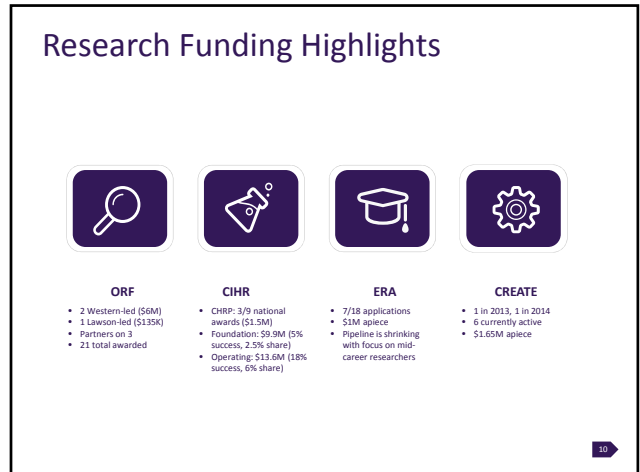
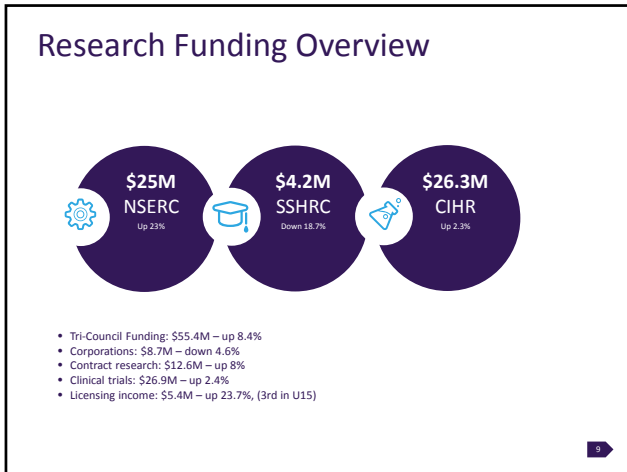


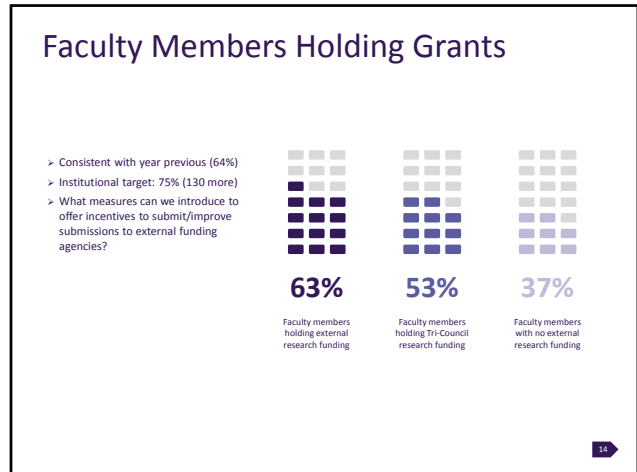
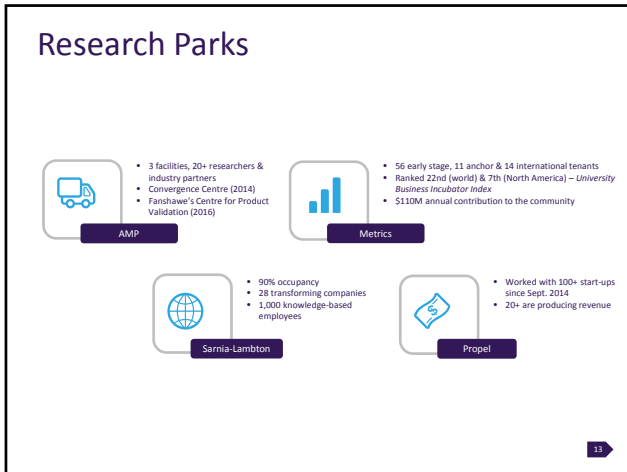
Year	Western	Affiliates
2010-2011	\$188,746,080	\$52,227,896
2011-2012	\$181,202,868	\$51,477,072
2012-2013	\$198,728,014	\$48,075,268
2013-2014	\$187,073,076	\$47,180,029
2014-2015	\$185,242,687	\$47,593,802

2014-15



- \$230,836,489 (down 1.7%)
- Western: \$185,242,687 (down 1.2%)
- Affiliates: \$47,189,029 (down 3.4%)
- Ranked 10th nationally for 7 of last 10 years
- Goal: 6th nationally, 2nd provincially

➔





Looking Ahead





Award Nominations

- 11 Killam Research Fellowships, 3 Killam Prizes
- 27 BSC fellowships
- 4 Order of Ontario
- 3 NSERC Steacie Fellowships, 2 Steacie Prizes, 3 Gairdner Whiteman Awards
- International: 2 Heineken Prizes, 2 Alfred P. Sloan Fellowships, 1 Potamkin Prize

CFREF

- Reapplication: October 2015
- Neuroscience & Imaging

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CFI

- CFI/ORF call: February
- Cyberinfrastructure: People, tools, platforms for data-intensive research
- Leading 2 proposals (\$5M), participating in several others

New Initiatives

- Stimulate international collaborations
- Advanced manufacturing proposal
- New interdisciplinary initiatives

18



Strategic Support: SSHRC

- Program support for 4As
- URB Task Force
- SSHRC-focused AVP

Personnel

- 3 WRC for MDX Cluster
- Pending IRCs and endowed chairs

19





Report to SCUP on Faculty Recruitment and Retention

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

January 2016

Available at
[http://uwo.ca/facultyrelations/pdf/Recruitment_Retention_
Report_January_2016.pdf](http://uwo.ca/facultyrelations/pdf/Recruitment_Retention_Report_January_2016.pdf)

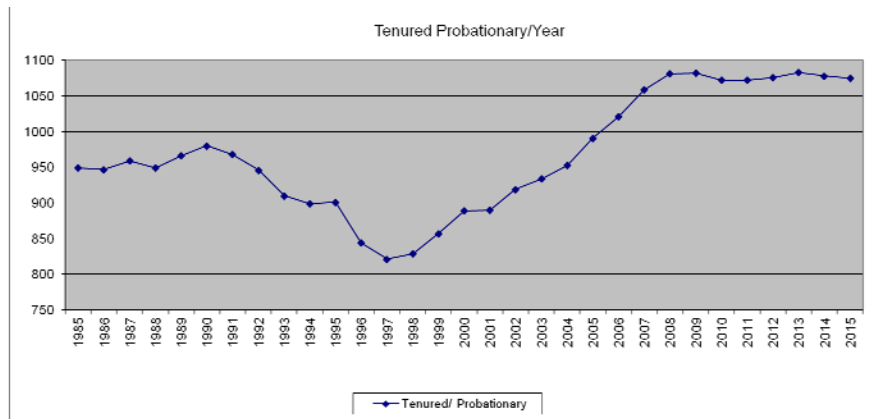


Contents:

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



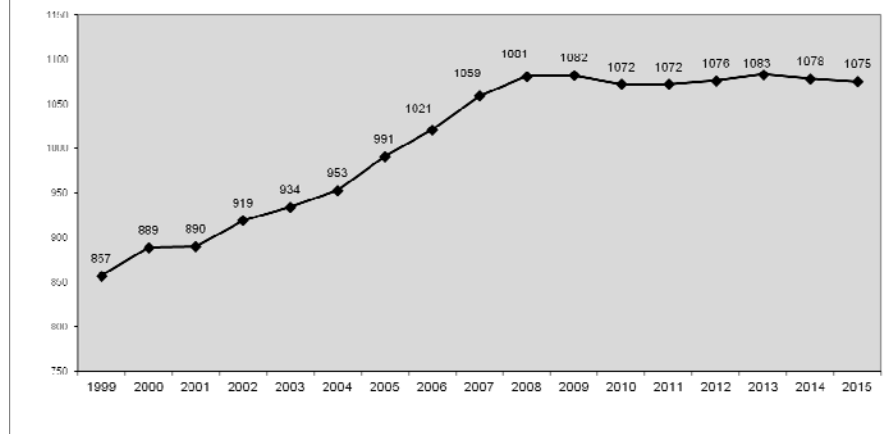
Probationary and Tenured Faculty at Western 1985 - 2015



Source: Western Corporate Information 1985 – 1999
UCASS Data 1999 – 2010
Western Human Resources Information Systems 2011 – 2015



Probationary and Tenured Faculty at Western, 1999 to 2015



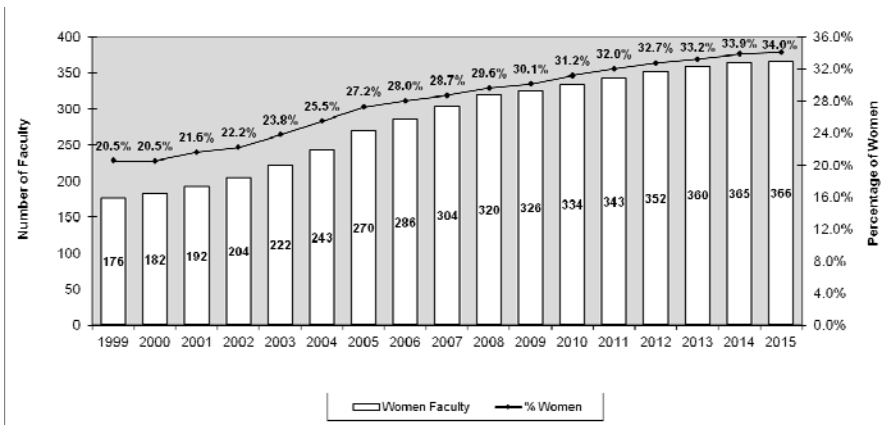
Source: UCASS Data for 1999 – 2010;
Western Human Resources Information Systems for 2011 - 2015 (October)
The 2007 data includes Robarts Scientists who became Probationary and Tenured on July 1, 2007.



