

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 25, 2018  
Room 4155 Stevenson Hall**

*The Land Acknowledgement Statement will be read at the beginning of the meeting.*

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 23, 2017**
4. Business Arising from the Minutes
5. Reports of Committees:
  - Property & Finance Committee - **Appendix II** (Rick Konrad)
  - Senior Policy & Operations Committee - **Appendix III** (Paul Jenkins)
  - Audit Committee - **Appendix IV** (Keith Gibbons)
  - Fund Raising and Donor Relations Committee - **Appendix V** (Carol Stephenson)
6. Items Referred by Senate - **Appendix VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

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

**SUMMARY OF AGENDA ITEMS – January 25, 2018 - OPEN SESSION**

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of November 23, 2017	ACTION

**Report of the Property & Finance Committee- Appendix II**

1. Open Space, Landscape, Mobility Strategy Update	INFORMATION
2. Jaggaer Contract Renewal	INFORMATION
3. J.C. Kennedy Chair in Orthopaedic Surgery – Revised Terms of Reference	INFORMATION
4. Salamander Chair in Environmental Engineering – Revised Terms of Reference	INFORMATION
5. Ancillary Financial Report	INFORMATION
6. Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
7. Investment Committee Membership	INFORMATION
8. Investment Committee Report	INFORMATION
9. Revenues, Expenditures, and Tuition: by Faculty	INFORMATION
10. Annual Report on trademark Licensees doing Business with the Western Book Store	INFORMATION
11. Key Financial Indicators Report as at April 30, 2017	INFORMATION
12. New Scholarships, Awards and Prizes	INFORMATION

**Senior Policy & Operations Committee – Appendix III**

13. Annual Report of the Code of Student Conduct Cases	INFORMATION
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**Report of the Audit Committee- Appendix IV**

14. Office of the Ombudsperson Annual Review 2016-17	INFORMATION
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**Fundraising & Donor Relations Committee – Appendix V**

15. Fund Raising Activity Quarterly Report to October 31, 2017	INFORMATION
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**Items Referred by Senate - Appendix VI**

16. Report on Faculty Recruitment and Retention	INFORMATION
17. Report of the Academic Colleague	INFORMATION
18. Announcements	INFORMATION
Questions from Members	



## REPORT OF THE PRESIDENT

To: Board of Governors  
From: Amit Chakma  
Date: January 17, 2018  
Re: President's Report to the Board

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For the January 25, 2018 Board of Governors meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on November 23, 2017.

**"SMA2" approved by MAESD:** The Ministry of Advanced Education & Skills Development has finalized the Strategic Mandate Agreements (SMA2) for each of Ontario's 21 publicly assisted universities, covering the period April 1, 2017 through March 31, 2020. Accordingly, public links to Western's SMA can be found on the [President's](#) and [Provost's](#) homepages, as well as on our ["Public Accountability"](#) homepage. A direct link is at: <http://provost.uwo.ca/provost/Western-SMA2-Final-2017.pdf>

**Ontario government cabinet shuffle:** On January 17, Premier Kathleen Wynne announced a cabinet shuffle that included the appointment of **Mitzie Hunter** to Minister of Advanced Education & Skills Development. Ms. Hunter succeeds **Deb Matthews** who had previously announced her intention not to run for re-election in the coming provincial election. Immediately prior to her newest appointment, and as MPP for Scarborough-Guildwood, Mitzie served as Minister of Education. Western extends its thanks to outgoing Minister Matthews for her service to the Province throughout her political career, which included terms in charge of the postsecondary and health care portfolios. We also extend our congratulations to Minister Hunter and look forward to working with her in the months ahead.

**Federal Ministers' visits to campus:** On January 9, Minister of Science **Kirsty Duncan** visited campus, taking the opportunity to meet with researchers and students in the Translational Cognitive Neuroscience Laboratory as well as a stop at the new Interdisciplinary Research Building and Brain & Mind Institute. Minister Duncan also met with BrainsCan Co-Scientific **Ravi Menon**, who led a tour of the Centre for Functional & Metabolic Mapping at Robarts Research Centre. The next day, on January 10, Minister of Sport and Persons with Disabilities **Kent Hehr** also toured Western, including a stop at TD Stadium where he met with Mustang football head coach **Greg Marshall** and a group of his Vanier Cup

.../2

championship players, along with Western's Sports & Recreation Director, **Christine Stapleton**. Accompanied by London North Centre MP **Peter Fragiskatos**, Minister Hehr also visited the International Centre for Olympic Studies and the Fowler Kennedy Sport Medicine Clinic. Also on January 10, Minister of International Trade **Francois-Phillipe Champagne** was hosted by the Ivey Business School where he was a guest lecturer on the topic of Canadian-international trade files and was well received by students. Besides their visits to campus, Ministers Duncan, Hehr and Champagne — along with the entire federal cabinet — were in London to take part in the January 11 town hall meeting with **Prime Minister Justin Trudeau** at Alumni Hall. Finally, on January 17, we were pleased to host a visit from Western's Deputy Minister Champion **Bob Hamilton**, who currently serves as the Commissioner of the Canada Revenue Agency. Bob, who holds BA and MA degrees in Economics from Western, has been a tremendous resource in facilitating various initiatives that benefit our University, our students and our faculty in partnership with the federal government. Thanks go to our Executive Director of Government Relations, **Peter White**, who was instrumental in coordinating all these VIP visits, with the outstanding support of many Western faculty, students and staff members in units including Campus Police, Facilities Management, Parking Services, Sports & Recreation Services, Communications & Public Affairs, Student Success Centre, and Hospitality Services.

**Western's 23<sup>rd</sup> Rhodes Scholar named:** Fourth-year BA student **Levi Hord** has been named among the latest cohort of Rhodes Scholars. Levi is a Scholar's Electives student in Western's School for Advanced Studies in Arts and Humanities. Levi's impressive list of achievements to date includes being named among the 36 Western undergraduates whose scholarship was "Highly Commended" late last year at the 2017 Undergraduate Awards hosted at Trinity College Dublin.

**Major donation supports Management & Organizational Studies:** On December 11, Western announced a \$5M-gift to the DAN Department of Management & Organizational Studies from alumnus **Aubrey Dan (BACS'85)** — his second such donation in little more than a decade. Of this latest gift, \$4.5M will create three endowed research chairs in the fields of Consumer Behaviour, Change and Innovation and Corporate Governance. The Corporate Governance Chair will be appointed jointly between DAN Management and the Faculty of Law, and lead to the creation of a new module in Management and Legal studies, pending approval. With matching funds from the University, the Chairs' initial endowments total \$9M. The remaining \$500,000 will establish two endowed Distinguished Lectures in consumer behavior and corporate governance, designed to elevate the profile of the Department.

**Western launches new hub for community-based Indigenous health training:** With funding of \$1M from the Canadian Institutes of Health Research and \$1.2M from other partners during the next five years, Western has become the hub for a provincial network of Indigenous health training that is both

culturally relevant and scientifically rigorous. The Indigenous Mentorship Network Program of Ontario (IMNP) officially launched January 11 with an announcement and celebration held in the Great Hall. The new initiative involves 13 research institutions and a team of 70 researchers, trainees and community collaborators — more than half of whom are Indigenous. The network will support research by Indigenous people for Indigenous people, with emphasis on the health and social issues that matter to Indigenous people. Congratulations go to Associate Professor **Chantelle Richmond** who is the Principal Applicant behind the CIHR-funded project. Chantelle is an Anishinabe scholar from Pic River First Nation who is also cross-appointed to Western's First Nations Studies program and the Department of Family Medicine.

**Maclean's rankings recognize Western's high graduation rates:** Graduation rates count among the key performance indicators that speak to the quality of the students universities attract and the quality of the education programs and services universities deliver. In *Maclean's University Rankings 2018*, published January 8, Western is recognized as having one of the highest graduation rates in Canada — second only to Queen's. Specifically, the measure tracks the percentage of undergraduate students who complete their degree within seven years. For the period between 2007 and 2014, Western's graduation rate was 86.6 percent, compared to Queen's at 89.5 percent and McGill (in third place) at 85 percent.

**Western leadership update:** Review and selection committees are now active for the Provost & VP (Academic); VP (External); AVP (Student Experience); University Registrar; and the Deans of the Faculties of Information & Media Studies, Science, and the Ivey Business School. Meanwhile, Senate is currently undertaking its processes for nominating its representatives to serve on the Selection Committee that will recruit my successor as President & Vice-Chancellor. Pursuant to Section 19(a) of the UWO Act, that committee shall consist of 5 members of the Board of Governors (named by the Board) and 5 persons named by the Senate, at least one of whom must be a student.

**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 November 23, 2017	ACTION
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**Report of the Property & Finance Committee – Appendix II**

2. Open Space, Landscape and Mobility Strategy Update	INFORMATION
3. New Scholarships and Awards	INFORMATION
4. J.C Kennedy Chair in Orthopaedic Surgery – Revised Terms of Reference	INFORMATION
5. Salamander Chair in Environmental Engineering – Revised Terms of Reference	INFORMATION
6. Ancillary Financial Report	INFORMATION
7. Quarterly Ratio Report on Non-Endowed Funds	INFORMATOIN
8. Investment Committee Report	INFORMATION
9. Revenues, Expenditures and Tuition: By Faculty	INFORMATION
10. Annual Report on Trademark Licensees doing Business with the Western Book Store	INFORMATION
11. Jaggaer Contract Renewal	INFORMATION
12. Investment Committee Membership	INFORMATION
13. Key Financial Indicators Report as at April 30, 2017	INFORMATION

**Report of the Senior Policy & Operations Committee – Appendix III**

14. Annual Report of the Code of Student Conduct Cases 2016-17	INFORMATION
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**Report of the Audit Committee – Appendix IV**

15. Office of the Ombudsperson Annual Review 2016-17	INFORMATION
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**Report of the Fund Raising and Donor Relations Committee – Appendix V**

16. Fund Raising Activity Quarterly Report to October 31, 2017	INFORMATION
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**Items Referred by Senate – Appendix V**

17. Report on Faculty Recruitment and Retention	INFORMATION
18. Report of the Academic Colleague	INFORMATION
19. 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 23, 2017**

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

PRESENT: Mr. H. Hassan, Chair  
Ms. K. Kwan, Secretary

Mr. J. Adams  
Dr. P. Bishop  
Ms. W. Boye  
Mr. M. Brown  
Ms. C. Burghardt-Jesson  
Dr. A. Chakma  
Ms. S. Chrominska  
Ms. K. Cole  
Dr. J. Deakin  
Mr. K. Gibbons  
Dr. R. Giffin  
Mr. P. Jenkins  
Mr. D. Keddy

Mr. J. Knowles  
Mr. R. Konrad  
Mr. M. Lerner  
Ms. L. Logan  
Dr. K. Mequanint ☞  
Ms. N. Noonan  
Mr. V. Pirone  
Mr. B. Ross  
Ms. C. Stephenson ☞  
Mr. K. Sullivan  
Dr. J. Toswell  
Mr. M. Wilson

By Invitation: R. Chelladurai, S. Jarrett

### **Land Acknowledgement**

D. Keddy read the Land Acknowledgement.

BG.17-114

### **REPORT OF THE PRESIDENT**

The President's report, distributed with the agenda, consisted of the following topics:

- Linamar gift supports future engineering and business leaders
- Partnership with Toronto and McMaster universities supports entrepreneurship
- Canada Foundation for Innovation backs five Western projects
- New interdisciplinary clinic opens to support children's mental health
- Provost hosts budget Town Halls
- Fall Preview Day
- Western leadership update

The President also highlighted Western's progress from a national and international perspective, including rankings pertaining to medical/doctoral universities, leaders of tomorrow, students (all universities), faculty (Medical/Doctoral), and endowment growth. Overhead slides used to highlight the presentation are attached as [Appendix 1](#).

As requested by a member, it is acknowledgement Western's students and student athletes bring honour and recognition to the University.

BG.17-115 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by J. Knowles, seconded by K. Gibbons,

That the 15 items listed in Appendix 1, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.17-116 **Minutes of the Previous Meeting**

The minutes of the meeting of September 26, 2017 were approved as circulated.

**REPORT OF THE PROPERTY & FINANCE COMMITTEE** [Appendix II]

BG.17-117 **Revisions to Statement of Objectives, Policies and Governance** [MAPP 2.26]

It was moved by J. Knowles, seconded by K. Gibbons,

That the last sentence of section 3.9 of the Statement of Investment Objectives, Policies and Governance [MAPP 2.26] be amended from: "The policy range of exposure to Non-Canadian currencies has been established to be within the range of 10% to 30% of the total Fund, after currency hedging" to "The policy range of exposure to Non-Canadian currencies has been established to be within the range of 0% to 60% of the total Fund, after currency hedging".

CARRIED (By Unanimous Consent)

BG.17-118 **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:

- Arthur Labatt Chair in Nursing – Name Change and Revised Terms
- Discontinuation of Dancap Private Equity Faculty Fellowships
- Budget Indicators for Previous Fiscal Year
- Investment Committee Report
- Report on Underwater Endowments
- New Scholarships, Awards and Prizes

**REPORT OF THE GOVERNANCE & BY-LAWS COMMITTEE** [Appendix III]

BG.17-119 **Information Items Reported by the Governance & By-Laws Committee**

The Report of the Governance & By-Laws Committee, detailed in Appendix III, contained the following items that were received for information by unanimous consent:

- Regulations governing Senate and Board Student Elections – Revision to Campaign Expenses
- Board Election Schedule for Spring 2018 (Revised)

**REPORT OF THE SENIOR POLICY & OPERATIONS COMMITTEE** [Appendix IV]

BG.17-120 **Information Item Reported by the Senior Policy & Operations Committee**

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

- Board Vacancies – Update – Reappointment of M. Lerner for a second four-year term - December 1, 2017 – November 30, 2021

**ITEMS REFERRED BY SENATE** [Appendix V]

BG.17-121 **Articulation Agreements between Lambton College and Huron University College for qualified graduates of the Business Accounting Diploma Program and the Business Diploma Program**

It was moved by J. Knowles, seconded by K. Gibbons,

That the Board of Governors approve the Articulation Agreement between Lambton College and Huron University College regarding the transfer of credit for students in the Business Accounting Program, effective September 1, 2018, as shown in Appendix V, Annex 1,

and,

That the Board of Governors approve the Articulation Agreement between Lambton College and Huron University College regarding the transfer of credit for students in the Business Program, effective September 1, 2018, as shown in Appendix V, Annex 2.

CARRIED (By Unanimous Consent)

BG.17-122 **Introduction of a 2+2 Program between Central South University, China, and Western University**

It was moved by J. Knowles, seconded by K. Gibbons,

That effective September 1, 2017, the introduction of a 2+2 Honors Bachelor of Science (Western), and Bachelor in Computer Science (CSU) program for students registered at Central South University, China and Western University as outlined in the Agreement included as Appendix V, Annex 3, be approved.

CARRIED (By Unanimous Consent)

BG.17-123 **Information Items Referred by Senate**

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

- Report of the Academic Colleague
- Announcements



**QUESTIONS FROM MEMBERS**

BG.17-124 **London Bus Rapid Transit Update** [BG.17-103]

A member asked for an update on the London Bus Rapid Transit initiative. L. Logan reported that another meeting had been held since September. Progress is being made, but at this time, there is nothing substantive to report.

**OTHER BUSINESS**

BG.17-125 **Farewell to Retiring Board Members**

On behalf of the Board, the Chair thanked Jeremy Adams and Jim Knowles for their time and contributions given to the work of the Board during their eight-year membership (terms) ending on December 31, 2017.

BG.17-126 **Board Transparency**

A member of the Board, Jane Toswell, read a statement critical of Board transparency. The contents of her concerns were considered to be a matter for discussion by the Board in the in-camera session.

The meeting adjourned to the confidential session at 1:40 p.m.

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H. Hassan  
Chair

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K. Kwan  
Secretary

**REPORT OF THE PROPERTY & FINANCE COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Open Space, Landscape, Mobility Strategy Update</b>	No
<b>Jaggaer Contract Renewal</b>	Yes
<b>J.C. Kennedy Chair in Orthopaedic Surgery – Revised Terms of Reference</b>	Yes
<b>Salamander Chair in Environmental Engineering – Revised Terms of Reference</b>	Yes
<b>Ancillary Financial Report</b>	Yes
<b>Quarterly Ratio Report on Non-Endowed Funds</b>	Yes
<b>Investment Committee Membership</b>	Yes
<b>Investment Committee Report</b>	Yes
<b>Revenues, Expenditures and Tuition: by Faculty</b>	Yes
<b>Annual Report on Trademark Licensees doing Business with the Western Book Store</b>	Yes
<b>Key Financial Indicators Report as at April 30, 2017</b>	Yes
<b>New Scholarships, Awards and Prizes</b>	Yes

**FOR INFORMATION**

1. **Open Space, Landscape, Mobility Strategy Update**

The Campus Master Plan approved by the Board of Governors in June 2015 identified the need for an Open Space & Landscape Plan at Western.

The initial scope of the Open Space & Landscape Plan was expanded to include the evaluation of possible Bus Rapid Transit routes through Western's campus, therefore, this work has been renamed the Open Space, Landscape & Mobility Strategy.

A competitive process resulted in the selection of Perkins + Will (P+W) as the lead consultants for Western. A university-wide committee was formed and work has been ongoing since September 2016.

P+W's recommendations "provided that a rapid transit alignment through the campus could support multiple University objectives including the desire for a pedestrian-oriented campus largely protected from intrusion and threat by vehicular traffic. Transit service through the campus would provide most convenient access for students, faculty, and staff – and have the greatest probability of reducing private vehicle use over the medium-to-long- term."

The Board of Governors approved a route traversing through campus concurrent with the university developing a plan for a pedestrian-priority campus. A copy of the presentation that will be made to the Board of Governors on January 25, 2018, is attached as [Annex 1](#).

2. **Jaggaer Contract Renewal**

See [Annex 2](#).

3. **J.C. Kennedy Chair in Orthopaedic Surgery – Revised Terms of Reference**

At its meeting on January 16, 2018, the Property & Finance Committee approved a recommendation that the terms for the J.C. Kennedy Chair in Orthopaedic Surgery be updated as described below with academic appointment in the Schulich School of Medicine & Dentistry.

The J.C. Kennedy Chair in Orthopaedic Surgery was approved in July 2011. The following statement was added to the Terms of Reference to bring it in line with the current terms used for other Chairs in the Schulich School of Medicine & Dentistry:

“The income from the endowment fund will be used exclusively to support the J.C. Kennedy Chair in Orthopaedic Surgery. Such support may be directed towards salary and benefits of the incumbent, research program initiatives, or some combination thereof”.

No other amendments were made to the Terms of Reference.

4. **Salamander Chair in Environmental Engineering – Revised Terms of Reference**

See [Annex 3](#).

5. **Ancillary Financial Report**

See [Annex 4](#).

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

See [Annex 5](#).

7. **Investment Committee Membership**

The Property & Finance Committee approved the reappointment of Douglas Porter to the Investment Committee for a two-year term ending February 2020.

The Committee membership is now:

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

Rosamond Ivey	(August 2018)
Jim Knowles	(May 2020)

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

Doug Greaves	(August 2022)
Doug Porter	(February 2020)
Lee Sienna	(March 2021)
David Stenason	(December 2021)
(vacancy)	

8. **Investment Committee Report**

See [Annex 6](#).

9. **Revenues, Expenditures and Tuition: by Faculty**

See [Annex 7](#).

10. **Annual Report on Trademark Licensees Doing Business with the Western Book Store**

See [Annex 8](#).

11. **Key Financial Indicators Report as at April 30, 2017**

This report summarizes the key financial indicators that are currently being used to report certain elements of the University's financial position to the various committees of the Board of Governors.

The indicators have been broken into four categories:

- Policy Compliance
- Financial Health
- Stewardship & Monitoring
- Performance

It was agreed at the Board retreat in 2008 that this report would be brought forward to the Board each year and would reflect the results of the fiscal period ending April 30<sup>th</sup>.

The indicators were modified last year to include five additional financial health/sustainability indicators that are collected as part of the Strategic Mandate Agreement (SMA) report-back for 2016-17. All indicators have been summarized on the attached template ([Annex 10](#)) accompanied by brief explanations of each indicator and how it is utilized in [Annex 9](#).

12. **New Scholarships, Awards and Prizes**

See [Annex 11](#).





# WESTERN UNIVERSITY

## OPEN SPACE, LANDSCAPE & MOBILITY STRATEGY

Board of Governors Meeting  
January 25, 2018



PERKINS+WILL



# ACKNOWLEDGMENTS

## Western University Project Team

Wade Boye	Communications Specialist, Human Resources
Chris Bumbacco	Director, Facilities, Housing & Ancillary Services
Karen Campbell	Vice-Provost, Academic Planning, Policy & Faculty Associate Vice-
Ruban Chelladurai	President, Institutional Planning & Budgeting Associate Vice-
Helen Connell	President, Communications & Public Affairs
Dale Laird	SCUP Representative
Martin Lefebvre	Society of Graduate Students Representative
Lynn Logan	Vice-President, Operations & Finance (Chair)
Mike Lunau	Manager, Landscape Services
Glenn Matthews	Housing & Ancillary Services
Mike McLean	Director, Facilities Planning & Design
Lesley Oliver	Equity Services
Dan Redmond	Director, Campus Community Police Services
Alan Salmoni	School of Kinesiology
Sab Sferrazza	London Health Sciences Centre
Landon Tulk	Vice-President, University Students' Council
Peter White	Executive Director, Government Relations & Strategic Partnerships

## Resource

Danielle Lapkowski	Coordinator to the Vice President (Resource & Operations)
Stephen Ledgley	Senior Media Relations Officer

## Consultant Team

Paul Kulig	Perkins+Will
Safdar Abidi	Perkins+Will
Janice Cheung	Perkins+Will
Eunice Wong	Perkins+Will
Tom Kwok	Perkins+Will
Karina Ricks	Nelson\Nygaard
Bob Williams	Nelson\Nygaard
Iain Banks	Nelson\Nygaard
Glenn Scheels	GSP
Mark Zuzinjak	GSP
Chris McBride	GSP
Sandrina Dumitrascu	GSP
Justin Whalen	GSP

# PROJECT TIMELINE



WESTERN UNIVERSITY  
STRATEGIC PLAN

2014

LAUNCH OF SHIFT

2015

WESTERN ROAD  
TRANSPORTATION STUDY

DECEMBER 2015

CITY BUSINESS CASE  
NOW FULL BRT SYSTEM

2016



2015

CAMPUS MASTER PLAN

2015

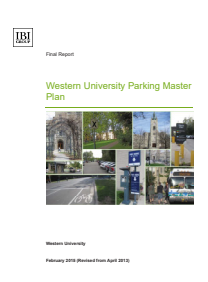
WESTERN UNIVERSITY  
PARKING STUDY

2016

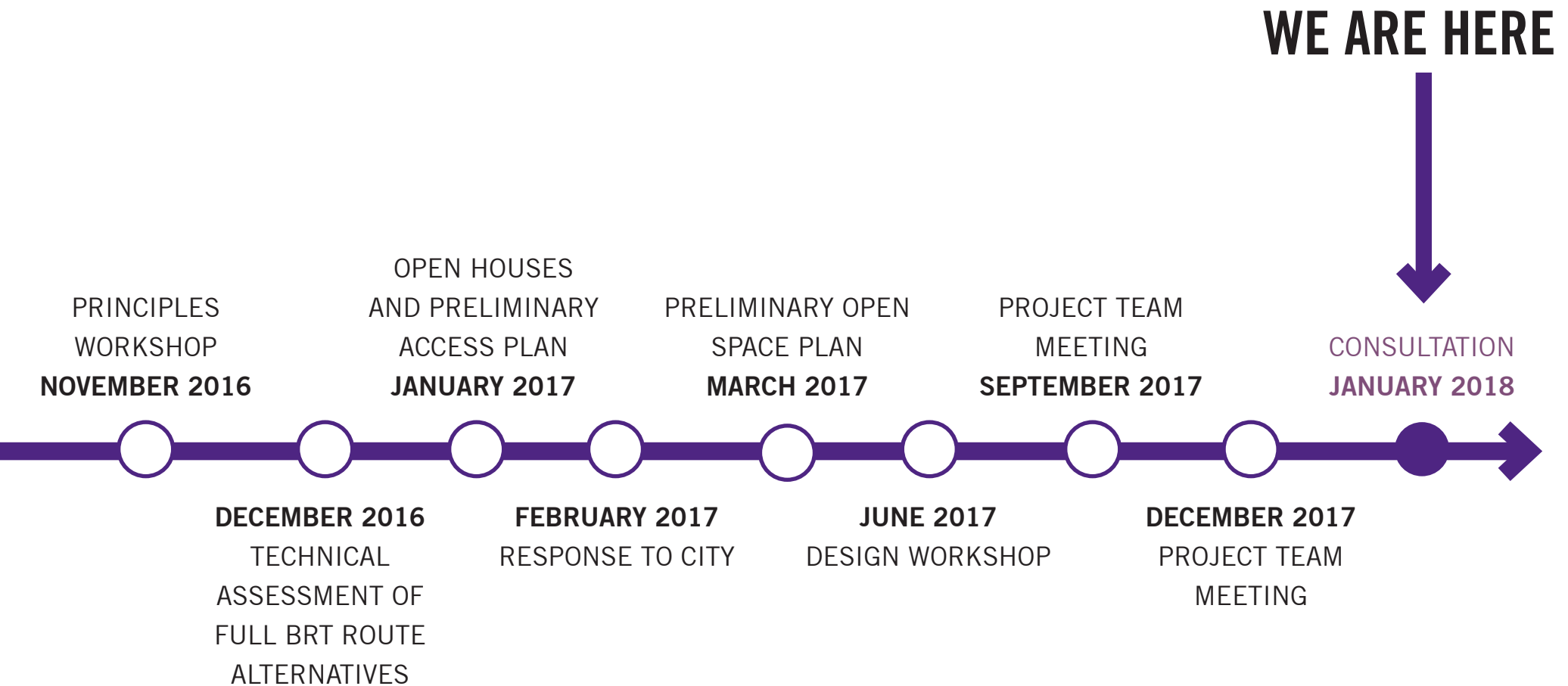
BOARD SUPPORT FOR  
LRT TO CAMPUS BUT  
NOT THROUGH CAMPUS

2016

OPEN SPACE AND  
LANDSCAPE PLAN



# PROJECT TIMELINE







# PURPOSE



# PURPOSE

- a. Accommodate Growth
- b. Pedestrian Safety
- c. Integrate Rapid Transit





# ISSUES & OPPORTUNITIES





**a. Legacy of Stewardship**





b. Pedestrian Walkway





## c. Parking Management





d. Transit

Be Extraordinary.  
The Campaign for Western

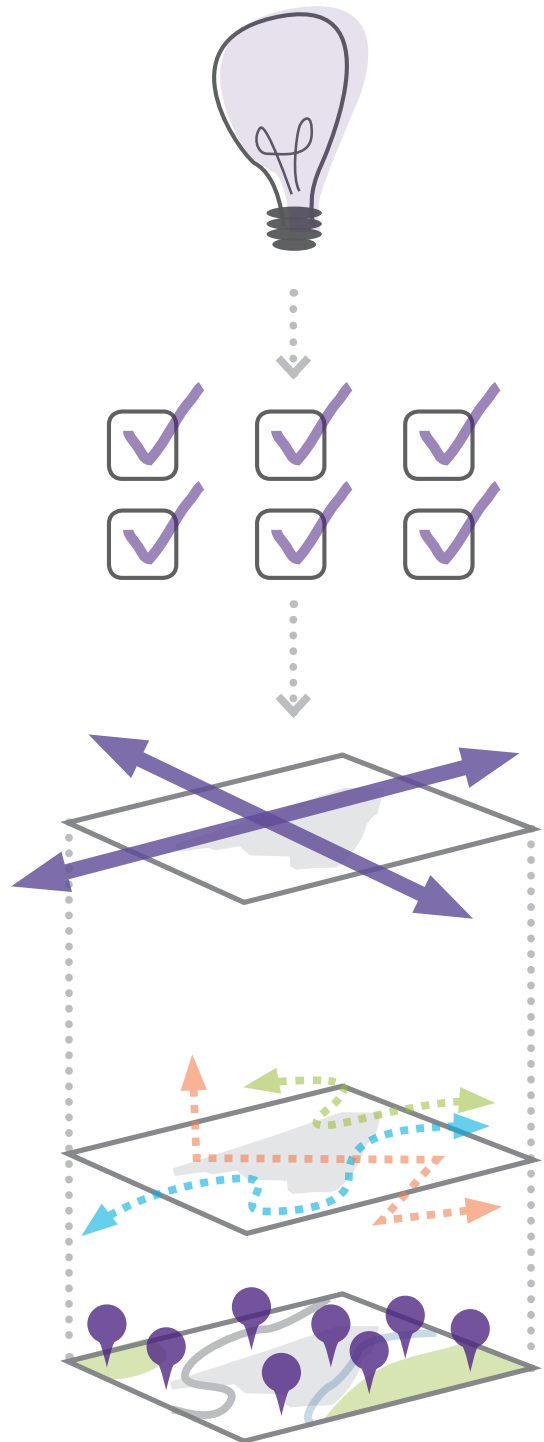


e. Underutilized Space



A black and white photograph of a group of students walking away from the camera on a paved path. They are carrying backpacks and are surrounded by trees and a building in the background. The text "VISION & PRINCIPLES" is overlaid on the right side of the image.

# VISION & PRINCIPLES



**1** VISION



**6** PRINCIPLES



**10** BIG MOVES



**15** STRATEGIES



**42** ACTIONS



## VISION

*“The Western Open Space, Landscape & Mobility Strategy will build on the natural beauty of Western’s campus and legacy of landscape stewardship to deliver a safe and beautiful campus that will foster learning and promote Western as a destination of choice for world class education and research.”*





# PRINCIPLES



**HUMAN PLACE**



**EQUITY**



**SUPPORTING PEDAGOGY**



**ACCESS**



**MOBILITY**



**RESILIENCE**

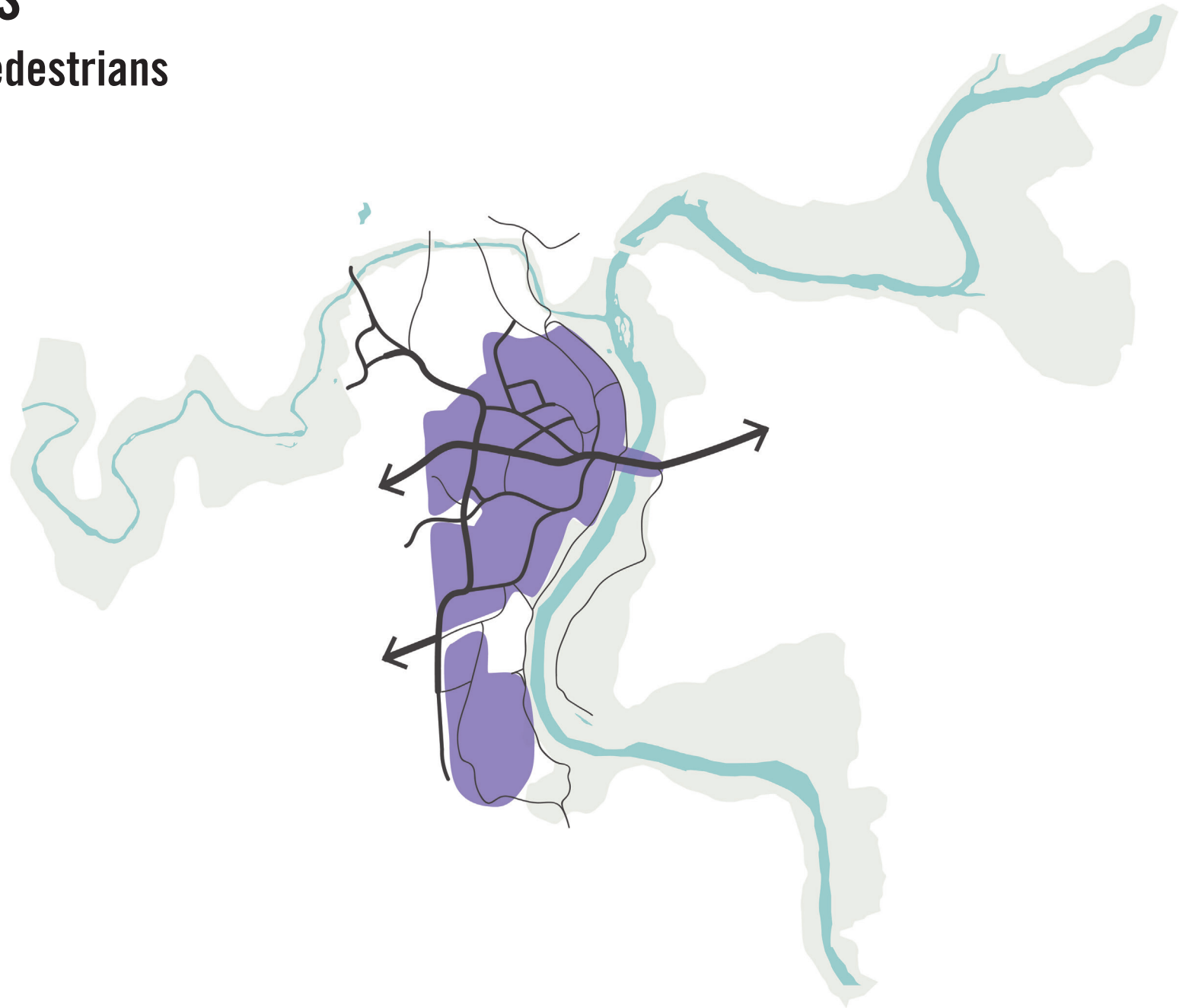


A black and white photograph of a college campus path. In the foreground, two young men are walking towards the camera on a paved path. The man on the left is wearing a dark t-shirt and jeans, carrying a backpack and a cup. The man on the right is wearing a t-shirt with 'CK' and 'ONES' on it, a baseball cap, and jeans, also carrying a backpack and looking at a phone. In the background, several other students are walking away from the camera on the same path. The path is lined with large, leafy trees that cast shadows on the ground. The overall atmosphere is calm and typical of a university setting.

# BIG MOVES

# BIG MOVES

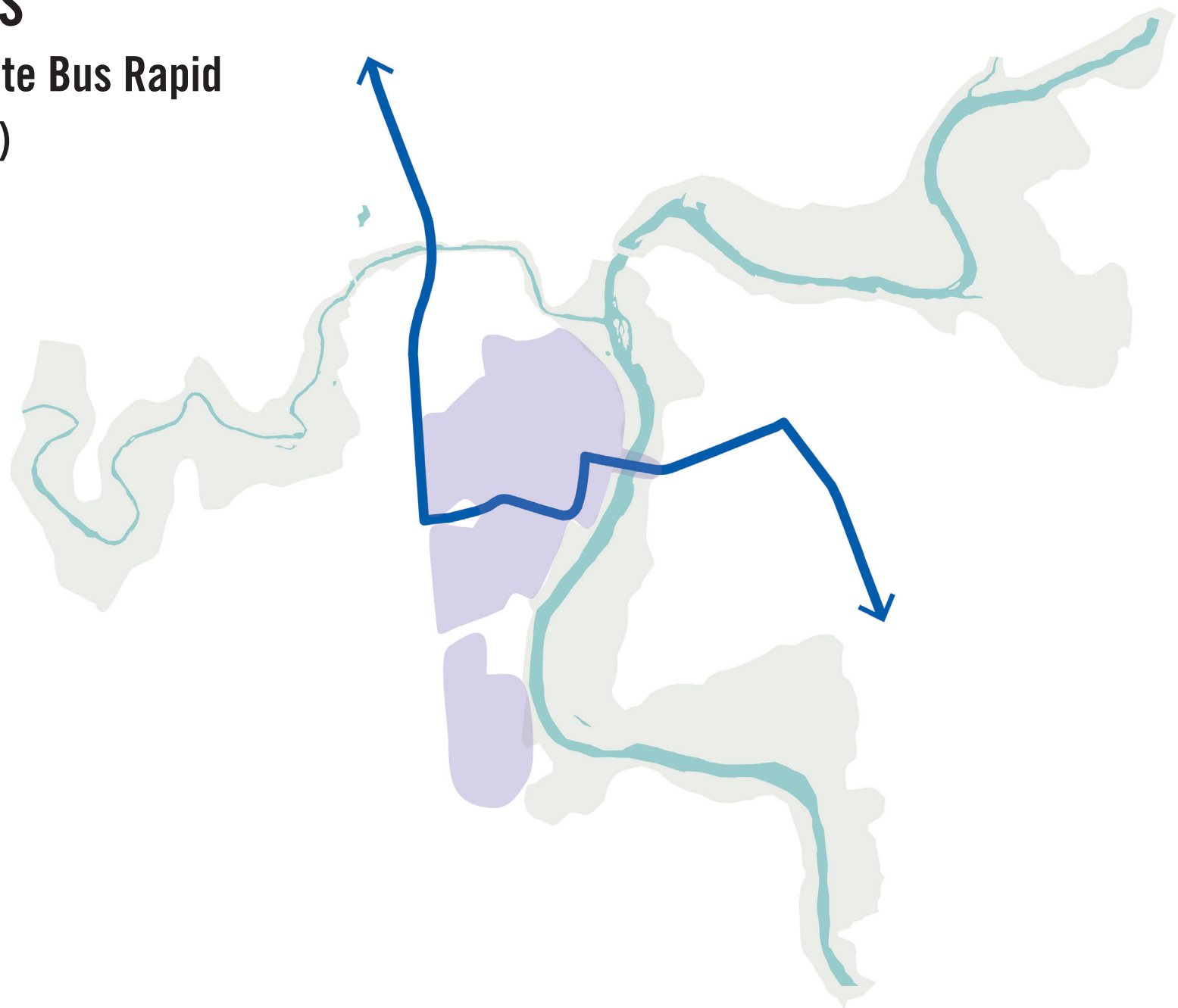
## Prioritize Pedestrians





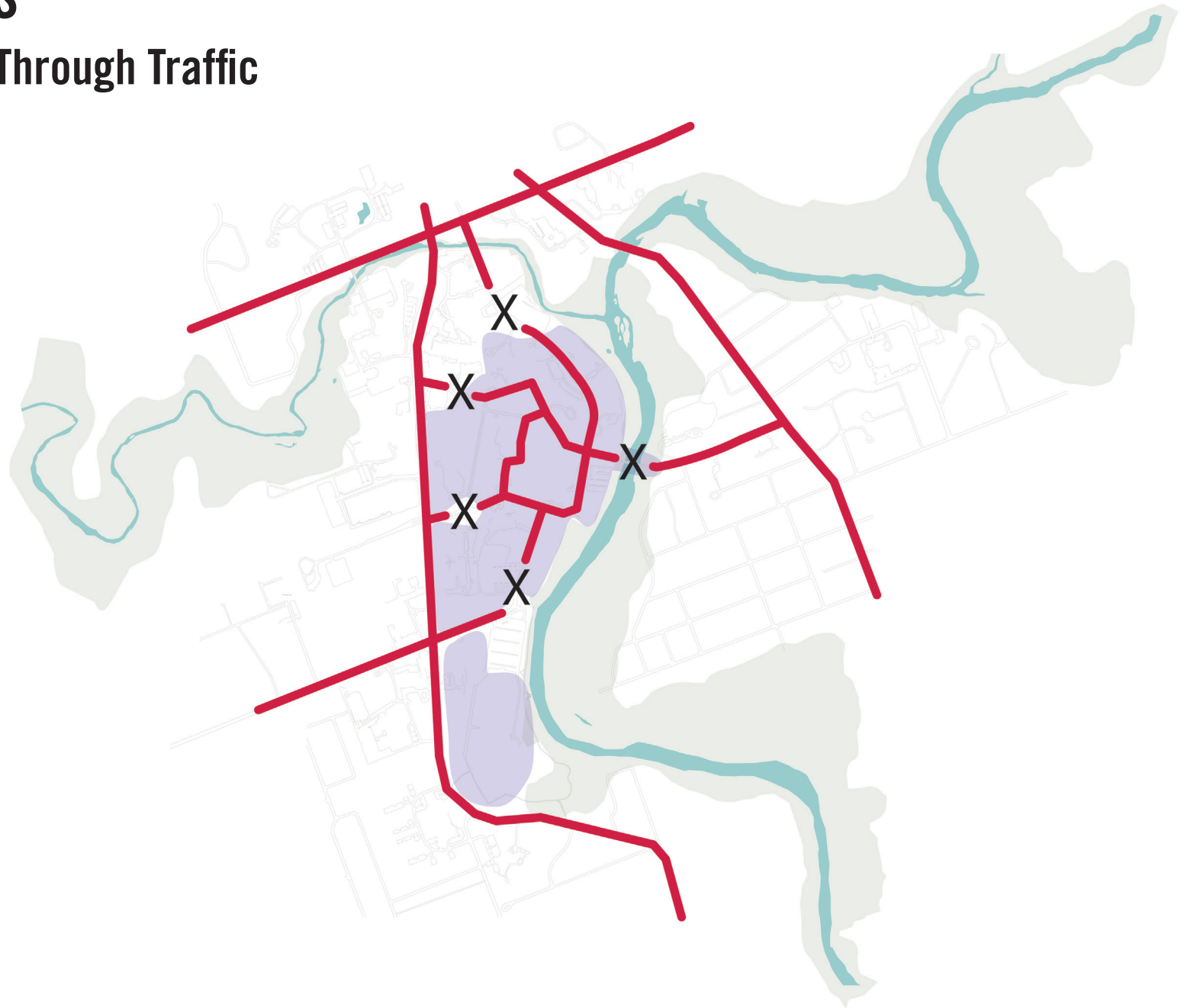
# BIG MOVES

Accommodate Bus Rapid  
Transit (BRT)



