

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 confidential session agendas

**BOARD OF GOVERNORS MEETING**

**Date:** Tuesday, September 22, 2020

**Time:** 1:00 p.m.

***Members of the public who wish to attend the open session of the Board of Governors meeting are invited to contact the University Secretariat at [secretariat-covid19@uwo.ca](mailto:secretariat-covid19@uwo.ca)***

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|-----|--|-------------|
| 1.0 | <a href="#">Land Acknowledgement</a>   |             |
| 2.0 | <a href="#">Adoption of Agenda – Open Session</a>                                  | Approval    |
| 3.0 | <a href="#">Report of the President</a> (A. Shepard)                               | Information |
|     | <b><u>CONSENT AGENDA</u></b>   | Approval    |
| 4.0 | <a href="#">Approval of Minutes</a>  | Approval    |
| 4.1 | <a href="#">Open Session Minutes of the Meeting of June 25, 2020</a>               |             |
| 4.2 | <a href="#">Open Session Minutes of the Special Meeting of August 13, 2020</a>     |             |
| 5.0 | <b>Items from Board Committees:</b>  |             |
| 5.1 | <i>Property and Finance Committee</i>  |             |
|     | 5.1(a) <a href="#">Scholarships, Awards, and Prizes</a>                            | Information |
|     | 5.1(b) <a href="#">Report of the Investment Committee</a>                          | Information |
| 5.2 | <i>Senior Policy and Operations Committee</i>                                      |             |
|     | 5.2(a) <a href="#">McIntosh Gallery Committee Membership</a>                       | Information |
|     | 5.2(b) <a href="#">University Discipline Appeals Committee (UDAC) – Membership</a> | Information |
| 5.3 | <i>Governance and By-Laws Committee</i>  |             |
|     | 5.3(a) <a href="#">Revisions to Special Resolution No. 3 – Banking</a>             | Approval    |
| 5.4 | <i>Audit Committee</i>   |             |
|     | 5.4(a) <a href="#">Western Retirement Plans Report September 2020</a>              | Information |
|     | 5.4(b) <a href="#">Equity and Human Rights Annual Report</a>                       | Information |

5.5	<i>Fund Raising and Donor Relations Committee</i>	
5.5(a)	<a href="#">Fund Raising Activity Quarterly Report at April 30, 2020</a>	Information
5.5(b)	<a href="#">Fund Raising Activity Quarterly Report at July 31, 2020</a>	Information
5.6	<i>McIntosh Gallery Committee</i>	
5.6(a)	<a href="#">McIntosh Gallery Year End Financial Statement</a>	Information
5.6(b)	<a href="#">2019-2020 McIntosh Gallery Annual Report</a>	Information
5.6(c)	<a href="#">Acquisition of Painting by Kelly Greene</a>	Information

## **AGENDA**

6.0 [Business Arising from the Minutes](#)

### **Reports of Committees:**

7.0	<i>Senior Policy and Operations Committee (R. Konrad)</i>	
7.1	<a href="#">Strategic Planning Process Update</a>	Information
8.0	<i>Audit Committee (S. Bennett)</i>	
8.1	<a href="#">Audited Financial Statements for the Year Ended April 30, 2020</a>	Approval
8.2	<a href="#">Financial Statements – Related Companies</a>	Information
9.0	Questions from Members	
10.0	Other Business	
11.0	Adjournment to Confidential Session	

**Land Acknowledgement**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

D. Keddy will read a land acknowledgement.

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**Adoption of Agenda – Open Session**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**Recommended:**        That the Agenda for the Open Session be approved as circulated.

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**Report of the President**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

A. Shepard will provide the Report of the President.

**ATTACHMENT(S):**

[Report of the President](#)

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REPORT OF THE PRESIDENT

To: Board of Governors  
From: Alan Shepard  
Date: September 9, 2020  
Re: President's Report for September 22 Meeting

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Dear Governors:

This report summarizes some noteworthy developments since my last written report to the Board of June 25, 2020.

**COVID-19 update:** There is a long and growing list of Western faculty, students, staff and alumni making important contributions in the fight against COVID-19 through clinical service, student engagement, research, teaching and community initiatives—a lot of great work that makes us proud. I will provide an update on Western's ongoing response to the pandemic in my oral report to the Board. Please watch <https://www.uwo.ca/coronavirus/> for the latest news.

**Special Advisors appointed to continue anti-racism efforts:** On August 6, I was delighted to announce **Nicole Kaniki** and **Bertha Garcia** have agreed to serve as Special Advisors on Anti-Racism and help us begin implementing recommendations outlined in the Anti-Racism Working Group's (ARWG) report submitted in May. Drs. Kaniki and Garcia will hold these interim appointments while a permanent senior administrative position dedicated to anti-racism initiatives is being established. In addition to her new role, Nicole will continue serving as Equity, Diversity & Inclusion Specialist at BrainsCAN, while Bertha will continue serving as Acting Vice-Dean and Director of Dentistry at Schulich. Nicole and Bertha both served on the ARWG, and I am grateful for their commitment and leadership on this important file.

**Parr family gift supports student mental health:** A \$9.2M donation announced August 11 will help Western launch a new centre dedicated to student mental health and wellness. *The Parr Centre for Thriving* will be named in honour of alumnus **Jeff Parr (BA'82) and his wife Shelley**, whose generosity inspired an additional supporting donation of \$300,000 from Clairvest—the private equity management firm where Jeff is Vice-Chair and Managing Director. In addition to creating the new centre, the Parrs' gift will also support development of mental health initiatives in partnership with Faculties, Student Experience, Western Libraries, student residences, and the Centre for Teaching & Learning.

**Gray family gift supports mobility research:** A \$2.5M donation announced July 28 will help establish the *William and Lynne Gray Research Chair in Mobility & Activity*. The first of its kind in Canada, the new Chair will operate as a partnership between Western's Faculty of Health Sciences, St. Joseph's Health Care and Parkwood Institute. Western has provided an additional \$2.5M to endow the chair and complement the Faculty's signature strength in a field of research focused on Canada's aging population.

**Accolades:** Beyond the long and growing list of colleagues whose important work related to COVID-19 was recognized during the summer, I also wish to congratulate the following campus community members who, among others, received special honours in recent months:

- **Lisa Saksida** (Physiology & Pharmacology), **Peter Jaffe** (Education), **Jing Jiang** (Electrical & Computer Engineering), and **Slobodan Simonovic** (Civil & Environmental Engineering) elected *Fellows of the Royal Society of Canada*. The September 8 announcement brings Western's all-time total to 75 Fellows, including 20 during the past five years. An additional 11 Western researchers have been elected to the Society's *College of New Scholars, Artists and Scientists* during the same timeframe, including our newest member **Jessica Grahn** (Psychology), also announced September 8.
- **Cheryl Forchuk** (Nursing) and **Jeremy McNeil** (Biology) awarded the 2020 Hellmuth Prize for Achievement in Research.
- First-year undergraduates **Natalie Loewen** (Engineering), **Charlotte Motuzas** (Science), **Katja Murray** (Science), **Elizabeth Olsson** (Engineering), **Cole Sweet** (Science) and **Christy Xie** (Science) awarded *Schulich Leader Scholarships*, valued at \$80,000 to \$100,000.
- **Mark Daley** (Special Advisor on Data Strategy) appointed Vice-President (Research) for the Canadian Institute for Advanced Research. Mark will continue his duties at Western in a limited capacity during the three-year secondment to CIFAR.
- **Shawn Whitehead** (Anatomy & Cell Biology) awarded \$100,000 from the Alzheimer Foundation London & Middlesex Premier Research Grant program to study brain inflammation as a potential predictor of cognitive impairment.
- **Rachel Margolis** and **Anna Zajacova** (Sociology) named among recipients of \$2.5M from SSHRC to develop the data analytic skills of graduate students through *The Consortium on Analytics for Data-Driven Decision-Making (CANd3): Developing Talent for Population Analytics in Aging Societies*.
- **Lauren Briens** (Chemical & Biochemical Engineering), **Nicole Campbell** (Physiology & Pharmacology), **John McGuire** (Medical Biophysics), **Sarah McLean** (Interdisciplinary Medical Sciences) and **Kim Solga** (English & Writing Studies) named recipients of

grants awarded through the *Centre for Teaching & Learning's* inaugural *Experiential Learning Innovation Scholars Program*, supporting the development of new active-learning courses in partnership with students.

- Postdoctoral scholar **Jonathan Michaels** (BrainsCAN) awarded a Banting Postdoctoral Fellowship to support his research on brain activity during reach control.
- PhD candidates **Vanessa Ambtman-Smith** (Geography), **Florence Wullo Anfaara** (Women's Studies & Transitional Justice) and **Jessica du Toit** (Philosophy) awarded Vanier Canada Graduate Scholarships.
- **Gail Atkinson** (Earth Sciences) awarded the Harry Fielding Reid Medal by the Seismological Society of America for career achievements.
- Psychologist **Terry McQuaid** appointed Western's first-ever Director of Student Wellness & Well-Being. Terry joins us from George Brown College where she was Director of Anti-Racism, Equity & Human Rights Services.

**Leadership update:** During the summer months we welcomed several new colleagues to Western's senior leadership team, including **Lesley Rigg**, Vice-President (Research); **Britta Baron**, Vice-Provost & AVP (International); **Jeff Hutter**, Acting Vice-Provost (Academic Programs); **Margaret McGlynn**, Acting Vice-Provost (Academic Planning, Policy & Faculty); and **Nancy Stewart**, Acting Executive Director, Office of the President & Senior Advisor to the President. We also thank **Karen Campbell** for her continued service in a new senior role as Special Advisor to the Provost on Faculty Employment Equity.

On July 13, we announced Vice-President (University Advancement) **Kelly Cole** is departing Western in November to become President & CEO of Sunnybrook Health Sciences Centre Foundation. Kelly has performed outstanding service since joining Western in 2005. She helped lead the *Be Extraordinary Campaign* in raising more than \$805M, and helped raise \$206M during *Ivey's Campaign for Leadership* when she was the School's Executive Director of Advancement. We thank Kelly for her important contributions and wish her all the best for continued success at Sunnybrook. A committee to recruit Kelly's successor will begin its work this fall.

In the meantime, the work of other selection committees for the following senior leadership positions remains underway: the Deans of Education, Social Science, Music, and Health Sciences, as well as the Vice-Provost (Academic Planning, Policy & Faculty), and Vice-Provost & Associate Vice-President (Indigenous Initiatives).

**UNANIMOUS CONSENT AGENDA**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**Recommended:**        That the items listed on the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

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.

**Approval of Minutes**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**Recommended:**    That the open session minutes of the meeting held June 25, 2020 and the open session minutes of the special meeting held August 13, 2020 be approved as circulated.

**ATTACHMENTS:**

- 4.1    [Open Session Minutes of the Meeting of June 25, 2020](#)
  - 4.2    [Open Session Minutes of the Special Meeting of August 13, 2020](#)
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**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS**

**JUNE 25, 2020**

The meeting was held at 1:00 p.m. via Zoom videoconference.

PRESENT: R. Konrad, Chair  
A. Bryson, Acting Secretary

S. Bennett	C. Rorabeck
W. Boye	B. Ross
C. Burghardt-Jesson	A. Shepard
G. Dick	S. Shortreed
K. Gibbons	D. Simmonds
E. Holder	C. Stephenson
C. Karakatsanis	K. Sullivan
D. Keddy	P. Thomlinson
M. Lerner	J. Toswell
K. Mequanint	S. Trosow
G. Parraga	H. Usher

By Invitation: A. Blackburn-Evans, M. Bélanger, R. Chelladurai, K. Cole, P. Eluchok, A. Hrymak, L. Logan, E. Mallory, J. Massey, J. O'Brien, T. Rice, M. Ruddock, J. Patten, S. Prichard

Secretariat Resource: L.A. McKivior, M. O'Connor, L. Rigg

Regrets: K. Richter

**Land Acknowledgement**

D. Keddy read a Land Acknowledgement.

BG.20-50

**REPORT OF THE PRESIDENT**

The Report of the President, distributed with the agenda, consisted of the following topics: anti-racism working group update, *THE Impact Rankings*, *QS World University Rankings*, partnership with Bell on 5G research initiative, Labatt family \$5M donation for health equity research and professorship, Student Relief Fund impact, presentation to the House of Commons' Standing Committee on Finance on the impact of COVID-19 to the university sector, accolades for campus community members who were recognized with special honours, and leadership updates.

A. Shepard, President & Vice-Chancellor, offered his congratulations to the Class of 2020 whose degrees were conferred on June 19. He applauded the work that the Communications team and individual faculties did to help graduates celebrate virtually. He said that Western is committed to inviting the Class of 2020 to a future Convocation to provide an opportunity for those graduates to celebrate in-person once it is safe to do so.

A. Shepard reported that more than 800 students, faculty, staff and alumni attended the virtual Anti-Racism Working Group Town Hall on June 24. He encouraged Board members to watch the recording of the town hall posted on the Office of the President website.

Regarding the pandemic pivot, A. Shepard said that the University has set the stage for the fall semester. He reported that enrollment for the 2020-21 academic year is strong. He noted that the University will host eight single day visits for new students and their families in July and August, broken into small groups of around 20. These visits, which are subject to the approval of public health authorities, will help build the relationship between new students and existing students, the programs to which they have enrolled, and the campus and community.

A. Shepard also noted that the University has hired instructional designers to help pivot courses in this emergency online teaching mode.

A. Shepard announced that Western has joined more than a dozen research-intensive Canadian universities to battle climate change through sustainable investing by becoming a signatory to *Investing to Address Climate Change: A Charter for Canadian Universities*. As a signatory, Western agrees to set an institutional framework for strategies that measure, evaluate and shift investments to reflect environmental impact.

A. Shepard was pleased to report that Western will partner with Bell Canada on a 5G research initiative. He said that Bell Canada will invest \$2.7M and deploy 5G network equipment and infrastructure throughout Western's campus as part of a research partnership designed to create smarter cities and communications systems, better manage business continuity, and more. He said that the partnership will also create an advanced 5G research centre at Western involving faculty from multiple disciplines.

A Board member commented that publicity on the partnership with Bell Canada stating that the partnership will turn the campus into a 'living lab' has raised concerns regarding privacy with some members of the campus community. A. Hrymak, Provost & Vice-President (Academic) clarified that individuals will be able to choose whether or not to be part of the 5G network. He further noted that all research studies will go through ethics and that participants will be required to provide consent. A Board member suggested that in addition to research ethics approval, consideration should be given to developing protocols for each project, or a set of best practices, to ensure that the University is not in violation of any privacy laws. A. Shepard noted that this was an important issue and requested that further discussion on this topic be continued offline.

BG.20-51 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by R. Konrad, seconded by D. Keddy,

That the items listed in Appendix I, Unanimous Consent Agenda, except item 12 (Director's Report: McIntosh Gallery Pandemic Action Plan), be approved or received for information.

CARRIED

BG.20-52 **Minutes of the Previous Meeting**

Given the resignation of the former University Secretary, the Chair noted that the minutes of the meeting held April 23, 2020 would be signed by the Associate University Secretary present at that meeting.

The open session minutes of the meeting of April 23, 2020 were approved as circulated.

BG.20-53 **Business Arising from the Minutes**

There were no items noted as business arising from the April 23, 2020 minutes.

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

Prior to considering the Report of the Property & Finance Committee, C. Karakatsanis provided the Board with a high-level overview of the work of the Committee.

BG.20-54 **MAPP 2.26: Statement of Investment Objectives, Policies and Governance – Revisions to Policy**

L. Logan, Vice-President (Operations & Finance) provided an overview of the proposed changes to the Statement of Investment Objectives, Policies and Governance for the Short-Term Portfolio, the Mid-Term Portfolio and the Operating and Endowment Fund. She noted that the main changes related to a new strategic asset allocation, an update to the Responsible Investing strategy, and the introduction of a line of credit.

It was moved by C. Karakatsanis, seconded by K. Gibbons,

That the Board of Governors approve the revised Statement of Investment Objectives, Policies and Governance for the Short-Term Portfolio, the Mid-Term Portfolio and the Operating and Endowment Fund, as shown in Appendix II, Annex 1.

CARRIED

BG. 20-55 **MAPP 2.14: Disclosure of Information on Western Investments – Revisions to Policy**

It was moved by C. Karakatsanis, seconded by C. Rorabeck,

That the Board of Governors approve the revised MAPP 2.14 policy as shown in Appendix II, Annex 2.

CARRIED

BG. 20-56 **2020-21 Program Specific Fees and Other Supplemental Fees**

R. Chelladurai, Associate Vice-Provost (Planning, Budgeting & Information Technology) explained that the UHIP fee rates were not available at the time that the Board approved the budget. He said that the University now has the finalized UHIP fee rates and is requesting Board approval for the proposed fees shown in Appendix II, Annex 5.

It was moved by C. Karakatsanis, seconded by E. Holder,

That the Board of Governors approve the revised Program Specific Fees and Other Supplemental Fees for 2020-21 as shown in Appendix II, Annex 5, Table 1.

CARRIED

R. Chelladurai also informed the Board that the University is in the process of reviewing the applicability of some course-specific or program-specific fees, such as field trip fees and placement/internship fees, as a result of the move to some virtual offerings for the 2020-21 academic year in light of COVID-19. He said that the University anticipates that some fees may be cancelled and/or realigned between courses.

BG.20-57 **Information Items reported by the Property & Finance Committee**

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

- Scholarships, Awards, and Prizes
- Radiation-Induced Chemistry Research Chair
- Antonios Mamandras Chair in Graduate Orthodontics
- 2019-20 Operating Budget as at April 30, 2020
- Semi-Annual Ratio Report on Non-Endowed Funds
- Ancillary Financial Report

**REPORT OF THE SENIOR POLICY AND OPERATIONS COMMITTEE** [Appendix III]

Prior to considering the Report of the Senior Policy and Operations Committee, R. Konrad provided the Board with a high-level overview of the work of the Committee.

BG.20-58 **Annual Report on Gender-based and Sexual Violence**

J. Massey, Associate Vice-President (Student Experience) presented the Annual Report on Gender-based and Sexual Violence provided in Appendix III, Annex 2. She outlined prevention programs underway at Western and summarized the responsive care provided to survivors of gender-based and sexual violence. She noted that the number of disclosures and referrals have continued to increase since the implementation of the new sexual violence policy on May 1, 2020. She said that this increase is likely a reflection of the growing awareness of the supports and resources available.

J. Massey reported that there has been a slight decrease in the number of formal complaints and resolutions over the last year. She said that more students would prefer to seek an informal resolution, and that the new policy provides more opportunities for students to do so. Finally, she outlined next steps planned to increase prevention and response to gender-based and sexual violence at Western including e-modules to support prevention work, hiring a gender-based violence investigator to support investigations and manage the informal resolution process, and releasing the gender-based violence prevention framework.

A Board member asked if any changes were observed in the gender-based and sexual violence environment during the COVID-19 pandemic. J. Massey said that intimate partner violence has increased overall during the pandemic. She acknowledged that many students are not living in London due to quarantine measures and said that the University is taking steps to support those students experiencing intimate partner violence by ensuring that they have access to community-based resources.

BG.20-59 **Information Items reported by the Senior Policy and Operations Committee**

Appendix III, Report of the Senior Policy and Operations Committee, contained the following items that were received for information by unanimous consent:

- Committee Appointments:
  - University Discipline Appeals Committee (UDAC)
  - McIntosh Gallery Committee
  - Western Fair Association Appointees
- Annual Report of the Code of Student Conduct

**REPORT OF THE GOVERNANCE AND BY-LAWS COMMITTEE** [Appendix IV]

Prior to considering the Report of the Governance & By-Laws Committee, S. Shortreed provided the Board with a high-level overview of the work of the Committee.

BG.20-60 **Revisions to the Terms of Reference of the McIntosh Gallery Committee (Special Resolution 1-H)**

It was moved by R. Konrad, seconded by D. Keddy,

That the Board of Governors approve the revisions to the Terms of Reference of the McIntosh Gallery Committee as shown in Appendix IV, Annex 1.

CARRIED (by Unanimous Consent)

**REPORT OF THE AUDIT COMMITTEE** [Appendix V]

Prior to considering the Report of the Audit Committee, S. Bennett provided the Board with a high-level overview of the work of the Committee.

BG.20-61 **Information Items reported by the Audit Committee**

Appendix V, Report of the Audit Committee, contained the following item that was received for information by unanimous consent:

- Campus Community Police Service – 2020 Annual Report

**REPORT OF THE MCINTOSH GALLERY COMMITTEE** [Appendix VI]

BG.20-62 **Revisions to MAPP XX: McIntosh Gallery Collections Policy**

It was moved by R. Konrad, seconded by H. Usher,

That the Board of Governors approve the revisions to MAPP 1.XX: McIntosh Gallery Collections Policy, as shown in Appendix VI, Annex 1.

J. Patten, Director/Chief Curator of McIntosh Gallery said the main goals of the policy revision were to acknowledge the need to collect more pieces from BIPOC artists (i.e., black, Indigenous and people of colour) and to deaccession some of the collections that are no longer relevant.