Faculty Recruitment and Retention

January 2016

Probationary and Tenured Women Faculty at Western, 1999 to 2015



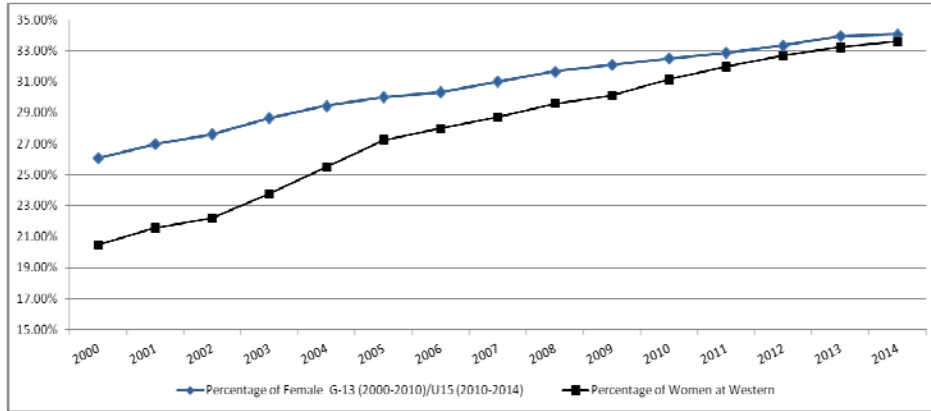
Source: UCASS Data for 1999 – 2010;
Western Human Resources Information Systems 2011 – 2015 (October)



Faculty Recruitment and Retention

January 2016

Women as a Percentage of Tenured/Probationary Faculty: G-13 (2000-2011)/U15 (2011-2014) excluding Western vs. Western



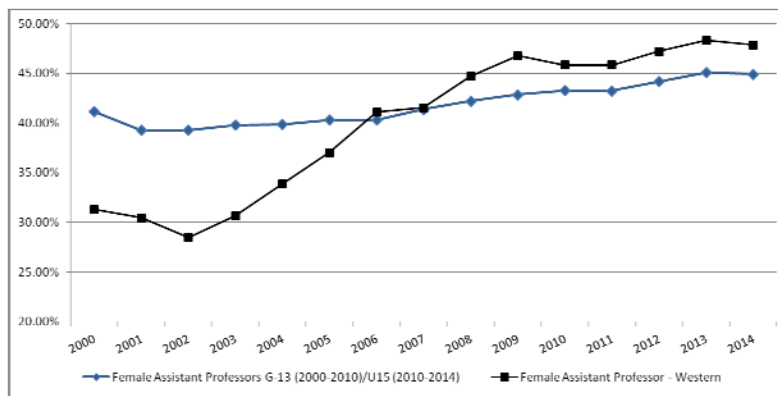
Source: UCASS Data 2000-2010, U15 Data 2010-2014 (excluding Laval and Montreal for 2013-2014, and Laval, Montreal and Toronto for 2014)



Faculty Recruitment and Retention

January 2016

Women as a Percentage of Tenured/Probationary Faculty, Assistant Professor Rank: G-13 (2000-2011)/U15 (2011-2014) excluding Western vs. Western



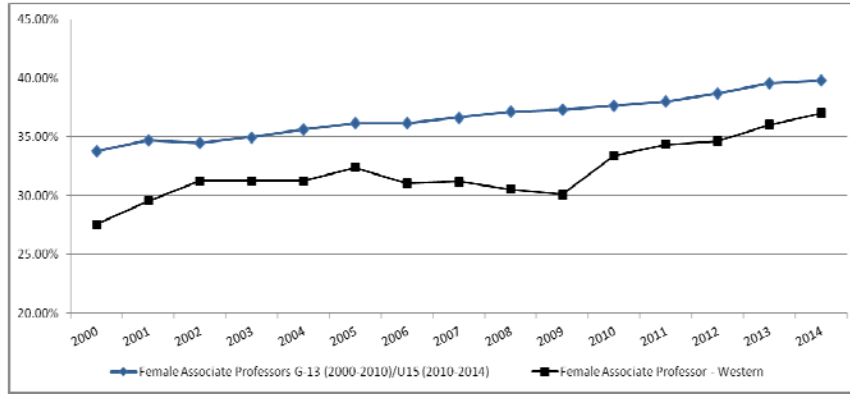
Source: UCASS Data 2000-2010, U15 Data 2010-2014 (excluding Laval and Montreal for 2013-2014, and Laval, Montreal and Toronto for 2014)



Faculty Recruitment and Retention

January 2016

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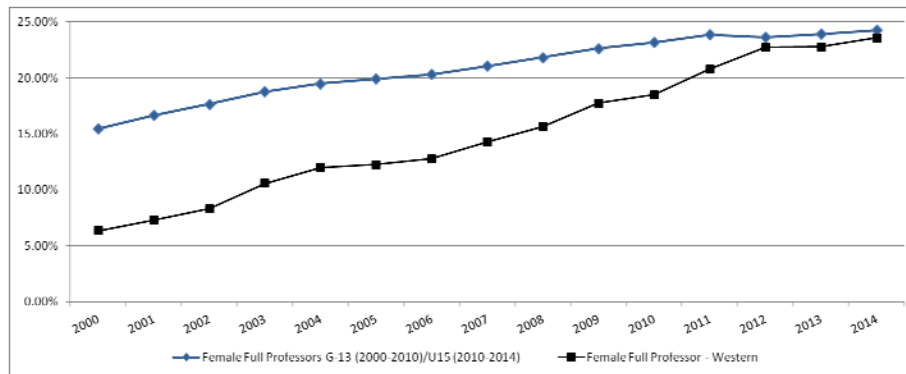
Source: UCASS Data 2000-2010, U15 Data 2010-2014
(excluding Laval and Montreal for 2013-2014, and Laval,
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Faculty Recruitment and Retention

January 2016

Women as a Percentage of Tenured/Probationary Faculty, Full Professor Rank: G-13 (2000-2011)/U15 (2011-2014) excluding Western vs. Western



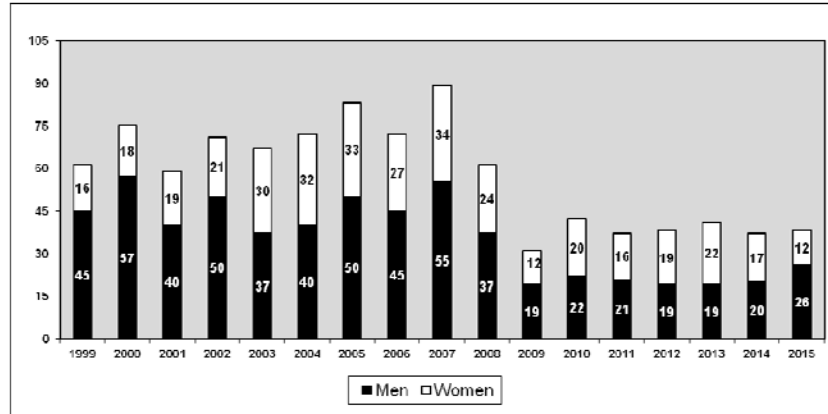
Source: UCASS Data 2000-2010, U15 Data 2010-2014
(excluding Laval and Montreal for 2013-2014, and Laval,
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Faculty Recruitment and Retention

January 2016

New Tenured & Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 – 2015 Cohorts



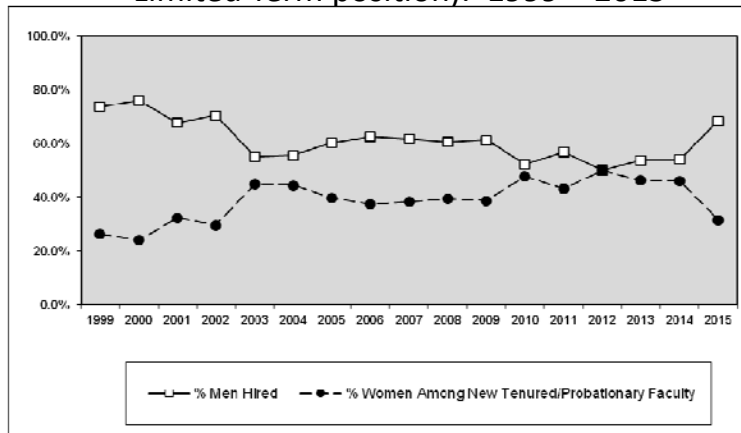
Source: UCASS Data for 1999 – 2010;
Western Human Resources Information Systems 2011 - 2015 (October)
Data excludes faculty joining from Roberts.



Faculty Recruitment and Retention

January 2016

Percentage of New Tenured and Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 – 2015



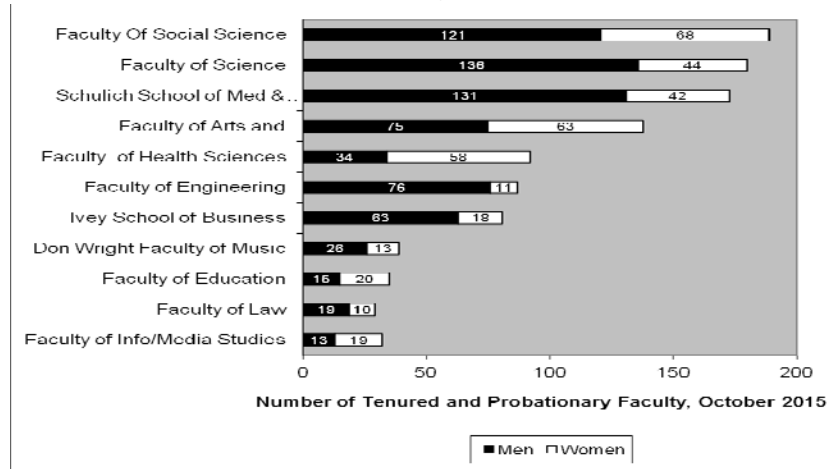
Source: UCASS Data for 1999 – 2010
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Faculty Recruitment and Retention

January 2016

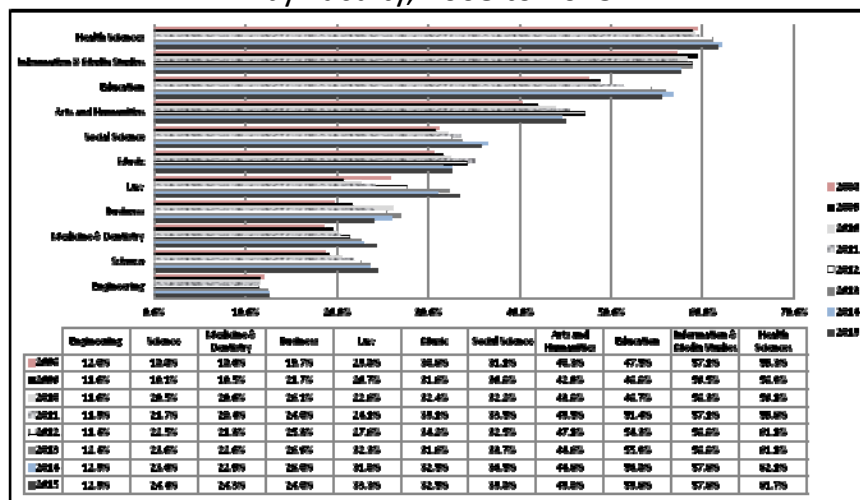
Probationary and Tenured Faculty, by Faculty and Gender, October, 2015



Source: Western Human Resources Information Systems for 2015 (October)



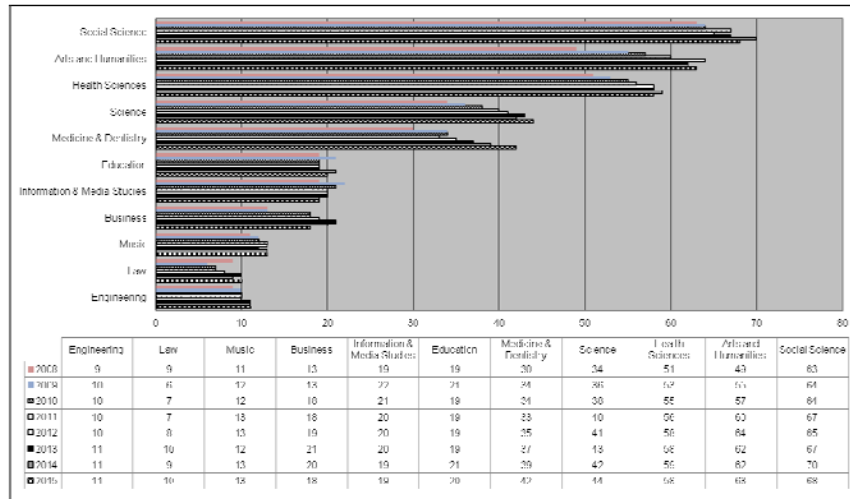
Percentage of Tenured/Probationary Women Faculty, by Faculty, 2008 to 2015



Western Human Resources Information System 2008 - 2015 (October).