# BIG MOVES

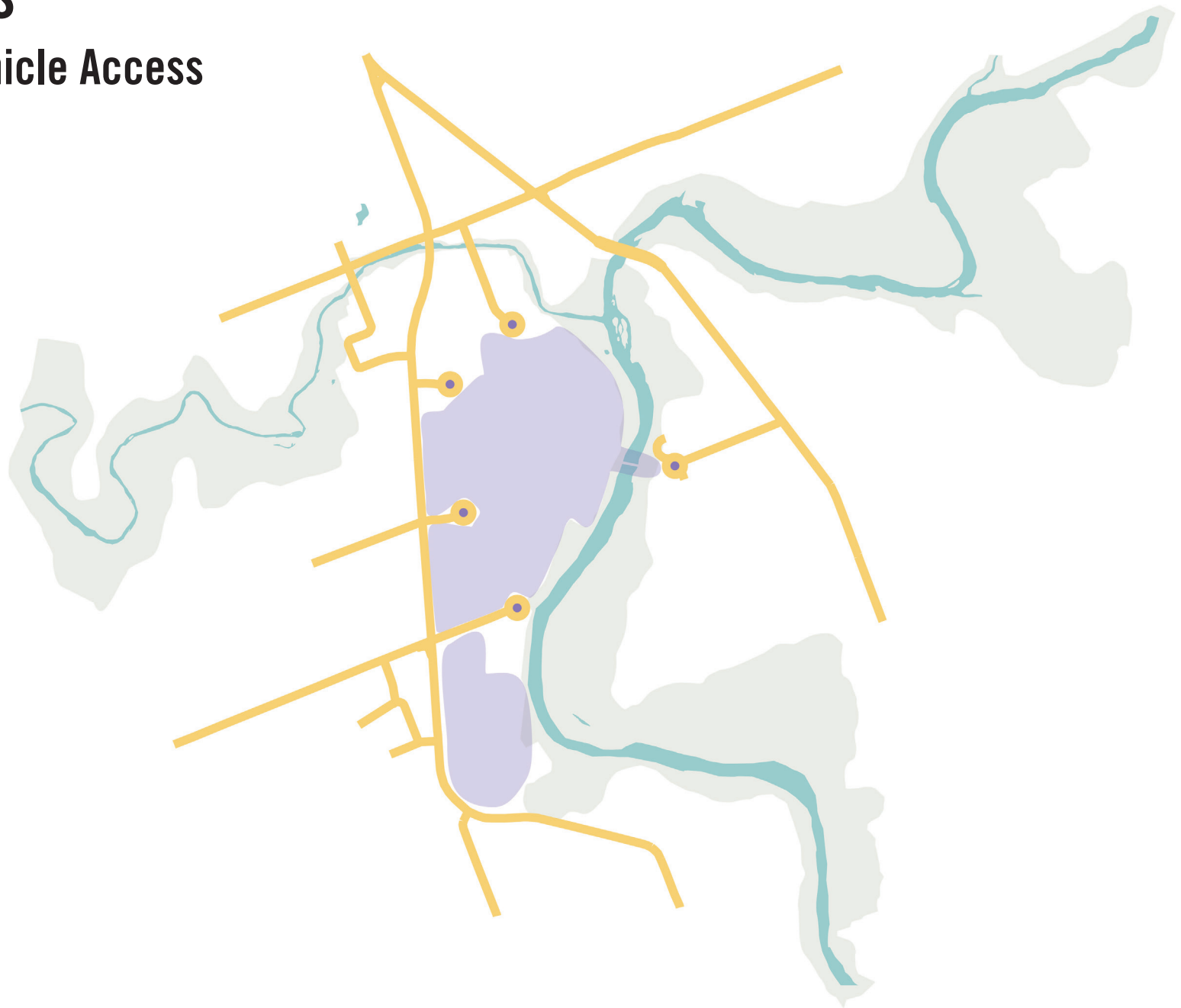
## Reduce Cut Through Traffic





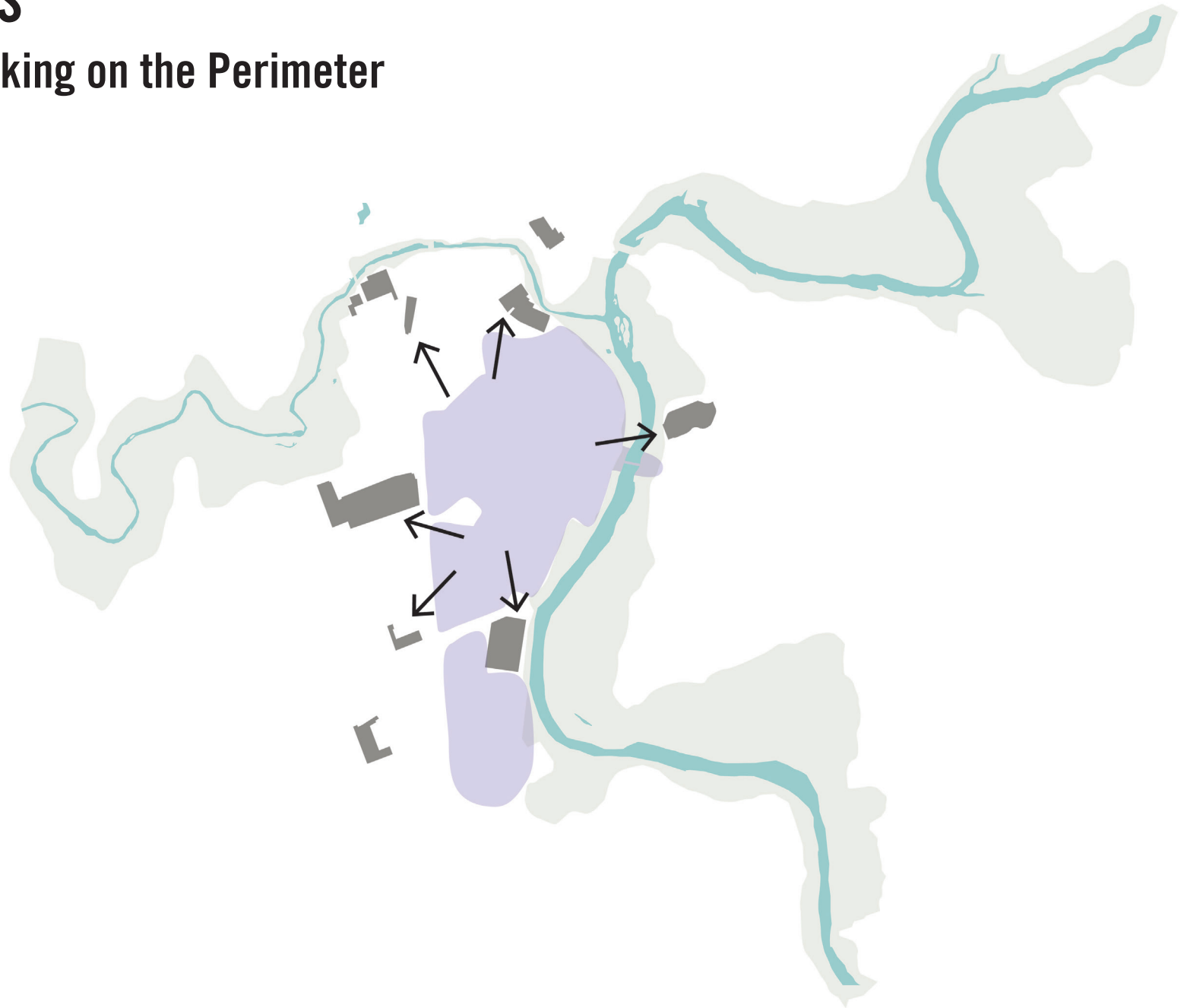
# BIG MOVES

## Maintain Vehicle Access



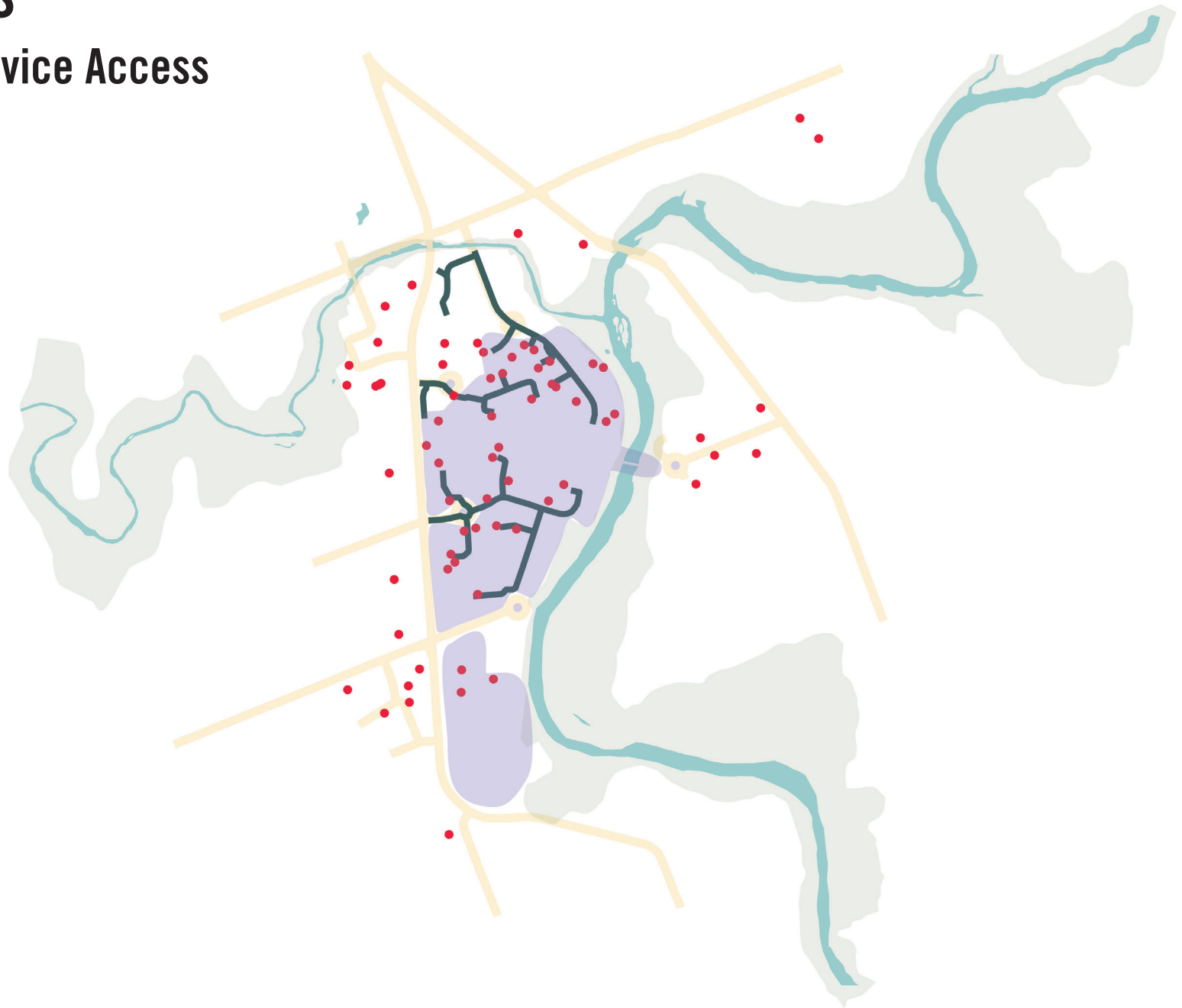
# BIG MOVES

## Position Parking on the Perimeter



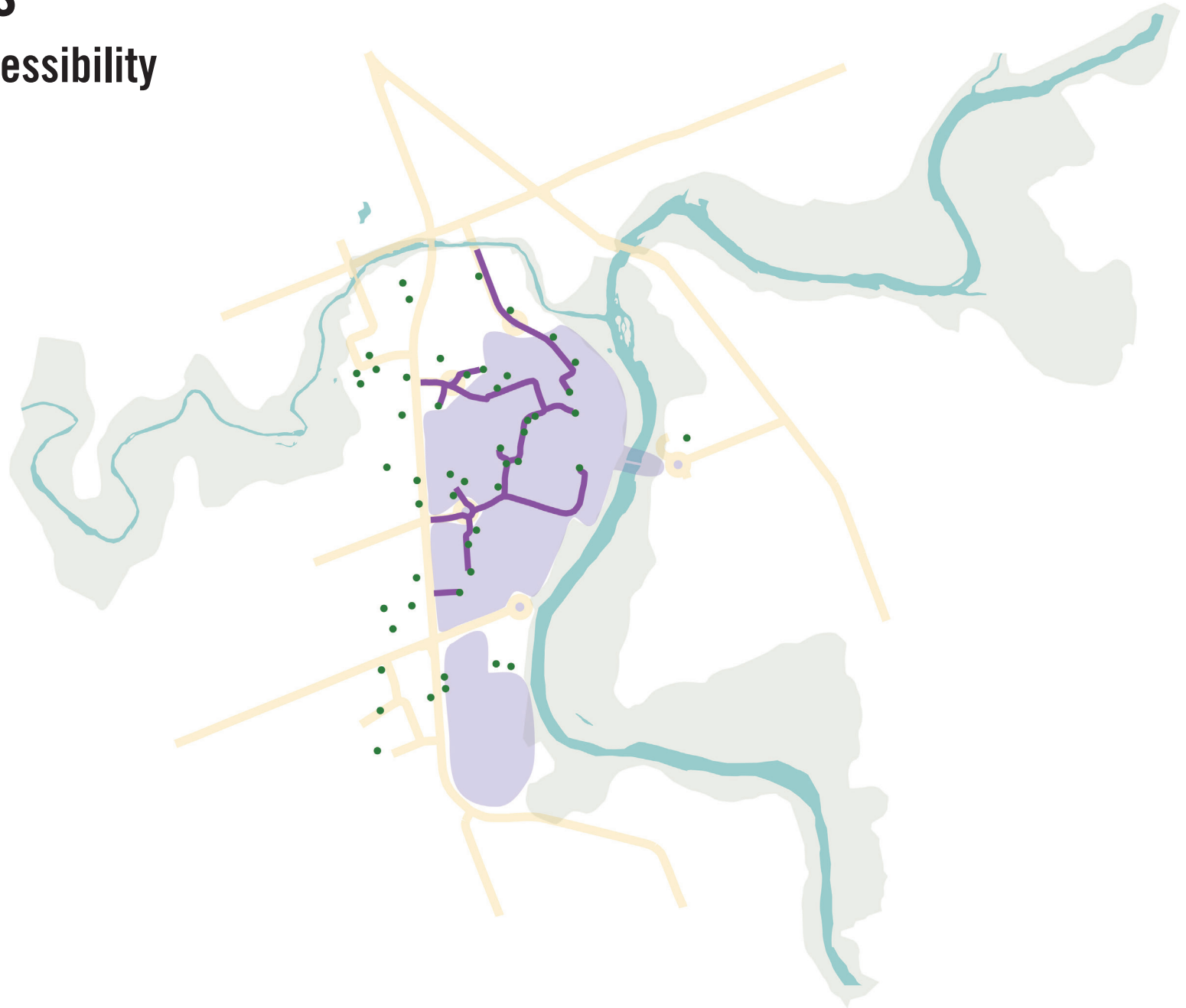
# BIG MOVES

Allow for Service Access



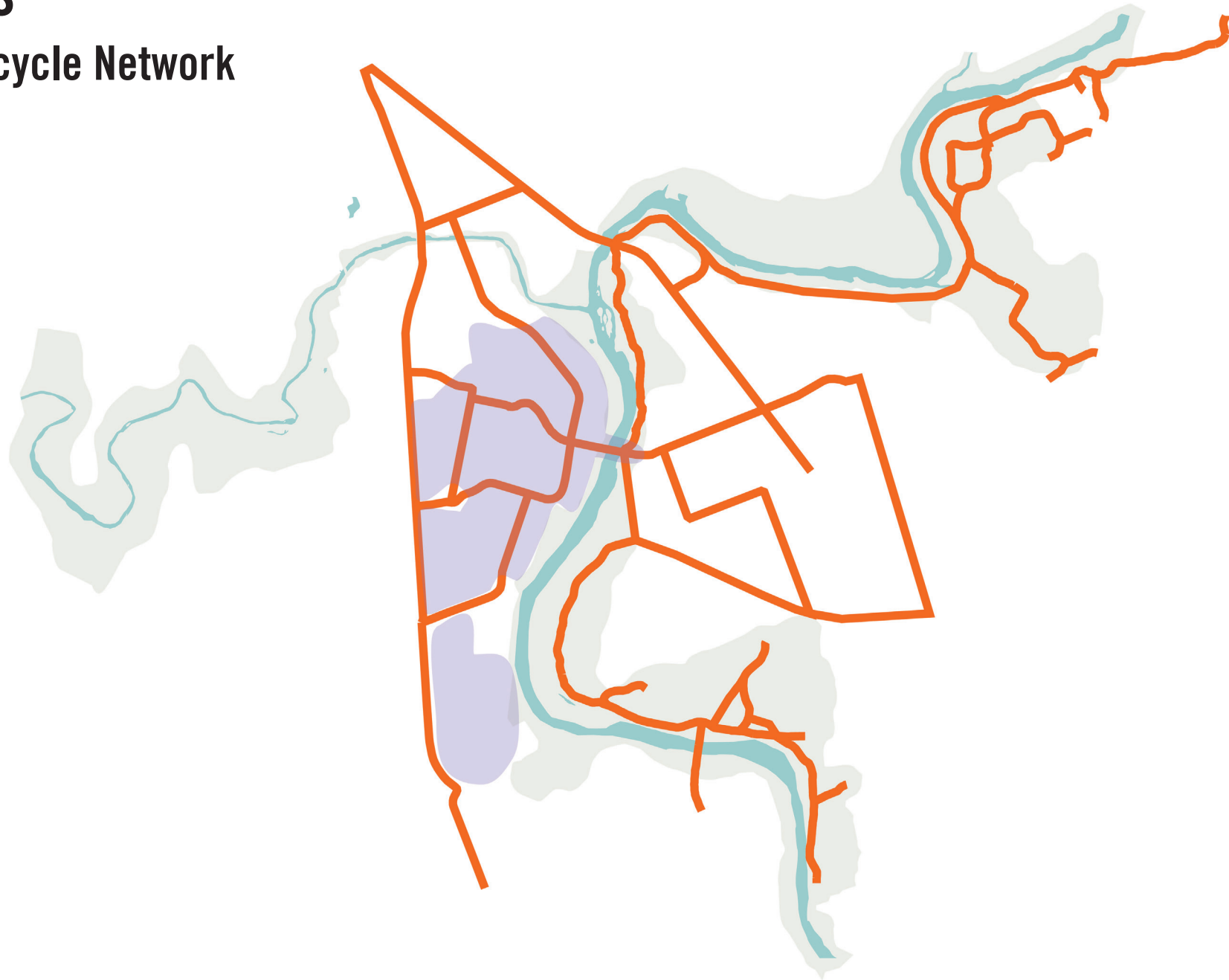
# BIG MOVES

## Improve Accessibility



# BIG MOVES

## Complete Bicycle Network



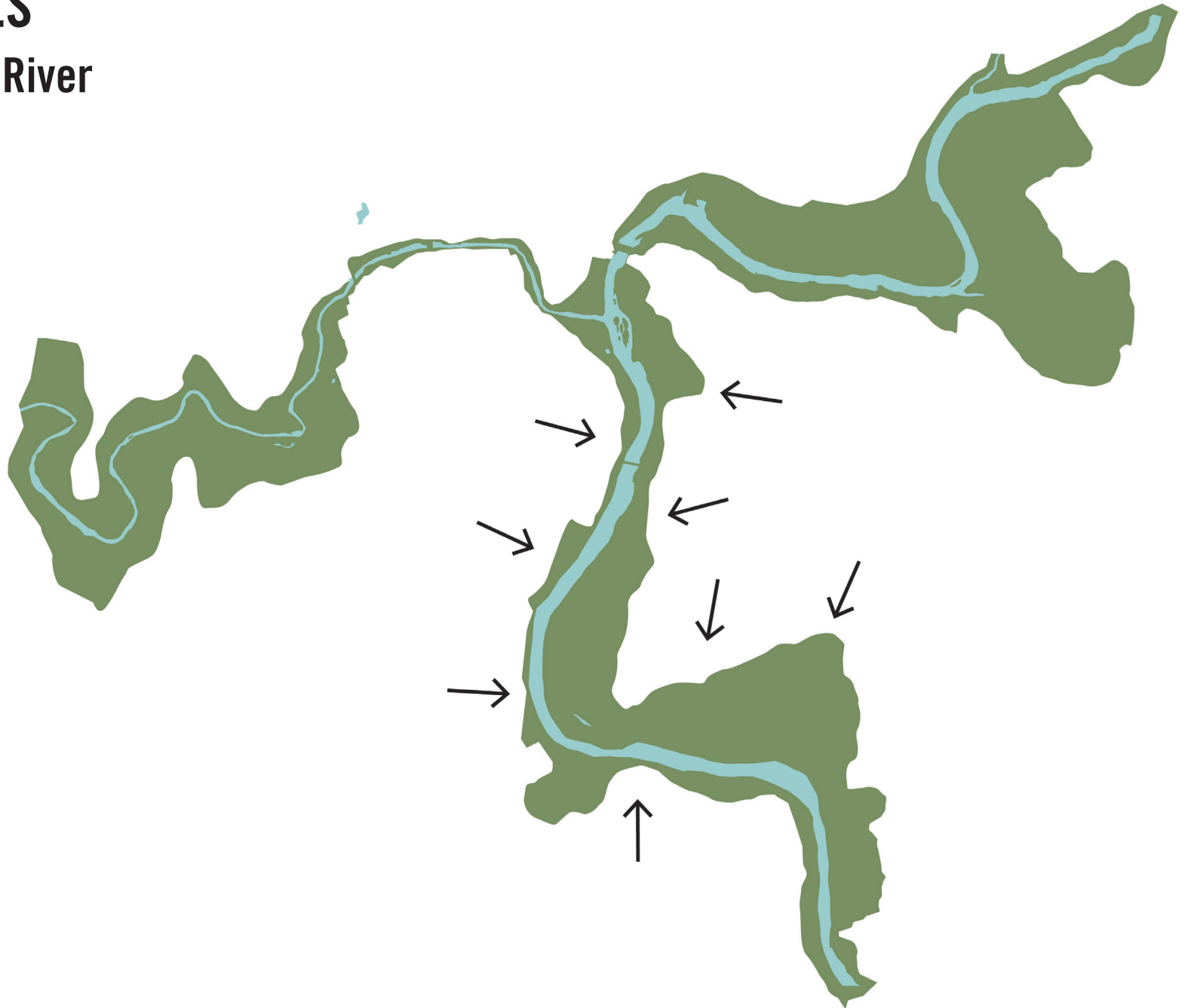
# BIG MOVES

## Emphasize Landscapes



# BIG MOVES

## Engage the River





# HIGHLIGHTS FROM 42 ACTIONS





# ACTIONS

The Open Space, Landscape & Mobility Strategy is organized around the following key actions:

- Accommodate rapid transit in a manner that supports university activities and respects campus integrity
- Improve campus experience for all users, prioritizing pedestrians
- Improve the quality of campus landscaping and open spaces
- Improve Campus Arrival, Circulation and Wayfinding
- Improve campus connection to the Thames River



# OXFORD DRIVE

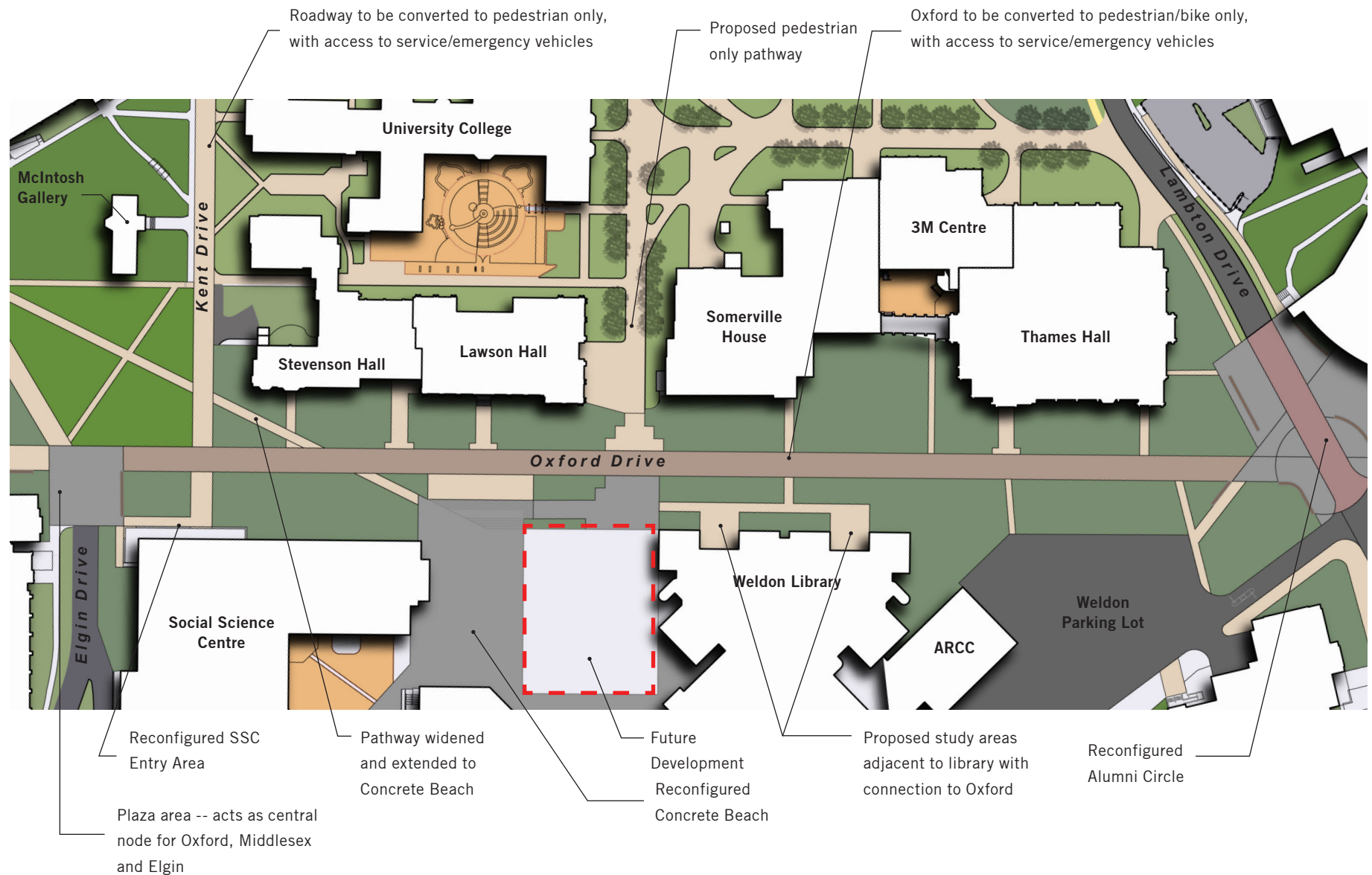
Existing



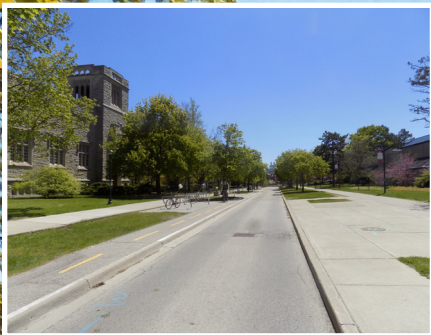


# OXFORD DRIVE

## Proposed







OXFORD DRIVE EXISTING

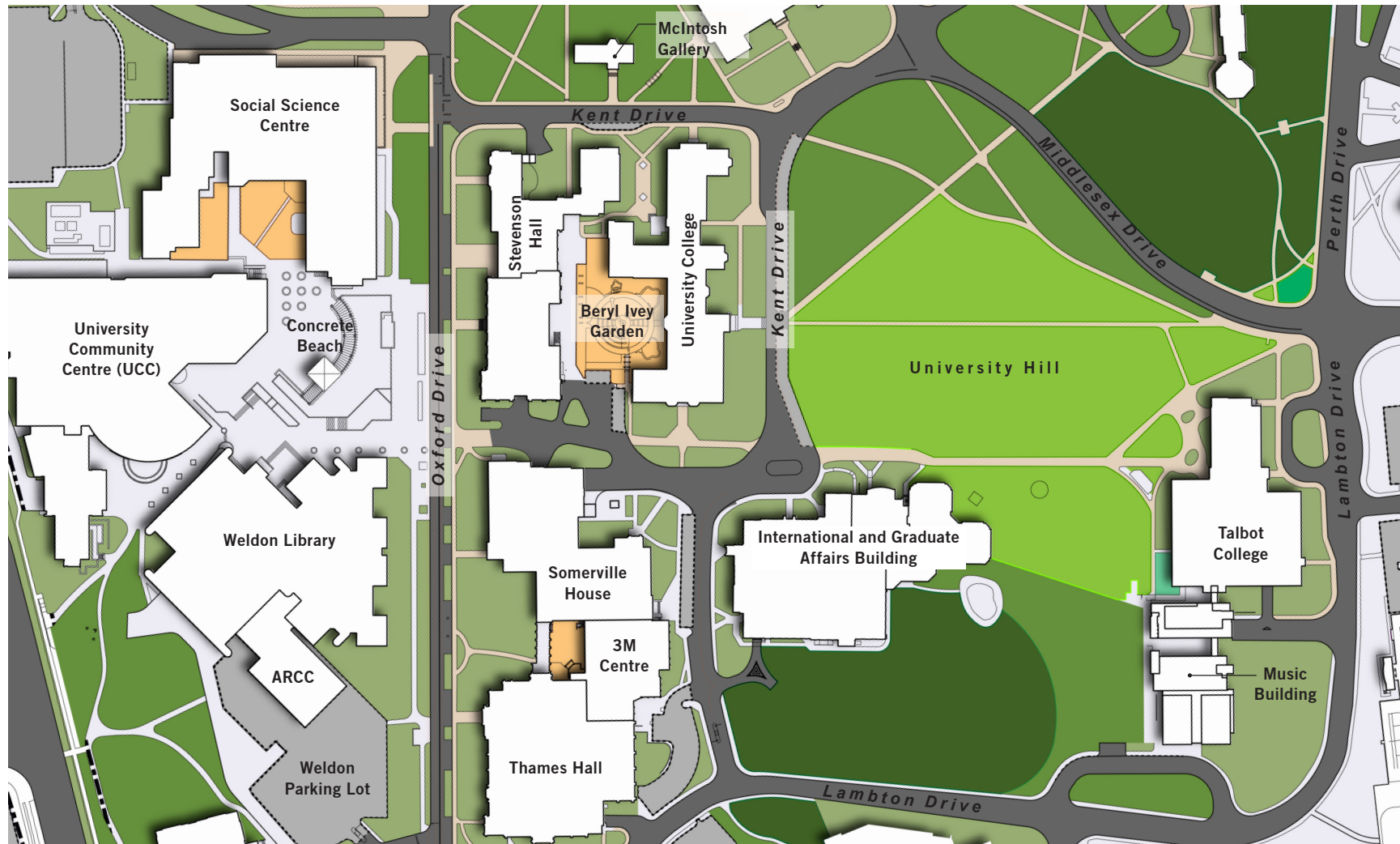


OXFORD DRIVE  
Proposed Conditions



# KENT DRIVE

Existing

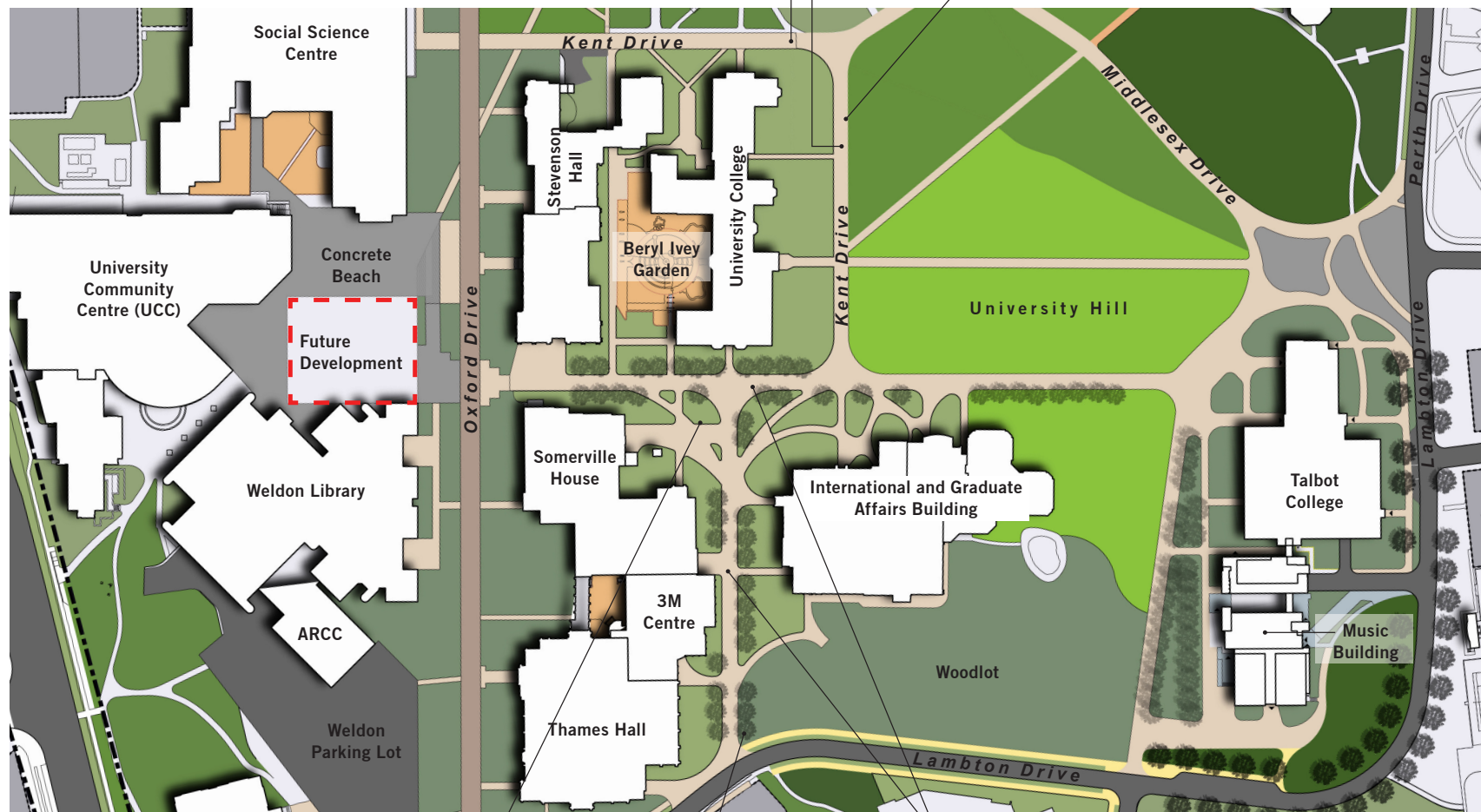


# KENT DRIVE

## Proposed

Roadways to be converted to pedestrian only, with access to service/ emergency vehicles

Kent Drive to have seating and gathering opportunities for UC



Opportunities for gathering spaces and seating to be

Proposed

Roadway to be converted to pedestrian only, with access to





KENT DRIVE EXISTING

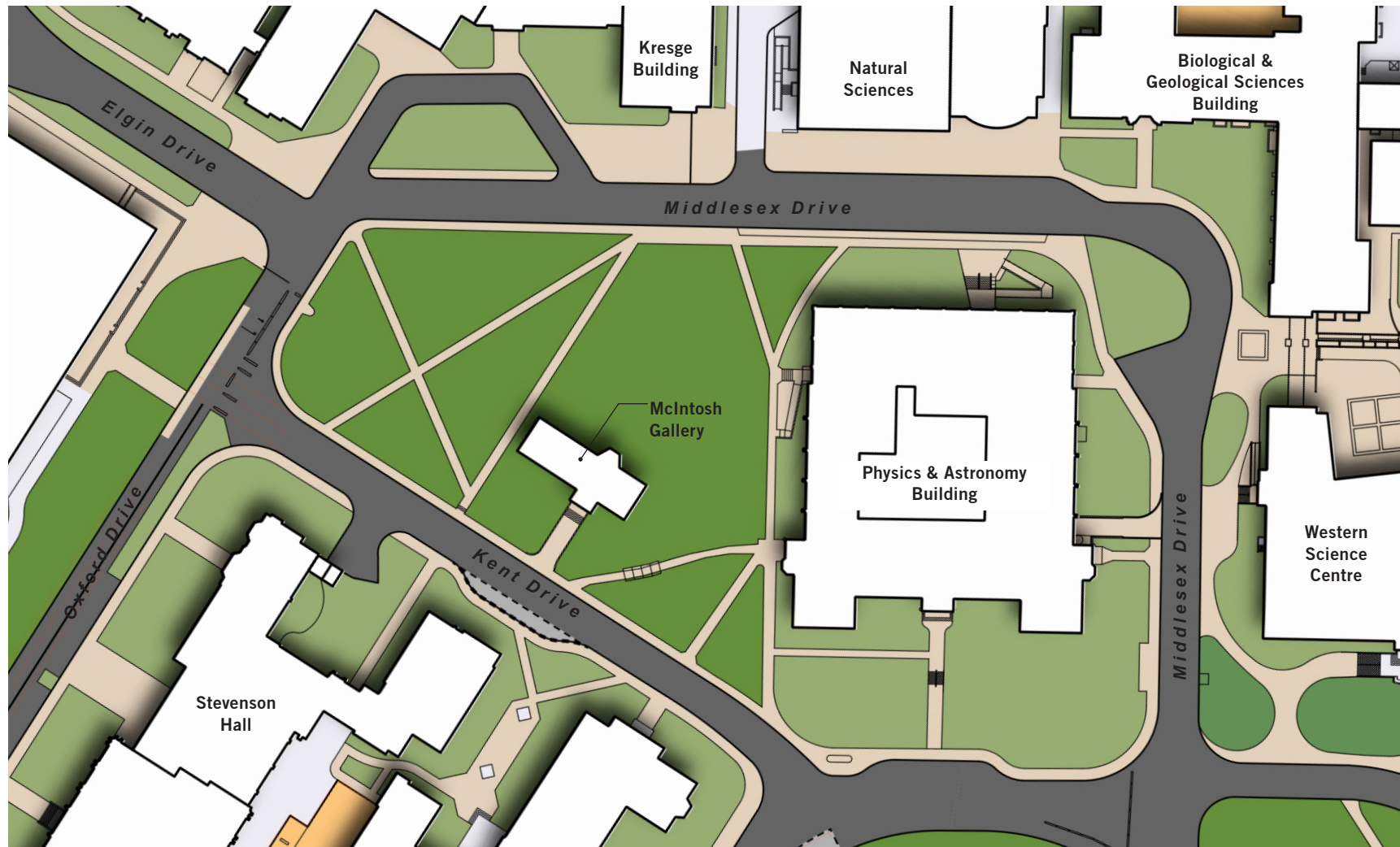


**KENT DRIVE**  
Proposed Conditions



# PHYSICS AND ASTRONOMY

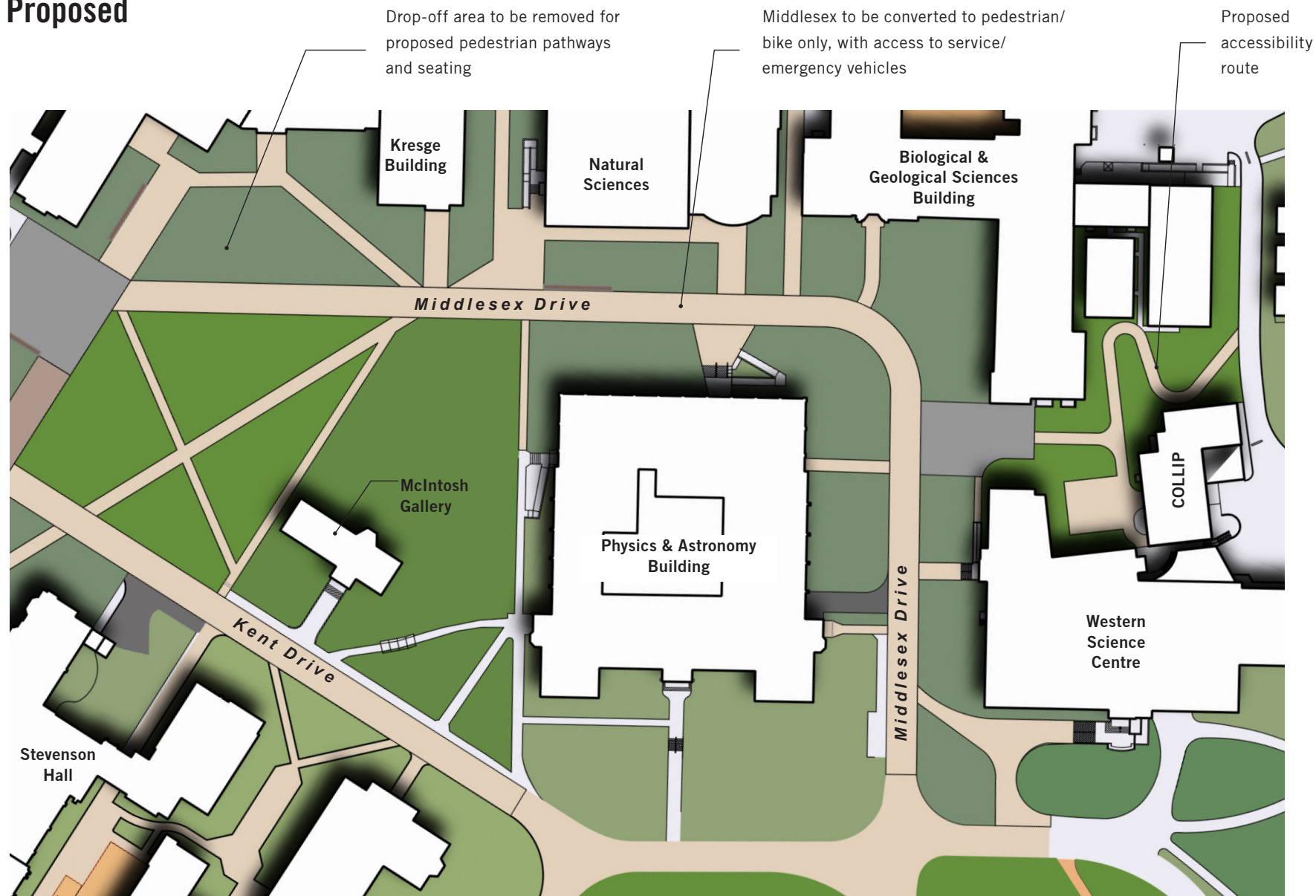
Existing





# PHYSICS AND ASTRONOMY

## Proposed







PHYSICS & ASTRONOMY EXISTING

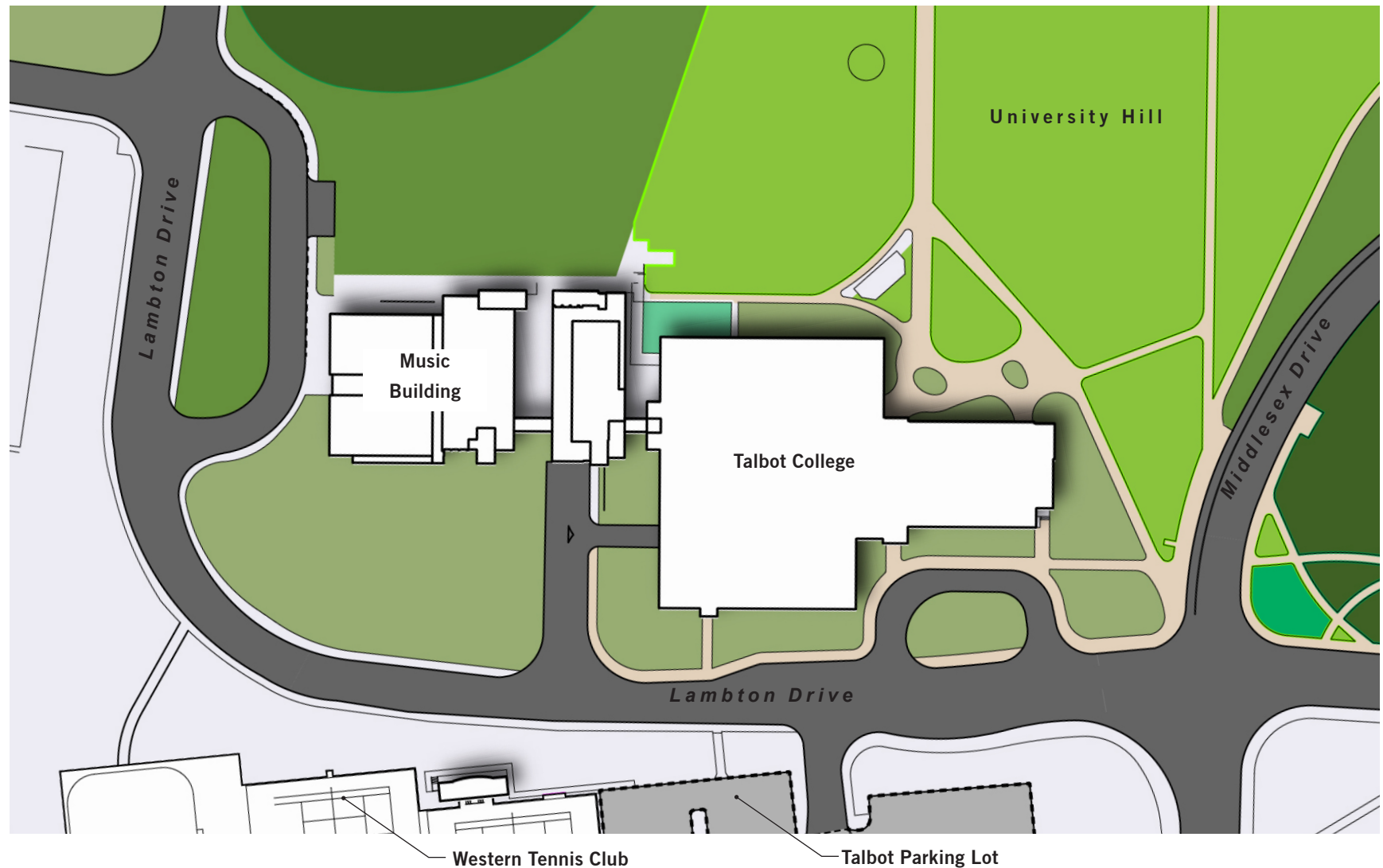


**PHYSICS AND ASTRONOMY**  
Proposed Conditions



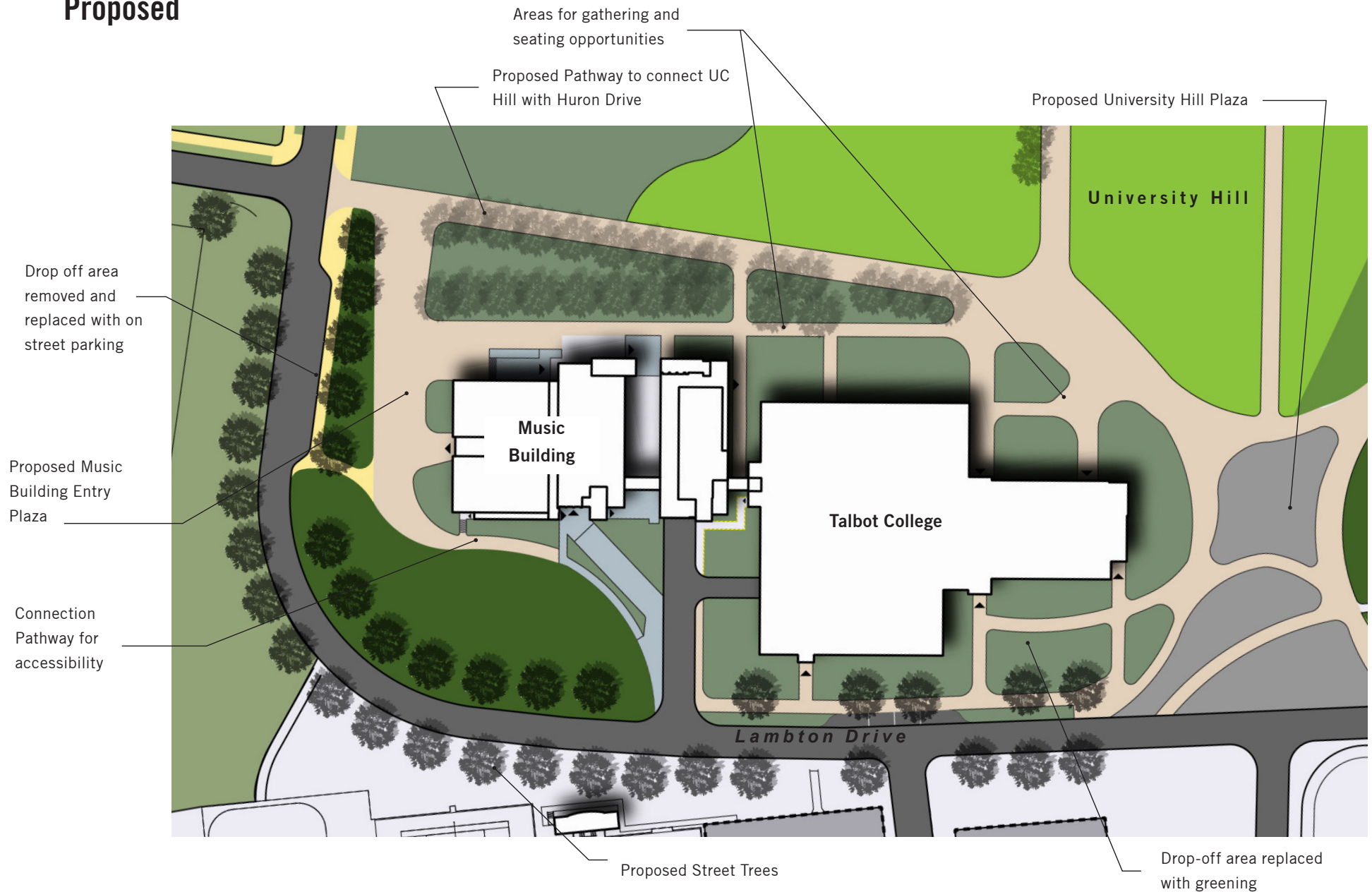
# MUSIC BUILDING TO UC HILL WALK

Existing



# MUSIC BUILDING TO UC HILL WALK

## Proposed







**NORTH SIDE OF TALBOT COLLEGE**  
EXISTING



**NORTH SIDE OF TALBOT COLLEGE**  
Proposed Conditions



# UNIVERSITY DRIVE & PERTH DRIVE

Existing



# UNIVERSITY DRIVE & PERTH DRIVE

Proposed

The open plaza space will provide opportunities for seating and gathering spaces for students; events and celebrations can utilize this space as well