A Board member suggested that an alternative to the term ‘disposal’ be considered. J. Patten clarified that the term ‘disposal’ is the standard term used in museums around the world. It encompasses all of forms of removing pieces from a collection.

A Board member noted that definitions of ‘Registrar’ and ‘Collection’ had not been included in the policy. J. Patten indicated that he would provide the definitions to the University Secretariat.

The question was called and CARRIED (one abstention)

BG.20-63 **Director’s Report: McIntosh Gallery Pandemic Action Plan**

The Director’s Report on the McIntosh Gallery Pandemic Action Plan was provided in Appendix VI, Annex 4.

A Board member expressed concern that some of the guidelines set out in the McIntosh Gallery Pandemic Action Plan may not be in keeping with the University’s overall strategy. J. Patten responded that the guidelines had been set under the pressure of the pandemic and in the absence of other information from the University at that time. He indicated that the McIntosh Gallery would happily adopt the protocols set by the University.

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

BG.20-64 **Proposal to Establish the Western Institute for Neuroscience (Research)**

S. Prichard, Acting Vice-President (Research) provided an overview of the proposal. She said that the Western Institute for Neuroscience (Research) will provide a framework that coordinates and unifies neuroscience expertise at Western, Lawson Health Research Institute, London Health Sciences Centre and other campus and community collaborators by creating an entity that provides academic leadership related to a shared vision, program alignment and advocacy.

It was moved by D. Keddy, seconded by S. Bennett,

That Board of Governors approve the establishment of the Western Institute for Neuroscience (Research), effective July 1, 2020.

CARRIED

BG.20-65 **Faculty of Arts and Humanities and Faculty of Social Science – Proposed Name Change: The Department of Women’s Studies and Feminist Research to the Department of Gender, Sexuality, and Women’s Studies**

It was moved by R. Konrad, seconded by D. Keddy,

That the Board of Governors approve that the Department of Women’s Studies and Feminist Research within the Faculty of Arts and Humanities and the Faculty of Social Science be renamed as the Department of Gender, Sexuality, and Women’s Studies, effective July 1, 2020.

CARRIED (by Unanimous Consent)

BG.20-66 **Faculty of Social Science – Proposed Name Change: The Department of Geography to the Department of Geography and Environment**

It was moved by R. Konrad, seconded by D. Keddy,

That the Board of Governors approve that the Department of Geography within the Faculty of Social Science be renamed as the Department of Geography and Environment, effective July 1, 2020.

CARRIED (by Unanimous Consent)

BG.20-67 **Information Items Referred by Senate**

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

- Annual Report of the Working Group on Information Security (WGIS) – 2019
- Reports on Promotion, Tenure and Continuing Appointment
- Report of the Academic Colleague
- Academic Administrative Appointments

BG.20-68 **QUESTIONS FROM MEMBERS**

No questions were raised.

BG.20-69 **OTHER BUSINESS**

On behalf of the Board, R. Konrad thanked K. Richter and K. Mequanint, whose terms end June 30, 2020, for their time and service to the Board.

**ADJOURNMENT**

The meeting adjourned to the confidential session at 2:10 p.m.

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R. Konrad  
Chair

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A. Bryson  
Acting Secretary



**MINUTES OF THE SPECIAL MEETING OF THE BOARD OF GOVERNORS**

**AUGUST 13, 2020**

The meeting was held at 10:30 a.m. via Zoom videoconference.

PRESENT: R. Konrad, Chair  
A. Bryson, Acting Secretary

S. Bennett	C. Rorabeck
W. Boye	B. Ross
C. Burghardt-Jesson	A. Shepard
G. Dick	S. Shortreed
K. Gibbons	D. Simmonds
C. Karakatsanis	C. Stephenson
D. Keddy	K. Sullivan
J. Kum	P. Thomlinson
S. Neiman	J. Toswell
G. Parraga	S. Trosow
S. Pitel	H. Usher

By Invitation: A. Blackburn-Evans, K. Cole, P. Eluchok, A. Hrymak, L. Logan,  
J. O'Brien, T. Rice, M. Ruddock

Secretariat Resource: L.A. McKivor

Regrets: E. Holder, M. Lerner

**Land Acknowledgement**

D. Keddy read a Land Acknowledgement.

BG.20-87

**REPORT OF THE PRESIDENT**

The Report of the President, distributed with the agenda, consisted of the following topics: COVID-19 and Fall Semester Plans, and a Return to Campus Plan.

A. Shepard, President & Vice-Chancellor, offered his thanks to the Board for convening during the summer. Given the extraordinary circumstances of COVID-19, he expressed that senior administration sincerely desired to maintain a flow of communication with the Board and would be sharing a report outlining the planning for a safe return to campus this fall.

A. Shepard offered thanks to his team and the entire university for the incredible response, collaboration, and adoption of new and interesting ways of working that have emerged during the pandemic. He thanked in particular L. Logan, Vice-President (Operations & Finance) and J. O'Brien, Associate Vice-President (Human Resources) for spearheading the work associated with Western's Report [Appendix II], submitted to the Government of Ontario, Ministry of Colleges and Universities, and the Ministry of Health, the federal government sector managing International Student Arrivals, and the Public Health Agency of Canada. He said that the requirements now identified at the federal level for compliance prior to international students' return to Canadian campuses has been met at Western, and the University's planning has been championed as a model for thoroughness of approach.

A. Shepard confirmed a close alliance with the London Health Unit and reported that there is a level of comfort with Western's pandemic planning. Although the circumstances of the pandemic are fluid, and Western may need to modify plans at any point, the current trajectory plots out a safe, reasonable, and calculated return to campus for faculty, staff, and students. The plan has been well received and provides both flexibility and an endorsement of a mixed model of learning, research, and teaching.

A. Shepard shared that some important aspects of the current planning have been the opening of libraries, the partial opening of the athletic center, and students living within residences, given the deep importance of the informal engagement that happens at universities.

Lastly, A. Shepard noted that Western has made substantial financial investments to ensure that the fall opening will be successful including increased financial aid at the undergraduate and graduate levels, and significant investments in personal protective equipment.

BG.20-87a COVID-19 and Fall Semester Plans - Update

Board members were provided with slides entitled Update of Western's Fall 2020 Planning in Exhibit I. A. Hrymak, Provost and Vice-President (Academic), informed the Board that first year, first entry acceptance rates are strong, although tilted to domestic students. He said that travel and visas were forecast to produce difficulties; therefore, focus was shifted to domestically located international students. Tuition revenue is not expected to be impacted but additional costs are anticipated. He reported that upper year undergraduate and graduate enrolment has not produced major deviations. Fall and winter are anticipated to be treated similarly with detailed planning at the faculty levels.

The Community Connections program spearheaded by Student Experience, in collaboration with the faculties and the Registrar's Office, successfully brought approximately 1500 students and their family members to campus as a partial replacement of March Break Open House activities.

A. Hrymak reported that the Smart Start program initiated by the Faculty of Education was successful in supporting students coming out of high school who may not be comfortable with the pivot to online learning. He reported that over 1500 students have taken the first set of diagnostics and that it is anticipated that this program will be maintained for the future.

A. Hrymak reported that cost priorities are focused on safety and improving online delivery support.

L. Logan, Vice-President (Operations & Finance) reported that a phased and gradual return to campus began May 12<sup>th</sup> with Phase One and will culminate on August 31<sup>st</sup> with Phase Four. An individual's return to campus is under the direction of individual supervisors. L. Logan outlined that space and capacity planning focuses on the reduced capacity caused by physical distancing guidelines. She reported that capacity assessments of all spaces on campus, including dining halls, common spaces, and recreation facilities for a total of 42 buildings and six residences is now complete with the assistance of the firm Perkins & Will. This process informed Western's signage strategy. She indicated that the capacity of campus is forecast to be in the 23,000 to 27,000 range, excluding outdoor spaces.

L. Logan commented that facilitating building readiness began in early April with a focus on safety. Examples of work include upgrades to air filtration systems to recommended MERV grade filters and complete signage and wayfinding on campus.

Western's residence expectation was originally for 4100 students, however that number continues to change. L. Logan reported that residences are de-densified, with most students in single rooms, except for hybrid suites where students have requested to be together. She noted that tents will also be set up outside of most residences to expand usable space for students in addition to two tents generally available on campus. All residence plans have been shared with the Health Unit.

L. Logan reported that Western is focusing on educational language that stresses that health and safety is a shared responsibility. The University Students' Council (USC), Western's Communication team and Residence team are working closely together to coordinate messaging that will continue to be built on for other instances such as Broughdale.

A Board member questioned how Western's residence food services will operate given that individuals living off campus may not adhere to strict safety measures. L. Logan commented that initially food services will be restricted to residence members, however plans continue to evolve as situations present and clear protocols are developed.

A Board member asked if there is differentiation between weekdays and weekends. L. Logan expressed that they are conscious of demand on weekends and building security will be maintained with new protocols under development.

L. Logan addressed a question from a Board member seeking clarification on the safety of air quality and circulation in buildings, specifically older buildings. She indicated that no demand management activity is being done, fresh air intake has been maximized while maintaining humidity levels, and finally, filtration is being increased to MERV ratings in all buildings.

A Board member questioned the security of buildings for the coming fall. L. Logan expressed that research buildings may remain restricted to specific card access. Protocols for other areas on campus are being developed and will involve reduced hours of access. With reduced capacity on campus, the security of both buildings and people within the buildings are of great importance.

J. O'Brien, Associate Vice-President (Human Resources) reported that Western is now moving from a health, safety, and well-being perspective to focusing on culture, personal protective equipment availability, and response capabilities for positive COVID-19 cases. She said that Western is continuing to build on the longstanding safety culture to now include classroom and overall campus safety.

J. O'Brien reported that there is extensive signage on campus to assist the community with appropriate safety protocols and practices. She announced that Western will be implementing two new administrative roles to assist with safety protocols. These roles will be in addition to classroom ambassador roles to assist in the loading and unloading of classrooms, ensuring students have completed health assessments and monitoring mask wearing. J. O'Brien indicated that Western is continuing to build a culture that includes multiple methods for educational communication.

To augment the number of sinks on campus, J. O'Brien reported that mobile handwashing units will be available on campus to complement the tent environment, ensuring that social interactions are still permissible within a safe and socially distanced environment.

Western has established a partnership with the London Health Science Center, St. Joseph's lab that J. O'Brien outlined will provide 24-hour testing turnaround for symptomatic individuals. If an outbreak is detected, J. O'Brien indicated that a mobile testing unit is available. Contact tracing will be led by the Middlesex London Health Unit, with information support provided by Western.

J. O'Brien reported that a shift in focus will take place this fall recognizing the difficulties faced by individuals up to this point in the pandemic. Emphasis will be placed on health and well-being for faculty and staff. The Wellbeing team will be focusing on key messages from a mental health perspective. Opportunities for individuals to continue to connect will begin through virtual means with multiple initiatives planned.

A Board member questioned how Western would proceed if guidelines are not followed. J. O'Brien indicated that from an employee perspective the issues would be dealt with from a compliance perspective including coaching. By influencing from a health and safety culture point of view in a productive way through engagement and communication, positive results will ensue. A. Hrymak indicated that compliance has been excellent to this point from the faculty and graduate student communities. Partnership with the USC will target undergraduate student compliance with consistent messaging.

A Board member expressed concern that with 23,000 to 27,000 students on campus, deviation from safety protocols should be expected. It was recommended that Western have a clear and well communicated route for managing dissension.

A Board member questioned how Western's clubs and sports organizations will be guided and governed during this time. A. Hrymak assured members that active engagement with the USC was underway to reiterate safety protocols and to help build community through virtual opportunities.

A Board member sought clarification for the percentage of first year students experiencing an on-campus course this fall. A. Hrymak expressed that extensive work had been done by the Deans to ensure that components of on-campus activities will be available for students, varying by faculty, but averaging to be 20%. Online alternatives have been created for students unable to participate on campus.

A. Shepard noted that in addition to partnering with the USC, Western has actively sought to engage club-level leadership to help influence behavior and student culture. He again expressed the importance of campus safety being a joint responsibility, shared with the student population.

A. Blackburn-Evans, Chief Communications Officer, outlined that in addition to the established and successful methods of communication, a shift in focus is taking place to support culture change communications particularly aimed at students. Engagement with campus student groups is a priority. Being patient, kind and respectful is important messaging.

A Board member offered compliments for the detailed planning and preparation evident in Western's pandemic response.

BG.20-88

**QUESTIONS FROM MEMBERS**

A Board member questioned how continued care will be provided to faculty and staff when a clinic physician will be leaving the practice resulting in individuals losing the opportunity for care. J. O'Brien, Associate Vice-President (Human Resources) indicated that Western is actively recruiting family physicians and is hopeful that an outcome will be available for communication shortly. The ability to set up health care teams in the City of London has impacted Western's ability to retain physicians.

A Board member identified a concern with face-to-face instruction outside of a lab environment and a lack of information on the appropriate personal protective equipment necessary. Additionally, a question was raised relating to the level of responsibility an instructor holds within a classroom to ensure safety protocol was being followed. J. O'Brien indicated that classroom ambassadors will assist with this process. In addition, faculty level protocol decisions that have been made, such as the installation of Plexiglas shields at podiums, and individual kits for instructors that contain cleaning materials as well as specialized protective items have been distributed.

A Board member questioned the timeline for staff and faculty to vacate campus if a shutdown is mandated. The previous shutdown had provided an opportunity for faculty and staff to vacate their offices and facilities. J. O'Brien indicated that timelines for faculty and staff to be away from campus is mandated by senior leadership and would frequently fall within the Stage 2, 5-7-day phase.

A Board member questioned if Western's international student population is requesting reduced tuition fees. A. Hrymak, Provost and Vice-President (Academic) indicated that he was aware of petitions for relief on international student tuition. He indicated that Western is supporting increased scholarship and bursary support for students in need. Western has

invested approximately \$5 million in personnel support and software development to enhance the online environment. A. Hrymak further commented that services for students will remain in place for students to access as needed. Athletic and recreation ancillary fees have been reduced by 50%, whereas remaining fees stand with the proviso that if a service is not able to be offered, the fee will be addressed.

A Board member expressed that as many students and faculty will continue to work remotely, there is a need for messaging to be directed to individuals who will not be returning to campus, specifically in relation to cyber security.

The Chair of the Property and Finance Committee indicated that predominant attack vectors in the market place have been attacks to virtual private networks (VPN) resulting in the need for increased security, although Western's cyber strategy is well equipped to provide direction. A. Hrymak confirmed that cyber attacks are heightened during the pandemic, but because of collaboration software now being used for course delivery Western has become more proactive in establishing and communicating best practices.

A Board member expressed concern with the availability of technology for students and encouraged Western's leadership to be mindful of the needs of students to access technology to support their learning.

BG.20-89

**OTHER BUSINESS**

No other business was reported.

**ADJOURNMENT**

The meeting adjourned to the confidential session at 11:55 a.m.

\_\_\_\_\_  
R. Konrad  
Chair

\_\_\_\_\_  
A. Bryson  
Acting Secretary

**Scholarships, Awards, and Prizes**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**EXECUTIVE SUMMARY:**

At its meeting on September 15, 2020, the Property and Finance Committee approved the new scholarships, awards, and prizes provided in ITEM 5.1(a) on behalf of the Board of Governors. The scholarships, awards, and prizes are being provided to the Board of Governors for information in accordance with the Property & Finance Committee Terms of Reference.

**ATTACHMENT(S):**

[Scholarships, Awards, and Prizes](#)

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**New Scholarships, Awards, and Prizes**

**MScA Outstanding Citizen Award (Ivey Business School)**

Awarded to a successful applicant enrolled in the MSc in Management program, based on academic excellence and leadership qualities as demonstrated by involvement in University, work, or community activities. The award will be given out to one recipient at the end of the Program. The MSc Scholarship Committee at the Ivey Business School will select the recipient. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral studies. This award was established by a generous contribution from Ivey's MSc Association.

Value: 2 at \$1,000

September 2020 student intake/cohort – one award given out in November 2021

January 2021 student intake/cohort – one award given out in February 2022

Effective Date: May 2020 to April 2022

**James A. Roks Bursary in Social Science (Social Science)**

Awarded annually to an undergraduate student entering first year in the Faculty of Social Science, based on demonstrated financial need. Online financial assistance applications are available through Student Center and must be completed by October 31<sup>st</sup>. The Office of the Registrar will select the recipient. This bursary was established with a generous gift from Mr. James A. Roks (BA Honours 1985).

Value: 1 at \$1,500

Effective Date: 2020-2021 to 2024-2025 academic years inclusive

**Maxinne Barker Gazette Award (Any Undergraduate Program)**

Awarded annually to a full-time or part-time undergraduate student in second year or beyond, who is serving as one of the Gazette editors in the current academic year. The candidate must also have a minimum 70% average and demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30<sup>th</sup>. If, during any year, there is no one who meets this criteria, then it will go unawarded. The Office of the Registrar will select the recipient. This award was established by a generous estate gift from Maxinne Barker (BA '45), along with many Alumni who were involved with the Gazette during their time at Western.

Value: 1 at \$1,000

Effective Date: 2020-2021 academic year

*Maxinne served as the Gazette Women's Editor from 1942 to 1944 while attending Western. She became a professional journalist and worked at the London Free Press and the Eastern Ontario Farmer newspaper. Together with her husband, Henry Barker (BSc '49), they raised five children. In 1969 she became the President of Western's Alumni Association and served on the University Senate. Maxinne died in 2003 at the age of 80.*

SASAH Early Admission Scholarship (Arts and Humanities)

Awarded to the top applicants applying to the SASAH program in the Faculty of Arts and Humanities. All students applying for the SASAH program are required to submit a statement of interest by February 28<sup>th</sup>. Recipients will then be selected by a Committee for the School for Advanced Studies in the Arts and Humanities, based on their academic average, statement of interest and interview with a SASAH Research Fellow.

Value: Up to 6 scholarships at \$1,000  
Effective Date: 2020-2021 academic year inclusive

Jeffery, Rudd, McKittrick Ethics Award in Actuarial Sciences (Actuarial Sciences)

Awarded annually to a student graduating in 4<sup>th</sup> year from Honours Actuarial Sciences, who has demonstrated a strong understanding of ethics in Actuarial Sciences through their course achievements and statement submission. Candidates will be asked to complete an online application by February 1<sup>st</sup> regarding the importance of ethics in the actuarial profession, as well as their personal ethics philosophy. The scholarship and awards committee in the Department of Statistical and Actuarial Sciences will select the recipient based on a consideration of both their course achievements and the statement submission. This award was established by Harrison Pensa LLP, Bates Barristers and Foreman & Company.

Value: 1 at \$1,000  
Effective Date: 2020-2021 academic year

Violet King Award (Law)

Awarded annually to a full-time Black student in Year 1 in the Faculty of Law who has experienced hardship, economic disadvantage or discrimination, and has demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30<sup>th</sup>. A statement outlining how the candidate has experienced hardship, economic disadvantage or discrimination must be submitted to the Dean's Office in the Faculty of Law by September 30<sup>th</sup>. The Scholarship Committee in the Faculty of Law will select the recipient once the Office of the Registrar has determined financial need. During any year, if there is no eligible candidate in Year 1, the prior recipient may receive it again in Year 2 or 3. If there is no eligible candidate during any year with financial need, a Black student in any year will be selected, based on academic achievement only. This award, named in honour of Violet King, is made possible by a generous gift from members of the Law Class of 2013 and friends.

Value: 1 at Up to \$5,000  
Effective Date: 2020-2021 to 2024-2025 academic years inclusive

*In 1953 Violet King became the first Black Canadian to obtain a law degree in Alberta and the first Black person admitted to the Alberta Bar and to practice Law in Canada. King practised criminal law in Calgary for several years. She later moved to Ottawa to work with Citizenship and Immigration. In 1969, King moved to Chicago to become the director of manpower, planning and staff development with the YMCA. In 1976, she was appointed executive director of the National Council of YMCA's Organizational Development Group, making her the first woman to be named to an executive position with the national organization. King shattered glass ceilings and broke down colour barriers to pave the way for future*

*generations. Her hard work and drive to excel in all facets of her career are an inspiration for those who also aspire to do great things in their field. Violet King died in 1982 at the age of 53.*

Cameron W. Robinson Scholarship in Chemistry (Chemistry)

Awarded annually to an undergraduate student entering Year 2, 3, or 4 of an Honours Specialization in Chemistry or an Honours Double Major that includes Chemistry, based on academic achievement (minimum 80% average) in the prior year. The scholarship and awards committee in the Faculty of Science will select the recipient. This scholarship was established through a generous estate gift from Mr. Cameron W. Robinson (MEd 1982, BEd 1971, BSc 1970).