Number of Tenured/Probationary Women Faculty, by Faculty, 2008-2015



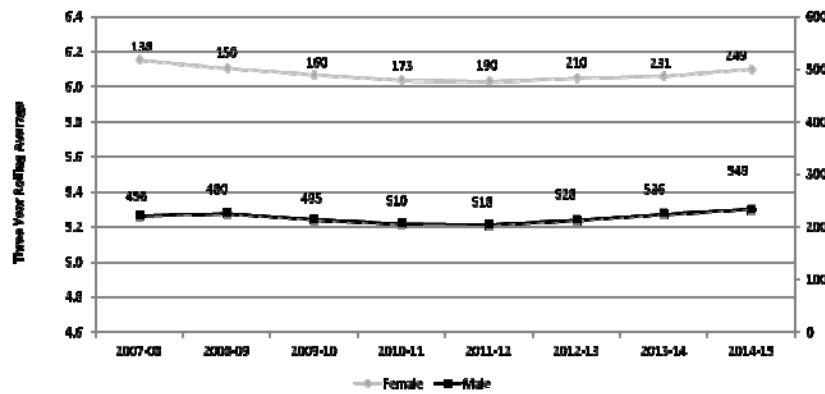
Western Human Resources Information System 2008 - 2015 (October).



Faculty Recruitment and Retention

January 2016

Average Time to Tenure from Full Time Start at Western



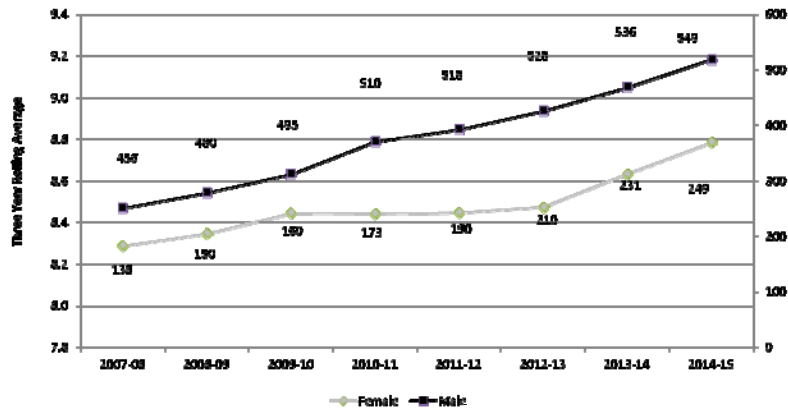
Source: Western Human Resources Information System 2006 - 2015
Excludes those hired into a tenured position



Faculty Recruitment and Retention

January 2016

Average Time to Tenure from Highest Degree



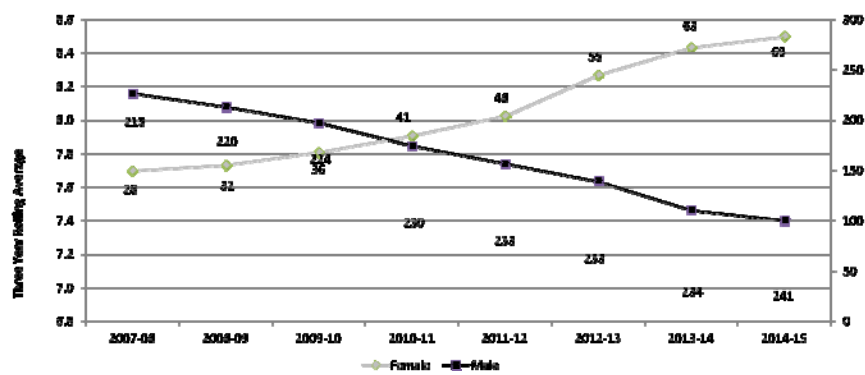
Source: Western Human Resources Information System 2006 – 2015
Excludes those hired into a tenured position



Faculty Recruitment and Retention

January 2016

Average Time to Full Professor from Tenure

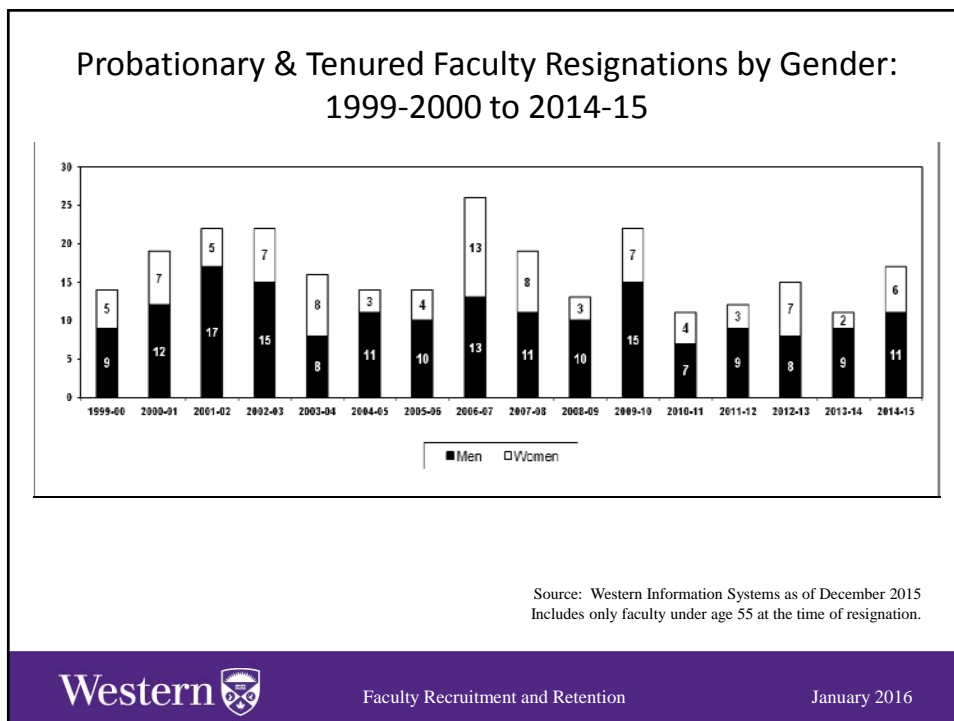
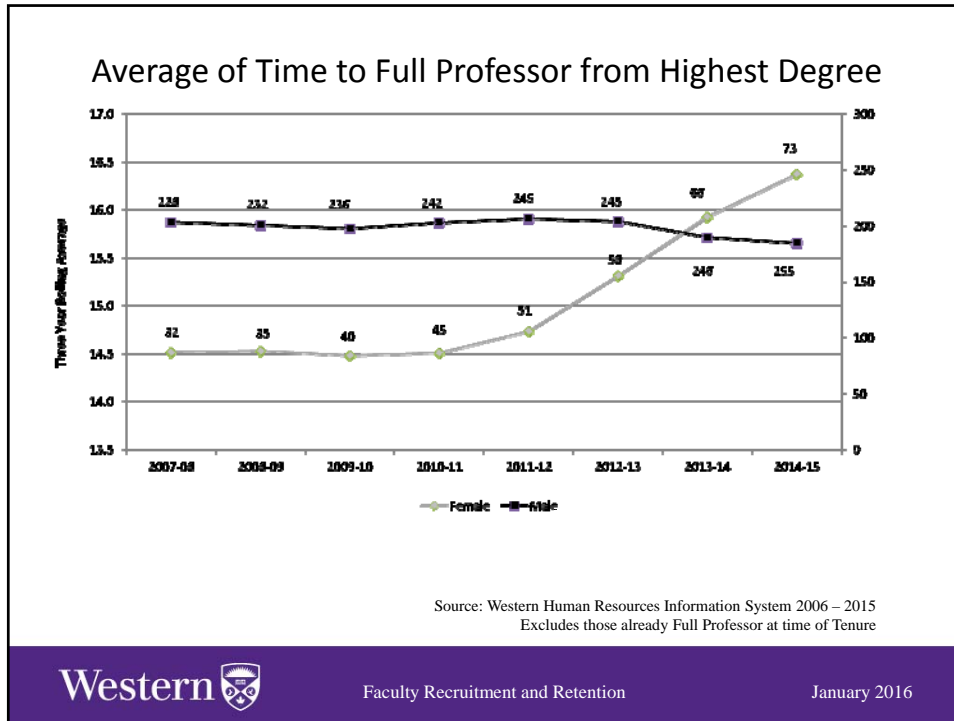


Source: Western Human Resources Information System 2006 – 2015
Excludes those already Full Professor at time of Tenure

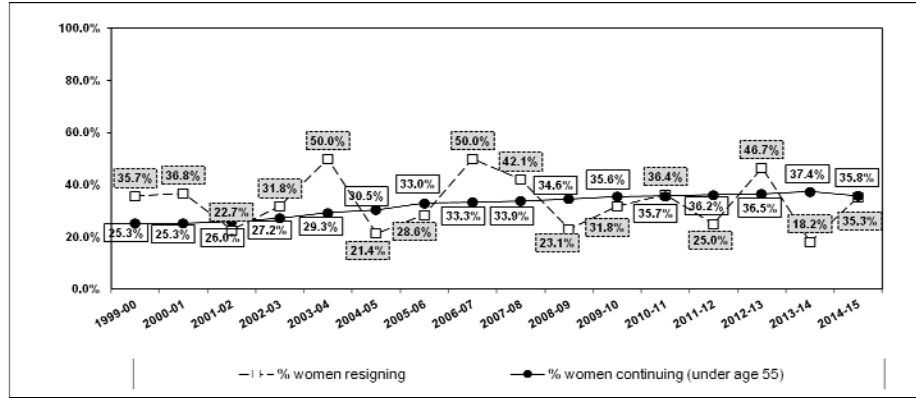


Faculty Recruitment and Retention

January 2016



Women as a Percentage of Probationary & Tenured Faculty Resignations and Women as a Percentage of Continuing Population: 1999-2000 to 2014-2015



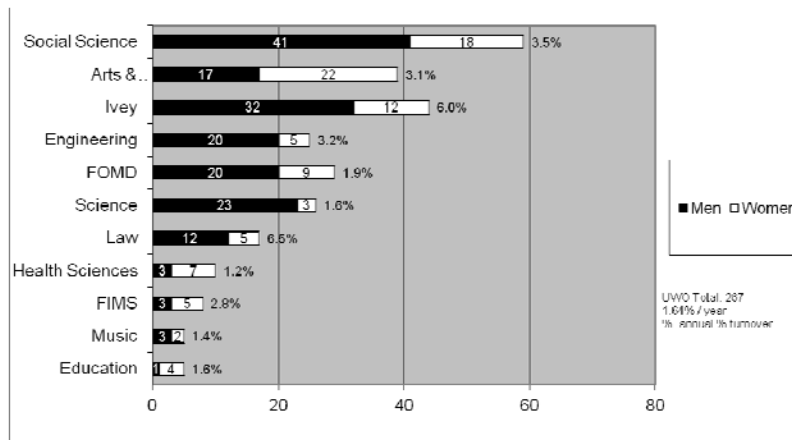
Source: Western Information Systems (December 2015) for resignation data and UCASS Data for 1999-2007, and Western's Human Resources Information Systems for 2007-15 for continuing population data.