Proposed crosswalk

Middlesex Drive to be converted to pedestrian/bike only, with access to service/emergency vehicles

The plaza will act as enhanced gateway to the campus







UNIVERSITY DRIVE & PERTH  
DRIVE EXISTING

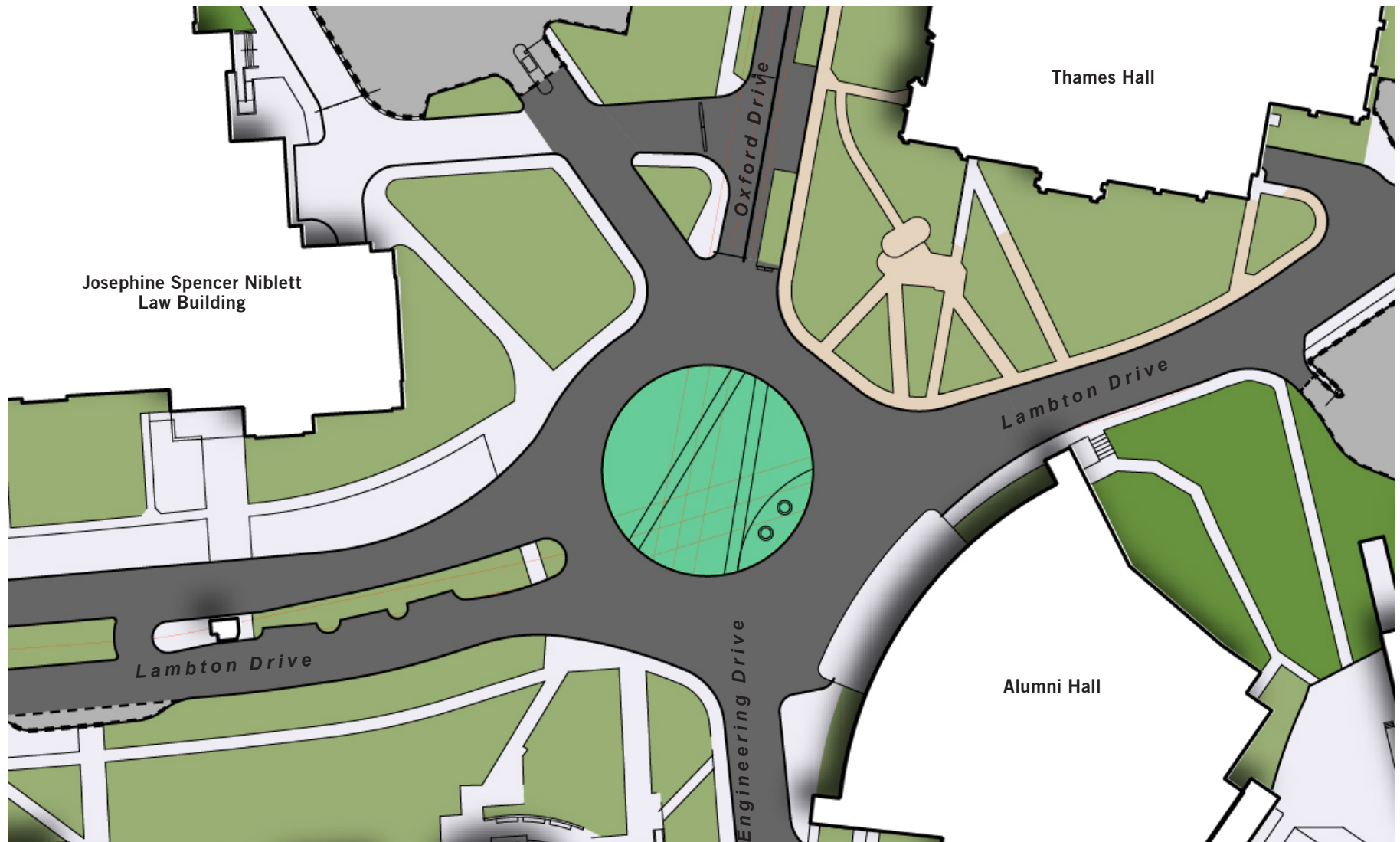


UNIVERSITY DRIVE & PERTH DRIVE  
Proposed Conditions



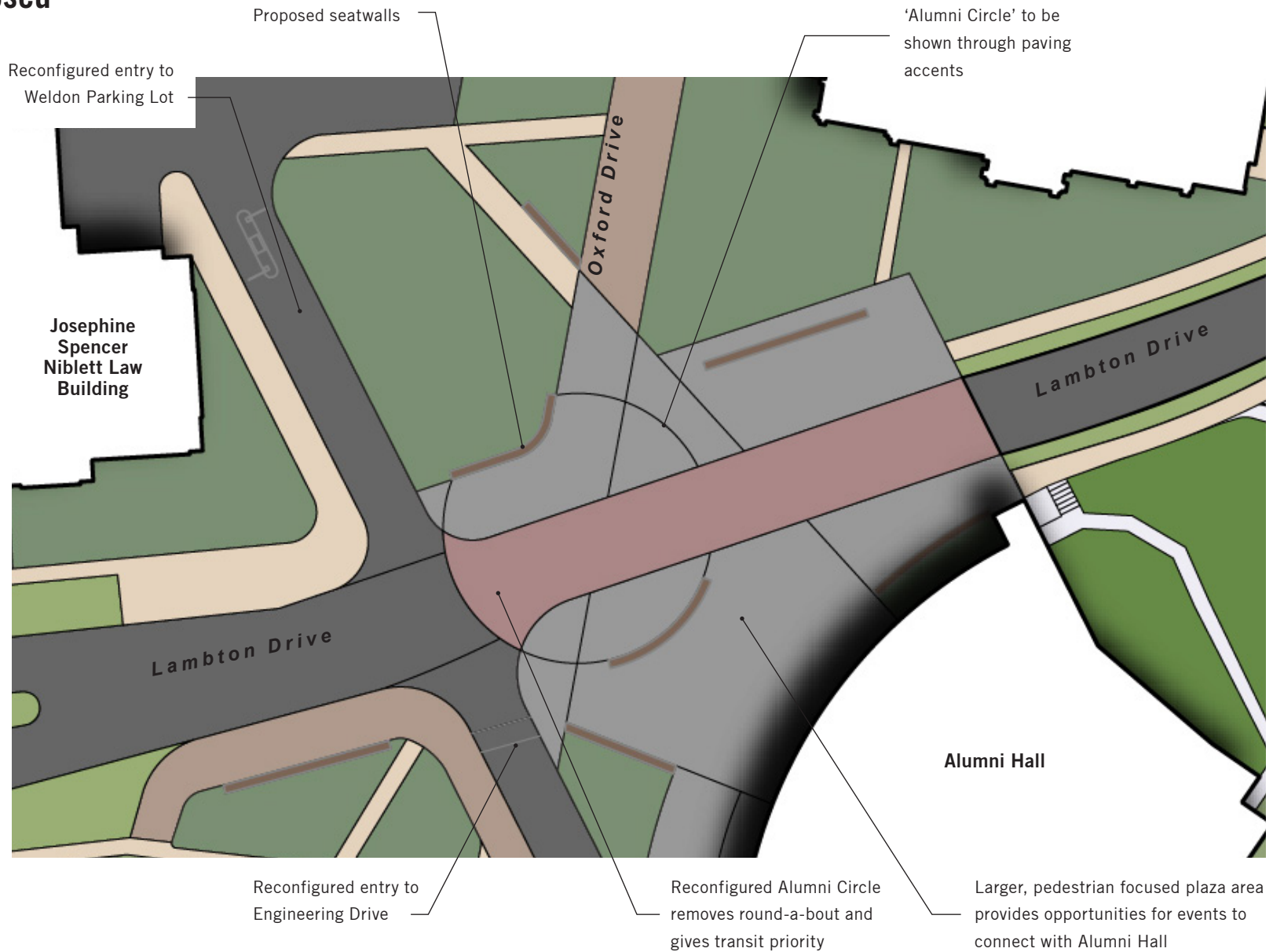
# ALUMNI CIRCLE

Existing



# ALUMNI CIRCLE

## Proposed







ALUMNI CIRCLE EXISTING



**ALUMNI CIRCLE**  
Proposed Conditions



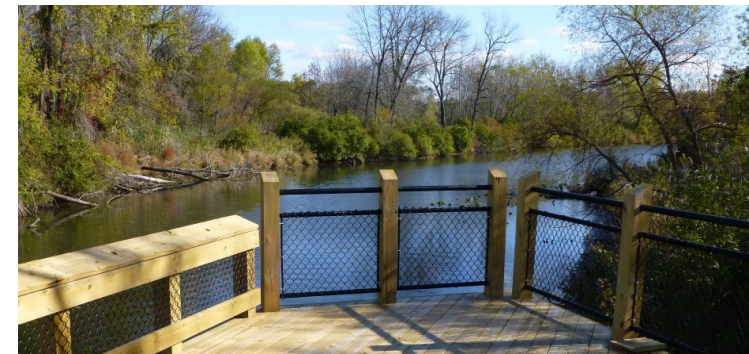
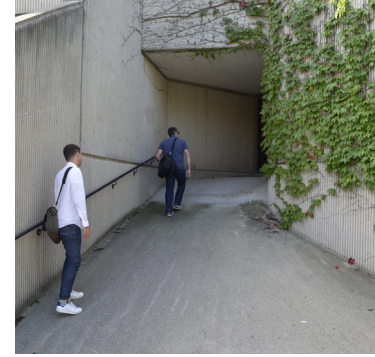
A photograph of a modern campus landscape. In the foreground, a paved path leads towards a stone wall. To the left of the path is a landscaped area with low-lying plants and a small statue of a person sitting on a rock. To the right of the path is a large, rough-hewn stone block. In the background, a modern building with a grid of windows and a stone wall is visible. The entire image has a blue tint.

# **CAMPUS STRATEGIES & DESIGN GUIDELINES**



# CAMPUS STRATEGIES

- Campus Safety Strategy
- Campus Accessibility Strategy
- Parking Management Strategy
- Service Access Strategy
- Wayfinding Strategy
- Woodlots, Management of Natural Areas & Campus Ecology Strategy
- Stormwater Management Strategy





# DESIGN GUIDELINES

- Planting Design Guidelines
- Walls and Structure Guidelines
- Campus Site Furnishing Guidelines
- Campus Lighting Guidelines
- Campus Paving and Paint Guidelines
- Operational Guidelines- Design for Maintenance
- Public Art Guidelines
- Commemorative Considerations







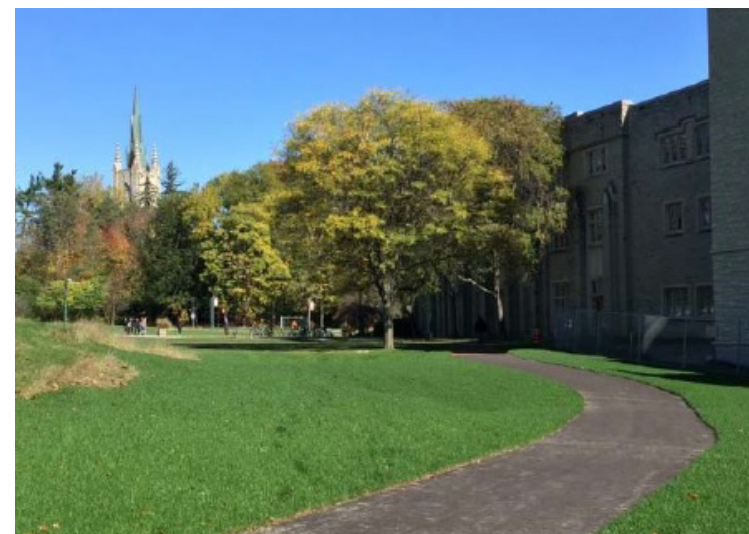
# IMPLEMENTATION



# IMPLEMENTATION

## Pilot Project (Quick Wins)

- Alumni Circle (2016)
- Alumni/ Thompson Parking Lot (2017)
- Remove parking: Lambton Dr. (2017)
- Talbot/ Music Walkway (Phase I 2017)
- Physics parking lot plaza
- Chemistry parking lot entrance
- Weldon parking lot improvements
- Kent Dr. improvements (Phase I)
- Middlesex Dr. improvements (Phase I)
- Lambton & Huron Dr. traffic calming
- Campus wide lighting (ongoing)
- Removal of invasive species (ongoing)





# IMPLEMENTATION

## Short Term Priorities (2-3 years)

- Kent Drive Walkway (Phase II)
- Talbot/ Music Walkway (Phase II)
- Middlesex Dr. improvements (Phase II)
- UC Hill walkways
- Law/ Weldon green entry node
- Lambton Drive curve sidewalks
- University Dr. median parking removal
- Thames/ Medway Trail improvements
- Western Rd./ Sarnia Rd./ Philip Aziz Avenue





# IMPLEMENTATION

## Medium to Long Term Priorities (4-10 years)

- BRT Route with associated public realm improvements
- ILIC/ Concrete Beach
- Oxford Drive
- Elgin Drive streetscape and gateway
- Perth Drive streetscape improvements
- Huron Drive streetscape improvements
- TD Stadium walkway
- Western Rd. pedestrian improvements at TRAC





An aerial photograph of a university campus. In the upper center, a large cluster of multi-story academic buildings is situated. To the left of these buildings is a large, oval-shaped sports field with a running track. A river flows through the lower half of the image, crossing a bridge that connects the campus to a residential area on the left. The residential area consists of many small, single-story houses. The campus is surrounded by green fields and trees. The text "CONSULTATION PLAN" is overlaid in large, white, bold letters across the center of the image.

# CONSULTATION PLAN



# CONSULTATION PLAN

\* Consultants to attend

(U) Update

(A) Approval

O & F Retreat		November 2, 2017	8:30am- 12:30pm - SH, the Great Hall
AVP Managers Meeting		November 6, 2017	1:00pm- 2:00pm - Delaware Hall, Formal Lounge
Deans' Meeting		January 2, 2018	8:00 a.m. – 10:00 a.m. – StvH 4155
SCUP*	(U)	January 8, 2018	3:00 p.m. – 4:30 p.m. – StvH 4155
P&F*	(U)	January 16, 2018	10:30 a.m. – 12:30 p.m. – StvH 4155
City of London		January XX, 2018	TBA
VP Meeting		January 18, 2018	12:30 p.m. – 2:00 p.m. – StvH 2107G
PVP Meeting		January 19, 2018	8:00 a.m. – 9:30 a.m. – StvH 4155
Open Meeting*		January 22, 2018	9:00 a.m. – 11:00 a.m. – McKellar Theatre
		January 22, 2018	2:30 p.m. – 4:30 p.m. – McKellar Theatre
		January 22, 2018	Time TBA – McKellar Theatre
Open Meeting*		January 23, 2018	12:00 p.m. – 2:00 p.m. – McKellar Theatre
Campus Council		January 24, 2018	9:00 a.m. – 11:00 a.m. – StvH 4155
Board of Governors*	(U)	January 25, 2018	1:00 p.m. – 4:00 p.m. – StvH 4155
Alumni Executive Committee		January 26, 2018	TBC
USC/SOGS Info Session		January XX, 2018	TBC
Indigenous Services		January XX, 2018	TBC
SCUP*		February 5, 2018	3:00 p.m. – 4:30 p.m. – StvH 4155
Senate*		February 16, 2018	1:30 p.m. – 4:30 p.m. – AHB 1R40
USC		March 6, 2018	3:00 p.m. – 4:00 p.m. – StvH 2107M
SOGS Executive		March 6, 2018	11:00 a.m. – 12:00 p.m. – StvH 2107M
P&F*	(A)	March 13, 2018	10:30 a.m. – 12:30 p.m. – StvH 4155
City of London		March XX, 2018	TBC
Board of Governors*	(A)	April 26, 2018	1:00 p.m. – 4:00 p.m. – StvH 4155
University Employee Groups		Send document for feedback – meeting on request	



# CONSULTATION PLAN CONT'D

LHSC

Send document for feedback – meeting on request

Huron Univeristy College

Send document for feedback – no scheduled meeting

King's University College

Send document for feedback – no scheduled meeting

Brescia University College

Send document for feedback – no scheduled meeting

Neighbourhood Associations

TBC

A purple-tinted photograph of a busy city street scene. In the foreground, several pedestrians are walking on a sidewalk. A woman in a hijab is walking towards the right, holding a water bottle. A man with a backpack is walking away from the camera. In the middle ground, a white van and a dark SUV are parked or moving. A bus is visible on the left side of the street. Large trees line the street, and a stop sign is visible on the right. The overall atmosphere is that of a typical urban environment.

- THANK YOU -  
Paul Kulig, Perkins + Will



**Contract Renewal with Jaggaer for e-Procurement Solution**

**FOR INFORMATION**

At its meeting on January 16, 2018, the Property & Finance Committee approved the contract renewal with Jaggaer (formerly SciQuest) for ten years (with an exit option at five years) for the e-Procurement Solution known as Mustang Market at Western, at a total cost of \$4.5 million.

In April 2013, the Board of Governors approved the implementation of the SciQuest (now known as Jaggaer) e-Procurement Solution referred to as Mustang Market at Western. At that time, the value of the five-year contract was \$2.4 million. The total five-year savings for this project was estimated at approximately \$6 million with the opportunity for an additional savings of approximately \$4 million depending on the community adoption of the new processes and system.

Mustang Market went live in June of 2014. Feedback from end-users has been strong across the campus. After only three full years of operation, the realized savings are at \$5.9 million with anticipated savings of \$10.6 million at the end of the five-years of operation. Therefore, the savings are on target to exceed the savings estimates from the original business case.

This system is funded primarily by rebates generated by the procurement card program and discounts negotiated with vendors. The remaining funds come from the IT Infrastructure Fund. The original forecast for IT Infrastructure Fund commitment for Mustang Market was \$1.3 million over the first five-years of operation of the system. This forecast has now dropped to \$700,000 due to increased rebates from vendor negotiations.

Western was the lead for the Ontario University Procurement Management Association contract negotiations with Jaggaer. Eight universities have joined this collaborative agreement: York University, Western University, The University of Ottawa, Wilfrid Laurier University, The University of Toronto, Carleton University, Queen's University and the newest member, McMaster University. The total value of the overall agreement is approximately \$35 million.

Western's commitment is \$2.2 million for the first five years of the new agreement with an additional \$2.3 million for second five years. The negotiations yielded 7.5% in savings, or \$335,000. Foreign exchange implications were avoided between the two contracts, representing a potential 30% exchange impact over the five-year timeframe.

**Salamander Chair in Environmental Engineering – Revised Terms of Reference**

**FOR INFORMATION**

At its meeting on January 16, 2018, the Property & Finance Committee approved a recommendation that the Salamander Chair in Environmental Engineering be updated as follows.

**Donor and Funding:** In 1999, the Salamander Foundation made an expendable gift to establish the Chair and since then additional gifts have provided support to endow the Chair and support it on an expendable basis. The Foundation has committed to a further \$1 million donation that will be matched by the University to create an endowment of more than \$3 million to support the Chair.

**Effective Date:** November 1, 2017

**Purpose:** The holder of The Salamander Chair in Environmental Engineering takes a lead role in teaching and research related to environmental engineering in order to develop and expand the Faculty of Engineering's expertise in this area.

The Chair will play a lead role for environmental engineering research in the Faculty of Engineering at Western and provide leadership and coordination for the research being done in this field within the Department of Civil & Environmental Engineering and the Department of Chemical & Biochemical Engineering. The Chair will work with both established and new researchers with the objective of coordinating related activities and seeking opportunities for collaborative research. In addition, the Chair will conduct their own research and supervise graduate students in an area of common interest between the two Departments and of relevance to industry.

The administration of the spending of resources from the endowment, will be the responsibility of the Dean of the Faculty of Engineering.

**Criteria:** The holder of the Chair will have an appropriate background in environmental engineering, will hold a PhD, and will have experience relevant to the needs of the Faculty of Engineering. Research related to water quality and processing, such as wastewater, drinking water, and source water contamination, are strategic research areas within the Faculty of Engineering.

The appointee will hold a full-time joint appointment in the Department of Civil & Environmental Engineering and the Department of Chemical & Biochemical Engineering normally at the rank of Professor. The incumbent will be an equal member of both Departments.

Given the additional administrative and organizational responsibilities associated with the Chair, the Chair holder will be assigned reduced departmental administrative responsibilities and reduced teaching responsibilities.

Appointments to the Chair will be conducted in accordance with the relevant policies and procedures of the University and will normally be for a five-year term, renewable.

Funds available for expenditure from the endowment for the Chair may be directed toward salary and benefits or direct research support, or some mixture thereof.

**Reporting:** The University, through the Faculty of Engineering, will report to the Donor regarding the activities of the Chair and will also provide an annual financial report regarding the endowment.



**Background:**

The Chair has been funded through the generosity of The Salamander Foundation.

The terms of reference have been revised to be consistent with the format currently used for other Chairs. In addition to formatting changes, the following revisions to the terms of reference are proposed:

- The section under “Purpose” describes in generic terms some duties of the Chair as compared to specific information in the original terms about how the Chair would conduct research and supervise students.

This section now also clarifies the oversight over the expenditure of funds.

- The section under “Criteria” now includes the sentence “Research related to water quality and processing, such as wastewater, drinking water, and source water contamination, are strategic research areas within the Faculty of Engineering”. This will provide greater clarity regarding the Faculty’s expectations pertaining to research being conducted by the Chair.

The fifth paragraph of this section now also clarifies how funds from the endowment may be spent.

**Reputational Risk:**     None.

## Western University

**Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies**  
**2017-18 Budget and Projected (\$ 000)**

		2017-18 Budget			2017-18 Projected			% Change		Projected April 30/18 Reserves	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	<b>A - Student Fee-Funded Units</b>										
2	SRS: Campus Recreation	5,851.9	5,921.7	-69.8	5,622.5	5,609.9	12.6	-3.92%	-5.27%	640.9	464.1
3	SRS: Intercollegiate Athletics	6,329.9	6,373.3	-43.4	6,319.5	6,309.7	9.8	-0.16%	-1.00%	-2.3	
4	SRS: Thompson Recreation & Athletic Centre	1,251.2	1,221.8	29.4	1,278.9	1,270.6	8.3	2.21%	3.99%	266.1	112.8
5	Financial Aid Office	1,113.4	1,113.4	0.0	1,111.5	1,111.5	0.0	-0.17%	-0.17%	52.8	
6	International Student Services	457.5	457.4	0.1	457.5	457.3	0.2	0.00%	-0.02%	-0.2	
7	Indigenous Services	775.5	775.5	0.0	815.0	815.0	0.0	5.09%	5.09%	52.6	
8	Services for Students with Disabilities	459.4	458.7	0.7	459.4	458.7	0.7	0.00%	0.00%	21.2	74.2
9	Student Development Centre	2,585.6	2,585.6	0.0	2,582.7	2,539.8	42.9	-0.11%	-1.77%	330.0	
10	Student Success Centre	1,605.7	1,724.2	-118.5	1,606.0	1,616.4	-10.4	0.02%	-6.25%	378.3	
11	Student Health Services	4,486.2	4,583.4	-97.2	4,587.0	4,608.1	-21.1	2.25%	0.54%	693.5	500.0
12	Off-Campus Housing & Housing Mediation Svcs	455.6	458.7	-3.1	454.6	456.6	-2.0	-0.22%	-0.46%	139.3	
13	Western Foot Patrol	192.2	192.2	0.0	184.2	184.1	0.1	-4.16%	-4.21%	32.0	38.0
14	<b>Sub-Total</b>	<b>25,564.1</b>	<b>25,865.9</b>	<b>-301.8</b>	<b>25,478.8</b>	<b>25,437.7</b>	<b>41.1</b>	<b>-0.33%</b>	<b>-1.66%</b>	<b>2,604.2</b>	<b>1,189.1</b>
15	<b>B - Ancillary Units</b>										
16	Family Practice Clinic and Workplace Health Svcs	539.9	530.6	9.3	560.0	539.3	20.7	3.72%	1.64%	187.3	
17	Housing Services	73,219.1	75,279.1	-2,060.0	74,708.1	71,034.9	3,673.2	2.03%	-5.64%	56,931.2	
18	Parking Services	5,552.0	5,785.8	-233.8	5,644.0	5,695.0	-51.0	1.66%	-1.57%	4,635.4	
19	Retail Services	33,815.1	33,815.0	0.1	32,960.0	32,980.0	-20.0	-2.53%	-2.47%	1,450.0	
20	<b>Sub-Total</b>	<b>113,126.1</b>	<b>115,410.5</b>	<b>-2,284.4</b>	<b>113,872.1</b>	<b>110,249.2</b>	<b>3,622.9</b>	<b>0.66%</b>	<b>-4.47%</b>	<b>63,203.9</b>	<b>0.0</b>
21	<b>C - Academic Support Units</b>										
22	Animal Care & Veterinary Services	4,376.9	4,437.1	-60.2	4,643.3	4,666.7	-23.4	6.09%	5.17%	276.8	
23	Boundary Layer Wind Tunnel	2,400.0	2,348.5	51.5	2,500.2	2,470.6	29.6	4.17%	5.20%	620.8	300.0
24	University Machine Services	2,025.3	1,933.8	91.5	1,972.8	1,902.8	70.0	-2.59%	-1.60%	474.9	
25	Fraunhofer Project Centre	1,574.5	1,356.5	218.0	1,350.5	1,227.2	123.3	-14.23%	-9.53%	-638.4	92.1
26	Surface Science Western	1,759.2	1,766.0	-6.8	1,807.4	1,775.7	31.7	2.74%	0.55%	318.9	394.6
27	Continuing Studies at Western	2,665.5	2,665.5	0.0	2,493.3	2,468.6	24.7	-6.46%	-7.39%	266.5	
28	<b>Sub-Total</b>	<b>14,801.4</b>	<b>14,507.4</b>	<b>294.0</b>	<b>14,767.5</b>	<b>14,511.6</b>	<b>255.9</b>	<b>-0.23%</b>	<b>0.03%</b>	<b>1,319.5</b>	<b>786.7</b>
29	<b>D - Associated Companies</b>										
30	Western Research Parks (incl. Windermere Manor & AMP)	7,809.1	7,946.4	-137.3	7,539.1	7,842.4	-303.3	-3.46%	-1.31%	-14,047.3	
31	Ivey Business School Foundation	27,647.0	25,550.0	2,097.0	29,371.0	27,487.0	1,884.0	6.24%	7.58%	11,949.9	
32	Ivey Business School Asia Limited	4,121.0	4,387.0	-266.0	4,121.0	4,387.0	-266.0	0.00%	0.00%	-4,233.3	
33	<b>Sub-Total</b>	<b>39,577.1</b>	<b>37,883.4</b>	<b>1,693.7</b>	<b>41,031.1</b>	<b>39,716.4</b>	<b>1,314.7</b>	<b>3.67%</b>	<b>4.84%</b>	<b>-6,330.7</b>	<b>0.0</b>
34	<b>Grand Total</b>	<b>193,068.7</b>	<b>193,667.2</b>	<b>-598.5</b>	<b>195,149.5</b>	<b>189,914.9</b>	<b>5,234.6</b>	<b>1.08%</b>	<b>-1.94%</b>	<b>60,796.9</b>	<b>1,975.8</b>



Quarterly Ratio Report on Non-Endowed Funds

FOR INFORMATION

The attached report shows the non-endowed fund quarterly activity from 1996/97 to the end of the second quarter of 2017/18 (October 31). The balance in the Undistributed Investment Returns Account at October 31, 2017 was \$317.5 million. At October 31, 2017 the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.87 (column 10), well above the target ratio of 1.08.

- ❑ Net returns (column 1) amounted to \$23.6 million for the quarter.
- ❑ Allocations to accounts (column 2), represents income distributed to the non-endowed funds. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period October 1 to December 31 is 0.22 %. In the case of Robarts, in accordance with the operating agreement, the long term portion of their fund balance will earn the rate of return generated by the Operating & Endowment portfolio.
- ❑ The allocation to the operating budget (column 3) for fiscal 2018 is zero as approved by the Board.
- ❑ The non-endowed investments increased \$12.0 million (column 6) during the quarter.
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at October 31, 2017 amounted to \$586.9 million (column 7).
- ❑ The obligations of the portfolio amounted to \$269.4 at October 31, 2017 (column 8).
- ❑ The ratio of investments to obligations stood at 2.18 (column 9) at October 31, 2017.

Western University Non-Endowed Funds: Quarterly Values											
Quarter	Net Returns (1)	To Accounts (2)	Allocations To Operating Budget (3)	Other (4)	Change in amount Owed (5)	Net Change (6)	Total Investments (7)	Total Obligations (8)	Ratio of Investments to obligations (9)	Ratio of Investments to obligations Average for 12 Quarters (10)	
1996/1997	4.0	(0.4)	(1.7)	(2.8)	(4.6)	(5.4)	103.4	85.1	1.22	1.16	
1997/1998	5.2	(0.4)	(2.1)	(2.5)	4.0	4.2	97.7	74.5	1.32	1.24	
1998/1999	1.2	(0.5)	(1.5)	(0.1)	(4.3)	(5.2)	97.2	82.7	1.18	1.24	
1999/2000	2.4	(0.6)	(1.5)	(0.3)	4.0	4.0	88.0	74.3	1.18	1.23	
2000/2001	0.9	(0.8)	(2.1)	(0.2)	5.9	3.7	113.7	101.0	1.13	1.16	
2001/2002	0.8	(0.7)	(1.5)	0.0	5.9	4.6	127.0	125.5	1.01	1.10	
2002/2003	(2.6)	(0.3)	(0.3)	0.0	0.4	(2.7)	120.6	132.3	0.91	1.02	
2003/2004	6.3	(0.5)	0.0	0.0	1.3	7.1	140.7	135.5	1.04	0.99	
2004/2005	2.9	(0.4)	0.0	0.0	3.6	6.2	157.7	141.1	1.12	1.03	
2005/2006	7.0	(0.7)	0.0	0.0	2.9	9.3	199.4	160.4	1.24	1.13	
2006/2007	7.6	(1.2)	(1.3)	0.0	6.2	11.4	236.9	179.1	1.32	1.22	
2007/2008	0.4	(1.0)	(1.6)	(0.3)	2.7	0.2	258.7	197.7	1.31	1.29	
2008/2009	(12.2)	0.3	0.0	(0.2)	(2.5)	(14.6)	213.3	197.7	1.08	1.24	
2009/2010	10.5	(0.7)	0.0	(0.6)	(3.6)	5.7	219.1	181.2	1.21	1.20	
2010/2011	6.9	(0.5)	0.0	(0.4)	(1.0)	5.1	234.5	174.5	1.34	1.22	
2011/2012	1.2	(0.2)	0.0	(0.4)	9.9	10.6	260.9	194.4	1.34	1.30	
2012/2013											
	1	(1.6)	(0.1)	0.0	0.0	13.0	11.3	295.9	224.2	1.32	1.32
	2	11.6	(0.3)	0.0	0.0	(9.2)	2.1	298.0	215.0	1.39	1.33
	3	18.6	(0.2)	0.0	0.0	14.5	32.9	330.9	229.5	1.44	1.35
	4	14.2	(2.4)	0.0	(3.7)	(3.5)	4.6	335.5	226.0	1.48	1.36
2013/2014											
	1	10.6	(0.2)	0.0	0.0	7.9	18.3	353.8	233.9	1.51	1.38
	2	19.2	(0.2)	0.0	0.0	1.6	20.6	374.4	235.5	1.59	1.40
	3	17.7	(0.3)	0.0	0.0	(4.3)	13.1	387.5	231.2	1.68	1.43
	4	14.1	(3.4)	0.0	(6.4)	29.9	34.2	421.7	261.1	1.62	1.45
2014/2015											
	1	13.2	(0.2)	0.0	0.0	1.9	14.9	436.6	263.0	1.66	1.47
	2	6.8	(0.2)	0.0	0.0	(3.7)	2.9	439.5	259.3	1.69	1.50
	3	22.8	(0.3)	0.0	0.0	(14.5)	8.0	447.5	244.8	1.83	1.55
	4	14.0	(2.8)	0.0	(3.5)	5.2	12.9	460.4	250.0	1.84	1.59
2015/2016											
	1	12.7	(0.1)	0.0	0.0	14.6	27.2	487.6	264.6	1.84	1.63
	2	(9.6)	(0.1)	0.0	0.0	2.2	(7.5)	480.1	266.8	1.80	1.67
	3	(6.8)	0.0	0.0	0.0	(1.9)	(8.7)	471.4	264.9	1.78	1.69
	4	6.6	0.0	0.0	(1.9)	40.8	45.5	516.9	305.7	1.69	1.71
2016/2017											
July 31, 2016 Q1	25.9	0.0	0.0	0.0	14.9	40.8	557.7	320.6	1.74	1.73	
October 31, 2016 Q2	9.9	0.0	0.0	0.0	(1.8)	8.1	565.8	318.8	1.77	1.75	
January 31, 2017 Q3	22.3	0.0	0.0	0.0	(15.1)	7.2	573.0	303.7	1.89	1.76	
April 30, 2017 Q4	27.5	(3.3)	0.0	(0.2)	(17.3)	6.7	579.7	286.4	2.02	1.80	
2017/2018											
July 31, 2017 Q1	0.7	0.0	0.0	0.0	(5.5)	(4.8)	574.9	280.9	2.05	1.83	
October 31, 2017 Q2	23.6	(0.1)	0.0	0.0	(11.5)	12.0	586.9	269.4	2.18	1.87	

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

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

**Notes:**

- (1) Net investment returns, including changes in unrealized capital gains, net of consulting and investment management fees. This total includes returns on internally managed funds and other sundry investment earnings less overdraft interest and interest paid to employee benefit accounts.
- (2) Allocations from the fund to all accounts and associated companies, except the Operating budget and Other allocations (column 4)
- (3) Allocations to the Operating budget.
- (4) In April 2014 a special allocation of \$10.0 was made to capital. The amount was netted by a cost recovery of 3.6 million associated with year end adjustments related to the debenture and the new residence financing.
- (4) The April 2015 amount is related to a year end mark-to-market value adjusted on the RBC SWAP interest agreement
- (4) The April 2016 amount is related to a year end mark-to-market value adjusted on the RBC SWAP interest agreement as well as the cost to carry related to unused debenture proceeds.
- (4) The April 2017 amount is the net of the year end mark-to-market value adjusted on the RBC SWAP interest agreement and the cost to carry related to unused debenture proceeds.
- (5) The change in the amount owed to other funds for the quarter is the net cash flows into the accounts less any transfers to Western's bank account.
- (6) Quarterly net change, is the sum of columns (1) to (5) and is the change in the value of the fund in column (7), which is the change in the market value of investments during the quarter.
- (7) Total non-endowed externally managed funds. Endowed funds are not included.
- (8) Total of the non-endowed externally managed funds that are owed to University accounts and other creditors.
- (9) The ratio of column (7) to column (8).
- (10) The average of this ratio over the previous 12 quarters. The Board target for this ratio is an average of 1.08.



## 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 September 2017	Annual September 2016	Annual September 2015	Annual September 2014	Annualized for Four years Ending September 2017
<b>Equities:</b>					
Canadian	10.57%	13.62%	-0.84%	21.88%	11.01%
US	16.26	12.83	9.68	24.23	14.81
Non North American	18.42	4.53	4.63	13.70	10.16
Private	15.28	12.94	32.35	25.90	21.36
<b>Fixed Income</b>	-1.47	5.97	5.41	6.16	3.97
<b>Real Estate</b>	9.03	5.76	7.73	8.72	7.80
<b>Absolute Return Strategies</b>	8.57	8.85	9.30	7.98	8.67
<b>Infrastructure</b>	10.27	16.85	13.08	13.13	13.31
<b><i>Total Fund Return</i></b>	<u>11.16%</u>	<u>9.57%</u>	<u>6.21%</u>	<u>16.00%</u>	<u>10.68%</u>
<b><i>Policy Return</i></b>	<u>9.05%</u>	<u>9.37%</u>	<u>2.81%</u>	<u>13.96%</u>	<u>8.73%</u>

### Returns in relation to the real rate of return objective

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.5% per year for the four year period and 1.6% per year for the ten year period.

For the four years ending September 30, 2017, the annualized real rate of return was 9.2%. For ten years ending September 30, 2017, the annualized real rate of return for the portfolio was 5.2%.

### 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, 2017, the actual annualized return for the portfolio was 10.7% and the return generated by the market indices for the portfolio was 8.7% (the policy return). Over the ten years ending September 30, 2017, the actual annualized return for the portfolio was 6.8% and the return generated by the market indices for the portfolio was 5.8%. 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 30, 2017.

The table below provides the classifications and market value of the assets held at September 30, 2017:

	Market Value	Target Asset Mix			Actual Asset Mix
<b>Equities</b>					
<i>Canadian</i>	259,577,188	15.0%	20.0%	25.0%	20.2%
<i>US</i>	252,071,586	15.0%	20.0%	25.0%	19.7%
<i>EAFE</i>	268,938,613	15.0%	20.0%	25.0%	21.0%
<i>Private</i>	63,430,460	0.0%	5.0%	10.0%	5.0%
<b>Total Equities</b>	<b>844,017,847</b>	<b>60.0%</b>	<b>65.0%</b>	<b>70.0%</b>	<b>65.9%</b>
<b>Fixed Income</b>					
<i>Core Fixed Income</i>	122,229,864	5.0%	10.0%	30.0%	9.6%
<i>Commercial Mortgages</i>	54,149,715	0.0%	5.0%	10.0%	4.2%
<b>Total Fixed Income</b>	<b>176,379,579</b>	<b>10.0%</b>	<b>15.0%</b>	<b>35.0%</b>	<b>13.8%</b>
<b>Real Assets</b>					
<i>Real Estate</i>	63,442,285	0.0%	5.0%	10.0%	5.0%
<i>Infrastructure</i>	133,201,212	5.0%	10.0%	15.0%	10.4%
<b>Total Real Assets</b>	<b>196,643,497</b>	<b>5%</b>	<b>15%</b>	<b>20%</b>	<b>15.4%</b>
<b>Diversifiers</b>					
<i>Cash</i>	31,027,362	0.0%	0.0%	10.0%	2.4%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	30,268,509	0.0%	5.0%	10.0%	2.4%
<b>Total Diversifiers</b>	<b>61,295,871</b>	<b>0%</b>	<b>5%</b>	<b>15%</b>	<b>4.8%</b>
<b>SSgA Dynamic Strategic Hedging</b>	<b>1,123,412</b>				<b>0.1%</b>
<b>Grand Total</b>	<b>1,279,460,206</b>				<b>100.0%</b>

The following chart summarizes the total investments held at September 30, 2017:

Investment Portfolio	Value Invested
<b>Short term</b>	<b>436.6</b>
Operating:	
Obligations	276.2
Surplus	304.1
Total Operating	580.3
Endowed	699.2
<b>Total Operating &amp; Endowed Portfolio</b>	<b>1,279.5</b>
<b>Segregated Investment</b>	<b>2.0</b>
<b>Total Investments</b>	<b>1,718.1</b>



**Update on Investment Committee Activities**

- The Committee:
  - Made a decision to rebalance the portfolio, reducing the assets allocated to Canadian and US equities and increasing the allocation to cash. These transactions were completed in December 2017.
  - Reviewed an updated Stress Testing Report that was prepared by Moreau Shepell. This report is more comprehensive than previous versions in that a significant number of stress tests were applied to the portfolio and a multi-year time frame was incorporated.
    - In addition to reaffirming the University's decision to have a single investment policy where Operating funds are invested alongside The University's Endowed funds, the report shows that even under extreme investment loss scenarios, the Board established Ratio of Investments to Obligations is maintained, no drawdowns are required from the Operating & Endowment portfolio and the Short Term Investment fund is not depleted.
  - Reviewed and discussed Global Investing options. Education in this area will continue at the next meeting.