Value: 1 at \$1,500

Effective Date: 2020-2021 academic year

*Cameron grew up in Hamilton and moved to Owen Sound in 1971 to begin his 30 year career as an educator in Owen Sound and later in Meaford. He was a role model to many, always following the guiding principle to treat others as he would have them treat him. Energetic, hardworking, fiercely determined, supremely organized both at work and in his personal life, he reflected integrity, honesty, loyalty, the value of physical fitness, financial responsibility and humility. Cameron died in 2017 at the age of 70.*

**Report of the Investment Committee**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**EXECUTIVE SUMMARY:**

The Investment Committee is a subcommittee of the Property & Finance Committee, responsible for establishing the investment policy, objectives and strategy, appointing managers and investment consultants, and periodically reviewing the portfolio performance. This report is provided quarterly to the Property & Finance Committee and to the Board of Governors in accordance with the Property & Finance Committee Terms of Reference.

As at June 30, 2020, the University had \$2.0 Billion (2019 - \$1.9 Billion) in assets under management (“AUM”) across the short-term portfolio, mid-term portfolio (“MTP”), and the operating and endowment fund (the “Fund”). The Fund comprises approximately 75% of the AUM.

The Fund is managed for long-term performance with 5 and 10 year returns of 6.3% and 9.1%, respectively, and has met its objectives over these periods. The endowed portion of the Fund pays an annual allocation for each endowment’s individual intended use at the University.

In June 2020 the strategic asset mix policy and targets of the Fund were updated; the Investment Committee and Management is working to implement new strategic asset classes and engage new managers, as required, over the coming 12 – 18 months.

The last 6 months have experienced significant volatility in public markets due to the COVID-19 pandemic and the resulting economic slowdown. The Investment Committee has met bi-weekly over this time frame to remain engaged and able to respond to any changes required in strategy or asset mix. The Fund has shown resilience through a period of market volatility in 2020. Year to date returns are -3.8%, coming off highs experienced in December 2019. However, the most recent 3 month performance has been 8.5%.

**ATTACHMENT(S):**

[Report of the Investment Committee](#)

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**Report of the Investment Committee**

This report outlines the market value of the assets under management and the recent activities of the Investment Committee. In addition, the performance of the Mid-Term Portfolio and Operating & Endowment Fund are provided.

**Total Investments:**

The following chart summarizes the total market value of investments held at June 30, 2020:

<b>Asset Portfolio</b>	<b>Market Value</b>
<b>Short-Term Portfolio</b>	<b>444.9</b>
<b>Mid-Term Portfolio</b>	<b>180.6</b>
Operating Portfolio:	
Obligations	539.0
Surplus	<u>85.7</u>
Total Operating Portfolio	<u>624.7</u>
Endowment Portfolio	794.0
<b>Total Operating &amp; Endowment Fund</b>	<b>1,418.7</b>
<b>Jarislowsky Fraser Seg. Investment</b>	<b>2.1</b>
<b>Total Investments</b>	<b>2,046.3</b>

**Update on Investment Committee Activities:**

- The Investment Committee was very active during the recent market volatility, holding bi-weekly meetings between March and July to discuss the state of the economy, markets and to closely monitor the University’s Operating & Endowment Fund and Mid-Term Portfolio.
- The Investment Committee completed its strategic asset allocation review in the spring. The revised asset mix, includes a reduction in the allocation to public equities and increases to private equity, private debt and real estate, as well as a commitment to invest up to 10% of the Operating & Endowment Fund in sustainable investment opportunities.
- Following the approval of the Statement of Investment Objectives, Policies and Governance by the Board of Governors last June, management initiated manager searches for global low volatility equity, private debt and renewable energy mandates.
- The Investment Committee created a private equity working group to review the University’s private equity program in light of the increased target allocation to 12.5%.
- A manager search for a global equity mandate will be conducted in the near future.
- The Committee has also been active on environmental, social and governance issues. Management is considering ways to measure the carbon footprint of the portfolio and researching sustainable investment opportunities.

**Mid-Term Portfolio:**

**Performance**

The performance related to the Mid-Term Portfolio at June 30, 2020 is as follows:

Account/Group	Ending Market Value CAD	Ending Weight	Policy Weight	% Rate of Return						Inception to Date	Inception Date
				One Month	Three Months	One Year	Three Years	Five Years	Ten Years		
University of Western Ontario	180,582,186	100.00		0.92	6.67	-	-	-	-	3.40	08/08/2019
Policy Index UWOW				1.16	7.05	-	-	-	-	5.79	08/08/2019
Excess Return				-0.24	-0.38	-	-	-	-	-2.39	08/08/2019
FTSE 91-Day T-Bills + 300 bps				0.26	0.86	-	-	-	-	4.13	08/08/2019
Excess Return				0.66	5.81	-	-	-	-	-0.73	08/08/2019

Source: Northern Trust Monthly Financial Reporting

**Objectives**

The main objective of the Mid-Term Portfolio is to outperform the FTSE 91-Day T-Bill Index by 300 basis points over a 3 to 5 year period.

As at June 30, 2020, the portfolio had not achieved its objective since inception, however, the target had been achieved by July 31, 2020. The portfolio does not yet have a three year track record to assess performance over the mid-term.

**Operating & Endowment Fund:**

**Performance**

The annualized performance of the Operating & Endowment Fund (the “Fund”) was as follows:

Asset Class	1 Year		5 Year		Since Inception
	June	2020	June	2020	
<b>Fixed Income</b>		6.6%		4.2%	7.5%
<b>Equities:</b>					
Canadian		-4.9		4.7	8.4
US		8.3		9.5	9.8
International		-2.4		4.0	6.4
<b>Private Equity</b>		10.2		15.9	18.4
<b>Real Estate</b>		7.0		8.3	8.5
<b>Infrastructure</b>		3.1		9.5	10.1
<b>Absolute Return</b>		7.3		8.5	8.3
<b>Currency Hedging</b>		-2.6		N/A	-0.7
<b>Money Market &amp; Cash</b>		2.9		1.8	1.7
<b>Total Fund Return</b>		1.6%		6.3%	8.3%
<b>Benchmark Return</b>		3.7%		6.1%	7.9%
<b>Total Fund Real Return</b>		0.9%		4.8%	6.5%

Additional Operating & Endowment Fund performance detail can be found in Appendix 1 to this report.

### Objectives

The objectives of the Operating & Endowment Fund are as follows:

#### *Real return*

One of the Fund objectives is to maintain the purchasing power of the Fund after payout over the long-term. (i.e. to earn an amount after payout, over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.5% per year for the five year period.

For the five years ending June 30, 2020, the annualized real return was 4.8%.

#### *Value added*

A second Fund objective is to earn the return produced by the asset mix policy based on the return of the market indices plus a premium to reflect active portfolio management.

Over the five years ending June 30, 2020, the actual annualized return for the Fund was 6.3% and the return generated by the market indices for the portfolio was 6.1% (benchmark return).

### Asset Mix

The table below provides the classification and market value of the assets held in the Operating & Endowment Fund at June 30, 2020:

	Market	Target Asset Mix			Actual Asset
	Value	Minimum	Target	Maximum	Mix
<b>Equities</b>					
<i>Canadian</i>	245,793,906	7.5%	12.5%	17.5%	17.3%
<i>US</i>	263,372,772	12.5%	17.5%	22.5%	18.6%
<i>EAFE</i>	255,468,416	12.5%	17.5%	22.5%	18.0%
<i>Private</i>	121,930,978	7.5%	12.5%	17.5%	8.6%
<b>Total Equities</b>	<b>886,566,072</b>	<b>52.5%</b>	<b>60.0%</b>	<b>67.5%</b>	<b>62.5%</b>
<b>Fixed Income</b>					
<i>Core Fixed Income</i>	145,382,828	0.0%	5.0%	10.0%	10.2%
<i>Commercial Mortgages</i>	87,281,693	0.0%	5.0%	10.0%	6.2%
<i>Private Debt</i>	-	0.0%	5.0%	10.0%	0.0%
<b>Total Fixed Income</b>	<b>232,664,521</b>	<b>7.5%</b>	<b>15.0%</b>	<b>22.5%</b>	<b>16.4%</b>
<b>Real Assets</b>					
<i>Real Estate</i>	74,873,588	5.0%	10.0%	15.0%	5.3%
<i>Infrastructure</i>	138,941,599	5.0%	10.0%	15.0%	9.8%
<b>Total Real Assets</b>	<b>213,815,187</b>	<b>12.5%</b>	<b>20.0%</b>	<b>27.5%</b>	<b>15.1%</b>
<b>Diversifiers</b>					
<i>Cash &amp; Money Market</i>	33,812,284	0.0%	0.0%	10.0%	2.4%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	46,899,092	0.0%	5.0%	10.0%	3.3%
<b>Total Diversifiers</b>	<b>80,711,376</b>	<b>2.5%</b>	<b>5.0%</b>	<b>12.5%</b>	<b>5.7%</b>
<b>SSgA Dynamic Strategic Hedging</b>	<b>4,988,251</b>				<b>0.3%</b>
<b>Grand Total</b>	<b>1,418,745,407</b>				<b>100.0%</b>

Appendix 1

The tables below provide performance data on the Operating & Endowment Fund at June 30, 2020

**Asset Class – Performance Summary for Periods Ending June 30, 2020**

	Market Value	3 Mo	YTD	1 Yr	3 Yrs	5 Yrs	10 Yrs	SI Return	SI Date
<b>Total Fund</b>	<b>\$1,418,745,407</b>	<b>8.5%</b>	<b>-3.8%</b>	<b>1.6%</b>	<b>5.2%</b>	<b>6.3%</b>	<b>9.1%</b>	<b>8.3%</b>	<b>31-Dec-92</b>
<i>Total Fund Benchmark (a)</i>		<u>10.8%</u>	<u>-1.6%</u>	<u>3.7%</u>	<u>6.0%</u>	<u>6.1%</u>	<u>8.4%</u>	<u>7.9%</u>	31-Dec-92
Excess Return		-2.3%	-2.2%	-2.1%	-0.8%	0.2%	0.7%	0.4%	

**Asset Class – For Rolling Periods Ending June 30, 2020**

	. 2020	. 2019	. 2018	. 2017	. 2016	. 2015	. 2014	. 2013	. 2012	. 2011	. 2010
<b>Total Fund</b>	<b>1.6%</b>	<b>5.0%</b>	<b>9.2%</b>	<b>14.1%</b>	<b>2.1%</b>	<b>10.3%</b>	<b>20.1%</b>	<b>14.1%</b>	<b>1.0%</b>	<b>15.0%</b>	<b>8.6%</b>
<i>Total Fund Benchmark</i>	<u>3.7%</u>	<u>5.5%</u>	<u>8.9%</u>	<u>11.9%</u>	<u>1.0%</u>	<u>7.5%</u>	<u>18.1%</u>	<u>12.6%</u>	<u>0.4%</u>	<u>15.4%</u>	<u>8.6%</u>
Excess Return	-2.1%	-0.5%	0.2%	2.2%	1.2%	2.7%	2.0%	1.5%	0.6%	-0.5%	0.0%

**Total Fund Real Returns - For Rolling Periods Ending June 30, 2020**

	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	20 Yrs
<b>Total Fund</b>	<b>1.6%</b>	<b>3.3%</b>	<b>5.2%</b>	<b>7.4%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>8.7%</b>	<b>9.4%</b>	<b>8.4%</b>	<b>9.1%</b>	<b>6.2%</b>
<i>CPI</i>	<u>0.7%</u>	<u>1.3%</u>	<u>1.7%</u>	<u>1.5%</u>	<u>1.5%</u>	<u>1.4%</u>	<u>1.6%</u>	<u>1.5%</u>	<u>1.5%</u>	<u>1.7%</u>	<u>1.8%</u>
Real Return	0.9%	2.0%	3.5%	5.9%	4.8%	5.6%	7.1%	7.9%	6.9%	7.4%	4.4%

	. 2020	. 2019	. 2018	. 2017	. 2016	. 2015	. 2014	. 2013	. 2012	. 2011	. 2010
<b>Total Fund</b>	<b>1.6%</b>	<b>5.0%</b>	<b>9.2%</b>	<b>14.1%</b>	<b>2.1%</b>	<b>10.3%</b>	<b>20.1%</b>	<b>14.1%</b>	<b>1.0%</b>	<b>15.0%</b>	<b>8.6%</b>
<i>CPI</i>	<u>0.7%</u>	<u>2.0%</u>	<u>2.5%</u>	<u>1.0%</u>	<u>1.5%</u>	<u>1.0%</u>	<u>2.4%</u>	<u>1.2%</u>	<u>1.5%</u>	<u>3.1%</u>	<u>1.0%</u>
Real Return	0.9%	3.0%	6.7%	13.1%	0.6%	9.3%	17.7%	12.9%	-0.5%	11.9%	7.6%

Source: Mercer Investment Monitoring Review

**McIntosh Gallery Committee Membership**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

On behalf of the Board of Governors, the Senior Policy and Operations Committee approved the appointment of Sara Mai Chitty to the McIntosh Gallery Committee as a member-at-large, effective October 1, 2020 until June 30, 2023.

**University Discipline Appeals Committee (UDAC) – Membership**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

At the June 16, 2020 Senior Policy and Operations Committee meeting, an administrative error resulted in five graduate students being approved for membership on the University Discipline Appeals Committee (UDAC). The Terms of Reference for this Committee allow for three graduate student members only.

On behalf of the Board of Governors, the Senior Policy and Operations Committee amended the graduate student membership for UDAC, previously approved June 16, 2020, to appoint the following three candidates (term from July 1, 2020 to June 30, 2021):

**Dana Broberg (Schulich)**  
**Elizabeth Mohler (Health Sciences)**  
**JoAnn Saldua Toomath (Health Sciences)**

~~Nicole Devos (Engineering)~~  
~~kirstyn seanor (FIMS) (withdrew)~~

**Revisions to Special Resolution No. 3 – Banking**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**Recommended:**        That the Board of Governors approve the revisions to Special Resolution No. 3 – Banking, as shown in Item 5.3(a).

**EXECUTIVE SUMMARY:**

The update to Special Resolution No. 3 – Banking adjusts for changes to roles in the bank signing authority. Revisions were necessary to reflect the expected move to a singular AVP (Financial Services) model and to also exchange a B signatory to include the Assistant Controller role.

**ATTACHMENT(S):**

[Proposed Revisions to Special Resolution No. 3 – Banking](#)

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**Banking**

**Special Resolution:** No. 3

**Effective Date:** **September 22, 2020** ~~November 29, 2018~~

**Supersedes:** **November 29, 2018;** April 21, 2016

1. **General**

- (a) Bank accounts in the name of The University of Western Ontario shall be maintained at the Bank of Montreal, herein referred to as the Bank, Main Branch, 270 Dundas Street, London, Ontario, and elsewhere and in such other financial institutions as the Property and Finance Committee may from time to time determine.
- (b) Any one of Group "A", together with any one of Group "B", shall have full power for and in the name of the University to make and confirm arrangements or agreements with the Bank as to advances and loans, including overdrafts, to or for the University and to manage, transact and settle all manner of banking business whatsoever, and to adjust and settle accounts between the University and the Bank.

**GROUP "A"**

Vice-President (Operations & Finance)  
Associate Vice-President (Financial Services)

**GROUP "B"**

Controller  
Director, Treasury Services

2. **Number of Signatures Required**

Cheques issued against bank accounts and other withdrawals therefrom shall bear the signatures of two persons as authorized in this resolution whose signing authority shall be subject to the restrictions herein stated.

3. **Signing Officers for Cheques**

- (a) Any one of Group "A" hereunder may sign cheques issued against bank accounts or other withdrawals therefrom, in any amount, together with any one of Group "B" hereunder.
- (b) In the event that the University implements AOrganized Closure@ procedures as a result of the Middlesex-London Health Unit raising the pandemic alert level to phase 6, any one of Group "A" OR Group "B" hereunder may sign cheques issued against bank accounts or other withdrawals there from, in any amount.

**GROUP "A"**

Vice-President (Operations & Finance) \_\_\_\_\_  
Associate Vice-President (Financial Services) \_\_\_\_\_  
Controller \_\_\_\_\_  
Director, Treasury Services \_\_\_\_\_

**GROUP "B"**

**Assistant Controller** ~~Director, Financial Information Systems~~ \_\_\_\_\_  
Director, Research Finance \_\_\_\_\_  
Associate Vice-President (Human Resources) \_\_\_\_\_  
Financial Officer, Endowed & Restricted Funds \_\_\_\_\_

4. **Facsimile Signatures**

- (a) The signature of authorized signing officers may be facsimile signatures given by a cheque-signing machine or by other mechanical means, but no cheque bearing a facsimile signature or signatures shall be issued or presented to the Bank for an amount exceeding the sum of \$100,000 for each cheque, but the University shall, however, remain liable and responsible to the Bank for any and all cheques bearing such facsimile signatures and honored or paid by the Bank, whatever the amount thereof.
- (b) The Bank is authorized and directed to pay any and all cheques drawn on the aforesaid accounts and purporting to be cheques of the University bearing the signatures authorized by the preceding paragraphs and the Bank shall not be liable for any cheque or cheques which may have been irregularly or improperly drawn through the use of a cheque-signing machine or other mechanical means and paid or cashed by the Bank.

5. **Verbal/Facsimile Messages**

The Bank may act on oral instructions and/or facsimile transmission on University letterhead subject to procedures approved by the Board of Governors and attached hereto as [Annex 1](#).

6. **Transfer Deposit Accounts**

Transfer deposit accounts may be opened in the name of The University of Western Ontario on the joint authority of any one of Group "A" together with any one of Group "B" as listed in Section 1.(b) for such special purposes as will facilitate the administration of funds of the University. The sole means of removal of funds from transfer deposit accounts shall be by transfer to the general accounts of the University or to trust accounts held by an authorized agency.

7. **Advice to Bank**

A certified copy of this resolution and certified specimens of the signatures and facsimile signature of the officers hereby authorized shall be delivered to, and may be acted upon, by the Bank until notice to the contrary shall have been given to the Bank.

8. **Trois-Pistoles French Immersion School**

An account may be maintained at the Caisse populaire des Jardins, Trois-Pistoles, Quebec, to facilitate payment of expenses at Trois-Pistoles French Immersion School, such account to be subject to the following provisos:

- (a) The title of the account shall be "Trois-Pistoles French Immersion School - The University of Western Ontario".
- (b) The terms and conditions of the banking resolution shall apply and shall read as though the words "the bank" as defined therein had reference to the Caisse populaire des Jardins, Trois-Pistoles, Quebec, and
- (c) Any one of Group "A" hereunder may sign cheques issued against this bank account or other withdrawals therefrom, in any amount, together with any one of Group "B" hereunder.

**GROUP "A"**

Director, Western Centre for Continuing Studies

\_\_\_\_\_

Director of Trois-Pistoles French Immersion School

\_\_\_\_\_

Controller, The University of Western Ontario

\_\_\_\_\_

**GROUP "B"**

Administrative Assistant for Trois-Pistoles French Immersion School

\_\_\_\_\_

**Assistant Controller** ~~Director, Financial Information Systems~~  
The University of Western Ontario

\_\_\_\_\_

Secretary to the Administrative Assistant for Trois-Pistoles French Immersion School

\_\_\_\_\_

Attached: [Annex 1](#) – Banking Transactions – Verbal/facsimile Messages

Annex 1 – SPECIAL RESOLUTION NO. 3 – Banking

**BANKING TRANSACTIONS – VERBAL/FACSIMILE MESSAGES**

The University of Western Ontario hereby directs the Bank of Montreal (The “Bank”) to act on instructions for banking transactions submitted either verbally (orally) or by facsimile transmission on the University’s letterhead (the “Messages”), subject to the terms hereof. In consideration of the Bank so doing, the University has:

1. Requested that the Bank institute a Call Back Arrangement (“the Call Back Arrangement”) to verify all Messages which purport to transfer funds to third parties. The Call Back Arrangement will involve the Bank calling an authorized signing officer (who did not initiate the payment order) for the account being debited.

Any one of the following authorized signing officers is permitted to verify the Message:

Vice-President (Operations & Finance)  
Associate Vice-President (Financial Services)  
Director, Treasury Services  
Controller  
**Assistant Controller** Director, Financial Information Systems  
Director, Research Finance  
Financial Officer, Endowed & Restricted Funds

2. Authorized the Bank to act on all Messages, provided that authentication by Call Back has taken place.
3. Directed the Bank to decline to act if the Call Back Arrangement does not result in authentication, or if the Bank doubts the authenticity of any Message.
4. Acknowledged that all Messages acted upon by the Bank and confirmed by Call Back will, in the absence of gross negligence or wilful misconduct, be deemed conclusively to be valid instruction, whether or not authorized by the University or whether or not accurately transmitted to the Bank.
5. Agreed to indemnify and save the Bank harmless from and against any and all liabilities, costs, charges, losses, damages, demands, complaints, and expenses which the Bank may incur, sustain or suffer, other than pursuant to its own gross negligence or wilful misconduct, arising from or by reason of the Bank acting or declining to act upon any Messages given, in accordance with this agreement as the case may be, including without limitation legal fees and disbursements reasonably incurred by the Bank. This indemnity is in addition to any other indemnity provided by the University to the Bank.