Faculty Recruitment and Retention

January 2016

Total Probationary & Tenured Resignations by Faculty: 1999-00 to 2014-15



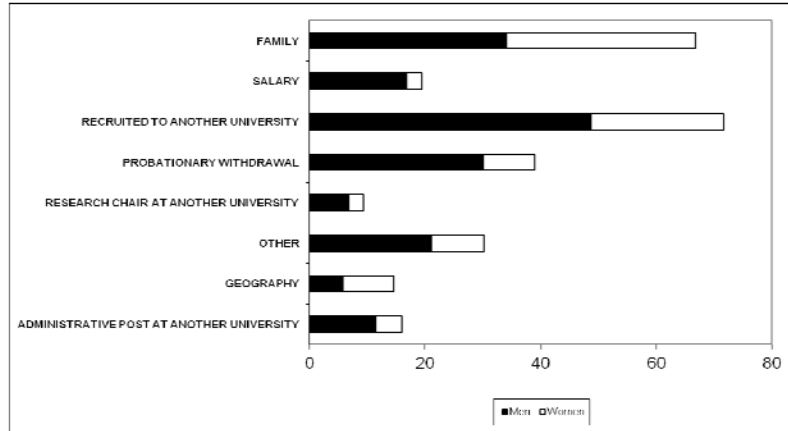
Source: Western's Human Resources Information Systems. Percentages based on Tenured/Probationary faculty as of December 2015.



Faculty Recruitment and Retention

January 2016

Probationary and Tenured Faculty Reasons for Leaving: 1999-00 to 2014-15



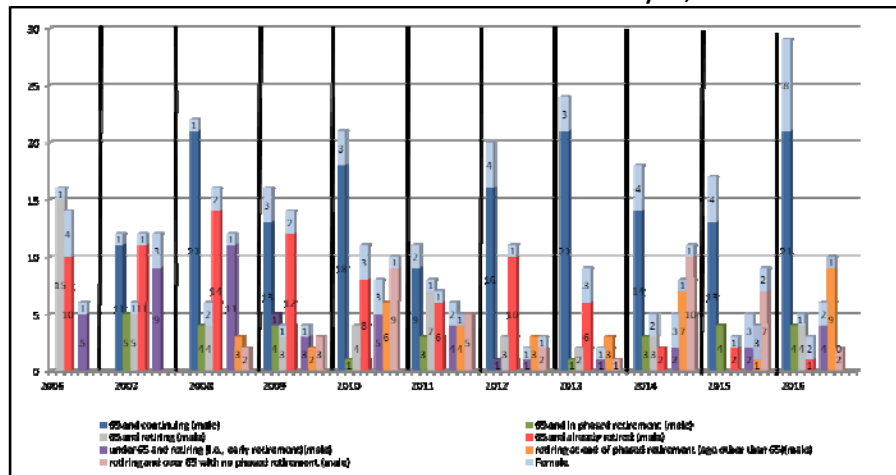
Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member



Faculty Recruitment and Retention

January 2016

Probationary and Tenured Faculty at Western: Cohorts with Normal Retirement Dates of July 1, 2006 – 2015



Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

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

Age	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
60	33	36	23	37	25	23	28	38	27	25	17	28
61	34	30	34	23	33	25	22	29	38	27	23	16
62	32	33	30	34	22	32	24	21	28	37	25	21
63	22	31	32	25	31	21	30	23	21	28	37	24
64	20	21	29	32	23	30	19	30	23	21	27	36
65	8	6	9	24	26	22	24	13	28	21	18	25
66	0	0	0	7	20	21	19	19	11	27	20	16
67	0	0	0	0	4	18	15	14	17	8	24	17
68	0	0	0	0	0	3	10	13	11	16	7	20
69	0	0	0	0	0	0	3	8	11	10	9	6
70	0	0	0	0	0	0	0	3	8	9	7	8
71	0	0	0	0	0	0	0	0	3	6	7	6
72	0	0	0	0	0	0	0	0	0	2	5	7
73	0	0	0	0	0	0	0	0	0	0	2	5
74	0	0	0	0	0	0	0	0	0	0	0	2
Total	149	157	157	182	184	195	194	211	226	237	228	236

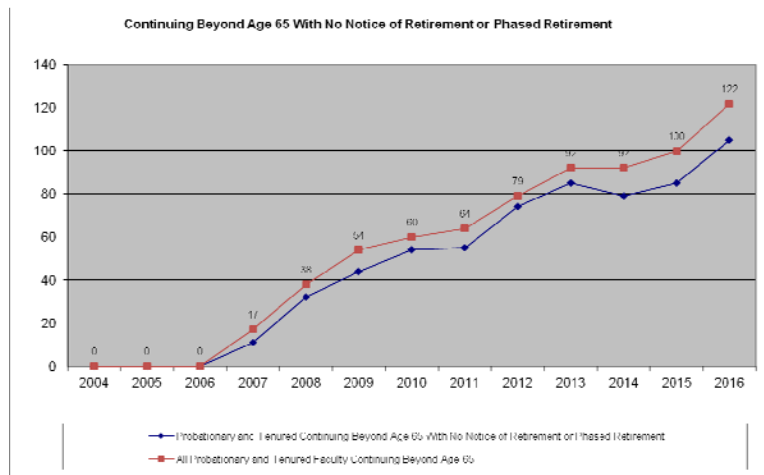
Source: UCASS 2004 – 2010
UWO Data 2011 – 2015



Faculty Recruitment and Retention

January 2016

Probationary and Tenured Faculty at Western: Continuing Beyond Age 65



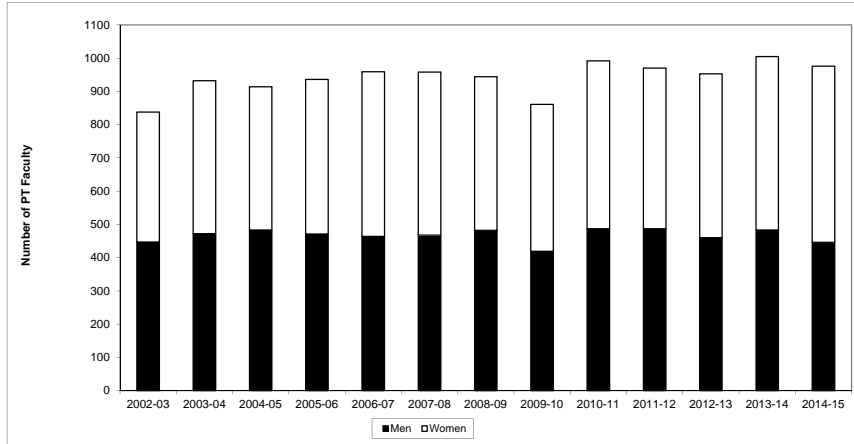
Source: Western Human Resources Information System



Faculty Recruitment and Retention

January 2016

Number of Individuals with Part-Time Faculty Appointments: 2002-03 to 2014-15 (by Fiscal Year)



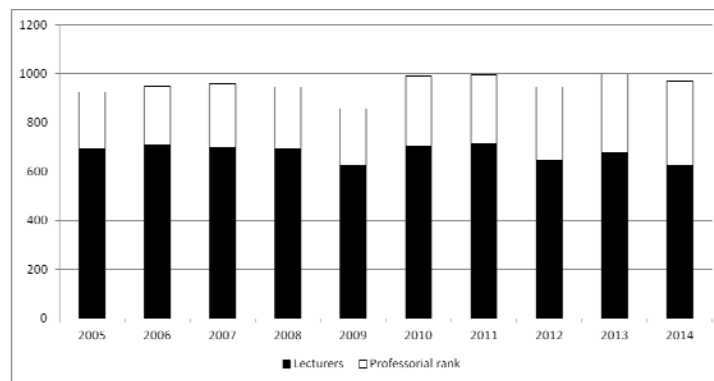
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

Number of Individuals with Part-Time Faculty Appointments by Rank 2002-03 to 2014-15 (by Fiscal Year)



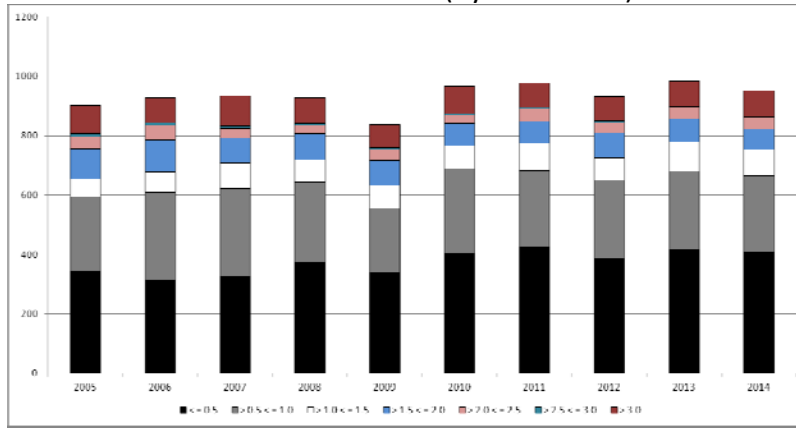
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

Number of Individuals with Part-Time Faculty Appointments
by Full Course Equivalents (FCE) Taught
2002-03 to 2014-15 (by Fiscal Year)



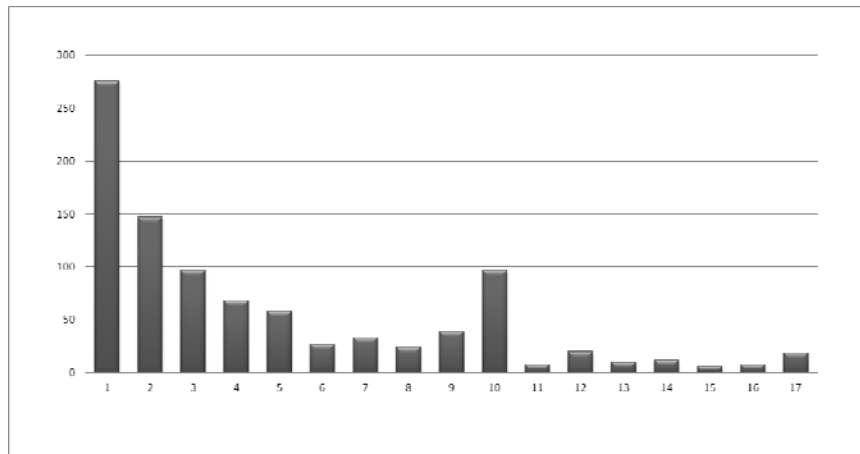
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