# UWO Operating - Combined

## Total Fund Real Returns – September 30, 2017

A Real Return of 9.2% over the last 4 years and well above the 4% Real Objective in all annualized time periods

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	20 Years
UWO Annualized Returns	11.2	10.4	9.0	10.7	11.6	11.8	9.9	9.6	8.9	6.8	6.9
CPI (Inflation)	1.6	1.4	1.3	1.5	1.4	1.4	1.6	1.7	1.4	1.6	1.9
Real Return	9.6	8.9	7.7	9.2	10.2	10.4	8.3	8.0	7.5	5.2	5.1
	Yr Ending 9/30/2017	Yr Ending 9/30/2016	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	
UWO Annual Returns	11.2	9.6	6.2	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5	
CPI (Inflation)	1.6	1.3	1.0	2.0	1.1	1.2	3.2	1.9	-0.9	3.4	
Real Return	9.6	8.2	5.2	14.0	14.3	11.6	-3.8	5.7	3.7	-13.9	



# UWO Operating - Combined

Total Fund Value Added – September 30, 2017

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

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	11.2	10.4	9.0	10.7	11.6	11.8	9.9	9.6	8.9	6.8
Policy Return (2)	9.1	9.2	7.0	8.7	9.6	10.1	8.5	8.4	7.8	5.8
Value Added	2.1	1.1	1.9	2.0	2.0	1.7	1.4	1.2	1.0	1.0

	Yr Ending 9/30/2017	Yr Ending 9/30/2016	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
UWO Annual Return (1)	11.2	9.6	6.2	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5
Policy Return (2)	9.1	9.4	2.8	14.0	13.1	12.5	-0.5	7.8	3.2	-11.0
Value Added	2.1	0.2	3.4	2.0	2.3	0.3	-0.2	-0.2	-0.4	0.5

## 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%	5%	5%
S&P 500 Hedged Currency	6%	11%	11%	11%	11%	11%	11%	11%	11%	10%
Russell 3000	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%
S&P 400 Hedged Currency	4%	4%	4%	4%	4%	4%	4%	4%	4%	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%	10%	10%
Total Equity	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
FTSE TMX Bond Universe (3)	18%	18%	18%	20%	25%	25%	30%	40%	40%	40%
MSCI All Country World (ACWI)	5%	5%	5%	5%	5%	5%	5%	0%	0%	0%
90-Day LIBOR	3%	3%	3%	10%	5%	5%	5%	0%	0%	0%
Infrastructure (CPI + 5)	10%	10%	10%	0%	0%	0%	0%	0%	0%	0%
Real Estate (4)	5%	5%	5%	5%	5%	5%	0%	0%	0%	0%

## Notes:

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

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

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

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



*Office of Institutional Planning & Budgeting*

*November 20, 2017*

To: All Deans

From: Ruban Chelladurai

Copy: Janice Deakin, Amit Chakma

Subject: **Revenues, Expenditures, and Tuition Fees – by Faculty: 2016-17  
and  
Budget per Weighted Teaching Unit: 2016-17**

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

1. The tables showing the 2016-17 analyses on Revenues, Expenditures, and Tuition Fees – by Faculty. The analyses are based on final year-end 2016-17 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 2016-17 – 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 (2016-17)

**EXPENDITURES AND TUITION REVENUE AT WESTERN, 2016-17**

		<b>FTE Enrolments</b>	<b>Expenditures (\$ 000)</b>	<b>Expenditures / FTE</b>	<b>Tuition Revenue (\$ 000)</b>	<b>Tuition Rev / FTE</b>	<b>Tuition / Expenditures</b>
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
	<b>Group 1:</b>						
1	Arts & Humanities	3,088	53,007	17,165	24,907	8,066	47.0%
2	Engineering	2,000	59,427	29,714	30,892	15,446	52.0%
3	Health Sciences	2,994	58,888	19,669	22,248	7,431	37.8%
4	Music	624	19,683	31,533	4,334	6,944	22.0%
5	Science	6,208	115,122	18,545	56,567	9,112	49.1%
6	Social Science	7,148	109,585	15,331	66,505	9,304	60.7%
7	<b>Sub-Total</b>	<b>22,062</b>	<b>415,713</b>	<b>18,843</b>	<b>205,454</b>	<b>9,313</b>	<b>49.4%</b>
	<b>Group 2:</b>						
8	Business	2,328	96,586	41,489	68,816	29,560	71.2%
9	Education	1,953	30,020	15,373	15,393	7,883	51.3%
10	Info & Media Studies	853	17,136	20,089	7,265	8,517	42.4%
11	Law	656	16,520	25,194	11,446	17,455	69.3%
12	Medicine & Dentistry	3,889	149,102	38,344	53,411	13,736	35.8%
13	<b>Sub-Total</b>	<b>9,678</b>	<b>309,364</b>	<b>31,966</b>	<b>156,330</b>	<b>16,153</b>	<b>50.5%</b>
14	<b>Total</b>	<b>31,740</b>	<b>725,077</b>	<b>22,844</b>	<b>361,784</b>	<b>11,398</b>	<b>49.9%</b>

**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 (2016-17)

**EXPENDITURES AND REVENUES AT WESTERN -- BY FACULTY, 2016-17**

		<b>FTEs</b>	<b>Expenditures (\$000)</b>	<b>Revenues (\$000)</b>	<b>Exp-Rev (\$000)</b>	<b>Expenditures / Revenues</b>	<b>Expenditures / FTE</b>	<b>Revenues / FTE</b>	<b>(Exp-Rev) / FTE</b>	<b>Tuition / Expenditures</b>
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>	<b>(7)</b>	<b>(8)</b>	<b>(9)</b>
	<b>Group 1:</b>									
1	Arts & Humanities	3,088	53,007	48,591	4,416	1.09	17,165	15,735	1,430	47.0%
2	Engineering	2,000	59,427	51,536	7,891	1.15	29,714	25,768	3,946	52.0%
3	Health Sciences	2,994	58,888	63,293	-4,405	0.93	19,669	21,141	-1,471	37.8%
4	Music	624	19,683	11,130	8,553	1.77	31,533	17,831	13,702	22.0%
5	Science	6,208	115,122	109,647	5,475	1.05	18,545	17,663	882	49.1%
6	Social Science	7,148	109,585	116,881	-7,296	0.94	15,331	16,351	-1,021	60.7%
7	<b>Sub-Total</b>	<b>22,062</b>	<b>415,713</b>	<b>401,079</b>	<b>14,634</b>	<b>1.04</b>	<b>18,843</b>	<b>18,180</b>	<b>663</b>	<b>49.4%</b>
	<b>Group 2:</b>									
8	Business	2,328	96,586	95,776	809	1.01	41,489	41,141	348	71.2%
9	Education	1,953	30,020	40,357	-10,338	0.74	15,373	20,667	-5,294	51.3%
10	Info & Media Studies	853	17,136	13,783	3,353	1.24	20,089	16,158	3,931	42.4%
11	Law	656	16,520	16,768	-248	0.99	25,194	25,573	-378	69.3%
12	Medicine & Dentistry	3,889	149,102	157,313	-8,211	0.95	38,344	40,456	-2,112	35.8%
13	<b>Sub-Total</b>	<b>9,678</b>	<b>309,364</b>	<b>323,998</b>	<b>-14,634</b>	<b>0.95</b>	<b>31,966</b>	<b>33,478</b>	<b>-1,512</b>	<b>50.5%</b>
14	<b>Total</b>	<b>31,740</b>	<b>725,077</b>	<b>725,077</b>	<b>0</b>	<b>1.00</b>	<b>22,844</b>	<b>22,844</b>	<b>0</b>	<b>49.9%</b>

**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 (2016-17)****OPERATING EXPENDITURES AT WESTERN, 2016-17**

		<b>Base Budget</b>	<b>One-Time Support</b>	<b>Centrally Funded Student Support</b>	<b>Indirect Costs</b>	<b>Operating Expenditures</b>
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
	<b>Group 1:</b>					
1	Arts & Humanities	33,053,486	-621,318	1,449,561	19,125,413	53,007,141
2	Engineering	29,810,298	2,938,247	4,205,987	22,472,471	59,427,003
3	Health Sciences	30,262,944	5,430,737	3,344,753	19,849,560	58,887,994
4	Music	10,345,133	2,707,680	584,032	6,046,285	19,683,130
5	Science	58,784,504	10,201,924	6,014,815	40,121,215	115,122,457
6	Social Science	57,238,829	7,127,119	4,794,286	40,425,169	109,585,403
7	<b>Sub-Total</b>	<b>219,495,194</b>	<b>27,784,389</b>	<b>20,393,433</b>	<b>148,040,113</b>	<b>415,713,129</b>
	<b>Group 2:</b>					
8	Business	66,669,079	125,191	8,917,754	20,873,516	96,585,540
9	Education	9,467,209	8,272,409	536,221	11,743,858	30,019,697
10	Info & Media Studies	10,262,967	1,065,688	627,379	5,180,029	17,136,063
11	Law	7,967,841	1,946,521	1,669,391	4,936,239	16,519,992
12	Medicine & Dentistry	88,945,425	11,992,084	8,286,320	39,878,545	149,102,374
13	<b>Sub-Total</b>	<b>183,312,521</b>	<b>23,401,893</b>	<b>20,037,065</b>	<b>82,612,187</b>	<b>309,363,666</b>
14	<b>TOTAL</b>	<b>402,807,715</b>	<b>51,186,282</b>	<b>40,430,498</b>	<b>230,652,300</b>	<b>725,076,798</b>

**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 (2016-17)

## OPERATING REVENUES AT WESTERN, 2016-17

		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)
	<b>Group 1:</b>								
1	Arts & Humanities	18,523,147	617,220	253,155		937,744	24,907,457	3,352,555	48,591,278
2	Engineering	13,370,209	-785,769	3,265,374		681,975	30,891,521	4,112,275	51,535,586
3	Health Sciences	25,403,118	3,468,434	1,006,521	5,308,518	1,301,994	22,248,165	4,556,678	63,293,427
4	Music	5,036,463	617,270	19,467		256,635	4,334,358	866,158	11,130,351
5	Science	38,492,082	876,093	4,122,412		1,942,786	56,567,100	7,646,634	109,647,107
6	Social Science	38,627,997	348,989	1,996,228		1,948,524	66,505,257	7,454,085	116,881,080
7	<b>Sub-Total</b>	<b>139,453,015</b>	<b>5,142,237</b>	<b>10,663,158</b>	<b>5,308,518</b>	<b>7,069,659</b>	<b>205,453,857</b>	<b>27,988,386</b>	<b>401,078,829</b>
	<b>Group 2:</b>								
8	Business	13,008,377	-158,269	345,766		658,708	68,815,759	13,105,971	95,776,314
9	Education	12,580,298	9,259,802	283,066		653,748	15,393,329	2,187,151	40,357,395
10	Info & Media Studies	5,625,856	-472,444	95,154		288,757	7,264,831	980,880	13,783,034
11	Law	3,851,791	294,594	15,632		193,087	11,445,550	967,237	16,767,891
12	Medicine & Dentistry	42,380,348	662,032	8,354,386	36,039,736	2,138,974	53,410,532	14,327,327	157,313,335
13	<b>Sub-Total</b>	<b>77,446,670</b>	<b>9,585,715</b>	<b>9,094,004</b>	<b>36,039,736</b>	<b>3,933,275</b>	<b>156,330,002</b>	<b>31,568,566</b>	<b>323,997,969</b>
14	<b>TOTAL</b>	<b>216,899,685</b>	<b>14,727,952</b>	<b>19,757,162</b>	<b>41,348,254</b>	<b>11,002,934</b>	<b>361,783,859</b>	<b>59,556,952</b>	<b>725,076,798</b>

## 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 targetted 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 (2016-17)

## BIU AND FTE ENROLMENTS AT WESTERN, 2016-17

		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)
	<b>Group 1:</b>									
1	Arts & Humanities	3,714.0	1,192.1	4,906.1	2,667.0	421.1	3,088.1	1.39	2.83	1.59
2	Engineering	2,236.0	1,332.0	3,568.0	1,266.0	734.0	2,000.0	1.77	1.82	1.78
3	Health Sciences	3,703.0	3,108.8	6,811.8	2,165.0	828.9	2,993.9	1.71	3.75	2.28
4	Music	865.0	477.7	1,342.7	470.0	154.2	624.2	1.84	3.10	2.15
5	Science	8,232.0	1,932.3	10,164.3	5,490.0	717.8	6,207.8	1.50	2.69	1.64
6	Social Science	8,358.9	1,835.5	10,194.4	6,521.1	627.0	7,148.1	1.28	2.93	1.43
7	<b>Sub-Total</b>	<b>27,108.9</b>	<b>9,878.4</b>	<b>36,987.3</b>	<b>18,579.1</b>	<b>3,483.0</b>	<b>22,062.1</b>	<b>1.46</b>	<b>2.84</b>	<b>1.68</b>
	<b>Group 2:</b>									
8	Business	2,595.0	851.3	3,446.3	1,842.0	486.0	2,328.0	1.41	1.75	1.48
9	Education	1,052.0	2,368.3	3,420.3	1,201.0	751.7	1,952.7	0.88	3.15	1.75
10	Info & Media Studies	784.0	726.7	1,510.7	598.0	255.0	853.0	1.31	2.85	1.77
11	Law	939.0	71.2	1,010.2	637.0	18.7	655.7	1.47	3.81	1.54
12	Medicine & Dentistry	9,069.0	2,121.8	11,190.8	3,243.0	645.5	3,888.5	2.80	3.29	2.88
13	<b>Sub-Total</b>	<b>14,439.0</b>	<b>6,139.2</b>	<b>20,578.2</b>	<b>7,521.0</b>	<b>2,156.9</b>	<b>9,677.9</b>	<b>1.92</b>	<b>2.85</b>	<b>2.13</b>
14	<b>TOTAL</b>	<b>41,547.9</b>	<b>16,017.6</b>	<b>57,565.5</b>	<b>26,100.1</b>	<b>5,639.9</b>	<b>31,740.0</b>	<b>1.59</b>	<b>2.84</b>	<b>1.81</b>

## Notes

Col 1,4 = Based on teaching activity.

Col 2,6 = Based on Faculty of registration.

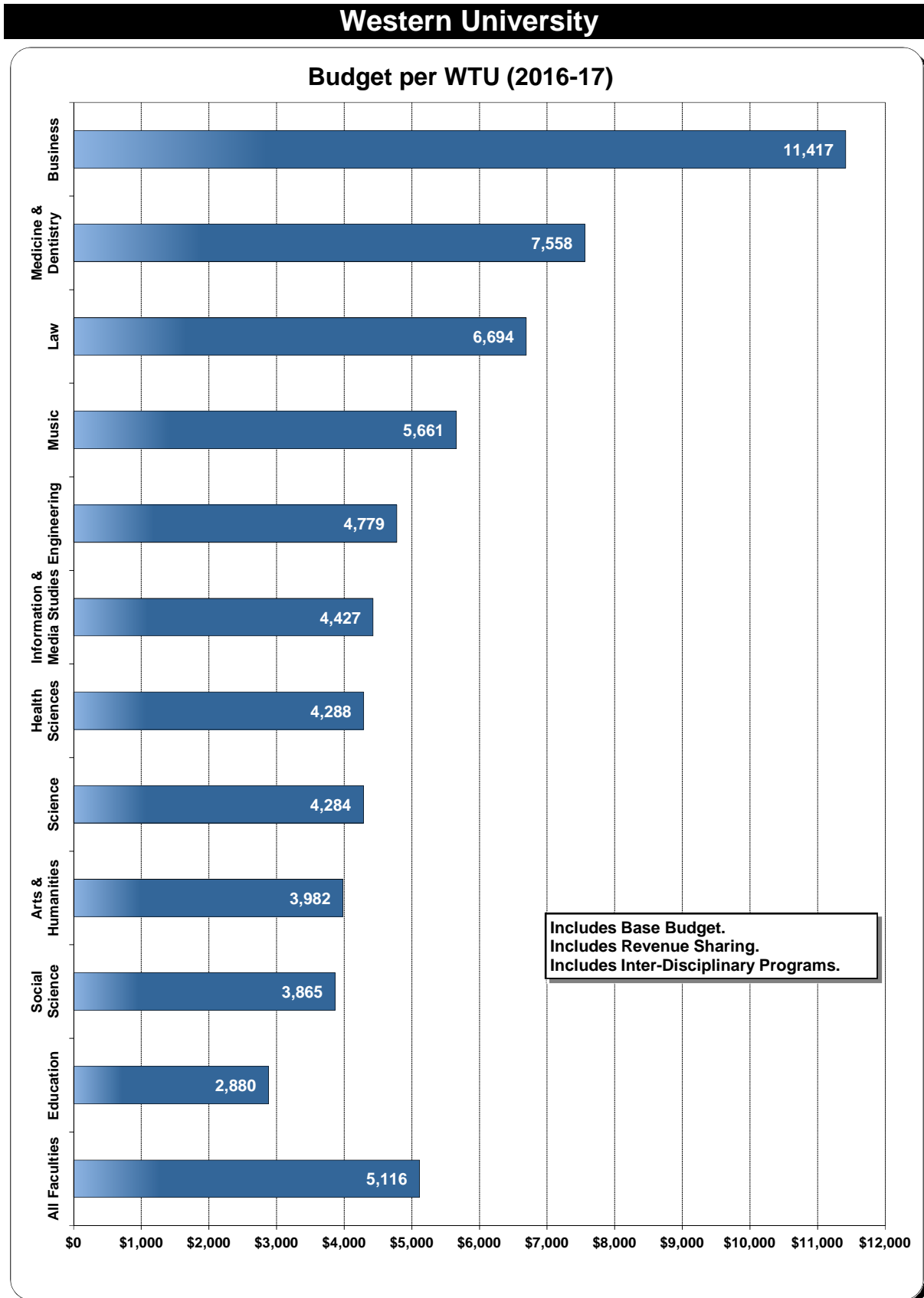
Row 12= Undergraduate enrolment includes BMedSci, DDS, MD enrolments and non-International Medical Residents.

TABLE F (2016-17)

## COST DRIVERS FOR ALLOCATION OF INDIRECT EXPENDITURES

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





## **Report on Trademark Licensees Doing Business with**

### **The Book Store at Western**

**January 2018**

#### **FOR INFORMATION**

The Book Store at Western (BSW) 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.

The BSW works closely with the National Association of College Stores (NACS) and its network of members across North America to stay aware of potential issues and concerns in the industry. This vigilance is helping advance transparency and promote positive change around the world.

The following are some of the key highlights from 2017:

#### **Nike agrees to cooperate with more transparency**

A commitment by Nike that its suppliers will comply with labor code standards in cooperation with their licensing agreement with Georgetown University shows that continuing pressure from higher education has led to positive results. United Students Against Sweatshops were active on 25 US campuses on this issue and a major part of making this happen. The BSW does not currently purchase from Nike but the progress is important in holding all suppliers accountable, especially the larger ones.

#### **Watchdog report calling for more brands to disclose where their clothes are made**

“Follow the Thread: The Need for Supply Chain Transparency in the Garment and Footwear Industry,” was published by an international coalition of nine human and labour rights and trade union organizations. Coalition members wrote to 72 major brands and retailers around the world, urging them to adopt and implement Transparency Pledge standards, which are based on good practices of leading companies in the industry. A basic level of supply chain transparency is the goal which include public disclosure of: names and addresses of all supplier factories; parent company of the business; type of product made there; and the number of workers employed in each factory.

#### **NACS pursues direct sourcing to support the college store industry**

The most significant advancement that will directly impact our supply chain is the ability to go direct to the factory. NACS initiative is to source and partner with nonstate-affiliated factories, which means they are family-owned and operated with good working conditions, mainly in China and India. It adds the ability to regularly visit and inspect each factory. This will give our buyers access to a wide variety of ethically sourced merchandise and ensures compliance of all labor standards and international codes. This initiative was announced in November 2017 and will take shape in 2018.

We 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](http://www.bookstore.uwo.ca/promos/WRS_EnvironmentalSustainabilityPolicy.pdf)



## **KEY FINANCIAL INDICATORS**

### **CAPITAL DEBT POLICY 2.30**

The Capital Debt Policy and Capital Debt Guidelines define the responsibilities for the approval of capital debt, guide maximum limits on the amount of capital debt and outline the system of accountability

Administration reports quarterly through the Property & Finance Committee to the Board of Governors on:

- Current and projected debt levels
- The amount of current debt that is on a floating rate basis and on a fixed rate basis
- The term of each loan
- The notional amount of non-endowed funds that have been set aside for the purpose of principal and interest repayment
- Compliance with the debt ratios provided in Procedures related to Capital Debt

The Quarterly Report on Capital Debt informs the Property & Finance Committee about the impact that newly approved and proposed projects will have on the level of capital debt and on the debt ratios.

This Policy is also closely monitored by Standard and Poor's as part of their annual credit rating review of the University.

### **RATIO REPORT ON NON-ENDOWED FUNDS**

Administration reports quarterly on the ratio of total investments to total obligations for non-endowed funds. The total obligations reflect funds that are owed to University accounts and other creditors. The Board target for this ratio is an average of 1.08 over the previous 12 quarters. At April 30, 2017 the ratio of investments to obligations for non-endowed funds was 1.80. When this ratio falls below 1.08, draws from non-endowed funds cease until the target ratio is reached as part of an approved annual budget.

### **BUDGET INDICATORS**

This report tracks the actual annual results for five budget indicators: the Carryforward Reserve, the Operating Reserve, Operating Revenue, and Student aid.

### **CREDIT RATING (AA)**

Standard & Poor's measures financial health using a variety of indicators. The most recent credit rating review was issued February 28, 2017 which reaffirmed Western's AA Stable rating. The rating identified the following rationale for Western's outlook:

- Very strong enterprise profile
- Healthy enrollment and demand profile
- Strong management and governance practices
- Very strong financial profile
- History of sound financial performance
- Excellent levels of available resources
- Moderate debt burden

## FINANCIAL SUSTAINABILITY METRICS

As part of its differentiation policy framework and Strategic Mandate Agreement (SMA) approach, the Ministry of Advanced Education and Skills Development (MAESD) (previously the Ministry of Training, Colleges and Universities (MTCU)) expressed a desire to develop indicators across several areas, including financial sustainability, as outlined in the SMA template. In spring 2015, MAESD asked COU to assist in the development of these indicators. A COU working group was struck comprising representatives from COFO, the Council on University Planning and Analysis (CUPA) and the Council of Senior Administrative Officers (CSAO.)

On December 2, 2015, Executive Heads provided direction concerning the development and reporting of financial sustainability indicators to MAESD as part of the SMA “report backs.” Executive Heads agreed to five indicators proposed by CSAO, and directed that the scope of the indicators that will be reported to MAESD should be expanded beyond the five indicators identified to date to include “forward-looking” indicators.

The approved indicators are based on current, reliable and publicly available information, including from universities’ audited financial statements. These indicators are widely accepted and commonly used among higher education institutions in North America. They are derived from a KPMG model that established benchmarks to assess the financial health of U.S. universities and colleges; they are also the basis for COFO’s Financial Health Indicators.

The proposed five indicators are considered “historical,” as they reflect a specific point in time rather than a future outlook.

### Financial indicators approved by Executive Heads and accepted by MAESD

*Note that comparable financial data for universities categorized as “large” has been provided (with identifying information removed). Based on agreement within the sector, this financial information remains strictly confidential and is not to be further distributed.*

#### Net Income/Loss Ratio

The Net Income/Loss Ratio is a financial performance metric that measures the percentage of an institution’s revenues that actually contribute to its net assets. It provides insight into how well an institution is able to manage its expenses. The objective of this ratio is to track trends in institution’s net earnings.

$$\text{Net Income/Loss Ratio} = \frac{\text{Total Revenues less Total Expenses}}{\text{Total Revenues}}$$

Institution	11-12	12-13	13-14	14-15	15-16	16-17
1	1.0%	6.5%	8.9%	7.9%	3.0%	
2	3.9%	-0.2%	6.2%	6.2%	-1.4%	
3	-6.9%	7.5%	7.4%	3.4%	6.3%	
4	-13.5%	5.4%	7.5%	10.1%	7.2%	
5	2.2%	6.2%	5.6%	3.2%	3.6%	
6	1.3%	-0.3%	0.4%	2.0%	2.2%	
<b>Western</b>	<b>4.1%</b>	<b>6.6%</b>	<b>7.9%</b>	<b>6.6%</b>	<b>4.0%</b>	<b>10.9%</b>
<b>Average by Group (Large)</b>	<b>-1.1%</b>	<b>4.5%</b>	<b>6.3%</b>	<b>5.6%</b>	<b>3.6%</b>	
<b>Sector Average</b>	<b>-0.7%</b>	<b>3.7%</b>	<b>4.8%</b>	<b>3.5%</b>	<b>2.5%</b>	



## Primary Reserve Ratio

The Primary Reserve Ratio is a measure of financial viability that compares expendable net assets to total expenses and provides an indication of an institution's financial strength and flexibility by determining how many days an institution could function using only its financial resources that can be expended without restrictions.

*Expendable Net Assets* include: unrestricted surplus (deficit), internally restricted net assets and internally restricted endowments, adjusted for the non-cash component of any employee future benefits.

$$\text{Primary Reserve Ratio} = \frac{\text{Expendable Net Assets}}{\text{Total Expenses}} \times 365 \text{ days}$$

Institution	11-12	12-13	13-14	14-15	15-16	16-17
1	94	102	120	130	176	
2	145	126	133	143	115	
3	64	61	85	54	60	
4	110	140	137	160	166	
5	126	144	146	139	141	
6	74	70	96	106	105	
<b>Western</b>	<b>116</b>	<b>148</b>	<b>173</b>	<b>190</b>	<b>205</b>	<b>232</b>
<b>Average by Group (Large)</b>	<b>104</b>	<b>113</b>	<b>127</b>	<b>132</b>	<b>138</b>	
<b>Sector Average</b>	<b>63</b>	<b>75</b>	<b>87</b>	<b>92</b>	<b>94</b>	

## Viability Ratio

The *Viability Ratio* is a basic determinant of an institution's financial health, as it provides an indication of the funds on hand that can be used should an institution need to settle its long-term obligations. It is calculated as *Expendable Net Assets* over *Long-Term Debt*. *Expendable Net Assets* are defined above under *Primary Reserve Ratio*. *Long-Term Debt* is total external long-term debt as disclosed in the institution's financial statements without adding the current portion that may be included in accounts payable.

$$\text{Viability Ratio} = \frac{\text{Expendable Net Assets}}{\text{Long-Term Debt}}$$

Institution	11-12	12-13	13-14	14-15	15-16	16-17
1	153.0%	167.8%	198.8%	220.7%	167.0%	
2	185.6%	177.2%	198.5%	219.5%	185.5%	
3	56.2%	37.2%	59.8%	41.1%	48.1%	
4	113.3%	128.1%	129.8%	154.9%	170.7%	
5	1047.9%	1299.4%	783.3%	873.8%	1281.1%	
6	62.8%	62.8%	66.3%	72.1%	73.3%	
<b>Western</b>	<b>145.6%</b>	<b>133.9%</b>	<b>169.6%</b>	<b>194.6%</b>	<b>219.5%</b>	<b>266.0%</b>
<b>Average by Group (Large)</b>	<b>252.1%</b>	<b>286.6%</b>	<b>229.4%</b>	<b>253.8%</b>	<b>306.5%</b>	
<b>Sector Average</b>	<b>110.7%</b>	<b>130.6%</b>	<b>119.7%</b>	<b>134.2%</b>	<b>154.7%</b>	

## Interest Burden Ratio

The *Interest Burden Ratio* is a measure of debt affordability that compares the level of current debt service with the institution's total expenses. It examines the percentage of total expenses used to cover an institution's cost of servicing its debt. The ratio is calculated as *interest expense over total expenses (adjusted for non-cash depreciation)*.

$$\text{Interest Burden Ratio} = \frac{\text{Interest Expense}}{\text{Total Expenses - Depreciation}}$$

Institution	11-12	12-13	13-14	14-15	15-16	16-17
1	1.1%	1.1%	1.0%	1.0%	1.2%	
2	1.4%	1.3%	1.3%	1.2%	1.2%	
3	1.0%	1.8%	1.8%	1.6%	1.7%	
4	1.3%	1.7%	1.6%	1.6%	1.5%	
5	0.2%	0.2%	0.2%	0.2%	0.1%	
6	2.1%	2.0%	2.1%	2.5%	2.4%	
<b>Western</b>	<b>1.2%</b>	<b>1.4%</b>	<b>1.2%</b>	<b>1.7%</b>	<b>1.3%</b>	<b>1.2%</b>
<b>Average by Group (Large)</b>	<b>1.2%</b>	<b>1.4%</b>	<b>1.3%</b>	<b>1.4%</b>	<b>1.4%</b>	
<b>Sector Average</b>	<b>2.4%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>2.3%</b>	

## Net Operating Revenues Ratio

The *Net Operating Revenues Ratio* is a financial performance metric that provides an indication of the extent to which institutions are generating positive cash flows in the long run to be financially sustainable. The ratio is calculated as *Cash Flow from Operating Activities* (from the statement of cash flows) over *Total Revenues* (from the statement of operations).

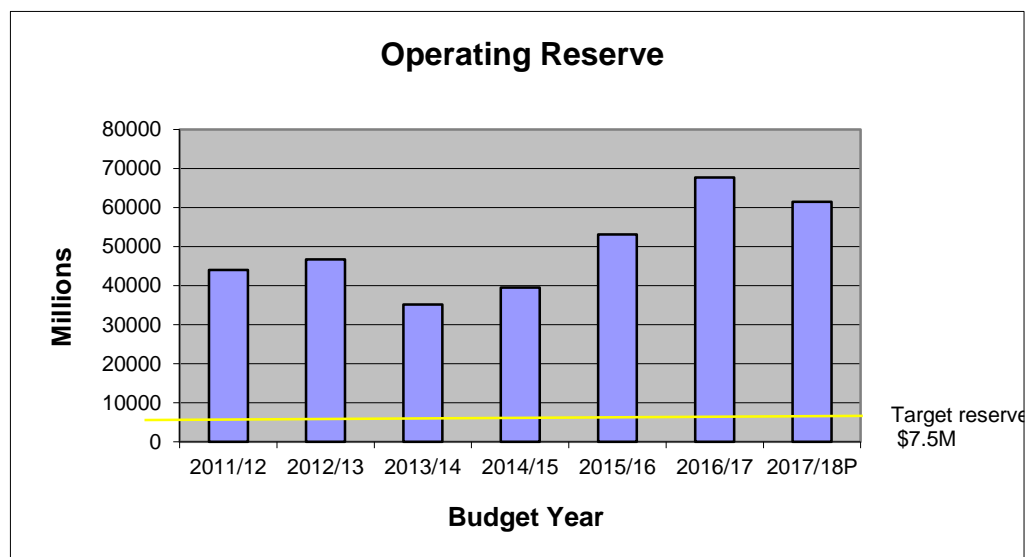
$$\text{Net Operating Revenues Ratio} = \frac{\text{Cash Flow from Operating Activities}}{\text{Total Revenues}}$$

Institution	11-12	12-13	13-14	14-15	15-16	16-17
1	6.7%	7.6%	12.5%	14.7%	7.1%	
2	10.9%	7.3%	7.9%	8.6%	6.4%	
3	11.6%	6.4%	11.3%	8.1%	10.9%	
4	4.1%	9.1%	7.9%	12.9%	11.6%	
5	9.6%	5.4%	5.4%	8.3%	5.1%	
6	4.7%	6.3%	4.9%	6.5%	4.1%	
<b>Western</b>	<b>11.0%</b>	<b>13.5%</b>	<b>12.2%</b>	<b>13.3%</b>	<b>9.6%</b>	<b>17.6%</b>
<b>Average by Group (Large)</b>	<b>8.4%</b>	<b>7.9%</b>	<b>8.9%</b>	<b>10.4%</b>	<b>7.8%</b>	
<b>Sector Average</b>	<b>6.8%</b>	<b>7.1%</b>	<b>8.0%</b>	<b>7.5%</b>	<b>6.6%</b>	



## OPERATING RESERVE

The Board of Governors has set a minimum level for the operating reserve at \$7.5M for the current four-year planning cycle. The 2017/18 operating and capital budgets project the operating reserve at \$61.5 M at April 30, 2018.



## DEFERRED MAINTENANCE

Deferred maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating to capital in support of maintenance spending for 10 years, from 1996-97 to 2005-06 (the Maintenance, Modernization, and Infrastructure (MMI) transfer). In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06 until 2015-16, when the annual transfer will be \$15.5 million. This commitment established Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

The MMI transfer, coupled with Facilities Renewal Funds received from MTCU will allow Western to allocate \$55.1M to maintenance expenditures in 2017-18, representing 2.8% of the Current Replacement Value of our nonresidential buildings, utilities and infrastructure.

Our ability to achieve the 2% target over the long-term is entirely dependent on Facilities Renewal Funds received from government (MTCU).

## REPORT ON ENDOWMENTS

Annually, a report is provided to the Property & Finance Committee that details the growth of the endowment portfolio and any underwater endowments (current market value of the funds is less than the original donated amount(s)) that exist. The University's policy with respect to management of endowments permits a temporary draw down of endowment capital on the premise that the funds will recover. The market value of endowments at April 30, 2017 was \$679M, an increase of \$98.3M or 17%.

## REPORT OF THE INVESTMENT COMMITTEE

This report is provided quarterly to the Property & Finance Committee and outlines the performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee.

### Capital Markets

The performance of Western's portfolio is a reflection of Western's investment policies, the decisions of the Investment Committee within that policy, the implementation of these decisions by staff and the returns that are generated in the capital markets. The table below shows annualized returns as of December 31, 2016

**Annualized returns for periods ending December 31, 2016**

	1-Yr	2-Yr	3-Yr	4-Yr	5-Yr	10-Yr
S&P/TSX	21.08%	5.36%	7.06%	8.52%	8.25%	4.72%
S&P 500 (in CAD)	8.09%	14.64%	17.66%	23.16%	21.15%	8.47%
MSCI EAFE (in CAD)	-2.00%	8.20%	6.82%	12.53%	13.08%	2.67%
FTSE TMX Bond Universe	1.66%	2.59%	4.61%	3.13%	3.22%	4.78%
FTSE TMX 91-Day T-Bills Index	0.51%	0.57%	0.68%	0.77%	0.81%	1.39%

With the positive market returns of 2016, new gifts and net of the allocation for spending, there was positive growth in our endowments.

### Total Endowments

As of December 31, 2016, Western had endowments of \$623.1 million. Western is the 9<sup>th</sup> largest Canadian university endowment, which is the same position as last year. With total assets in the Operating & Endowment Fund of \$1,195 million at the end of 2016, Western is in 5<sup>th</sup> place when all assets are reported.

The following table compares the 10 largest Canadian university endowments at the end of 2016 and 2015. Over the last five years, Western endowments have grown by 12.4% compounded annually, which puts Western in 5<sup>th</sup> place among all Canadian universities.



**Ten Largest Canadian University Investment Pools  
As of December 31, 2016**

	University	Endowment Value (millions)		% Change
		2016	2015	
1	Toronto	\$2,290	\$2,189	+5%
2	British Columbia	\$1,583	\$1,464	+8%
3	McGill	\$1,553	\$1,478	+5%
4	Alberta	\$1,263	\$1,175	+7%
5	Queen's	\$985	\$918	+7%
6	Calgary	\$849	\$774	+10%
7	McMaster	\$702	\$584	20%
8	Manitoba	\$663	\$649	+2%
9	Western University	\$623	\$582	+7%
10	Victoria (UT)	\$595	\$582	+2%
		Average change:		7%

The change in the value of endowments is the result of investment returns and new donations to endowments, offset by allocations for spending and administrative costs.

### **Investment Returns**

Starting with the 2015 survey, CAUBO now classifies endowments in four groups, based on asset levels. Western is in the group with the largest asset levels, along with 17 other universities. The threshold to be in that group was \$354 million in total assets (including both endowment and operating assets) in 2016. The table below compares Western returns with those of the universities in the same group. Western's returns were at or above median over every investment horizon except three years. Compared to the entire universe of university endowments, Western's returns are in the first quartile over horizons of 4 years, 5 years and 10 years.

**CAUBO Universe of the Largest University Investment Pools  
Annualized Return as of December 31, 2016**

	<b>1-Yr</b>	<b>2-Yr</b>	<b>3-Yr</b>	<b>4-Yr</b>	<b>5-Yr</b>	<b>10-Yr</b>
95 <sup>th</sup> Percentile	11.4%	10.6%	10.6%	13.7%	13.8%	7.7%
75 <sup>th</sup> Percentile	9.5%	8.5%	9.5%	12.0%	11.9%	6.3%
Median	8.3%	7.9%	9.2%	11.6%	11.4%	6.0%
25 <sup>th</sup> Percentile	7.3%	6.5%	8.2%	10.8%	10.6%	5.5%
5 <sup>th</sup> Percentile	3.9%	5.8%	6.9%	9.1%	9.1%	4.5%
<b>Western</b>	<b>8.5%</b>	<b>7.9%</b>	<b>9.1%</b>	<b>11.7%</b>	<b>11.7%</b>	<b>6.4%</b>

## EMPLOYEE FUTURE BENEFITS

### Employee Future Benefits – Obligation and Expense as a % of Total Expenditures 2011 through 2016

			Total	Obligation	Expense
	<u>Obligation</u>	<u>Expense</u>	<u>Expenses</u>	<u>%</u>	<u>%</u>
	(in millions)	(in millions)	(in millions)		
2017	\$473.5	\$27.0	\$ 1,149	41.2%	2.3%
2016	\$505.0	\$24.7	\$ 1,107	45.6%	2.2%
2015	\$462.2	\$21.3	\$ 1,084	42.6%	2.0%
2014	\$382.8	\$21.4	\$ 1,067	35.9%	2.0%
2013	\$345.8	\$21.7	\$ 1,010	34.2%	2.1%
2012	\$323.6	\$18.7	\$ 975	33.2%	1.9%

## FINANCIAL REPORT (OPERATING BUDGETS)

This report is provided to the Property & Finance Committee on a quarterly basis and tracks budget versus actual revenues, expenses and operating reserve.

## ANCILLARY FINANCIAL REPORT

This report is provided to the Property & Finance Committee on a semi-annual basis and tracks budget versus actual revenues and expenses for Student Fee Funded units, Ancillaries, Academic Support Units and Associated Companies.

## FUNDRAISING

This quarterly report presented to the Property & Finance Committee outlines pledge data for the current and two previous fiscal years and provides a status report on fundraising initiatives.



From Document - Role of the Board of Governors: (attached)

Item 1 To provide stewardship and ensure that University actions support University objectives

Item 8 To ensure adequate resources and financial solvency

TYPE OF INDICATOR	FREQUENCY & REPORT	PERFORMANCE MEASURE	TARGET/ MAXIMUM	OUTCOME
<b>POLICY COMPLIANCE</b> Capital Debt Policy 2.30	Quarterly Report on Capital Debt (P&F - September, January, March, June)	<b>Compliance Ratios:</b> Net Assets-to-Debt Ratio Debt Burden <b>Monitoring Ratios:</b> Debt per FTE Student Debt to Revenues available for repayment Floating rate debt between 0% - 50% of total debt	> 0.5X 5%	<u>Actual at April 30/17:</u> 2.6 1.9%
Ratio on Non-endowed Funds (also an indicator of Financial Health)	Quarterly Ratio Report on Non-Endowed Funds (P&F - September, January, March, June) (Investment Committee)	Target Ratio of Investments to Obligations	\$ 45% 0-50% 1.08	8,722 27% 0% 1.80
<b>FINANCIAL HEALTH / SUSTAINABILITY</b>				
Budget Indicators	Annual (P&F - October)	Carryforward Reserve Operating Reserve Student Aid Real Operating Revenue excluding Student Aid Real Operating Revenue excluding Student Aid per Student FTE	N/A \$7.5M N/A N/A N/A	\$166.8 \$67.7 \$65.8 \$312.3 \$9,600
Credit Rating	Annual	External credit rating - Standard & Poor's	AA Stable	AA Stable: February 2017
<b>Financial Sustainability Metrics (NEW)</b>				
Net Income/Loss Ratio	SMA - Annual	2015-16 4.00%	2016-17	10.9%
Net Operating Revenues Ratio	SMA - Annual	2015-16 9.60%	2016-17	17.6%
Primary Reserve Ratio (days)	SMA - Annual	2015-16 205	2016-17	232
Interest Burden Ratio	SMA - Annual	2015-16 1.30%	2016-17	1.2%
Viability Ratio	SMA - Annual	2015-16 219.50%	2016-17	266.0%
<b>STEWARDSHIP &amp; MONITORING</b>				
Statutory Financial Statements	Annual (Audit Committee - September)	Approval of Combined Financial Statements Approval of Retirement Income Fund Financial Statements Pension Financial Statements for information	N/A N/A N/A	Unqualified Audit Opinion Unqualified Audit Opinion -
Audit Findings Report	Annual (Audit Committee - September)	External auditors report to the Audit Committee.	N/A	No recommendations/ No audit differences
Operating Reserve	Annual Budget (P&F - April)	Minimum target set by Board	\$7.5M	\$67.7
Deferred Maintenance	Annual Budget (P&F - April)	Comparison annually to 2% target	2%	Budget 2.8%
Report on Endowments	Annual (P&F - October)	Endowment Performance and Underwater endowments Endowment per FTE Rank of Endowment/FTE per CAUBO Investment Survey Rank - Endowments > \$100M per CAUBO Investment Survey	4% \$20,387 at 12/31/15 20 12	One year 8.5% \$19,598 at 12/31/16 24 9

STEWARDSHIP & MONITORING (Continued)				
Report of the Investment Committee	Quarterly (P&F - September, January, March, June)	Performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee		See Appendix 1
Employee Future Benefits	Annual Budget	Reported through the operating budget (based on notes to the Financial Statements)	2016 \$525.7M	\$473.5

TYPE OF INDICATOR	FREQUENCY & REPORT	PERFORMANCE MEASURE	TARGET/ MAXIMUM	OUTCOME
<b>PERFORMANCE</b>				
Financial Report (Operating Budgets)	Quarterly (P&F - September, January, March, June)	Performance - Actual versus budget for Operating Budgets Surplus/(Deficit)	\$11.0M	\$14.2M
Statutory Financial Statements - Combined	Annual (P&F - September)	Excess of revenues over expenses (expenses over revenues)	2016 \$45.9M	\$139.9M
Ancillary Financial Report	Semi-Annual (P&F - January, June)	Budget versus actual revenues and expenses for Student Fee Funded units, Ancillaries, Academic Support Units and Associated Companies Surplus/(Deficit)	\$5.1M	\$8.8M
Fundraising	Quarterly Development & Fundraising Committee Property & Finance Committee	Performance against fundraising targets	2015-16 2016-17 \$65M \$55M	\$48.0M \$57.0M



**Scholarships/Awards/Prizes**

**FOR INFORMATION**

At its meeting on January 16, 2018, the Property & Finance Committee approved on behalf of the Board of Governors, the following terms of reference for new scholarships, awards bursaries and prizes.

**Meds Class of 1997 Dr. Steven Herr Memorial Award** (Schulich School of Medicine & Dentistry)  
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, with academic achievement and demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30th. The Progression and Awards Committee will select the recipient after the Office of the Registrar assesses the financial need. This award was established by the Meds Class of 1997 Alumni, in memory of their classmate Dr. Steven Jeffrey Herr (MD '97).

Value: 1 at \$2,000

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

*Steven Herr was born in Owen Sound, graduated as a Medical Doctor from Western University in 1997, and practiced in Huntsville. Dr. Herr was a beloved classmate to the Meds Class of 1997.*

**Murray Shaw Men's Squash Award** (Any Undergraduate or Graduate Program)  
Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western including the Affiliated University Colleges who is making a contribution as a member of the Men's Squash Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Murray Shaw.

Value: Number and value will vary up to a maximum of \$5,000 per year, to be awarded at the discretion of the selection committee

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

**REPORT OF THE SENIOR POLICY & OPERATIONS COMMITTEE**

<b>Contents</b>	Consent
<b><a href="#">Annual Report of the Code of Student Conduct Cases 2016-2017</a></b>	Yes

**FOR INFORMATION**

**1. Annual Report of the Code of Student Conduct Cases**

The Code of Student Conduct is a Board policy that deals with non-academic offences committed by students. It is administered through the office of the Associate Vice-President (Student Experience). The annual report of the adjudicated cases is attached as **[Annex 1](#)**.



## **Code of Student Conduct**

Annual Report to the Western Board of Governors  
for the period May 1, 2016 – April 30, 2017

Prepared by Dr. John Doerksen  
Acting Associate Vice-President (Student Experience)

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This is the sixteenth report of actions taken under the terms of the Code of Student Conduct since the Code was enacted by the Board of Governors. The Office of the Associate Vice-President (Student Experience) continues to work closely with the University's Legal Counsel, Dean's offices, and Campus Community Police Service to ensure all matters involving the Code are handled according to the established procedures for record-keeping, communication, and follow-up.

The information presented spans from May, 1, 2016 to April 30, 2017. Please note that the reporting period has been adjusted to reflect the fiscal year. As shown in the table below, there were 41 Code incidents, involving 46 students that came to the attention of, and were adjudicated by, the Associate Vice-President (Student Experience).

### **Addressing Sexual Violence**

The University is committed to providing and maintaining an environment in which sexual violence is not tolerated. Newly proposed legislation introduced by the Province of Ontario requires universities to offer stronger support programs aimed at eradicating sexual violence and harassment. With Western progressively offering relevant programming around sexual violence prevention and encouraging survivors to disclose, we have seen an increase in reports around sexual violence during this academic year. In Student Experience, we endeavor to ensure that survivors are given the opportunity to report sexual violence in a manner that enables them to feel safe, secure, and understood.

### **Adjustments in Service Delivery**

With increased reports of sexual violence, the complexity of cases continues to rise, necessitating increased consultation and collaboration with relevant stakeholders to maintain the safety of our students on campus and provide our students with the supports they require to achieve success throughout the Code process. Such cases have called for continuous care, caution and compassion in the review of facts and adjudication.

With a focus of incorporating the principles of restorative justice into the sanctioning process, our goal is to facilitate learning experiences for students to carry forward into adulthood. Our hope is that with thoughtful and intentional intervention, meaningful and lasting change will occur. Educational sanctions that have been incorporated over the past year have ranged from written apologies, educational seminars, reflection papers and awareness programs.

Moving forward, the office will continue to develop appropriate infrastructure, procedures and protocols to effectively and efficiently respond to incidents of concern on our campus.

INCIDENT	NUMBER OF STUDENTS	SANCTION	APPEAL PROCESS
Misconduct involving property (Parking)	1	One year probation. Restricted from parking on any Western University Lot. Student required to pay restitution	
Misconduct involving property (Parking)	1	One year probation. Student required to pay restitution	
Misconduct against person (Assault)	1	Educational Sanction	Student appealed decision. UDAC denied appeal
Improper use of Dangerous Object Misconduct against person (Threats and Harassment)	1	Five Year Suspension	Student appealed decision. UDAC denied appeal
Harassment	1	Eight month probation. Educational Sanction	
Distribution of alcohol to minors	1	One year probation. Educational Sanction	
Misconduct against person (Assault)	1	Five year Trespass Order from Western Property. Restricted from contact with complainant	
Misconduct against person (Assault, Confinement)	1	Eighteen Month Suspension. Educational Sanction	
Misconduct involving Property (Damage)	1	One year probation. Student required to pay restitution	
Misconduct against person (Threats)	1	One year probation. Restricted use of alcohol while on campus	
Disruption to University activities	1	Probation for remainder of education at Western University. Restricted from contact with the complainant. Educational Sanction	

INCIDENT	NUMBER OF STUDENTS	SANCTION	APPEAL PROCESS
Misconduct against person (Harassment)	3	Informal Disposition	
Misconduct against person (Assault)	1	One Year Probation	
Misconduct against person (Assault)	1	Probation for remainder of education at Western University. Restricted from contact with the complainant. Trespassed from all Residences and certain areas on campus. Restricted use of alcohol while on campus. Educational Sanction	
Misconduct against person (Assault)	1	Probation for remainder of education. Restricted from contact with complainant. Educational Sanctions	
Misconduct against person (Assault) x2	1	Probation for remainder of education. Restricted from contact with complainant. Education Sanctions	
Misconduct involving property (Theft)	1	Formal Warning	
Misconduct against property (Endanger the safety of others)	1	Code proceedings suspended. Student voluntarily withdrew from University.	
Illegal distribution of drugs Misconduct involving property (Theft)	3	Two year Probation. Restricted from contact with complainant	



INCIDENT	NUMBER OF STUDENTS	SANCTION	APPEAL PROCESS
Illegal distribution of drugs		One year Probation. Educational Sanction	
Possession of drugs Misconduct against person (Threats)		Two year Probation. Restricted from contact with complainant. Educational Sanction	
Misconduct against person (Threats)	1	Probation for remainder of Education at Western University. Educational Sanction	
Misconduct against person (Assault)	1	Probation – Remainder of education at Western. Restricted movement on campus. Educational Sanction	
Disruption to University activities	1	One year Probation	
Failure to comply with sanction	1	Behaviour contract	
Misconduct against person (Assault)	1	Behaviour Contract	
Misconduct against person (Harassment)	2	One year Probation. Educational Sanction	
Misconduct against person (Harassment) Failure to comply with sanction	1	Trespassed from Western University for seven months. Probation for remainder of education at Western. Educational Sanction	Student appealed decision. UDAC denied appeal.
Misconduct against person (Harassment)	1	One year Probation. Educational Sanction	

INCIDENT	NUMBER OF STUDENTS	SANCTION	APPEAL PROCESS
Misconduct against person (Assault)	1	Outcome Pending	
Misconduct against person (Assault)	1	One year Probation. Restricted from contact with complainant. Educational Sanction	
Misconduct involving property (Trespass)	1	Eighteen Month Probation	
Misconduct involving property (Trespass)	1	Eighteen Month Probation	
Misconduct involving property (Dispelling a fire extinguisher)	1	One year Probation. Student required to pay restitution	
Misconduct against person (Assault)	1	Probation-remainder of Education at Western. Educational Sanctions. Student voluntarily withdrew from Western University	
Misconduct against person (Assault)	1	Behaviour contract	
Misconduct against person (Intimidation, Disruption)	1	One Year Probation. Educational Sanction	
Illegal use, possession and distribution of Drugs	1	Behaviour contract. Educational Sanction	
Misconduct against person (Harassment)	1	Educational Sanction	
Misconduct involving property (Trespass)	1	One year Probation	
Misconduct against person (Assault)	1	Two year suspension. Educational Sanction	
Misconduct involving property (Theft)	1	One year Probation. Student required to pay restitution	

INCIDENT	NUMBER OF STUDENTS	SANCTION	APPEAL PROCESS
Misconduct against person (Intimidation)	1	Educational Sanction	



**REPORT OF THE AUDIT COMMITTEE**

<b>Contents</b>	Consent Agenda
<a href="#">Office of the Ombudsperson Annual Review 2016-17</a>	Yes

**FOR INFORMATION**

1. **Office of the Ombudsperson Annual Review 2016-17**

See [Annex 1](#).



OFFICE  
OF THE

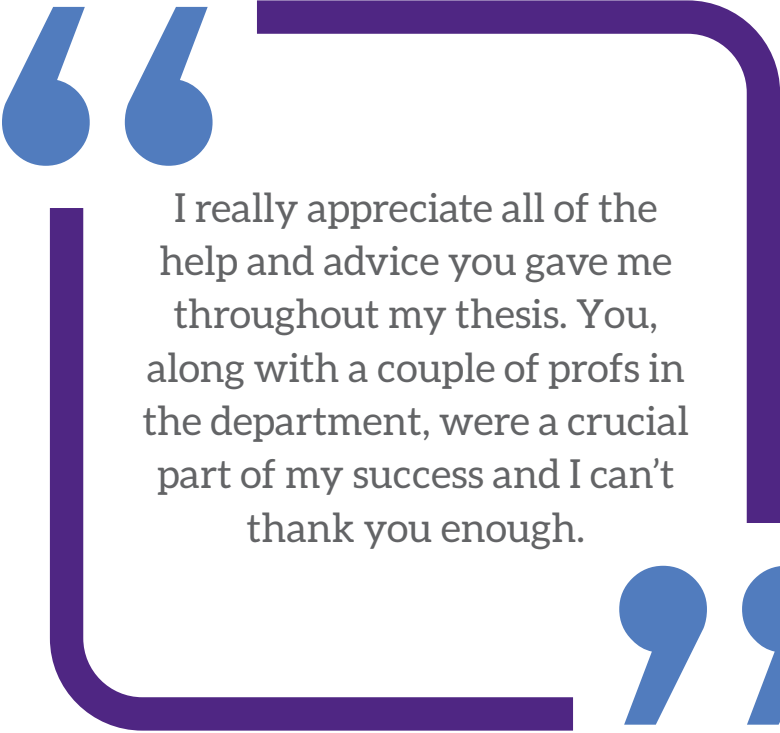
**OMBUDSPERSON**

# **ANNUAL REVIEW**

## 2016/2017


Preparing students to prevent, manage,  
and resolve difficult situations.