**Western Retirement Plans Report September 2020**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

At its meeting on September 15, 2020 the Audit Committee received the Western Retirement Plans Report September 2020 for information. This report covers the calendar year January 1, 2019 to December 31, 2019 and prepared using data as of December 31, 2019. The Academic and Administrative Staff Pension Boards are responsible for the administration and oversight of two pension plans (the Academic Staff Pension Plan and the Administrative Staff Pension Plan). The Pension Boards are accountable to the Board of Governors to ensure all fiduciary and statutory requirements relating to the pension plans are met. As a result, this report is being provided to the Board of Governors in accordance with the Audit Committee Terms of Reference.

**ATTACHMENT(S):**

[Western Retirement Plans Report September 2020](#)

## **Western Retirement Plans Report September 2020**

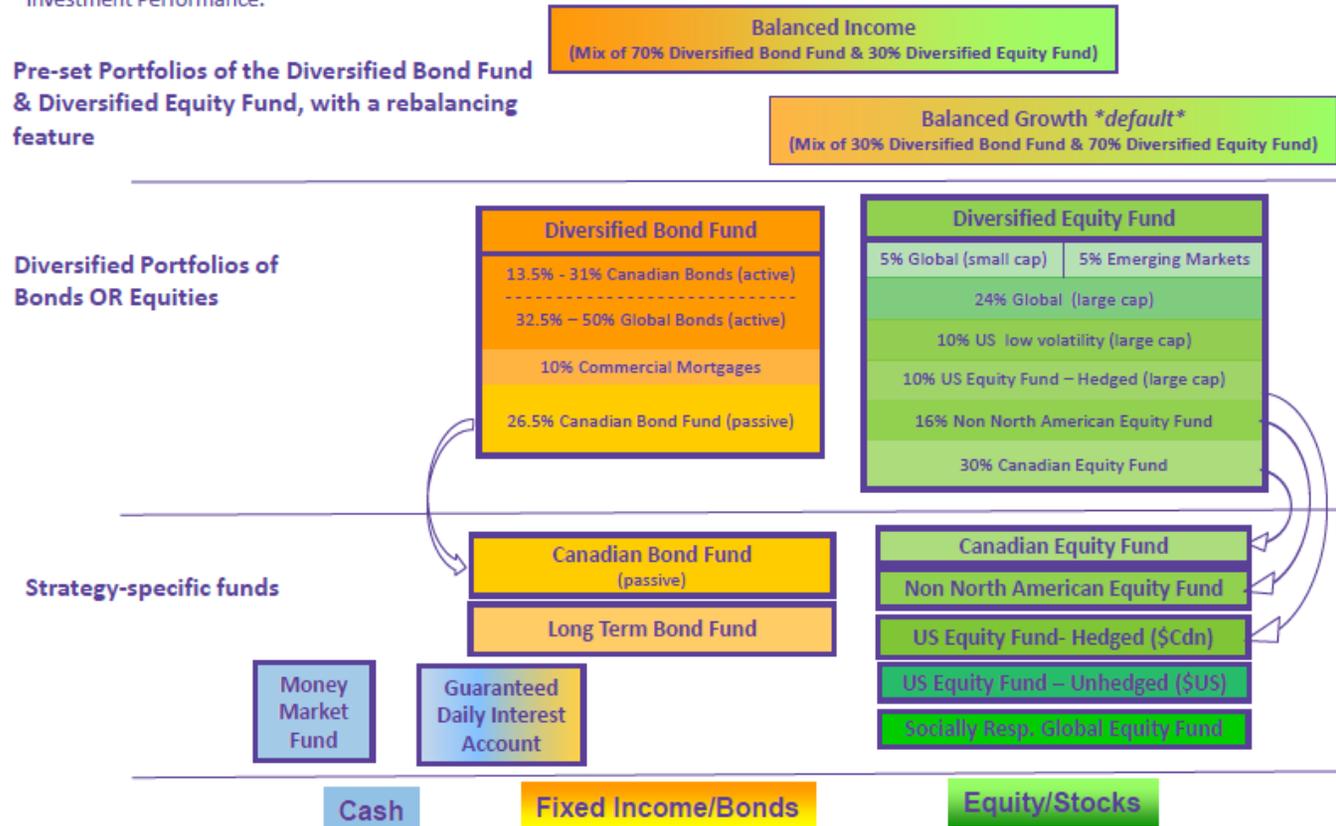
### **1. Plan Overview**

- 2 defined contribution pension plans
  - The University of Western Ontario Pension Plan for Members of the Academic Staff (employee required to contribute 1.5% or 5.5% of earnings; University contributes 8.5%, up to 9.0% on 20 years of service)
  - The University of Western Ontario Pension Plan for Members of the Administrative Staff (employee required to contribute 2.5% or 5.5% of earnings; University contributes 7.5%, up to 9.0% on 20 years of service), higher levels for non-executive senior management
- Huron University College and Brescia University College also participate in the respective plans for their faculty and administrative staff, contribution rates vary
- \$1,233 million in assets
  - \$697m Academic Plan, and \$536 Administrative Plan
- 7,051 member accounts in total
  - 2839 Academic Plan and 4212 Administrative Plan
  - 5763 active; 1288 terminated/retired with balances in the plans
- 13 investment options
  - 2 balanced, 6 equity, 3 fixed income, 1 guaranteed deposit and 1 money market
- Pension income is based on accumulated balance of investments and flexible income vehicles at retirement

Members direct the investment of their own contributions and the contributions made on their behalf by the University among 13 funds. The funds have been designed to provide diversification across the asset classes, each optimizing return for the given risk taken. The Pension Boards have designed these investment options with the assistance of the Western investment and HR staff, their Investment Consultants and Sun Life Financial. To be efficient in the monitoring of portfolios and to streamline education, the more diversified funds are constructed from other more specialized funds as outlined below:

## WESTERN PENSION PLAN INVESTMENT OPTIONS

Members of the Academic & Administrative Staff Pension Plans allocate the investment of their account among the following 13 options. Weightings noted below reflect the target allocations. For a full description sign in to your Sun Life account and view the reports under Investment Performance.



Updated May 2020

Figure 1 Investment Fund Options for Members

## Overview

As of December 31, 2019

### Distribution of Plan Assets

<b>TOTAL</b>	<b>\$1,228.22</b>	<b>100.0%</b>
--------------	-------------------	---------------

<b>Balanced Funds</b>	<b>\$360.79</b>	<b>29.4%</b>
Balanced Income	\$289.91	80.4%
Balanced Growth	\$70.88	19.6%

<b>Diversified Equity Fund</b>	<b>\$622.60</b>	<b>50.7%</b>
<b>Canadian Stocks</b>	<b>\$186.76</b>	<b>30.0%</b>
BG Fundamental Cdn Equity (AM)	\$93.22	15.0%
CC&L Canadian Equity Q Growth	\$93.55	15.0%
<b>US Equity</b>	<b>\$125.52</b>	<b>20.2%</b>
WindWise S&P 500 Index	\$63.67	10.2%
WindWise U.S. Managed Volatility	\$61.85	9.9%
<b>Non North American</b>	<b>\$99.11</b>	<b>15.9%</b>
AllianceBernstein International Value	\$49.61	8.0%
MFS International Equity II	\$49.49	7.9%
<b>Global Stocks</b>	<b>\$181.52</b>	<b>29.2%</b>
BlackRock CDN MSCI ACWI Ex Canada	\$30.90	5.0%
Oakmark Global Equity LP Fund	\$76.41	12.3%
T. Rowe Price Global Growth Equity	\$74.21	11.9%
<b>Emerging Markets Equity</b>	<b>\$29.68</b>	<b>4.8%</b>
William Blair Emerging Markets	\$29.68	4.8%

<b>Canadian Equity Fund</b>	<b>\$65.24</b>	<b>5.3%</b>
BG Fundamental Cdn Equity (AM)	\$32.56	49.9%
CC&L Canadian Equity Q Growth	\$32.69	50.1%

<b>US Equity Hedged</b>	<b>\$36.12</b>	<b>2.9%</b>
WindWise S&P500	\$36.12	100.0%

<b>US Equity Unhedged</b>	<b>\$41.11</b>	<b>3.3%</b>
BlackRock US Equity (Reg Only)	\$41.11	100.0%

<b>Non North American Fund</b>	<b>\$27.29</b>	<b>2.2%</b>
AllianceBernstein International Value	\$13.66	50.1%
MFS International Equity II	\$13.63	49.9%

<b>Socially Responsible Global Equity Fund</b>	<b>\$13.14</b>	<b>1.1%</b>
MFS Responsible Global Research	\$13.14	100.0%

Note: Amounts are in Millions and Balanced Funds are not included in the University of Western Ontario total plan market value.

Table 1 Balanced and Equity Investment Portfolios

**Overview**

As of December 31, 2019

<b>Diversified Bond Fund</b>	\$319.69	26.0%
AB Core Plus Advanced Bond	\$117.09	36.6%
AB SICAV LUX - Global Plus Fixed Income	\$78.55	24.6%
BlackRock Universe Bond Index	\$81.42	25.5%
Romspen Mortgage Investment Fund	\$42.64	13.3%

<b>Canadian Bond Fund</b>	\$16.41	1.3%
BlackRock Universe Bond Index	\$16.41	100.0%

<b>Long Term Bond Fund</b>	\$20.02	1.6%
BlackRock Long Bond Index	\$20.02	100.0%

<b>Target Date Funds</b>	\$8.33	0.7%
TDF 2020	\$8.33	100.0%

<b>Money Market Fund</b>	\$58.26	4.7%
SLF Money Market Fund	\$58.26	100.0%

*Table 2 Fixed Income Investment Portfolios*

**Pension Member Performance  
(As of Dec 31, 2019)**

- Member Historical Median Returns:
  - 1 year: 15.2%
  - 3 year: 7.2%
  - 5 year: 6.6%
- Individual Account One Year Returns:
  - Maximum: 29.7%
  - Average: 14.0%
  - Median: 15.2%
  - Minimum: -26.2%

*Table 3 Member Investment Returns*

**2. Member Decisions:**

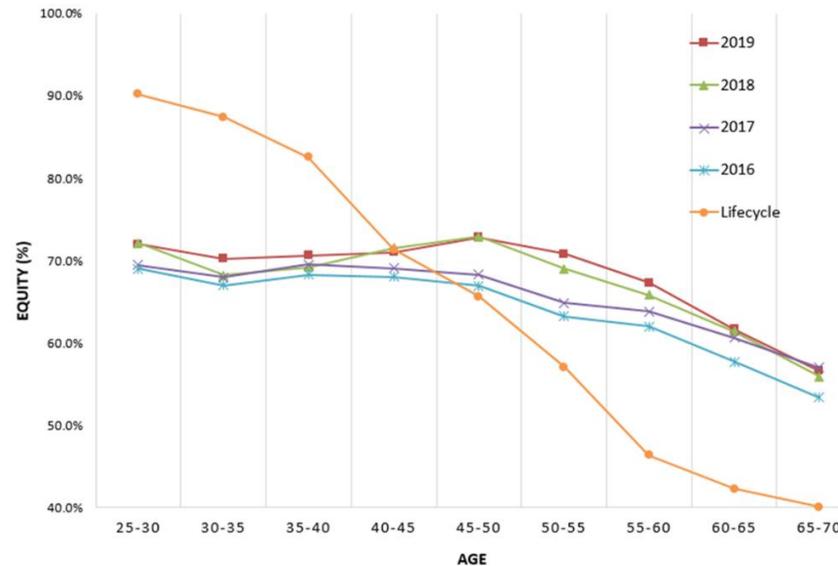
The long term investment strategy for retirement plan assets can have a significant impact on the level of retirement income available for a member. It is important to maintain exposure to equity asset class to ensure sufficient funds are available to support an anticipated long duration of retirement. The following metrics are regularly reviewed by the pension boards to ensure there are reasonable investment decisions being made by members.

**Member Asset Mix** (As of Dec 31, 2019)

	2019	2018	2017	2016	2015
Cash	5%	6%	5%	5%	6%
Bonds	29%	29%	28%	31%	31%
Equities	66%	65%	67%	64%	63%

*Table 4 Member Asset Mix*

**Equity Exposure by Age**



*Figure 2 Member's Equity Exposure by Age Cohort*

## Voluntary Contributions

Members may choose to make contributions in addition to their required contributions to enhance their savings, subject to the overall limit imposed by the Income Tax Act (18% of earnings in total for registered retirement plans). The following data indicates the extent to which members are taking advantage of the access to relatively efficient retirement savings opportunities. With an average investment expense ratio of 0.44%, the Western pension portfolio offer diversified and successful investment funds at an expense which is far below a comparable retail mutual fund that may otherwise support the member's RRSP.

	2019	2018	2017	2016	2015
% of members making voluntary contributions	30.6%	29%	24.3%	27.3%	27.7%
Total voluntary contributions	\$5.9 M	\$5.4 M	\$5.2 M	\$5.9 M	\$6.0 M
% of pay	4.6%	4.6%	4.6%	4.5%	4.7%
Transfers from RRSP/prior pension	\$ 3.1 M 52 EEs	\$ 3.5 M 72 EEs	\$ 2.3 M 41 EEs	\$3.3 M 48 EEs	\$2.3 M 42 EEs

*Table 5 Member's Making Voluntary Contributions above Required*

### Western Member Reporting (Including HST)

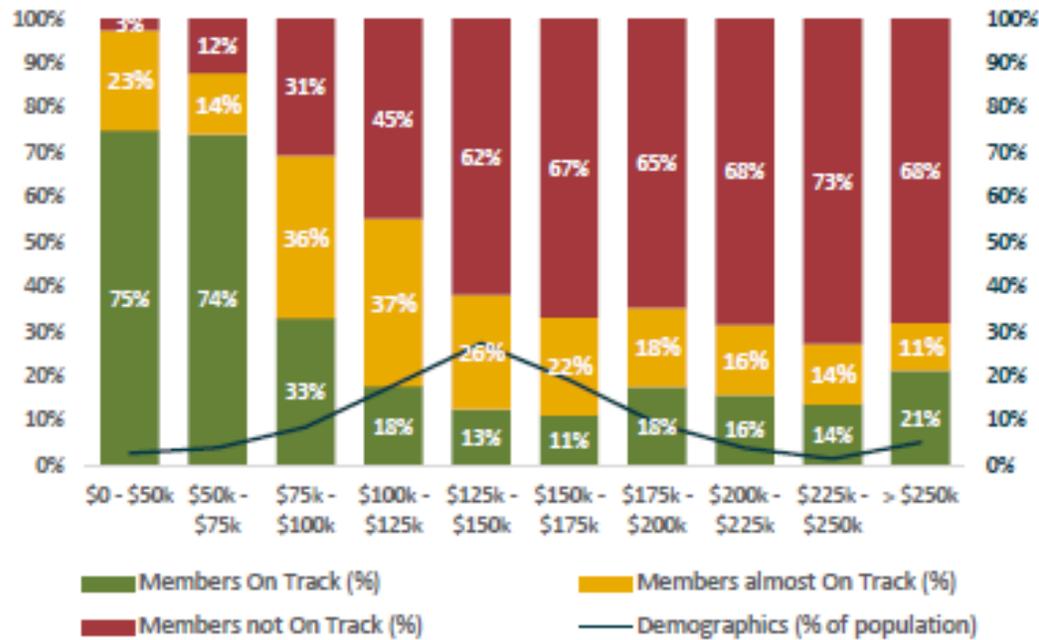
Western Pension Fund	Western's Calculations 2019			
	Investment Management Fee	Custodian	Fund Operating Expense	Expected Avg. Fee
Balanced Income	0.35%	0.02%	0.07%	0.45%
Balanced Growth	0.42%	0.02%	0.06%	0.51%
Diversified Bond	0.30%	0.02%	0.08%	0.40%
Diversified Equity	0.47%	0.02%	0.05%	0.55%
Money Market	0.02%	0.02%	0.04%	0.08%
Target Date Fund 2018	0.08%	0.02%	0.00%	0.10%
Target Date Fund 2020	0.08%	0.02%	0.00%	0.10%
Canadian Bond	0.06%	0.02%	0.04%	0.11%
Canadian Long Term Bond	0.06%	0.02%	0.03%	0.11%
Socially Responsible Global Equity	0.46%	0.02%	0.10%	0.59%
Canadian Equity	0.25%	0.02%	0.04%	0.31%
US Equity Hedged	0.06%	0.02%	0.07%	0.15%
US Equity Unhedged	0.06%	0.02%	0.04%	0.12%
Non-North American Equity	0.64%	0.02%	0.10%	0.75%
<b>Total</b>	<b>0.36%</b>	<b>0.02%</b>	<b>0.06%</b>	<b>0.44%</b>

*Table 6 Investment Management Fees by Fund*

It is challenging to measure the adequacy of a defined contribution since this will vary for each member, based on their goal for replacing their income. Sun Life encourages members to complete a retirement planning tool to establish goals (which are translated to a replacement of their pre-retirement family income). For members who have not completed the tool, the default is assumed to be 60% replacement of their pre-retirement base salary from Western. The following illustrations show the percentage of members in the respective plans who are on track to meet their retirement income goals, based on data and the member decisions as at December 31, 2019.

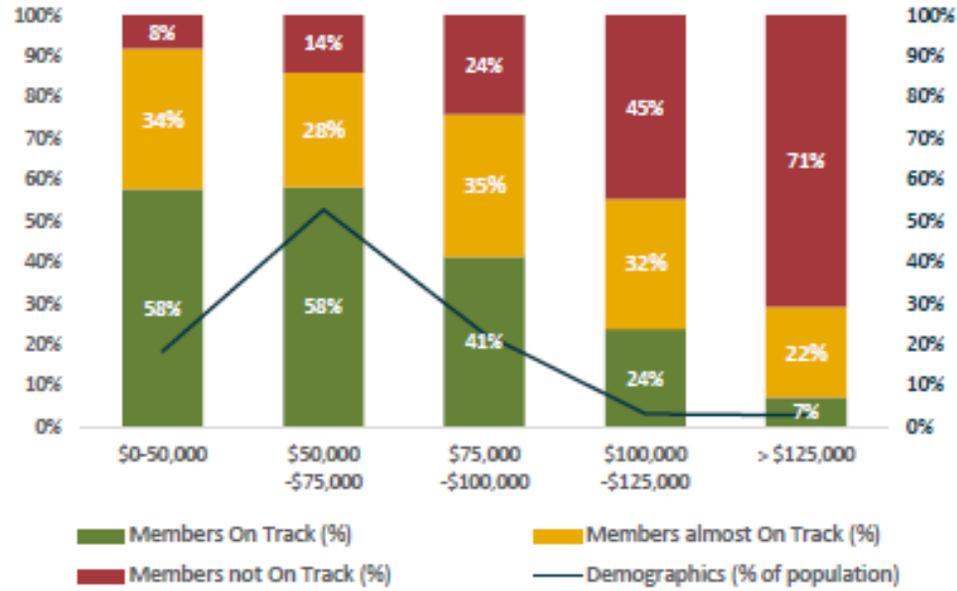
*Academic Plan Members – On Track to meet Retirement Income Goal (default 60% replacement)*

**RETIREMENT INCOME GOAL TRACKING BY SALARY**



*Administrative Staff Plan Members – On Track to meet Retirement Income Goal (default 60% replacement)*

**RETIREMENT INCOME GOAL TRACKING BY SALARY**



In 2016 the University partnered with Sun Life Financial to establish *The Sun Life Retirement & Savings Plan for Western Retirees*, a program to replace the previous Western provided LIF and RRIF program. At that time less than 30% of our retiring faculty and staff were choosing the Western LIF/RRIF to continue to invest in portfolios similar to the pension plan investments to fund their income in retirement. Participation in the Sun Life plan is not significantly different.

In 2019 the University offered a retirement incentive program to Faculty, which provided a financial buffer such the retiring faculty could defer drawing from their pension immediately. 90 Members who retired in 2019 did not begin drawing on their pension at all. 39 members established a RRIF/LIF with Sun Life and 106 chose to move their funds to an alternative provider. These decisions demonstrate that there is still a large group of retiring members who are taking their funds to other providers, for various reasons.

## Retirees’ Decisions – Sun Life

Terminated & Retired Age 60+	Count	Value
<b>Total</b>	<b>235</b>	<b>\$109.4M</b>
Stayed in pension plan	90 / 38%	\$52.2M / 48%
Moved to RRIF/LIF for Western Retirees	39 / 17%	\$19.5M / 18%
Withdrawn from SLF	98 / 42%	\$35.5M / 32%
Moved to Group Choices	0 / 0%	\$0M / 0%
Moved to Individual	8 / 3%	\$2.1M / 2%

*Table 7 Choices for Account Administration at Retirement*

**3. Communication and Education**

Members have access to various reports and material to assist them in the monitoring of their retirement funds. These resources include on line access to detailed investment performance and analysis through the partnerships *Sun Life Financial* has with *Morningstar*. There is comprehensive and up-to-date performance information which members can access through Sun Life, and customized point-in-time messaging from Sun Life Financial.