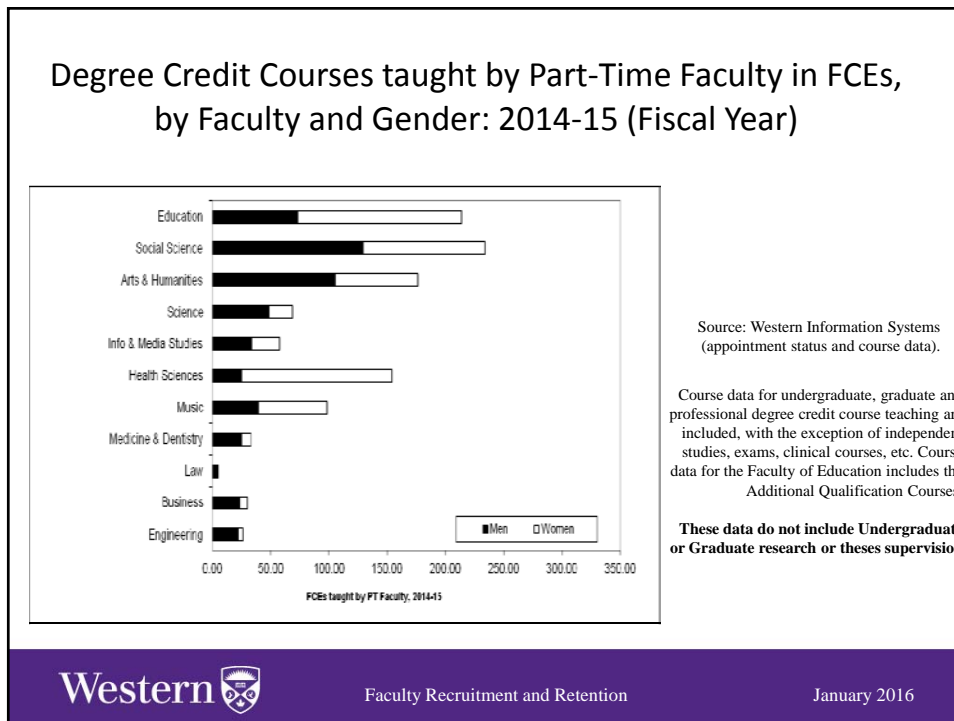
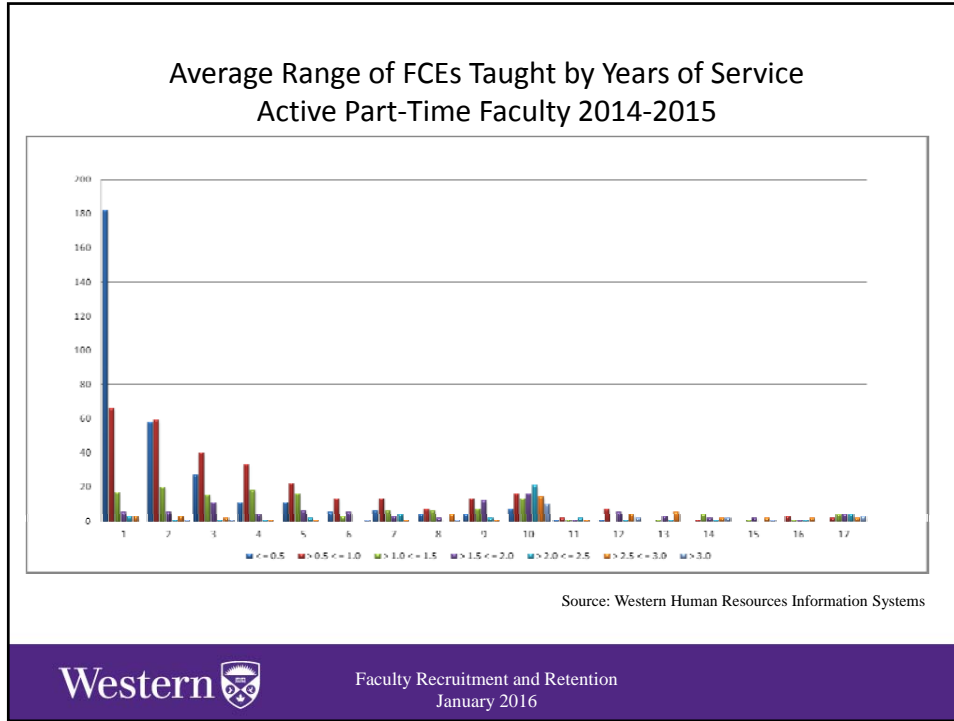
Years of Service
Active Part-Time Faculty 2014-2015



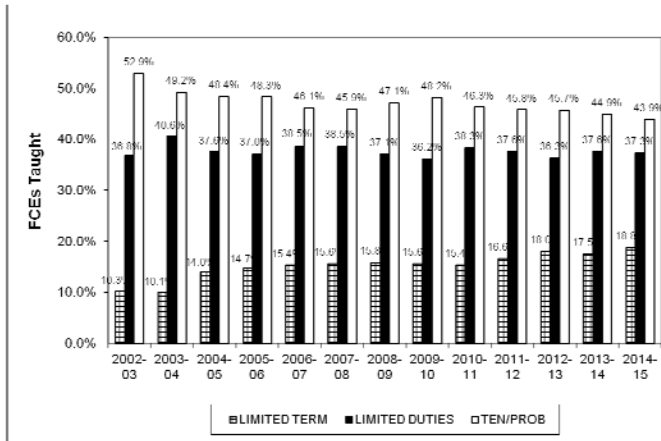
Source: Western Human Resources Information Systems
Includes Consecutive Years of Service, allowing for one single year gap



Faculty Recruitment and Retention
January 2016



Degree Credit Course Teaching in FCEs 2002-03 to 2014-15 (by Fiscal Year and Gender)



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

Note: Instructor data is unavailable for 3.7% of courses in 2002-03; 1.1% in 2003-04; 1.2% in 2004-05; 0.8% in 2005-06, 0% in 2006-07, through 2014-15.

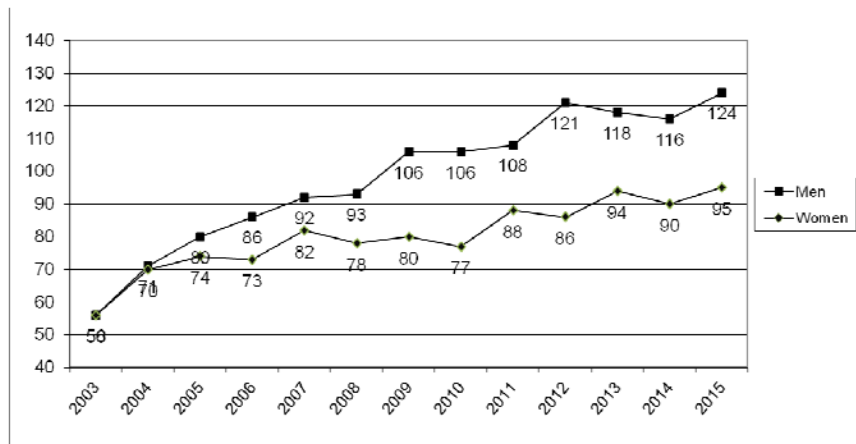
Course data for undergraduate, graduate and professional degree credit course teaching are included, with the exception of independent studies, directed research, exams, theses, clinical courses, etc.



Faculty Recruitment and Retention

January 2016

Limited Term Appointments: 1999 to 2015



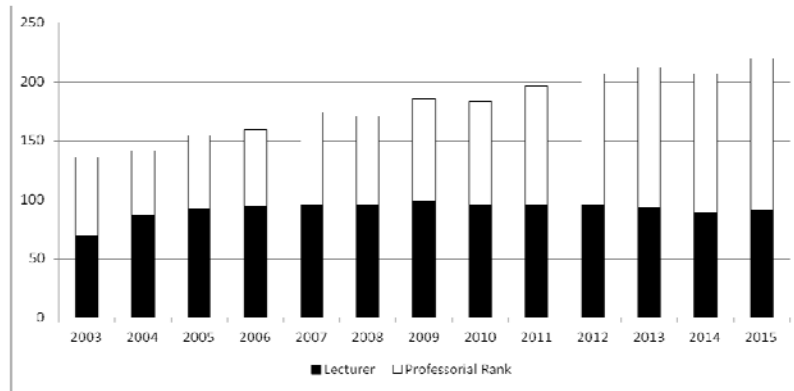
Source: Western's Human Resources Information Systems 2008 - 2015 (October)



Faculty Recruitment and Retention

January 2016

Number of Individuals with Limited Term Appointments by Rank as of October, 2003 - 2015



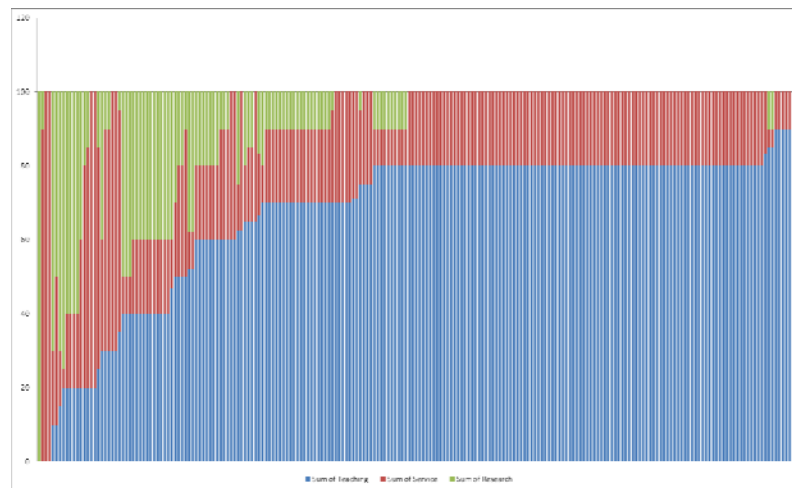
Source: Western's Human Resources Information Systems 2003 - 2015 (October)



Faculty Recruitment and Retention

January 2016

All Active Limited Term and Permanent Faculty by Workload Percentages 2014 - 2015



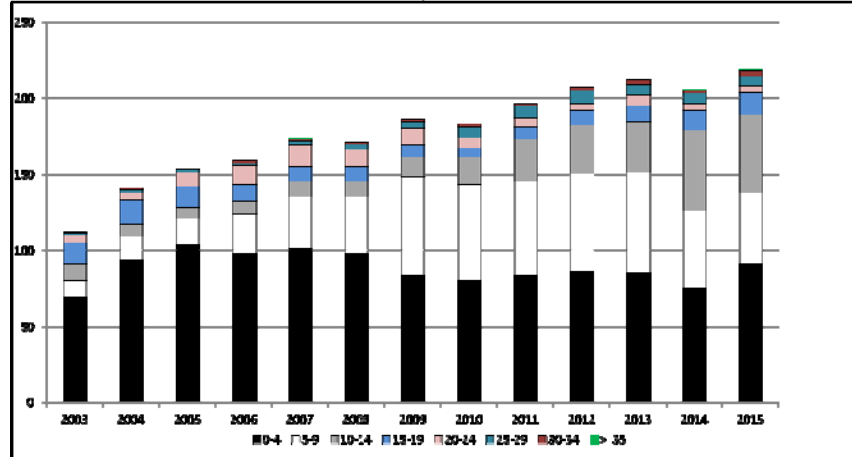
Source: Western's Human Resources Information Systems 2003 - 2015 (October)