I really appreciate all of the help and advice you gave me throughout my thesis. You, along with a couple of profs in the department, were a crucial part of my success and I can't thank you enough.

“You have no idea how much you're helping me! I appreciate you and everything you do.”



I thank you immensely for your help! The suggestions you have given me are excellent! The appeal is much easier to follow, it's incredibly well edited, and the points are much clearer. I will use your suggestions in the appeal.



# ABOUT THE OMBUDSPERSON

## **INDEPENDENT.**

We do not report to any administrative office at the University.

## **IMPARTIAL.**

We are co-funded by students and the University.

## **CONFIDENTIAL.**

We will only speak about a case if we have a student's permission to do so.

## **INFORMAL.**

We are not an office of record for the University and make minimal notes. We figure out what happened, discuss what you would like to see happen next and then figure out what you/we can do to make that possible.



# THANK YOU

**for picking up, or clicking on, the Ombudsperson's 2016/17 Annual Review.** Western's Office of the Ombudsperson is a confidential office that guides ALL students – main campus, affiliate, grad and undergrad – through difficulties on campus. A student's concern might pertain to a disappointing grade, a conflict with their graduate supervisor, or the termination of their residence contract. We point students in the right direction, review appeal letters, and sometimes just provide an empathetic ear. We do intervene sometimes – but only with the student's written consent, and when we feel it is appropriate.

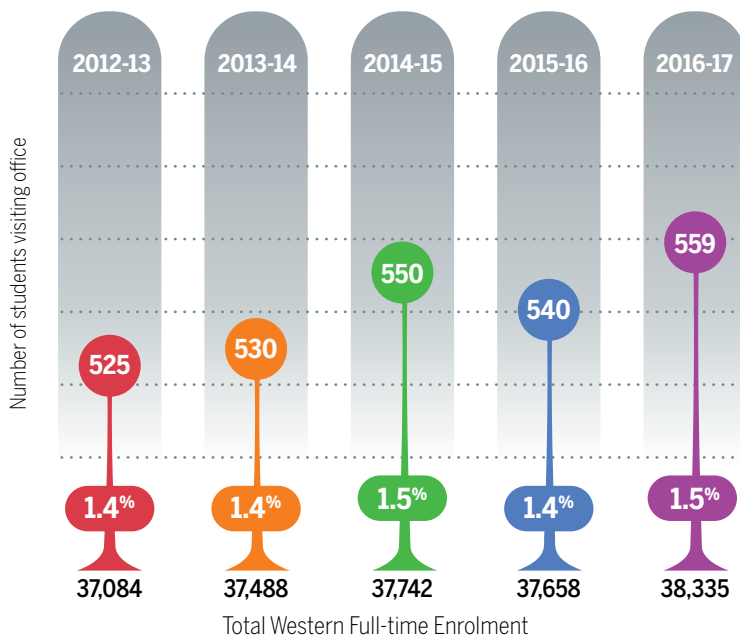
An important element of what makes an ombuds office unique is that we do not report to any administrative office at Western. Instead, the Office of the Ombudsperson Advisory Committee meets three times a year to review strategic initiatives the Ombudsperson proposes. Thank you to the members of the 2016/17 advisory committee: Jamie Cleary, Tamara Hinan, Curtis Jenkin, Ken Meadows, Joe Michalski, and Dan Shrubsole (Chair).

I hope you will enjoy reviewing this snapshot of who visited the Office of the Ombudsperson between August 1, 2016 and July 31, 2017 and what type of issues they brought.

# VISITOR OVERVIEW

## Visitors over time

The Office of the Ombudsperson addressed 596 student issues between August 1, 2016 and July 31, 2017. We saw 559 students or one point five percent of the total student population (graduate; undergraduate; main campus; and Brescia, Huron and King's University Colleges.) This percentage has remained consistent over time and is slightly higher than the percentage of the total student population seen by Ombudspeople at other Canadian universities and colleges. This is not to say Western students have more concerns than any other institution. Rather, we work hard in the Office of the Ombudsperson to get the word out about our services.



## Degree level of students

Of the students that came to our office in 2016-17, 12% were graduate students and 87% were undergraduate students.

87%

Undergraduate

8%

Master's

4%

Doctoral

1%

Unidentified

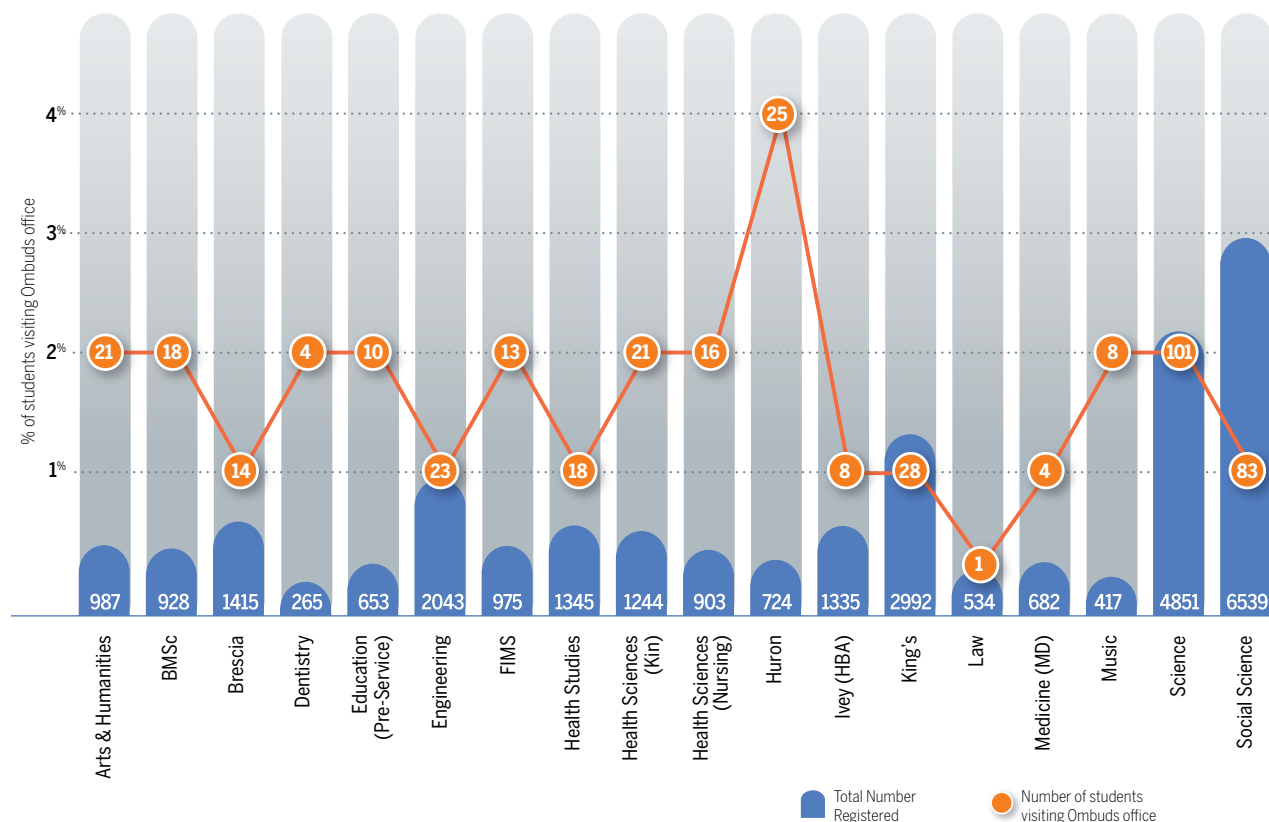


# ACADEMIC DATA

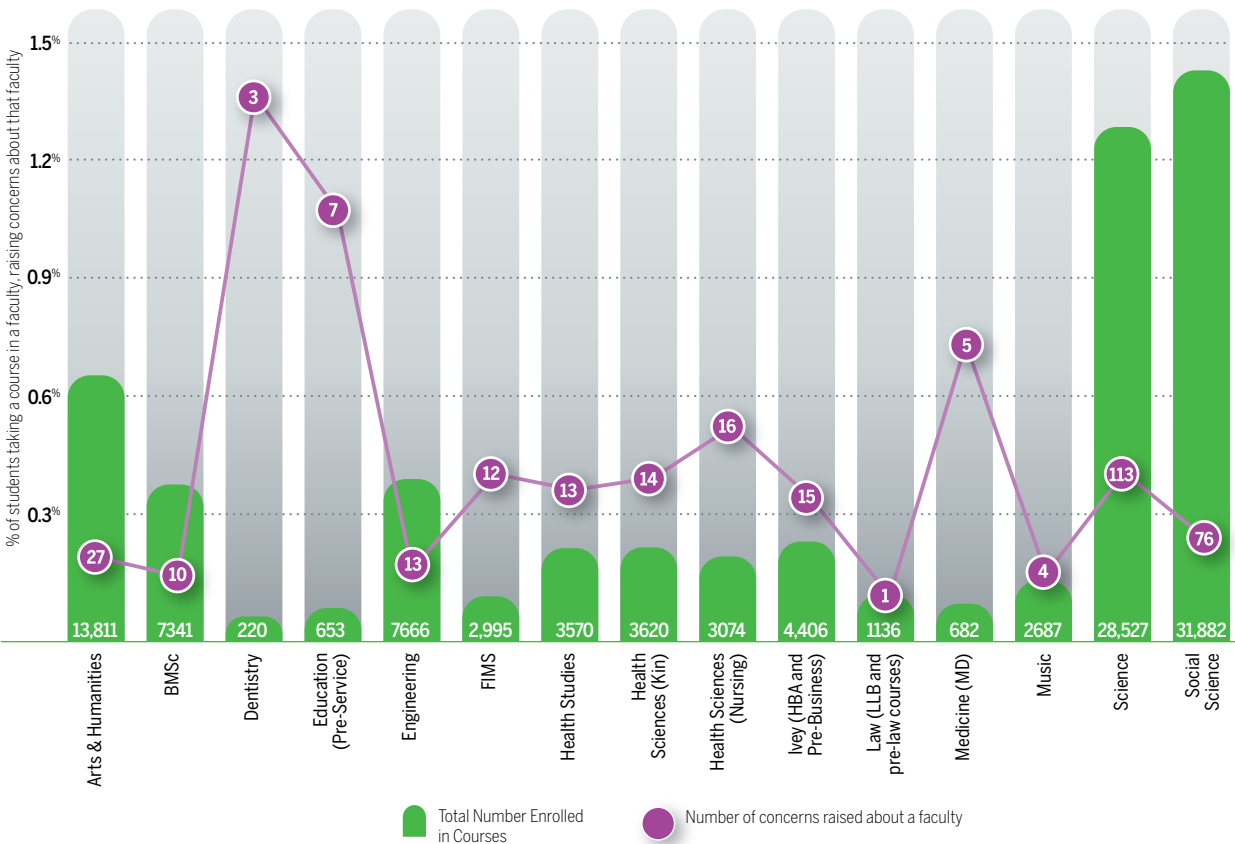
## Undergraduate Students

The following two graphs illustrate the number of undergraduate students visiting the Office of the Ombudsperson. The first illustration is the number of students from each faculty that we provided service to in the 2016/17 year. The second is the number of students who raised concerns about a specific faculty. Note that Brescia (eight concerns), Huron (24 concerns) and King's (24 concerns) are not included in the latter graph because the number of students taking their courses is not commonly available. There were five concerns raised regarding Continuing Studies courses and four Continuing Studies students visiting the Office.

### Undergraduate student visits by home faculty



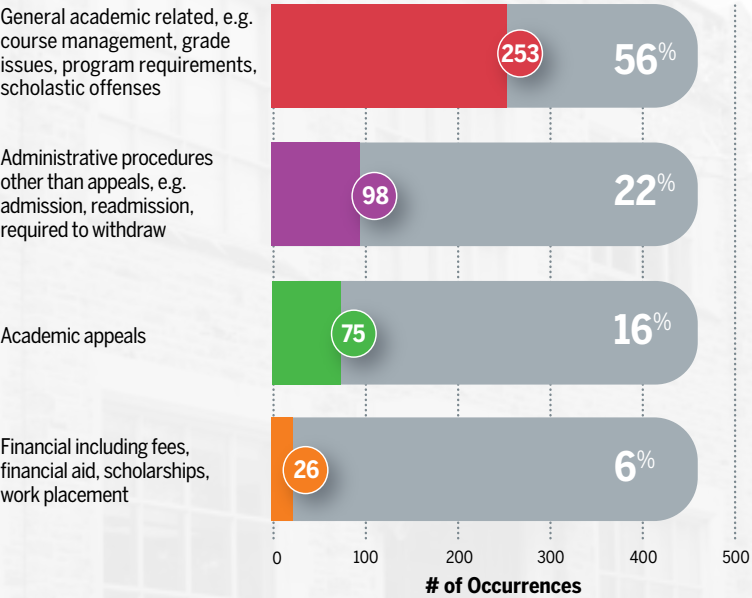
# Undergraduate students by faculty of concern



## Undergraduate concerns – academic and financial

The following chart illustrates the academic and financial concerns that were raised by undergraduate students who visited the Office of the Ombudsperson.

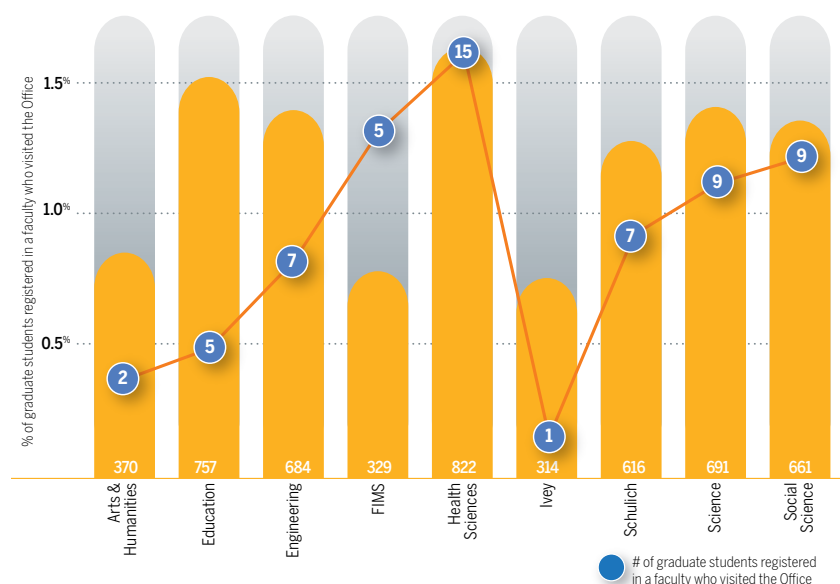
### Category of concern



## Graduate Students

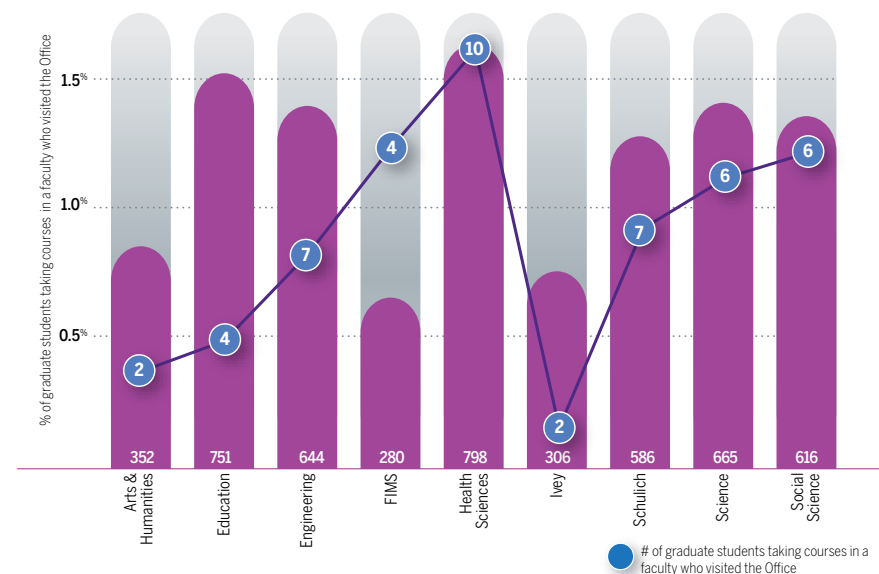
Although graduate students register in the School of Graduate and Postdoctoral Studies, when they visit the Office of the Ombudsperson we record the faculty hosting their program. The first graph below shows the number and percentage of Doctoral and Master's students visiting the Office from various disciplinary faculties. Note: There were 14 students who did not identify their discipline.

### Concerns per student's home faculty



### Concerns per course faculty

The next graph represents the number and percentage of Master's and Doctoral students taking courses in a faculty, raising concerns about that faculty.



### Graduate concerns – academic and financial

The following chart illustrates the academic and financial concerns raised by graduate students who visited the Office of the Ombudsperson.



\*Note that some of the academic issues pertain to supervisory issues. In turn, some of these may involve funding. Therefore, the number of financial concerns may actually be higher.

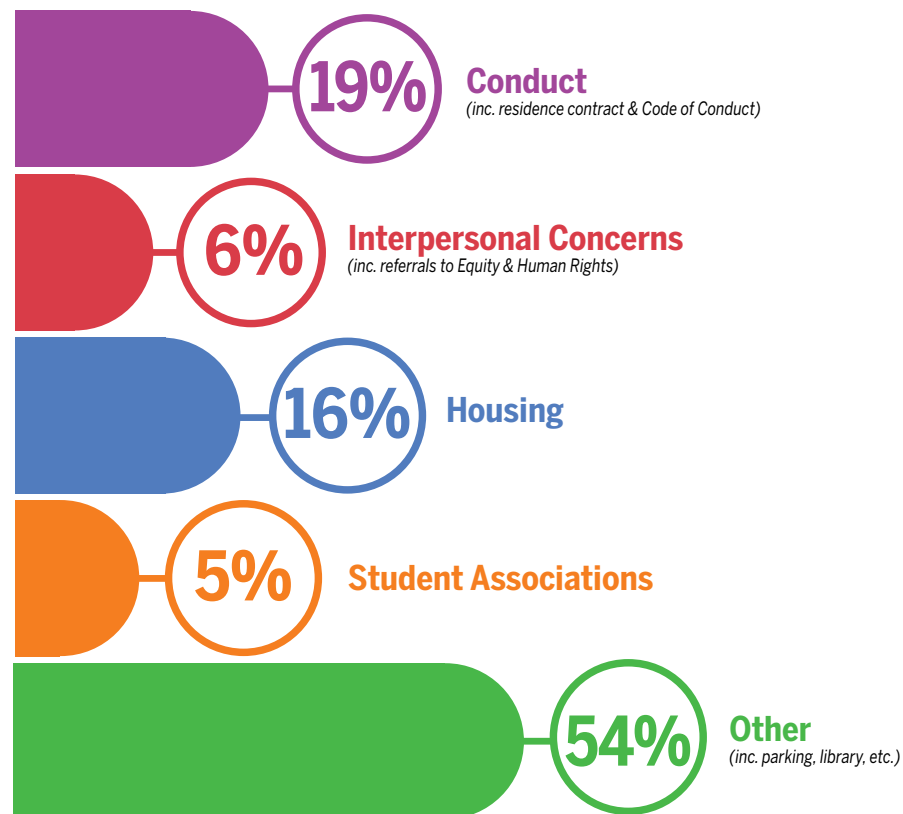


# UNDERGRADUATE AND GRADUATE

## Non-Academic Concerns

The Office of the Ombudsperson also guides students through non-academic concerns, including Code of Conduct violations, residence and residence conduct issues, and library and parking experiences.

As a % of total non-academic and financial occurrences (59)

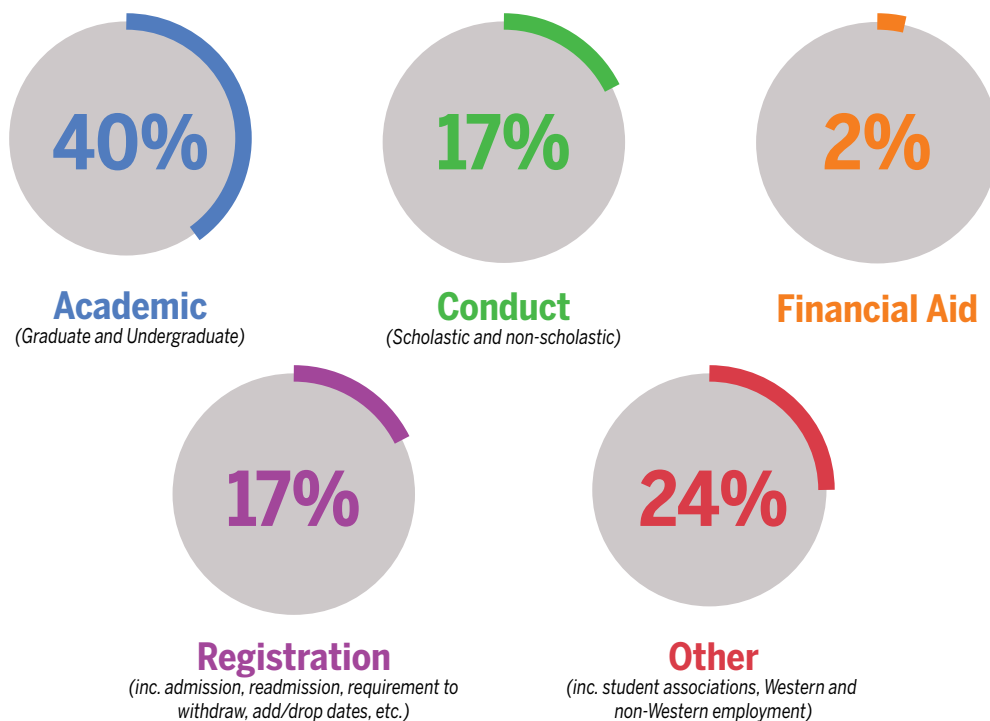


# NON-STUDENT DATA

Staff in the Office of the Ombudsperson also provide advice to faculty members and administrators on specific student-related concerns. Often decision makers will contact us concerning requirements related to withdrawal or granting of Dean's Waivers. Sometimes the administrator will have made a decision but wants to ensure it is fair before notifying the student. Parents of students who have questions about a policy or something their student is experiencing also contact us. We do not speak to parents about a specific situation without their student's permission, although we will give general information regarding university policies.

In 2016/17 we heard from 42 faculty, staff, family members of students, and members of the London community. Below are the categories of individuals and the concerns they had.

As a % of total non-academic occurrences (42)





# SCENARIOS

Students and administrators often ask what type of cases we deal with. Following are two scenarios we dealt with in the period between August 2016 and July 2017. All identifying information has been removed to ensure confidentiality.

## A Caring University

Graduate studies can be stressful at the best of times, but throw in conflict with a supervisor and it can be unbearable. The School of Graduate and Postdoctoral Studies (SGPS), the Society of Graduate Students (SOGS), Equity and Human Rights Services and the Office of the Ombudsperson (OO), work hard to ensure conflict is addressed early on so that students have a good experience at Western. In fact, SGPS provides a graduate supervision handbook with clear guidelines regarding the responsibilities of the program, supervisor and committee. This past year, the Graduate Education Council passed revised student and supervisor guidelines. Regardless, sometimes the relationship breaks down as in the following example.

Matheus was a student in the second year of his

PhD program. He had done well in his course work, but as the time came closer to write his comprehensive exams his supervisor told him that he didn't have what it takes to do a PhD and should withdraw. A friend and fellow student referred Matheus to the Office of the Ombudsperson to discuss how he could address the problem. Matheus and an Ombuds staff member discussed the conflict, creating a chronology of events. The supervisor's opinion of the student seemed to have changed when he asked to go home to Brazil for a few weeks in the summer to attend his sister's wedding and visit family. Matheus explained that he had asked his supervisor for the time off as vacation and that he felt he would be able to study for his comprehensives while at home. OO staff pointed out that he had done nothing wrong by asking for vacation and that all full-time graduate students may take two weeks



of vacation at a time mutually agreed upon by the student and supervisor. Matheus said that his supervisor started commenting on his English skills soon after he arranged to take his vacation. The supervisor suggested his English was not good enough to study at a North American school, which confused Matheus because he had attained undergraduate and Master's degrees in English-language universities in the United States. Even with his supervisor's negativity, Matheus decided to write his comprehensive exams during the scheduled time. Matheus passed the exams but was told by his supervisor that he had barely passed and that many members of the examining committee didn't want to pass him, that his supervisor had stood up for him.

Feeling increasingly disillusioned, Matheus mentioned his concerns to another graduate student. The student, who was almost finished their degree, was not surprised. According to this student, Matheus's supervisor did not like working with International students.

Staff in the Office of the Ombudsperson suggested Matheus meet with his supervisor to discuss the conflict, focusing on common interests such as the benefits of the research the student was doing; and that Matheus outline to his supervisor some of the things he was feeling. OO staff suggested that if the meeting did not result in changes, Matheus should speak with the graduate chair. A week later, Matheus came back to the OO saying that the supervisor had become aggressive in the meeting and suggested that Matheus should admit he isn't cut out for a doctoral program and shouldn't be coming up with excuses. The OO sent Matheus to the graduate chair to discuss the situation, but Matheus wasn't confident anyone in the program would listen. With that in mind, and with the student's permission, the OO contacted the Associate Dean of Graduate Studies in the Faculty hosting the program and

discussed the problem. The Associate Dean was upset that this was happening in his faculty and asked to meet with the student and graduate chair to better understand the problem. Following the meeting with the student, the Graduate Chair spoke with the supervisor and the supervisor stated their opinion that Matheus was not capable of completing a PhD. When the Graduate Chair mentioned that Matheus had passed his comprehensive exams and had a high average in his course work, the supervisor became angry, saying that the Graduate Chair would have to find Matheus a new supervisor.

Discouraged by the outcome, the Graduate Chair asked the Graduate Coordinator to retrieve Matheus's comprehensive exam. The Grad Chair read it and thought it was quite good. There certainly weren't many language problems. The Graduate Chair then spoke to someone on the comprehensive committee to determine what exactly happened at the comprehensive meeting. The Graduate Chair was told that in fact the supervisor had been very negative toward the student, saying Matheus did not have the academic skills needed to be a doctoral student and that he was worried about Matheus's commitment to the program.

The Graduate Chair spoke to the Associate Dean and together they decided it was probably best for the Graduate Chair to find Matheus another supervisor. It wouldn't be overly difficult because Matheus had just begun the research component of his degree. The program found another supervisor for Matheus and his funding was maintained. Matheus may take a bit longer to complete his degree, but if he does he can speak to his supervisor or the Graduate Chair about additional funding given that the switch in supervisor could have been a contributing factor in his progression delays.



## The case of the Winter holiday

Emily was a third year undergraduate student. She had a plane ticket to travel to the Caribbean with her family for a one-week vacation prior to Christmas. Her ticket was for December 15. When the Registrar's Office released the exam schedule in November, Emily found out that she had an exam scheduled for December 17. Emily spoke to the professor who was willing to let her write the make up in January; and the previous summer, academic counseling had allowed Emily to move an exam so she could attend a concert. Given those facts, Emily was surprised that this time academic counseling was not permitting her to move the exam.

When Emily visited the Office of the Ombudsperson, staff told her that travel reservations (whether for vacation or a trip home) were not grounds for having an exam moved. However, the fact that academic counseling had permitted Emily to move a summer exam, and that the professor was willing to allow her to write the makeup, convinced the OO staff to contact the associate dean in the student's home faculty to

discuss the situation. The associate dean explained that the academic counseling office had been overrun with requests to move exams because of pre-arranged travel plans and would not budge on any of them. The associate dean also explained that rules are lax in the summer because there are fewer exams being written.

This situation is a good example of 'practice' vs 'policy'. There is no written policy that says students can not use travel plans as a reason to write a make-up exam. There are sometimes statements on academic counseling website and the Registrar's web site but a student could argue that the University is not being procedurally fair by enforcing a practice rather than a procedure or policy. Practices need to be enshrined in policy.

As a side note to this, the Registrar's Office has released the final examination schedule for December 2017 significantly earlier than in the past, allowing plenty of time for students to make travel arrangements. Also, at the time of publishing this annual review in December 2017, faculties were considering deferred exam requests more broadly.

# GETTING THE WORD OUT

Associate Ombudsperson Anita Pouliot and Ombudsperson Jennifer Meister enjoy getting out of the office and talking about how we can guide students through their concerns. You may have seen us at one of the following events during the 2016/17 year:

## Booth Participation

New Faculty Orientation  
Residence Staff Orientation  
Graduate Student Orientation  
SOGS Amazing Race event  
Student Success Centre Concrete Beach Orientation Week event  
Mental Health Awareness Day

## Presentations

Coordinator of Summer Academic Leaders Conference panel on appeals


## Courses/Conferences

Association of Canadian Colleges and University Ombudspersons (ACCUO)/Forum of Canadian Ombudsman Joint Conference, Ottawa  
CACUSS webinar on students with episodic disabilities

## Other programs


Regular meetings with SGPS  
Participation in graduate studies Own Your Future program





Thanks for all the support  
you gave me this summer.  
I truly appreciate it.

“I cannot thank you enough for your  
kind assistance and support throughout  
this ongoing ordeal.”



“Thank you for all your help! I  
really appreciate it. This appeal  
was really hard on me, and you  
were really nice to me.”

Office of the Ombudsperson  
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London, Ontario, Canada  
N6A 3K7  
t. 519-661-3575  
ombuds@uwo.ca  
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@westernuOmbuds

The Office of the Ombudsperson is jointly funded by the University of Western Ontario,  
the Affiliated University Colleges, the University Students' Council and  
Student Councils of the Affiliated University Colleges,  
the Society of Graduate Students and the MBA Association.

**REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#"><b>Fund Raising Activity Quarterly Report to October 31, 2017</b></a>	Yes

**FOR INFORMATION**

**1. Fund Raising Activity Quarterly Report to October 31, 2017**

The Fund Raising Initiatives Quarterly Report to October 31, 2017 is provided in [Annex 1](#).





Fund Raising Initiatives Quarterly Report  
as at October 31, 2017  
(with comparative figures from the fiscal year 2015/16 to 2016/17)

**PLEDGE DATA**

	May 1, 2017 to October 31, 2017 (000's)			Fiscal Year 2017 (000's)		Fiscal Year 2016 (000's)	
	Target	Actual	Actual as a % of Target	Year to Date May to Oct	Year End May to April	Year to Date May to Oct	Year End May to April
Pledges outstanding May 1,	87,537	87,537	N/A	105,717	105,717	161,936	161,936
New Gifts & Pledges (Gross)	65,000	34,816	53.56%	9,533	57,089	15,837	49,020
Pledges cancelled/amended on new/prior pledges	(2,296)	(489)	21.32%	(746)	(3,224)	(248)	(2,598)
<b>Net New Pledges/Gifts</b>	<b>62,704</b>	<b>34,326</b>	<b>54.74%</b>	<b>8,787</b>	<b>53,865</b>	<b>15,588</b>	<b>46,422</b>
Contributions received in payment of pledges/gifts: 2							
Western University	54,138	23,952	44.24%	20,837	71,509	12,353	102,170
Richard Ivey School of Business (Asia) Limited	944	100	10.59%	0	536	0	471
Total contributions received	55,082	24,052	43.67%	20,837	72,045	12,353	102,641
<b>Net Pledges Outstanding</b>	<b>95,159</b>	<b>97,812</b>	<b>102.79%</b>	<b>93,667</b>	<b>87,537</b>	<b>165,172</b>	<b>105,717</b>

**COST PER DOLLAR RAISED**

	May 1, 2017 to October 31, 2017 (000's)			May 1, 2016 to April 30, 2017 (000's)			May 1, 2015 to April 30, 2016 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Advancement Fund Raising Units									
Alumni Relations & Development 3	28,400	3,807	NA	45,740	8,095	\$0.18	36,463	8,382	\$0.23
Richard Ivey School of Business	6,416	507	NA	11,272	1,292	\$0.11	11,558	1,408	\$0.12
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>34,816</b>	<b>4,314</b>	<b>NA</b>	<b>57,012</b>	<b>9,387</b>	<b>\$0.16</b>	<b>48,021</b>	<b>9,790</b>	<b>\$0.20</b>
<b>3-Year Average Cost Per Dollar Raised 4</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>71,971</b>	<b>8,633</b>	<b>\$0.12</b>	<b>76,171</b>	<b>7,741</b>	<b>\$0.10</b>
<b><u>Return on Investment</u></b>	<b><u>Revenue</u></b>	<b><u>Expenses</u></b>	<b><u>Return on Investment</u></b>	<b><u>Revenue</u></b>	<b><u>Expenses</u></b>	<b><u>Return on Investment</u></b>	<b><u>Revenue</u></b>	<b><u>Expenses</u></b>	<b><u>Return on Investment</u></b>
Fundraising/Development/Advancement	Cash Received 19,282	4,314	NA	Cash Received 52,573	9,387	\$5.60	Cash Received 40,653	9,790	\$4.15
<b>Total Return on Investment</b>	<b>19,282</b>	<b>4,314</b>	<b>NA</b>	<b>52,573</b>	<b>9,387</b>	<b>\$5.60</b>	<b>40,653</b>	<b>9,790</b>	<b>\$4.15</b>

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 expenses do not include FDDP, CPA and Advancement Operations salary and benefits.

4 3 Year Rolling Average - reflects the major gift factor and the post campaign period. Return on Investment and Cost per Dollar raised are included on April 30th Quarter reports.

**ITEMS REFERRED BY SENATE**

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Report on Faculty Recruitment and Retention</a>	Yes
<a href="#">Report of the Academic Colleague</a>	Yes
<a href="#">Announcements</a>	Yes

**FOR INFORMATION**

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

See [Annex 1.](#)

2. **Report of the Academic Colleague**

See [Annex 2.](#)

3. **Announcements**

See [Annex 3.](#)



Western  
UNIVERSITY • CANADA



# **Report to SCUP on Faculty Recruitment and Retention**

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

**January 2018**

# Contents:

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

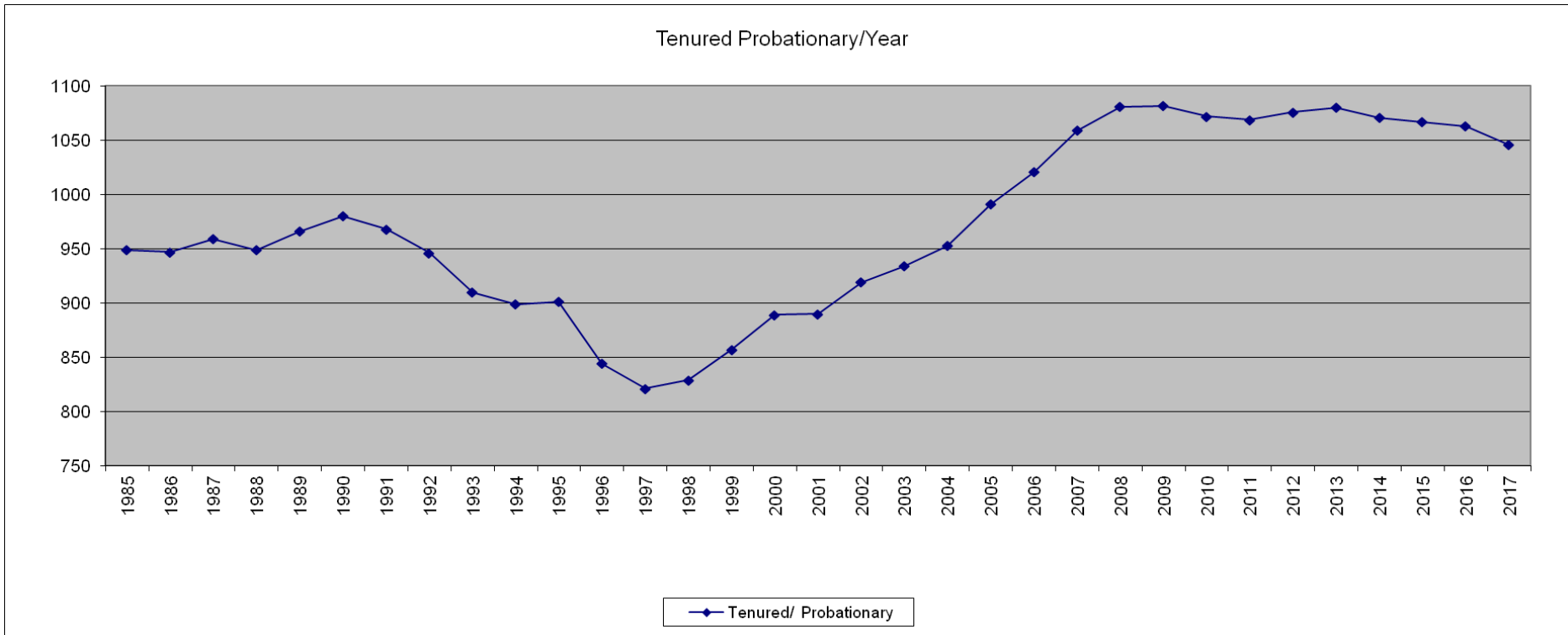
*\*the first slide for each faculty group provides definitions and inclusion criteria for analyses*

# Probationary and Tenured Faculty

- October 1 Count
- Includes all Full-Time Probationary (Tenure-track) and Tenured Faculty
- Includes those in senior administrative roles who are exempt from the UWOFA Collective Agreement provisions



# Probationary and Tenured Faculty at Western 1985 - 2017

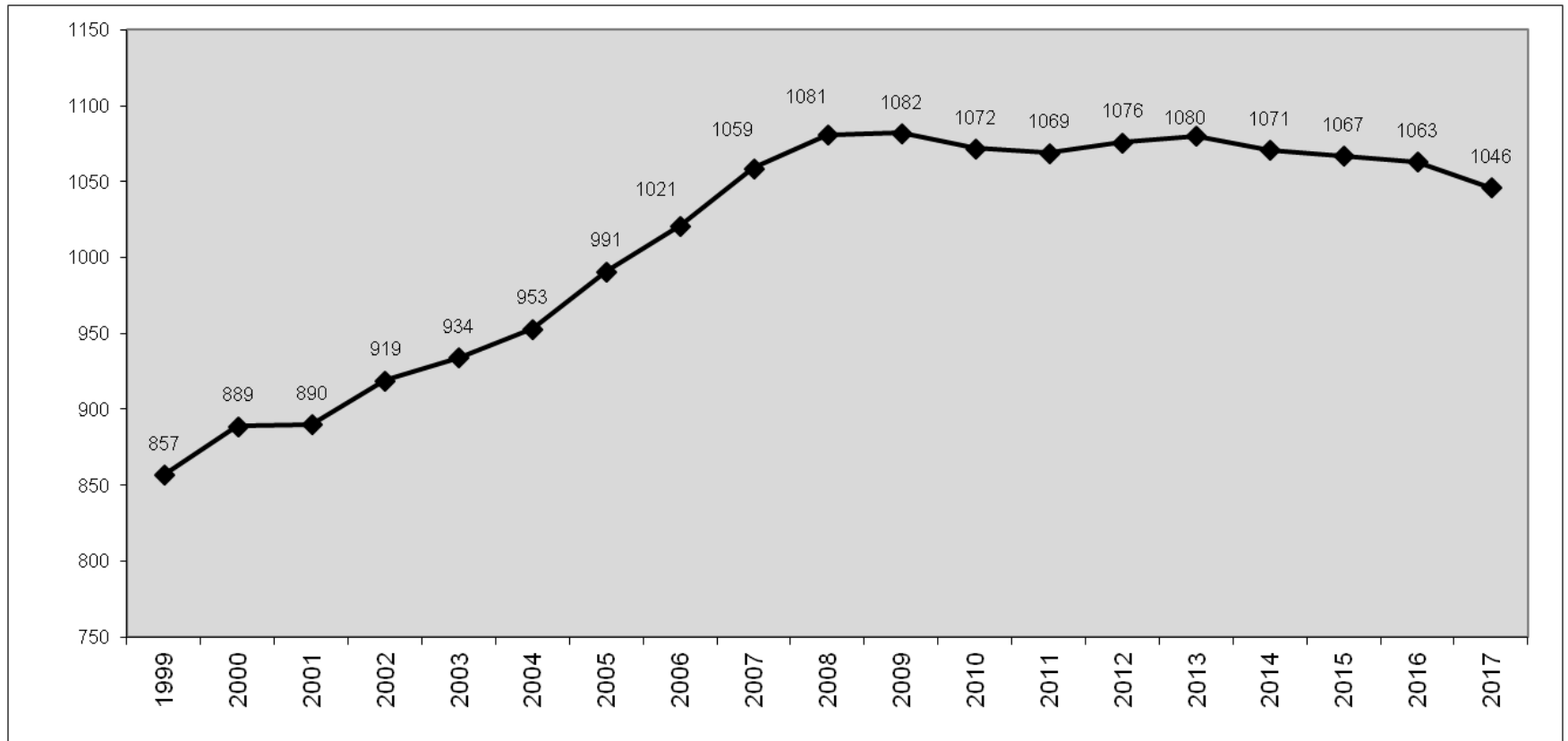


Source: Western Corporate Information 1985 – 1999

UCASS Data 1999 – 2010

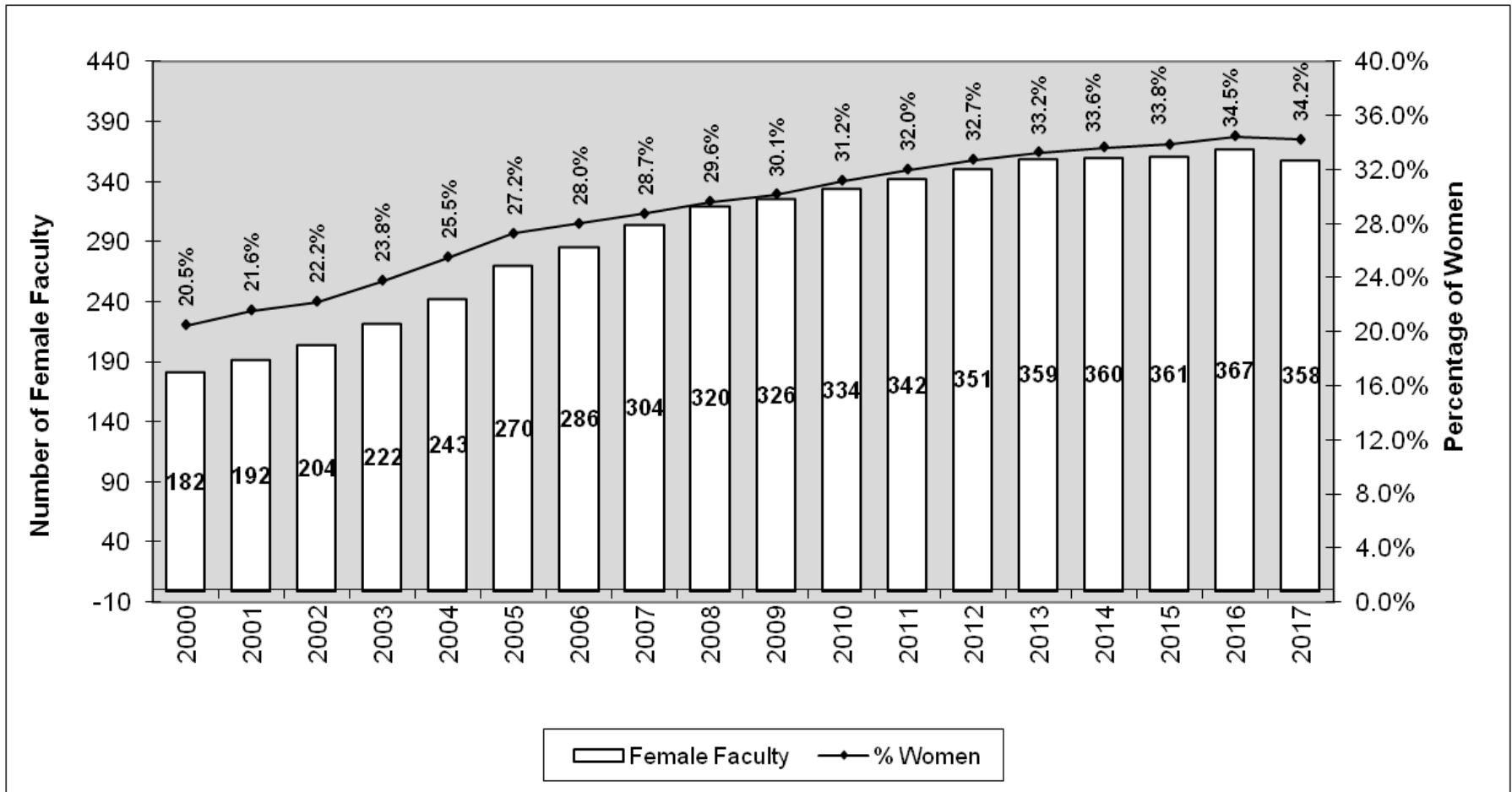
Western Human Resources Information Systems 2011 - 2017

# Probationary and Tenured Faculty at Western, 1999 to 2017



Source: UCASS Data for 1999 – 2010;  
U15 Data for 2011 – 2015, and Western HR Information System for 2017  
The 2007 data and beyond includes Robarts Scientists who became Probationary and Tenured on July 1, 2007.