Each January members receive a comprehensive and personalized annual statement for the prior year. Semi-annual statements as of June 30 are also available electronically from each member’s Sun Life account. Beginning in 2019 e-statements are posted to a member’s account quarterly. Members are receiving personalized push communications from Sun Life, including prompts to take action, reminders of customized retirement planning/projection tools, and details on relevant on-campus workshops. The statements and communications have enabled targeted messaging so members are receiving the communications that are most relevant to them.

*Table 8 Sun Life and Western Member Education and Support*

Education Activity		On Campus
Month	Initiative	Participants
February 2019 Staff & Leaders' Conference	Retirement ready: Your Sun Life Retirement & Savings Plan	51
	Investing with Confidence – Part 2	72
	Individual consultations	58
	Wellness Fair (Drop in Booth)	100
	March Additional day of Individual Consultations	15
February 2019	Updated Investing with Confidence webinar recording on <a href="http://sunlife.ca/western">sunlife.ca/western</a>	
May 2019 Annual General Meeting	Retirement ready: Your Sun Life Retirement & Savings Plan	141
	Individual consultations	72
November 2019 Financial Literacy Week	Retirement ready: 1:30pm & 5:00pm 2 part	116
	Investing with Confidence – Part 2	8
	Connect with your Money (computer lab)	28
	Individual consultations	72

Prior Defined Benefit Program

Prior to July 1970 (Academic) and March 1974 (Administrative Staff), the University pension plans were a defined benefit design: annual pension income at retirement was promised based on a formula. The liabilities for the defined benefits are now substantially underwritten by annuity contracts with The Canada Life Assurance Company (annuity provider, part of the Great-West Life Assurance Company). There remain 2 active employees in the Administrative Staff Pension Plan who are entitled to the better of a defined benefit pension or what can be purchased with their defined contribution plan balance at retirement. The University's actuaries continue to monitor the liability and the assets available to support these potential defined benefits. As at December 31, 2019 there remains a surplus of assets over projected liabilities in the administrative plan of approximately \$187,000. Further there is a surplus of assets remaining in the Academic plan of approximately \$136,000 (\$428,000 in 2018). The reduction relates to the November, 2017, University Board of Governors approval, on recommendation of the Academic Pension Board, to apply surplus assets in the Pension Plan for Academic Staff to support the cost of pension improvements for certain Special Members and certain operational expenditures for the Plan, effective January 1, 2018. The surplus assets are currently invested in short term money market securities.

**4. Projects Underway as at December 31, 2019:**

- So far in 2020
  - Investment Consultant change to Mercer Canada
  - Review of the Diversified Equity Fund underway
  - Introduced Guaranteed Daily Interest Account May 1, 2020
  - Maturing Target Date Fund 2020 (June 1, 2020)
- 2019
  - Global Small Cap Manager search completed; implementation started

**5. Pension Governance and Operations**

Each of the pension boards consist of 7 members: 4 elected by the membership and 3 appointed by the University. These boards work jointly in the design of investment, communication and administrative policy (Joint Pension Board). The design and implementation of policy is completed with significant assistance from staff in human resources and financial services.

## Service Providers

### Pension Staff

Name	Role
Louise Koza	Director, HR & Digital Operations
Martin Belanger	Director, Investments
Tom Keenleyside	Associate Director, Investments
Deirdre Chymyck	HR Accountant
Cara Bourdeau	Senior HR Consultant, Total Rewards
Bekki Ollson	Total Rewards Consultant

Provider	Services
Sun Life Financial	Pension - Custodian, record keeping, education and financial advice Other - RIF preferred provider
Mercer Human Resource Consulting	Investment consulting
Brown Mills Klinck <u>Prezioso</u> LLP (BMKP Law)	Legal counsel
KPMG	Auditors
<u>Morneau Shepell</u>	Actuarial valuation Member education

#### Academic Pension Board Membership (Sep 2020)

**Barry Hawn**, DAN Management and Organization Studies

**Stephen Foerster**, Ivey School of Business

**Steve Kopp**, Statistics & Actuarial Science

**Donna Kotsopoulos**, Huron University College

#### Administrative Staff Pension Board Membership (Sep 2020)

**Jim Loupos**, Internal Audit

**Ab Birch**, Financial Services

**Rachel Halaney**, Schulich School of Medicine and Dentistry

**Elana Whelan**, Brescia University College

#### Appointed University Representatives on Each Board

Eric Mallory, Associate Vice-President Financial Services

Jane O'Brien, Associate Vice-President Human Resources

Louise Koza, Director Human Resources (Total Compensation, HR Digital & Operations)

**Equity and Human Rights Annual Report**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

The Equity and Human Rights report is provided annually to the Board of Governors through the Audit Committee for information in accordance with the Audit Committee Terms of Reference.

**ATTACHMENT(S):**

[Equity and Human Rights Annual Report](#)

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## Equity & Human Rights Services Annual Report on the Non-Discrimination/Harassment Policy May 1, 2019 to April 30, 2020

This Annual Report is prepared by EHRS as per the *Non-Discrimination/Harassment Policy, (MAPP 1.35), section 12*. Its focus is on the harassment and discrimination work conducted by the office of Equity & Human Rights Services and the office of the Associate Vice-President, Human Resources. <sup>1</sup>

**Equity & Human Rights Services (EHRS)** is available to all members of Western's community. EHRS facilitates the development, implementation and ongoing management/coordination of Western's policies and programs relating to discrimination and harassment. Western's policies are in compliance with the Ontario Human Rights Code and Occupational Health and Safety Act.

EHRS offers the following services:

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

### Contacts

Over the past academic year, EHRS recorded a total of **352** contacts. **170** of these were from individuals who believed they had been subjected to, or had witnessed behaviour that may fall under the Policy. The remaining contacts were: requests for assistance from **77** Academic or Administrative Leaders (i.e., those with the authority and responsibility to address concerns); requests for information and/or assistance by **66** third-parties (often friends, coworkers or persons in non-authority roles seeking assistance to support others); and, **39** general requests for information.

### Individual Contacts

The chart on the right and Table 1 on the following page show the number of consultations by issue for the **170** individuals who contacted EHRS in relation to a concern, or concerns, they were directly experiencing.



<sup>1</sup> Visit the Equity & Human Rights Services website for information about other services available.

It is common for an individual to raise several concerns during a consultation or over a course of meetings. In addition to concerns of harassment and discrimination, individuals frequently report other types of conflict which do not fall within the scope of the Policy and are better described as interpersonal issues, misunderstandings about role or job clarity, challenges with organizational structure, etc. EHRS recognizes that unresolved conflict(s) can affect the work and academic settings. In an effort to assist, EHRS often works with and/or refers to Western’s network of support services.

If the matter falls within the scope of the Non-Discrimination/Harassment Policy, individuals are given the option to request alternate resolution or to file a formal complaint and request investigation. It is also common for individuals, after sharing their concerns and seeking advice from EHRS, to attempt to resolve the situation themselves.

**Table 2** displays the role at Western of individuals contacting our office. Equity & Human Rights Services supports all members of Western - students, staff and faculty. We also receive inquiries from alumni, affiliated colleges, and community members and we endeavor to make proper referrals for these individuals.

**Table 1: Code-Based Discrimination and Harassment Grounds**

Grounds	Number
Religion (incl. accommodation)	2
Family	8
Sexual Orientation	3
Gender Identity / Expression	7
Disability (incl. accommodation)	22
Race	21
Sex (harassment and discrimination)	34

**Table 2: Individual Consultations - Role at Western**

Role	Number
Undergraduate	49
Graduate	26
Faculty	25
Staff	58
Other	12
<b>Total</b>	<b>170</b>

EHRS offered some form of alternate resolution in relation to **15** matters. Alternate resolution includes mediations, facilitations, educational sanctions and EHRS-led inquiries to support the proper application of the Policy.

The office of the Associate Vice-President (Human Resources) receives and administers formal complaints. This past year, **36** complaints were received and **17** investigated (**6** are on-going) under the Non-Discrimination and Harassment Policy. **13** complaints were alternatively resolved before investigation.

**Academic and Administrative Leader Support**

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

**Table 3** and **Table 3A** display the Code-Based and non-Code-Based issues reported by the **77** Academic and Administrative Leaders over the past year. Understanding the issues that leaders are facing assists our office in designing and delivering support and resources.

**Table 3: Code-Based Grounds**

Grounds	Number
Religion (incl. accommodation)	2
Family	2
Sexual Orientation	4
Gender Identity / Expression	3
Disability (incl. accommodation)	9
Race	14
Sex (harassment and discrimination)	21

**Table 3A: Non-Code-Based Discrimination and Harassment Grounds**

Non-Code-Based Issues	Number
Workplace Harassment	14
Conflict	14
Personal Harassment	6
Other	7

**A note regarding safety and domestic violence**

Where a concern is shared with EHRs that suggests potential violence or threats to individuals’ safety, EHRs refers or reports the concern to Campus Police (CCPS). EHRs referred to, or contacted, CCPS on **7** occasions this past year. EHRs also assisted in **2** matters of domestic violence ensuring proper advice and referrals.

**Education and Outreach**

EHRs conducts workshops, lends materials, and engages outreach to colleagues and groups across campus. This year, EHRs provided education and training to over **2000** Western members. We routinely provide training related to the Non-Discrimination and Harassment Policy (and rights and responsibilities thereunder) to staff, faculty and leaders, and students (undergraduate and graduate) through workshops, presentations to departments, classes or lectures, and student groups. Workshops are tailored for each audience.

EHRs also offers “lunch and learns” throughout the year on a variety of equity-related topics. These feature speakers from Western or the local London community in an effort to showcase local knowledge and supports. This year’s lunch and learns included presentations on sexual harassment, accessibility, as well as concepts related to power, privilege and inclusion in the workplace.

We also began a partnership with Western’s Centre on Research on Violence Against Women and Children to offer Make it Our Business, a program designed to address domestic violence in the workplace. To date, three 3-hour intensive sessions have been offered to academic and administrative leaders. Over the next year, we plan to offer more leader sessions, as well as one-hour sessions open to all employees.

EHRs is also proud to coordinate Western’s annual involvement in the London Pride Festival.

**Trends and Highlights**

This academic year began as usual. However, like most of the world, it ended under unusual circumstances due to the COVID pandemic. The pandemic has had implications for not only the work of this office, but for equity-related matters more generally. We saw contacts with our office drop when Western (and Canada) moved to a largely virtual setting in March of 2020. During March, 14 people contacted our office and, in April, there were only 4 contacts. Our numbers would usually be in the

range of 30-40 contacts during these months. We suspect people were simply trying to cope with immediate needs related to shifting work and learning to a virtual space, as well as caring for loved ones and dealing with the pandemic's health-related concerns. Our office is concerned about the impacts that COVID has had on individuals' safety and human rights and [a statement about these concerns](#) was released in April 2020.

COVID has highlighted accessibility and accommodation concerns. In some ways, we saw an increase in accessibility as work was adapted to support flex time and at-home tasks. Classes, meetings and workshops moved online in a rapid pace and there are countless examples of creative problem solving that resulted in increased accessibility. However, gaps still remained and many families juggled jobs and at-home teaching responsibilities. Then, as places and services began to reopen, other accessibility challenges emerged, particularly where in-person services were limited and/or physical access to areas was restricted. We are reminded of the importance of planning with accessibility and inclusion in mind, while also ensuring room to meet individuals' needs through a creative and flexible accommodation process. Thus, one of the themes we would like to highlight is a need for more awareness, education and consultation around the duty to accommodate. This includes accommodation for a wide-range of Code-based grounds including disability, family status and marital status. As we plan for an uncertain future (and a possible second wave of COVID in the fall), being mindful and adhering to the laws relating to accommodation will be vital to support members of our community.

In October 2019, a series of racial incidents sparked significant conversations, safety concerns, and ultimately resulted in the formation of an Anti-Racism Working Group. The Director of Equity & Human Rights Services served on that group. While the working group's report was anticipated by the end of the academic year, its release was delayed until June due to the pandemic. Equity & Human Rights Services firmly supports, and is committed to, the recommendations made in the [President's Anti-Racism Working Group Final Report](#).

## **Conclusion**

Events over the past year have given our office significant pause and reflection. Our office is entrusted by each person who comes to us seeking advice and support. We do not take this responsibility lightly. We recognize that there is more that can be done, and in fact, *needs to be done* if we are to create a campus where each member feels respected and included.

Discussions about systemic racism and oppression have (again) reminded us that inequities have existed, and continue to exist, on our campus. The realities of racism, and specifically, anti-Black and anti-Indigenous racism, are not new and should not surprise anyone. However, this year has brought an urgency and a challenge to Western to truly engage in critical self-reflection and participate in addressing inequities. Equity & Human Rights Services looks forward to co-creating a truly equitable and inclusive campus with all campus partners and members.

As we do each year, we wish to express our sincere appreciation to all those who have entrusted us with their experiences and sought our assistance toward resolving matters. We also wish to thank our campus partners who have long-supported and practiced equity and inclusion.

For further information please contact:

Equity & Human Rights Services  
Somerville House, Room 2319  
London, ON N6A 3K7  
**equity@uwo.ca** (for consultation and advice)  
**diversity@uwo.ca** (for resources/training)  
[www.westernu.ca/equity](http://www.westernu.ca/equity)

*Western University sits on traditional territory. Equity & Human Rights Services acknowledges the Attawandaran (Neutral) peoples who settled the Southwestern Ontario region alongside the Algonquin and Haudenosaunee people, as well as the three other longstanding Indigenous groups of this region: the Anishinaabe Peoples, the Haudenosaunee Peoples and the Leni-Lunaape People.*

**Fund Raising Activity Quarterly Report at April 30, 2020**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**EXECUTIVE SUMMARY:**

The Fund Raising Activity Quarterly Report is provided for information to the Board of Governors through the Fund Raising and Donor Relations Committee in accordance with the Fund Raising and Donor Relations Committee Terms of Reference.

The Fund Raising Activity Quarterly Report at April 30, 2020 shows \$77.3 million in cash received, which represents a higher cash flow than usual. Three principal commitments totalling approximately \$16 million were paid in full last year, where typically these types of gifts would be pledged over a five-year period.

**ATTACHMENT(S):**

[Fund Raising Activity Quarterly Report at April 30, 2020](#)

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**FUND RAISING QUARTERLY REPORT  
as at April 30, 2020**  
*(with comparative figures for Fiscal Year 2019 and 2018)*

**PLEDGE DATA**

	Fiscal Year 2020 (000's)			Fiscal Year 2019 (000's)	Fiscal Year 2018 (000's)
	Target	Year to Date May to April	Actual as a % of Target	Year End May to April	Year End May to April
Pledges outstanding May 1	103,042	103,042	N/A	91,903	87,537
New Gifts & Pledges (Gross)	66,300	66,792	100.74%	78,123	70,130
Pledges cancelled/amended on new/prior pledges	-2,403	-2,092	87.07%	-2,010	-1,835
<b>Net New Pledges/Gifts</b>	<b>63,897</b>	<b>64,699</b>	<b>101.26%</b>	<b>76,113</b>	<b>68,295</b>
Contributions received in payment of pledges/gifts 2	56,502	77,311	136.83%	64,974	63,929
<b>Net Pledges Outstanding</b>	<b>110,437</b>	<b>90,430</b>	<b>81.88%</b>	<b>103,042</b>	<b>91,903</b>

**COST PER DOLLAR RAISED**

	Fiscal Year 2020 (000's)			Fiscal Year 2019 (000's)			Fiscal Year 2018 (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	57,329	8,949	\$0.16	56,248	9,259	\$0.16	55,719	8,626	\$0.15
Richard Ivey School of Business	9,014	1,098	\$0.12	21,558	1,101	\$0.05	14,302	1,087	\$0.08
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>66,343</b>	<b>10,047</b>	<b>\$0.15</b>	<b>77,806</b>	<b>10,359</b>	<b>\$0.13</b>	<b>70,020</b>	<b>9,713</b>	<b>\$0.14</b>
<b>3-Year Average Cost Per Dollar Raised 3</b>	<b>71,390</b>	<b>10,040</b>	<b>\$0.14</b>	<b>68,279</b>	<b>9,820</b>	<b>\$0.14</b>	<b>58,351</b>	<b>9,630</b>	<b>\$0.17</b>

**RETURN ON INVESTMENT**

	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment
Fundraising/Development/Advancement	62,492	10,047	\$6.22	47,751	10,359	\$4.61	52,909	9,713	\$5.45
<b>Total Return on Investment</b>	<b>62,492</b>	<b>10,047</b>	<b>\$6.22</b>	<b>47,751</b>	<b>10,359</b>	<b>\$4.61</b>	<b>52,909</b>	<b>9,713</b>	<b>\$5.45</b>
<b>3-Year Average Return on Investment</b>	<b>54,384</b>	<b>10,040</b>	<b>\$5.42</b>	<b>51,077</b>	<b>9,820</b>	<b>\$5.22</b>	<b>48,711</b>	<b>9,630</b>	<b>\$5.06</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 CRM within reporting period and may differ from the general ledger reporting period.

3 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.

**Fund Raising Activity Quarterly Report at July 31, 2020**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**EXECUTIVE SUMMARY:**

The Fund Raising Activity Quarterly Report is provided for information to the Board of Governors through the Fund Raising and Donor Relations Committee in accordance with the Fund Raising and Donor Relations Committee Terms of Reference.

**ATTACHMENT(S):**

[Fund Raising Activity Quarterly Report at July 31, 2020](#)

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**FUND RAISING QUARTERLY REPORT  
as at July 31, 2020**  
(with comparative figures for Fiscal Year 2020 and 2019)

**PLEDGE DATA**

	May 1, 2020 to July 31, 2020 (000's)			Fiscal Year 2020 (000's)		Fiscal Year 2019 (000's)	
	Target	Actual	Actual as a % of Target	Year to Date May to July	Year End May to April	Year to Date May to July	Year End May to April
Pledges outstanding May 1	90,430	90,430	N/A	103,042	103,042	91,903	91,903
New Gifts & Pledges (Gross) <sup>2</sup>	60,390	4,671	7.73%	9,460	66,792	7,663	78,123
Pledges cancelled/amended on new/prior pledges	-1,887	-202	10.73%	2	-2,092	-260	-2,010
<b>Net New Pledges/Gifts</b>	<b>58,502</b>	<b>4,469</b>	<b>7.64%</b>	<b>9,462</b>	<b>64,699</b>	<b>7,403</b>	<b>76,113</b>
Contributions received in payment of pledges/gifts <sup>3</sup>	55,845	6,942	12.43%	9,152	77,311	8,382	64,974
<b>Net Pledges Outstanding</b>	<b>93,087</b>	<b>87,957</b>	<b>94.49%</b>	<b>103,352</b>	<b>90,430</b>	<b>90,924</b>	<b>103,042</b>

**COST PER DOLLAR RAISED**

	May 1, 2020 to July 31, 2020 (000's)			May 1, 2019 to April 30, 2020 (000's)			May 1, 2018 to April 30, 2019 (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	3,763	2,138	NA	57,329	8,949	\$0.16	56,248	9,259	\$0.16
Richard Ivey School of Business	866	464	NA	9,014	1,098	\$0.12	21,558	1,101	\$0.05
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>4,629</b>	<b>2,602</b>	<b>NA</b>	<b>66,343</b>	<b>10,047</b>	<b>\$0.15</b>	<b>77,806</b>	<b>10,359</b>	<b>\$0.13</b>
<b>3-Year Average Cost Per Dollar Raised<sup>4</sup></b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>71,390</b>	<b>10,040</b>	<b>\$0.14</b>	<b>68,279</b>	<b>9,820</b>	<b>\$0.14</b>

**RETURN ON INVESTMENT**

	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment
Fundraising/Development/Advancement	5,175	2,602	NA	62,492	10,047	\$6.22	47,751	10,359	\$4.61
<b>Total Return on Investment</b>	<b>NA</b>	<b>2,602</b>	<b>NA</b>	<b>62,492</b>	<b>10,047</b>	<b>\$6.22</b>	<b>47,751</b>	<b>10,359</b>	<b>\$4.61</b>
<b>3-Year Average Return on Investment</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>54,384</b>	<b>10,040</b>	<b>\$5.42</b>	<b>51,077</b>	<b>9,820</b>	<b>\$5.22</b>

<sup>1</sup> 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

<sup>2</sup> Proposed Target pending approval at FRDRC on September 14, 2020

<sup>3</sup> Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the CRM within reporting period and may differ from the general ledger reporting period.

<sup>4</sup> 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.

**McIntosh Gallery Year End Financial Statement**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

At its meeting on September 2, 2020, the McIntosh Gallery Committee approved the 2019-20 Year End Financial Statement as shown in the attachment. Once approved, this statement is submitted to release grant funding that is provided to the gallery. The Year End Financial statement is provided to the Board for information in accordance with the McIntosh Gallery Terms of Reference.