Faculty Recruitment and Retention

January 2016

Number of Individuals with Limited Term Appointments by Years of Service as of October, 2003 - 2015



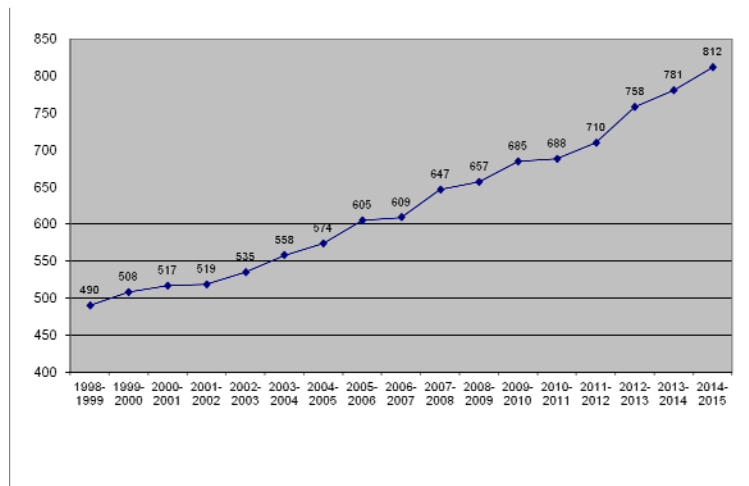
Source: Western's Human Resources Information Systems 2003 - 2015 (October)



Faculty Recruitment and Retention

January 2016

Clinical Full Time Faculty (Physicians in Schulich) at Western, 1999 – 2015



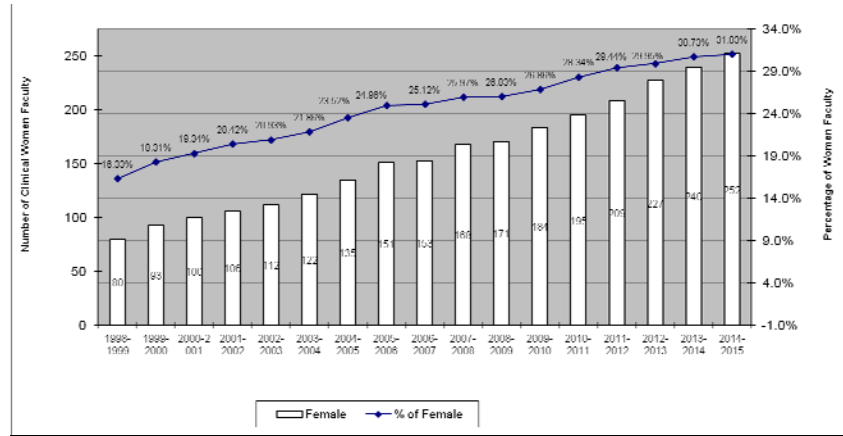
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

Clinical Full Time Women Faculty (Physicians in Schulich) at Western, 1999 – 2015



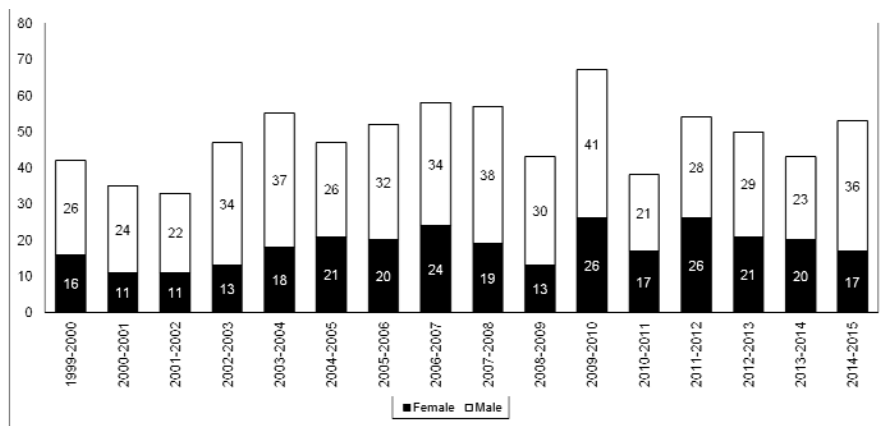
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

New Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 2000 – 2015



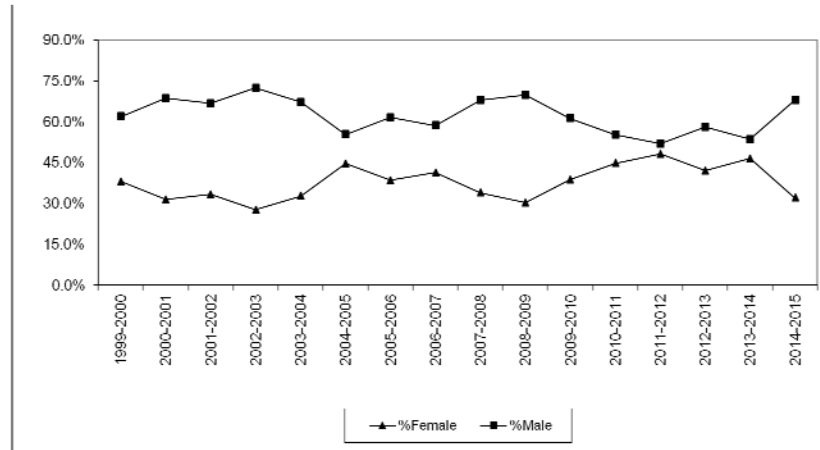
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

Percentage of New Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 1999/00 – 2014/15



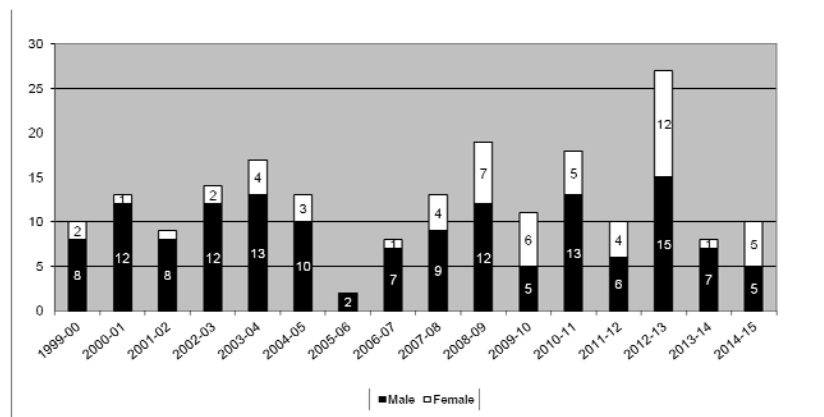
Source: Western Human Resources Information Systems



Faculty Recruitment and Retention

January 2016

Clinical Full Time (Physicians in Schulich) Resignations by Gender, 1999/2000 – 2014/2015



Source: Western Human Resources Information System



Faculty Recruitment and Retention

January 2016



Office of the Vice-Provost and Chief Librarian

January 05, 2016

Senate Committee on University Planning
Western University

RE: Annual Report to Senate 14/15 and 15/16

It is my pleasure to submit my first annual report to Western University's Senate. I have been asked to report on the activities of Western Libraries for 2014/15 and to provide an update for 2015/16.

The key organizational initiatives for this time period have been: the development of a strategic plan; the completion of a workforce analysis and planning initiative; facilities enhancements and the initiation of a Western Libraries Master Space Plan project; and, an acquisitions cost reductions and serials review process in direct response to the declining value of the Canadian dollar.

Each academic year Western Libraries' librarians, archivists and staff make valuable contributions to the University's teaching, learning and research mandates and provide excellent service. This report will highlight key initiatives, activities, and select accomplishments for 2014/15 and 2015/16.

Western Libraries 2015-2020 Strategic Plan: Engage. Empower. Excel.

The new strategic plan was completed in the summer of 2015. It was the result of a highly consultative process -- FLIP: Future Library in Progress -- that was spearheaded by a Western Libraries Steering Committee. The resulting Strategies of Excellence now provide a road map to guide our planning and the development and delivery of our services. They are:

- Manage world-class print and digital collections and resources
- Advance 21st century literacies
- Partner in and support research to advance research excellence
- Champion open access and transform scholarly communication
- Cultivate purposeful partnerships on campus and beyond
- Provide user-centred spaces and technologies
- Actively engage with our communities
- Deliver service excellence to library users and the University

Workforce Analysis and Planning Initiative

The Workforce Analysis and Planning Initiative project was designed to follow the completion of the strategic plan. The project team's charge was to conduct an analysis and to make recommendations regarding the alignment of our librarians, archivists and staff with the University's academic and strategic priorities. The final project report (just completed and soon to be released to our staff) provides background and context for the analysis, outlines benchmarking

and research findings, presents the results of a technology survey, and presents alternate models of service delivery. It outlines Western Libraries' core and foundational functions, core competencies, and current and potential future structures and service models. It also presents recommendations on how to create and reflect the current and evolving environment in which Western Libraries must work in and thrive.

The project team identified four core user functions that focus on the needs of Western's students, instructors and researchers, as well as, six foundational functions. The core user functions are: research services; content management, discovery and access services; teaching and learning services; and user experience and community engagement. The foundational functions are: financial management, information technology, human resources, training and development, communications, facilities management, and quality assessment and improvement.

Facilities Improvements and Western Libraries Master Space Plan

Western Libraries undertook numerous renovation and facility projects of varying size and complexity in order to improve physical learning spaces and the overall student experience. Particular focus was on the first phase of the Taylor Library main floor renovations, which created inviting, inspiring and collaborative learning and research spaces to meet the needs expressed by our user community. This phase of the main floor renovation incorporated a new Infodesk, new self-service options, six collaborative learning rooms with various technologies, small group seating in the window area, and a portico area with new casual seating.

Western Libraries will be working with Institutional Planning & Budgeting and Facilities Management to undertake the Western Libraries Master Space Plan (WLMSP) project. The goal is to set out a space plan that will enhance the student and research experience by creating an inspiring and dynamic technology-enabled library environment that will foster learning, knowledge creation and scholarly communication within individual, collaborative and community spaces. We are preparing to launch the project charter and a RFP to engage an architect or design firm early in 2016. This project will extend into 2016-17 and involve campus and library wide consultation. The WLMSP will incorporate existing, ongoing, and envisioned space and facilities enhancements and explorations.

Acquisitions Cost Reduction Strategy

The drastic decline in the value of the Canadian dollar coupled with publisher price increases significantly reduces Western Libraries' purchasing power and requires ongoing cost reductions to our acquisitions and serials subscriptions. A short term cost reduction strategy has been implemented for 2015-16 to reduce a projected deficit and a near term strategy is in place to manage expenditures through 16/17. For more information please see the recent Western Libraries [news release](#). Western Libraries will address acquisitions cost reductions through an acquisitions and serials review and cancellation process. To minimize the impact on research, teaching and learning subject Librarians will consult with their faculty and share lists of resources under consideration for cancellation along with supporting evidence.

