

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

**BOARD OF GOVERNORS MEETING**

**1:00 p.m., Thursday, January 29, 2015  
Room 4155 Stevenson Hall**

1. Adoption of Agenda - Open Session
2. Report of the President (Amit Chakma)
3. Unanimous Consent Agenda - **Appendix I**  
Includes Open Session **Minutes of the Meeting of November 20, 2014**
4. Business Arising from the Minutes
5. Reports of Committees:
  - Property & Finance Committee - **Appendix II** (Paul Jenkins)
  - By-Laws Committee - **Appendix III** (Laura Gainey)
  - Audit Committee - **Appendix IV** (Jim Knowles)
  - Fund Raising and Donor Relations Committee - **Appendix V** (Jackie Moss)
  - Senior Operations Committee – **Appendix VII** (Chirag Shah)
6. Items Referred by Senate - **Appendix VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

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

## **SUMMARY OF AGENDA ITEMS – January 29, 2015 - OPEN SESSION**

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of November 20, 2014 – Open Session only for web	ACTION

### **Property & Finance Committee- Appendix II**

Statement of Objectives, Policies and Governance – Revisions	ACTION
MAPP 2.10 – Policy on Scholarships, Awards and Prizes – Revisions	ACTION
Investment Committee Report – MAPP 2.11 – Investment Payout Policy – Revisions	ACTION
CGA Ontario Professorship in Accounting – Name Change	INFO
Investment Committee Report	INFO
Quarterly Financial Report (Operating Budgets)	INFO
Annual Report on Trademark Licensees doing Business with the Book Store	INFO
Ancillary Financial Report	INFO
New and Revised Scholarships and Awards	INFO

### **By-Laws Committee – Appendix III**

Amendment to Special Resolution No. 1-M – Senior Operations Committee	ACTION
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### **Audit Committee – Appendix IV**

Internal Audit Charter Update	INFO
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### **Fundraising & Donor Relations Committee – Appendix V**

Quarterly Report on Fund Raising	INFO
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### **Senior Operations Committee – Appendix VII**

Procedures for Policy on Sexual Violence	INFO
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### **Items Referred by Senate – Appendix VI**

School of Graduate and Postdoctoral Studies: Introduction of the Master of Media in Journalism and Communication (MMJC) Program	ACTION
MAPP 1.26 – Policy on Establishing International Academic Partnerships	ACTION
Report of the Academic Colleague – December 2014 Meeting	INFO
Announcements	INFO
Questions from Members	

## REPORT OF THE PRESIDENT

To: Board of Governors  
From: Amit Chakma  
Date: January 29, 2015  
Re: President's Report to the Board

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I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on November 20, 2014.

**Government update:** On November 24, Western was proud to serve as host to Prime Minister Stephen Harper when he chose the University's Collider Center for Technology Commercialization at the Advanced Manufacturing Park as the backdrop to announce \$5.8 billion in new infrastructure spending across the country. Following the announcement, Western wind engineering professor Horia Hangan guided a private tour and demonstration of the WindEEE Research Institute for the PM, who was joined by Minister of State for Science & Technology Ed Holder, MP for Elgin-Middlesex-London Joe Preston, and MP for London North Centre Susan Truppe. This was a rare and important opportunity to showcase for key federal leaders the world-class facilities and research Western is developing at AMP.

On December 4, the PM and Minister of State for Science and Technology made another important announcement when they revealed details of how funding will be allocated through the new \$1.5-billion Canada First Research Excellence Fund (CFREF). The competitive, peer-reviewed framework will support a wide range of research – in areas including the environment, agriculture, health and life sciences, natural resources and energy, information and communications technologies, and advanced manufacturing – and decisions will be based on a measure of excellence determined by expert panels composed of academic, industry and business leaders. The inaugural call for proposals will see \$350 million in awards allocated over the next seven years, with applications for this first competition due in March 2015. A second competition will be launched by 2016 for an additional \$900 million, and a third competition is slated to begin in seven years for a final pool of \$250 million.

The New Year has already seen much activity on the government relations front, including the hosting of three special guests on campus and participation in provincial budget discussions hosted at London's Marconi Club by Finance Minister Charles Sousa and Deputy Premier Deb Matthews. On January 12, we celebrated "Germany Day" on campus by welcoming the Ambassador of the Federal Republic of Germany to Canada, Werner Wnendt. In addition to learning about Western's partnerships with various German

organizations such as the Fraunhofer Institute of Chemical Technology and LanXESS during his visit, Ambassador Wnendt also had the opportunity to engage with participants of the Ontario-Baden-Wurttemberg Student Exchange Program administered by Modern Languages and Literature professor David Darby, as well as several local government officials including Minister of State for Science & Technology Ed Holder, Deputy Premier Deb Matthews, MP for London North Centre Susan Truppe, MPP for London West Peggy Sattler, and London Mayor Matt Brown.

The following day, Premier Kathleen Wynne visited campus to meet with students and faculty members and hear their concerns, as well as to discuss her views on addressing the issues of sexual harassment and violence on Ontario campuses. During her visit, Premier Wynne also participated in a demonstration of the technology and techniques used in our new Active Learning Space located in UCC, where she was joined by Deputy Premier Deb Matthews and Minister of Training, Colleges and Universities Reza Moridi.

And today (January 21), we welcome Deputy Minister of Natural Resources Canada Bob Hamilton to campus. As Western's designated "University Champion" on Parliament Hill, Bob's full-day campus visit — which includes meetings and roundtable discussions with a cross-section of faculty and campus leaders, a guest lecture with Economics students, and a tour of the WindEEE Dome and Advanced Manufacturing Park — affords the opportunity to brief him on Western's strengths and priorities. As a proud alumnus who earned his Honors BA and MA in Economics from Western, Bob plays a key role in guiding and supporting our federal government relations activities.

**Leadership update:** University of Toronto sociologist Robert (Bob) Andersen has been appointed to a five-year term as Dean of Social Science, beginning July 1. With Western degrees in Political Science (BA'91) and Sociology (Dpl'92, MA'94), Bob is currently Distinguished Professor of Social Science and Chair of the Department of Sociology at Toronto's St. George Campus. Prior to joining Toronto in 2007, he held various academic and administrative appointments at Brock, Oxford, Western and McMaster. Meanwhile, selection committees continue their work to review the Dean of the Schulich School of Medicine & Dentistry, to recruit a new Dean for the Faculty of Health Sciences, and to recruit our first Associate VP (Student Experience).

**Environmental leadership recognized:** Western was the only university named among recipients of an Award of Excellence announced January 20 by Ontario's Ministry of Environment & Climate Change. Minister Glen Murray presented the award in recognition of Western's online "Energy Dashboard" web project — visit [energy.uwo.ca](http://energy.uwo.ca) — which allows visitors to view campus-wide electricity demand in real-time, including a building-by-building breakdown. Dashboard data can be sorted in a number of ways, revealing consumption for the day, week, month or year, and can be compared with previous data to identify increases or decreases in consumption habits. Facilities Management identifies the Energy Dashboard as a major contributor to a 4.3% decrease in greenhouse gas production on campus from 2011 to 2012.

## **ACTIVITIES OF THE PRESIDENT**

(November 9, 2014 – January 20, 2015)

<b>November</b>	9	London	International Student Welcome Event
	9		McIntosh Gallery Reception
	10		WUSC Executive Committee Meeting Teleconference
	10		Western International Week Opening Ceremonies
	10		Jim Roth Research Chair Reception
	11		Audit Meeting
	11		USC Remembrance Day Ceremony
	11		Property & Finance Meeting
	11		Senior Operations Meeting
	11		U15 Phone Call
	11		Video/Audio shoot
	11		World's Challenge Challenge
	12		President's Breakfast for International & Exchange Students
	12		London Chamber of Commerce Event
	12		Study Abroad Panel
	12		Phone call with external stakeholder
	13	Calgary	Meetings with external stakeholders
	13		Global Ivey Day Dinner & Program
	14	London	Senate
	14		Meeting with faculty member
	15	Toronto	Meeting with external stakeholder
	16	London	Meeting with external stakeholder
	17	Toronto	FRDRC Meeting
	17		Campaign Executive Meeting
	18	Ottawa	Meetings with external stakeholders
	19		STIC Meeting
	19	Toronto	Law Alumni Awards Reception
	20	London	Phone call with external stakeholder
	20		Internal Meeting
	20		Board of Governors Meeting and Dinner
	21	Quebec City	Royal Society Reception and Inaugural Banquet
	24	London	Collider Centre Event
	25		Internal Meeting
	25		Meeting with external stakeholder
	26		United Way Event
	26		LAMP Leadership Case Competition
	26		Western Leaders Forum
	26		Meeting with faculty member
	26		Royal Society and CRC Reception
	27	Toronto	Lunch meeting with external stakeholder
<b>December</b>	1	London	Meeting with faculty member

	1	London	Phone call with Chancellor
	1		Inaugural Council Meeting
	2		Phone call with external stakeholder
	3-7	South Africa	ACU Council Meeting
	8	London	Promoted Faculty Reception
	8		Phone calls with external stakeholders
	9	Ottawa	AUCC Advocacy Meetings
	10		STIC Full Council Meeting
	10	Toronto	COU Executive Heads Meeting
	11	London	Donor Acknowledgement Event
	11		CST Teleconference
	11		Meeting with USC President
	11		Phone call with external stakeholder
	12		Meeting with external stakeholder
	13		Gibbons Holiday Open House
	15		NCE Announcement
	15		STIC Teleconference
	15		Western's Annual Holiday Reception
	23		STIC Teleconference
<b>January</b>	6		Lunch meeting with external stakeholder
	7	Toronto	CST Meeting
	7		WUSC Executive Heads Teleconference
	7		CST Board of Directors Dinner
	8		CST Board of Directors Meeting
	8		Meeting with external stakeholder
	9	London	Lunch meeting with external stakeholder
	9		Teleconference with Chirag Shah and Hanny Hassan
	10		Western Family Hockey Day
	12		German Day events
	13		Visit by external stakeholder
	13		Meeting with community partner
	14		Honorary Degree phone call
	15	Toronto	STIC Teleconference
	15		Meetings with external stakeholders
	19	London	FRDRC Teleconference
	20		Meeting with external stakeholder
	20		Senior Operations Meeting
	20		Internal meeting
	20		Honorary Degree phone call

**UNANIMOUS CONSENT AGENDA**

**FOR APPROVAL**

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

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

**Minutes**

1.	Open Session Minutes of the Meeting of November 20, 2014	ACTION
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**Report of the Property & Finance Committee – Appendix II**

2.	MAPP 2.10 – Policy on Scholarships, Awards & Prizes – Revisions	ACTION
3.	MAPP 2.11 – Investment Payout Policy – Revisions	ACTION
4.	CGA Ontario Professorship in Accounting – Name Change	INFORMATION
5.	Investment Committee Report	INFORMATION
6.	Quarterly Financial Report (Operating Budget)	INFORMATION
7.	Ancillary Financial Report	INFORMATION
8.	Annual Report on Trademark Licensees Doing Business with The Bookstore	INFORMATION
9.	New and Revised Scholarships & Awards	INFORMATION

**Report of the By-Laws Committee – Appendix III**

10.	Amendment to Special Resolution No. 1-M – Senior Operations Committee	ACTION
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**Report of the Audit Committee – Appendix IV**

11.	Internal Audit Charter Update	INFORMATION
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**Fund Raising and Donor Relations Committee – Appendix V**

12.	Quarterly Report on Fundraising	INFORMATION
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**Report of the Senior Operations Committee – Appendix VII**

13.	Procedures for Policy on Sexual Violence	INFORMATION
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**Items Referred by Senate – Appendix VI**

14.	SGPS – Introduction of Master of Media in Journalism & Communications Program (MMJC)	ACTION
15.	MAPP 1.26 – Policy on Establishing International Academic Partnerships	ACTION
16.	Report of the Academic Colleague	INFORMATION
17.	Announcements	INFORMATION

### The Unanimous Consent Agenda

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

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

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

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

#### **How it works:**

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

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

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

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



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

**November 20, 2014**

The meeting was held at 1:15 p.m. in Room 4155 Stevenson Hall.

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

Dr. S. Armstrong  
Dr. C. Beynon  
Dr. J. Capone  
Dr. A. Chakma  
Ms. K. Cole  
Dr. R. Darnell  
Mr. J. English  
Ms. L. Gainey  
Ms. S. Grindrod  
Mr. H. Hassan

Mr. P. Jenkins  
Mr. J. Knowles  
R. Konrad ☞  
Ms. G. Kulczycki  
Mr. M. Lerner  
Mr. B. Power  
Mr. T. Sutherland  
Dr. B. Timney  
Dr. J. Toswell  
Ms. J. Vanderheyden  
Mr. M. Wilson

☞ *Participated via telephone*

By Invitation: M. Belanger, H. Connell, S. Fazilat, S. Jarrett, T. Keenleyside, L. Koza, L. Logan,  
A. Mandich, J. O'Brien, A. Weedon

BG.14-98 **REPORT OF THE PRESIDENT**

The President's Report, distributed with the agenda, included the following topics: government matters, U-15 and ACU update, leadership update, second Cluster of Research Excellence created, Western named Top-100 Employer for second consecutive year and the President's activities since the September 23, 2014 Board meeting.

BG.14-98a **Analysis of the Maclean's Magazine University Rankings for 2015**

Dr. Chakma presented an analysis of the *Maclean's Magazine* University rankings for 2015. The rankings are based on information from a number of data sources, such as Statistics Canada and federal research grant agencies, as well as survey responses gathered from university officials, high school principals and guidance counselors, CEOs and corporate recruiters across Canada. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

Discussion included the following points:

- Maclean's process may be flawed but the results are carefully scrutinized by the public
- a change in measures occurred between 2006 and now. Rankings were once focused on quality of students and student experience and now the focus is more on research
- it is important to follow the trends and input measures that have value to Western. For example, it is good for Western to have more research funding and more faculty awards and if Western improves its performance in these areas, the rankings improve
- Western has no control over the data used; the U15 universities have withdrawn their participation, consequently Maclean's gathers data elsewhere from public sources

BG.14-99 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by T. Sutherland, seconded by S. Grindrod,

That the 13 items, excluding item 11. Communications & Public Affairs Report, listed in Appendix 1, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.14-100 **Minutes from the Previous Meeting**

The open session minutes from the meeting of September 23, 2014 were approved as circulated.

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

BG.14-101 **Information Items Reported by the Property & Finance Committee**

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

- CanWest Global Fellowship in Media: Name Change to The Asper Fellowship in Media
- Investment Committee Report
- Budget Indicators for Previous Year
- Financial Performance Indicators
- Report on Endowments
- New and Revised Scholarships and Awards

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

BG.14-102 **Information Items Reported by the Senior Operations Committee**

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

- Membership of the University Discipline Appeals Committee
- Annual Report on the Code of Student Conduct

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

BG.14-103 **New MAPP 1.53 – Student Safety Abroad**

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

That MAPP 1.53 – Safety Abroad (Appendix IV, Annex 1) be approved with an effective date of November 20, 2014.

CARRIED

BG.14-104 **Retirement Income Fund Program Recommendation**  
*[Declaration of a Conflict of Interest: H. Hassan]*

It was moved by J. Knowles, seconded by T. Sutherland,

That the Board of Governors approve the discontinuation of the Western Retirement Income Fund program and approve a contract with Sun Life Financial Trust and Sun Life Assurance Company of Canada for the delivery of Retirement Income Fund financial products for retired and retiring members and former members of the University Pension Plans, under a 10-year contract, with two five-year contract renewals at Western's option.

Ms. O'Brien, Associate Vice-President (Human Resources), provided an overview of the proposal detailed in Appendix IV, Annex 2, noting that the move to an external provider will provide Western's retirees and former employees with a high-quality investment management service at fees lower than the current plan.

Ms. Koza and Mr. Belanger, from Western's Pensions and Benefits group, gave brief presentations about the history, Request for Proposal process, investment options and the communications plan. Moving forward, the implementation timeline is such that new retirees could choose the preferred provider as of May 1, 2015; current RIF members could move their portfolio May 1, July 1, or December 1, 2015. Overhead slides used to highlight their presentations are attached as [Appendix 2](#).

The Chair thanked those involved in this process for their time and efforts. Dr. Chakma thanked the Board for their input and contributions as well.

Dr. Darnell stated her intent to abstain from voting on the recommendation, not because of the product, but because of the issues around the communication of the proposed changes to current and potential members of the RIF. She hoped that lessons had been learned about how to manage such issues in the future.

The question was called and CARRIED  
[Abstention: R. Darnell]

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

BG.14-105 **Information Item Reported by the Fund Raising and Donor Relations Committee**

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

- Campaign Activity Summary for the Period Ending October 31, 2014

BG.14-106 **Communications and Public Affairs Report**

BG.14-106a **Western's New Coat of Arms**

Ms. Connell, Associate Vice-President (Communications & Public Affairs), provided background information on the development of Western's new Coat of Arms and Crest detailed in Appendix V, Annex 2, Appendix 1, noting that throughout the process Western worked with the Canadian Heraldic Authority to redesign and simplify the Coat of Arms to better enable smaller reproductions. The new coat of arms electronic "vector" rendering was created by Creative Services based on the Canadian Heraldic Authority painting.

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

BG.14-107

**MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process**

It was moved by T. Sutherland, seconded by S. Grindrod,

That the amendment to the Scholarships, Awards and Prizes – Definitions and Approval Process Policy (MAPP 2.10) as shown in Appendix VI, Annex 1 be approved, as recommended by Senate.

CARRIED (by Unanimous Consent)

BG.14-108

**Information Item Referred by Senate**

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

- Report of the Academic Colleague

*The meeting adjourned to the closed session.*

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C. Shah  
Chair

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I. Birrell  
Secretary



### Medical/Doctoral Rank

	Rank
2006	5
2009	9
2013	11
2015	8



### Student Body

	Ent. Avg.	Retention	Int. UG
2006 (5)	87.9 (3)	96.5 (2)	6.5 (9)
2009 (9)	86.0 (11)	91.1 (4)	5.4 (25)
2013 (11)	87.6 (7)	93.2 (3)	6.9 (23)
2015 (8)	89.3 (2)	93.2 (3)	11.0 (17)



### Student Awards

1	McGill	10.4
2	UBC	10.1
3	Queen's	7.7
4	Toronto	7.4
5	Dalhousie	6.6
6	Alberta	5.9
7	McMaster	5.7
8	Ottawa	5.2
9	Calgary	5.1
10	Montréal	4.9
11	Western	4.6
*12	Laval	4.4
*12	Sherbrooke	4.4
14	Manitoba	3.9
15	Saskatchewan	3.0



### Student/Faculty Ratio

1	UBC	13.7	9	Alberta	21.4
2	Dalhousie	15.6	10	Laval	22.2
*3	Saskatchewan	16.0	11	Western	23.3
*3	Sherbrooke	16.0	12	Montréal	25.5
5	Manitoba	16.5	13	Ottawa	26.7
6	Calgary	16.8	14	Toronto	26.9
7	McGill	17.9	15	Queen's	28.0
8	McMaster	19.0			



### Budget

1	Alberta	\$15,601
2	Saskatchewan	15,423
3	UBC	15,102
4	Dalhousie	14,611
5	Manitoba	14,242
6	Calgary	14,137
7	Toronto	13,465
8	McMaster	13,056
9	Ottawa	12,009
10	Western	11,455
11	Queen's	11,381
12	McGill	11,105



### Total Research Grants

1	Toronto	\$457,063
2	McGill	281,433
3	Montréal	276,135
4	Alberta	249,556
5	Queen's	240,798
6	UBC	236,359
7	McMaster	234,547
8	Laval	228,467
9	Ottawa	228,209
10	Calgary	222,872
11	Western	206,540
12	Dalhousie	154,335



### Faculty Awards

1	Toronto	10.4		
2	Queen's	9.5	*9	Calgary 3.3
3	Alberta	7.9	*9	Ottawa 3.3
4	McGill	7.7	*11	Laval 2.9
5	UBC	7.3	*11	Western 2.9
6	Montréal	6.2	13	Sherbrooke 2.3
7	McMaster	5.6	14	Saskatchewan 1.9
8	Dalhousie	5.2	15	Manitoba 1.7
1	Waterloo	5.7	1	Saint Mary's 4.9
2	Simon Fraser	4.9	2	Mount Allison 4.2
3	Victoria	4.2	3	Trent 4.1
4	Carleton	3.1	4	UNBC 3.2
*5	UQAM	3.0		
*5	York	3.0		



### Faculty Awards Rank (#)

	Western	Ottawa	Calgary
2006	13 (3.2)	7 (5.5)	12 (3.5)
2009	10 (3.6)	6 (7.1)	11 (3.2)
2013	11 (3.2)	6 (5.6)	10 (3.3)
2015	11 (2.9)	9 (3.3)	9 (3.3)



### SSHRC Awards

1	McGill	\$15,910	37.23	9	Queen's	7,312	20.33
*2	Ottawa	13,525	26.41	10	Alberta	6,966	17.94
*2	Toronto	11,688	30.05	11	Western	6,671	14.62
4	McMaster	14,934	22.74	12	Manitoba	7,056	11.90
5	Montréal	11,570	25.98	13	Saskatchewan	6,555	11.05
6	UBC	12,321	23.37	14	Calgary	4,418	14.39
7	Dalhousie	10,744	18.93	15	Sherbrooke	3,151	8.41
8	Laval	10,962	17.09				
1	Waterloo	\$13,785	27.91				
2	Simon Fraser	10,726	22.45				
3	Victoria	9,077	18.70				
4	York	8,775	14.86				
5	Carleton	7,084	17.86				



### SSHRC Grants

	\$	#	Rank
2001	5,225	21.31	10
2006	10,873	21.13	8
2009	8,329	20.00	10
2013	6,736	17.20	11
2015	6,671	14.62	11

Toronto \$9825 (2001) to \$11,688 (2015) ;  
UW \$4455 (2001) to \$13785 (2015)



### Med/Sci Grants

1	Toronto	\$186,236	193.32
2	McGill	133,579	144.40
3	Queen's	132,257	134.97
4	UBC	118,767	128.29
5	Western	99,526	143.00
6	Laval	106,668	110.32
7	Alberta	89,227	120.32
8	Montréal	95,442	111.17
9	Ottawa	91,786	99.03
10	McMaster	81,718	66.41
11	Dalhousie	68,979	78.01
12	Calgary	53,527	73.54