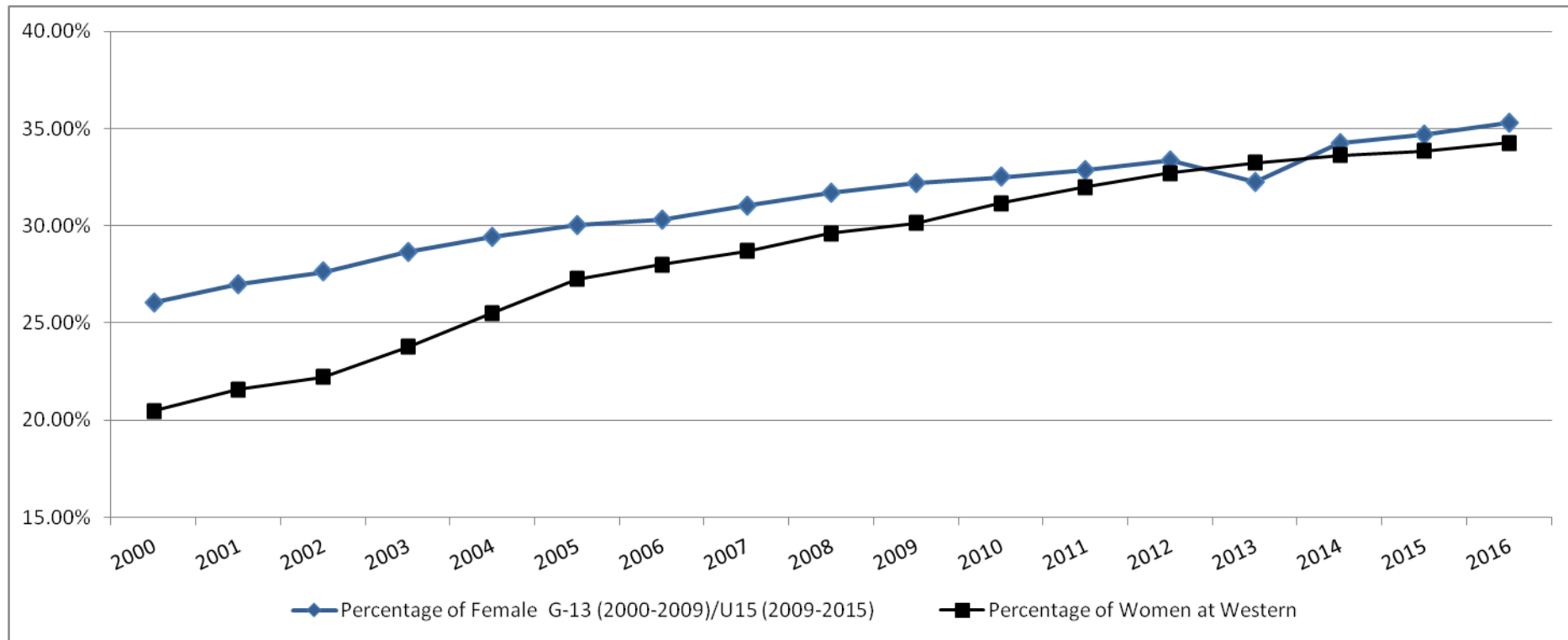
# Probationary and Tenured Female Faculty at Western, 1999 to 2017



Source: UCASS Data for 1999 – 2010;  
U15 Data for 2011 – 2015, and Western HR Information System for 2017

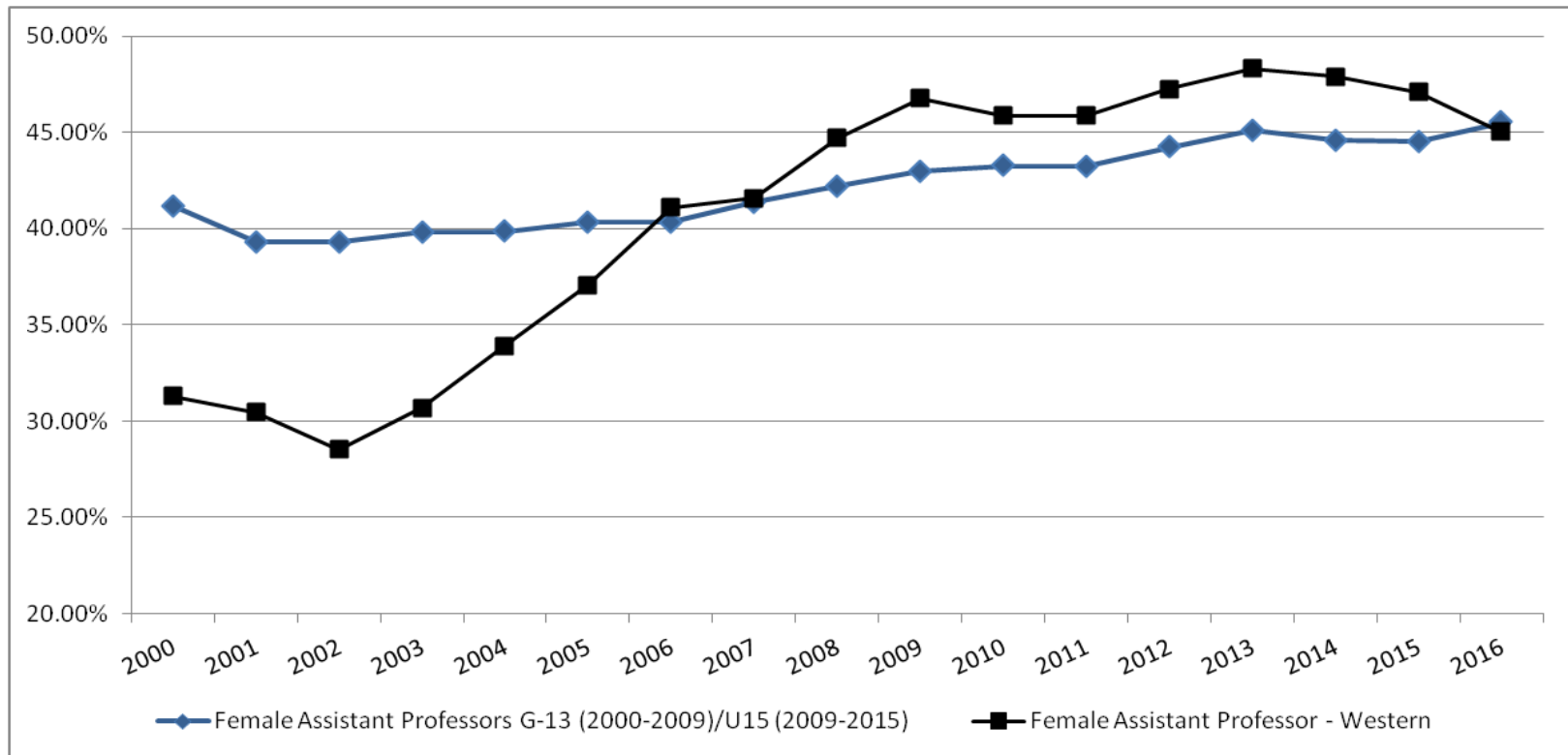


# Women as a Percentage of Tenured/Probationary Faculty: Western vs other G-13 (2000-2009)/U15 (2009-2016)



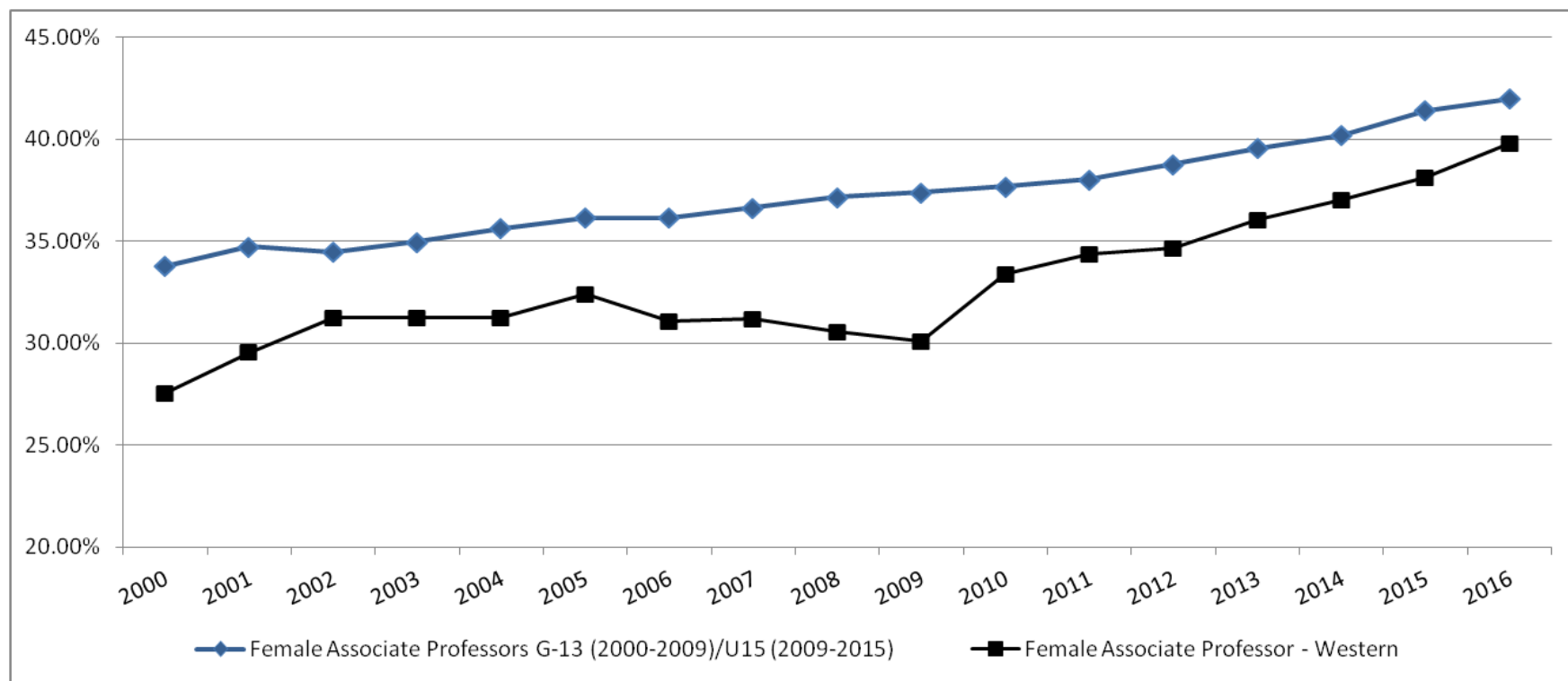
Source: UCASS Data 2000-2009, U15 Data 2009-2016  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2014,  
and Montreal and Saskatchewan, 2015. Montreal data includes Ecole  
Polytechnique & Ecole des Hautes Etudes Commerciales)

# Women as a Percentage of Probationary Faculty, Assistant Professor Rank: Western vs other G-13/U15



Source: UCASS Data G13 2000-2009, U15 Data 2009-2016  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2014, and Montreal and Saskatchewan, 2015. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

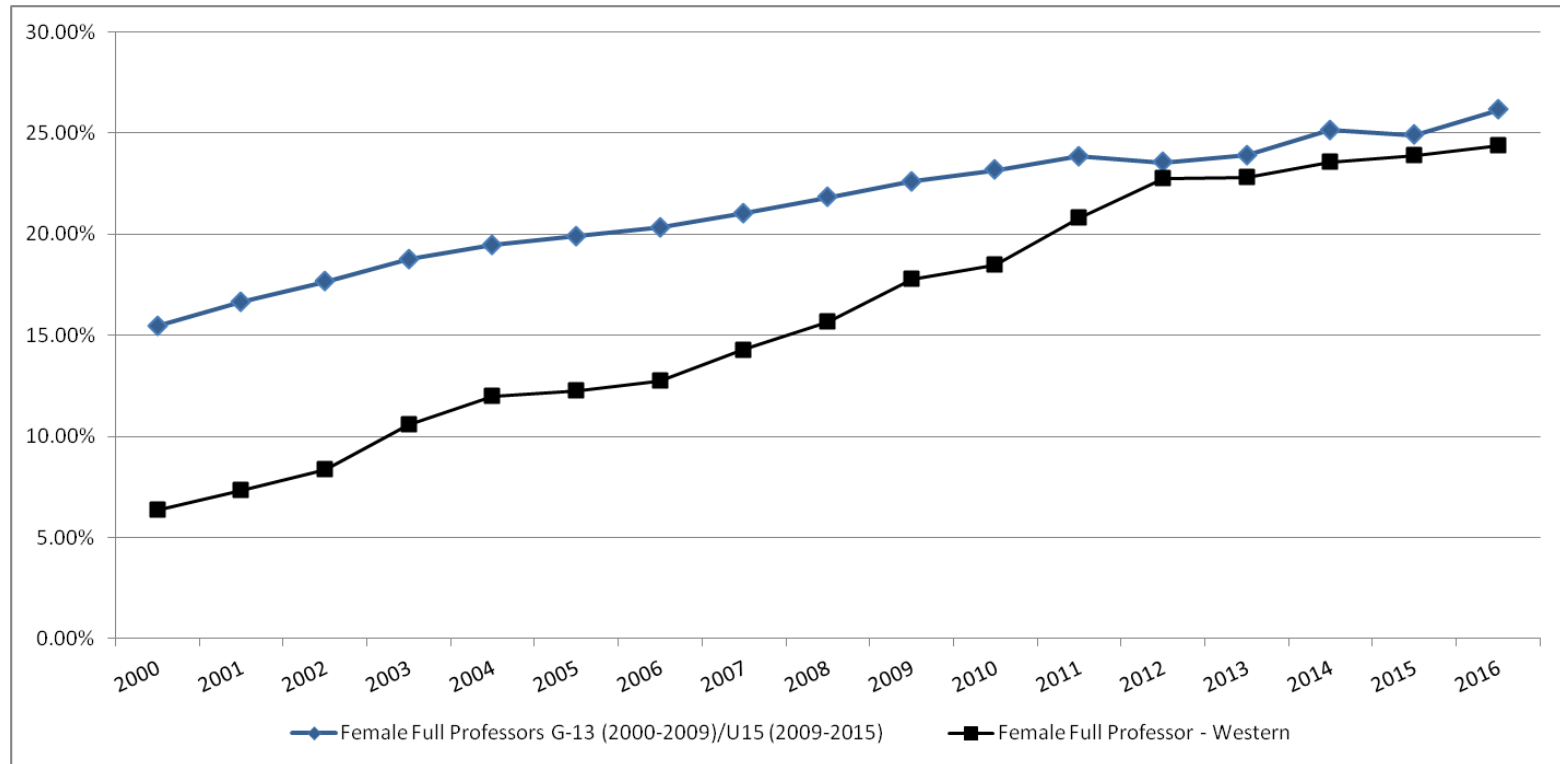
# Women as a Percentage of Tenured/Probationary Faculty, Associate Professor Rank: Western vs other G-13/U15



Source: UCASS Data 2000-2009, U15 Data 2009-2016  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2014, and Montreal and Saskatchewan, 2015. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

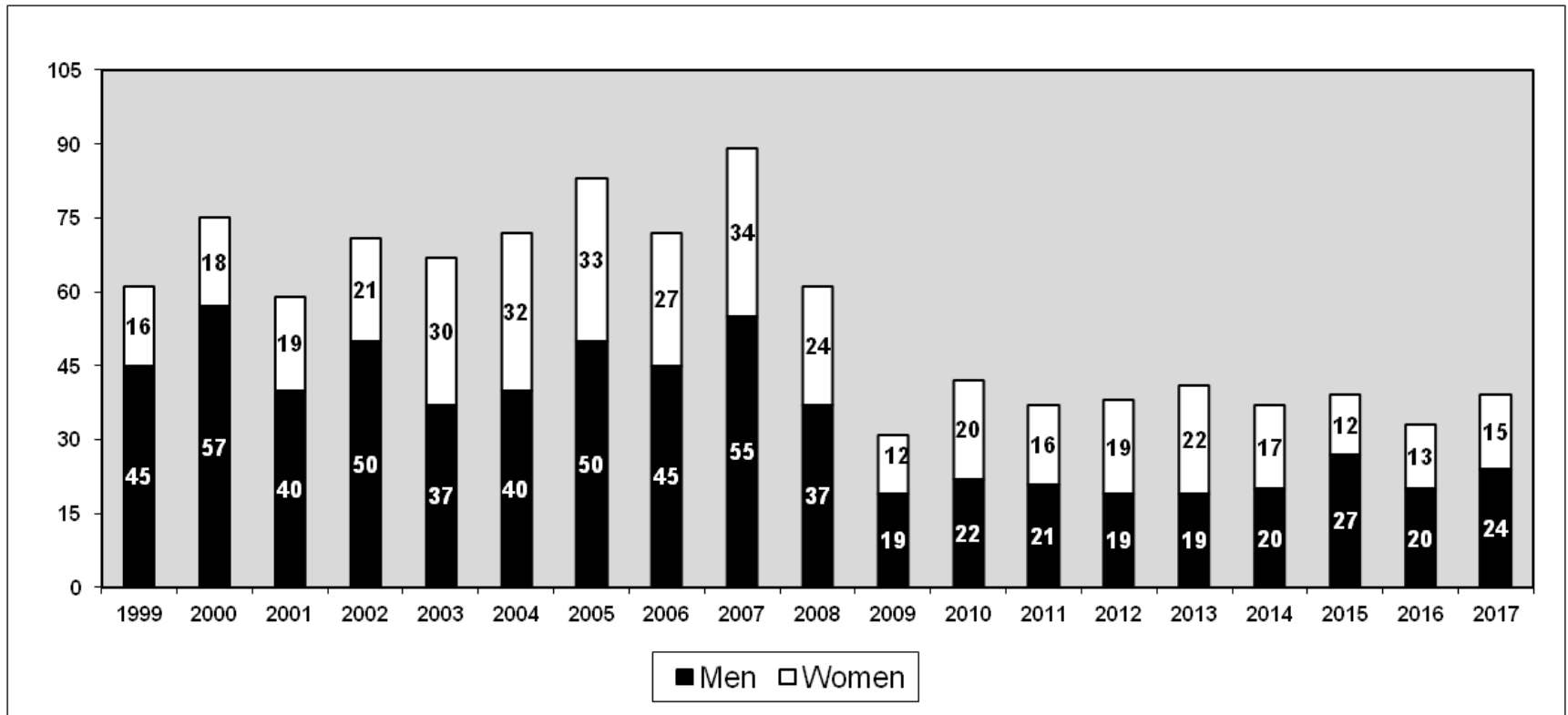


# Women as a Percentage of Tenured Faculty, Full Professor Rank: Western vs other G-13/U15



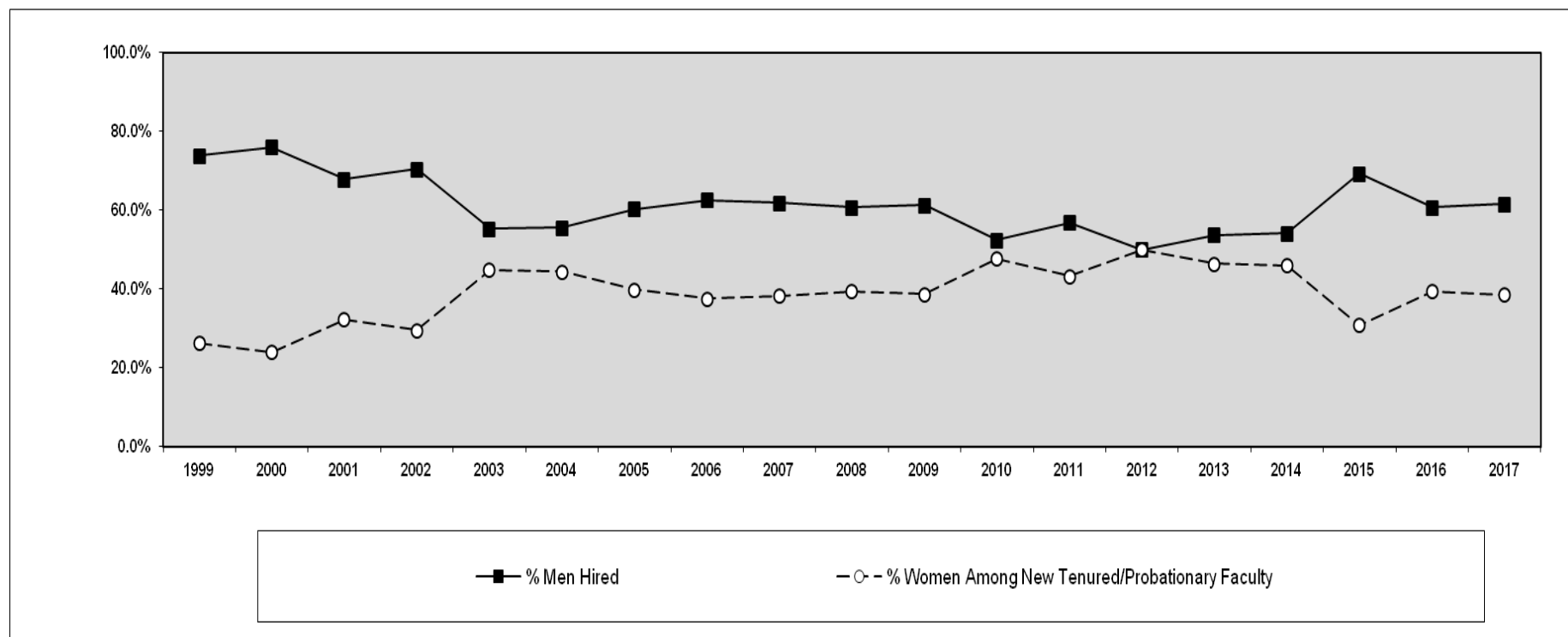
Source: UCASS Data G13 2000-2009, U15 Data 2009-2016  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2014, and Montreal and Saskatchewan, 2015. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

# New Tenured & Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 – 2017 Cohorts



Source: UCASS Data for 1999 – 2010;  
Western Human Resources Information Systems 2011 - 2017 (October)  
Data excludes faculty joining from Robarts.

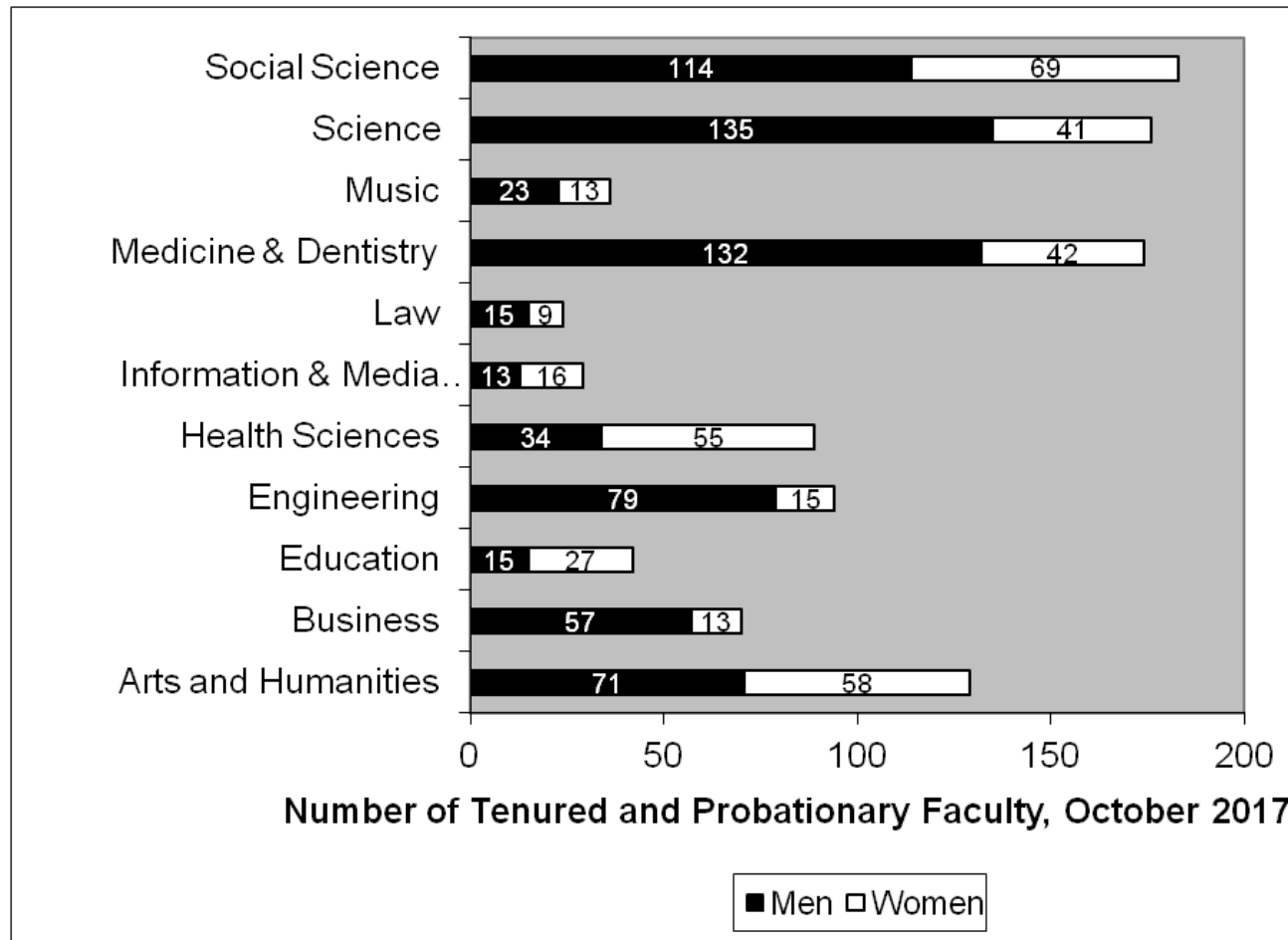
# Percentage of New Tenured and Probationary Faculty at Western by Gender (including those at Western previously in a Limited Term position): 1999 – 2017



Source: UCASS Data for 1999 – 2010  
Western Human Resources Information Systems 2011 - 2017 (October)  
Data excludes faculty joining from Robarts



# Probationary and Tenured Faculty, by Faculty and Gender, October, 2017



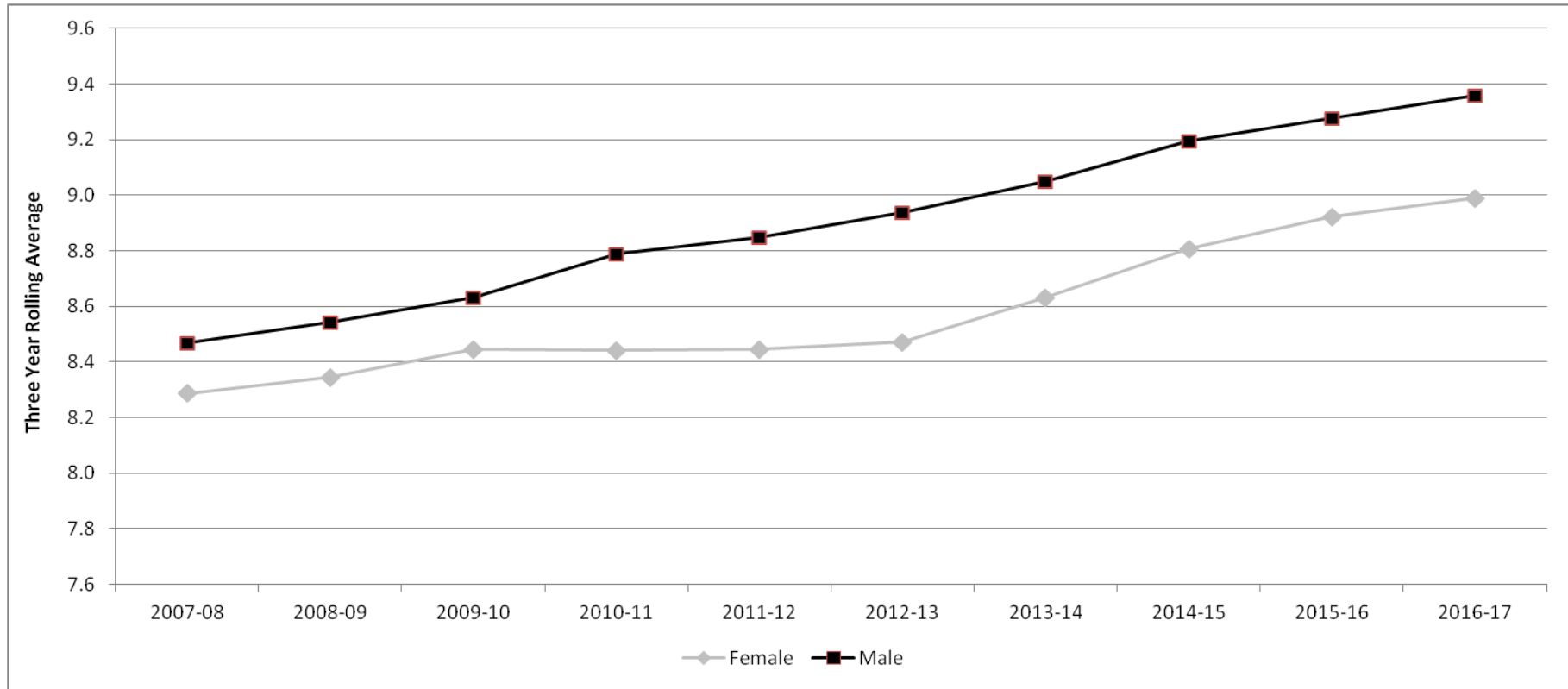
Source: Western Human Resources Information Systems for 2017 (October)

# Percentage of Tenured/Probationary Women Faculty, by Faculty, 2008 to 2017

	Arts and Humanities	Business	Education	Engineering	Health Sciences	Information & Media Studies	Law	Medicine & Dentistry	Music	Science	Social Science
2009	42.0%	21.7%	48.8%	11.6%	58.9%	59.5%	20.7%	19.5%	31.6%	19.1%	30.8%
2010	43.8%	26.1%	48.7%	11.6%	59.1%	58.3%	22.6%	20.0%	32.4%	20.5%	32.2%
2011	45.5%	24.0%	51.4%	11.5%	59.6%	57.1%	24.1%	20.4%	35.1%	21.7%	33.5%
2012	47.1%	25.3%	54.3%	11.4%	61.1%	58.8%	27.6%	21.3%	34.2%	22.5%	32.5%
2013	44.6%	26.9%	55.9%	12.4%	61.1%	58.8%	32.3%	22.6%	31.6%	23.6%	33.7%
2014	44.6%	26.0%	56.8%	12.5%	62.1%	57.6%	31.0%	22.9%	32.5%	23.6%	36.5%
2015	45.7%	22.2%	57.1%	12.6%	63.0%	59.4%	34.5%	24.3%	33.3%	24.4%	36.0%
2016	45.5%	19.7%	60.5%	12.6%	63.7%	56.7%	37.9%	24.4%	36.1%	24.2%	37.3%
2017	45.0%	18.6%	64.3%	16.0%	61.8%	55.2%	37.5%	24.1%	36.1%	23.3%	37.7%

Western Human Resources Information System 2008 - 2017 (October).

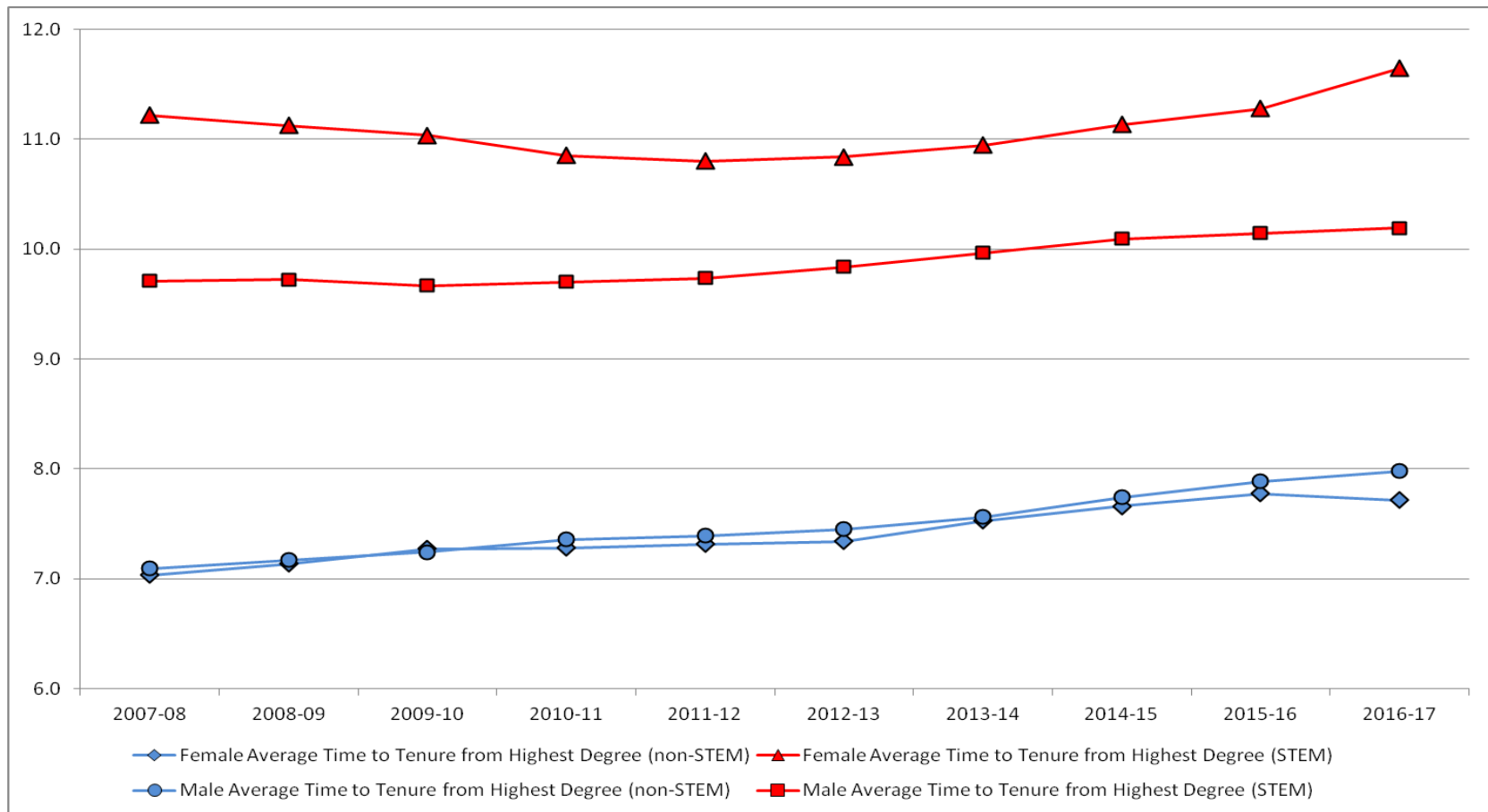
# Average Time to Tenure from Highest Degree



Source: Western Human Resources Information System 2006 – 2017  
Excludes those hired into a tenured position



# Time to Tenure from Highest Degree (STEM and non-STEM Disciplines)

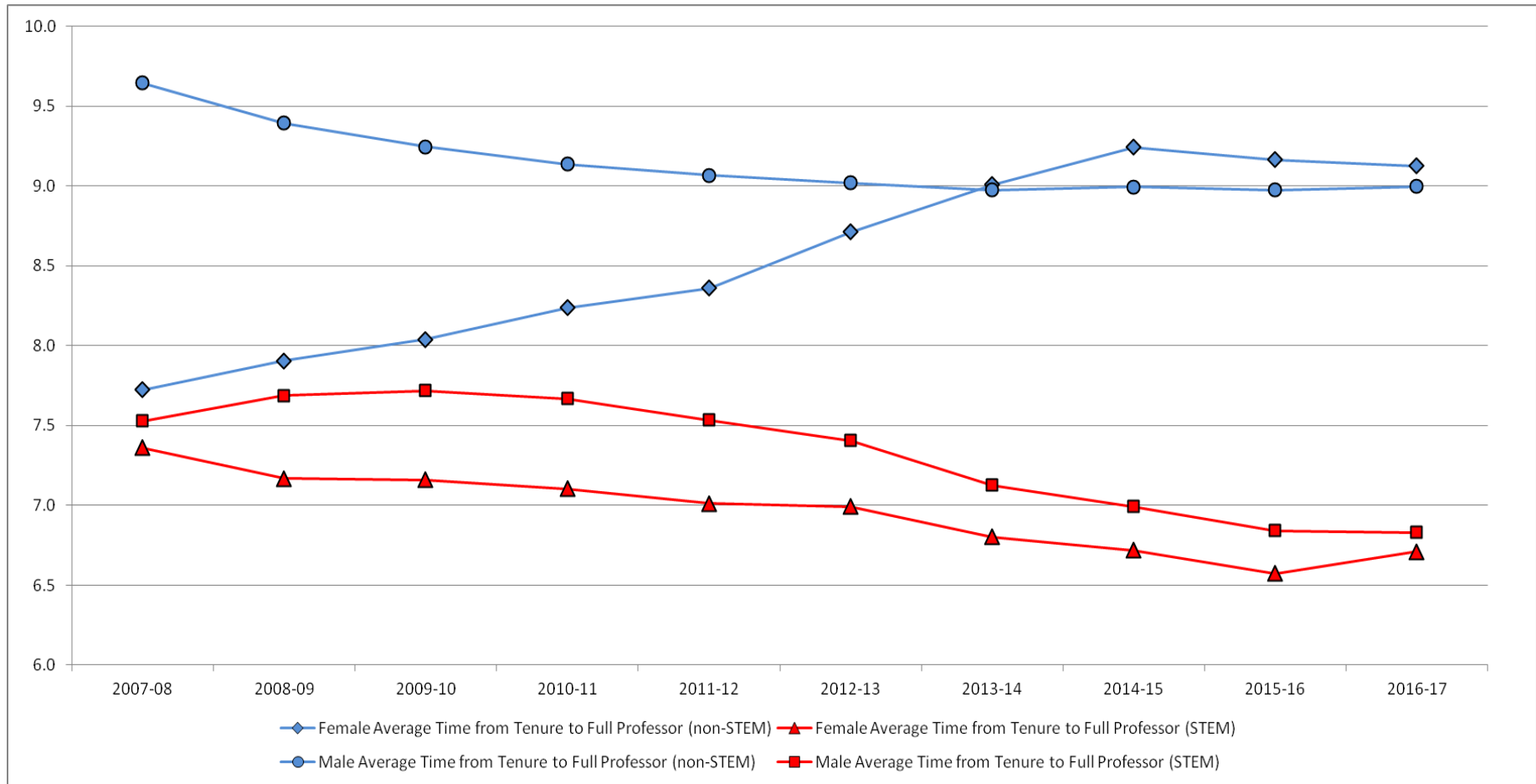


For the purpose of this analysis:

- “STEM” = Faculty of Engineering, Science, Medicine & Dentistry
- Only those with > 3 years from RF to Tenure are included
- Three year rolling average

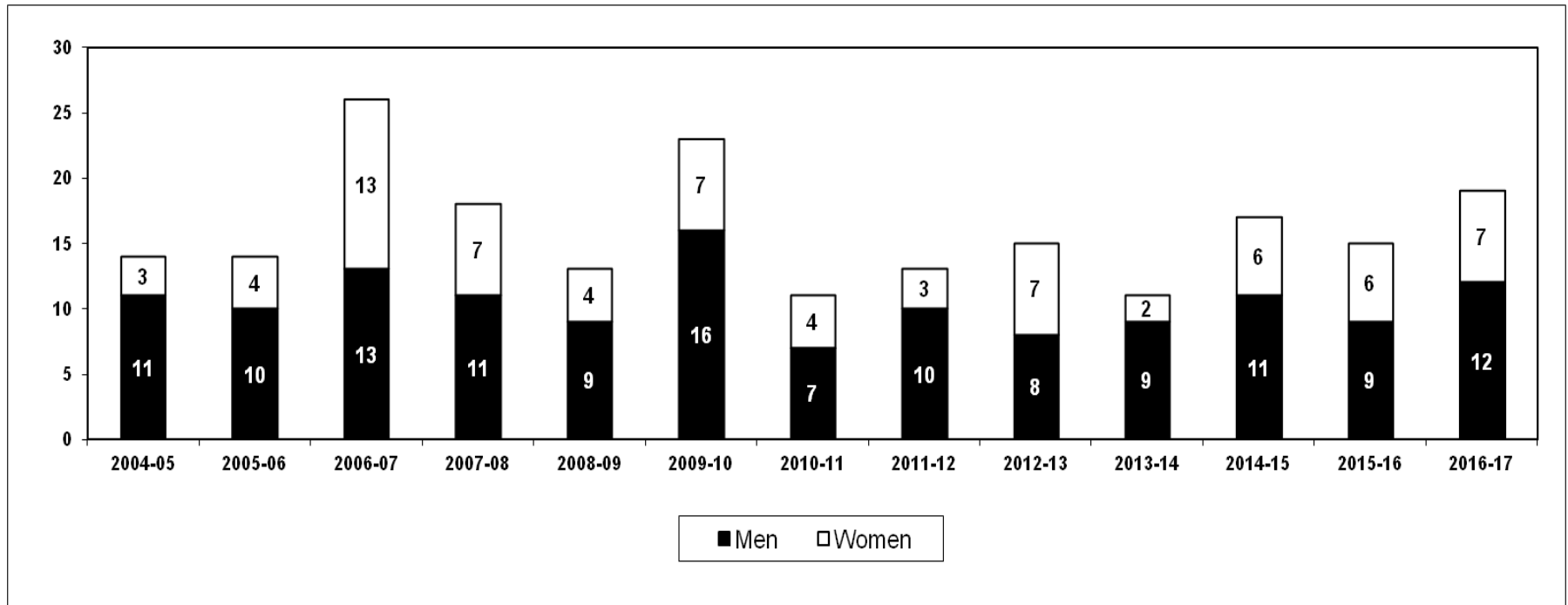
Source: Western HR Information System

# Average Time to Full Professor from Tenure (STEM and non-STEM Disciplines)



Source: Western Human Resources Information System 2006 – 2017  
Excludes those already Full Professor at time of Tenure

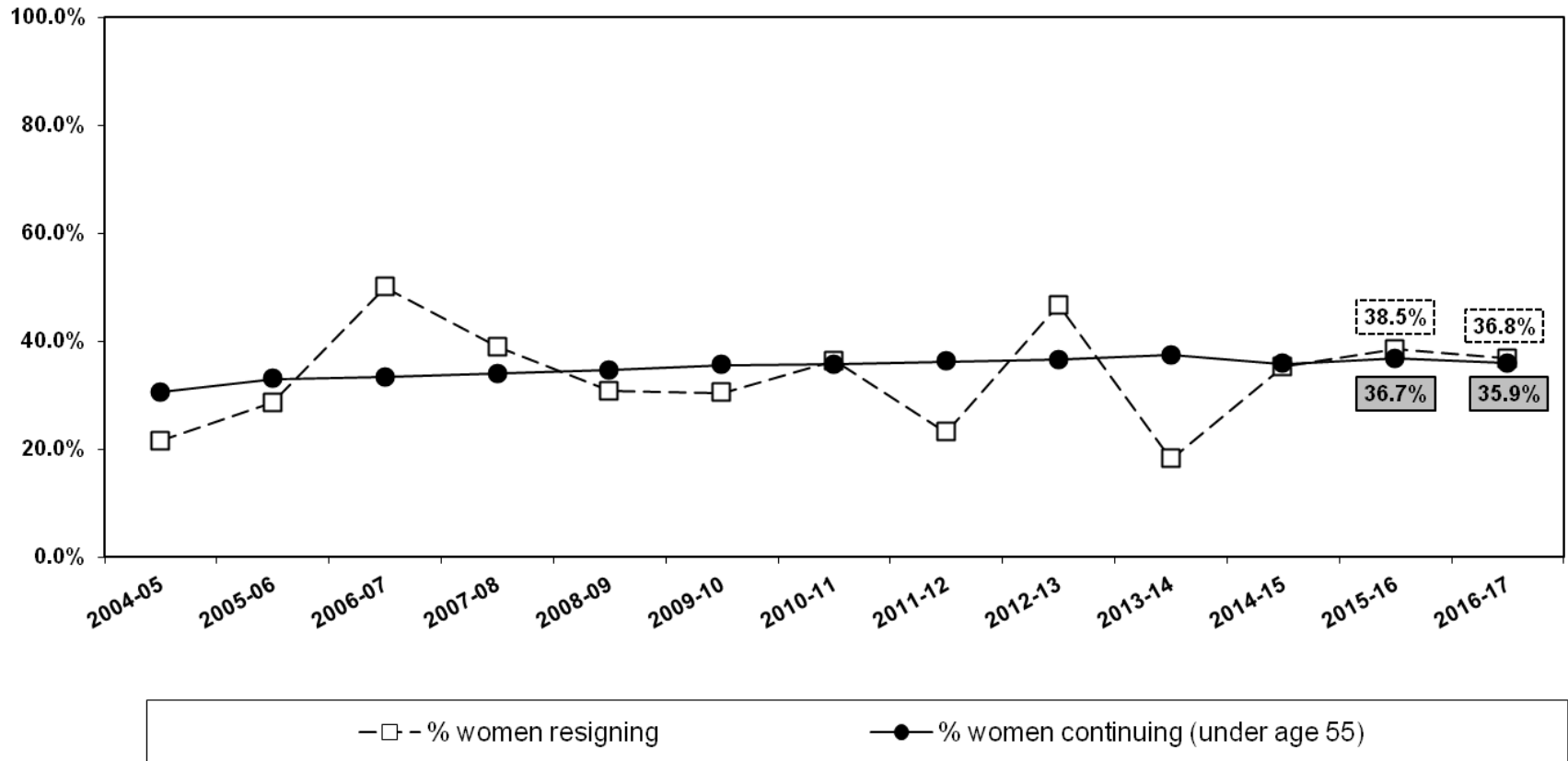
# Probationary & Tenured Faculty Resignations by Gender: 2004-05 to 2016-17



Source: Western Information Systems as of December 2017  
Includes only faculty under age 55 at the time of resignation.