Teaching and Learning

Western Libraries' contributions to teaching and learning and to student success are many and varied. Our libraries contribute to the student experience by providing teaching and learning spaces, collaborative and independent study environments, scholarly resources and information technologies, and research help services. Librarians and Archivists provide instruction in information literacy and research skills in support of our academic and research programs. [418 instruction sessions and workshops were provided in 2014/15 reaching over 10,000 participants.](#) They also develop and integrate e-learning strategies for information literacy and create online learning modules and research guides. A new platform for the delivery of 346 online research guides (designed for courses, subjects and topics and for integration into OWL) has seen 200,000 visits in the last six months alone. [There were over 2 million visits to our physical libraries in 2014/15 and virtually the same number of visits to our website. 5000 chat-based research help queries were answered and 12,000 in person research help questions were received across our locations.](#)

I'd like to highlight one particular open education and e-learning initiative of note. Western Libraries collaborated with the Faculty of Education in the development of the [Student2Scholar: Academic Literacies and Research Skills for Social Sciences Graduate Students](#) learning modules project. This inter-institutional collaborative project also included partners at the University of Toronto and Queen's University. The project was funded through the Ontario Online Initiative (e-Campus) funds. The nine learning modules aim to build core competencies in academic literacy and research skills for graduate students and an instructor guide provides strategies for integrating the modules in curricula. S2S is openly available for use, to share, and to adapt under a Creative Commons license.

[In 2015/16 the Copyright Office was established within Western Libraries to promote copyright literacy on campus and an understanding of copyright legislation, fair dealing and the appropriate use of copyrighted materials in education, research, personal study, and publication. More information can be found at Copyright@Western.](#)

Research

Western Libraries is contributing to the advancement of research excellence at Western by fostering new modes of scholarly communication; through the stewardship of research collections; through statistical and geo-spatial data services and collections; and with the provision of research skills workshops and research consultations including literature searches and systematic reviews, research data management, and research metrics analysis. Our Librarians and Archivists conducted 987 advanced research consultations over 2014/15, 35% for graduate students, 10% for faculty and researchers, and the balance for undergraduate students. They also provided [193 workshops and instructions sessions developed for graduate students, post-docs and faculty.](#)

[Scholarship@Western](#), our institutional repository, provides for the dissemination and discovery of Western's scholarly output including online journals, scholarly papers, and electronic theses and dissertations. As an open access repository, Scholarship@Western is also an avenue for compliance with the new open access policies of research funding agencies. To date the 13,708 items in the repository have been downloaded a total of 2,690,869 times by scholars around the globe. Since May 2014, 2250 items have been added to the repository.

Usage of our digital research collections and electronic scholarly resources in 2014/15 continued at a high-level with 4.2M online article downloads, 1.6M uses of e-books (an 88% increase over last year), and 20M database searches. In 2014/15 Western Libraries' collections were enhanced to support academic programs and research areas with the addition of over 156,000 new titles. 227,000 print items circulated in 2014/15 and over 18,000 interlibrary loans requests were filled to meet scholars' needs. As previously mentioned, due to the low value of the Canadian dollar, new acquisitions for 2015/16 and 2016/17 will be relatively limited and serials subscriptions will be reduced in order to work within budget parameters.

Please accept this report on the academic and scholarly activities and service developments of Western Libraries. The key organizational priorities outlined above will continue through the balance of 2015/16 and into 2016/17, indeed through the balance of the four-year planning cycle. We will continue to work on the implementation of [Western Libraries 2015-2020 Strategic Plan](#), consider the Workforce Analysis and Planning Initiative recommendations and report and its implications for how we can best align our organization to serve Western's students, researchers, and instructors, complete the Western Libraries Master Space Plan, and conduct the acquisitions and serials review and cost reductions process. Our librarians, archivists, and staff will continue their contributions to teaching, learning and research through their instruction, the creation of online resources and learning objects, the development and management of research collections, and the provision of research services and consultations.

Respectfully submitted by,

A handwritten signature in blue ink that reads "Catherine Steeves". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Catherine Steeves
Vice-Provost and Chief Librarian

**Report to Senate of the Academic Colleague, Council of Ontario Universities
Erika Chamberlain, January 2016**

The Academic Colleagues met on 9-10 December 2015. The following items were discussed.

MTCU Funding Review Report: Sue Herbert's report, *Focus on Outcomes, Centre on Students: Perspectives on Evolving Ontario's University Funding Model*, was released on 10 December 2015. The report provides a summary of Herbert's consultations, including areas of consensus and debate. The primary emphasis of the report is "improving the overall student experience," which is evident in the following themes:

- **Prioritizing teaching over research**: the report indicates that the priority for the new funding model should be student success, especially at the undergraduate level. While the report recognizes the importance of research at Ontario's universities, it expresses concern that universities may be using an increased level of ministry operating grants to subsidize the administrative costs of research.
- **Focus on outcomes**: the report recommends using an outcomes-based approach to funding in order to promote a culture of continuous improvement. This will need to be introduced gradually over two SMA cycles.
- **Developing reliable data and metrics**: in order for the outcomes-based approach to be successful, the ministry needs to develop reliable data and credible metrics. As a result, universities may need to be more proactive and organized about data.
- **Measuring and assessing learning outcomes**: the report recognizes the potential of undergraduate learning outcomes to help students understand what they have learned and to help "governments to understand what skills are being generated." The report identifies an "ideal end state" that measuring and assessing learning outcomes would be "a priority for institutions and a condition of funding."
- **MTCU stewardship**: the report urges the MTCU to take a greater stewardship role in the sector, including accountability through the SMAs, a strengthened enrolment planning role, and improved financial health monitoring.
- **Enrolment changes**: the report acknowledges that enrolment should still be part of the funding model, and that supports may be needed to ease transitions to expected enrolment declines. There may be a review of program costs for the purposes of validating or proposing a new model weight to funding by program (ie BIUs).

Net Tuition: In partnership with MTCU, COU is working to develop data related to net tuition. OSAP data, combined with institutional financial aid data, will help to provide a more nuanced analysis of what students pay. This will be important in the development of the next tuition framework.

Sexual Violence: Ontario's Bill 132, the *Sexual Violence and Harassment Action Plan Act, 2015*, is currently in second reading and has been referred to the Standing Committee on Social Policy. The Bill has sections specifically aimed at colleges and universities, including a requirement that institutions have a sexual violence policy and review it every three years. It also proposes detailed reporting obligations about the number of times that supports/services/accommodations relating to sexual violence are requested and obtained by students. The COU's Reference Group on Sexual Violence is working to provide feedback to the MTCU about the Bill.

Graduate Programs Outcomes Survey: A task group has developed a survey instrument to collect outcomes data for graduate students, and is currently in negotiations with MTCU about finalization of the instrument. It is anticipated that the survey will be launched in early 2016.

Indigenous Studies: In light of the recommendations of the Truth and Reconciliation Commission and the reforms at Lakehead University and the University of Winnipeg to require all undergraduates to take a course in indigenous studies prior to graduation, the Academic Colleagues will have an ongoing exchange regarding our institutional responses and plans for change.

Senate ad hoc Committee on Renewal - Interim Report

January 22, 2015

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Appendices

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[Appendix II: Terms of Reference](#)

[Appendix III: Fall Meeting Schedule](#)

[Appendix IV: Summary of the Governance Structure at Western and Our Objectives](#)

Preamble

Our Committee's mission is to examine the state of governance at Western focusing on collegial governance—both as it is constituted in official documents and as it is experienced by members of the university community. The final report will include recommendations for change. A list of the members of the Committee can be found in Appendix I. The Committee's terms of reference, as determined by Senate, can be found in Appendix II.

Our explicit focus is the university Senate, one part of Western's bicameral governance structure (alongside the Board of Governors). The assumption that collegial governance at Western can be improved is a premise that underpins the creation of our Committee. We recognize that an important challenge in producing recommendations will be to balance the often competing needs of broad and meaningful collegial consultation on the one hand, and institutional efficiency on the other.

Although much of the information collected speaks directly to Senate governance, some participants in town halls and one-on-one consultations have chosen to speak at length about collegial governance at the division, department and/or Faculty level. We have been open to this broad range of input based upon our assumption that collegial governance in other campus contexts may both reflect and reproduce governance patterns at Senate.

This is an interim report and, as such, the committee will continue to solicit comments and suggestions from the university community through a variety of mechanisms until the end of April 2016. We welcome submissions on all issues relating to governance at Western, including but not limited to those listed below under the heading "Themes."

Process

In its July organizational meetings, the Committee determined that both a review of Senate documents (including The UWO Act (1982; 1988) and the 1996 review of that act, bylaws, and Senate committee terms of reference) and extensive consultations with the university community to determine the lived experience of collegial governance at Western were necessary in order to carry out the tasks assigned by Senate. The Committee reviewed the corresponding documents in August. A website on the Secretariat homepage was established in September to serve as a collection point for communications with the Committee. By the beginning of the fall academic term, calls for submissions were made through a variety of channels. These included:

- E-mail requests to campus organizations and groups to provide written submissions and follow-up consultation meetings (a list of these can be found in Appendix III),
- A broadcast e-mail to the community at large,
- Targeted e-mails to current and former Senators, including principals of the Affiliates,
- Advertisements in *The Western News* and *The Gazette* (print and online) on two occasions,
- A link to our website was published in the electronic *Western Alumni News*
- Open town hall meetings with each Faculty throughout the Fall Term (also listed in Appendix III),
- One-on-one consultations with members of the community who indicated an interest in talking with a Committee member.

The Committee's objective was to provide multiple avenues for feedback to ensure that the voices of all who wished to address the Committee and the issues within its purview would be heard. An executive summary of the objectives of the Committee, along with an overview of Western's governance structure (Appendix IV), was made available to the community as a whole through the Committee's website and was distributed to participants prior to and at town hall meetings.

Each town hall meeting and consultation began with a summary of our Committee's task and an invitation to discuss collegial governance and share experiences. The Committee invited feedback from those participating without expressly soliciting problems or issues. The majority of those who have spoken with us have shared their frustration with governance processes and the resulting negative experiences. However, the Committee was also pleased to hear suggestions for improvement and we hope to share those in our final report.

During November and December 2015, the Committee compiled its document reviews, commentary from its consultations, and information received via its website to identify emerging themes regarding the current state of collegial governance and the Senate, including suggestions about how to move forward and address challenges.

Progress to date

The Committee has received a wide range of opinions from a variety of different constituencies across the university. We are confident that we have achieved the **breadth** of consultation that Senate directed, and we are appreciative of the many comments and suggestions received to date. However, the Committee had hoped for a greater **depth** of participation in our consultations to complement the breadth we have achieved.

Over the course of our consultations, the Committee has heard a variety of reasons as to why some members of the university community have chosen not to participate in our process. Some of these include:

- Several constituencies had already been polled by their representatives prior to the Committee's town halls and meetings. In these cases, constituents may have been confident that their input would be adequately delivered by the representative(s).
- Some community members may fail to see how the Committee's activities are relevant to them. This impression may be due to a lack of understanding about Senate, collegial governance processes, or how Senate's activities might affect their day-to-day life. Education about and communications from Senate are two issues we will address in our final report.
- A sense of disenfranchisement and cynicism may have led some people to disengage from the collegial governance process. Disengagement is one of the most important challenges that our recommendations will address.

Nonetheless, during the course of our consultations, a number of themes and issues were raised repeatedly across a broad range of Faculties, campus units, and organizations. We feel confident that the "Themes" we have identified below reflect the major concerns of the Western community.