### Medical/Science Grants

	\$	#	Rank
2001	71971	140.25	7
2006	82330	128.52	10
2009	78972	127.8	9
2013	76517	113.51	9
2015	99526	143.00	5

Toronto \$95061 (2001) to \$186,235 (2015);  
Queen's \$72,153 (2001) to \$132,257 (2015)



### Highest Quality

- 1 McGill
- 2 Toronto
- 3 UBC
- 4 Waterloo
- 5 Queen's
- 6 McMaster
- 7 Alberta
- 8 Western
- 9 Simon Fraser
- 10 Dalhousie
- 11 Victoria
- 12 Montréal



### Most Innovative

- 1 Waterloo
- 2 Toronto
- 3 UBC
- 4 McMaster
- 5 McGill
- 6 Ryerson
- 7 Alberta
- 8 Queen's
- 9 Guelph
- 10 Western
- 11 Simon Fraser
- 12 Victoria



### Leaders of Tomorrow

- 1 Waterloo
- 2 UBC
- 3 Toronto
- 4 McGill
- 5 Alberta
- 6 Ryerson
- 7 McMaster
- 8 Queen's
- 9 Simon Fraser
- 10 Montréal
- 11 Laval
- 12 Western



### Best Overall

- 1 Waterloo
- 2 UBC
- 3 Toronto
- 4 McGill
- 5 Alberta
- 6 McMaster
- 7 Queen's
- 8 Ryerson
- 9 Western
- 10 Simon Fraser
- 11 Montréal
- 12 Guelph



### Leaders of Tomorrow

	Western	Ryerson	Calgary
2001	18	10	12
2006	15	11	9
2009	16	14	13
2013	21	10	14
2015	12	5	13





## Proposed Preferred Provider for RIF Program

**Board of Governors  
November 2014**

Western  Human Resources

### Important Information

- This presentation and handout are intended to inform Audit Committee members and Governors on aspects of Western's current RIF program, and on features that would be available members if our recommendation to contract with a preferred external provider is accepted.
- Information about specific features of the preferred provider RIF are provided in as much detail as possible. While we have substantial completed our research and clarification of the product and services, **some of these features are not yet finalized and may change. Following approval of this recommendation by Board of Governors, a contract will be finalized and signed.**
- For these reasons, this information should be viewed as proposals to enable discussion and approval, and **subject to change prior to any final contractual agreement.**

Western  3

### Recommendation

- Discontinuation of Western Retirement Income Fund program.
- Contract with Sun Life Financial Trust/Assurance Company of Canada for the delivery of RIF products, to be made available to retired and retiring members of the pension plans
  - 10 year contract with two five-year term renewal options

Western  4

### Western RIF Program

- A service introduced in 2000 as one of the income payment options available to retiring members of the pension plans.
- Not optimal design due to investment, tax and securities regulation constraints
- Improvements not possible since Western not a Financial Institution
- Membership trend to choose external options

Western  4

### Request for Proposals

- **Goal: an optimal external solution to compare with our RIF.**
  - Organization currently in the RIF/LIF business
  - High quality investment options
  - Competitive fees
  - Experience with transitions of large plans and able to provide smooth transition for our members
  - Resources and services that meet or exceed existing levels

Western  6

### Sun Life

- A nationally recognized financial institution, experienced in working with educational organizations.
- Collaborated with Western in professional and transparent manner throughout two-month clarification period.

### Features

- **Fair fee structure**
  - Fees at equal or lower cost for most RIF members
  - Long-term fee guarantee protects members from future fee increases
    - Same fee structure for all entering in next 10 years
    - Those fees guaranteed for life
  - Fees and guarantees apply to any other assets transferred in, including non-registered
  - Spouse/partner may enter with same fee structure
  - Former members of the Western pension plan and/or RIF may transfer assets to the preferred provider

### Features

- **Quality Investment Opportunities**
  - Substantial replication of most existing and familiar investment choices
  - Addition of some new investment choices that are similar to pension plan options plus new choices specific to decumulation phase
  - Daily valuation and update of member investment accounts
  - On going monitoring and input from Western investment professionals

### Features

- **Quality Client Service for our RIF Members**
  - Dedicated client service from licensed Retirement Consultants with expertise in supporting those in the post-retirement stage.
  - Availability of additional financial advice for managing all family financial decisions
  - One-on-one and group meetings in London, unlimited phone consultations
  - Option for annuity purchases at group prices and with no commission

### Features

- Enhanced on-line technology, education and planning tools
- Detailed investment management reporting: monthly, quarterly and yearly including manager reviews, holdings and comparative analysis
- Optional for members – automatic rebalancing of accounts to ensure investments remain appropriately allocated between bonds and equities

### Features

- **Other benefits**
  - Non-Canadian residents may enter and remain in plan
  - Continued access to Western HR Pension and Benefit Consultants during the transition period

## Ongoing Monitoring and Oversight

- Western will continue to monitor the investment performance and manager updates on quarterly basis.
- Provider has agreed to input from Western investment professionals in the on-going selection and review of quality investment managers and fund selection throughout the contract.
- Western will monitor and provide input on client services, education sessions and other activities.

## Investments and Associated Fees

## Investment Options

Fund Class	Funds	RIF	Pension Plan	Proposed RIF
Equity	Canadian Diversified	✓	✓	✓
	US Hedged - passive	✓	✓	✓
	US Unhedged - passive	✓	✓	✓
	Non-North American	✓	✓	✓
	Socially Responsible	✓	✓	✓
Fixed-income	Canadian Bond – passive	✓	✓	✓
	Long Term Bond – passive	✓	✓	✓
	Target Date Funds <sup>2</sup>	✓	✓	✓
	Money Market	✓	✓	✓
	Liquidating Trust <sup>1</sup>	✓	✓	✓
	Diversified Bond		✓	✓
	GICs		✓	✓
Asset Allocation	Balanced / Target Risk Income		✓	✓

<sup>1</sup> A Money Market Fund will be offered in place of the Liquidating Trust. Both are similar in terms of risk and return.  
<sup>2</sup> A Target Date Funds solution is being investigated in the clarification stage of the RFP process.

## Investment Fees

Funds	Western Total Embedded Fees <sub>1</sub> (2013 Avg)	Proposed RIF Total Fees (Sept 2014)	Notes:
Canadian Equity	0.32%	0.38%	<sup>1</sup> In addition to these fees, Western RIF members pay an annual administration fee (\$1,250 in 2014)
Diversified Equity	0.54 <sup>5</sup>	0.58	
US Equity Hedged - passive	0.18	0.21	
US Equity Unhedged-passive	0.18	0.15	
Non-North American Equity	0.77	0.77	
Socially Responsible	0.89	0.64	<sup>2</sup> Fee is based on a calculation of 60% of the proposed Money Market Fund plus 40% of the proposed Canadian Bond Fund
Canadian Bond – passive	0.11	0.15	<sup>3</sup> Liquidating Trust will not be replicated. Fee is based 100% on the proposed Money Market Fund
Long-term Bond – passive	0.11	0.17	
Target Date funds x 3	0.08	0.13 <sup>2</sup>	
Money Market	0.07	0.11	<sup>4</sup> Fee range is based on the appropriate combinations of the proposed Diversified Bond Portfolio and the proposed Diversified Equity Portfolio.
Liquidating Trust	0.17	0.11 <sup>3</sup>	
Diversified Bond	0.39	0.26	
GICs		0.00	<sup>5</sup> Fee is based on the 2014 asset mix.
Balanced / Target Risk	0.44-0.45	0.35-0.48 <sup>4</sup>	

## Western RIF – Impact of Flat \$ Fee

	Based on the annual charge of \$1,250	
	Account size	Admin Fee as % of account
• Western RIF members pay flat administration fee on top of the embedded fees	\$2,400,000	0.05%
	1,500,000	0.08
	1,000,000	0.12
• Can be significant for smaller account	750,000	0.16
	500,000	0.24
	200,000	0.60

## Stakeholder Feedback

- 3 information sessions for RIF members and 3 information sessions for Pension Plan member
- 3 meetings with Employee Union/Associations
- Over 300 participated
- Follow-up phone calls – positive response
  - Most say concerns addressed:
    - Fees (will be same or lower)
    - Service levels (addressed in contract and includes London one-on-ones)
    - Need to make confusing investment decisions (funds are substantially replicated)
    - Just like to know Western is looking after my plan (we will continue to monitor funds, managers and performance)

### Implementation Timeline

- New retirees could choose preferred provider as of May 1, 2015, subject to third party negotiations.
- Current RIF members may move May 1, July 1 or December 1, 2015.

### Recommendation

That the Board of Governors approve the discontinuation of the Western Retirement Income Fund program and approval of a contract with a Sun Life Financial Trust and Sun Life Assurance Company of Canada for the delivery of Retirement Income Fund financial products for retired and retiring members and former members of the University Pension Plans, under a 10-year contract, with two 5-year contract renewals at Western's option.



**REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

Contents	Consent Agenda
<a href="#">Statement of Investment Objectives, Policies and Governance – Revisions</a>	No
<a href="#">MAPP 2.10 – Policy on Scholarships, Awards and Prizes – Revisions</a>	Yes
<a href="#">MAPP 2.11 – Investment Payout Policy – Revisions</a>	Yes
<a href="#">CGA Ontario Professorship in Accounting – Name Change</a>	Yes
<a href="#">Investment Committee Report</a>	Yes
<a href="#">Quarterly Financial Report (Operating Budgets)</a>	Yes
<a href="#">Ancillary Financial Report</a>	Yes
<a href="#">Annual Report on Trademark Licensees doing Business with the Book Store</a>	Yes
<a href="#">New and Revised Scholarships and Awards</a>	Yes

**FOR APPROVAL**

1. **Statement of Investment Objectives, Policies and Governance – Revisions**

**Recommended:** That the revised Statement of Investment Objectives, Policies & Governance for the Operating and Endowment Fund be approved.

See [Annex 1 and 2](#).

2. **MAPP 2.10 – Policy on Scholarships, Awards and Prizes - Revisions**

**Recommended:** That the revised MAPP 2.10 – Policy on Scholarships, Awards and Prizes be approved.

See [Annex 3](#).

3. **MAPP 2.11 – Investment Payout Policy Revision**

**Recommended:** That revisions to MAPP 2.11 - Investment Payout Policy be approved effective May 1, 2015.

See [Annex 4](#)

**FOR INFORMATION**

4. **CGA Ontario Professorship in Accounting – Name Change**

See [Annex 5](#).

5. **Investment Committee Report**

See [Annex 6](#).

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

See [Annex 7](#).

7. **Ancillary Financial Report**

See [Annex 8](#).

8. **Annual Report on Trademark Licensees doing Business with the Book Store**

See [Annex 9](#).

9. **New and Revised Scholarships and Awards**

See [Annex 10](#).

## Statement of Investment Objectives, Policies & Governance – Revisions

### FOR APPROVAL

**Recommended:** That the revised Statement of Investment Objectives, Policies & Governance for the Operating and Endowment Fund be approved.

### **Background:**

Western's Statement of Investment Objectives, Policies and Governance (SIOP&G) for the Operating and Endowment Fund provides a framework for the prudent investment of all funds which belong to the University, and outlines the roles and responsibilities of those who make decisions regarding the portfolio. The Board last approved changes to this policy in September 2011.

On December 12, 2014, the Investment Committee, a subcommittee of the Property & Finance Committee, approved a revised Statement of Investment Objectives, Policies & Governance (SIOP&G)([Annex 2](#)) . This report summarizes the main changes made to the document.

### ***Section 1 – Purpose and Background***

Two main changes were made in this section:

- The description of University Funds was expanded. The two components of the Operating & Endowment Fund (the "Fund") are now referred to as the Endowed Portfolio and the Operating Portfolio.
- Two additional portfolios that fall outside of the Fund, the Short-Term Asset Portfolio and the Mid-Term Asset Portfolio, were introduced and clearly defined.

### ***Section 2 – Statement of Investment Committee Beliefs***

The beliefs of the Investment Committee were updated. Minor changes that were made included:

- Modifying the definition of alternative investments;
- Adding a definition of active management;
- Adding a preference for investment managers to be researched by the investment consulting community to be considered for managing a portion of the portfolio;
- Adding a statement on environmental, social and governance factors.

### ***Section 3 – Investment Objectives and Policies***

In the past, the Fund's investments were classified into one of four asset classes: cash, fixed income, equities and alternative investments. A new classification has been introduced. It includes the following four strategic asset classes:

- **Equities (Growth):** This strategic asset class includes investments in Canadian, U.S. and EAFE equities, as well long/short equities and private equity. Private equity previously fell under the alternative investments category.
- **Fixed Income (Interest Sensitive):** This strategic asset class includes bonds and mortgage investments.
- **Real Assets:** This strategic asset class includes investments in real estate, infrastructure and commodities. Real estate and infrastructure investments previously fell under the alternative investments category. The Fund does not currently have any investments in commodities.

- Diversifiers: This strategic asset class includes investments in absolute return strategies, market neutral strategies and cash.

The main rationale for this new classification was to group together assets that are exposed to the same risk factors. A list of those risk factors was also added to the document.

The rebalancing policy of the Fund was also revised to add some flexibility when rebalancing the portfolio. References to individual investment managers and sub-asset classes were removed and the bands around Canadian, U.S. and EAFE equities were expanded from +/- 2% to +/- 5%.

The definition of eligible investments was updated to reflect the four new strategic asset classes. The reference to hedge funds was removed. Investments that previously fell under the hedge fund category would now fall under any of the four strategic asset classes, depending on their investment strategy.

Finally, sub-sections on Securities Lending, Derivatives Usage, Liquidity and Valuation of Infrequently Traded Investments were added for completeness.

#### ***Section 4 – Responsible Investing***

This is a brand new section that was added. It reflects the growing importance of responsible investing within the investment community. It has four sub-sections:

- Introduction: It defines the University's fiduciary obligation and its position on divestment.
- Engagement: It describes how the University will engage its external investment managers.
- Advocacy: It highlights how the University will collaborate with industry groups and other institutional investors.
- Disclosure: It describes how the University will respond to requests about the Fund's investments.

As this section contains the University's initial statement on Responsible Investing, the Investment Committee has established a working group that will review in further detail the question of fossil fuel divestment as well as begin discussion and development of Western's second generation statement on Responsible Investing.

#### ***Section 5 – Governance***

In this section we added descriptions of additional stakeholders: external investment managers, custodian, investment consultant and performance measurement consultant.

# Operating and Endowment Fund

Statement of Investment Objectives, Policies and Governance

December, 2014

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## Section 1 Purpose and Background

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### 1.1 Introduction

The purpose of this Statement of Investment Objectives, Policies and Governance is to document the investment beliefs, principles and policies of Western University (the “**University**”) for the Operating and Endowment Fund (the “**Fund**”). This document is a management tool and is not designed to satisfy any specific legislation, but is expected to demonstrate prudent management of the Fund and provide a framework for investments. The authority and responsibilities of decision-making entities are also documented herein.

### 1.2 Description of University Funds

The Fund includes all of the University's available funds and consists of two components:

- i) endowed assets that are invested to generate income sufficient to meet the payout rate established by the Board of Governors (the “**Board**”) under Investment Payout Policy MAPP 2.11 (“**Policy 2.11**”) to fund endowed chairs and scholarships, among others (the “**Endowed Portfolio**”); and
- ii) excess cash related to non-endowed funds (the “**Operating Portfolio**”).

The two components are invested according to the same investment policy as described in this document. The ownership share of the Fund between the Endowed Portfolio and the Operating Portfolio is tracked on a monthly basis and investment returns are allocated based on the pro-rata share each month.

The University also holds two portfolios:

- a Short-Term Asset Portfolio generally invested in a bank account, a money market fund and a high-interest savings account; and
- a Mid-Term Asset Portfolio invested in bonds and debentures maturing within 10 years, with the majority of the portfolio maturing within five years. This portfolio will generally be invested in bonds and debentures guaranteed by the Government of Canada, a Crown corporation or agency, a Canadian province, a Canadian municipality or a Canadian corporation. Bonds and debentures shall have a credit rating of at least “**BBB**” as measured by two recognized credit rating agencies.

These two shorter-term asset portfolios provide the University with the liquidity necessary for the allocation of spending from endowments. As a result, the University is able to manage the Fund with a very long term focus, with little need for liquidity. In fact, the horizon of the Fund is perpetuity, and it is invested to withstand volatility in returns from quarter to quarter and year to year.

## Section 2 Statement of Investment Committee Beliefs

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The Investment Committee is guided by various investment beliefs, including:

- A governance framework is essential to achieve success in managing investments and consists of:
  - i) a diverse, independent and experienced Investment Committee to mentor, monitor and counsel University Administration;
  - ii) written investment objectives, policies and governance guidelines to facilitate efficient operations;
  - iii) acknowledgment and delegation of responsibilities amongst four levels of fiduciaries:
    - Board – approves policies and is ultimately responsible for results attained;
    - Property and Finance Committee (“**P&F**”) – recommends policies to the Board;
    - Investment Committee – designs policies and oversees implementation thereon; and
    - Administration - implements policy directly and through contracted agents;
  - iv) establishment of risk management policies, commensurate with the Fund’s circumstance, which attempt to address the greatest investment risks within the Fund. However, it must be recognized that in order to attain the stated objectives, some risk is essential within the Fund.
- A broadly diversified portfolio which includes, among other vehicles, cash, bonds, equities and less liquid non-traditional investments such as private equity, real assets and absolute return strategies are the best way to achieve required nominal and real returns and is a prudent and cost-effective method of reducing risk.
- Cash is generally the asset class with the lowest expected long-term returns and should be minimized.
- Bonds provide a steady income stream and often experience lower volatility when equity performance is volatile.
- Equities provide dividend income and/or potential capital growth and are expected to outperform bonds by a risk and volatility premium.
- Equity premiums are dynamic and unpredictable; hence, diversification by market, manager and style is preferred.

- Non-liquid and non-traditional investments, particularly in private equity, real estate and infrastructure, provide income and potential capital growth but generally require more specialized knowledge than public equities and have higher management fees.
- Portfolio rebalancing according to asset range guidelines is a procedure that maintains equity/bond exposures at risk policy levels.
- Active portfolio managers are expected to add value above their respective benchmark after taking into account related fees, particularly in less efficient markets such as Canadian, Non-North American equities and in private markets. Active portfolio management is defined as any strategy where a manager uses proprietary knowledge to outperform a benchmark, as opposed to only replicating the benchmark return.
- Due to the size of the Fund, it is more economical to use external investment managers. External investment managers should preferably be researched by the investment consulting community in order to be considered for managing a portion of the portfolio.
- The Investment Committee should remain mindful of the size of the Fund's holdings with a particular manager in relation to the size an investment manager's assets under management.
- The Fund has a long duration with low liquidity needs and, as a result, can hold some of its assets in illiquid investments (e.g. real estate, private equity, infrastructure and hedge funds) with an objective to achieve additional diversification and an additional liquidity risk premium.
- Attempting to achieve investment return advantages through market timing practices, such as frequent asset allocation changes, poses unacceptable risks to the Fund. It is extremely difficult to repeatedly time the market through ongoing changes to the equity/bond mix and in individual elements of the portfolio.
- Portfolio return objectives and pursuits thereon must be evaluated on a net-of-fees basis.
- Most University operating costs and obligations are denominated in Canadian dollars; hence, some foreign currency hedging is desirable to reduce risk.
- The Investment Committee recognizes that environmental, social and governance factors may have an impact on corporate performance over the long term, although the impact can vary by industry.
- Members of the Investment Committee will advise the Committee Chair of any conflicts of interest that arise.
- The above investment beliefs should be reviewed on an annual basis.

## Section 3 Investment Objectives and Policies

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### 3.1 Fund Objectives:

- i) to maintain the purchasing power of the Fund after payout over the long-term. The required return, at a minimum, should meet (after fees) the University's Investment Payout Policy 2.11;
- ii) to earn the return produced by the Asset Mix Policy (section 3.3), based on the return of the market indices, plus a premium to reflect active portfolio management. The premium should at least cover the cost of active management; and
- iii) to meet the following payout requirements:

#### For the Endowed Portfolio:

- a) Pay the total return generated by the endowment portfolio's share of the Fund to the capital of the endowment funds.

#### For the Operating Portfolio:

- b) Pay the 30-day Treasury bill rate less an established administrative fee to a portion of the non-endowed funds, as outlined in Policy 2.11. Such portion of the Operating Portfolio includes the Capital Fund, Ancillaries, and Trust Funds but do not include Research Funds.
- c) Pay the amounts required for the Supplemental Pension Plan and for Term Endowments as outlined in Policy 2.11.
- d) Pay an allocation to the Operating Budget, subject to availability and restricted to one-time allocations.
- e) When investment returns exceed the above obligations and are in excess of the reserve requirements (as defined later in this document), the Board may make additional allocations in relation to University priorities and needs.

### 3.2 Risk Tolerance

The required real rate of return over time can only be achieved by accepting a level of volatility in returns from quarter to quarter and from year to year. The current expected asset mix policy return on the portfolio is 6.7 % and the expected standard deviation of returns is 11.7% (see note 1 below). As a result, we expect that annual policy returns will fall within a range of minus 5.0% to plus 18.4% about 67% of the time and that annual returns will fall outside of this range about 33% of the time.

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<sup>1</sup> Source: Russell Investments as of June 30, 2014.

### 3.3 Asset Mix Policy

The Investment Committee reviews the asset mix policy on an annual basis to maintain, over the long term, the best balance between investment returns within an acceptable level of risk. Assets will be allocated across four strategic asset classes, based on the role of the underlying assets in the portfolio. The four strategic classes are Equities, Fixed Income, Real Assets and Diversifiers. Each strategic asset class is exposed to particular risk factors.

- Equities are expected to generate most of the growth in the portfolio.
- Fixed Income assets are expected to protect the portfolio in times of stress and provide some liquidity.
- Real Assets are expected to protect the Fund from high or unexpected inflation.
- Diversifiers provide additional diversification to the portfolio due to their low correlation with the other asset classes.