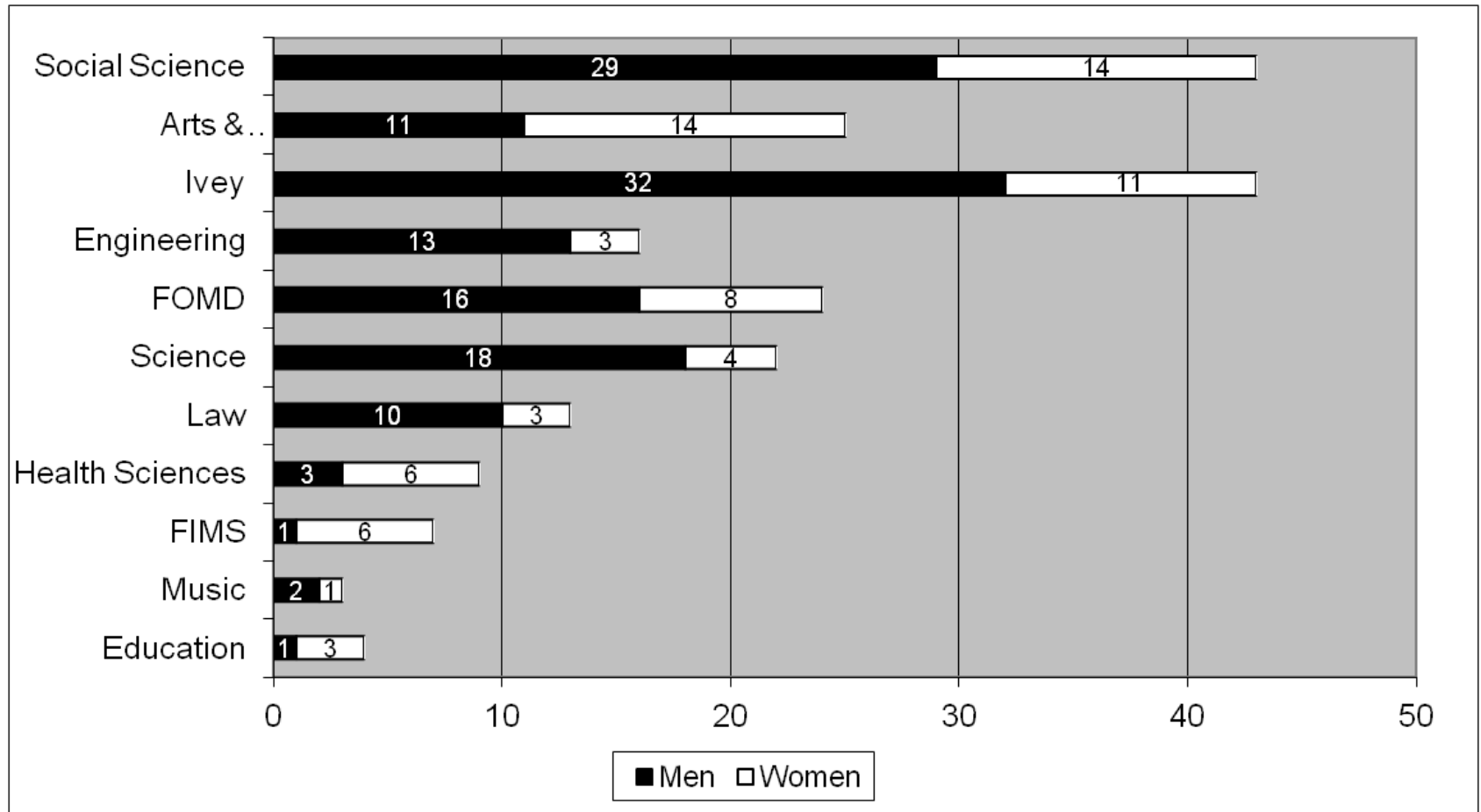


# Women as a Percentage of Probationary & Tenured Faculty Resignations and Women as a Percentage of Continuing Population: 2004-05 to 2016-2017



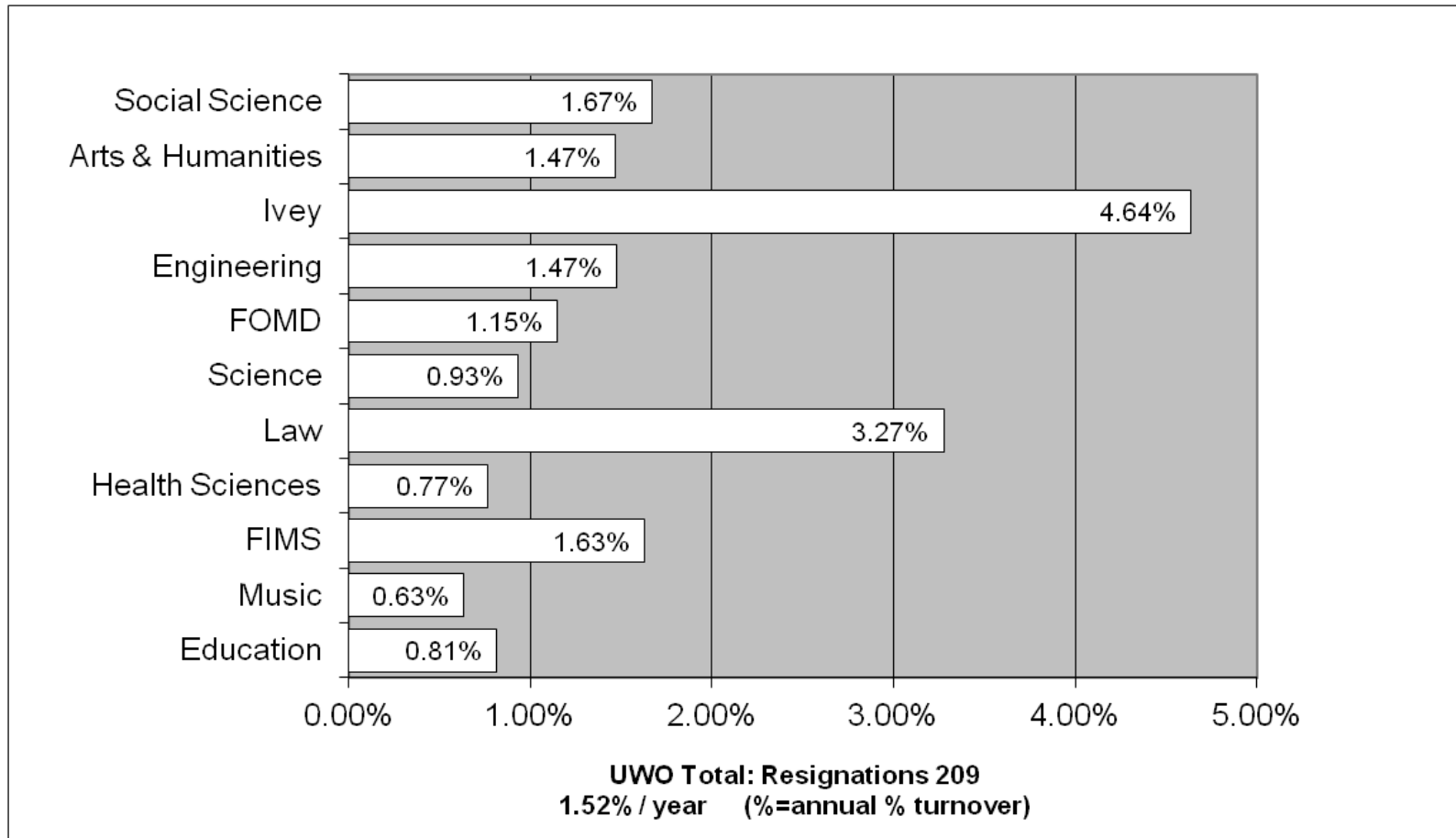
Source: Western Information Systems

# Total Probationary & Tenured Resignations by Faculty: 2004-05 to 2016-17



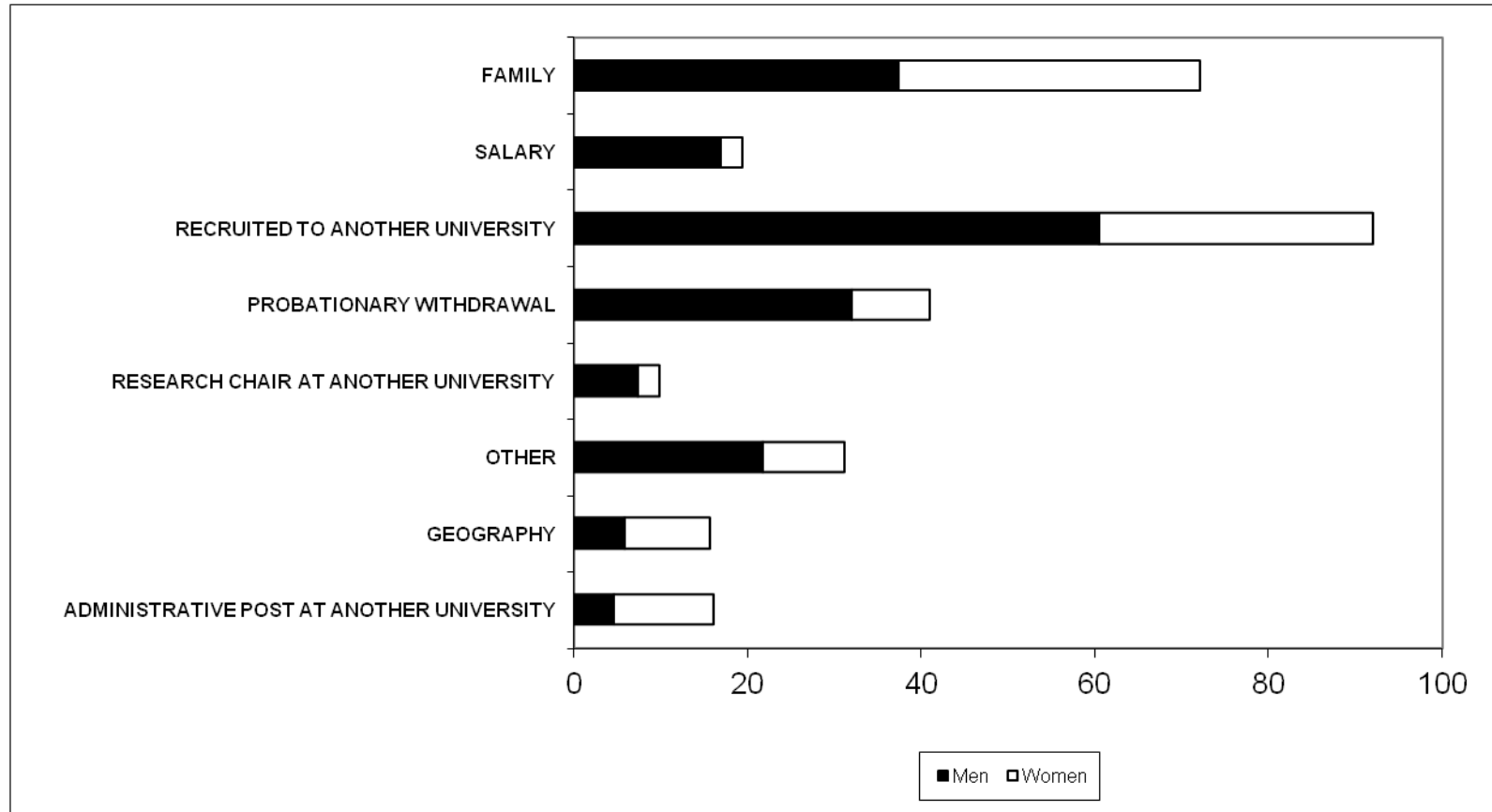
Source: Western's Human Resources Information Systems.  
Percentages based on Tenured/Probationary faculty as of December 2017.

# Total Probationary & Tenured Resignations % by Faculty: 2004-05 to 2016-17





# Probationary and Tenured Faculty Reasons for Leaving: 2004-05 to 2016-17



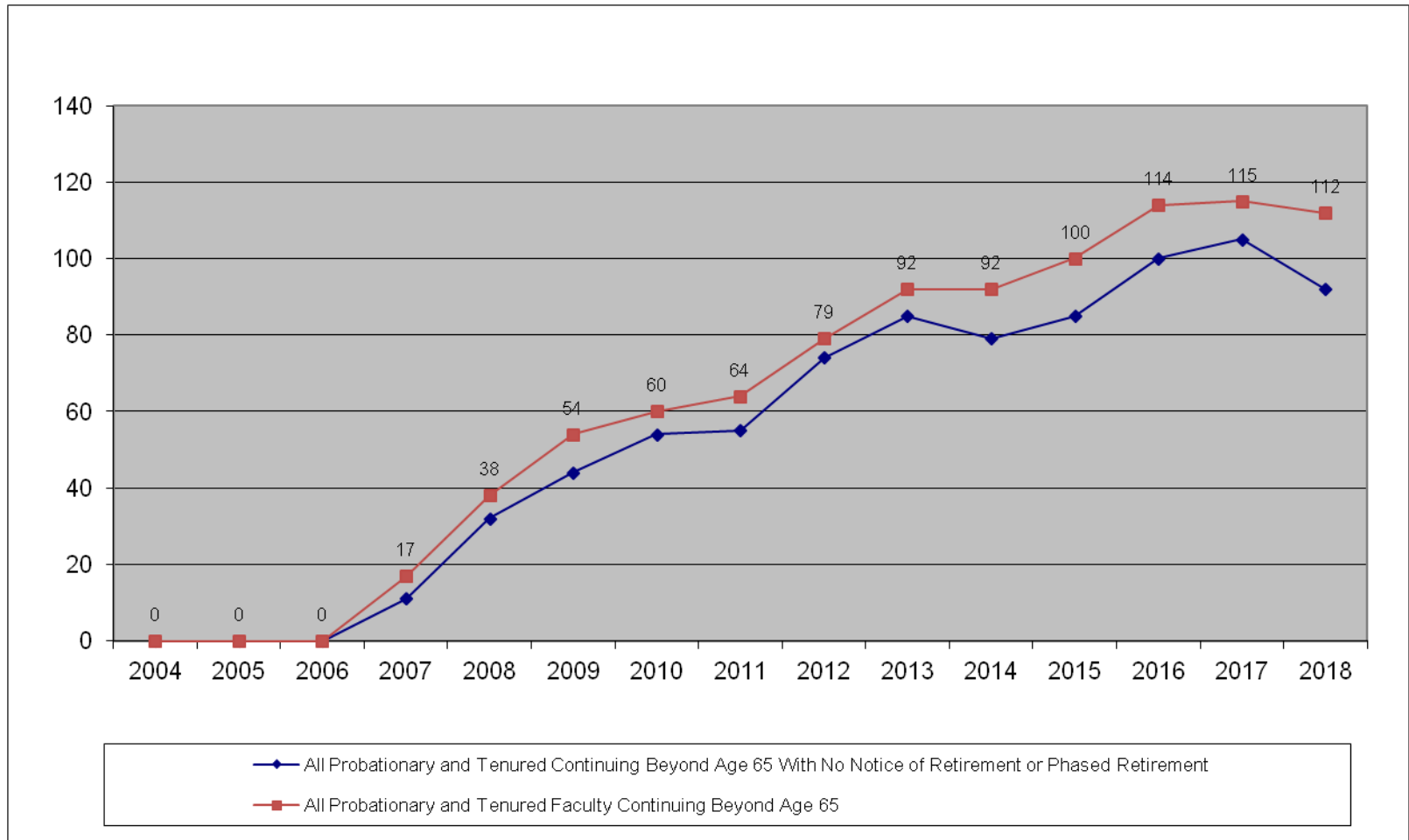
Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member

# Probationary and Tenured Faculty at Western: Cohorts $\geq$ age 60 (retention over time on the diagonal)

Age	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
60	33	36	23	37	25	23	28	38	27	25	17	29	31	31
61	34	30	34	23	33	25	22	29	38	27	23	15	26	30
62	32	33	30	34	22	32	24	21	28	37	25	21	15	26
63	22	31	32	25	31	21	30	23	21	28	37	24	20	15
64	20	21	29	32	23	30	19	30	23	21	27	36	23	18
65	8	6	9	24	26	22	24	13	28	21	18	25	31	20
66	0	0	0	7	20	21	19	19	11	27	20	16	23	31
67	0	0	0	0	4	18	15	14	17	8	24	17	13	16
68	0	0	0	0	0	3	10	13	11	16	7	20	14	11
69	0	0	0	0	0	0	3	8	11	10	9	6	14	11
70	0	0	0	0	0	0	0	3	8	9	7	8	4	11
71	0	0	0	0	0	0	0	0	3	6	7	6	8	3
72	0	0	0	0	0	0	0	0	0	2	5	7	4	7
73	0	0	0	0	0	0	0	0	0	0	2	5	7	4
74	0	0	0	0	0	0	0	0	0	0	0	2	4	5
75	0	0	0	0	0	0	0	0	0	0	0	0	1	2
Total	149	157	157	182	184	195	194	211	226	237	228	237	238	241

Source: UCASS 2004 – 2010  
UWO Data 2011 – 2017

# Probationary and Tenured Faculty at Western: Continuing Beyond Age 65



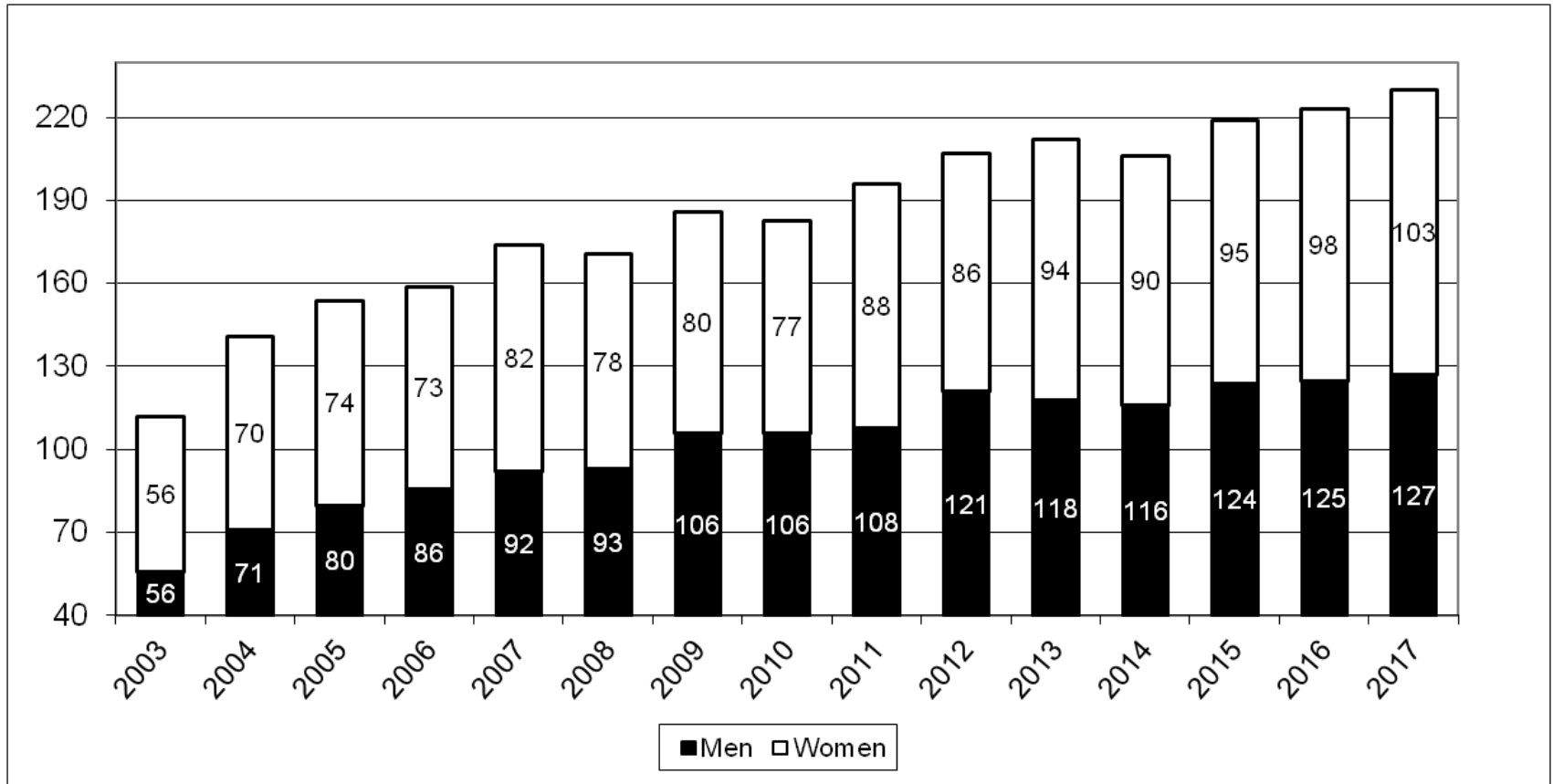
Source: Western Human Resources Information System



# Limited Term Appointments

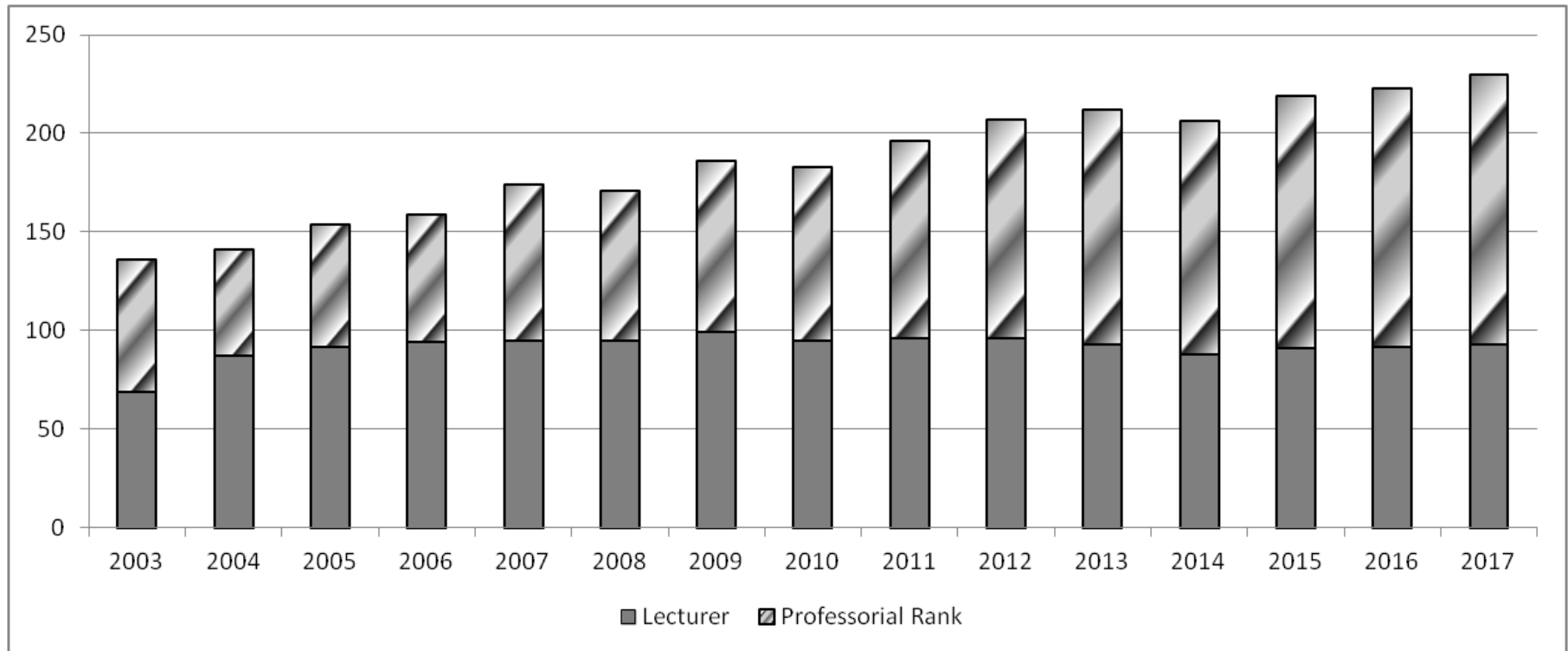
- October 1 count
- Includes Limited Term faculty of the following three contract-types: fixed-term, no-end-date, Permanent

# Number of Limited Term Appointments: 2003 to 2017



Source: Western's Human Resources Information Systems 2008 – 2017 (October)

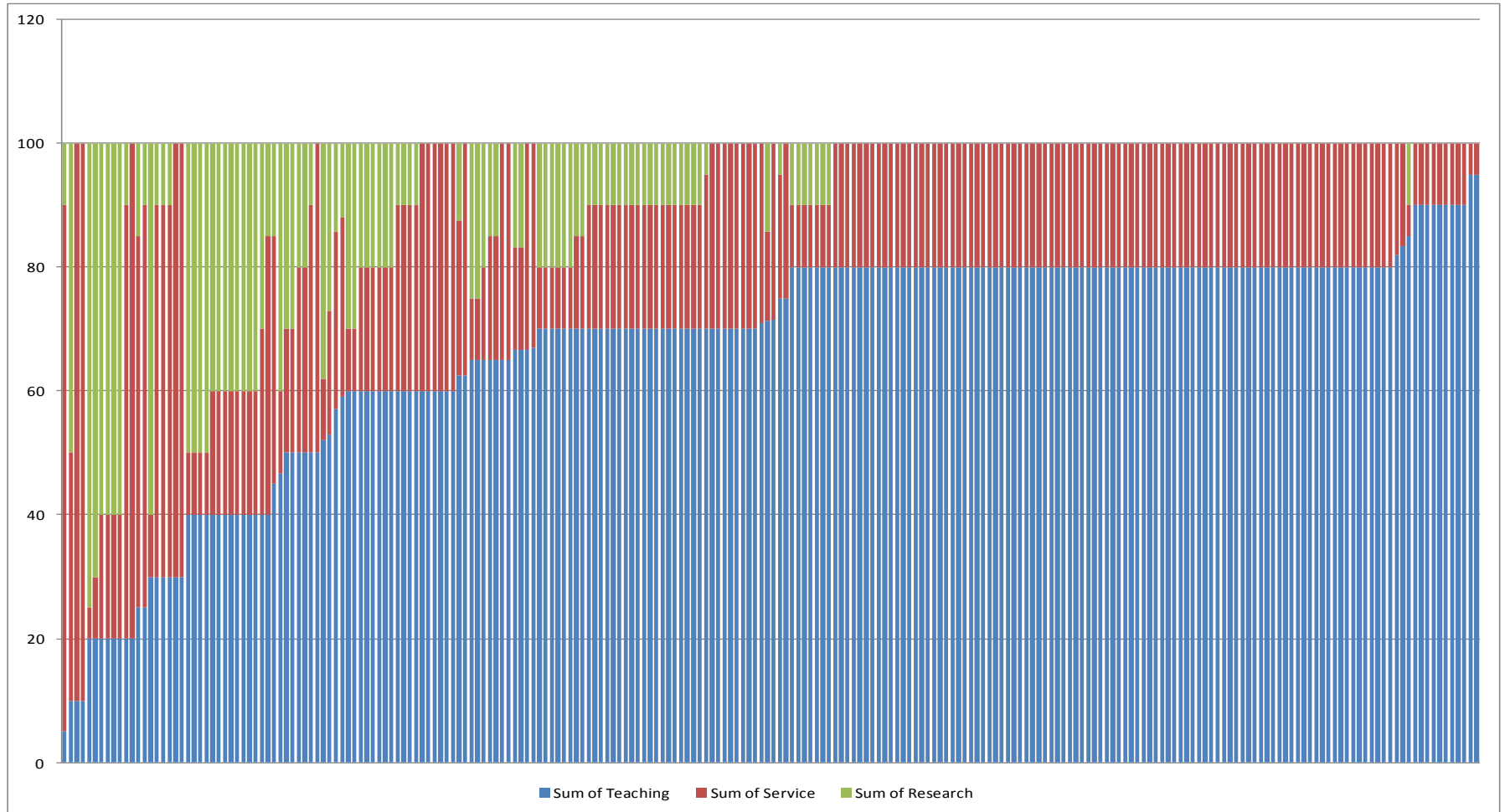
# Number with Limited Term Appointments by Rank as of October, 2003 - 2017



Source: Western's Human Resources Information Systems 2003 - 2017 (October)

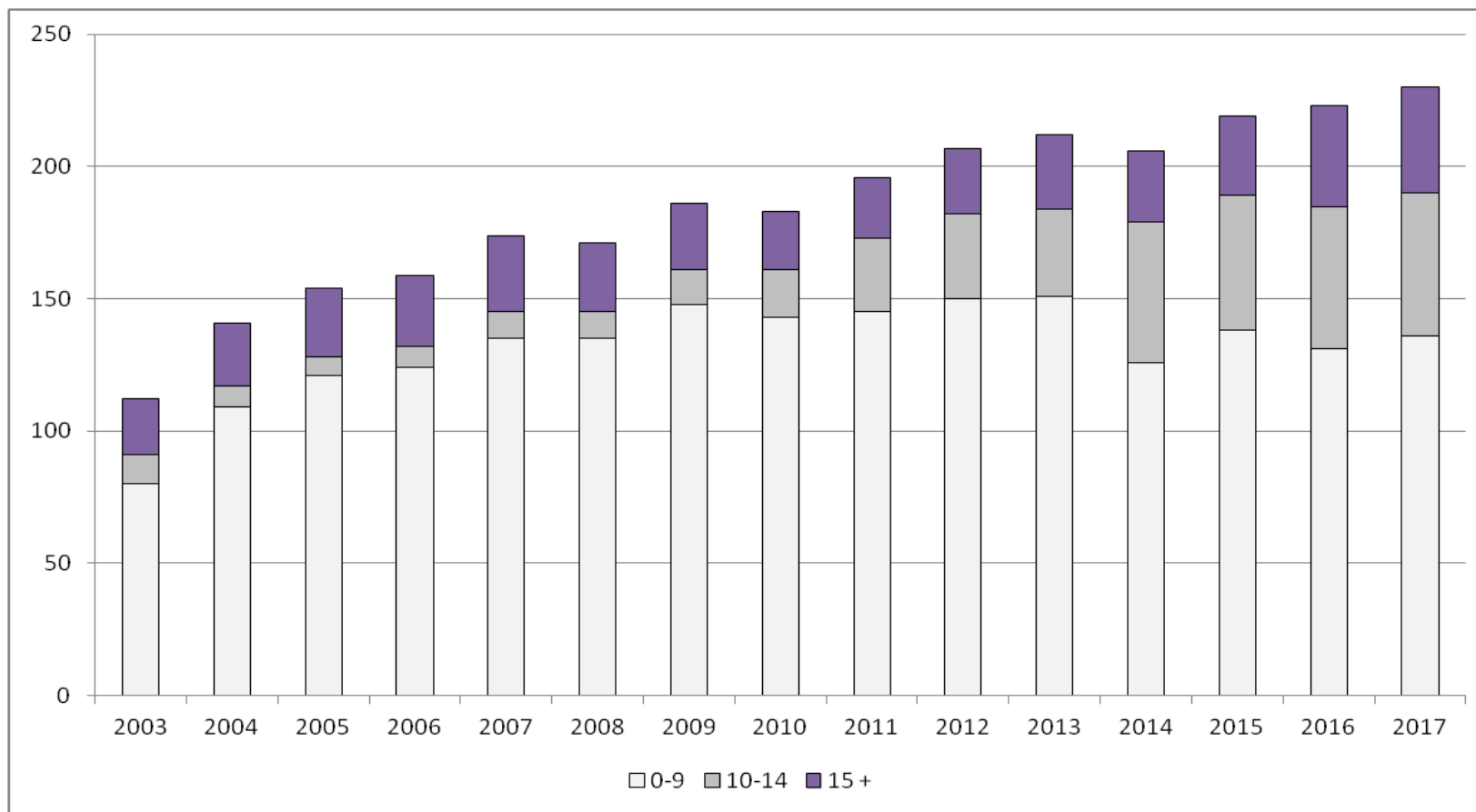


# Workload Percentages for Individual Limited Term Faculty 2016 - 2017



Source: Western's Human Resources Information Systems 2016-17 (October)

# Number of Limited Term Appointments by Years of Service 2003 - 2017

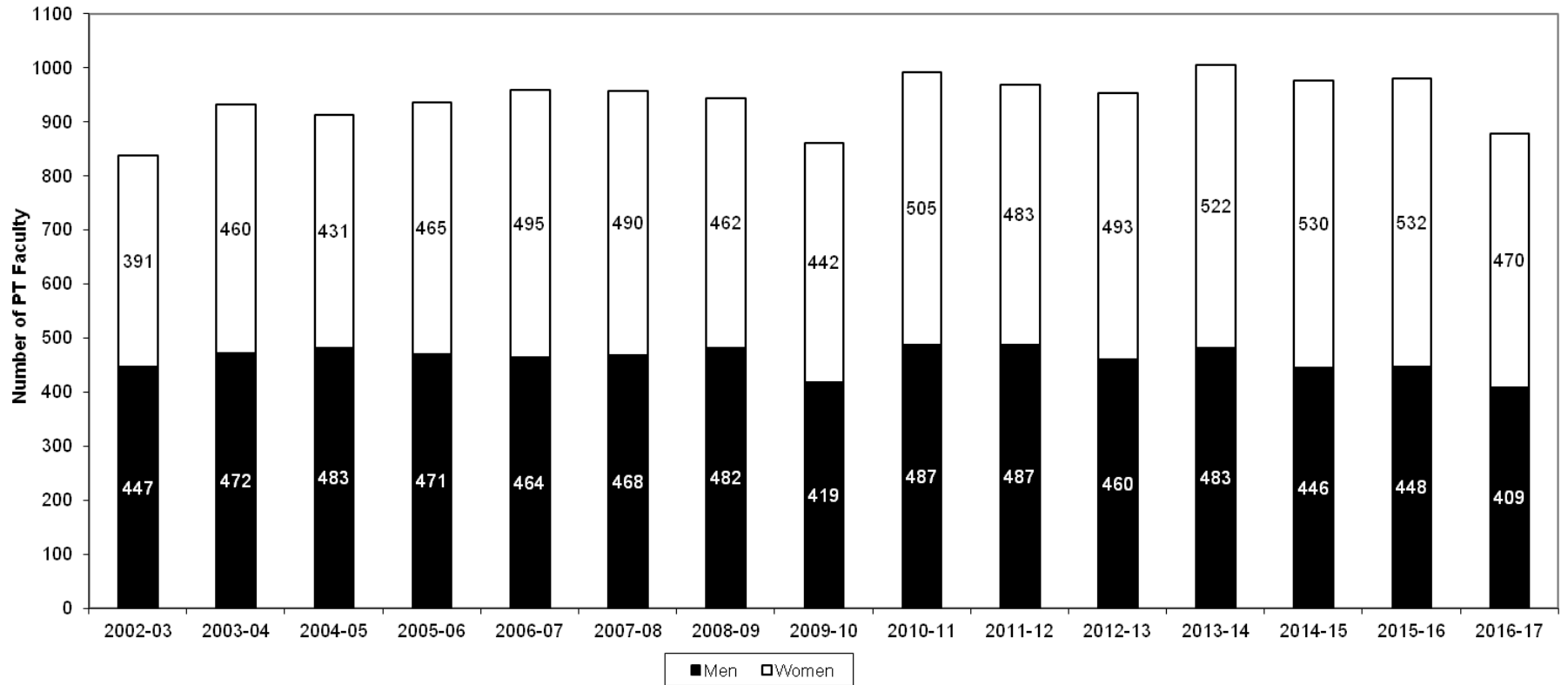


Source: Western's Human Resources Information Systems 2003 - 2017 (October)

# Part-Time Faculty

- Count by fiscal year
- Includes:
  - Limited Duties Appointments
    - Includes Regular, Graduate Students, Post Retirement, Extra-Load Limited Duties and Limited Duties Course Authoring
    - Excludes Limited Duties Appointments at Trois Pistoles
  - Standing Assignments
  - Post Doctoral and Graduate Student Teaching Assignments under clause 3(d), *Appointments Article*

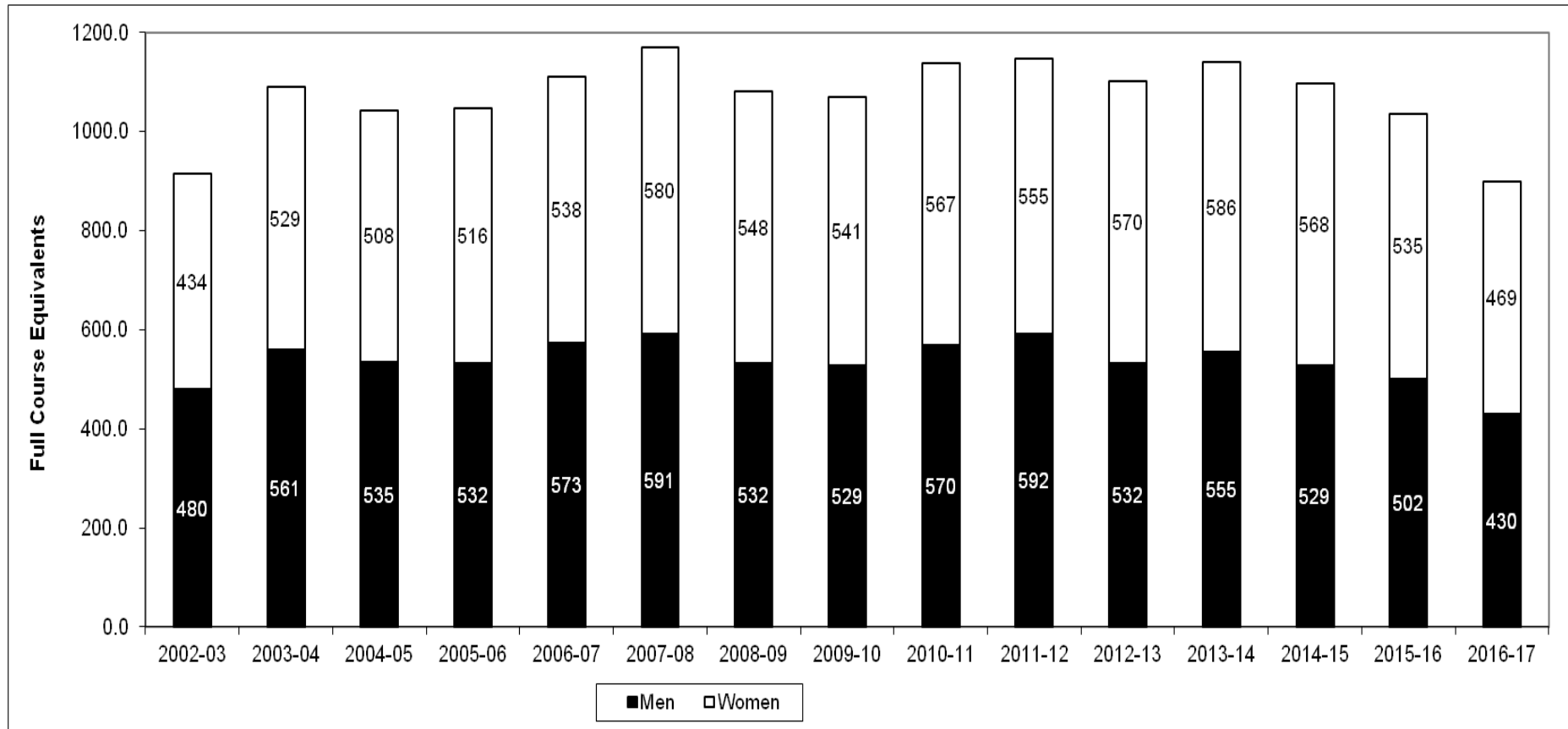
# Number of Individuals with Part-Time Faculty Appointments 2002-03 to 2016-17 (by Fiscal Year)



Source: Western Human Resources Information Systems

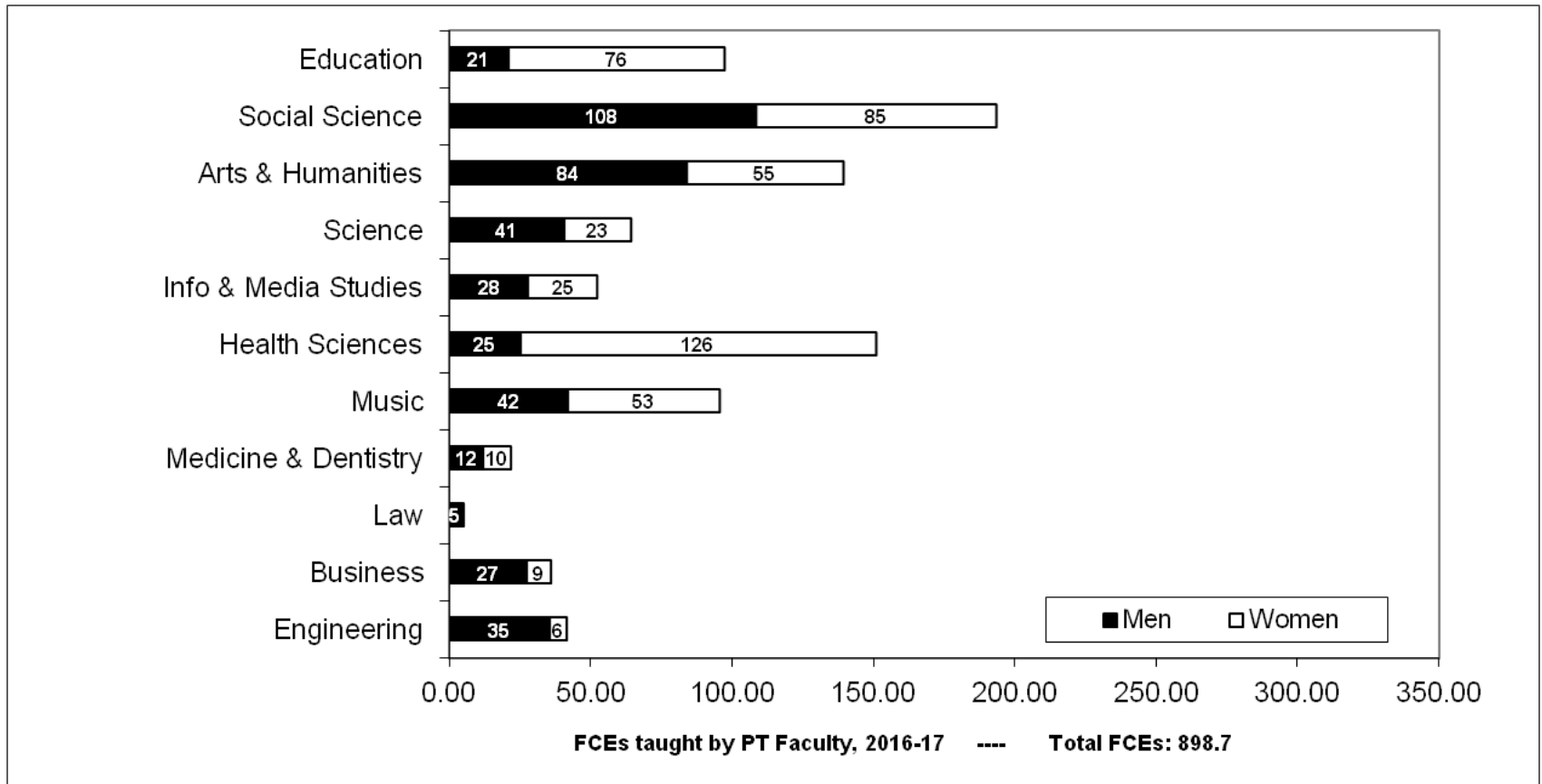


# Number of Full Course equivalents taught by Part-Time Faculty 2002-03 to 2016-17 (by Fiscal Year)



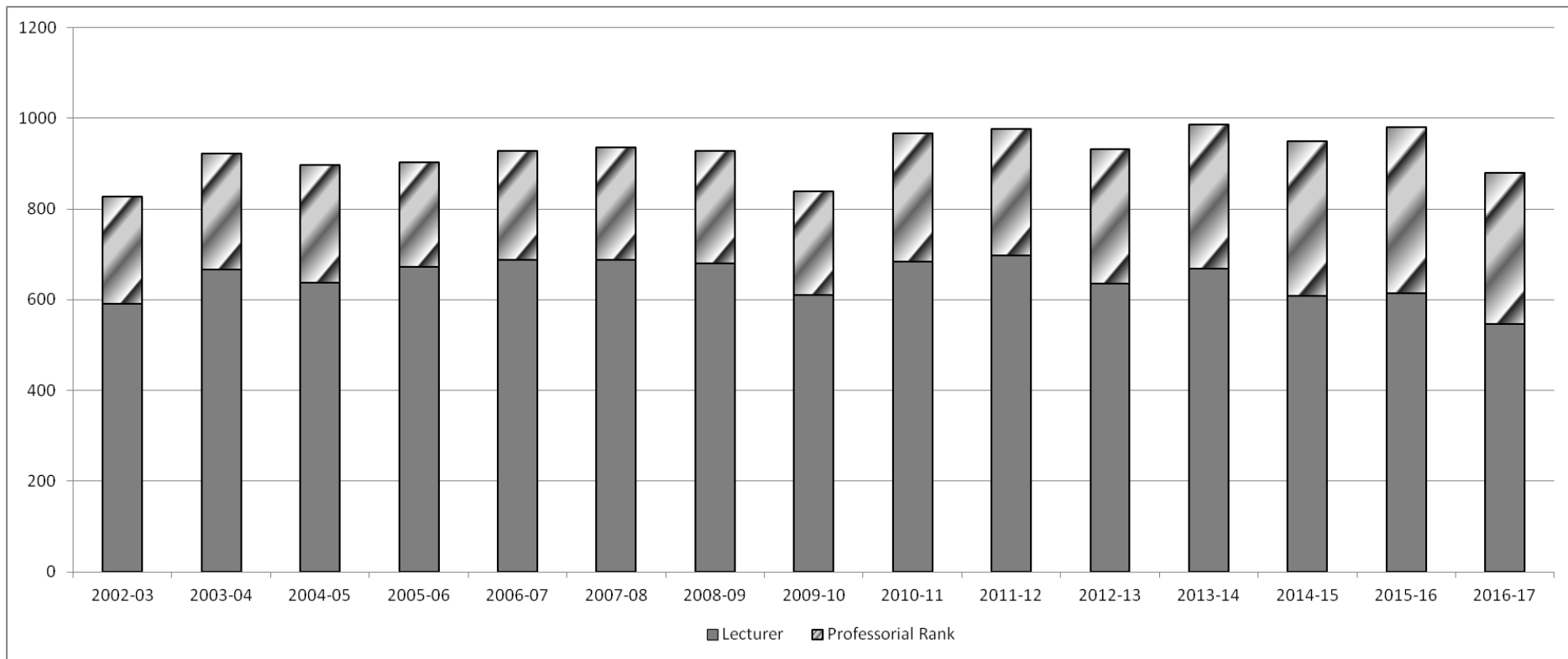
Source: Western Human Resources Information Systems