Themes

Following each consultation, the Committee debriefed to discuss predominant messages that had been expressed. Across all constituents and all forms of submission (written documents, town halls, meetings with leadership groups, one-on-one consultations), we heard experiences and concerns regarding five predominant themes:

1. Engagement
2. Transparency
3. Consultation and Communication
4. Representation
5. Culture and Leadership

While participants held varying views on these issues, the following sub-themes were pervasive across the consultations and align with at least one, if not more, of the major themes. Our goal at this interim point is to bring these views forward to Senate and to the university community more broadly. We welcome continued discussion as we move towards the final report.

Awareness of Senate's Role and Impact:

- For many in our community, the work of Senate and particularly of its committees is a mystery.
- Many do not know how to interpret Senate's decisions with regard to how they may impact their daily work.
- People are aware that information about Senate's work is available online but many are unsure where and how to find it.
- Documents are not 'layperson-friendly.'
- Many are not aware that they may observe Senate meetings at any time.

Engagement in Senate:

- Senate is perceived as a body of 'received knowledge' where questions are not welcome.
- Senate's role is seen as that of a rubber stamp and, as a result, even many Senators have disengaged.
- It is difficult to get faculty members to run in Senate elections, leaving Deans and Faculty nominating committees to fill vacancies.

Preparation of Senators and Representation on Senate:

- Clarification of the roles and responsibilities of Senators is needed, especially a clearer sense of Senators' accountability and connection to their constituency.
- More robust training and mentoring of Senators is needed, particularly for student Senators who, at times, do not feel prepared to participate fully.
- Some Senators are not prepared prior to meetings and appear not to take the job seriously.
- The value of serving as a Senator needs to be recognized in the Senators' home units and respected across the campus.
- Senators are largely strangers to one another, venues are needed for inter-Senator communication.
- Multiple groups believe that they are not represented (or not adequately represented) in the Senate and feel that the current makeup of Senate needs to change.
- During our consultations, Senate voted to add discussion and follow-up questions to the current question period at Senate. Some people indicated that they hoped this might spark further debate and engagement at Senate.

Senate Committees and Subcommittees:

- Most in the university community are unaware that the work of Senate is largely done at the committee level.
- The mandate and reporting structure of Senate subcommittees is not well understood.
- Decisions of Senate, its committees and subcommittees and the reasons behind those decisions are not communicated transparently or clearly to the university community.
- Terms of reference and membership of Senate committees should be revisited for mandate and representativeness and this should be done regularly.
- Senators' service on Senate committees promotes engagement and ensures broader understanding of governance, yet there is a sense that committee members are often not prepared for meaningful participation and some Senators do not serve on any committees.

Senate and Board of Governors

- The two governance bodies in our bicameral system are isolated from one another, and mechanisms to enable more effective collaboration between them need to be put into place.
- Senate and Board members who are cross-appointed to the two bodies should have specific responsibilities delineated including a reporting role.

Collegial Governance and the current Post-Secondary Environment

- In the current fiscal environment, academic decisions increasingly have a fiscal component, requiring more direct interaction and consultation between our two governing bodies.
- Given the fiscal environment, tough academic decisions must be made. Having the necessary discussion is critical, but so is reaching the decision. A balance is needed.

Campus Culture and Leadership

- Trust has been broken: trust that our leaders and Senators are acting in the best interest of their constituents, trust that people's voices are being heard, and trust that committees are representative and transparent in their decision making.
- Problems in collegial governance derive from the style of leadership or as a response to changes occurring across the post-secondary sector and not necessarily from the governance structure itself.
- There is a sense that the university, at virtually all levels of administration, has increasingly abandoned true consultation in favour of "executive decisions." As a result, the campus community no longer feels invested in major campus initiatives.
- Information from a variety of administrative levels is not communicated effectively; the lines of communication are often perceived as rigid, one-way and hierarchical.

Next steps

Several consultations remain to be completed and the Committee will continue to examine and evaluate the information gathered to date. This process will include a further examination of Senate and Senate subcommittee policies, bylaws and terms of reference in order to identify areas for improvement in light of the themes that have emerged from our consultations. Our ultimate goal will be to identify structural changes that can ensure on-going, effective collegial governance.

Since this interim report is now available to the Western community, we also invite feedback as we prepare our recommendations on: 1) how to improve collegial governance at Western and, 2) how Senate can best serve our university community in the current provincial, federal and international climate for post-secondary institutions. We request that Senators offer us their feedback, as well as speak to their constituencies about this document and solicit their input. Additional comments and suggestions can be sent to the committee's email senate-renewal-cttee@uwo.ca or to any member of the committee.

Appendix I

Committee Membership

At its June 2015 meeting, nine members were elected by the Senate to comprise this ad hoc committee:

Betsy Skarakis-Doyle (chair)	faculty	Health Sciences
Emily Addison	undergraduate	Huron University College
Heather Bishop	PMA	Alumni Relations
Alison Hearn	faculty	FIMS
Lorelei Lingard	faculty	Schulich
Steve Lupker	faculty	Social Science
Sheila Macfie (vice chair)	faculty	Science
Mark McDayter	faculty	Arts & Humanities
Vacant, to be refilled in January	graduate student	
Irene Birrell (ex officio, non-voting)		

* The committee wishes to acknowledge the contributions of Professor Greg Kopp, Arjun Singh, and Tom McMurrough

Appendix II

Senate ad hoc Committee on Renewal Terms of Reference

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.

Approved by Senate, June 5, 2015

Appendix III

Senate Ad Hoc Committee on Renewal

Fall Meeting Schedule as at December 9, 2015

Date	Event	Guests
Sep 23	Consultation & Committee Meeting	Campus Council
Sep23	Town Hall	Arts and Humanities
Sep 24	Committee Meeting	
Sep 29	Town Hall	Engineering
Oct 1	Consultation & Committee Meeting	UWOFA/UWOFA-LA; SOGS
Oct 2	Town Hall	Science
Oct 15	Consultation & Committee Meeting	USC; UWOSA; PAW
Oct 23	Town Hall	Health Sciences
Oct 27	Town Hall	Music
Oct 28	Town Hall	FIMS
Oct 30	Committee Meeting	
Nov 2	Town Hall	Education
Nov 5	Consultation & Committee Meeting	PMA
Nov 11	Town Hall	Social Science
Nov 12	Town Hall	Law
Nov 17	Town Hall	Libraries
Nov 20	Consultation & Committee Meeting	Alumni Association
Nov 27	Consultation & Committee Meeting	Student Senators
Nov 30	Town Hall	Schulich
Dec 1	Consultation	Deans
Dec 3	Committee Meeting	
Dec 4	Consultation	AVPs and Vice-Provosts
Dec 7	Town Hall	Ivey
Dec 9	Committee meeting	
Dec 11	Committee meeting	
Dec 17	Committee meeting	
Jan 11	Consultation	P/VPs

Appendix IV

The following was made available through the Committee's website and was distributed to participants prior to and at town hall meetings.

Summary of the Governance Structure at Western and Our Objectives

The Task

The Senate Ad Hoc Committee on Renewal was struck in June 2015 in response to concerns about the effectiveness of the governance bodies and lack of university community participation in the decision making processes at Western. The Committee's full terms of reference can be found here http://www.uwo.ca/univsec/pdf/senate/renewal_cttee/Ad%20Hoc%20Committee%20on%20Renewal%20-%20Terms%20of%20Reference%20and%20Membership.pdf, but, in summary, we have been asked to review governance at Western, with particular focus on collegial governance and the role of Senate. We have been asked to review the constitutional documents of Senate and to consult widely within the campus community. The intent is that the Committee's work and recommendations will lead to more robust and transparent decision making processes and practices.

The Committee has determined that a review of constitutional documents, in and of itself, is necessary but not sufficient in order to accomplish our goals. We are most interested in understanding, through broad community consultation, how the lived experience of governance at Western maps onto our constitutional policies and procedures.

Process

Through the fall, we will conduct the document review and consult with members of the university community, seeking to identify the gaps between stated policy and procedure and actual practice. Following this we will make recommendations that will bridge those gaps, either by more appropriately implementing current regulations or by adopting better practices. To that end, we are planning a series of meetings – large and small – to hear from a range of constituencies, with the hope that members of the community will help us to identify the challenges they experience and propose solutions for consideration. In addition to face-to-face meetings, we have established a dedicated e-mail address to which input can be sent.

Our Governance Structure

Western, like most Canadian Universities, is an autonomous, non-profit organization created by Provincial legislation, in our case, 'The University of Western Ontario Act'. The Act provides for a bicameral structure (two bodies) to govern the institution, the Board of Governors and the Academic Senate. As such, the Act specifies that governance at Western is a shared process and responsibility. As the 1996 review of the Act

by a joint Board/Senate committee stipulates, an emphasis on collegial decision making is consistent with “the University’s character as a public, collegial enterprise” (Final Report of Review of UWO Act,1996).

The following is a brief description of our governing bodies:

- The Board has 28 members comprised largely of individuals external to the community, although nine of its members re faculty, staff or students from the university. It is responsible for “the government, conduct, management and control of the University and of its property and affairs.” (UWO Act)
- The Senate has 103 voting members, comprised of 77 elected faculty, staff, students and individuals from the general community.) Further, there are 23 ex officio members including: the President, who serves as Chair, all Vice Presidents and Deans, Principals of the Affiliates, etc. The University Secretary sits as a non-voting member on both bodies. The Act grants the Senate responsibility for academic policy and for specific academic matters, including admission standards, programs of study, qualifications for degrees, examinations, scholarships and convocation.
- Although Senate and the Board are differently constituted, with different areas of responsibility, they are intended to work together to govern the university. Interactions between the two bodies occur as a result of: 1) there being an overlap of members, e.g., Board members sit on Senate and Senate nominates members to sit on the Board, 2) the bodies acting in advisory capacities for each other, 3) the requirement of joint approval of certain strategic and policy documents and decisions.
- Both bodies have standing committees to carry out the detailed work deriving from their respective responsibilities.
- The Act provides that meetings of both bodies are open to the public and are so advertised; however, confidential matters may be discussed in closed-door sessions.
- The Senate and Board by-laws set forth the procedure by which business is brought to each body for discussion and action if required. Those by-laws are supplemented by Sturgis’ Standard Code of Parliamentary Procedure.

Detailed information about the governance structure, standing committees, election procedures, etc., can be found on the University Secretariat’s website: www.uwo.ca/univsec. In addition, staff in the Secretariat would be pleased to answer questions or provide additional information upon request.

ANNOUNCEMENTS & COMMUNICATIONS

FOR INFORMATION

Academic Administrative Posts

The Office of Faculty Relations provided the following list of academic administrative posts approved on behalf of the Board of Governors during the months of November and December 2015 and January 2016.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
John Paul Minda	Psychology	Social Science	Acting Chair	January 1-2016	June 30-2016
Scott MacDougall-Shackleton	Psychology	Social Science	Chair	July 1-2016	June 30-2019
Jamie Baxter	Social Science	Social Science	Assistant Dean	January 1, 2016	June 30, 2016
Lawrence Jacobs	Schulich – Windsor	Schulich	Assistant Dean	January 1, 2016	December 31, 2017
Andrea Lum	Medical Imaging	Schulich	Clinical Dept. Chair	January 1, 2016	December 31, 2016