The current target asset mix policy is 65% in Equities, 15% in Fixed Income, 15% in Real Assets and 5% in Diversifiers. The asset mix policy is based on an optimization model that was externally developed and vetted by the Investment Committee. This model projects investment return and risk based on historic relationships among the asset classes. To achieve the return objective, the portfolio has a substantial weight in growth assets.

The table below shows the risk factors that each strategic asset class is exposed to:

## Risk Factor Exposure

Asset Class	Risk Factors
<b>Equities (Growth)</b>	
Canadian equities U.S. equities EAFE equities Long/short equities Private equity	Equity Size (Small cap) Liquidity Value / Growth Foreign exchange
<b>Fixed Income (Interest Sensitive)</b>	
Core fixed income Commercial mortgages	Interest rate Credit Deflation Liquidity Foreign exchange
<b>Real Assets</b>	
Real estate Infrastructure Commodities	Inflation Liquidity Foreign exchange
<b>Diversifiers</b>	
Absolute return strategies Market neutral strategies Cash	High yield credit spread Liquidity

### 3.4 Rebalancing Policy

The Investment Committee is permitted to deviate from the approved asset mix policy as follows:

**Western University  
Operating & Endowment Fund  
Rebalancing Policy**

<b>Strategic Asset Class</b>	<b>Target Mix</b>	<b>Allowable Drift</b>	<b>Range</b>
Equities			
<i>Canadian Equities</i>	20%	+/- 5%	15% to 25%
<i>U.S. Equities</i>	20%	+/- 5%	15% to 25%
<i>EAFE Equities</i>	20%	+/- 5%	15% to 25%
<i>Private Equity</i>	5%	+/- 5%	0% to 10%
<b>Total Equities</b>	<b>65%</b>	<b>+/- 5%</b>	<b>60% to 70%</b>
Fixed Income			
<i>Core Fixed Income</i>	10%	- 5%, +25%	5% to 30%
<i>Commercial Mortgages</i>	5%	+/- 5%	0% to 10%
<b>Total Fixed Income</b>	<b>15%</b>	<b>-5%, +25%</b>	<b>10% to 35%</b>
Real Assets			
<i>Real Estate</i>	5%	+/- 5%	0% to 10%
<i>Infrastructure</i>	10%	+/- 5%	5% to 15%
<b>Total Real Assets</b>	<b>15%</b>	<b>- 10%, +5%</b>	<b>5% to 20%</b>
Diversifiers			
<i>Cash</i>	0%	- 0%, +10%	0% to 10%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	5%	+/- 5%	0% to 10%
<b>Total Diversifiers</b>	<b>5%</b>	<b>- 5%, +10%</b>	<b>0% to 15%</b>

Changes to the asset mix policy beyond these ranges would require the approval of P & F on the recommendation of the Investment Committee.

### 3.5 Target Ratios for Non-Endowed Funds

The Administration provides quarterly reports to P & F which monitor the reserve levels for the Operating Portfolio by reporting the ratio of the market value of investments to the obligations of the Operating Portfolio at the end of each fiscal quarter over time. The Board's policy requires the ratio of investments to obligations to maintain a target level of at least 1.08, based on a 12 quarter moving average. It is recognized that due to volatility in investment returns this ratio may fall below 1.00 at the end of a given quarter. Any such shortfall will be shown in the annual financial statements but will not be used in calculating the balanced operating budget required by the Board.

The investment earnings objective is expected to exceed the payout requirements over time

for the Operating Portfolio. Indeed, a fundamental premise is that investment returns in excess of the payout requirements will be generated to meet other important University needs.

Reserves, being the cumulative difference between investment returns and obligations are maintained for the Operating Portfolio to accommodate the short-term variability of investment returns and thus reduce, to an acceptable level, the risk associated with meeting the payout requirements discussed in 3.1 (b) and (c) above.

The reserve level is equal to the total market value of the Operating Portfolio portion of the Fund less the obligations owing to the Operating Portfolio. It is recognized that there is potential for the reserve level for non-endowed funds to be in deficit. Nevertheless, the Investment Committee is expected to take a long-term view of the management of the Fund and to maintain an asset mix which is expected to earn the required rate of return over the long run.

### **3.6 Endowment Payout Policy**

The Board establishes policy for endowment payout (Policy 2.11, as amended from time to time). Such policies are designed to ensure that current and future generations share equally in the benefits of the endowments.

### **3.7 Eligible Investments**

#### **Equities**

Equity investments include common stock and equivalent securities, including, but not limited to, equity warrants, rights, call options, installment receipts, subscription receipts, convertible debentures, limited partnerships, private placements, REITs, preferred shares, stapled units (see note 2 below), stock index futures, options on futures and other derivative securities to manage risk, such as currency futures. The common stock or equivalent securities may be traded on Canadian, U.S., international or emerging markets stock exchanges, but can also be privately held. Specific equity mandates may be classified as Canadian equity, U.S. equity, international equity, global equity or emerging markets equity. Equity investments may also involve short selling. Private equity investments may include leverage that is appropriate for that asset class.

#### **Fixed Income**

Fixed income investments may include Canadian Government and Guaranteed-Affiliates bonds, real return bonds, provincial and municipal bonds, corporates/credit sensitive securities (includes the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed or developing countries), sovereign bonds from developed or developing countries, high-yield bonds, mortgages, preferred stock, commercial mortgage-backed securities, commercial mortgages, mortgage-backed securities, asset-backed securities, private placements, convertible securities, cash and equivalent and fixed income futures and options.

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2 A stapled unit is a security that is contractually bound to one or more other securities to form a single salable unit.

## **Real Assets**

Real Asset investments include real estate, infrastructure and commodities.

Real estate investments are ownership investments in land and buildings that are used for office, industrial, retail or residential purposes. Returns from real estate are expected to provide an offset for inflation over time.

Infrastructure investments are investments in assets that provide essential services with sustainable demand and predicable cash flows (see note 3 below). Returns from infrastructure are expected to provide an offset for inflation over time.

Real estate and infrastructure investments may include leverage that is appropriate for those asset classes.

Commodities may include direct investments, or investments through derivatives such as futures, in basic goods in the agriculture, livestock, energy and mining sectors.

## **Diversifiers**

Diversifiers include cash and cash equivalents, absolute return strategies and market neutral strategies.

Cash and cash equivalents include the following securities:

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations unconditionally guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any obligations unconditionally guaranteed by a foreign government;
- Highly rated Banker's Acceptances, Certificates of Deposits and other instruments issued by a Canadian or foreign bank;
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations;
- Repurchase agreements backed by a minimum of industry standard collateral; and

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3 Infrastructure investments projects include water, utilities, toll roads, bridges, tunnels, communications and airports, etc.

- Floating-rate notes issued by Canadian or foreign issuers.

Absolute return strategies try to achieve positive returns irrespective of the market environment and exhibit low correlations with bonds and stock portfolios.

Market neutral strategies are structured in such a way that they are not exposed significantly to market fluctuations.

Absolute return and market neutral strategies may include leverage that is appropriate for these types of assets.

### **3.8 Manager Structure**

The Investment Committee manages the risk profile of the Fund by recommending for approval the Asset Mix Policy to P & F and then, ultimately, to the Board. The Committee hires external investment managers with specific asset class investment mandates as opposed to balanced investment mandates and the Committee is thus able to manage the actual asset mix of the Fund.

The Investment Committee may hire either active or passive investment managers. In general, passive management is preferred in markets where managers have not been able to outperform the market indices, such as the current case in Canadian fixed income securities. Active managers are required to earn a prescribed amount over the appropriate index return to cover their fees and to compensate for the greater risk of active management.

Management of publicly traded equities may involve the use of leverage and short selling at a level with which the Committee stated at the outset of the Manager's mandate. The Committee may hire managers where the mandate allows leverage and short selling (see note 4 below).

There is a preference for multiple manager styles for the total fund. Within equities, styles can include value and growth. Within bonds, styles can include interest rate anticipation, sector selection, security selection, yield curve positioning and currency management or passive (index returns).

The University's tax-exempt status makes interest, dividends, capital gains and foreign exchange gains equally desirable.

### **3.9 Exposure to Non-Canadian Currencies**

The Canadian equity market represents approximately 4% of total world equity market in terms of total capitalization. Non-Canadian investments are included in the Fund in order to add diversification and reduce volatility of returns. Non-Canadian investments need not necessarily incur gains or losses from increases or decreases in the value of the Canadian dollar relative to currencies in other countries. This can be accomplished through currency hedging techniques employed by an investment manager.

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<sup>4</sup> When a security is sold short, the security is borrowed from a broker and sold with the intention of making a profit by buying the security back at a lower value.

Although an analysis of the University's spending shows that less than 5 % of all expenditures are in non-Canadian funds, the value of the Canadian dollar affects the price of imported materials that are resold in Canada. Accordingly, it is appropriate to have some exposure to investments within currencies that are Non-Canadian to provide a hedge against a major fall in the value of the Canadian dollar.

The policy range of exposure to Non-Canadian currencies has been established to be within the range of 10% to 30% of the total Fund, after currency hedging.

### **3.10 Measurement of Investment Returns**

Investment returns are measured quarterly and assessed in relation to the following criteria:

- The overall objective is to achieve the required rate of return over the long term on the Fund, with an acceptable level of risk. The real rate of return is monitored on a four year annualized basis.
- The Managers are expected to achieve the performance objectives included in their mandates over 4-year periods.

### **3.11 Cash Flow Management**

The objectives of the University's cash flow management process are as follows:

- i) to maximize the funds that are available for external management in the Fund, while maintaining sufficient short-term and mid-term investments outside of the Fund to meet the University's working capital requirements;
- ii) to generally maintain a positive cash balance throughout each year in order to meet the University's liquidity needs, investing temporary excess cash either in money market funds and short term fixed income funds to provide cash as required for working capital needs or in debt securities maturing within 10 years in order to generate higher returns. The Investment Committee shall approve the investment managers for such funds;
- iii) to only borrow funds for short periods of time to support operating purposes. A line of credit is maintained for operating needs in the amount of up to \$20 million; and
- iv) to ensure, as much as reasonably possible, that the funds allocated to external managers are not subject to short-term cyclical variations as a result of the University's cash flow needs.

The above objectives require Financial Services to monitor funds on a daily basis and to regularly monitor and project total cash balances across all University accounts.

### **3.12 Conflict of Interest**

If a member of the Investment Committee or any agent of or advisor to the Committee has any material pecuniary interest, direct or indirect, in any matter in which the Fund is concerned and becomes aware of such a conflict, that person shall, without delay, disclose

this interest in writing and shall not take part in any debate or vote on such a matter. It is noted that agents and advisors are permitted to present items to the Committee and it is understood that such agents and advisors may benefit in the event that the Committee adopts the items.

The Investment Committee shall include in the mandate of each investment manager the requirement to comply with the Code of Ethics and Standards of Professional Conduct adopted by the CFA Institute.

Every disclosure of interest under this section shall be recorded in the minutes of the Investment Committee meeting. The failure of a person to comply with the procedures described in this section shall not of itself invalidate any decision, contract or other matter.

If a conflict of interest is discovered or disclosed after the Investment Committee has made a decision, the Investment Committee will reconsider the decision in light of the new information.

### **3.13 Proxy Voting**

The exercise of voting rights acquired through any investment is delegated to the investment managers with the instruction to vote in favour of any proposal which, in their opinion, will accrue and enhance the investment value of the relevant security, and against any proposals which will unduly increase the risk level or reduce the investment value of the relevant security to the detriment of the Fund. However, when it would be in the University's best interest to do so, the University reserves the right to exercise its voting rights.

If the investment management firm, or any employee or associate of the investment management firm, has any direct or indirect pecuniary interest in any matter on which the Fund has a right to vote, it must be brought to the attention of the Committee which has discretion to:

- i) instruct the investment manager to exercise the voting right in line with the principles described above, on the grounds that the relevant pecuniary interest is not material; or,
- ii) instruct the investment manager how to cast the Fund's vote, having considered the principles described above; or,
- iii) authorize the Fund's custodian/trustee to exercise the voting right in line with the principles described above.

### **3.14 Securities Lending**

The Fund may engage in securities lending activities to generate incremental income, subject to approval from the Investment Committee, P & F and compliance with appropriate laws and regulations.

Such loans must be secured by obligations of, or guaranteed by, the respective government of Canada or the United States, their respective agencies, or any highly-rated Canadian province. The amount of collateral taken for securities lending should reflect best practices in local markets and marked to market on a daily basis.

The terms and conditions of any securities lending program, including the maximum exposure in aggregate and by counterparty, will be set out in a contract with the Custodian. The Custodian shall, at all times, ensure that the administration has a current list of those institutions that are approved to borrow the Fund's investments. If the Fund assets are invested in a pooled fund, security lending will be governed by the terms and conditions set out in the pooled fund contract.

### **3.15 Derivatives Usage**

Derivatives may be used by the University or the external managers managing the Fund for hedging, risk management and portfolio rebalancing purposes, but not for leveraging the portfolio. Derivative products include options, futures, forwards and swaps.

### **3.16 Liquidity**

The Investment Committee will ensure that the Operating & Endowment Fund has sufficient liquidity to meet its future obligations. To properly assess the liquidity needs of the portfolio, management will provide the Investment Committee with regular updates on risk controls regarding liquidity, such as:

- i) the availability of short-term assets;
- ii) the ratio of assets to obligations for the Operating Portfolio;
- iii) any upcoming contributions to the operating and capital budgets; and
- iv) internal loans.

### **3.17 Valuation of Infrequently Traded Instruments**

The valuation of infrequently traded investments shall be determined by the trustee or Custodian of the underlying fund. In the case of private investments, including but not limited to real estate, infrastructure, private equity and commercial mortgages, the valuation shall be based on independent opinions of qualified appraisers as required.

## Section 4 Responsible Investing

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### 4.1 Introduction

The Investment Committee recognizes that environmental, social and governance (“**ESG**”) factors may have an impact on corporate performance over the long term, although the impact can vary by industry.

The Investment Committee has a fiduciary obligation to invest funds for the benefit of the University in the interests of endowment funds/donors.

The University leaves the decision to exclude a stock to the investment managers hired to manage a portion of the portfolio, as they possess the necessary expertise and information to make the decision that is in the best interest of the Fund.

### 4.2 Engaging Companies and External Investment Firms

Given the relatively small size of the Fund and the fact that most investments are held in pooled vehicles, it is not practical for the University to directly engage individual companies on ESG related issues, either through dialogue or by filing shareholder resolutions.

Instead, the University will engage the external investment managers it hires to manage the Fund. The engagement will involve increasing the level of scrutiny on ESG factors. The University will maintain a registry, to be updated on an annual basis, with ESG related information on its external investment managers. The information may include, but is not limited to:

- the incorporation of ESG factors into the firm’s investment process;
- the firm’s target allocation for climate change related investments;
- the presence of a committee on sustainable investment;
- the portfolio’s exposure to fossil fuels, sustainable industries and high impact sectors; and
- details about the firm’s proxy voting policy.

### 4.3 Advocacy and Collaboration

The University endeavours to remain up to date on sustainability investing issues and the impact of ESG factors on its Fund. In order to maintain its knowledge of the field of sustainability investing and to contribute to its development, the University will liaise with other institutional investors and industry associations to discuss key issues.

### 4.4 Disclosure

The University will make available to the university community, upon request, the most recent list of investments of the Fund (subject to confidentiality agreements with the underlying managers) as well as the ESG related information it gathers from its external investment managers, as defined in the Disclosure of Information on UWO Investments Policy 2.14 of the Board.

## Section 5 Governance

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Responsibilities are divided among P&F, the Investment Committee, which is a sub-committee of P&F, and Western's Financial Services as noted below. Additional stakeholders involved with the Fund include external investment managers, a custodian, investment consultant and a performance measurement consultant.

### 5.1 Property and Finance Committee:

- i) when appropriate, recommends to the Board changes to the Statement of Investment Objectives, Policies and Governance;
- ii) receives quarterly reports from the Investment Committee and may request assessment and evaluation of alternative investment policies and strategies;
- iii) recommends for Board approval payout policies for the endowed and non-endowed funds of the University;
- iv) monitors the target ratio of total non-endowed funds;
- v) appoints members of the Investment Committee; and
- vi) reports investment activities to the Board.

### 5.2 Investment Committee:

The overall objective of the Investment Committee is to bring expert advice and knowledge to bear on the effective management of the Fund consistent with the approved fund objectives. Within this general mandate, the Investment Committee:

- i) develops and regularly reviews the Statement of Investment Objectives, Policies and Governance and recommends changes for P & F approval. In particular, the Committee periodically reviews the asset mix policy and real rate of return objective included in the Statement and recommends changes to P & F as appropriate;
- ii) directs the investments according to the approved asset mix policy in the markets it considers to be the most appropriate;
- iii) manages exposure to non-Canadian currencies within a range of 10% to 30% of total assets. Each external manager must comply with a stated non-Canadian currency exposure and report any deviation to management. Any deviation to the overall policy will be the result of a deviation to the asset mix policy and must be reported by Administration to the Investment Committee;
- iv) determines and monitors any deviation from policy within the approved asset mix ranges;

- v) structures the portfolio framework, giving consideration to:
  - active versus passive management
  - specialty versus balanced management manager styles
- vi) makes decisions concerning the engagement and termination of investment managers, consultants providing performance measurement and investment advice, and custodians;
- vii) approves mandates and investment objectives given to individual investment managers and establishes criteria for manager review;
- viii) makes investment-related policy decisions such as securities lending, directed commissions, etc.;
- ix) meets quarterly to monitor investment performance of the total Fund and of individual managers and assesses each manager's compliance with the approved mandate. The Investment Committee will maintain a process to undertake a special review of individual managers should the circumstances warrant it;
- x) stays abreast of new instruments and investment products; and
- xi) establishes policy for rebalancing of funds among the Investment managers.

### **5.3 Western Financial Services:**

- i) ensures compliance with legal and University requirements;
- ii) rebalances the portfolio by transferring funds among managers and asset classes as appropriate according to policies approved by the Investment Committee and reports such activity to the Investment Committee;
- iii) manages University cash flows in accordance with the objectives and policies outlined in Section 3 of this document. Reports to the Investment Committee about the University's cash flows, short term investing and borrowing activities on a periodic basis;
- iv) executes investment decisions made by the Investment Committee;
- v) reports to the Investment Committee on the performance of individual managers and of the total Fund. Keeps the Investment Committee informed of all other issues and developments relative to the management of the University investment portfolio;
- vi) works closely with and directs the Consultant, the Custodian and the investment managers as appropriate;
- vii) reports to the Investment Committee on other University activities that have an impact on the investment portfolio;

- viii) periodically meets with each member of the Investment Committee to discuss any concerns, additional information requirements and suggestions for improvement;
- ix) maintains an awareness of progressive investment management policies and practices at other Canadian and US universities;
- x) reports to the Investment Committee and to the Property and Finance Committee on the ratio of investments to obligations for the non-endowed portion of the portfolio; and
- xi) makes recommendations to the Investment Committee concerning terminating investment managers and hiring new investment managers.

#### **5.4 External Investment Managers:**

- i) manage a specific investment mandate according to a set of investment guidelines and maintain compliance to those guidelines;
- ii) aim to achieve a performance objective;
- iii) report to the University on performance by providing attribution analysis, but also on changes at the firm in terms of organizational structure, personnel and investment process; and
- iv) vote proxies on behalf of the University according to proxy voting guidelines.

#### **5.5 Custodian:**

- i) holds assets owned directly by the University and provides monthly valuation of those assets;
- ii) executes instructions provided by authorized representatives of Western Financial Services; and
- iii) coordinates securities lending, if any.

#### **5.6 Investment Consultant:**

- i) assists the Investment Committee in the development of governance structures, policies and procedures;
- ii) assists the Investment Committee in identifying the objectives and risks to be managed and in implementing the appropriate asset mix;
- iii) provides research on emerging investment strategies;
- iv) maintains research on public equity and fixed income managers employed by the University;

- v) assists with manager searches by giving the University access to its database of investment managers, narrowing the universe, providing performance analysis, preparing questionnaires and attending finalist meetings;
- vi) provides quarterly opinions on the Fund's performance;
- vii) informs the Investment Committee on successful, seasoned, and state-of-the-art investment management technologies where relevant and appropriate; and
- viii) attends Investment Committee meetings, at the invitation of the Investment Committee Chair.

### **5.7 Performance Measurement Consultant**

- i) provides performance measurement services and analytical services through research reports, data and/or database(s) to be delivered by electronic means or hard copy format;
- ii) provides total fund, individual manager and asset class return on a monthly basis; and
- iii) provides quarterly performance reports that include capital market commentary, market indexes, asset class summary by class and manager, returns over selective time periods by class and manager, returns attribution analysis, and comparative analysis measurement for active manager.

**Revisions to MAPP 2.10 – Policy on Scholarships, Awards and Prizes**

**FOR APPROVAL**

**Recommended:** That the revised MAPP 2.10 – Policy on Scholarships, Awards and Prizes be approved.

**Background:**

The revised policy has been recast into the new MAPP template approved by the Board of Governors in 2012 which separates policy (for Board approval) from procedures (approved by the appropriate vice-president). In addition to the editorial changes necessitated by the recasting, there is a substantive change proposed with respect to the authority for approval of revisions to established awards.

In 1996 the Scholarship Committee of Senate was disbanded and the Senate Committee on Academic Policy & Awards (SCAPA) took over responsibility for approving the terms of reference for new student awards. An administrative Subcommittee to Review Scholarships (SRS) was established at that time to review new awards and changes to the terms of established awards before forwarding them to the appropriate committees for approval or for information. Currently, SCAPA has delegated authority to approve new awards on behalf of Senate and the Property & Finance Committee has delegated authority on behalf of the Board. Revisions to established awards go only to the Property & Finance Committee for approval.

Since 1996, the number of new awards and award revisions has increased substantially. In 2012, SRS reviewed 380 submissions for new and revised awards, while in 2013 this number was 476. Due to the steadily increasing number of submissions for both new awards and award revisions, it has become more and more difficult to expedite approvals in a timely fashion.