**ATTACHMENT(S):**

[2019-20 Year End Financial Statement](#)

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## YEAR-END FINANCIAL STATEMENT

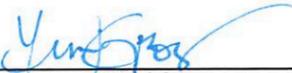
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Western University  
For the Year Ended April 30, 2020

### McIntosh Gallery

		<u>2020</u>	<u>2019</u>
400005	Operating Fund	95,535	126,737
400298	Art Share Program	<u>50,277</u>	<u>27,532</u>
		<u>145,812</u>	<u>154,269</u>

I have confirmed that the figures contained in the statement of operations for McIntosh Gallery agrees with the figures recorded in the accounting system at The University of Western Ontario (Western) for the year ended April 30, 2020. Please note that this information has not been subject to auditor review procedures. These numbers are the result of compilation by Western management.

  
\_\_\_\_\_  
Kim Groves, CPA, CGA  
Financial Officer, Endowment and Restricted Funds  
Financial Services

**2019-2020 McIntosh Gallery Annual Report**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

The 2019-2020 McIntosh Gallery Annual Report is provided to the Board of Governors in accordance with the McIntosh Gallery Committee’s Terms of Reference.

**ATTACHMENT(S):**

[2019-2020 McIntosh Gallery Annual Report](#)

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**Western**  
McIntoshGallery  
2019–2020 Annual Report

**TABLE OF CONTENTS**

---

Director’s Report.....	2
Year-End Financial Statement.....	3
Collections Report.....	5
Artshare Report.....	9
Curator’s Report.....	10
Public Programming & Community Engagement Report.....	15
Communications Report.....	27
Donors Report .....	29
McIntosh Gallery Team.....	30
Mission & Vision.....	32

## **DIRECTOR'S REPORT**

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2019-20 was a successful year for McIntosh Gallery. Our financial position remains strong with a surplus of \$194,220 as of the end of the year. This was due to increases in individual donations, grant revenue, and reduced expenses in the final quarter due to the pandemic.

Our strong financial position will allow us to respond to a rapidly changing environment for public university art galleries. The pandemic has affected how we engage audiences. We are currently reviewing new digital options for program delivery, which will require extensive funding.

Increased awareness of social inequities and, in particular the representation of BIPOC communities within the museum sector, requires that we re-evaluate the ways in which we produce exhibitions and programs. While McIntosh Gallery has a solid record of diverse programs, as evidenced by our highly successful 2020 touring exhibition and publication *Skawennati: From Sky World to Cyberspace*, much work remains to be done.

It also requires us to change the way the collection reflects contemporary demographics. To this end, we revised our collections policy to encourage greater diversity in terms of new acquisitions (see Collections Report). We have also initiated a decolonization strategy that involves the deaccessioning of works of art no longer relevant to today's audiences or researchers. All funds raised from the sale of these works will be used to purchase works by BIPOC artists.

We lost our greatest supporter and donor in 2019. Winona Eloise Elliot passed away December 7, 2019, in her 94th year. Over the decades, Mrs. Elliot made substantial annual donations towards critical projects including the conservation of works from the collection, exhibitions and publications. Her winning smile and optimism were an inspiration to all of us.

The following report gives a detailed account of our activities throughout the year and the many people who assisted us in achieving our goals. I thank our donors, funders, exhibiting artists, guest curators and writers, volunteers and staff for there ongoing support of our operations and programs.

James Patten  
Director

## YEAR-END FINANCIAL STATEMENT

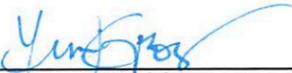
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Western University  
For the Year Ended April 30, 2020

### McIntosh Gallery

		<u>2020</u>	<u>2019</u>
400005	Operating Fund	95,535	126,737
400298	Art Share Program	<u>50,277</u>	<u>27,532</u>
		<u>145,812</u>	<u>154,269</u>

I have confirmed that the figures contained in the statement of operations for McIntosh Gallery agrees with the figures recorded in the accounting system at The University of Western Ontario (Western) for the year ended April 30, 2020. Please note that this information has not been subject to auditor review procedures. These numbers are the result of compilation by Western management.

  
\_\_\_\_\_  
Kim Groves, CPA, CGA  
Financial Officer, Endowment and Restricted Funds  
Financial Services

**McIntosh Gallery Statement of Operations  
As of April 30, 2020**

	Operating Fund	ArtShare Fund	McIntosh Endowments	Total
<b>Balance Forward</b>	126,737	27,532	23,704	177,973
<b>Revenue</b>				
Subsidy from Western	330,837	-	-	330,837
Interest/Investment Returns	3,365	378	81,477	85,220
Donations	49,741	2,451	-	52,192
Other Revenue	28,538	-	-	28,538
Federal Revenue - Other	1,250	-	-	1,250
Sales	29	25,186	-	25,215
Ontario Arts Council Grants	29,510	-	-	29,510
Intrafund Transfer	15,000	-	-	15,000
<b>Total Revenue &amp; Sales</b>	458,269	28,015	81,477	567,762
<b>Expenses</b>				
Salaries & Benefits	355,122	3,172	44,446	402,740
Operating Costs	41,248	2,019	7,141	50,407
Contract Services (Artist Fees)	40,971	-	60	41,031
Printing & Duplicating	17,201	-	5,127	22,328
Travel	19,985	83	-	20,067
Receptions & Entertainment	7,210	-	-	7,210
Corporate Overhead	5,102	(2)	-	5,100
Advertising/Promotion	2,633	-	-	2,633
<b>Total Expenses</b>	489,471	5,270	56,774	551,515
<b>Year End Fund Balance</b>	95,535	50,277	48,407	194,220

<b>Balances included in McIntosh Endowments</b>					
Abbott Collection Fund	Gillan Saward Memorial Fund	Trip Memorial Fund	McIntosh Director's Fund	Arnott & Kennedy Fund	Ivey Fund
19,329	1,633	1,018	724	1,000	-
-	-	-	-	-	-
70,483	2,078	1,047	1,680	1,063	5,127
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
70,483	2,078	1,047	1,680	1,063	5,127
-	-	-	-	-	-
44,446	-	-	-	-	-
7,141	-	-	-	-	-
60	-	-	-	-	-
-	-	-	-	-	5,127
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
51,647	-	-	-	-	5,127
38,165	3,710	2,065	2,404	2,063	-

## COLLECTIONS REPORT

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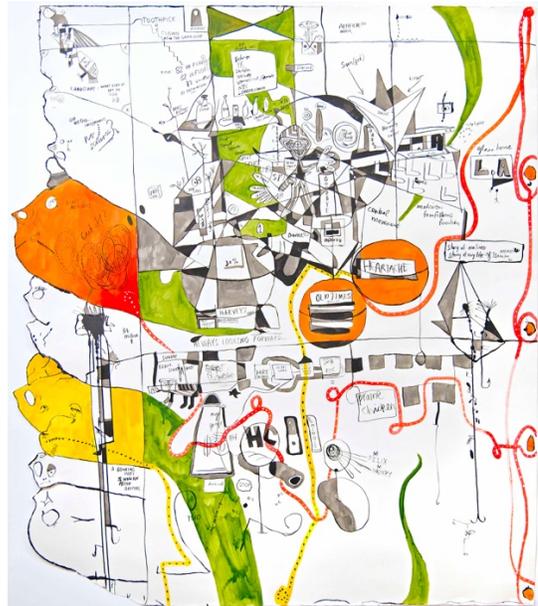


**Above:** Jack Hamilton Bush, *Separate Worlds* 1960.

Gift of Ian Tripp.

**Right:** Jason McLean, *82 in Florida* 2011.

Gift of Cynthia Curtis.



The McIntosh Gallery Collection policy was last updated in the early 1990s. This year, curator Helen Gregory and director James Patten reviewed best practices at other galleries in light of changing attitudes towards collecting. With our storage vault at capacity it is clear that we must reduce the number of works we are collecting. We must also acknowledge the diversity of Canadian art practices and our audiences as we move forward. We also recognize the need to decolonize the collection by deaccessioning works from the collection of limited research value in order to purchase work by Indigenous artists. To this end, we have written a new collections policy that was accepted by the McIntosh Gallery Committee in May 13, 2020.

As a result, we added only eleven works to the McIntosh collection in 2019-2020.

We gratefully acknowledge a remarkable gift from Rod and Faye Willis of seven significant works of outstanding Canadian art, including work by Group of Seven artists AJ Cason, AY Jackson, and LL FitzGerald. The gift includes a highly important David Milne drawing from 1921. This gift dramatically enhances and enhances our current holdings of similar material. The outstanding aesthetic merit of each work, which were carefully selected by the donors over decades, adds immeasurably to the quality and relevance of the McIntosh Collection.

Similarly, London collector and gallery donor Ian Tripp's gift of a major Jack Bush watercolour complements our existing collection of Canadian abstract art.

## Donations

### Gift of Rod and Faye Willis, London:

David Brown Milne (Canadian, 1882-1953)

*Figure in Landscape* 1921

watercolour on paper, 38.1 x 54.0 cm.

Gift of Faye and Rod Willis, 2019

A.Y. Jackson (Canadian, 1882-1974)

*Birch Trees in Winter* 1920

oil on panel, 26.6 x 21.0 cm.

Gift of Faye and Rod Willis, 2019

A.J. Casson (Canadian, 1898-1992)

*Parry Sound* 1930

oil on board, 23.7 x 28.3 cm.

Gift of Faye and Rod Willis, 2019

John Lyman (Canadian; b. United States, 1886-1967)

*North Hatley Quebec* n.d.

oil on board, 35.5 x 46.0 cm.

Gift of Faye and Rod Willis, 2019

Dorothy Knowles (Canadian, b. 1927)

*Rapeseed Field SW of Wacaw* c.1980

watercolour on paper, 56.5 x 75.5 cm.

Gift of Faye and Rod Willis, 2019

L. L. Fitzgerald (Canadian, 1890-1956)

*Plant in Window* c.1947

pastel on paper, 59.7 x 44.4 cm.

Gift of Faye and Rod Willis, 2019

Greg Curnoe (Canadian, 1936-1992)

*Mariposa #3* 1973

watercolour and pencil on paper, 59.3 x 73.9 cm.

Gift of Faye and Rod Willis, 2019

**Gift from Ian Tripp, London:**

Jack Hamilton Bush (Canadian, 1909 -1977)  
*Separate Worlds* 1960  
watercolour on paper, 64.8 x 85.2 cm.  
Gift of Ian Tripp, 2019

**Gift from Cynthia Curtis, London:**

Jason McLean (Canadian, b.1971)  
*82 in Florida* 2011  
ink on paper, 152.4 x 137.2 cm.  
Gift of Cynthia Curtis, 2019

**Purchases:**

Philip Richards (Canadian, b.1951)  
*Amit Chakma, President and Vice-Chancellor, Western University, 2009-2019* 2019  
acrylic on canvas, 121.9 x 81.3 cm.  
Purchase, Western Secretariat, 2019

Martinho Carreira (Canadian)  
*Jack Cowin, Chancellor of Western University, 2015-2019* 2019  
oil on canvas, 120.8 x 85.7 cm.  
Purchase, Western Secretariat, 2019

**Loans from the Collection to Other Public Art Galleries:**

**Lent to The Rooms Provincial Art Gallery, St. Johns, Newfoundland for the exhibition  
*At Full Tilt: Colette Urban in Western Newfoundland, February 9 to April 28, 2019***

Colette Urban (Canadian; b. United States, 1952-2013)  
*A Song to Sing, A Tale to Tell, A Point to Make* 1990  
mixed, graphite, charcoal, pastel, 56.4 x 76.1 cm.  
Gift of Ron Benner, 1998

*Bare (preparatory drawing) 2008*

graphite, watercolour, and charcoal on paper, 57.0 x 76.0 cm.

Gift of the Estate of Colette Urban, 2014

*Bare 2008*

mixed media installation and DVD (duration 3:16), performance (CD)

Gift of the Estate of Colette Urban, 2014

*An Elephant on her Chest 1985*

graphite, charcoal, acrylic, and pastel on paper, 57.2 x 76.1 cm.

Gift of the Estate of Colette Urban, 2014

**Lent to Museum London, London, Ontario, for the exhibition One Hundred Years of Nursing Education in London, February 1 to Sept 30, 2020**

Clare Bice (Canadian, 1909-1976)

*Portrait of Edith M. McDowell, Dean of the School of Nursing (1947 to 1960) n.d.*

oil on canvas, 105.4 x 80.3 cm.

Gift of the Faculty of Nursing, Class of 1961

**ARTSHARE REPORT:**

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McIntosh Gallery's Artshare program places works of art from the collection into public spaces on campus for the enjoyment and education of students, staff, faculty and visitors. Currently there are over 800 works on display. Revenue generated from rental fees and from art services provided to other units is used for the maintenance of the collection. In 2019-20, we earned \$25,186. Artshare is a popular program that engages campus audiences with the collection.

During the summer of 2019, we were honoured to install 26 key works of art from the collection at Gibbons Lodge, home of President Alan Sheppard.

## CURATOR'S REPORT

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**Above (L-R):** *Sanaugavut: Art From Kingait*, May 3 – June 16, 2019 & *Anti-profit: Independent Publishing in London*, September 14 – October 23, 2019.

Throughout the past year, McIntosh Gallery has continued to position itself as a site of critical engagement for our constituent communities, including the university community, the contemporary art community at both local and national levels, the Indigenous community, and the city of London in general. We have demonstrated our commitment to a curatorial program that balances established artists with new generation, queer, and BIPOC artists and curators.

At our invitation, emerging Inuit curator and Western University MA candidate Nakasuk Alariaq curated *Sanaugavut: Art from Kinngait*, combining objects from her own collection with Inuit sculpture and works on paper from McIntosh Gallery's permanent collection. Artist Sky Glabush curated *Heads*, a group exhibition that brought together established and new generation artists primarily from southern Ontario. *Selections from the Peter Lamb Becher Collection* provided a rare and intimate opportunity to see some of the earliest works depicting London within the context of a unique family collection developed over 180 years. Throughout the summer, we continued to support the students of Western's Department of Visual Arts by presenting graduate student thesis exhibitions. Jerusalem-born Ido Govrin's PhD thesis exhibition *Philosophical Archeology Space 2009–2019* referenced the archive and the index in the form of a large-scale installation investigating how the concept of philosophical archeology relates to history and historiographic research. MFA candidate Kate Carder-Thompson's *Spanning* engaged durational performance and "historic" textile-based technologies as well as vintage knitting patterns, contemporary garments, and Modernist grids to investigate family history and issues of migration. MFA candidate Lydia Santia's *Inventory* revealed the gallery as an intermediate space where stored objects are defunctionalized and aestheticized.

We opened the 2019 fall semester with *Publishing Against the Grain*, developed by New York-based collective Independent Curators International, which highlighted the current state of publishing and art criticism in small journals, experimental publications, websites, and radio. The project was motivated by the desire to connect theoretical, social, political, and aesthetic questions focusing on identitarian and diasporic communities. This international exhibition was complemented by the more locally-focused *Anti-profit: Independent Publishing in London*, curated by Western PhD candidate Ruth Skinner. Featuring many local artists and publishers, *Anti-profit* explored the histories of independent arts and literary publishing by considering how small art presses have struggled with seemingly perpetual precarity. We brought the semester to an exceptionally strong close with Angela Grauerholz's solo exhibition *Écrins Écrans* comprising photographic projects in which individual and collective memory are entangled. The exhibition, curated by Catherine Bédard, was organized by the Canadian Cultural Centre in Paris.

We began 2020 with *Broken Body*, a retrospective of work by Gerard Pas, a pioneer of disability arts in Canada since the 1970s, whose performances, photographs, sculptures and paintings are largely based on his personal history of illness, pain, discrimination, and exploitation. In March, we mounted the survey exhibition *Accountability*, featuring the work of London-based artist Kelly Greene, a member of the Six Nations Reserve in Ohsweken, Ontario, and who is of Mohawk, Oneida, and Sicilian descent. Her work focuses primarily on land claims, current environmental conditions, and the atrocities and injustices committed against North America's Indigenous people. Concurrently, Johannes Zits began his artist residency *Listening to Trees*, in which he intended to interact, through an extensive series of performances guided walks, and workshops, with several historically significant trees on Western's campus. Unfortunately, the outbreak of COVID-19 cut these two projects short and we were forced to close the gallery. Although this was extremely disappointing, we have postponed some of the community programming around Zits' project until next summer. The project will still be relevant and events can take place even though Zits will not have presence in the gallery. Thelma Rosner's solo exhibition, originally scheduled to open in April, has been re-scheduled for the spring of 2022.

In conjunction with our exhibition programming, we published a richly illustrated catalogue to accompany our 2018 exhibition *Michael Bidner: Raw*. We have also completed a significant bilingual publication for our exhibition *Skawennati: From Skyworld to Cyberspace*, which toured to the University of Waterloo Art Gallery in the fall of 2019. Featuring essays by four writers, this is the first major exhibition catalogue for Skawennati, an indigenous artist who is currently garnering considerable international attention.

## **Exhibitions:**

### ***Heads***

Dates: May 3 - June 16, 2019

Curator(s): Sky Glabush

Artist(s): Stephen Andrews, Sarah Cale, Colin Dorward, Lili Huston-Herterich, Patrick Howlett, Jay Isaac, Harold Klunder, Mack Ludlow, Katie Lyle, Vanessa Maltese, Kim Moodie, Kim Neudorf, Gordon Peterson, Adam Revington, Janet Werner

### ***Sanaugavut: Art from Kinngait***

Dates: May 3 - June 16, 2019

Curator(s): Nakasuk Alariaq Artist(s): Adamie Alariaq, Nakasuk Alariaq (Sr.), Timmun Alariaq, Anirniq, Aoudla, Johnnybo Ashevak, Ning Ashoona, Ohito Ashoona, Qaqaq Ashoona, Shuvina Ashoona, Isacie Etidloui, Mathew Joanasie, Kakulu, Kanganginak, Kiakshuk, Kingmeata, Anna Kingwatsiak, Eliyah Mangitak, Annie Manning Lampron, Tuqikki Manumie, Niviaxie, Mary Oshutsiaq, Ommaluk Oshutsiaq, Enoosie Ottokie, Enookie Oqutaq, Markoosie Papigatok, Oopik Pitseolak, Peter Pitseolak, Tim Pitseolak, Itee Pootoogook, Paulassie Pootoogook, Solomonie Pootoogook, Lukta Qiatsuk, Pootoogook Qiatsuk, Pitaloosie Saila, Axangayu Shaa, Samonie Shaa, Adamie Shimout, Iqaluk Takiasuk, Nigeokulu Teevee, Jutai Toonoo

### ***Philosophical Archeology Space 2009-2019***

Dates: June 27 – July 26, 2019

Curator(s): N/A

Artist(s): Ido Govrin

### ***Selections from the Peter Lamb Becher Collection***

Dates: June 27 – July 26, 2019

Curator(s): James Patten

Artist(s): Eveline Marie Alexander, Silvia Clarke, Christian W.F. Dietrich, Caroline Farncomb, James Hamilton, T. J. Nicoll, Maria Perkins, Benita Sanders, William Sawyer, Owen Staples, Albert Edward Templar, Alton S. Tobey, Tony Urquhart, John James Wilson

### ***Inventory***

Dates: August 9 - September 7, 2019

Curator(s): N/A

Artist(s): Lydia Santia

***Spanning***

Dates: August 9 - September 7, 2019

Curator(s): N/A

Artist(s): Kate Carder-Thompson

***Anti-profit: Independent Publishing in London***

Dates: September 14 - October 26, 2019

Curator(s): Ruth Skinner

Artist(s): Selection of local artist publishing from the 1960s through the present: 20 Cents Magazine, Applegarth Follies, Megan Arnold, Baseline Press, Jill Clair, Jacqueline Demendeev, Fringe Benefits, Mazie Lovie, Jason McLean, Moon of Retribution, Hashini Mudiyansele, Forest Muran, Region Magazine, Sammy Roach, What Wave, Zine Fiends and more

***Publishing Against the Grain***

Dates: September 14 - October 26, 2019

Curator(s): Produced by Independent Curators International (ICI)

Artist(s): Selection of independent artist publishing from around the world: Art Against Art, Bisagra, Chimurenga (The Chronic / The Pan African Space Station), Curatorial Dictionary, East of Borneo, Exhausted Geographies, Fillip, Glänta, Makhzin, Our Literal Speed, Pages, PISEAGRAMA, Raking Leaves, SALT., Start Journal, Stationary, Tráfico Visual, White Fungus and more

***Écrins Écrans***

Dates: November 1 - December 14, 2019

Curator(s): Catherine Bédard, produced by the Canadian Cultural Centre, Paris

Artist(s): Angela Grauerholz

***Broken Body***

Dates: January 10 - February 22, 2020

Curator(s): James Patten

Artist(s): Gerard Pas

***Accountability***

Dates: March 6 - April 9, 2020

Curator(s): Helen Gregory

Artist(s): Kelly Greene

***Listening to Trees***

Dates: March 6 - June 13, 2020

Curator(s): James Patten

Artist(s): Johannes Zits

**Publications:**

*Michael Bidner: Raw*

Essays by: Jason Dickson, Tom Baynes

Exhibition dates: January 25 - March 24, 2018

78 pages, colour

*Skawennati: From Skyworld to Cyberspace*

Essays by: Wahsontiio Cross, Dr. Helen Gregory, Maize Longboat, Dr. Matthew Ryan Smith

Exhibition dates: March 21 – April 27, 2019

113 pages, colour

## **PUBLIC PROGRAMMING & COMMUNITY ENGAGEMENT REPORT**



**Above (L-R):** Doors Open London 2019: *Untold Stories of the Forest City*, September 14, 2019 & Nuit Violette Collage Workshop, October 8, 2019.