## Degree Credit Courses taught by Part-Time Faculty by Faculty and Gender: 2016-17 (Fiscal Year)



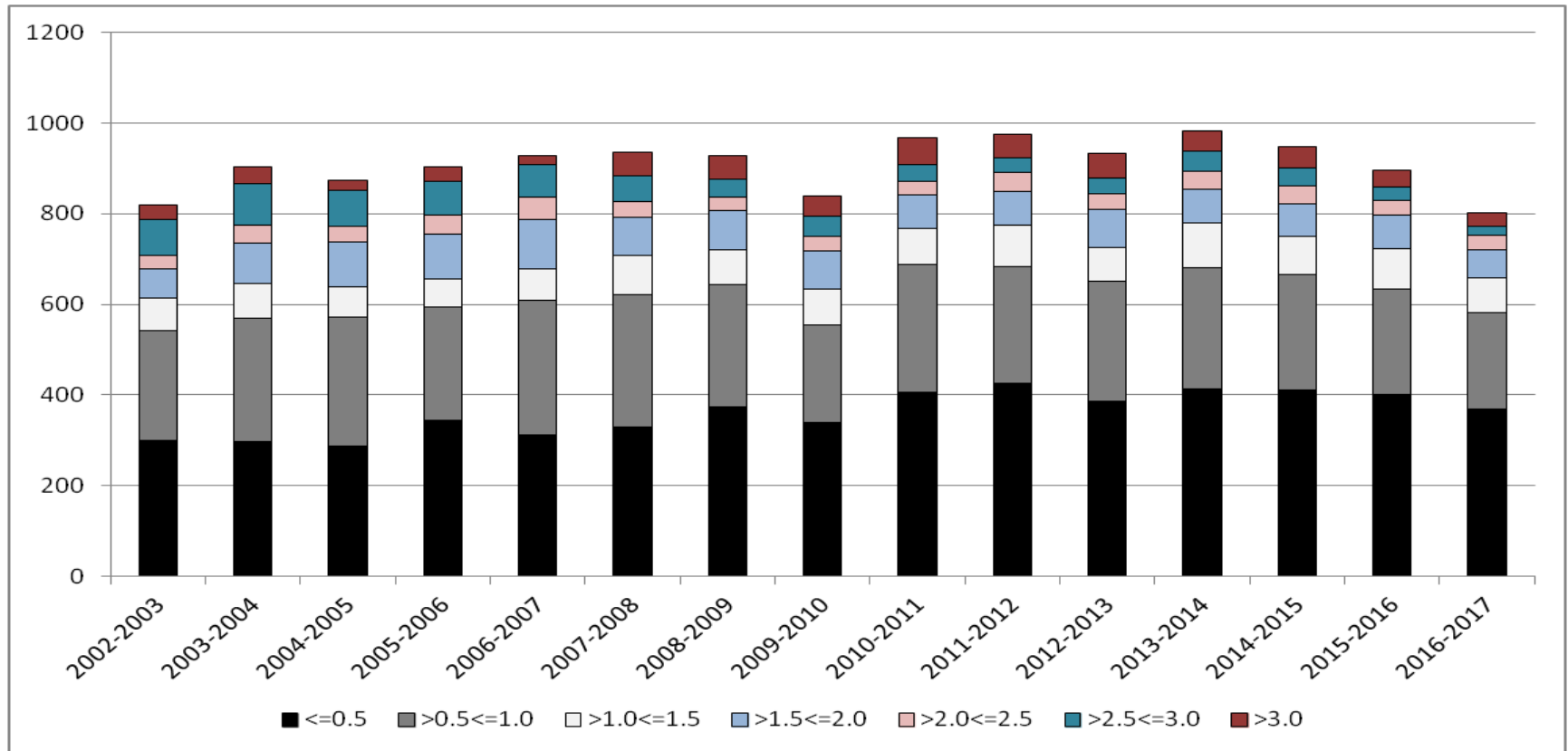
Source: Western Information Systems

# Number of Individuals with Part-Time Faculty Appointments by Rank 2002-03 to 2016-17 (by Fiscal Year)



Source: Western Human Resources Information Systems

# Number of Individuals with Part-Time Faculty Appointments by Range of Full Course Equivalents (FCE) Taught 2002-03 to 2016-17 (by Fiscal Year)

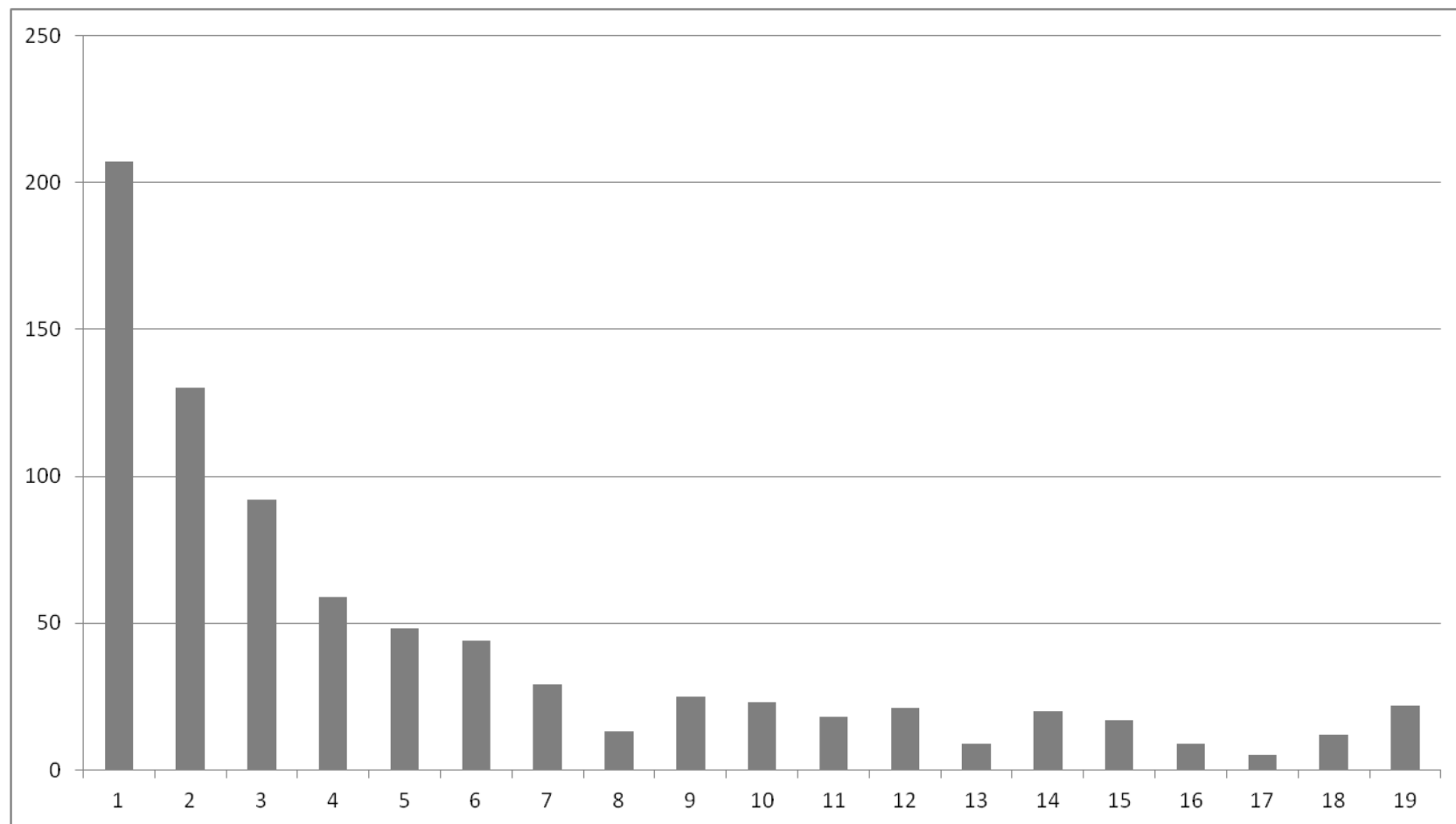


Source: Western Human Resources Information Systems  
Excludes Extra Load Teaching and Course Authoring Appointments



# Years of Service

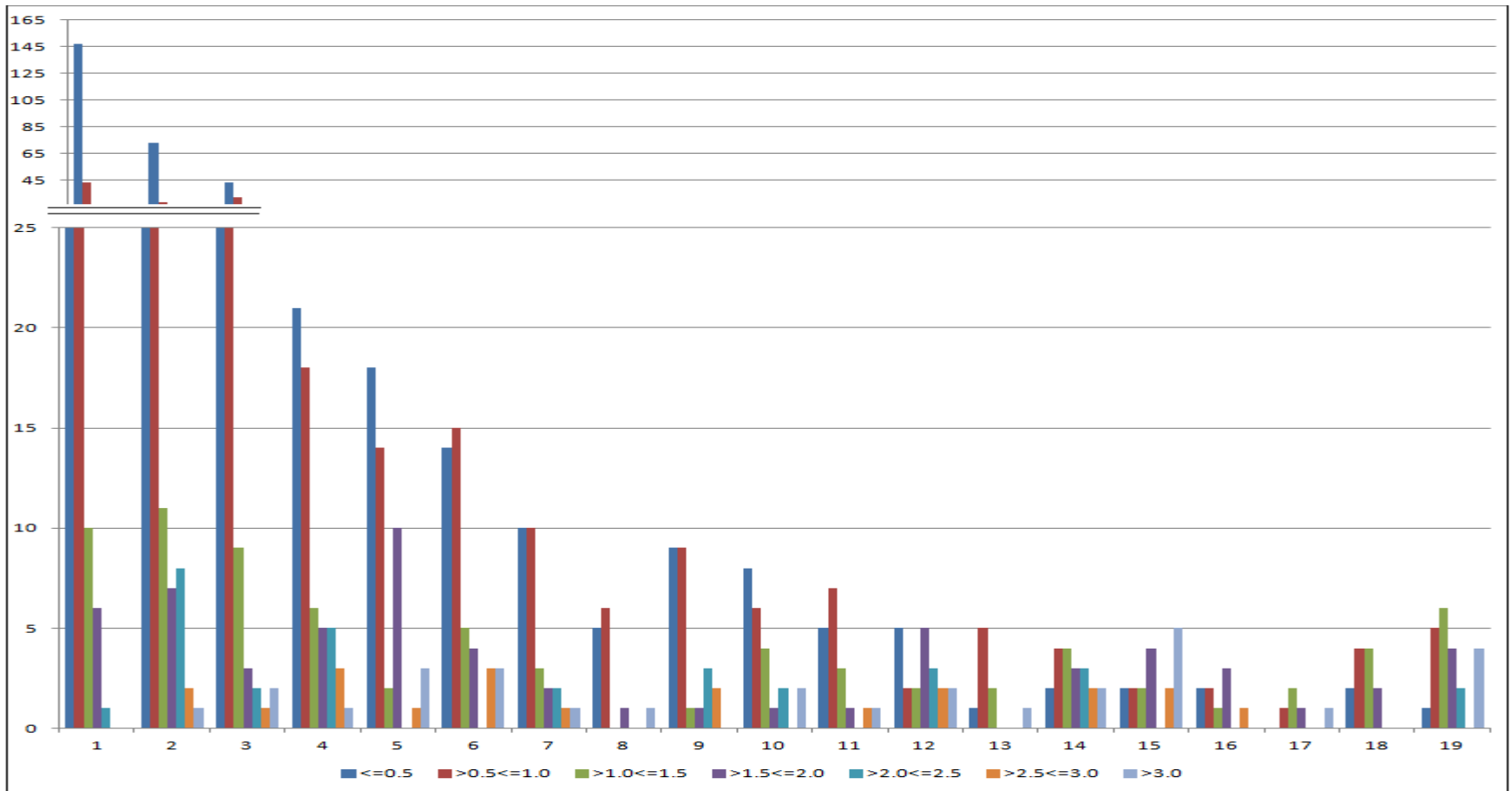
## Part-Time Faculty Active in 2016-2017



Source: Western Human Resources Information Systems  
Includes Consecutive Years of Service, allowing for one single year gap  
Excludes Extra Load Teaching and Course Authoring Appointments

# Average Range of FCEs Taught by Years of Service

## Part-Time Faculty Active in 2016-2017



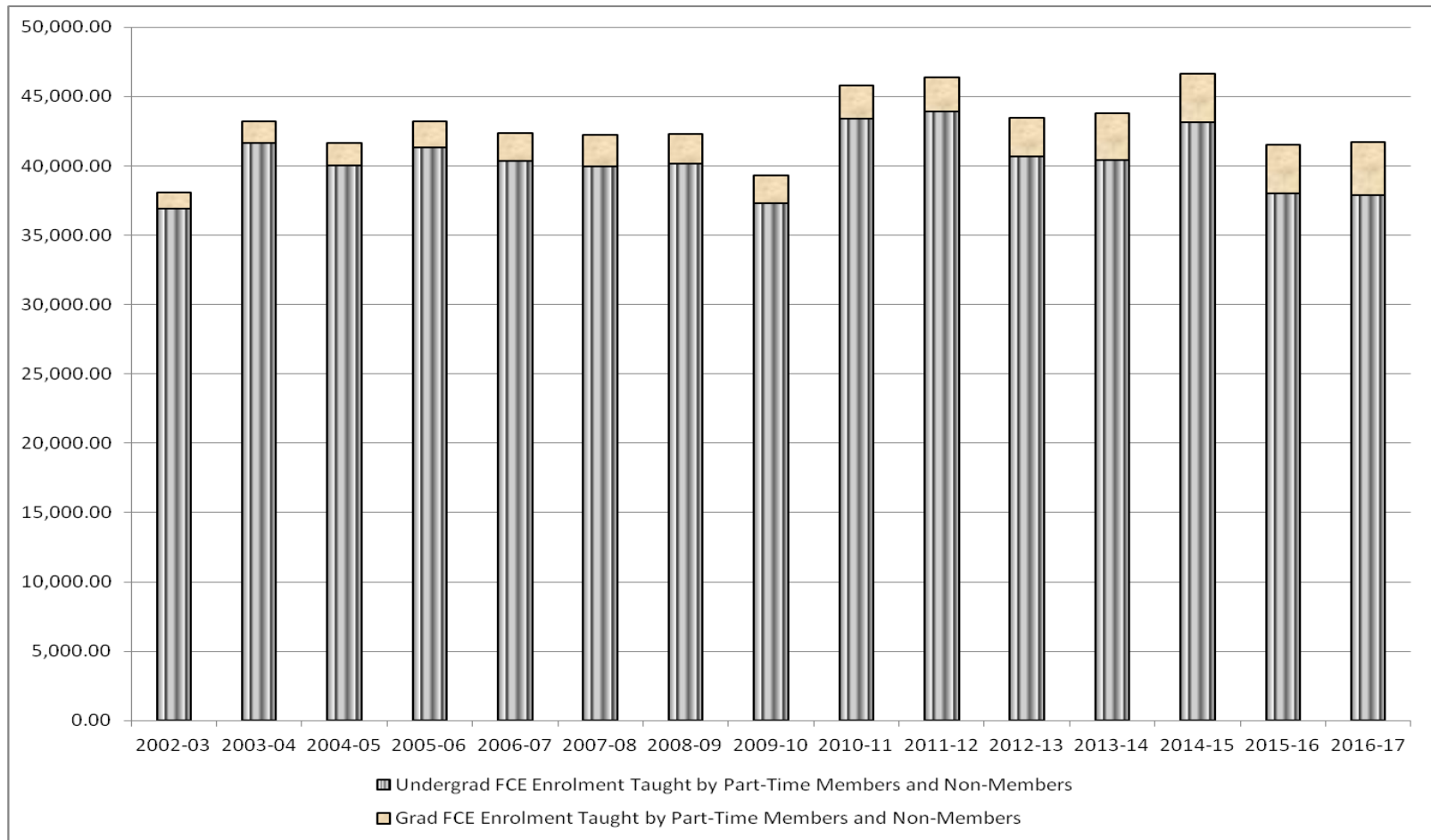
Source: Western Human Resources Information Systems  
Excludes Extra Load Teaching and Course Authoring Appointments

# Teaching Data

## Categories:

- **Part-time Members and Non-Members**
  - Includes teaching under Limited Duties Appointments, Standing Assignments, Graduate Student Teaching Assignments, GTAs, Adjunct Appointments, Visiting part-time, Medical Clinical Faculty, Guest Lecturers
- **UWOFA RF (excluding Probationary and Tenured)**
  - Includes Full-Time Visiting Appointments, Externally Funded Appointments, Limited Term and Permanent Appointments
- **Probationary and Tenured**
  - Includes all Full-Time Probationary (Tenured-track) and Tenured Faculty. Includes those in senior administrative roles who are exempt from the UWOFA Collective Agreement provisions

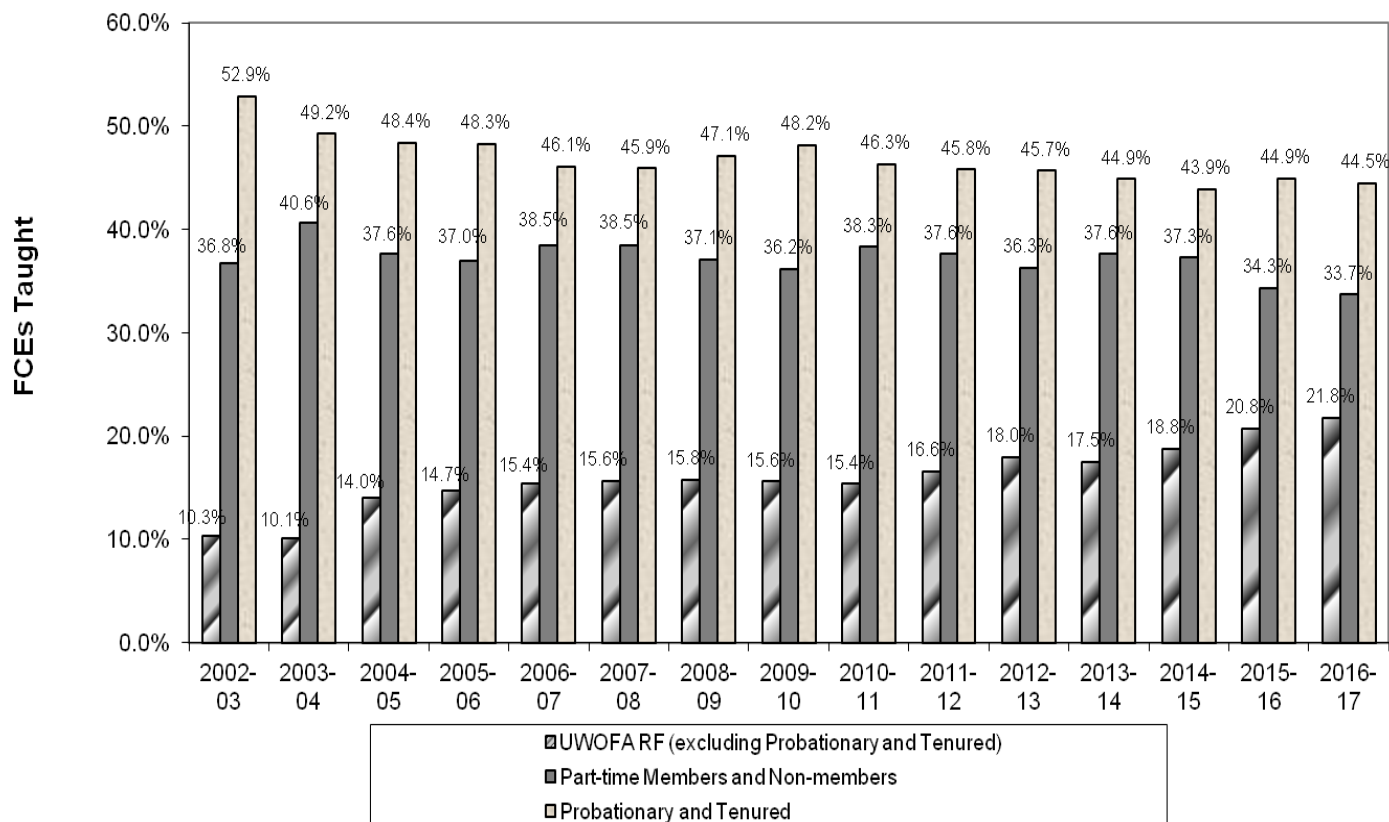
# Number of FCE Graduate and Undergraduate Enrolments taught from 2002-03 to 2016-17 (by Fiscal Year) by Part-Time Members and non-Members



Source: Western Human Resources Information Systems



# Degree Credit Courses Taught (in FCEs) 2002-03 to 2016-17 (by Fiscal Year)



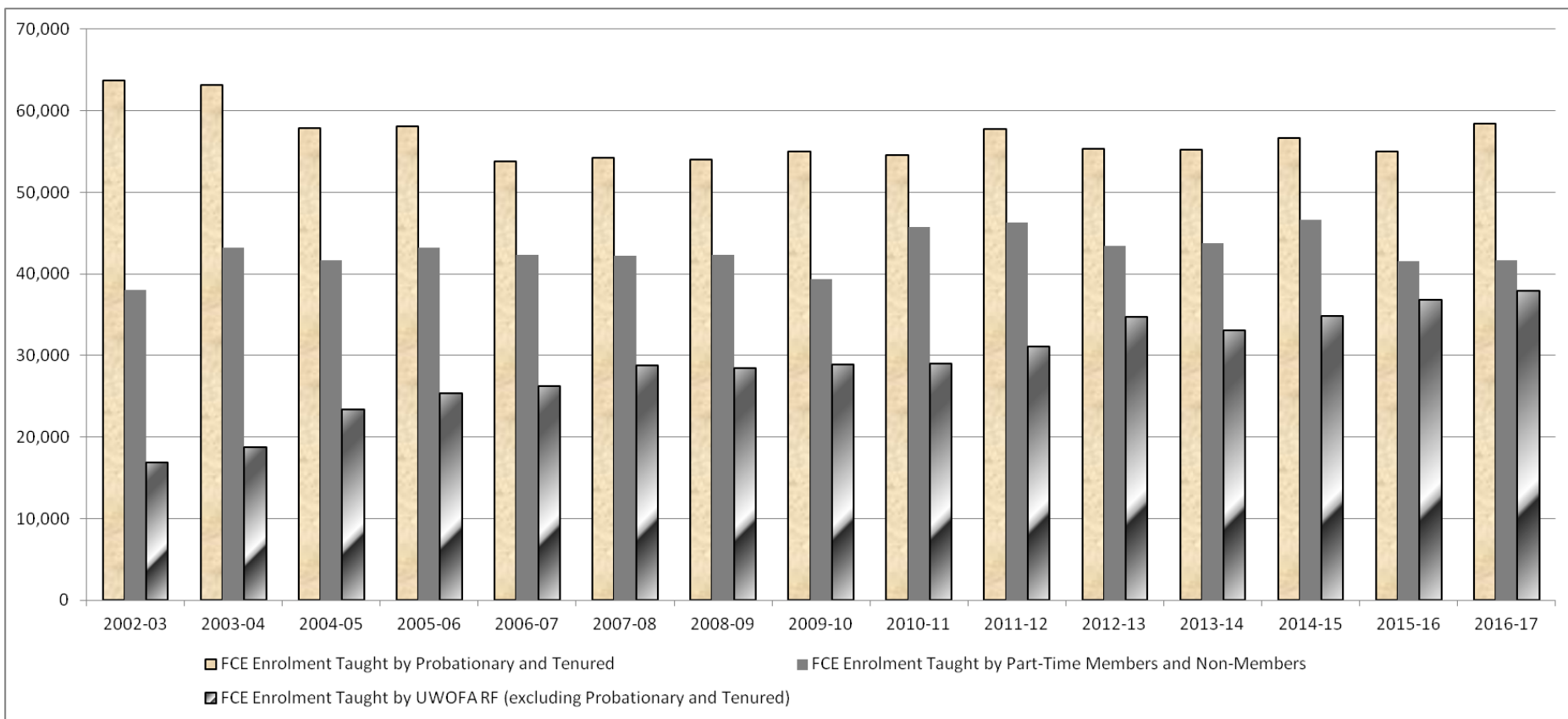
Note: Instructor data is unavailable for 3.7% of courses in 2002-03; 1.1% in 2003-04; 1.2% in 2004-05; 0.8% in 2005-06, 0 % in 2006-07, through 2015-16.

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.

**These data do not include Undergraduate or Graduate research or theses supervision**

Source: Western Information Systems

# FCE Enrolments Taught 2002-03 to 2016-17 (by Fiscal Year)

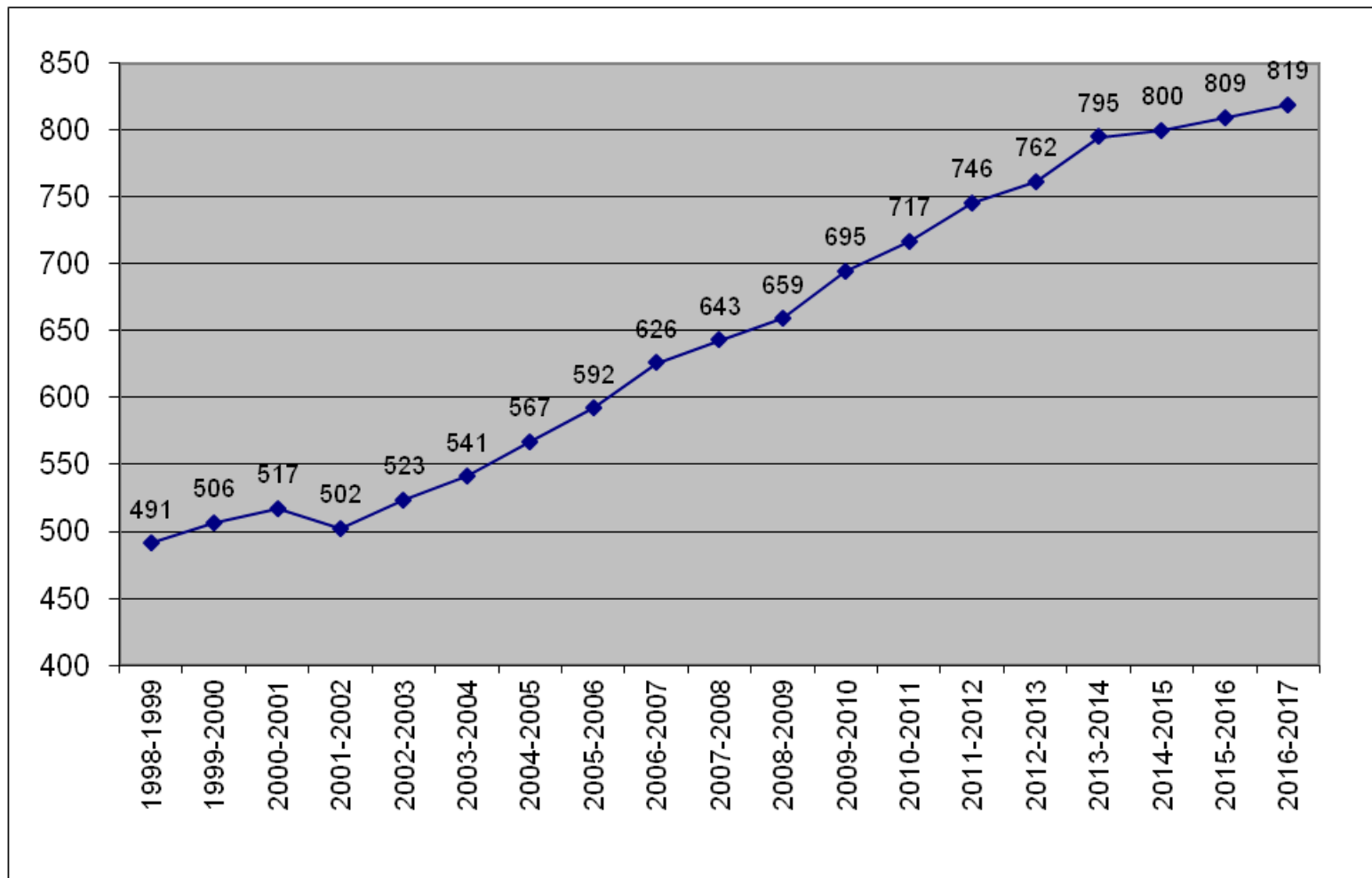


Source: Western Information Systems  
(appointment status and course data).

# Clinical Full-Time Faculty

- October 1 Count
- Includes Physicians in Schulich:
  - Continuing Clinical Appointment
  - Clinical Limited Term Appointment

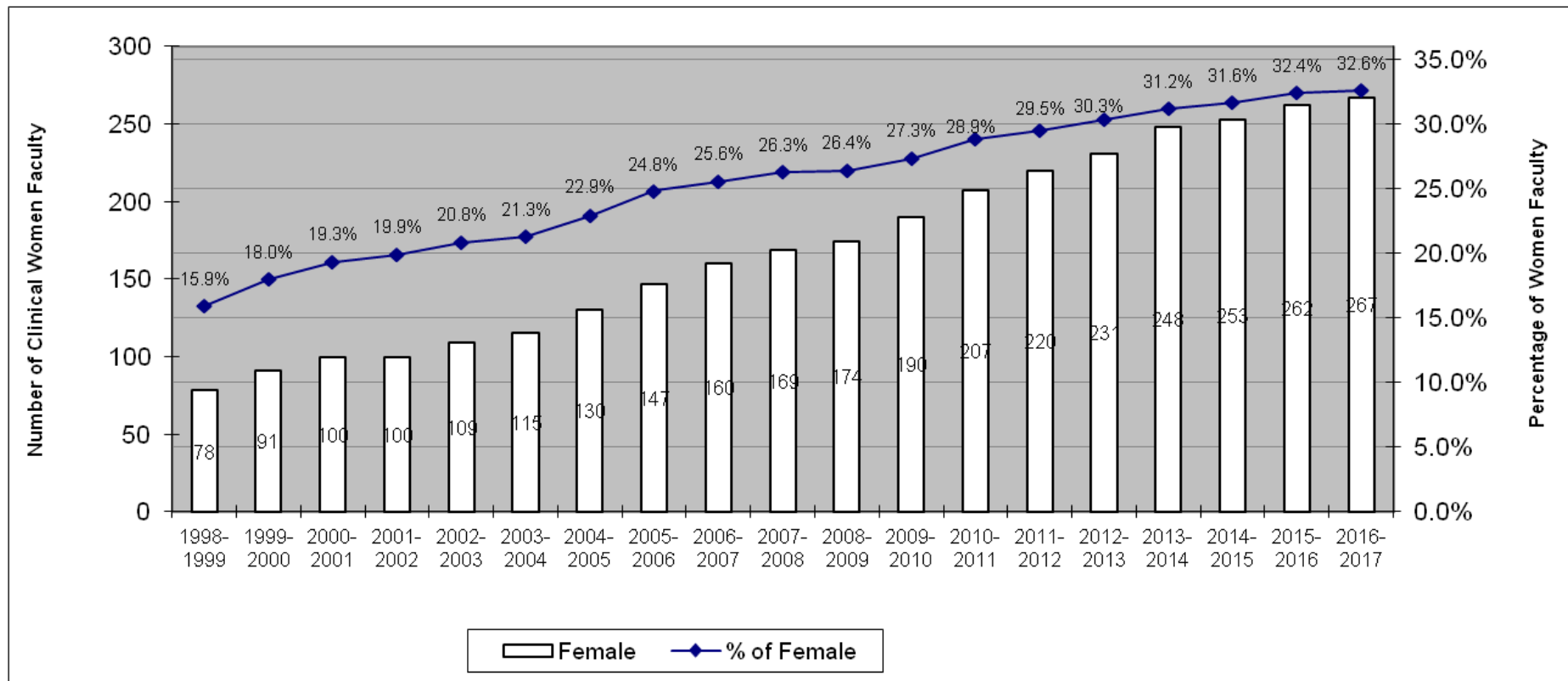
# Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2017



Source: Western Human Resources Information Systems

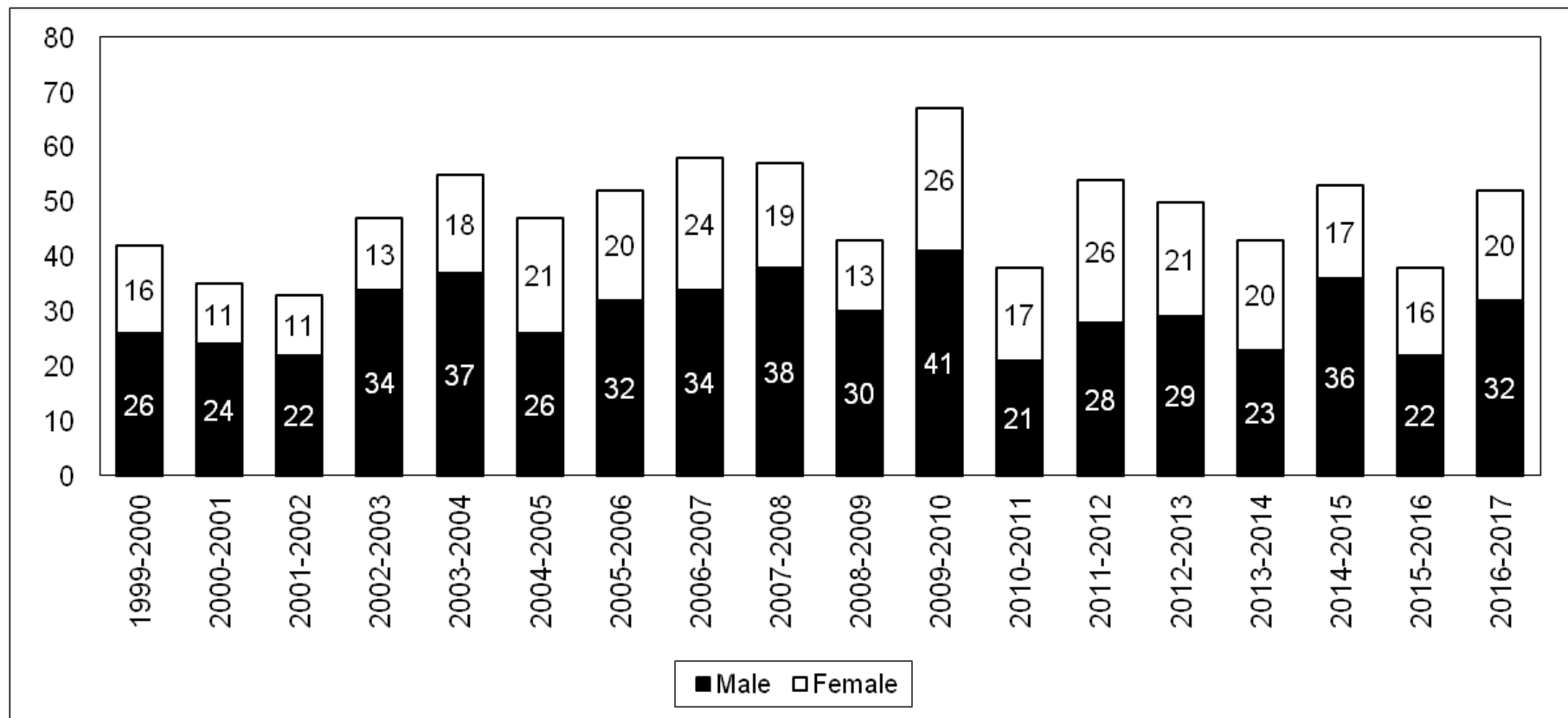


# Full-Time Female Clinical Faculty at Western, 1999 – 2017



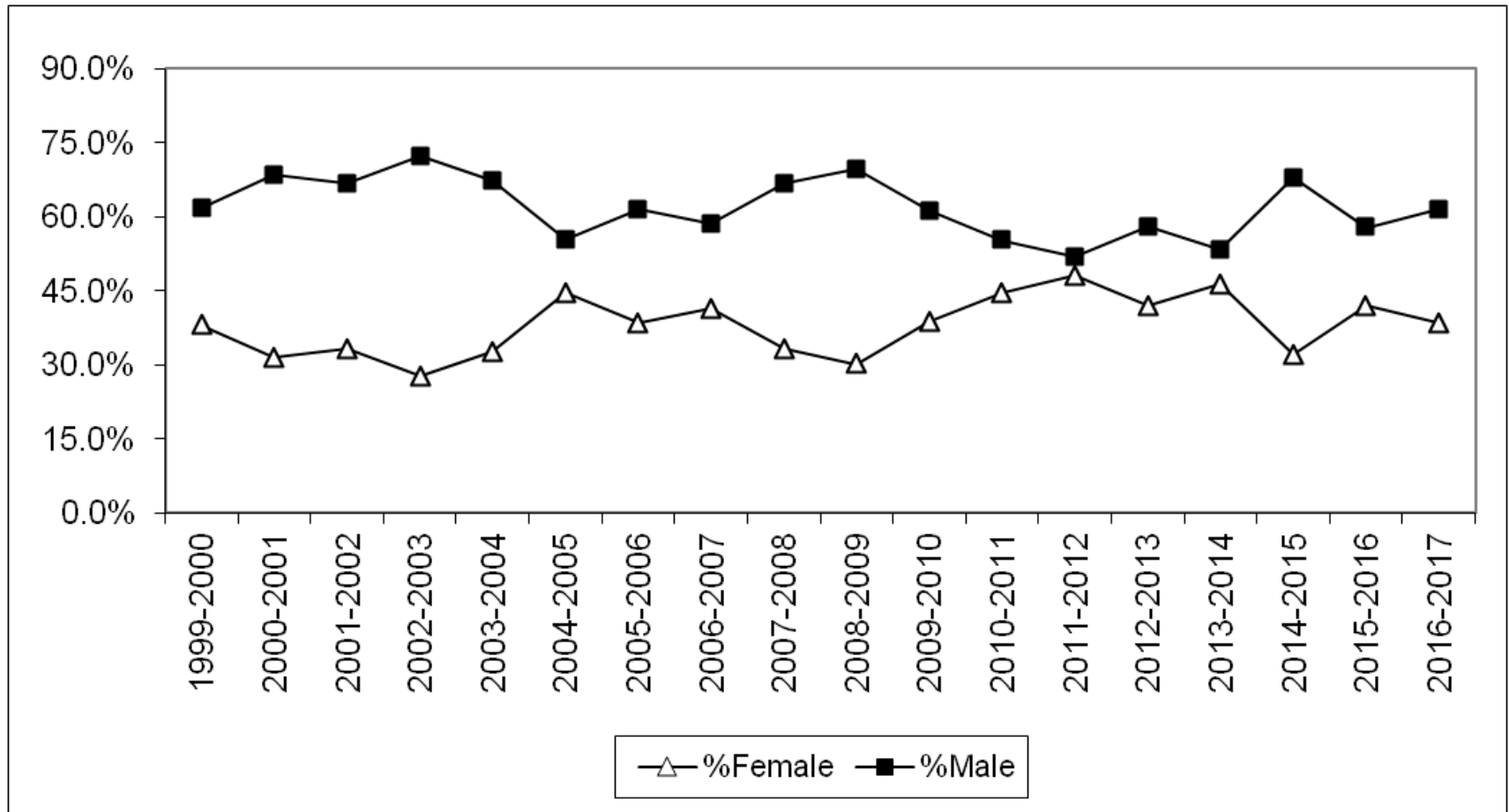
Source: Western Human Resources Information Systems

## New Clinical Full Time Faculty by Gender: 1999-2000 to 2016-17



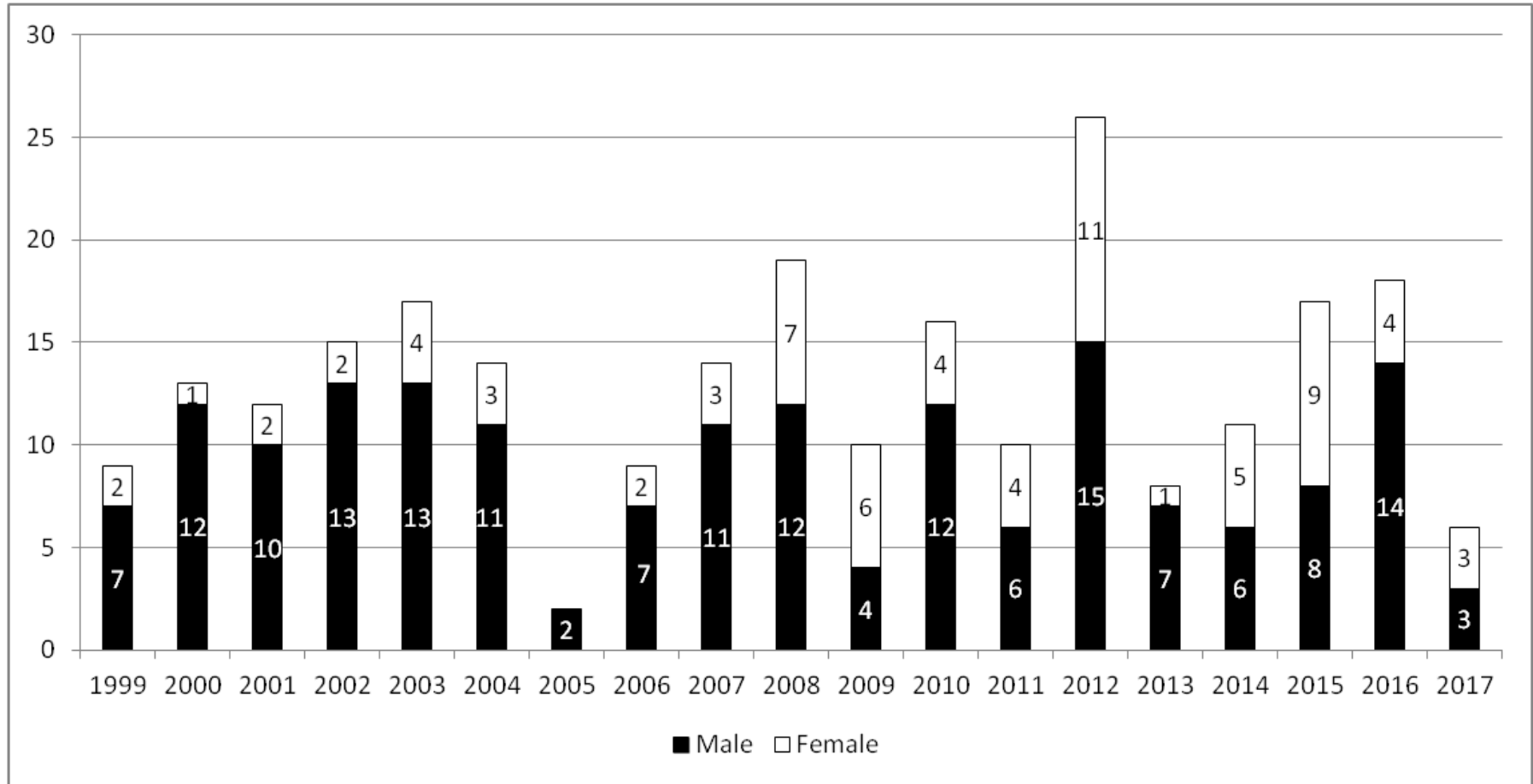
Source: Western Human Resources Information Systems

## New Full Time Clinical Faculty by Gender: 1999-00 – 2016-17



Source: Western Human Resources Information Systems

# Full Time Clinical Faculty Resignations by Gender, 1999-00 – 2016-2017



Source: Western Human Resources Information System



# Data

- This report can be found at:
  - [http://uwo.ca/facultyrelations/academic\\_planning/Recruitment\\_Retention\\_Report\\_2018.pdf](http://uwo.ca/facultyrelations/academic_planning/Recruitment_Retention_Report_2018.pdf)
- For additional information on full-time faculty, Institutional Planning and Budgeting's website contains data and facts updated annually and can be found at <https://www.ipb.uwo.ca/>

***(Please note: In comparing data from different sources, consider the date for which data are reported and the specific definitions under which they were analyzed.)***

**Report to Senate of the Academic Colleague, Council of Ontario Universities**

**Erika Chamberlain, January 2018**

**FOR INFORMATION**

The Academic Colleagues met in Toronto on 12-13 December 2017. The following items may be of interest to Senators.

OCAV Task Force on Quality Indicators: this Task Force helped to develop the metrics that were included in the recent SMA2 process, and has noted the importance of developing better metrics for SMA3 (since they are likely to be attached to performance-based funding). The Task Force has proposed a series of pilot projects for SMA3 metrics; some are focused on existing or available metrics, and some are exploratory projects. These pilot projects include: addressing under-engagement among high-needs student populations, employer feedback, text analytics of student views and priorities revealed in graduate and undergraduate surveys, and the University of Victoria Competency Framework for evaluating experiential learning opportunities. Universities have been asked to volunteer for pilot projects, which are expected to launch in winter 2018.

Graduate Programs Outcomes Survey: this survey was completed for MAESD by CCI Research in 2017. It included all Master's and PhD cohorts from 2009-2014, and asked graduates about employment, income, and student satisfaction. The response rate was 35%. The overall results are positive: the median salary for PhD graduates is about \$95,000, and for Master's graduates is about \$88,000. Employment rates across the cohorts averaged 97%. Universities will receive a summary of provincial results as well as institution-specific data.

Faculty at Work Project: the updated version of this report includes data collected from 25,000 full and part-time faculty in Ontario, in the areas of teaching, research and service. The report also includes information on the composition of the workforce. The data show that the academic workforce is very diverse, particularly in terms of part-time faculty (which include graduate students, professionals who are employed full-time in their fields, and university staff members). A technical report has been prepared for some sector stakeholders, and a public-facing report is currently being developed.

Landscape of Accessibility Project: this project is being conducted through the National Education Association of Disabled Students, and seeks to close the gap in postsecondary attainment between Ontarians with disabilities and those without. It is intended to provide information about best practices, especially in areas like experiential learning and co-curricular activities. It also asks questions about "essential requirements" in academic programs: what are students being asked to do, why are these tasks important, and can they be completed in multiple ways?

**ANNOUNCEMENTS**

**FOR INFORMATION**

The Office of Faculty Relations provided the following list of academic administrative post(s) approved on behalf of the Board of Governors during the months of November and December 2017.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Lawrence Jacobs		Schulich	Assistant Dean (Faculty Affairs)	January 1, 2018	December 31, 2019
Daniel Belliveau	Health Studies	Health Sciences	School Director	July 1, 2018	June 30, 2020