Approximately three-quarters of the submissions received by SRS involve revisions to the terms of existing awards. These revisions are triggered by external factors (market fluctuations in endowments, additional funds received from donors, renaming/renumbering of courses, etc.) and generally involve only editorial changes (frequency or amount of individual awards, for example). It is proposed that such amendments be handled administratively in future, stopping at SRS. Proposed amendments that would change the original intent of the award or substantially change the terms would be considered under the approval process established for new scholarships, awards and prizes and would go through a full review. The University Secretary, or designate, in consultation with the relevant staff in the External division, would determine whether proposed changes were substantive and warranted being put through the new awards process. There are no changes proposed to the process for approving new awards.

## Manual of Administrative Policies and Procedures

### MAPP 2.10 Student Scholarships, Awards and Prizes

<b>Policy Category:</b>	Financial
<b>Subject:</b>	Student Scholarships, Awards and Prizes
<b>Approving Authority:</b>	Senate and Board of Governors
<b>Responsible Officer:</b>	Provost and Vice-President (Academic)
<b>Responsible Office:</b>	Office of the Registrar, School of Graduate and Postdoctoral Studies
<b>Related Procedures:</b>	<b>Scholarships, Awards and Prizes – Procedures</b>
<b>Related University Policies:</b>	
<b>Effective Date:</b>	January 29, 2015
<b>Revised:</b>	July 1, 2008; April 27, 2011

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#### I. PURPOSE

The purpose of this policy is to define:

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

#### II. DEFINITIONS

##### **1.00 Types of Awards for Undergraduate Students**

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

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

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

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

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

## **2.00 Types of Awards for Graduate Students**

**Scholarship/Award:** A monetary payment having a fixed value, based on general academic excellence, or on excellence in a specific subject or group of subjects, and in some cases also on non-academic criteria.

**Bursary:** A monetary payment given to a graduate student to assist them in pursuing their education based on demonstrated financial need.

### **III. POLICY**

In accordance with provisions of *The University of Western Ontario Act* and Senate and Board Committees' Terms of Reference, new scholarships, awards, bursaries and prizes are approved by the Senate Committee on Scholarships and Awards (SCAPA) on behalf of Senate, and by the Property and Finance Committee on behalf of the Board.

A donor or a representative of the donor may not be involved in the selection of an individual for an award, scholarship or prize that has been funded by the donor.

Amendments to the terms (changes in value, number, effective date or discontinuation) of existing scholarships, awards, bursaries and prizes are within the authority of the administration to approve. If the proposed amendments would change the original intent of the award or substantially change the terms, these will be considered under the approval process established for new scholarships, awards and prizes. The University Secretary, or designate, will determine if this is warranted for any of the proposed amendments.

## **Procedures for MAPP 2.10 - Scholarships, Awards and Prizes**

### **1. Approval Process for New Scholarships, Awards and Prizes**

- 1.1 Upon receiving a request from a Donor, the Office of the Registrar, the School of Graduate and Postdoctoral Studies or an academic unit, the Stewardship Officer (SO) in the Department of Alumni Relations and Development will prepare a Donor Agreement for the proposed award.
- 1.2 Once the Donor Agreement is finalized, the Stewardship Officer will forward the listing of new awards to the administrative Subcommittee to Review Scholarships (SRS) [<link to SRS TofR>](#) for review.
- 1.3 After SRS's review, the recommendation to establish the new award will be forwarded to the Senate Committee on Academic Policy and Awards (SCAPA) for approval on behalf of the Senate. Senate will receive the list of approved awards for information.
- 1.4 Following SCAPA approval, awards will be recommended through the President & Vice-Chancellor to the Property & Finance Committee for approval on behalf of the Board of Governors. The Board will receive the list of approved awards for information.
- 1.5 After approval by the Property & Finance Committee, appropriate accounts will be established by Financial Services. The Office of the Registrar or the School of Graduate and Postdoctoral Studies will collaborate with the appropriate academic units with respect to the administration and presentation of awards.

### **2. Approval Process for Revisions to the Terms of Existing Scholarships, Awards and Prizes**

- 2.1 Upon receiving a request to change the terms of an existing Scholarship, Award or Prize, the Stewardship Officer (SO) in the Department of Alumni Relations and Development will prepare the revised terms.
- 2.2 After consultation with relevant offices, the Stewardship Officer will forward the revision to the University Secretariat for SRS review.
- 2.3 Provided it has been determined that the revisions are not such as to require consideration through the new awards process, following SRS's review, the Stewardship Officer will transmit the final revision to the Office of the Registrar and/or to the School of Graduate and Postdoctoral Studies, who will update their respective databases to reflect the changes.
- 2.4 The Stewardship Officer will maintain an electronic record of all revisions.

<i>The</i> UNIVERSITY of WESTERN ONTARIO		
<b>POLICIES and PROCEDURES</b>		
Classification: Financial	Effective Date: 20NOV14	Supersedes: 27APR11

## **2.10 SCHOLARSHIPS, AWARDS AND PRIZES - DEFINITIONS AND APPROVAL PROCESS**

### **Definitions of Types of Awards for Undergraduate Students**

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

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

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

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

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

### **Definitions of Types of Awards for Graduate Students**

1.00 **Scholarship/Award:** A monetary payment having a fixed value, based on general academic excellence, or on excellence in a specific subject or group of subjects, and in some cases also on non-academic criteria.

**Bursary:** A monetary payment given to a graduate student to assist them in pursuing their education based on demonstrated financial need.

## **PROCEDURE**

2.00 Gifts, bequests, memorial funds, etc., received from donors, with a request that any of the above-noted awards be established, will be forwarded to the Registrar's Office for undergraduate awards, or the School of Graduate and Postdoctoral Studies for graduate awards, together with the terms and conditions recommended by the Faculties concerned.

2.01 A donor or representative of the donor may not be involved in the selection of an individual for a student award or scholarship that has been funded by the donor.

3.00 The Registrar's Office or School of Graduate and Postdoctoral Studies will forward recommendations for the establishment of new awards to the Senate Committee on Academic Policy and Awards (SCAPA) for approval on behalf of the Senate. Senate will be informed of all new awards according to established procedure.

3.01 Following SCAPA approval, awards will be recommended through the President & Vice-Chancellor to the Property & Finance Committee for approval on behalf of the Board of Governors. The Board will be informed of new awards and of revisions to or discontinuation of existing awards according to established procedure.

- 3.02 Following approval by the Property & Finance Committee, appropriate accounts will be established by Financial Services and Faculties will deal directly with the Registrar's Office or the School of Graduate and Postdoctoral Studies with respect to administration and presentation of the awards.

**MAPP 2.11 – Investment Payout Policy Revision**

**Recommended:** That revisions to MAPP 2.11, Investment Payout Policy, be approved effective May 1, 2015.

**Background:**

The Vice-President (External) is requesting that section 2.02 of MAPP 2.11 be amended so that the first spending allocation for new endowments will be made on May 1 of the *immediate new fiscal year* rather than May 1 *following a full fiscal year*. The key reasons for this are as follows:

- Better Stewardship: Western can demonstrate impact in the fiscal year following an endowed gift being made rather than waiting into a second year.
- Easier Solicitation: Donors generally expect that there will be expendable funds available in the fiscal year following, especially in situations where a student award is issued 12 months after the gift is made (example – June gift for a convocation award the following June). It is difficult for development staff to justify a wait for what will amount to, in some cases, 24 months before an award is issued.
- Simpler Gift Agreement: Gift agreements would not be complicated by an expendable ask in addition to the capital ask in order to commence use of the fund in the fiscal year following an endowed gift.
- Simpler Gift Processing: Gifts will be coded only to capital (Fund 5) not requiring a split gift to expendable (Fund 4) as well.

The primary driver of this need is student awards. It is where the volume of new funds are placed and generally involve lower dollar values. Simplifying the process on high volume activities will help with resource management.

As with all policies that are revised, the policy has been recast in the new Board policy framework.

**Policy 2.11 Investment Payout Policy**

<b>Policy Category:</b>	Financial
<b>Subject:</b>	Investment Payout Rates and Timing
<b>Approving Authority:</b>	Board of Governors
<b>Responsible Officer(s):</b>	Vice-President (Research & Operations)
<b>Responsible Office(s):</b>	Financial Services
<b>Effective Date:</b>	May 1, 2015
<b>Revised:</b>	February 1, 1990, May 1, 2011

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**I. PURPOSE & SCOPE**

This policy establishes the payout rates and timing of payouts of endowed and non-endowed funds, supplemental pension plan funds, and term endowments.

**II. POLICY**

1.1 Non-Endowed Funds

- 1.2 The payout rate on all non-endowed funds will be set each calendar quarter to be equal to the rate of return on 30 day Treasury bills for the immediately preceding calendar quarter. This rate will be reduced by 115 basis points per year to contribute to the cost of custodial services, administrative costs and investment management fees.

2.1 Endowed Funds

- 2.2 Actual investment returns less investment managers' fees, investment consultant's fees, and custodial fees will be allocated proportionally to the capital of each endowed fund at April 30 each year.
- 2.3 Endowed funds will be permitted to spend an amount equal to 4.0% of the average value of the total endowment over the most recent five year period. In the case of new endowments, the average will be calculated based upon the number of years the endowment has been at Western.

Any exceptions will require the prior approval of the Vice-President (External) in consultation with Financial Services, with annual reporting of exceptions to the Property & Finance Committee for information.

- 2.4 In any particular year, should accumulated investment returns of any individual endowment be insufficient to fund the amount made available for spending, endowment capital will be used, with the expectation that such amounts will be recovered from future

investment returns.

3.1 Supplemental Pension Plan

3.2 The payout rate for the Supplemental Pension Plan will be the actual rate of return on the Operating and Endowment portfolio, less an allocation for investment managers' fees, investment consultant's fees and custodial fees.

4.1 Term Endowments

4.2 A term endowment may be established with the approval of the Vice-President External or his/her designate where a gift of at least \$100,000 is made with an agreement with the donor to spend the principal and any investment returns over a period of time of between 5 to 15 years.

4.3 Actual investment returns less investment managers' fees, investment consultant's fees, and custodial fees will be allocated proportionally to the capital of each term endowment at April 30 each year.

4.4 The amount allocated for spending each year from each term endowment shall be based on the donor agreement, taking into account the anticipated life of the term endowment, the anticipated rate of return and an inflation adjustment. In the event that actual returns are greater or less than the anticipated rate of return, spending amounts and/or the number of years will be modified accordingly.

<b>The UNIVERSITY of WESTERN ONTARIO POLICIES and PROCEDURES</b>		
<b>2.11 INVESTMENT PAYOUT POLICY</b>		
Classification: Financial	Effective Date: 01May <del>4</del> 15	Supersedes: <del>01Feb09</del> 01May11

**POLICY**

1.1 Non-Endowed Funds

1.2 The payout rate on all non-endowed funds will be set each calendar quarter to be equal to the rate of return on 30 day Treasury bills for the immediately preceding calendar quarter. This rate will be reduced by 115 basis points per year to contribute to the cost of custodial services, administrative costs and investment management fees.

2.1 Endowed Funds

2.2 Effective May 1, 2006, actual investment returns less investment managers' fees, investment consultant's fees, and custodial fees will be allocated proportionally to the capital of each endowed fund at April 30 each year.

2.3 Effective May 1, ~~2011-2015~~ endowed funds will be permitted to spend an amount equal to 4.0% of the average value of the total endowment over the most recent five year period. ~~For new endowments received after May 1, 2008, allocations for spending will start on May 1<sup>st</sup> of the fiscal year following their completion of one full fiscal year at Western.~~ In the case of new endowments, the average will be calculated based upon the number of years the endowment has been at Western.

Any exceptions ~~to the above~~ will require the prior approval of the Vice-President (External) in consultation with Financial Services, with annual reporting of exceptions to the Property & Finance Committee for information.

2.4 In any particular year, should accumulated investment returns of any individual endowment be insufficient to fund the amount made available for spending, endowment capital will be used, with the expectation that such amounts will be recovered from future investment returns.

3.1 Supplemental Pension Plan

3.2 The payout rate for the Supplemental Pension Plan will be the actual rate of return on the Operating and Endowment portfolio, less an allocation for investment managers' fees, investment consultant's fees and custodial fees.

4.1 Term Endowments

4.2 A term endowment may be established with the approval of the Vice-President External or his/her designate where a gift of at least \$100,000 is made with an agreement with the donor to spend the principal and any investment returns over a period of time of between 5 to 15 years.

4.3 Actual investment returns less investment managers' fees, investment consultant's fees, and custodial fees will be allocated proportionally to the capital of each term endowment at April 30 each year.

4.4 The amount allocated for spending each year from each term endowment shall be based on the donor agreement, taking into account the anticipated life of the term endowment, the anticipated rate of return and an inflation adjustment. In the event that actual returns are greater or less than the anticipated rate of return, spending amounts and/or the number of years will be modified accordingly.

4.5 ~~As an alternative to 4.02, a term endowment may receive a fixed annual rate of return of 4.0%.~~

**CGA Ontario Professorship in Accounting – Name Change**

**FOR INFORMATION**

At its meeting of January 20, 2015, the Property and Finance Committee approved that the existing CGA Ontario Professorship in Accounting established in September 2012 at the Faculty of Social Science be renamed the CPA Ontario Professorship in Accounting and adhere to the terms already established.

**Donors and Funding**

The Donor made an expendable cash gift of \$250,000 (\$35,714/year for 7 years) to support the Professorship. DAN Management & Organizational Studies is matching the Donor's gift for the professorship with an equivalent amount of \$250,000 (\$35,714/yr for 7 years), bringing the total available to \$500,000 (\$71,428/yr for 7 years) from 2012-2013 to 2018-2019 inclusive. In addition, the Faculty of Social Science has been providing the remaining balance of funding for salary and benefits for the Professorship during this period.

This gift was part of a larger contribution of \$402,500 from the Donor to support a number of initiatives including this professorship. Additionally, funds are being used to support student awards, career counselling and professional development for faculty members.

**Background:**

The Certified General Accountants Association of Ontario and Chartered Professional Accountants of Ontario (registered business name of The Institute of Chartered Accountants of Ontario) have merged and have asked that namings be changed.

## Report of the Investment Committee

### For Information

This report outlines the performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee.

### Performance

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

<u>Asset Class</u>	Annual Sept 30 <u>2014</u>	Annual Sept 30 <u>2013</u>	Annual Sept 30 <u>2012</u>	Annual Sept 30 <u>2011</u>	Annualized for Four years Ending <u>Sept 30, 2014</u>
<b>Fixed Income</b>	6.16%	(0.74)%	5.32	6.45	4.26%
<b>Alternative Investments:</b>					
Infrastructure	13.13	-	-	-	-
Private equity	25.90	13.89	18.51	10.61	17.09
Real Estate	8.72	10.23	11.02	-	-
<b>Equities:</b>					
Canadian	21.88	16.42	12.10	(5.81)	10.64
US	24.23	25.79	26.45	0.15	18.61
Non North American	13.70	29.60	14.27	(8.94)	11.28
<b>Absolute Return Strategies</b>	<u>7.98</u>	<u>8.51</u>	=	=	=
<b>Total Return</b>	<u>16.00%</u>	<u>15.41%</u>	<u>12.81%</u>	<u>(0.64)%</u>	<u>10.68%</u>
<b>Policy Return</b>	<u>13.95%</u>	<u>13.12%</u>	<u>12.49%</u>	<u>(0.46)%</u>	<u>9.61%</u>

For additional information, please refer to the attached pages, which show the annual and annualized returns by manager over the five years ending September 2014 and the amounts held by each investment manager at September 30, 2014.

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

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.9% per year for the five period and 1.8% per year for the ten year period.

For the four years ending September 30, 2014, the annualized real rate of return was 8.8%, consisting of a nominal return of 10.7% less inflation of 1.9%. For the five years ending September 30, 2014, the annualized real rate of return for the portfolio was 8.2%. The 5 year annualized return meets the Investment Committee's performance objective of a real rate of return of 4%.

### Value added by Active Management

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management. In order to achieve this objective, investment managers with active investment mandates need to outperform their benchmark indices. For example, Canadian equity managers need to outperform the TSX Composite Index over time.

Over the five years ending September 30, 2014, the actual annualized return for the portfolio was 10.1% and the return generated by the market indices for the portfolio was 9.3% (the policy return). Over this period, our combination of managers achieved slightly better results than what could have been achieved by a passive or index style of management.

**Book and Market Value of the Portfolio**

As at September 30, 2014, the operating and endowment portfolio had a book value of \$743,574,000 and market value of \$961,056,000 as follows:

	<b>Book Value (\$000's)</b>	<b>Market Value (\$000's)</b>	<b>Actual <u>Asset</u> <u>Mix</u></b>	<b>Policy <u>Asset</u> <u>Mix</u></b>
Cash	\$23,323	\$23,323	2.4%	
Fixed Income	148,828	199,278	20.7	15.0%
Alternative Investments	125,067	139,460	14.5	25.0
Canadian equities	178,763	211,427	22.0	20.0
US equities	109,127	202,357	21.1	20.0
Non-North American equities	<u>158,466</u>	<u>185,211</u>	<u>19.3</u>	<u>20.0</u>
Total	<u>\$743,574</u>	<u>961,056</u>	<u>100.0%</u>	<u>100.0%</u>

At September 30, 2014 the portfolio consisted of the following components:

Portion related to Endowed funds	<i>\$ 522,583,000</i>	<i>54.4%</i>
Portion related to Operating and Non-endowed funds	<i><u>438,473,000</u></i>	<i><u>45.6%</u></i>
Total market value of portfolio	<i><u>\$961,056,000</u></i>	<i><u>100.0%</u></i>

**Update on Investment Committee Activities**

- The Statement of Investment Objectives, Policies & Governance underwent a detailed review with significant changes being proposed in the following areas:
  - Introducing and defining the Short-Term and Mid-Term Bond Funds
  - Updating the Investment Committee's beliefs
  - Updating the portfolio's expected return and standard deviation
  - Introducing a new classification of assets: Equities (Growth), Fixed Income (Interest Rate Sensitive), Real Assets and Diversifiers
  - Revising the rebalancing policy
  - Updating the proxy voting guidelines
  - Adding sections about securities lending, derivatives usage, liquidity and valuation of infrequently traded instruments
  - Clarifying the University's position on environmental, social and governance factors (ESG)
  - Adding new stakeholder definitions
- The revised SIOP&G was approved by the Investment Committee for recommendation for approval by P&F and the Board
- The portfolio was rebalanced in October 2014.
- The Committee decided to reduce our investment in Romspen. The target allocation was reduced from 5% to 2.5%. The actual allocation of 3.1% will be reduced to 2.5% by way of redemption in January 2015.

- It was discussed and agreed that it is time to go out with an RFP for Investment Consulting services.
- Work continues around an integrated risk management plan that would include risk budgeting, stress –testing the non-endowed fund balance and assessing downside risk protection strategies.

# Performance Summary by Portfolio

## Annualized Value Added by Asset Class – September 30, 2014

Group Label Account Name Benchmark Name	Market Value (M)	Annualized				
		3 Months	1 Year	3 Years	4 Years	5 Years
U of WO Endowment UWO Endowment - Total Fund <i>U of WO Endowment UWO End - Total Fund Policy</i>	961.06	1.21 0.66	16.00 13.95	14.73 13.19	10.68 9.61	10.06 9.24
U of WO Endowment Canadian Stock Managers <i>S&amp;P/TSX Composite Index</i>	211.43	-0.11 -0.59	21.88 20.38	16.73 12.07	10.64 7.94	10.63 8.67
U of WO Endowment Beutel Goodman Endow. <i>S&amp;P/TSX Composite Index</i>	64.82	0.89 -0.59	23.10 20.38	18.88 12.07	12.99 7.94	12.41 8.67
U of WO Endowment CC&L <i>S&amp;P/TSX Composite Index</i>	67.37	-1.97 -0.59				
U of WO Endowment Mawer <i>S&amp;P/TSX Composite Index</i>	79.24	0.71 -0.59				
U of WO Endowment U.S. Stock Managers <i>S&amp;P 500 - Total Return Index</i> <i>U of WO Endowment UWO End - US Equity Policy</i>	202.36	2.86 6.10 1.34	24.23 30.18 20.72	25.49 25.89 23.74	18.61 19.66 17.59	16.54 16.64 15.89
U of WO Endowment SSgA Midcap Hedge Blend <i>Univ of WO Pension S&amp;P 400 Canada Dollar Hedged</i>	32.29	-4.07 -4.09	11.92 11.54	22.32 22.32	15.59 15.77	15.67 15.81
U of WO Endowment JP Morgan 130/30 <i>S&amp;P 500 - Total Return Index</i>	80.09	6.58 6.10	32.84 30.18	28.89 25.89	21.01 19.66	17.77 16.64
U of WO Endowment SSgA S&P 500 Hedge Blend <i>Univ of WO Pension S&amp;P 500 Canada Dollar Hedged</i>	89.98	2.33 1.18	21.05 19.87	23.39 23.12	17.32 17.14	15.54 15.38
U of WO Endowment Non-North American Mgrs <i>MSCI EAFE Index</i> <i>Univ of WO Pension MSCI EAFE Hedged to CS</i> <i>U of WO Endowment UWO End - NNA Policy</i>	185.21	0.35 -1.20 1.15 -0.03	13.70 13.84 11.80 12.85	18.97 16.86 16.24 17.58	11.28 10.22 10.33 10.31	9.74 7.91 8.63 8.31
U of WO Endowment Templeton Internl Equity End <i>MSCI EAFE Index</i>	90.03	-0.39 -1.20	15.20 13.84	18.60 16.86	10.89 10.22	8.40 7.91
U of WO Endowment MFS <i>MSCI EAFE Index</i>	94.74	-0.50 -1.20	12.02 13.84	17.51 16.86	11.03 10.22	9.61 7.91
U of WO Endowment MFS/SSgA Hedge Blend <i>Univ of WO Pension MSCI EAFE Hedged to CS</i>	95.18	1.05 1.15	8.95 11.80	18.01 18.24	10.73 10.33	10.88 8.63
U of WO Endowment Fixed Income Managers <i>FTSE TMX Canada Bond Universe Index</i>	199.28	1.14 1.06	6.16 6.34	3.53 3.45	4.26 4.24	4.90 4.85
U of WO Endowment SSGA Canadian Fixed Inc Endow. <i>FTSE TMX Canada Bond Universe Index</i>	154.20	1.06 1.06	6.35 6.34	3.42 3.45	4.17 4.24	4.83 4.85
U of WO Endowment Greystone Mortgage <i>U of WO Endowment Dex ST 60 + MT 40 +50bp</i>	45.08	1.41 0.69	6.00 4.92			
U of WO Endowment Adams Street - Private Eq Endo <i>MSCI All Country World Index</i>	28.84	-0.84 2.61	25.90 21.65	19.33 20.01	17.09 13.48	
U of WO Endowment UWO End-Total Real Estate Mgrs	30.11	2.59	8.72	9.99		
U of WO Endowment Bentall <i>U of WO Endowment Bentall - IPD All Property Ind</i>	15.36	1.18 1.30	4.57 8.74	8.32 11.97		
U of WO Endowment GPM <i>U of WO Endowment GPM - IPD Industrial Index</i>	14.75	4.15 1.50	13.89 8.34	11.30 10.08		
U of WO Endowment Romspen <i>U of WO Endowment FTSE TMX Cnd Sht Bd + 4%</i>	30.30	2.05 1.36	7.98 6.90			
U of WO Endowment Total Infrastructure <i>U of WO Endowment Canadian CPI 5</i>	50.21	4.27 1.13	13.13 7.03			
U of WO Endowment Hastings <i>U of WO Endowment Canadian CPI 5</i>	38.64	6.29 1.13	16.28 7.03			
U of WO Endowment First State <i>U of WO Endowment Canadian CPI 5</i>	11.57	-1.83 1.13				