McIntosh Gallery serves and collaborate with communities both on and off Western University's campus. Working with these diverse groups helps to inform our programming and provides us with expertise, knowledge and most importantly alternative perspectives and methodologies that challenge and elevate our community events, receptions, talks, lectures and other public programs.

We recognize the importance of transferring knowledge and skills within the academic environment. We offer curatorial internships to graduate students in Western's Department of Visual Arts and reserve exhibition slots for graduate students' thesis exhibitions, providing opportunities for both mentoring and professional development. In collaboration with the Faculty of Information and Media Studies at Western University, we mentor one undergraduate per term, providing work experience and guidance in media, marketing and communications for the arts. Each semester, in collaboration with Student Financial Services at Western, we offer several work study opportunities which attract students of all areas of undergraduate study, with many returning each year. Responsibilities range from acting as gallery attendants to office and events assistants.

By actively engaging students in public programs, we have continued to grow our vibrant arts community on campus. Through the McIntosh Student Projects Committee, committed gallery volunteers and work study students designed unique programs by and for students with the assistance of gallery staff. Students were enrolled in guided exhibition tours of current exhibitions and participated in hands-on workshops in an effort to enact wellness, learning, and relaxation during an otherwise stressful time of the school year.

By collaborating with student organizations throughout Western University, McIntosh continues to diversify our public outreach and engagement with core exhibition programming. In collaboration with the University Student Council, we co-presented the annual arts festival Nuit Violette in October, 2019. A play on Nuit Blanche, this evening event offered student artists the ability to develop large-scale, immersive installations in the gallery's sculpture garden. By simultaneously offering extended hours, McIntosh Gallery played host to hundreds of students eager to experience guided exhibition tours and hands-on activities. Similarly, McIntosh is pleased to have recently developed collaborative relationships with the Museum Studies Collective, the School for Advanced Studies in Arts and Humanities, and the Arts and Humanities Student Council who each hosted student publication launches or professional development events at the gallery this past year.

We offer guided exhibition tours and events to school groups originating from the campus community and beyond. Enriched exhibition tours with studio activities are offered for all exhibitions. Educators are engaged in the development of activities and receive guides to exhibitions to enhance learning relevant to their course syllabi. This year, a special educational project included the Gifted Itinerant Program (TVDSB), through which school-aged children write poetry in response to artworks on display as a creative writing exercise. In May 2019, the gallery participated in Science Rendezvous, a national day of STEAM (Science, Technology, Engineering, Arts, and Math) learning geared towards school aged children and young families. The gallery saw over 500 participants visit our booth to learn about cyanotypes and to make their own to take home.

The McIntosh Gallery Art and Travel Committee, a volunteer group, organizes excursions to museums, galleries and cultural sites in Canadian and international cities throughout the year. They also organize a popular art appreciation lecture series. This year, they travelled to the McMichael Gallery in Kleinburg, ON; the UBC Museum of Anthropology, Nitobe Memorial Garden, Museum of Vancouver and the Bill Reid Gallery in Vancouver, BC; and an extended trip to New York state.

In an effort to engage the larger community in London with special events at the gallery, McIntosh participated in large public programs such as Doors Open London, International Week, and Ontario Culture Days. In doing so, we developed nuanced outreach events such as specialized gallery tours, activities, workshops and public lectures that animated concurrent programming and addressed larger themes such as equity, history, inclusion and/or accessibility.

Over the past year, McIntosh Gallery collaborated on public programs with regional public galleries and artist-run-centres, including Forest City Gallery, Fringe Festival, London Ontario Media Arts Association, WordsFest, and Frames Film Series. Events included public film screenings and discussions, exhibition publication launches, and Edition Art Book Fair in Toronto, where we launched a limited-edition artist multiple with artists Karalyn Reuben and Robin Henry of Antler River Press.

McIntosh Gallery continued to partner with Nokee Kwe Native Education Center's program +Positive Voice, a professional development organization in London, Ontario that provides support for, and positive community connections to, urban indigenous women seeking employment or education. We support +Positive Voice with their public art exhibitions in downtown London, providing resources and assistance installing their artwork, and providing participants with a venue for photographing, documenting, and writing positive narratives. This year's exhibition Humble and Rising, saw an incredible turn out to its public reception, where poetry was read, music and drumming was performed, and traditional food was served.

### **Public Programs:**

**Month, year or time period:** May 1, 2019 – April 30, 2020

**Name of event:** Student Internships

**Key artist/Contributor/Participant:** Organized by gallery staff; Director, Curator, Communications & Outreach Coordinator

**Other major contributors:** Western University Department of Visual Arts & Faculty of Information and Media Studies

**Target audiences:** Undergraduate FIMS students, Graduate Visual Arts Students and other post-secondary legally eligible to work in Canada

**About:** McIntosh Gallery offers a range of internships throughout the year to impart curatorial knowledge and practices to new generation cultural workers. Through Museum Studies in the Department of Visual Arts at Western University, three internships in the past year were provided for course credit. Two others were partially funded by Young Canada Works. Each student participates in program delivery or collection research. In collaboration with the Faculty of Information and Media Studies (FIMS), McIntosh Gallery mentored one undergraduate student in the department of Media & Public Interest to learn best practices for communications, marketing and outreach.

**Month, year or time period:** May 9, 2019

**Name of event:** Curator-led Exhibition Tour of Heads

**Key artist/Contributor/Participant:** Curator: Sky Glabush, organized by gallery staff

**Other major contributors:** N/A

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** Sky Glabush guided visitors through his curatorial project Heads, discussing his research and curatorial vision while delving into the exhibited artists practices in contemporary portraiture, as well as their formal modes and methods.

**Month, year or time period:** May 10, 2019

**Name of event:** TVDSB University Pathways Day

**Key artist/Contributor/Participant:** Organized by gallery staff in collaboration with London, Ontario poet, Tom Cull

**Other major contributors:** Thames Valley District School Board, Western University

**Target audiences:** Thames Valley District Schoolboard students enrolled in the Grade Five Gifted Itinerant Program

**About:** Western University hosted the Grade Five Gifted Itinerant program of the Thames Valley District School Board for a "University Pathways" day. Students moved between different workshops run by Engineering, Brain and Mind Institute, Department of Anthropology, Department of Music, and Arts & Humanities. For the Arts & Humanities session, McIntosh Gallery hosted a workshop with poet laureate of London, Tom Cull, who led students through an ekphrastic poetry exercise in response to the current exhibitions.

**Month, year or time period:** May 11, 2019

**Name of event:** Science Rendezvous

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** Science Rendezvous, Western University

**Target audiences:** General public; youth, students and families of all abilities

**About:** A national science festival taking place in 25 cities across Canada, Science Rendezvous brings together communities to experience the joy of science exploration together. McIntosh Gallery acted as one of the 32 participating departments interacting with over 1,800 children and families. The gallery led cyanotype demonstrations using foliage and found objects to create unique photograms.

**Month, year or time period:** May 25, 2019

**Name of event:** *Michael Bidner: Raw* Catalogue Launch

**Key artist/Contributor/Participant:** Organized by gallery staff, curator: Jason Dickson

**Other major contributors:** Brown and Dickson Bookstore

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** Although largely absent from the national art narrative, Bidner (1944-1989) was a pioneer of print media in Canada. His innovative contributions to printmaking, mail art, and xerography were informed by the world of commercial art, magazine publishing, and imagery from the gay community and the punk scene of the 1970s and 80s. McIntosh Gallery hosted a launch event for the exhibition catalogue at Brown & Dickson Bookstore.

**Month, year or time period:** May 26, 2019

**Name of event:** Sofar Sounds Event

**Key artist/Contributor/Participant:** Organized by gallery staff. Musicians: The Pairs, Tom West

**Other major contributors:** Sofar Sounds London Ontario

**Target audiences:** General public; local arts and music supporters, including youth, students, academics and artists of all abilities

**About:** Sofar Sounds reimagines the live event experience through curated, intimate performances in 433 cities around the world. Audiences enter a lottery for the opportunity to attend secret concerts in their area. If selected, they know only of the event's location, with the musical acts being revealed upon their arrival. McIntosh Gallery hosted musical acts in their gallery space for a unique, acoustic concert event for 40 audience members.

**Month, year or time period:** June 3, 2019

**Name of event:** Western World Challenge Challenge

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** Western International at Western University, Worlds Challenge Challenge

**Target audiences:** Students participating in the global post-secondary student Worlds Challenge Challenge competition

**About:** The World's Challenge Challenge is an International competition where teams of three University students present a solution to a global problem and compete for the chance to have their project funded. As an icebreaker, McIntosh Gallery participated in the campus-wide Amazing Race event for competition participants. McIntosh invited the participating teams of students to interact with the current exhibitions as a checkpoint activity.

**Month, year or time period:** June 5, 2019

**Name of event:** Guided exhibition tours of Sanaugavut: Art from Kinngait

**Key artist/Contributor/Participant:** Organized by gallery staff. Curator: Nakasuk Araliaq

**Other major contributors:** Department of Health Sciences, Western University

**Target audiences:** Speech language pathology students and their clients

**About:** Led by gallery staff, McIntosh Gallery hosted a group of Speech Language Pathology students and their clients for a tour of *Sanaugavut: Art from Kinngait*. The tour preceded a speech language exercise led by MCISc candidates and gallery staff. The clients, who had recently had strokes, were encouraged to ask questions about the work they see as a verbal rehabilitation exercise.

**Month, year or time period:** July 19, 2019

**Name of event:** *Before Stonewall* Screening

**Key artist/Contributor/Participant:** Organized by McIntosh Gallery in collaboration with Frames Film Series

**Other major contributors:** Brown and Dickson Bookstore

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** This screening, held during London Ontario's Pride Week at Brown & Dickson Bookstore, featured two short films by Kenneth Anger followed by the feature, *Before Stonewall: The Making of a Gay and Lesbian Community*.

**Month, year or time period:** Summer 2019

**Name of event:** National Catalogue Exchange

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** N/A

**Target audiences:** Publishing artist-run centres, public art galleries and University art galleries across Canada

**About:** Participating in the Canadian catalogue/publication exchange, McIntosh Gallery provided in-house texts and catalogues in exchange for those of other arts institutions across the country in an effort to bolster and diversify public art gallery libraries nationwide.

**Month, year or time period:** September 5, 2019

**Name of event:** Kate Carder-Thompson Performance

**Key artist/Contributor/Participant:** Organized by gallery staff; Artist: Kate Carder-Thompson

**Other major contributors:** Department of Visual Arts, Western University

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** Artist Kate Carder-Thompson hosted a public activation of her thesis exhibition *Spanning*, performing in costume to animate the sculptural objects on display via movement, light and sound

**Month, year or time period:** September 1 – 30, 2019

**Name of event:** *Humble and Rising*

**Key artist/Contributor/Participant:** Artists: Women enrolled in the +Positive Voice program at Nokee Kwe

**Other major contributors:** London Public Library

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** McIntosh Gallery partnered with +Positive Voice at Nokee Kwe to present their exhibition *Humble and Rising*. This exhibition featured the work of the participants who actively challenge the portrayal of urban Indigenous women and share stories of strength, resilience, and accomplishment. The exhibit included photography, stories, and digital art.

**Month, year or time period:** September 14, 2019

**Name of event:** Doors Open London 2019: Untold Stories of the Forest City

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** London Heritage Council, Western University

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** McIntosh Gallery acted as one of the five stops on Western University and 36 total throughout London showcasing programming in relation to London Ontario's untold history. Gallery staff led guided exhibition tours of *Anti-profit: Independent Publishing in London* and *Publishing Against the Grain*, as well as a drop-in artist book workshop.

**Month, year or time period:** September 26, 2019

**Name of event:** Jonathan Middleton Artist Talk

**Key artist/Contributor/Participant:** Artist: Jonathan Middleton

**Other major contributors:** Art Now! Speakers Series in the Department of Visual Arts, Western University

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** Jonathan Middleton is an artist, curator, and publisher working between Toronto and Vancouver. Middleton led a guest lecture concerning his career in the arts, touching on his experience as executive director of Art Metropole and editor-at-large for Information Office, a Vancouver-based design and publishing studio.

**Month, year or time period:** September 30, 2019

**Name of event:** *Curating, administration, and all the art I'm not making*

**Key artist/Contributor/Participant:** Curator: Lucas Cabral. Organized by gallery staff

**Other major contributors:** Department of Visual Arts, Western University

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** Lucas Cabral has held positions in marketing, communications and community engagement at the Harbourfront Centre in Toronto, McIntosh Gallery in London, and The Robert McLaughlin Gallery in Oshawa. Cabral joined us to speak publicly about his experience working as Executive Director at Artcite Inc. in Windsor, Ontario, in addition to his personal curatorial projects and past experiences in communication and administration.

**Month, year or time period:** October 8, 2019

**Name of event:** Nuit Violette

**Key artist/Contributor/Participant:** Organized by gallery staff, featuring work by student artists

**Other major contributors:** Western University Students Council

**Target audiences:** Western University students, staff and faculty of all disciplines

**About:** Nuit Violette is an after-hours public arts festival co-presented by the Western University Students Council and the USC Public Arts Commission, featuring live musical performances, and public installations of student artworks throughout campus. McIntosh Gallery partnered with Nuit Violette as a satellite venue, whereby the gallery remained open for extended hours to offer festival-goers the opportunity to receive guided tours of the exhibitions *Anti-profit: Independent Publishing in London* and *Publishing Against the Grain*. Festival goers were also provided a guided tour of the McIntosh Sculpture Garden.

**Month, year or time period:** October 9, 2019

**Name of event:** Guided Exhibition Tours and Publication Talk

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** Department of Visual Arts, Western University

**Target audiences:** Students enrolled in Studio Art Practicum at Western University

**About:** Students enrolled in Studio Art Practicum at Western University visited McIntosh Gallery for guided tours of the exhibitions *Anti-profit: Independent Publishing in London* and *Publishing Against the Grain*. Following the tours, Communications & Outreach Coordinator, Abby Vincent, guided students through examples of artist publishing found in the McIntosh Gallery Curatorial Study Centre. This presentation discussed the many modes, methods and styles of artist publishing available as the

students prepared for their upcoming graduation exhibition and subsequent exhibition catalogue.

**Month, year or time period:** October 15, 2019

**Name of event:** School of Advanced Studies in Arts & Humanities Student Reception

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** School of Advanced Studies in Arts & Humanities, Western University

**Target audiences:** Students enrolled in the School of Advanced Studies in Arts & Humanities at Western University

**About:** Students enrolled in the School of Advanced Studies in Arts & Humanities at Western University will be invited to a reception at McIntosh Gallery. This reception will provide students the opportunity to meet one another and interact with McIntosh Gallery staff. Students will also receive a lecture by McIntosh Gallery Director, James Patten on the structure of arts organizations in Canada, opportunities for employment, and gallery structure and best practices.

**Month, year or time period:** October 21, 2019

**Name of event:** Book Launch

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** Authors: Kirsty Roberston and Cody Barteet

**Target audiences:** General public; local arts supporters, including youth, students, academics and artists of all abilities

**About:** McIntosh Gallery will host a joint local book launch for Kirsty Robertson's recent publication *Tear Gas Epiphanies*, and Cody Barteet's *Architectural Rhetoric and the Iconography of Authority in Colonial Mexico*.

**Month, year or time period:** October 24 – 27, 2019

**Name of event:** 4/edition Art Book Fair

**Key artist/Contributor/Participant:** Artist: Karalyn Reuben

**Other major contributors:** Forest City Gallery

**Target audiences:** General public; art supporters, publishers and collectors, including youth, students, academics and artists of all abilities.

**About:** McIntosh Gallery, with Forest City Gallery, developed a booth at the fourth annual Edition Art Book Fair, co-presenting a limited edition artist multiple by London, Ontario artist Karalyn Reuben. McIntosh Gallery also hosted a Toronto, Ontario launch of recent publications *Michael Bidner: Raw* and *Skawennati: From Skyworld to Cyberspace*.

**Month, year or time period:** November 2-3, 2019

**Name of event:** Souwesto Book Expo (Words Fest)

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** Words Fest, London Writers Society

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** This exhibit will be operated by the London Writers Society, with the support of Festival volunteers and any participating authors who would like to volunteer.

**Month, year or time period:** November 13, 2019

**Name of event:** Guided Exhibition tours of *Écrins Écrans*

**Key artist/Contributor/Participant:** Led by McIntosh Gallery staff

**Other major contributors:** Western International

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** McIntosh Gallery Director, James Patten, led intimate groups in guided tours of the exhibition *Écrins Écrans* for Western International Week

**Month, year or time period:** November 14, 2019

**Name of event:** Angela Grauerholz and Catherine Bedard Talk

**Key artist/Contributor/Participant:** Artist: Angela Grauerholz; Curator: Catherine Bedard

**Other major contributors:** Art Now! Speakers Series in the Department of Visual Arts, Western University

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** McIntosh Gallery hosts exhibiting artist, Angela Grauerholz and visiting curator, Catherine Bedard for their joint public talk about Grauerholz's practice, specifically the exhibition *Écrins, Écrans*, curated by Catherine Bedard touring from the Canadian Cultural Centre in Paris, France.

**Month, year or time period:** January 14, 2020

**Name of event:** Experiential Learning – Disability Art in Canada

**Key artist/Contributor/Participant:** Organized by McIntosh Gallery Staff

**Other major contributors:** North Middlesex District High School

**Target audiences:** North Middlesex District High School students

**About:** Students of North Middlesex District High School in Parkhill, Ontario joining visited McIntosh Gallery to view the exhibition Gerard Pas: *Broken Body*. These students received a special guided tour led by both the artist and the exhibition curator, James Patten.

**Month, year or time period:** January 16, 2020

**Name of event:** Collage Workshop

**Key artist/Contributor/Participant:** Organized by McIntosh Gallery Staff

**Other major contributors:** USC Public Arts Commission

**Target audiences:** Undergraduate students studying at Western University, in particular those seeking a reprieve from their busy course schedules and an opportunity to learn something new

**About:** Communications and Outreach Coordinator, Abby Vincent led students on a guided exhibition tour of Gerard Pas: *Broken Body* followed by a collage exercise/workshop.

**Month, year or time period:** February 13, 2020

**Name of event:** Gerard Pas Artist-led Talk/Tour

**Key artist/Contributor/Participant:** Organized by gallery staff; Artist: Gerard Pas

**Other major contributors:** Fanshawe College

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** Artist Gerard Pas led a guided tour of his exhibition *Broken Body*, chronicling over thirty years of his work as a pioneer of Canadian disability art. Students from Fanshawe College's fine art program were in attendance, in addition to many members of the community.

**Month, year or time period:** February 20, 2020

**Name of event:** Gerard Pas Curator-Led Tour

**Key artist/Contributor/Participant:** Organized by gallery staff; Artist: Gerard Pas

**Other major contributors:** N/A

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** James Patten guided visitors through Gerard Pas: *Broken Body*, discussing the artist's career and his important role in the history of disability arts in Canada.

**Month, year or time period:** March 9, 2020

**Name of event:** Technical Tools for Arts Professionals – Lecture and Workshop

**Key artist/Contributor/Participant:** Organized by gallery staff in collaboration with the Department of Visual Arts at Western University

**Other major contributors:** N/A Target audiences: Undergraduate visual arts students (studio art, art history and museum studies) enrolled in the course Technical Tools for Arts Professionals

**About:** In collaboration with Visual Arts Technical Specialist, Julia Beltrano, McIntosh Communications & Outreach Coordinator Abby Vincent lead a lecture and workshop on

harnessing the power of your smartphone to create short animations and videos to promote events and exhibitions.

**Month, year or time period:** March 2 – 13, 2020

**Name of event:** Johannes Zits in Residence

**Key artist/Contributor/Participant:** Organized by gallery staff; Artist: Johannes Zits

**Other major contributors:** N/A

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** Using the gallery space as a research/studio hub, artist Johannes Zits conducted research, writing, and durational performance development intermittently over two weeks.

**Month, year or time period:** March 12, 2020

**Name of event:** Johannes Zits Artist Talk

**Key artist/Contributor/Participant:** Organized by gallery staff; Artist: Johannes Zits

**Other major contributors:** N/A

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** Johannes Zits led a public artist talk discussion important, often traumatic events across the world. He also discussed his research in “deep hanging out”, sustainability, and the relationships between humans and the natural world.

**Month, year or time period:** March 31, 2020

**Name of event:** Driving Force Video Project Launch

**Key artist/Contributor/Participant:** Organized by gallery staff

**Other major contributors:** N/A

**Target audiences:** General public; local arts supporters, including youth, students, academics, historians and artists of all abilities

**About:** McIntosh launched the first of five new *A Driving Force* video features online, as part of the growing online database and research resource. Artists featured include: Angie Quick, Leslie Putnam, Susan Day, Jill Price and Kelly Greene.