# Performance Summary by Portfolio

## Annual Value Added by Asset Class – September 30, 2014

Group Label Account Name Benchmark Name	Market Value (M)	Cumulative					
		10/1/2013 - 9/30/2014	10/1/2012 - 9/30/2013	10/1/2011 - 9/30/2012	10/1/2010 - 9/30/2011	10/1/2009 - 9/30/2010	10/1/2008 - 9/30/2009
U of WO Endowment UWO Endowment - Total Fund	961.06	16.00	15.41	12.81	-0.64	7.61	2.80
U of WO Endowment UWO End - Total Fund Policy		13.95	13.12	12.49	-0.46	7.80	3.23
U of WO Endowment Canadian Stock Managers	211.43	21.88	16.42	12.10	-5.81	10.58	-0.32
S&P/TSX Composite Index		20.38	7.12	9.17	-3.55	11.60	0.51
U of WO Endowment Beutel Goodman Endow.	64.82	23.10	20.69	13.08	-2.99	10.15	7.17
S&P/TSX Composite Index		20.38	7.12	9.17	-3.55	11.60	0.51
U of WO Endowment CC&L	67.37						
U of WO Endowment Mawer	79.24						
U of WO Endowment U.S. Stock Managers	202.36	24.23	25.79	26.45	0.15	8.64	-12.66
S&P 500 - Total Return Index		30.18	24.67	22.94	2.74	5.29	-6.02
U of WO Endowment UWO End - US Equity Policy		20.72	22.70	27.92	0.91	9.31	-9.12
U of WO Endowment SSGA Midcap Hedge Blend	32.29	11.92	28.12	27.62	-2.45	15.96	-9.01
Univ of WO Pension S&P 400 Canada Dollar Hedged		11.54	28.05	28.14	-1.86	15.97	-9.03
U of WO Endowment JP Morgan 130/30	80.09	32.84	30.61	23.39	0.14	5.69	3.02
S&P 500 - Total Return Index		30.18	24.67	22.94	2.74	5.29	-6.02
U of WO Endowment SSGA S&P 500 Hedge Blend	89.98	21.05	19.89	29.46	0.84	8.70	-53.90
Univ of WO Pension S&P 500 Canada Dollar Hedged		19.87	19.80	29.96	0.87	8.60	-11.47
U of WO Endowment Non-North American Mgrs	185.21	13.70	29.60	14.27	-8.94	3.80	0.28
MSCI EAFE Index		13.84	29.84	7.96	-7.50	-0.87	4.78
Univ of WO Pension MSCI EAFE Hedged to CS		11.80	29.17	14.46	-10.36	2.11	-2.97
U of WO Endowment Templeton Internl Equity End	90.03	15.20	34.25	7.87	-9.38	-0.99	4.09
MSCI EAFE Index		13.84	29.84	7.96	-7.50	-0.87	4.78
U of WO Endowment MFS	94.74	12.02	28.46	12.77	-6.34	4.08	5.24
MSCI EAFE Index		13.84	29.84	7.96	-7.50	-0.87	4.78
U of WO Endowment MFS/SSGA Hedge Blend	95.18	8.95	25.20	20.50	-8.54	11.51	-3.71
Univ of WO Pension MSCI EAFE Hedged to CS		11.80	29.17	14.46	-10.36	2.11	-2.97
U of WO Endowment Fixed Income Managers	199.28	6.16	-0.74	5.32	6.45	7.52	9.92
FTSE TMX Canada Bond Universe Index		6.34	-1.28	5.45	6.66	7.33	10.34
U of WO Endowment SSGA Canadian Fixed Inc Endow.	154.20	6.35	-1.35	5.42	6.45	7.52	9.92
FTSE TMX Canada Bond Universe Index		6.34	-1.28	5.45	6.66	7.33	10.34
U of WO Endowment Greystone Mortgage	45.08	6.00	2.79				
U of WO Endowment Dex ST 60 + MT 40 +50bp		4.92	1.04				
U of WO Endowment Adams Street - Private Eq Endo	28.84	25.90	13.89	18.51	10.61		
MSCI All Country World Index		21.65	23.66	14.89	-4.05		
U of WO Endowment UWO End-Total Real Estate Mgrs	30.11	8.72	10.23	11.02			
U of WO Endowment Bentall	15.36	4.57	8.24	12.30			
U of WO Endowment Bentall - IPD All Property Ind		8.74	12.48	14.78			
U of WO Endowment GPM	14.75	13.89	13.32	6.82			
U of WO Endowment GPM - IPD Industrial Index		8.34	10.69	11.24			
U of WO Endowment Romspen	30.30	7.98	8.51				
U of WO Endowment FTSE TMX Cnd Sht Bd + 4%		6.90	5.32				
U of WO Endowment Total Infrastructure	50.21	13.13					
U of WO Endowment Canadian CPI 5		7.03					
U of WO Endowment Hastings	38.64	16.28					
U of WO Endowment First State	11.57						

## University of Western Ontario Endowment Plan

### Asset Summary

As of September 30, 2014

	Total Market Value	% of Total Fund	% of Asset Class	Equity & Convertible		Fixed Income		Real Estate		Cash & Equivalents		Alternative	
<b>Total Fund</b>													
UWO Endowment - Total Fund	\$ 961.1	100.0%	100.0%	\$ 597.7	62.2%	\$ 184.5	19.2%	\$ 75.2	7.8%	\$ 24.6	2.6%	\$ 79.0	8.2%
<b>Canadian Stock Managers</b>	<b>211.4</b>	<b>22.0</b>	<b>100.0</b>	<b>210.1</b>	<b>99.4</b>	--	--	--	--	<b>1.3</b>	<b>0.6</b>	--	--
Beutel, Goodman Capital Mgmt.	64.8	6.7	30.7	63.5	98.0	--	--	--	--	1.3	2.0	--	--
Connor, Clark & Lunn Inv Mgmt	67.4	7.0	31.9	67.4	100.0	--	--	--	--	--	--	--	--
Mawer Investment Mgt Ltd.	79.2	8.2	37.5	79.2	100.0	--	--	--	--	--	--	--	--
<b>U.S Stock Managers</b>	<b>202.4</b>	<b>21.1</b>	<b>100.0</b>	<b>202.4</b>	<b>100.0</b>	--	--	--	--	--	--	--	--
SSgA Midcap Hedge Blend	32.3	3.4	16.0	32.3	100.0	--	--	--	--	--	--	--	--
J.P. Morgan 130/30	80.1	8.3	39.6	80.1	100.0	--	--	--	--	--	--	--	--
SSgA S&P 500 Hedge Blend	90.0	9.4	44.5	90.0	100.0	--	--	--	--	--	--	--	--
<b>Non-North American Mgrs</b>	<b>185.2</b>	<b>19.3</b>	<b>100.0</b>	<b>185.2</b>	<b>100.0</b>	--	--	--	--	--	--	--	--
Templeton International	90.0	9.4	48.6	90.0	100.0	--	--	--	--	--	--	--	--
MFS/SSgA Hedge Blend	95.2	9.9	51.4	95.2	100.0	--	--	--	--	--	--	--	--
<b>Fixed Income Managers</b>	<b>199.3</b>	<b>20.7</b>	<b>100.0</b>	--	--	<b>154.2</b>	<b>77.4</b>	<b>45.1</b>	<b>22.6</b>	--	--	--	--
State Street Global Advisors	154.2	16.0	77.4	--	--	154.2	100.0	--	--	--	--	--	--
Greystone Capital Management	45.1	4.7	22.6	--	--	--	--	45.1	100.0	--	--	--	--
<b>Private Equity</b>													
Adams Street Partners	28.8	3.0	100.0	--	--	--	--	--	--	--	--	28.8	100.0
<b>Real Estate Managers</b>	<b>30.1</b>	<b>3.1</b>	<b>100.0</b>	--	--	--	--	<b>30.1</b>	<b>100.0</b>	--	--	--	--
Bentall Investment Management	15.4	1.6	51.0	--	--	--	--	15.4	100.0	--	--	--	--
GPM	14.7	1.5	49.0	--	--	--	--	14.7	100.0	--	--	--	--

All dollars in millions, numbers may not add due to rounding

**University of Western Ontario Endowment Plan**  
**Asset Summary**  
As of September 30, 2014

	<b>Total Market Value</b>	<b>% of Total Fund</b>	<b>% of Asset Class</b>	<b>Equity &amp; Convertible</b>		<b>Fixed Income</b>		<b>Real Estate</b>		<b>Cash &amp; Equivalents</b>		<b>Alternative</b>	
<b>Infrastructure</b>	\$ 50.2	5.2%	100.0%	\$ --	--%	\$ --	--%	\$ --	--%	\$ --	--%	\$ 50.2	100.0%
Hastings	38.6	4.0	77.0	--	--	--	--	--	--	--	--	38.6	100.0
First State Fund Managers	11.6	1.2	23.0	--	--	--	--	--	--	--	--	11.6	100.0
<b>Other Absolute Return Strategy</b>													
Romspen	30.3	3.2	100.0	--	--	30.3	100.0	--	--	--	--	--	--
<b>Cash</b>													
Fiera Cash in Action	23.3	2.4	100.0	--	--	--	--	--	--	23.3	100.0	--	--

All dollars in millions. numbers may not add due to rounding

# UWO Operating - Combined

## Total Fund Real Returns – September 30, 2014

A Real Return of 8.8% over the last 4 years and well above the 4% Real Objective Over the Long Term

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	20 Years
UWO Annualized Returns	16.0	15.7	14.7	10.7	10.1	8.8	5.8	6.5	6.6	7.4	8.2
CPI (Inflation)	2.0	1.6	1.4	1.9	1.9	1.4	1.7	1.8	1.7	1.8	1.9
Real Return	14.0	14.2	13.3	8.8	8.2	7.4	4.1	4.7	5.0	5.5	6.2
	Yr Ending 9/30/2014	Yr Ending 9/30/2013	Yr Ending 9/30/2012	Yr Ending 9/30/2011	Yr Ending 9/30/2010	Yr Ending 9/30/2009	Yr Ending 9/30/2008	Yr Ending 9/30/2007	Yr Ending 9/30/2006	Yr Ending 9/30/2005	
UWO Annual Returns	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5	11.0	8.1	14.0	
CPI (Inflation)	2.0	1.1	1.2	3.2	1.9	-0.9	3.4	2.5	0.7	3.2	
Real Return	14.0	14.3	11.6	-3.8	5.7	3.7	-13.9	8.5	7.4	10.8	

# UWO Operating - Combined

## Total Fund Value Added – September 30, 2014

Good value added from active management in all annualized periods

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	16.0	15.7	14.7	10.7	10.1	8.8	5.8	6.5	6.6	7.4
Policy Return (2)	14.0	13.5	13.2	9.6	9.3	8.2	5.2	5.8	6.0	6.8
Value Added	2.0	2.2	1.5	1.1	0.8	0.6	0.6	0.6	0.6	0.5

	Yr Ending 9/30/2014	Yr Ending 9/30/2013	Yr Ending 9/30/2012	Yr Ending 9/30/2011	Yr Ending 9/30/2010	Yr Ending 9/30/2009	Yr Ending 9/30/2008	Yr Ending 9/30/2007	Yr Ending 9/30/2006	Yr Ending 9/30/2005
UWO Annual Return (1)	16.0	15.4	12.8	-0.6	7.6	2.8	-10.5	11.0	8.1	14.0
Policy Return (2)	14.0	13.1	12.5	-0.5	7.8	3.2	-11.0	9.8	7.8	14.2
Value Added	2.0	2.3	0.3	-0.2	-0.2	-0.4	0.5	1.1	0.3	-0.2

### Policy Mix as of September 30

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

#### Notes:

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

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

(3) Includes hedge fund and private equity prior to July 2010

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

*Western University*  
**2014-15 Operating Budget Update**

as at October 31, 2014

(\$000)

**<a> Summary**

		As Approved by Board	Revised Forecast	Increase/Decrease	
				\$	%
1	Revenues <b>	679,157	679,940	783	0.12%
2	Expenditures	689,213	689,996	783	0.11%
3	Surplus / (Deficit)	(10,056)	(10,056)	0	
4	Operating Reserve -- Beginning of Year	42,155	41,387	(768)	
5	Surplus / (Deficit)	(10,056)	(10,056)	0	
6	Operating Reserve -- End of Year	32,099	31,331	(768)	

**<b> Revenue Changes**

7	Other Revenues - Robarts			783	
8	Total Revenue Changes			783	

**<c> Expense Changes**

9	Medicine & Dentistry: Robarts			783	
10	Total Expenditure Changes			783	

<b>Western University</b>											
<b>STUDENT FEE FUNDED UNITS, ANCILLARIES, ACADEMIC SUPPORT UNITS, AND ASSOCIATED COMPANIES</b>											
<b>2014/15 Budget and Projected</b>											
<b>(\$000's)</b>											
	<b>2014/15 Budget</b>			<b>2014/15 Projected</b>			<b>% Change</b>		<b>Projected April 30/15 Operating Reserve</b>	<b>Projected April 30/15 Capital Reserve</b>	
	<b>Revenues</b>	<b>Expenses</b>	<b>Surplus/ (Deficit)</b>	<b>Revenues</b>	<b>Expenses</b>	<b>Surplus/ (Deficit)</b>	<b>Revenues</b>	<b>Expenses</b>			
<b><u>Student Fee Funded Units</u></b>											
1	Campus Recreation	5,418.7	5,428.1	(9.4)	5,469.3	5,478.1	(8.8)	0.9	0.9	683.4	448.5
2	Financial Aid	1,056.1	1,056.1	-	1,056.5	1,056.5	-	0.0	0.0	60.4	
3	Indigenous Services	641.1	640.7	0.4	662.5	663.0	(0.5)	3.3	3.5	34.2	
4	Intercollegiate Athletics	5,463.3	5,478.7	(15.4)	5,884.3	5,897.4	(13.1)	7.7	7.6	203.9	-
5	International Student Services	429.0	429.2	(0.2)	430.8	430.8	-	0.4	0.4	(0.1)	-
6	Off Campus Housing & Housing Mediation Office	407.6	408.0	(0.4)	424.7	419.1	5.6	4.2	2.7	79.7	
7	Services for Students With Disabilities	432.3	440.9	(8.6)	433.0	440.9	(7.9)	0.2	-	20.8	74.2
8	Student Development Services	2,283.3	2,283.3	-	2,283.0	2,291.8	(8.8)	(0.0)	0.4	221.3	
9	Student Success Centre	1,411.4	1,636.0	(224.6)	1,424.7	1,593.6	(168.9)	0.9	(2.6)	285.2	
10	Student Health Services	4,285.5	4,355.5	(70.0)	4,307.2	4,302.0	5.2	0.5	(1.2)	1,008.4	-
11	Western Foot Patrol	179.9	179.6	0.3	177.3	177.3	-	(1.4)	(1.3)	27.1	28.8
12	Thompson Recreation & Athletic Centre	1,239.2	1,224.2	15.0	1,205.6	1,147.3	58.3	(2.7)	(6.3)	278.1	(656.7)
13	<b>Total Student Fee Funded Units</b>	<b>23,247.4</b>	<b>23,560.3</b>	<b>(312.9)</b>	<b>23,758.9</b>	<b>23,897.8</b>	<b>(138.9)</b>	<b>2.2</b>	<b>1.4</b>	<b>2,902.4</b>	
<b><u>Ancillaries</u></b>											
14	Family Practice Clinic and Workplace Health	509.3	474.5	34.8	523.8	490.9	32.9	2.8	3.5	80.0	
15	Housing	64,256.5	60,221.2	4,035.3	64,345.0	59,871.0	4,474.0	0.1	(0.6)	40,160.1	
16	Parking Services	5,021.0	4,926.2	94.8	4,711.0	4,640.1	70.9	(6.2)	(5.8)	5,110.7	
17	Retail Services	33,868.3	33,842.0	26.3	33,087.7	33,072.4	15.3	(2.3)	(2.3)	1,243.3	
18	<b>Total Ancillaries</b>	<b>103,655.1</b>	<b>99,463.9</b>	<b>4,191.2</b>	<b>102,667.5</b>	<b>98,074.4</b>	<b>4,593.1</b>	<b>(1.0)</b>	<b>(1.4)</b>	<b>46,594.1</b>	
<b><u>Academic Support Units</u></b>											
19	Animal Care & Veterinary Services	3,665.3	3,668.1	(2.8)	3,748.2	3,872.2	(124.0)	2.3	5.6	(231.5)	
20	Boundary Layer Wind Tunnel	2,340.0	2,299.8	40.2	2,384.2	2,379.6	4.6	1.9	3.5	504.8	300.0
21	Continuing Studies at Western	2,372.4	2,649.4	(277.0)	2,118.3	2,502.7	(384.4)	(10.7)	(5.5)	382.1	
22	Fraunhofer Project Centre	860.7	758.6	102.1	818.2	902.8	(84.6)	(4.9)	19.0	(672.8)	44.2
23	Surface Science Western	1,760.0	1,691.0	69.0	1,695.9	1,745.9	(50.0)	(3.6)	3.2	179.6	728.3
24	University Machine Services	1,638.9	1,493.3	145.6	1,681.7	1,514.3	167.4	2.6	1.4	280.3	
25	<b>Total Academic Support Units</b>	<b>12,637.3</b>	<b>12,560.2</b>	<b>77.1</b>	<b>12,446.5</b>	<b>12,917.5</b>	<b>(471.0)</b>	<b>(1.5)</b>	<b>2.8</b>	<b>442.5</b>	
<b><u>Associated Companies</u></b>											
26	Richard Ivey School of Business Foundation (a)	26,517.0	24,851.0	1,666.0	25,666.0	24,886.0	780.0	(3.2)	0.1	6,624.0	
27	Richard Ivey School of Business (Asia) (a)	6,426.0	7,919.0	(1,493.0)	4,964.0	6,353.0	(1,389.0)	(22.8)	(19.8)	(6,082.6)	
28	UWO Research Park (includes Windermere Manor)	7,144.1	7,129.7	14.4	7,471.0	7,240.2	230.8	4.6	1.5	(13,015.5)	
29	Museum of Ontario Archaeology	499.3	499.5	(0.2)	534.4	479.3	55.1	7.0	(4.0)	(113.6)	
30	<b>Total Associated Companies</b>	<b>40,586.4</b>	<b>40,399.2</b>	<b>187.2</b>	<b>38,635.4</b>	<b>38,958.5</b>	<b>(323.1)</b>	<b>(4.8)</b>	<b>(3.6)</b>	<b>(12,587.7)</b>	
31	<b>Total</b>	<b>180,126.2</b>	<b>175,983.6</b>	<b>4,142.6</b>	<b>177,508.3</b>	<b>173,848.2</b>	<b>3,660.1</b>	<b>(1.5)</b>	<b>(1.2)</b>	<b>37,351.3</b>	

(a) The Ivey group of companies (Richard Ivey School of Business Foundation and the Richard Ivey School of Business (Asia)) are operated in conjunction with the Richard Ivey School of Business at Western. The financial position of the Richard Ivey School of Business at Western is included in the overall report on the Operating Budget of the University. The financial results for the Ivey group, including the Richard Ivey School of Business at Western, is as follows.

	<b>2014/15 Budget</b>			<b>2014/15 Projected</b>			<b>% Change</b>		<b>Projected April 30/15 Reserve</b>
	<b>Revenues</b>	<b>Expenses</b>	<b>Surplus/ (Deficit)</b>	<b>Revenues</b>	<b>Expenses</b>	<b>Surplus/ (Deficit)</b>	<b>Revenues</b>	<b>Expenses</b>	
Ivey Deficit Reduction Provision									5,313.4
Richard Ivey School of Business at Western	71,157.0	71,076.0	81.0	72,466.6	71,289.3	1,177.3	1.8	0.3	(5,156.1)
Ivey Group of Companies (from lines 25 and 26 above)	32,943.0	32,770.0	173.0	30,630.0	31,239.0	(609.0)	(7.0)	(4.7)	541.4
<b>Total Ivey Group</b>	<b>104,100.0</b>	<b>103,846.0</b>	<b>254.0</b>	<b>103,096.6</b>	<b>102,528.3</b>	<b>568.3</b>	<b>(5.2)</b>	<b>(4.4)</b>	<b>698.7</b>

**Report on Trademark Licensees Doing Business with  
The Book Store at Western  
January 2015**

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

The Maquila Solidarity Network (MSN), previously considered to be the main Canadian watchdog, ended its operations in December 2014. We will continue to monitor advocacy groups that have global reach such as the Clean Clothes Campaign, the International Labor Rights Forum, the Workers' Rights Consortium, and Labor Behind the Label. These groups have grown to provide improved transparency in the industry and have been able to provide insight on conditions in many countries not previously reported upon. They have highlighted new issues involving Eastern European factories and their failure to pay a living wage in many cases worse than China and India.

Since these countries work with many popular North American athletic apparel suppliers, it is important we keep an eye on this emerging issue. Western's main supplier in this area is Under Armour who has not been named as having any association with factories in those countries. However, Adidas, Nike, and Puma have been identified which brings this issue closer to home, even though we do not currently buy from them.

The Book Store at Western has increased its purchases of Canadian made products wherever possible to ensure both labor standards are met and support of local businesses are at the forefront. It has also maintained a close relationship with its suppliers to ensure the ethical manufacturing of all products to be sold at Western.

It is clear we must remain aware of these global issues and collaborate with advocacy groups and other universities to keep advancing the dialogue. In addition, the Book Store at Western has posted its commitment to environmental sustainability located at [http://www.bookstore.uwo.ca/promos/WRS\\_EnvironmentalSustainabilityPolicy.pdf](http://www.bookstore.uwo.ca/promos/WRS_EnvironmentalSustainabilityPolicy.pdf)

## **SCHOLARSHIPS/AWARDS/PRIZES**

### **FOR INFORMATION**

#### **1. New Scholarships, Awards and Bursaries**

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

Eric Tripp & Maria Smith MBA Scholarship (School of Graduate and Postdoctoral Studies, MBA)  
Awarded annually to a full-time graduate student entering the Masters of Business Administration program at the Ivey Business School, based on academic achievement and demonstrated community leadership. Preference will be given to those who have expressed the need for financial assistance. Candidates must submit applications for this scholarship at the time of application to the MBA Program. The MBA Scholarship Committee at Ivey will make the final selection of the recipient, with at least one representative holding current membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. This scholarship is made possible through the generosity of Eric Tripp, MBA '83 and Maria Smith.

Value: 1 at \$20,000  
Effective Date: May 2015

Bentley Scholarship and Gold Medal in the Faculty of Arts and Humanities (Faculty of Arts and Humanities)

Awarded annually to an undergraduate student graduating from fourth year in the Faculty of Arts and Humanities with the highest overall academic average. The Scholarship Committee in the Faculty of Arts and Humanities will select the recipient each spring. This award was established with a generous gift from Dr. David M.R. Bentley, FRSC, FRSA, Distinguished University Professor, Carl F. Klinck Professor in Canadian Literature, Faculty of Arts and Humanities.

*Dr. David M. R. Bentley specializes in Canadian literature and culture and in nineteenth-century English literature and art, especially in the poetry and painting of the Pre-Raphaelites. At the heart of his work lies both a love of literature in and of itself and an enduring curiosity about the ways in which it serves as a crossroads where science, philosophy, religion, politics, aesthetics, economics, and psychological theories meet, interact, and find imaginative expression. For his contributions to Canadian literary scholarship, he was awarded the Ontario Premier's Discovery Award, and for his longstanding, engaged teaching (including of English 1022E: Enriched Introduction to English Literature), he was the recipient of the 3M National Teaching Fellowship.*

Value: 1 at \$1,000 Plus Named Gold Medal  
Effective: 2014-2015 academic year

Bentley Scholarship in English, Faculty of Arts and Humanities(Faculty of Arts and Humanities)

Awarded annually to an undergraduate student enrolled in the Faculty of Arts and Humanities with an Honors Specialization or Major in English Language and Literature or English Literature and Creative Writing, who has received the highest overall average in English 1022E. The Scholarship Committee in the Faculty of Arts and Humanities will select the recipient each spring. This award was established with a generous gift from Dr. David M.R. Bentley, FRSC, FRSA, Distinguished University Professor, Carl F. Klinck Professor in Canadian Literature, Faculty of Arts and Humanities.

*Dr. David M. R. Bentley specializes in Canadian literature and culture and in nineteenth-century English literature and art, especially in the poetry and painting of the Pre-Raphaelites. At the heart of his work lies both a love of literature in and of itself and an enduring curiosity about the ways in which it serves as a crossroads where science, philosophy, religion, politics, aesthetics, economics, and psychological theories meet, interact, and find imaginative expression. For his contributions to Canadian literary scholarship, he was awarded the Ontario Premier's Discovery Award, and for his longstanding, engaged teaching (including of English 1022E: Enriched Introduction to English Literature), he was the recipient of the 3M National Teaching Fellowship.*

Value: 1 at \$1,500  
Effective: 2014-2015 academic year

Bentley Scholarship in English, Faculty of Science (Faculty of Science)

Awarded annually to an undergraduate student enrolled in the Faculty of Science with a Minor in the Department of English and Writing Studies, who has received the highest overall average in English 1022E. The Scholarship Committee in the Faculty of Science will select the recipient each spring. This award was established with a generous gift from Dr. David M.R. Bentley, FRSC, FRSA, Distinguished University Professor, Carl F. Klinck Professor in Canadian Literature, Faculty of Arts and Humanities.

*Dr. David M. R. Bentley specializes in Canadian literature and culture and in nineteenth-century English literature and art, especially in the poetry and painting of the Pre-Raphaelites. At the heart of his work lies both a love of literature in and of itself and an enduring curiosity about the ways in which it serves as a crossroads where science, philosophy, religion, politics, aesthetics, economics, and psychological theories meet, interact, and find imaginative expression. For his contributions to Canadian literary scholarship, he was awarded the Ontario Premier's Discovery Award, and for his longstanding, engaged teaching (including of English 1022E: Enriched Introduction to English Literature), he was the recipient of the 3M National Teaching Fellowship.*

Value: 1 at \$1,500  
Effective: 2014-2015 academic year (June 2015 convocation)

Bentley Scholarship in English, Faculty of Social Science (Faculty of Social Science)

Awarded annually to an undergraduate student enrolled in the Faculty of Social Science with a Minor in the Department of English and Writing Studies, who has received the highest overall average in English 1022E. The Scholarship Committee in the Faculty of Social Science will select the recipient each spring. This award was established with a generous gift from Dr. David M.R. Bentley, FRSC, FRSA, Distinguished University Professor, Carl F. Klinck Professor in Canadian Literature, Faculty of Arts and Humanities.

*Dr. David M. R. Bentley specializes in Canadian literature and culture and in nineteenth-century English literature and art, especially in the poetry and painting of the Pre-Raphaelites. At the heart of his work lies both a love of literature in and of itself and an enduring curiosity about the ways in which it serves as a crossroads where science, philosophy, religion, politics, aesthetics, economics, and psychological theories meet, interact, and find imaginative expression. For his contributions to Canadian literary scholarship, he was awarded the Ontario Premier's Discovery Award, and for his longstanding, engaged teaching (including of English 1022E: Enriched Introduction to English Literature), he was the recipient of the 3M National Teaching Fellowship.*

Value: 1 at \$1,500  
Effective: 2014-2015 academic year

Ruth E. Shillington Award (Faculty of Arts and Humanities)

Awarded annually to a full-time undergraduate student, in any year, in the Faculty of Arts and Humanities, with a minimum 70% average and demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by September 30<sup>th</sup>. The scholarship committee in the Faculty of Arts and Humanities will select the recipient each fall after the Registrar's Office assesses the financial need. This award was established with a generous gift from Mrs. Ruth E. Shillington (BA '51).

Value: 1 at \$1,500  
Effective: 2014-2015 to 2018-2019 academic years inclusive

Hasham-Steele Bursary in Law (Faculty of Law)

Awarded annually to an undergraduate student entering Year 1 in the Faculty of Law who has demonstrated financial need. Online financial assistance applications must be submitted through the Office of the Registrar's website by October 31<sup>st</sup>. The Registrar's Office will select the recipient. This

bursary was established by a generous gift from Ms Jana R. Steele (LLB '95) and her husband Mr. Nizam Hasham (LLB '95).

Value: 1 at \$1,500  
Effective: 2015-2016 to 2019-2020 academic years inclusive

Christene A. Scrimgeour Bursary (Faculty of Social Sciences, Management and Organizational Studies)  
Awarded annually to a full-time undergraduate student enrolled in third year of any module of the Management and Organizational Studies Program (MOS), based on financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by October 31<sup>st</sup>. The Office of the Registrar will select the recipient. This bursary was established by Foundation Western and the Alumni Association, with donations from Western alumni, in recognition of Mrs. Christene Scrimgeour's (BA'81) contributions as President of Foundation Western from 2010 to 2012.

Value: 1 at \$1,000  
Effective: 2014-2015 to 2023-2024 academic years inclusive

Richard J. Kohn Scholarship (Faculty of Social Science, Economics)  
Awarded annually to a full-time undergraduate student enrolled in any year of Economics, based on academic achievement (minimum 80% average). The scholarship committee in the Faculty of Social Science will select the recipient. This scholarship was established by Foundation Western and the Alumni Association, with donations from Western alumni, in recognition of Mr. Richard J. Kohn's (BA'69) contributions as President of Foundation Western from 2012 to 2014.

Value: 1 at \$1,000  
Effective: 2014-2015 to 2023-2024 academic years inclusive

Daniel C.Y. Chan International Student Scholarship (Any Undergraduate Program)  
Awarded to an international student who is a permanent resident of Hong Kong and is entering the first year of any full-time undergraduate degree program at Western, based on academic achievement (minimum 80% average). Students who have completed their secondary schooling in Hong Kong, Canada or elsewhere are eligible. No application is required as Western will offer the scholarship to students based on their final admission average. This scholarship will continue for up to four years provided that the recipient maintains a full course load with a minimum 80% average. When the recipient no longer qualifies, a new first-year student will be selected. Only one student may hold this scholarship at any one time. This award was established with Foundation Western by a generous gift from Mr. Daniel Ching Yan Chan, BSc '83 (Computer Science).

Value: 1 at \$8,000 continuing (approximately HKD \$64,000)  
Effective: 2014-2015 academic year

Dr. Valio Markkanen Aboriginal Undergraduate Award of Excellence (Any Undergraduate Program)  
Awarded annually to an Aboriginal undergraduate student (First Nations, Metis and/or Inuit ancestry), who has achieved excellence in academics, and has also been actively contributing to the Aboriginal/Indigenous community. The recipient will be selected on the basis of academic achievement and previous and/or intended future contributions to the Aboriginal community. This award was established with a generous gift from the estate of Dr. Valio Markkanen.

Students must submit a one-page statement that explains why they are a worthy recipient, as well as a non-official transcript, and one letter of reference, to the Indigenous Services Office by Jan 15<sup>th</sup>. The

recipient will be selected by a committee assembled by the Indigenous Services Office. This award will be presented each spring at the annual Indigenous Student Graduation Ceremony. This award was established with a generous gift from the estate of Dr. Valio Markkanen.

*Dr. Valio Markkanen was a well-loved medical doctor in both Canada and the USA. He passed away in 2008 in Windsor at the age of 95. His friends and family will always remember his positive, happy, funny and appreciative personality.*

Value: 1 at \$1,000

Effective: 2014-2015 to 2024-2025 academic years (with value to be reviewed in final year)

Dr. Valio Markkanen Aboriginal Graduate Award of Excellence (School of Graduate and Postdoctoral Studies)

Awarded annually to an Aboriginal graduate student (First Nations, Metis and/or Inuit ancestry), who has achieved excellence in academics, and has also been actively contributing to the Aboriginal/Indigenous community. The recipient will be selected on the basis of academic achievement and previous and/or intended future contributions to the Aboriginal community. This award was established with a generous gift from the estate of Dr. Valio Markkanen.

Students must submit a one-page statement that explains why they are a worthy recipient, as well as a non-official transcript, and one letter of reference, to the Indigenous Services Office by Jan 15<sup>th</sup>. The recipient will be selected by a committee assembled by the Indigenous Services Office. This award will be presented each spring at the annual Indigenous Student Graduation Ceremony. This award was established with a generous gift from the estate of Dr. Valio Markkanen.

*Dr. Valio Markkanen was a well-loved medical doctor in both Canada and the USA. He passed away in 2008 in Windsor at the age of 95. His friends and family will always remember his positive, happy, funny and appreciative personality.*

Value: 1 at \$1,000

Effective: 2014-2015 to 2024-2025 academic years (with value to be reviewed in final year)

Jon & Laura Hantho Family Foundation MBA Scholarship (School of Graduate and Postdoctoral Studies, MBA)

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

Value: 1 at \$20,000

Effective Date: May 2015

MBA Class of 2014 Award (School of Graduate and Postdoctoral Studies, MBA)

Awarded annually to a full-time student entering the Master of Business Administration program at the Ivey Business School, based on academic achievement and demonstrated community leadership. Candidates may apply for this award at the time of applying for admission to the MBA Program at Ivey. Final selection of the recipient will be made by the MBA Scholarship Review Committee with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. The recipient will be notified at the time of acceptance into the program. This award is made possible through the generosity of the MBA Class of 2014.

Value: 1 at \$7,200

Effective Date: May 2015 to April 2017 inclusive

Bud and Joanne Taylor Clinical Education Graduate Nursing Awards (School of Graduate and Postdoctoral Studies, Nursing)

Awarded to full-time graduate students in Nursing who are participating in a clinical placement or requiring more than 20 hours per week in clinical placement. Applicants must demonstrate that they have to pay for accommodation in a Canadian placement location outside of London, Ontario for the period of their clinical placement in addition to the cost incurred in maintaining their university-location housing. Preference will be given to students working in remote locations. Applications are available from Nursing and must be submitted by December 30. The Nursing program will select the recipients and at least one

member of the selection committee must hold membership in the School of Graduate and Postdoctoral Studies. This award is made possible through a generous gift from Bud and Joanne Taylor.

Value: 6 at \$3,000  
Effective: May 2014

Knowledge First Financial Foundation Award in Medicine (Schulich School of Medicine & Dentistry)

Awarded annually to an undergraduate student entering Year 1 in the Doctor of Medicine (MD) program based on outstanding academic achievement and demonstrated financial need. Candidates must complete an admission bursary application form, which is available online through the Office of the Registrar's Web site, by August 1. Once financial need is determined by the Office of the Registrar, the recipient will be selected by the Progression and Awards Committee of the Schulich School of Medicine. These awards are made possible by a generous donation from the Knowledge First Financial Foundation.

Value: 1 at \$6,000  
Effective: 2015-2016 academic year

Bennie and Shirley Bradshaw Award in Science (Faculty of Science)

Awarded annually to undergraduate students in any year in the Faculty of Science, based on academic achievement, and demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by September 30th. The Faculty of Science will select the recipients after the Office of the Registrar assesses financial need. These awards were established with Foundation Western through an estate gift made by Dr. Bennie Bradshaw (BA Honors '49) and his wife Shirley.

Value: 9 at \$2,100  
Effective: 2014-2015 academic year

Value: 18 at \$2,100  
Effective: 2015-2016 academic year

*Dr. Bennie Bradshaw was born in London, Ontario in 1922, served in the Canadian army during WWII, and attended The University of Western Ontario where he studied geology and graduated in 1949. Dr. Bradshaw went on to attain a PhD from the University of Toronto and began working with Kenno Explorations in mines across Canada. He discovered a copper zinc deposit and managed exploration in the Canadian Arctic. Dr. Bradshaw worked in Brazil and Indonesia in mining organizations and then returned to work for US Steel until he retired. He died in 2010 at age 88.*

Mary Alice Davis Football Scholarship (Any Undergraduate or Graduate Program, including the Affiliated University Colleges, Athletic Award[Football])

Awarded to full-time undergraduate or graduate students in any year of any degree program at Western, including the Affiliated University Colleges, who are making a significant contribution as members of the Men's Football Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This scholarship was established by Mrs. Mary Alice Davis, a long-time friend and supporter of Western.

Value: 6 at \$4,000  
Effective: 2014-2015 academic year only

Meikle Family Scholarship(Any Undergraduate or Graduate Program, including the Affiliated University Colleges, Athletic Award[Football])

Awarded to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the

Men's Football Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This scholarship was established by Dr. Andrew J.D. Meikle (BSc '83).

Value: 1 at \$1,500  
Effective: 2014-2015 to 2018-2019 academic years inclusive

Men's Basketball 1990-91 Championship Team Award (Any Undergraduate or Graduate Program, including the Affiliated University Colleges, Athletic Award [Basketball])

Awarded to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the men's basketball team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established through the generosity of Mr. John Stiefelmeyer (BSc '89, HBA '91), Mr. Brendan Noonan (BA '94), and other alumni members of the 1990-91 Men's Basketball Championship Team.

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

Larry and Susan Agranove Award (Don Wright Faculty of Music)

Awarded to full-time undergraduate students in Year 2 or 3 of the Don Wright Faculty of Music who have a well-rounded academic performance and exemplary instrumental performance in voice, piano or cello (one of each). The Scholarship Committee in the Faculty of Music will select the recipients. This award was established with a generous gift from Mrs. Susan D. Agranove, and her late husband Larry, long-time friends and supporters of Western.

*Larry & Susan Agranove, married for 45 years, devoted much of their time to education and mentoring. Although not performers themselves, they attended countless concerts, operas, and recitals that gave them many hours of intellectual and artistic enjoyment. This award was established with the hope that the award recipients will be supported in their stage performance endeavours.*

Value: 3 at \$2,500  
Effective: 2014-2015 academic year only

Nursing Alumni Class of '83 Global Opportunities Award (School of Nursing)

Awarded to a full-time Nursing student (undergraduate or graduate) participating in a Western University international experience or study abroad program for which academic credit or approval from their department or faculty will be obtained. This includes academic exchange programs; approved study abroad programs; curriculum based international field courses/research, international community service learning; volunteer opportunities and internships led by Western University. To qualify for this award, the experience must meet at least one of the following criteria:

- Be organized by Western University staff, faculty or department
- Be eligible for academic credit
- Form a required component of the student's degree program.

Students participating in any of the above listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year

and currently be registered in a full-time course load (minimum 3.5 full courses). Students may apply for this award in advance of being accepted into an eligible international learning program with receipt of the award contingent upon acceptance into the program. Students may only receive a Global Opportunities award once during their academic career at Western.

Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on November 15th (for decisions in early January) and March 15th (for decisions in early May). Students will be selected based on a combination of

academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from Nursing Alumni, Class of '83, in honour of their classmate, Heather Risteen.

Value: 1 at \$2,000\*

Effective: 2014-2015 academic year only

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

R.K. Swartman Master of Engineering Program Award (School of Graduate and Postdoctoral Studies, Engineering)

Awarded to graduating students from the Master of Engineering Program, based on outstanding academic achievement and active community engagement. This award will be divided equally between four students from each recognized department in the Faculty of Engineering (Chemical & Biochemical; Civil & Environmental; Electrical & Computer; and Mechanical & Materials). Applications can be submitted to the Faculty of Engineering Graduate Office any time during the course of the year with an annual final deadline of February 28th. Applications should include a CV and a maximum 300 word essay describing the candidate's community involvement. Applications will be assessed by the Graduate Chair Committee in the Faculty of Engineering, which includes at least one faculty representative from each of the four core departments identified above. At least one member of the committee must hold membership in the School of Graduate and Postdoctoral Studies. The final selection of the four students will be made each March. This award was established by Mr. Tim Kwan (BESc'73) in honour of Professor Robert K. Swartman.

Value: 4 at \$1,000

Effective Date: May 2014 to April 2018 inclusive

2. **Scholarship and Award Revisions**

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

CGA Ontario Accounting Theory Award (Faculty of Social Science, Management and Organizational Studies)

Change in Name and Criteria from:

Awarded to members of the top-performing teams in a competition that forms part of the Accounting Theory course in the Aubrey Dan Program in Management and Organizational Studies. Winning teams are determined based on performance in the course competition with final approval by the Director of Aubrey Dan Program in Management and Organizational Studies. This award is made possible by a gift from CGA Ontario.

To:

CPA Ontario Accounting Theory Award

Awarded to members of the top-performing teams in a competition that forms part of the Accounting Theory course in the Aubrey Dan Program in Management and Organizational Studies. Winning teams are determined based on performance in the course competition with final approval by the Director of Aubrey Dan Program in Management and Organizational Studies. This award is made possible by a gift from CPA Ontario.

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

CGA Ontario Future Leaders in Accounting Prizes for Post-Graduate Study (Faculty of Social Science, Management and Organizational Studies)

Change in Name and Criteria from:

Awarded annually to five students in their final year of an Honors Specialization, Specialization or Major in Accounting in the Aubrey Dan Program in Management and Organizational Studies who intend to enroll in the Program in Professional Studies with CGA Ontario, based on a minimum 75% academic average in third year. To be eligible, candidates must have passed all CGA-required courses during their program. Recipients will be selected by the holder of the CGA Ontario Professorship in Accounting in consultation with the Director of the Aubrey Dan Program in Management and Organizational Studies. These prizes are made possible by a gift from the Certified General Accountants of Ontario.

Value: Five tuition waivers are available annually consisting of a credit of \$1,500 in tuition and course fees for the Program in Professional Studies with Certified General Accountants of Ontario. Recipients must begin the CGA Ontario Program in Professional Studies within one year of graduation from Western for the credit to be valid.

To:

CPA Ontario Future Leaders in Accounting Prizes for Post-Graduate Study

Awarded annually to five students in their final year of an Honors Specialization, Specialization or Major in Accounting in the Aubrey Dan Program in Management and Organizational Studies who intend to enroll in the Program in Professional Studies with **CPA** Ontario, based on a minimum 75% academic average in third year. To be eligible, candidates must have passed all **CPA**-required courses during their program. Recipients will be selected by the holder of the **CPA** Ontario Professorship in Accounting in consultation with the Director of the Aubrey Dan Program in Management and Organizational Studies. These prizes are made possible by a gift from the **Chartered Professional** Accountants of Ontario.

Value: Five tuition waivers are available annually consisting of a credit of \$1,500 in tuition and course fees for the Program in Professional Studies with **Chartered Professional** Accountants of Ontario. Recipients must begin the **CPA** Ontario Program in Professional Studies within one year of graduation from Western for the credit to be valid.