## COMMUNICATIONS REPORT

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The 2019-20 year marked a period of remarkable online growth at McIntosh Gallery. On social media, Facebook remains our largest pool for accessing followers and notifying them about our events, exhibitions and public programs. As a result of a change in the platform's promotions algorithm over the past several years, regular user engagement has significantly dropped across all business/non-personal pages. One way we are working to combat this change in data infrastructure is by more consistently "boosting" our events and posts, and by vigorously cross-promoting and collaborating with community and event partners to amplify our reach. By initiating targeted "boosts", we are able to successfully reach thousands of accounts on average with each new campaign. This strategy garners consistently higher engagement and response rates online, while also affording us the ability to tailor and localize promotions based on the content of our exhibitions and public programs.

We also see consistent engagement on our Instagram and Twitter accounts, where posts are often shared, liked, commented on and lifted up by community partners and followers alike. McIntosh Gallery's website saw big changes this year, with several key updates implemented. The first was a dedicated, comprehensive page for wayfinding in our outdoor sculpture garden, encouraging visitors to lead self-guided tours of our grounds and garden. A new "Resources for Artists" page was also added to the website, including important information about the Ontario Arts Council Exhibition Assistance Program, which provides local artists with financial support for the production of future exhibitions. The third major web update was the implementation of a home page RRS feed that illustrates news, programming and events with options to link to a master calendar shared throughout Western University.

Throughout the past year, McIntosh Gallery's exhibition and public programming has been featured by local and national media outlets including: The London Free Press, Akimbo, Canadian Art Magazine, The Cripsters, Interrobang!, Radio Western, Western TV, Western News, Museum Studies Collective, Tourism London, Canadian Art Agenda, and CBC.ca.

### **Key communications metrics from May 1, 2019 to April 30, 2020:**

- McIntosh Gallery's Facebook page saw a steady growth in followers and likes throughout the year, closing the year with an 7% growth overall
- The gallery made over 117,500 Twitter impressions on 88 tweets
- McIntosh Gallery's static Instagram posts reached over 30,000 people last year, with bi-weekly Instagram story campaigns consistently reaching close to 1,000 accounts during their 24-hour publish time

- McIntosh Gallery's email newsletter, sent monthly and issued through Mailchimp, has over 1,273 subscribers
- www.mcintoshgallery.ca saw 23,732 total page views, 88% of which were made by first-time visitors to the website
- We completed five interview-style videos with EGS Productions for the ongoing *A Driving Force: Women of the London, Ontario Art Community from 1867 to the Present* project. Artists interviewed include Susan Day, Kelly Greene, Leslie Putnam, Jill Price, and Angie Quick.

## **DONORS REPORT**

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The 2019-20 fundraising campaign raised \$52,192. We are grateful to all our donors who made the campaign successful. Donations mainly fund our exhibitions, programs and publications. We thank all our donors for their generous contribution to McIntosh Gallery.

### **Fundraising Campaign Donors:**

Professor Sarah Bassnett

Mr. Henri Boyi

Mrs. Perry Clouston and Dr. John  
Clouston

Mr. Robert Collins and Mrs. Mary Lake  
Collins

Mrs. Marilyn Conklin and Dr. David  
Conklin

Mr. Douglas Dolman and Mrs. Agneta  
Dolman

Ms. Catherine Elliot Shaw

Mr. Paul Frehner

Ms. Joyce Garnett

Dr. Nancy Geddes Poole

Michael Gibson Gallery

Mr. Heinz Gregor

Ms. Gloria Hinton

Professor Joy James

Miss Elizabeth King

Prof Sheila Macfie

Ms. Johnnene Maddison

Mr. Ian McIntosh

Mr. Steven McLarty-Payson

Dr. Linda Miller and Dr. Chris Lee

Mr. John Murphy

Mr. James Patten

Dr. Elaine Bjorklund Philbrick

Mrs. Thelma Rosner and Professor  
David Rosner

Dr. Catherine Ross

Ms. Judith Shaw

Strategic Charitable Giving Foundation

Ms. Wilda Thomas

Mr. Ian Tripp

Ms. Viola Weil

Dr. Roderick Willis and Mrs. Faye Willis

## **McINTOSH GALLERY TEAM**

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### **McIntosh Gallery Committee of the Board of Directors:**

Henri Boyi

Catherine Elliot Shaw

Paul Frehner

John Hatch

Andy Hrymak

Linda Miller

James Patten

Thy Phu

Sam Trosow

Michael Robinson

Harold Usher

Gerry Wright

### **Volunteers:**

Niloufar Binaei

Nora Boone

Hartirath Brar

Ruthy Brito

Stella Cao

Jeri Hanson

Carolina Jung

Emily Kirk

Reilly Knowles

Aishwarya Kulkarni

Lily Leung

Priscilla Matthews

Tahrima Moshadid

Angela Qin

Rebecca Rempé

Selina Shi

Deepika Subburaj

Stephany Wang

Josephine Wong

Sybil Zhang

### **Art & Travel Committee Volunteers:**

Joy Abbott

Stefan Andrejicka

Lore Brown

Kathleen Brown

Mary Collins

Julie Doran

Pat Elliott

Susan Henderson

Gloria Hinton

Helen Luckman

Mary Redekop

Sophie Skaith

Wilda Thomas

Viola Weil

Nancy Wright

### **Full-Time Staff:**

James Patten, Director

Helen Gregory, Curator

Brian Lambert, Collections Manager

Abby Vincent, Communications & Outreach Coordinator

**Part-Time Staff:**

Luvneet Rana, Registrar, *A Driving Force* Project Manager  
Matthew Trueman, Preparator Brian Wellman, Preparator

**Young Canada Works Summer Interns:**

Sidney Hicks, Collections Assistant  
Samantha Merritt, Curatorial Assistant

**Work Study Students:**

Rawan el Moghrabi, Gallery Attendant  
Emilie Gardham, Gallery Attendant  
Lana Husni, Gallery Attendant  
Marie Ringsletter, Gallery Attendant  
Reva Ly, Gallery Attendant  
Naomi Miedinger, Gallery Attendant  
Steven Roesch, Gallery Attendant  
Jasmine Sihra, Gallery Attendant

## MISSION & VISION

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### **Mission:**

McIntosh Gallery is a centre for the presentation and dissemination of advanced practices and research in the fields of art history and contemporary visual art. McIntosh serves the students, faculty and staff of Western University and the broader community of the City of London as a teaching and research resource. Ongoing programs and services actively promote innovative projects in the production, exhibition, interpretation and collection of visual culture.

### **Vision:**

To be nationally recognized as a leader among university-based public art galleries for creative interpretation and scholarly research in art and visual culture.

McIntosh Gallery acknowledges the support of the Canada Council for the Arts, the Ontario Arts Council, Western University, Foundation Western, and our donors.



McIntosh Gallery  
Western University  
1151 Richmond Street  
London, ON  
N6A 3K7  
[mcintoshgallery.ca](http://mcintoshgallery.ca) | [mcintoshgallery@uwo.ca](mailto:mcintoshgallery@uwo.ca) | 519.661.3181

Cover: A. J. Casson, *Parry Sound* (detail) 1930. Oil on board. Gift of Faye and Rod Willis, 2019. McIntosh Gallery Collection, Western University.

**Acquisition of Painting by Kelly Greene**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

At its meeting on September 2, 2020, the McIntosh Gallery committee approved the purchase of *They Were Planted and They Came (2015)*, acrylic on plywood by artist Kelly Greene as shown in the attachment. The purchase of this piece is in keeping with current museum practices, whereby the McIntosh Gallery intends to engage in the process of decolonizing the collection. MAPP 1.57 The McIntosh Gallery Collection Policy states “Decolonization, in this context, refers to the process that institutions undergo to expand the perspectives they portray beyond those of the dominant cultural group, particularly European colonizers. This will take place through careful and considered deaccessioning of certain European works in accordance with the deaccession policy. Funds raised through such deaccessions will be used to purchase new works by Indigenous artists and artists of colour to create a collection that more accurately represents the population and history of our region.” Kelly Greene is a London-based indigenous artist (and Western Visual Arts alumna) and this will be the first work by artist Kelly Greene in the McIntosh Collection. The purchase of this piece is being reported to the Board for information in accordance with the McIntosh Gallery Terms of Reference.

**ATTACHMENT(S):**

[They Were Planted and They Came \(2015\) acrylic on plywood by artist Kelly Greene](#)

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**They Were Planted and They Came (2015) acrylic on plywood by artist Kelly Greene**



**Business Arising from the Minutes**

**ACTION REQUIRED:**     FOR APPROVAL     FOR INFORMATION

**Business Arising from the Minutes of June 25, 2020**

At the open session on June 25, 2020 the Board approved revisions to MAPP 1.57 – McIntosh Gallery Collections Policy. The minutes of the meeting noted that J. Patten, Director/Chief Curator of McIntosh Gallery would provide definitions of ‘Registrar’ and ‘Collection’ for inclusion in the policy.

The approved policy, including definitions, is now posted on the University Secretariat website at the following link: [https://www.uwo.ca/univsec/pdf/policies\\_procedures/section1/mapp157.pdf](https://www.uwo.ca/univsec/pdf/policies_procedures/section1/mapp157.pdf)

**Business Arising from the Minutes of August 13, 2020**

There was no business arising from the open session minutes of the meeting held August 13, 2020.

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**Strategic Planning Process Update**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

A. Shepard and T. Rice will provide a verbal update to the Board of Governors on the strategic planning process.

**ATTACHMENT(S):**

[Strategic Planning Steering Committee – Terms of Reference](#)  
[Strategic Planning Steering Committee Proposal](#)  
[Strategic Planning – Proposed Committee Structure](#)  
[Strategic Planning Speaker Series](#)

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**Strategic Planning Steering Committee – Terms of Reference**

Effective Date: TBD

Duration: The Committee will conclude its work once the final plan is approved.

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1. The Strategic Planning Steering Committee will include representatives from across the university that reflect the multiplicity of the work we do as a university as well as our people. The committee will have the responsibility for providing advice and helping steer the strategic planning process and the development of the plan itself. The committee will ensure our community at large is consulted—our faculty, students, staff, alumni, off-campus partners, and others in a manner that is inclusive and reflective of the diversity that makes our university a great place to be.
2. In carrying out its responsibilities, the Committee members will be asked to participate in the following ways:
  - Helping advise and steer the strategic planning process and plan
  - Participating in, and at times facilitating public consultations
  - Participating in, and at times structuring theme-based sub-group consultations (i.e. Student experience, research, etc.)
    - Bringing together networks of people from across campus
    - Participating in consultations, creating mini reports of ideas and recommendations
    - Ensuring ideas and recommendations are captured and included throughout the core planning timeframe
  - Participating in regular meetings
  - Serving as an ambassador throughout the strategic planning process
    - Ensuring good two-way communication with the community
  - Providing feedback on draft iterations of the strategic plan
  - Providing comments on a final draft plan for presentation to the Senate Committee on University Planning (SCUP), that will ultimately be approved by the Senate and Board of Governors

**MEMBERSHIP AND PROCEDURE**

3. The membership of the Steering Committee shall be:
  - Chair/ Lead – President & Vice-Chancellor
  - Senate – 2 members (Chair, Senate Committee on University Planning (SCUP), plus one additional member nominated through the Senate Nominating Committee/ approved by Senate)



**Strategic Planning Steering Committee  
Terms of Reference**

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- Faculty – 11 members (2 Deans, 9 faculty members – ensuring representation from all Faculties)
  - School of Graduate and Postdoctoral Studies – 1 member
  - Staff – 3 members
  - Research Leaders – 2 members
  - Students – 2 undergraduate/ 2 graduate – University Students’ Council and the Society of Graduate Students will have representation
  - Alumni – 2 members
  - London-Middlesex Community – 1 member
  - President’s Appointees – 3 members - Provost, plus two additional members
  - Board of Governors – 2 members
4. A call for nominations will be made public and will be open for a ten day period.
  5. The Senate Committee on University Planning (SCUP) will play an instrumental role in the governance chain in terms of the development, adjudication and ratification of the next strategic plan, in the same way it has always done. The final plan will be approved through Senate and the Board of Governors.
  6. The Committee will meet bi-weekly throughout the strategic planning process, with additional meetings as necessary at the call of the Chair.

**SELECTION PROCESS**

7. Committee appointments will be made by the Chair in consultation with the Chair of SCUP and senior leaders.
8. Criteria:
  - Recognizing that no single candidate will fill all criteria, some examples may include:
    - Engagement in university life
    - Demonstrated commitment to Western
    - Experience in a variety of roles
    - Representative of the diversity of our campus community
    - Depth and breadth of experience and expertise

**Strategic Planning Steering Committee**  
V2.0 – September 11, 2020

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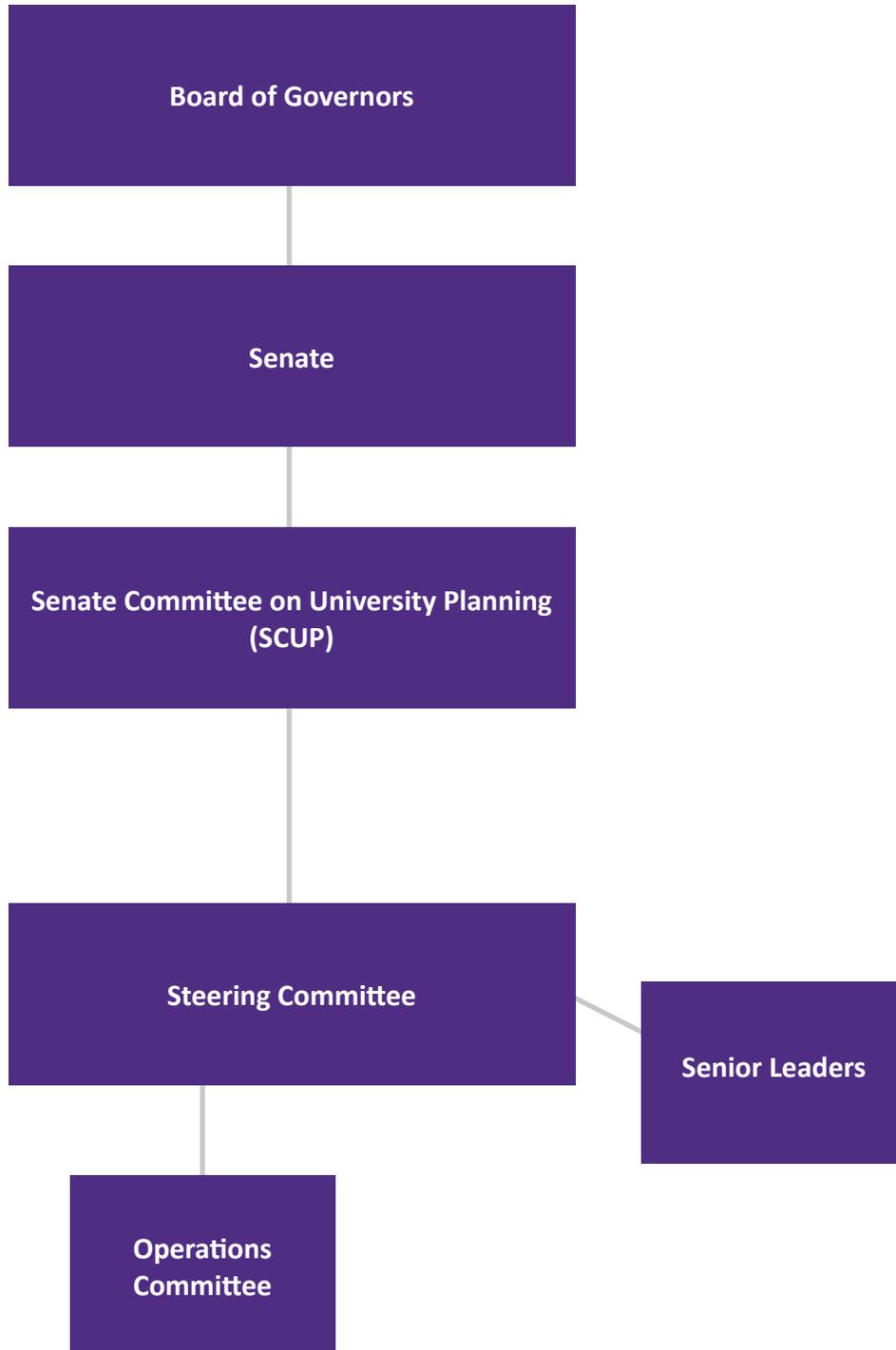
**Chair/ Lead – Alan Shepard, President & Vice-Chancellor**

- Senate – 2 members (Chair, Senate Committee on University Planning (SCUP), plus one additional member nominated through the Senate Nominating Committee/ approved by Senate)
  - The Chair of SCUP will help ensure good two-way sharing of information and ideas/ recommendations through regular reporting at SCUP meetings
- Faculty – 11 members (2 Deans, 9 faculty members - Ensuring representation from all Faculties)
- School of Graduate and Postdoctoral Studies – 1 member
- Staff – 3 members
- Research Leaders – 2 members
- Students – 2 undergraduate/ 2 graduate - University Students' Council and the Society of Graduate Students will have representation
- Alumni – 2 members
- London-Middlesex Community – 1 member
- President's Appointees – 3 members - Provost, plus two additional members
- Board of Governors – 2 members

**The work of the Steering Committee members will include:**

- Helping advise and steer the strategic planning process and plan
- Participating in, and at times facilitating public consultations
- Participating in, and at times structuring theme-based sub-group consultations (i.e. Student experience, research, etc.)
  - Bringing together networks of people from across campus
  - Participating in consultations, creating mini reports of ideas and recommendations
  - Ensuring ideas and recommendations are captured and included throughout the core planning timeframe
- Participating in regular meetings
- Serving as an ambassador throughout the strategic planning process
  - Ensuring good two-way communication with the community
- Providing feedback on draft iterations of the strategic plan
- Providing comments on a final draft plan for presentation to the Senate Committee on University Planning (SCUP), that will ultimately be approved by the Senate and Board of Governors

**Western University**  
**Strategic Planning - Proposed Committee Structure**  
V1.0 - September 2, 2020



**Western University – Strategic Planning Speaker Series**

**New ideas, for a new era.**

- Engagement through thought leadership
- A thought provoking, stimulating and interesting way for our full campus community to engage in themes that will be important to our strategic planning
- 10 themes total
- Three speakers per session, a total of 30 leaders as panelists
- Each session is 1.5 hours long over a Zoom webcast
- 10 minutes each panelist – 1 hour for questions/ dialogue
- One host (A face of university leadership – Dean, VP, AVP, Research Chair, etc.) for each session

**Proposed Themes:**

1. The Future of University Teaching and Learning
2. The Future of University Research
3. Positioning Western Students to be Leaders
4. Creating a More Equitable, Diverse and Inclusive Western
5. Building Western's Profile: Why Reputation Matters
6. The Future of Universities, The Future of Canada
7. London Strong
8. The Power of Partnerships: Building Networks with Universities, NGOs, Corporations and Government Partners
9. Making the Most of a Pandemic
10. Keeping our People Strong: Caring for the Body, Mind, and Soul Across the Academy
11. Ensuring a Sustainable Future

**Audited Financial Statements for the Year Ended April 30, 2020**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**Recommended:**                      That the Board of Governors approve the draft audited combined financial statements for the University for the fiscal year ended April 30, 2020 (Section 1 of the Audited Financial Statements).

**EXECUTIVE SUMMARY:**

The Audited Financial Statements are presented annually to the Board of Governors for approval in accordance with the Audit Committee Terms of Reference.

***Please bring the printed set of the Audited Financial Statements as this information is not available in electronic format***

**Financial Statements – Related Companies**

**ACTION REQUIRED:**     FOR APPROVAL         FOR INFORMATION

**EXECUTIVE SUMMARY:**

The following financial statements for related companies and other organizations of The University of Western Ontario for the fiscal year ended April 30, 2020, are provided for the information of the Board of Governors in accordance with the Terms of Reference:

**The University of Western Ontario Research and Development Park**, as audited by the Company's auditors, KPMG, and as approved by the Directors of the Company on **June 26, 2020**.

**The Siebens-Drake Research Institute**, as audited by the Institute's auditors, KPMG, and as approved by the Institute's Board of Directors on **August 17, 2020**.

**The University of Western Ontario Foundation Inc.**, as audited by the Foundation's auditors, KPMG, and as approved by the members of the board of The UWO Foundation Inc., **July 22, 2020**.

**Ivey Business School Group of Companies**, as compiled by Ivey's auditors, KPMG.

**Ivey Business School Foundation and Ivey Business School Asia Limited**, as audited by Ivey's auditors, KPMG, and as approved by the Board of Directors on **September 1, 2020**.

**The Pension Plan for Members of the Academic Staff and The Pension Plan for Members of the Administrative Staff for the fiscal year ended December 31, 2019**, as audited by the Pension Plan auditors, KPMG, and as approved by the Joint Pension Board on **May 14, 2020**.