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

Mark Aboud Swimming Award (Any Undergraduate or Graduate Program, including Affiliated University Colleges, Athletic Award [Swimming])

Change in Number from: 1 at \$2,000

Effective: 2011-2012 to 2013-2014 academic years inclusive

To:

Value: **2** at \$2,000

Effective: 2014-2015 academic year only

Jonathan & Joshua Memorial Graduate Scholarship in Mental Health Research (School of Graduate and Postdoctoral Studies, Schulich School of Medicine & Dentistry)

Change in Number of Awards from:

Value: 1 at \$15,000 (value to be reviewed annually)

To:

Value: **2** at \$15,000

Effective: **May 2014 to April 2015 only (with number of awards and value to be reviewed May 2015)**

John James Grier Memorial Scholarship in International Relations (School of Graduate & Postdoctoral Studies, Journalism)

Change in value from: 1 at \$1,000

Change to: 1 at \$1,500

Effective: May 2014

Westeinde Family Continuing Award in Environmental Engineering (Faculty of Engineering)

Change in criteria from:

Awarded to a full-time undergraduate student entering second year in the Civil and Environmental Engineering program and pursuing an Environmental Engineering option, based on academic achievement (minimum 70% average) and financial need. This award will continue to a maximum of three years as long as the recipient continues to meet the criteria. Applications can be accessed online through the Office of the Registrar's Web site and must be submitted by September 30. The Office of the Registrar will assess the financial need and the Faculty of Engineering will select the recipient. At the end of this period, or should the recipient no longer qualify, a new recipient will be selected. Only one student may hold this award at any given time. This award was established by Mr. John Westeinde (BESc`62) through Foundation Western.

To:

Awarded to a full-time undergraduate student entering **third** year in the Civil and Environmental Engineering program and **who is pursuing either of the Environmental Engineering options (Environmental Engineering or Environmental Engineering with International Development), based on academic achievement (minimum 70% average) and financial need.. Online applications are available through the Faculty of Engineering's Web site and must be submitted by September 30 along with a one-page statement outlining the candidate's experience. The Office of the Registrar will assess financial need and the recipient will be selected by the Undergraduate Awards Committee in the Faculty of Engineering. This award will continue to a maximum of three years as long as the recipient continues to meet the criteria.** At the end of this period, or should the recipient no longer qualify, a new recipient will be selected. Only one student may hold this award at any given time. This award was established by Mr. John Westeinde (BESc`62) with Foundation Western.

AER Award in the Schulich School of Medicine & Dentistry (Schulich School of Medicine & Dentistry)

Change in criteria from:

Awarded annually to full-time students in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry, who are participating in a clinical placement outside of London, ON, based on demonstrated financial need. A one-page statement must be submitted to the Office of Undergraduate Medical Education outlining projected accommodation and travel costs and must be submitted by October 31st. The Office of the Registrar will determine financial need and a committee within the Schulich School of Medicine & Dentistry will select the recipients. This award was established with Foundation Western by a generous gift from an anonymous donor.

To:

Awarded annually to full-time students in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry, who are participating in a clinical placement outside **of their program location**, based on demonstrated financial need. A one-page statement must be submitted to the Office of Undergraduate Medical Education outlining projected **or incurred** accommodation and travel costs and must be submitted by October 31st. The Office of the Registrar will determine financial need and a committee within the Schulich School of Medicine & Dentistry will select the recipients. This award was established with Foundation Western by a generous gift from an anonymous donor.

Effective: 2014-2015 to 2015-2016 academic years only

Meds Class of 1950 Bursary (Schulich School of Medicine & Dentistry)

Change in criteria from:

Available to a student in any year of the Doctor of Medicine (MD) program with demonstrated financial need.

To:

Awarded annually to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry with demonstrated financial need. Applications can be accessed through the Office of the Registrar's website and must be submitted by October 31. The Registrar's Office will select the recipients.

This bursary was established with Foundation Western by the Meds Class of 1950. Known as “the Veterans Class,” these students served their country during World War II. Out of appreciation for the financial assistance they received during their time at Western, class members generously established these bursaries as a way of repaying their “moral debt” and demonstrating their class motto: Service is a Lifetime Commitment.

Effective: 2014-2015 academic year

Meds Class of 1950 OSOTF Bursaries (Schulich School of Medicine & Dentistry)

Change in name and criteria from:

Awarded to full-time undergraduate students in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry with demonstrated financial need. These bursaries were established through Foundation Western by the Meds Class of 1950.

To: Meds Class of 1950 OSOTF Bursary

Awarded to full-time undergraduate students in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry with demonstrated financial need.

**This bursary was established with Foundation Western by the Meds Class of 1950. Known as “the Veterans Class,” these students served their country during World War II. Out of appreciation for the financial assistance they received during their time at Western, class members generously established these bursaries as a way of repaying their “moral debt” and demonstrating their class motto: Service is a Lifetime Commitment.**

Effective: 2014-2015 academic year

The Meds Class of 1950 OSOTF II/OTSS Bursary (Schulich School of Medicine & Dentistry)

Change in name and criteria from:

Awarded to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry with demonstrated financial need. Applications can be accessed through the Office of the Registrar's Web site and must be submitted by October 31. The Registrar's Office will select the recipients. This bursary was established through Foundation Western by the Meds Class of 1950.

To: Meds Class of 1950 OSOTF II/OTSS Bursary

Awarded to a full-time undergraduate student in any year of the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry with demonstrated financial need. Applications can be accessed through the Office of the Registrar's Web site and must be submitted by October 31. The Registrar's Office will select the recipients.

This bursary was established with Foundation Western by the Meds Class of 1950. **Known as “the Veterans Class,” these students served their country during World War II. Out of appreciation for the financial assistance they received during their time at Western, class members generously established these bursaries as a way of repaying their “moral debt” and demonstrating their class motto: Service is a Lifetime Commitment.**

Effective: 2014-2015 academic year

Grad Pact Education Bursary (School of Graduate and Postdoctoral Studies, Education)

Change in criteria from:

Available to a full or part-time student who is registered within the Bachelor of Education or Master of Education program. Preference will be given to graduates of the UWO Faculty of Education BEd program, class of 1991. Bursary application forms may be obtained at the Graduate Education Office, Faculty of Education. Established by the graduating BEd class of 1991 through Foundation Western. This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF) program, and recipients must meet Ontario residency requirements.

To:

Awarded annually to a full or part-time graduate student in a Master's program in the Faculty of Education. Preference will be given to Western graduates of the Faculty of Education BEd program, class of 1991. Bursary application forms may be obtained at the Graduate Education Office, Faculty of Education. This bursary was established by the graduating BEd class of 1991 with Foundation Western. This bursary is offered through the Ontario Student Opportunity Trust Fund (OSOTF) program, and recipients must meet Ontario residency requirements. Final selection of the recipient will be made by the Faculty of Education Scholarship Review Committee with at least one member holding membership in the

School of Graduate and Postdoctoral Studies.  
Effective: May 2015

Dr. L. Dewitt Wilcox Award in Medical Research (Schulich School of Medicine & Dentistry)

Change in value from: 1 at \$1,300

To: 1 at \$2,000

Effective: 2014-2015 academic year only

Regna Darnell Graduate Scholarship for Fieldwork in Socio-Cultural Anthropology (School of Graduate and Postdoctoral Studies, Anthropology)

Change in Criteria and Value from:

Awarded to a full-time graduate student in Socio-Cultural Anthropology who is engaging in fieldwork. Preference will be given to a doctoral student. The recipient must have achieved a minimum 78% average and demonstrated a commitment to research. Letters of Application must be submitted annually to the Department of Anthropology along with a one-page statement outlining fieldwork requirements, outcomes and expected costs to be incurred. Final selection will be made by the Awards Committee in the Department of Anthropology, with at least one participant holding current membership in the School of Graduate and Postdoctoral Studies, in consultation with the Department Chair. This award is made possible through a Premier's Discovery Award received by Dr. Regna Darnell from the Ministry of Research and Innovation.

Value: Up to \$4,000 in total available for one or more awards as determined by the Awards Committee.

To:

Awarded to a full-time graduate student in Socio-Cultural Anthropology who is engaging in fieldwork. Preference will be given to a doctoral student. The recipient must have achieved a minimum 78% average and demonstrated a commitment to research. Letters of Application must be submitted annually to the Department of Anthropology along with a one-page statement outlining fieldwork requirements, outcomes and expected costs to be incurred. Final selection will be made by the Awards Committee in the Department of Anthropology, with at least one participant holding current membership in the School of Graduate and Postdoctoral Studies, in consultation with the Department Chair. **This award is made possible by Dr. Regna Darnell, as well as through funding provided by Dr. Darnell's Premier Discovery Award, Ministry of Research and Innovation.**

Value: 1 at \$6,000

**Effective: May 2015**

CB (Bud) Johnston MBA Scholarships (School of Graduate and Postdoctoral Studies, MBA)

Change in value from: 2 at \$10,000

To: 2 at \$8,500

Effective: May 2015

KPMG Foundation Award in Finance & Administration (Faculty of Social Science, Management and Organizational Studies)

Change in Name and Criteria from:

Awarded to a full-time undergraduate student in Year 2 of the Finance or Accounting and Administration streams of a four-year degree program in Management and Organizational Studies, based on academic achievement (minimum 70% average) and demonstrated financial need. Applications can be accessed online through the Office of the Registrar's Web site and must be submitted by September 30. The Office of the Registrar will determine financial need and the BMOS program will select the recipient. The award will continue in Years 3 and 4 of the BMOS degree program provided that the recipient continues to meet criteria for the award. Only one recipient will receive this award in any given year. If the recipient fails to meet these requirements, another student from the same year will be selected based on the criteria stated herein.

To: KPMG Foundation Award in Finance & Accounting

Awarded to a full-time undergraduate student in Year 2 of the Finance or Accounting streams of a four-year degree program in Management and Organizational Studies, based on academic achievement (minimum 70% average) and demonstrated financial need. Applications can be accessed online through

the Office of the Registrar's Web site and must be submitted by September 30. The Office of the Registrar will determine financial need and the BMOS program will select the recipient. The award will continue in Years 3 and 4 of the BMOS degree program provided that the recipient continues to meet criteria for the award. Only one recipient will receive this award in any given year. If the recipient fails to meet these requirements, another student from the same year will be selected based on the criteria stated herein.

Effective: 2014-2015 academic year

Knowledge First Financial Foundation Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies)

Change in Effective Date from: May 2014 to April 2018

To: May 2014 to **April 2019**

Deral Johnson Award (Don Wright Faculty of Music and School of Graduate and Postdoctoral Studies, Music)

Change in Value from: 1 at \$100

To: 1 at \$300

Effective: 2015-2016 academic year

Royal Canadian Regiment Milton Fowler Gregg VC Bursary (Faculties of Law, Engineering, Science, Social Science or School of Graduate and Postdoctoral Studies)

Change in Name

To: **The** Royal Canadian Regiment Milton Fowler Gregg VC Bursary

Effective: 2014-2015 academic year

Warner Home Video Film Studies Award (Faculty of Arts and Humanities, Film Studies)

Change in Value from 1 at \$600

To: 1 at \$1,000

Effective: 2014-2015 academic year

Ron Joyce Foundation Bursaries (Richard Ivey School of Business Administration and Faculty of Social Science, Management and Organizational Studies)

Change in Name and Value from: 2 at \$1,850

To: The Joyce Foundation Bursary

Value: 2 at \$2,000

Effective: 2015-2016 academic year

Ontario Dental Association Awards (Schulich School of Medicine & Dentistry, Dentistry)

Change in criteria and value from:

Available to students in any year in the School of Dentistry. Academic standing must be satisfactory and there must be a demonstrated financial need. Recipients must be student members of the Ontario Dental Association or the Canadian Dental Association. Applications can be obtained through student Financial Services in the Office of the Registrar, and must be completed by September 30. The School of Dentistry Scholarships and Awards Committee will select the recipients, and the ODA will provide Dentistry with a list of students who are members of the ODA or CDA to aid in the selection. These awards are made possible by annual gifts from the Ontario Dental Association.

Value: \$1000 provided, maximum of any one award is \$500.

To:

Awarded to undergraduate students in any year in the School of Dentistry with satisfactory academic standing and demonstrated financial need. Online financial assessment applications can be obtained through the Office of the Registrar, and must be completed by September 30. The School of Dentistry Scholarships and Awards Committee will select the recipients. These awards are made possible by a gift from the Ontario Dental Association.

Value: 2 at \$1,225

Effective: 2014-2015 academic year only

Bud and Joanne Taylor Clinical Education Nursing Awards (School of Graduate and Postdoctoral Studies and Faculty of Health Sciences, Nursing)

Change in Name, Criteria and Value from:

Awarded to full-time undergraduate and graduate students in Nursing who are participating in a clinical placement. Applicants must demonstrate that they have to pay for accommodation in a Canadian placement location outside of London, Ontario for the period of their clinical placement in addition to the cost incurred in maintaining their university-location housing. Preference will be given to students working in remote locations. Applications are available from Nursing and must be submitted by December 30. The Nursing program will select the recipients and at least one member of the selection committee must hold membership in the Faculty of Graduate Studies. This award is made possible through a generous gift from Bud and Joanne Taylor through Foundation Western.

Value: 14 at \$1,500

Effective: 2009-2010 academic year

To:

Bud and Joanne Taylor Clinical Education **Undergraduate** Nursing Awards (Faculty of Health Sciences, Nursing)

Awarded to full-time **undergraduate students** in Nursing who are participating in a clinical placement. Applicants must demonstrate that they have to pay for accommodation in a Canadian placement location outside of London, Ontario for the period of their clinical placement in addition to the cost incurred in maintaining their university-location housing. Preference will be given to students working in remote locations. Applications are available from Nursing and must be submitted by October 20th. The Nursing program will select the recipients. This award is made possible through a generous gift from Bud and Joanne Taylor.

Value: 2 at \$1,500

Effective: 2015-2016 academic year

Manulife Financial MBA Scholarship (School of Graduate and Postdoctoral Studies, MBA)

Change in Value and Effective Date from: 1 at \$4,000

To: 1 at \$4,100

Effective: May 2014 to April 2015 only

Gonder Continuing OSOTF Award (Faculty of Engineering)

Change in name and value from: 1 at \$2,000

Change to: Gonder Family Continuing Award

Value: 1 at \$3,000

Effective: 2014-2015 academic year

3. **Discontinued Awards**

The following award was discontinued effective May 2014:

Swartman Award for Innovation (Faculty of Engineering)

**REPORT OF THE BY-LAWS COMMITTEE**

<p><b>Contents</b></p> <p><b>Amendment to Special Resolution No. 1-M Senior Operations Committee - Membership</b></p>	<p><b>Consent Agenda</b></p> <p>Yes</p>
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**FOR APPROVAL**

**Amendment to Special Resolution No.1- M: Senior Operations Committee - Membership**

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

**Background:**

Currently, the membership of the Senior Operations Committee includes the Chair and Vice-Chair of the Board and the chairs of each of the other standing committees of the Board. The addition of an “at large” seat would allow an additional external Board member\* to serve on the Committee when, in the view of the Chair and the Committee, a particular skill set or experience might be useful to the Committee’s work. As with all other Board committee appointments, such appointments would be for the duration of one-year with the prospect of reappointment for further terms.

\*Because of the nature of the Committee’s work, including serving as the Board’s compensation committee and dealing with all human resource matters, membership on the Committee is limited to external members of the Board.

**REPORT OF THE AUDIT COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Internal Audit Charter Update</a>	<b>Yes</b>

**FOR INFORMATION**

1. **Internal Audit Charter Update**

See [Annex 1](#).

## **INTERNAL AUDIT CHARTER**

### **FOR INFORMATION**

At its meeting on January 20, 2015, the Audit Committee re-approved the Internal Audit Charter, attached as [Annex 2](#).

The internal audit charter is a document that defines the internal audit department's purpose, authority, and responsibility. The charter is the foundation that provides a framework for the operation of the internal audit function and is therefore an important component of the department.

Western's Internal Audit charter was originally developed with consideration to the following:

- a) The International Professional Practices Framework (IPPF) of Internal Auditing which specifies that the charter should (a) establish the internal audit activity's position within the organization, (b) authorize access to records, personnel, and physical properties relevant to the performance of engagements, and (c) define the scope of the internal audit activities.
- b) The Institute of Internal Auditor's definition of Internal Auditing: Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
- c) The Terms of Reference of the Audit Committee – Internal Audit can assist the Audit Committee in fulfilling its terms “for ensuring that appropriate controls and accountabilities exist with the University with respect to finance and areas of material risk”; “that the University’s financial reporting processes are sound”; and “appropriate processes are in place to identify, report and control areas of significant risk to the University”.
- d) Internal Audit charters from other Canadian universities and ‘best practices’ from public sector and public companies were reviewed to ensure Western's Internal Audit Charter is aligned with these organizations and is positioned to provide an effective service to the Audit Committee and the University.

Western's Internal Audit charter is required to be reviewed and approved by the Audit Committee at least every three years. The charter was originally approved in April 2008 and re-approved in March 2011.

The current charter was compared with the IPPF and charters from other Canadian university internal audit functions to ensure that it meets the IPPF requirements and that it is aligned with ‘best practices’. The review identified two additions to the charter that, when added, continue to align Western's charter with the IPPF and ‘best practices’. These additions are consistent with changes that have been made to other university internal audit charters in the past year. They also provide clarification on current practices. The additions are as follows and have also been included in bold font in the attached charter ([Annex 2](#)).

- a) **Under the Independence section:** The internal audit activity will remain free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude.
- b) **Under the Authority section:** Internal Audit will also have free and unrestricted access to the Audit Committee of the Board of Governors.

## The University of Western Ontario Internal Audit Charter

### **Mission:**

The mission of Internal Audit is to support Western's leaders to achieve their goals by providing independent, objective and value-added assurance and advisory services that focus on risk management, internal control and governance processes as they relate to promoting ethics and ensuring effective performance management and accountability.

### **Purpose:**

Internal Audit conducts reviews of University records and operations and reports the results of these reviews to management and the Audit Committee of the Board of Governors. Internal Audit helps the University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal Audit ensures that other compliance functions report on a timely basis to the Audit Committee.

### **Scope:**

Internal Audit's coverage extends to all University units, operations and services.

The extent and frequency of internal audits will depend upon varying circumstances such as results of previous audits, relative risk associated with activities, materiality, the adequacy of the system of internal control, and resources available to Internal Audit.

The scope of the work of other assurance functions within the University, and audits by the external auditors and other regulators or external agencies, will be considered for the purpose of providing optimal (efficient and economic) audit coverage.

Internal Audit does not evaluate the content and quality of teaching and/or research.

### **Responsibilities:**

Internal Audit's intent is to evaluate and contribute to the improvement of the University's risk management, control and governance processes by:

- Identifying and evaluating significant exposures to risk and ensuring the risk is mitigated to a level that is acceptable to the University.
- Identifying improvements to the overall University process of risk management (identification, assessment, mitigation, monitoring and reporting).
- Examining and assessing practices, systems and control processes to assess whether programs, plans and objectives are achieved.
- Evaluating the extent to which resources are acquired economically, used efficiently and adequately safeguarded.
- Assessing whether significant financial, managerial and operational information is accurate, reliable and timely.
- Evaluating processes relating to organizational performance management and accountability.
- Assessing compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on operations.
- Ensuring timely reports that present areas of significant risk and risk management processes are received by the Audit Committee or another governing committee, as appropriate.
- Promoting ethics and values within the University.
- Investigating suspected or known violations of policies and procedures, financial irregularities, fraud or misuse of University assets and rules and regulations covering research and other grants, including liaison with law enforcement bodies when appropriate.
- Conducting special investigations or reviews at the request of management or the Audit Committee or as considered essential by the Director of Internal Audit.
- Serving as an advisory resource on issues relating to risk, internal control and governance.

**Independence:**

Objectivity and independence are essential to internal auditing; therefore, Internal Auditors shall be independent of the activities audited and shall assert no direct responsibility or authority over activities reviewed. Internal Auditors do not relieve persons of any responsibilities assigned to them; and, as such, do not develop and install procedures, prepare records, or engage in activities which would normally be reviewed by Internal Auditors. **The internal audit activity will remain free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude.**

To ensure the independence of Internal Audit, the Director of Internal Audit reports administratively to the Vice President (Resources & Operations) and functionally to the Audit Committee of the Board of Governors.

Administrative reporting facilitates the operations of Internal Audit which includes approving resource allocations (human and financial), completing performance evaluations, providing an effective flow of communications and information and ensuring that Internal Audit accomplishes its mission within the context of the University.

Functional reporting provides the source of independence. The Audit Committee approves the Internal Audit charter and annual work plan, oversees the appointment, replacement or dismissal of the head of Internal Audit, and ensures the internal audit function has direct access to the Audit Committee.

**Authority:**

In carrying out their duties and responsibilities, members of the Internal Audit Department will have full, free and unrestricted access to all University records, information, facilities, and personnel relating to the performance of an audit. **Internal Audit will also have free and unrestricted access to the Audit Committee of the Board of Governors.**

Documents and information shared with Internal Audit will be handled in the same prudent and confidential manner as by those personnel normally accountable for them.

**Professional Standards:**

Internal Audit staff members will adhere to the standards of their professional designations and be guided by the Standards for the Professional Practice of Internal Auditing.

**Charter Review and Approval:**

This Charter shall be reviewed and approved as circumstances require and at least every three years by the Audit Committee of the Board of Governors.

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

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Quarterly Report on Fund Raising</a>	Yes

**FOR INFORMATION**

**Quarterly Report on Fund Raising**

See [Annex 1](#).



Fund Raising Initiatives Quarterly Report  
as at Oct 31, 2014  
(with comparative figures from the fiscal year 2012/13 to 2013/14)

(1) <b>PLEDGE DATA</b>	May 1, 2014 to April 30, 2015 (000's)			May 1, 2013 to April 30, 2014 (000's)			May 1, 2012 to April 30, 2013 (000's)		
	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target	Target	Actual	Actual as a % of Target
Pledges outstanding May 1,	111,191	111,191	N/A	101,618	101,618	N/A	168,106	168,106	N/A
New Gifts & Pledges (Gross)	65,000	22,864	35.18%	65,050	69,908	107.47%	65,000	60,487	93.06%
Pledges cancelled/amended on new/prior pledges	-2,797	-830	29.67%	-2,962	-3,154	106.50%	-2,684	-2,503	93.26%
<b>Net New Pledges/Gifts</b>	<b>62,203</b>	<b>22,034</b>	<b>35.42%</b>	<b>62,088</b>	<b>66,754</b>	<b>107.51%</b>	<b>62,316</b>	<b>57,984</b>	<b>93.05%</b>
(2) Contributions received in payment of pledges/gifts:									
Foundation Western				5,000	7,993	159.86%	9,500	10,415	109.63%
Western University	55,122	16,193	29.38%	47,714	49,181	103.07%	103,716	113,678	109.61%
Richard Ivey School of Business (Asia) Limited	394	14	3.56%	9	7	77.78%	422	379	89.80%
Total contributions received	<b>55,516</b>	<b>16,207</b>	<b>29.19%</b>	<b>52,723</b>	<b>57,181</b>	<b>108.46%</b>	<b>113,638</b>	<b>124,472</b>	<b>109.53%</b>
<b>Net Pledges Outstanding</b>	<b>117,877</b>	<b>117,018</b>	<b>99.27%</b>	<b>110,983</b>	<b>111,191</b>	<b>100.19%</b>	<b>116,784</b>	<b>101,618</b>	<b>87.01%</b>

**Cost Per Dollar Raised**

Advancement Fund Raising Units	Net			Net			Net		
	Pledges/Gifts	Expenses	Cost per Dollar Raised	Pledges/Gifts	Expenses	Cost per Dollar Raised	Pledges/Gifts	Expenses	Cost per Dollar Raised
Alumni Relations & Development	19,778	2,652	\$0.13	51,918	4,968	\$0.10	32,959	4,042	\$0.12
Richard Ivey School of Business	3,050	605	\$0.20	12,035	1,556	\$0.13	16,473	1,622	\$0.10
Foundation Western				5,658	185	\$0.03	10,718	1,172	\$0.11
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>22,827</b>	<b>3,257</b>	<b>\$0.14</b>	<b>69,610</b>	<b>6,709</b>	<b>\$0.10</b>	<b>60,151</b>	<b>6,836</b>	<b>\$0.11</b>
(3) <b>3-Year Average Cost Per Dollar Raised</b>	<b>152,589</b>	<b>16,801</b>	<b>\$0.11</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
- Foundation Western (only for FY2012 to FY2014)
- Richard Ivey School of Business (Asia) Limited

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

(3) 3 Year Rolling Average - reflects the major gift factor and the post campaign period.

**REPORT OF THE SENIOR OPERATIONS COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Procedures for Policy on Sexual Violence</a>	No

FOR INFORMATION

1. **Procedures for Policy on Sexual Violence**

The Board approved the Policy on Sexual Violence in September 2014. At the time, procedures for implementing the policy were still under development. They are now completed and are posted on the MAPP website along with the policy. See [Annex 1](#) which contains a summary from the Vice-President (Resources & Operations) of activity with respect to these issues along with the policy and procedures.

### Procedures for MAPP 1.52 – Responding to Sexual Violence

#### **FOR INFORMATION**

In September of 2014, the Board approved MAPP 1.52 Policy on Sexual Violence. The procedures were still under development at that time, but it was important to establish a policy as quickly as possible. The procedures have now been developed and posted; both the policy and the associated procedures are attached.

Since September there have been significant developments in this area. Incidents at both CBC and in the federal legislature gave rise to significant media attention to the subject of sexual violence. A series of articles published in the Toronto Star in November profiled the issue at post-secondary schools, the outcome of a three-month long Star investigation. In that series, Western was singled out as one of nine Canadian universities that have created a separate sexual assault policy. I should clarify that we had no idea the Toronto Star was working on such an investigation, but we're certainly grateful for the Board's support of the policy in September. Then in December, the situation at Dalhousie University's Dental School became public and it has occupied a central spot in media attention since then.

In response to these developments, this issue has captured the interest and attention of both our Premier and Ministry. In November, the Premier announced the establishment of a committee to examine sexual assault and harassment in the workplace and beyond. In making this announcement, special attention was placed on sexual violence and response mechanisms in post-secondary institutions. The Premier has promised a public action plan. We understand through our Ministry this will be announced on March 8, 2015 (International Women's Day), with the Ontario Women's Directorate (OWD) taking the lead on the file.

In November, COU established a Reference Group on Sexual Violence; Gitta Kulczycki serves as Western's representative to this Group. MTCU is working with COU and this Group to provide an outline of the initiatives that universities propose to be included in the action plan being developed by the OWD.

As a sector, we have been working through the Council of Ontario Universities (COU) to respond. This response has included establishing a prominence to our universities' sexual assault websites, including a message from each university's provost or president (in Western's case provost) about the importance we attach to safety on campus and our commitment to addressing and preventing sexual violence. We created a link to the website from Western's home page; in addition to those previously in existence. There will be an inventory developed of existing supports in Ontario's universities. The Ontario Committee on Student Affairs (OCSA) is organizing a conference at York University for February 20, 2015 on issues related to sexual violence at Ontario universities, which will inform the work of the Reference Group. Western's Susan Grindrod and Angie Mandich are both members of OCSA, and involved in the conference organization. As part of this day, Western has been asked (and has agreed) to facilitate a table discussion on policy. We'll be including key members of the group that developed Western's policy in that discussion.

With the completion of the policy and procedures, our next step at Western is mounting a two-part education campaign. The first part is to make our community aware of the policy and procedures. As part of that, we'll be promoting a video created by a team from Housing that features prominent Western men speaking out on sexual violence. The second part of the campaign will occur in September which will be a broader campaign on prevention and response. I also append, for the Board's interest, a current inventory of sexual assault and domestic violence education activities that already occur on our campus.

I also want to give recognition to the ad hoc committee at Western that developed the sexual violence policy and associated procedures. While it may seem, in light of recent events, that there has been much activity in a short period of time, this group has been working on this for two years. It was no doubt challenging to incorporate the views of the many different constituencies. The group was informed by the expertise at the table and published research, including a document published by the OWD in 2013 entitled: "Developing a Response to Sexual Violence: A Resource Guide for Ontario's Colleges and Universities" which is now receiving a great deal of public attention.

- Helen Connell, Co-Chair and Associate Vice-President (Communications & Public Affairs)
- Susan Grindrod, Co-Chair and Associate Vice-President (Housing & Ancillary Services)
- Emily Addison/Samantra Krishnapillai, Undergraduate Students
- Larissa Bartlett, Director, Equity & Human Rights Services
- Carol Beynon, Associate Vice-Provost (Graduate & Postdoctoral Studies)
- John Carson, Director, Campus Community Police Services
- Cynthia Gibney, Director, Student Health Services
- Gail Hutchinson, Director, Student Development Services
- Steve Jarrett, Legal Counsel and who has provided counsel to this group on the various drafts of the documents.
- Angie Mandich, Acting Associate Vice-President (Student Experience)
- Bonnie MacLachlan, Professor Emeritus, Department of Classical Studies, Faculty of Arts & Humanities, and former Chair, Western's Caucus on Women's Issues
- Barb MacQuarrie, Community Director, Centre for Research & Education on Violence against Women & Children
- Laura Murphy, Graduate Student
- Marcia Steyaert, Community Relations Specialist
- Peggy Wakabayashi, Director of Residences

Helen Connell, Steve Jarrett and I will be pleased to respond to any questions from members at the Board meeting

Gitta Kulczycki  
Vice-President (Resources & Operations)



**SEXUAL ASSAULT & DOMESTIC VIOLENCE CAMPAIGNS ON CAMPUS**

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
150	Annually	Residence Staff  From Main Campus & King's University College	Dr. Peter Jaffe (Dr. Linda Baker, presented in his absence)  Academic Director, Centre for Research on Violence Against Women & Children	Domestic Violence, Assault, Bullying. He has been presenting for at least 3 years	Yes, as part of overall residence student staff training evaluation	Key-Note Presentation with video
6800  All first year students + 800 sophs	Annually	Western & Affiliate University Colleges at Alumni Hall	Mike Domitrz, Professional Keynote Speaker	Presented for 5+ years about Issues of Consent and response by Bystanders: How to seek consent in intimate relationships. 93% said "informed" or "fully informed" about consent when surveyed.	Yes, as part of on-line survey to all incoming first-year students.	Information Session / Role Playing
4300  Potentially	Annually	Students living in residence	Housing Department: Consent and Healthy Relationship Awareness	Committee comprised of student leaders that develop yearlong residence wide programming on the topic of consent and healthy relationships. Focus on sexual assault	In progress	Various Forms, displays, posters,

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
			Committee	awareness, what is consent, resources and healthy vs unhealthy relationships		information sessions, multimedia, social media
150		Residence Student Staff	Housing Department: How to respond to situations involving domestic violence and sexual assault	Behind Closed Doors Training; Domestic Violence & Sexual Assault Scenarios. 93% of residence student staff rated this as beneficial or extremely beneficial in preparing them for their role.	Yes, as part of overall residence student staff training evaluation	Information Session / Role Playing
140	Annually	Residence Staff	Housing Dept.	Reference Guide & Acting Manager Pocket Reference Guide includes section on Domestic Violence and sexual Assault. Student staff have commented favourably about the usefulness of this resource.	No	Review of Material
TBD Schedule for Oct 16. Promoted to all residence student	Annually	Students living in residence	USC Project Unbreakable	Presenter Grace Brown speaks about her work with Sexual Assault Survivors and her photo project as awareness  <a href="http://projectunbreakable.tumblr.com/">http://projectunbreakable.tumblr.com/</a>	In progress	Guest Speaker

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
800		Sophs	USC	USC Soph Protocol – if student discloses info, immediately “report up” to refer to professionals	No	Information Session
4300 Potentially	Annually	Students living in residence	Display/Awareness Campaign	Consent Campaign to educate about consent during intimacy, booklet to staff about sexual assault awareness funded by Women’s Safety Department.	No	Awareness Display & Campaign
400	Annually	Residence Staff & Residence Sophs	Housing Department: “See something, Do Something” Active Bystander Training and Awareness	Campaign about taking action when something seems out of place. Teaching students to “Do something” and empowering these student leaders to begin creating this culture in their communities.	Yes, as part of training feedback and evaluation	Training Information Session & Videos
6800 All first year students + 800 sophs	Annually	Western & Affiliate University Colleges at Alumni Hall	Housing Department: “See something, Do Something” Active Bystander Awareness	A video ad to begin messaging and student awareness around being an active bystander <a href="http://www.youtube.com/watch?v=gRSJGpEdL0c">http://www.youtube.com/watch?v=gRSJGpEdL0c</a>  61% of students said that this topic was informative	Yes	Multi media video and presentation
4300 Potentially	Annually	Students living in residence	“See something, Do Something” Display/Awareness	Campaign educating all residence students about being an active bystander and acting when something does not seem right. Specifically	In Progress (Pre evaluation complete. Post to be	Various forms. Video in progress,

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
			Campaigns/Video/Residence staff, sophs	focusing on bystander intervention in situations of sexual assault and violence	completed at year end.)	displays, and workshops
150	Annually	Residence Floor Representatives	“See Something, Do Something” Active Bystander Introduction Training	Educating residence Floor Representatives about being an active bystander and using their leadership role on their floor to educate their peers	In progress	Training Information Session with Video Ad
4300 Residence students (potentially) + All Western Community	Annually	Students living in residence and off campus Western students	Housing Department & USC: Draw the Line	<a href="http://www.draw-the-line.ca">www.draw-the-line.ca</a>  Draw The Line’ is an interactive campaign that engages participants in a dialogue about sexual violence. The campaign challenges common myths about sexual violence and equips bystanders with information on how to intervene safely and effectively.	No	Posters & Information Sessions
	Annually	Students-at-large & Students living in residence	USC: I Know Someone campaign	“I Know Someone” USC service. Public awareness re sexual violence. Bystander intervention program run to discuss spectrum of violence on University campuses. Working in collaboration with Housing to promote and organize workshops in residence.	No	Awareness Campaign, Interactive Workshops with small groups.
	Annually	Students-at-	USC	Women’s Issues Network: A student-run service that runs programing and campaigns which	No	Awareness campaigns,

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
		large		educate on women's issues, including those related to violence.		workshops, programming.
300-400 viewers/ performance	Annually	Students-at-large	USC	V-Day Western hosts three theatrical productions (Purple Sex; Vagina Monologues; A Memory, A Moment, A Rant, A Prayer) in a given year which raise awareness on violence towards women and on feminine sexuality.	No	Theatrical performances.
4300 Potentially	Annually	Residence Students	Residence program to educate about violence against women.	White Ribbon Campaign: Pledge murals and ribbons are distributed across all residences	No	Awareness Event
Campus-wide	Annually	Students-at-large	USC	White Ribbon Campaign: Pledge murals and ribbons are distributed all over campus, at affiliate colleges and sometimes in residence to increase awareness of the cause.	No	Awareness Event, Social media, movie showings, memorial ceremony.
4300 Potentially	Annually	Residence Students	Residence program about respect.	"To Write Love on Her Arms". Pkg – residence program. Based on an international campaign. Refer to their website	No	Awareness Event

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
800 registered	Annually	Students-at-large	USC	1 <sup>st</sup> Nations Women – STEP. One module for abused women +/- 300	No	Discussion as part of “STEP” Leadership Development Program
40	Once	Students & Staff	Maimuna Kanyamala, Executive Director, Kivulini Women’s Rights Organization, Tanzania	Educational Outreach re Violence Prevention from an International perspective	No	Speaker & Facilitated Discussion
	Annually	B.Ed. Students	Centre for Research on Violence Against Women & Children	Talk to B.Ed. students as educators and as individuals on healthy relationships and dating violence	No	Facilitated Discussion.
200-500	Annually	Students-at-large	USC	Transgender day of Remembrance	No	Awareness campaign
1000+	Annually	Students-at-large and student	USC	Ally Western Network Program – workshop educating on LGBT issues, including creating safe	No.	Educational workshops

# In Attendance	Frequency	Target Audience	Campaign/Presenter/Trainer	Description/Emphasis	Evaluation	How Delivered
		orientation leaders		spaces and using positive language		
25	Annually	Students struggling with anxiety, depression and personal issues	USC (through Registered Art Therapist Gill Yealland)	Art Therapy Workshops – 8-week workshop session with registered Art Therapist to help students with a spectrum of mental health issues	Post-workshop assessment by participants	Eight-week workshop session



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## Manual of Administrative Policies and Procedures

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### 1.52 Policy on Sexual Violence

<b>Policy Category:</b>	General
<b>Subject:</b>	Sexual Violence
<b>Approving Authority:</b>	Board of Governors
<b>Responsible Officers:</b>	Provost & Vice President (Academic) Vice-President (Resources & Operations)
<b>Responsible Office:</b>	Associate Vice-President (Student Experience) Assistant Vice President (Human Resources)
<b>Related Procedures:</b>	<a href="#">Procedures – Responding to Sexual Violence</a>
<b>Related University Policies:</b>	<a href="#">Non-Discrimination/Harassment Policy (MAPP 1.35)</a> ; <a href="#">Safe Campus Community (MAPP 1.46)</a> ; <a href="#">Code of Student Conduct</a>
<b>Effective Date:</b>	September 23, 2014
<b>Revised:</b>	New

#### **A. PURPOSE AND SCOPE**

- 1.00 The University is committed to providing and maintaining an environment in which sexual violence is not tolerated. This policy and its related procedures identify ways to recognize and prevent sexual violence through policies, resources, education and community support and provide members of the University community with information to help them respond effectively to an incident of sexual violence.
- 2.00 This policy applies to all members of the University community in their interaction with other members of the University community. The University community includes employees, students, post doctoral fellows, volunteers and other individuals who work, study or carry on the business of the University.
- 3.00 It is recognized that the University has other policies in place that pertain to sexual violence, such as the Code of Student Conduct and the Non-Discrimination/Harassment Policy. This policy complements other such policies.

It is not intended to supersede or interfere with any other University policy, collective agreement or prevailing laws.

## **B. DEFINITIONS**

- 1.00 Sexual violence is any violence, physical or psychological, carried out through sexual means or by targeting sexuality. This includes sexual abuse, sexual assault or rape. It also includes sexual harassment, stalking, indecent or sexualized exposure, degrading sexual imagery, voyeurism, cyber harassment, trafficking and sexual exploitation.

## **C. POLICY**

- 1.00 The University recognizes that the prevention of, and response to, sexual violence is of particular importance in the university environment. Sexual violence will not be tolerated. Any and all acts of sexual violence will be addressed and individuals who have committed an act of sexual violence will be held accountable.
- 2.00 The University will ensure that appropriate procedures are in place to respond to incidents of sexual violence and to provide support for members of the University community who are victims/survivors of sexual violence, regardless of where such incidents may occur.
- 3.00 The University is committed to on-going education and awareness initiatives about sexual violence, including issues of consent, drug and alcohol use, sexual harassment and cyber harassment. The University will support these initiatives through a dedicated Education and Awareness web page and existing committees such as the Safe Campus Advisory Partners [SCAP] and the Women's Safety Committee. The University will ensure that these initiatives are broadly communicated to all members of the University community.

## Procedures for MAPP 1.52 – Responding to Sexual Violence

### PRINCIPLES

- 1.00 In responding to a disclosure of sexual violence, Western is committed to ensuring that:
- the survivor/victim is treated with dignity and respect;
  - the survivor/victim is informed about on- and off-campus services and resources;
  - the survivor/victim has the right to decide whether or not to access available services and to choose those services the survivor feels will be most beneficial;
  - the survivor/victim has the right to decide whether to report to Campus Police and/or local police;
  - an on-campus investigation with the institution's full cooperation is available to the survivor/victim;
  - a safety plan is available for the survivor/victim; and,
  - reasonable and necessary actions are taken to prevent further unwanted contact with the alleged perpetrator(s)

### PROVIDING ASSISTANCE AND SUPPORT

2.00 An individual who has experienced sexual violence should go to a place where they can find physical safety and emotional support. This may be the home (or room) of a friend, a family member, a member of the Housing staff, a colleague or a supervisor.

3.00 An individual who has experienced a sexual assault is encouraged to seek health care **immediately**. In London, immediate care and counselling support is available at the [Regional Sexual Assault and Domestic Violence Treatment Centre](#), located at St. Joseph's Hospital. Support is provided regardless of gender and, with the consent of the survivor/victim, will also be provided to a partner/significant other. The Centre will provide support in making choices and understanding options. Options include treatment of injuries, emotional support and crisis intervention, pregnancy prevention, the testing and treatment for sexually transmitted infection, safety planning and referrals. A survivor/victim will be provided with the option of collecting forensic (physical) evidence which they may choose to use later, or not at all. Individuals may access counselling directly, without seeking any other services at the Regional Sexual Assault and Domestic Violence Treatment Centre. Counselling may be accessed for up to one year post-sexual assault. Western's [Student Health Services](#), [Workplace Health Clinics](#) and [Student Development Centre \(Psychological Services\)](#) are also able to support a survivor/victim's physical and emotional care in the days and months following a sexual assault.

[The Sexual Assault Centre London](#) also provides individual & group counselling and accompaniment and advocacy for women. A 24-hour crisis & support line is available to men and women.

4.00 Western's Campus Community Police Services is available to meet with individuals to provide support and safety planning. Campus Police's role is to describe the various options available to a survivor/victim of sexual violence, which may include:

- taking no action;
- the police issuing a warning to the perpetrator;
- the University pursuing sanctions under the Code of Student Conduct; and/or,
- the filing of a formal complaint which may result in criminal charges.

**ITEMS REFERRED BY SENATE**

Contents	Consent Agenda
<p><b>School of Graduate and Postdoctoral Studies: Introduction of the Master of Media in Journalism and Communication (MMJC) Program</b></p>	Yes
<p><b>MAPP 1.26 – Policy on Establishing International Academic Partnerships</b></p>	Yes
<p><b>Report of the Academic Colleague – December 2014 Meeting</b></p>	Yes
<p><b>Announcements</b></p>	Yes

**FOR APPROVAL**

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

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

**Background:**

The proposed Master of Media in Journalism and Communication (MMJC) program will provide training for a broad spectrum of students interested in employment in the expanding fields of media production, content creation, journalism and civil society. This program will replace the current Master of Arts in Journalism (MAJ), which will be withdrawn after the new MMJC is approved.

This new offering will attract a wider range of students and reflects on the new employment realities that the career trajectory of many media professionals encompasses both journalism and communication. This fusion of journalism and communication media skills education will equip all graduates to work in either industry, and to be ready and able to handle the increasing integration of the two streams in the workplace.

The program will enable graduates to understand the underlying principles of media production, analyze changes in technologies, and develop learning techniques that will not wed them to specific technologies. The range of core skill courses in communicating taught through integrated media platforms will be augmented by courses in areas of concentration. The graduating class will be equally prepared for employment in journalism - or communications-related fields—hence the nomenclature, Master of Media in Journalism and Communication.

The proposed MMJC's compressed one-year master's program follows a standard academic school year from September to April with a third-term experiential learning program in the summer. By the end of the program, students will be in a unique position to follow either, or both, a journalism or communications career, using a variety of media to tell their stories.

An external review of the new proposed program took place on September 15, 2014. The final assessment report is attached as [Annex 2](#).

**2. MAPP 1.26 - Policy on Establishing International Academic Partnerships**

**Recommended:** That MAPP 1.26 – Policy on Establishing International Academic Partnerships, attached hereto as [Annex 3](#), be recommended to the Board for approval, replacing the Guidelines for Educational Partnerships attached as [Annex 4](#).

**Background:**

The Guidelines for Educational Partnerships were approved in 2006 to replace a range of policies and procedures dealing with various sorts of educational partnerships. In practice, however, despite the very broad scope of possible partnerships mentioned at the outset of the Guidelines, the EPAC committee only ever reviewed international exchange programs (and that committee has not been active for many years). Other types of partnerships have been dealt with via other policies such as the Senate policy on establishing international dual-credential degree programs, policies with respect to 2+2 programs, policy with respect to articulation agreements, etc. The Policy on Establishing International Academic Partnerships recognizes this change in practice, as well as recognizing the relatively new position of the Vice-Provost (International) and the shift of responsibilities to that office from the office of the Vice-Provost (Academic). The policy has been approved by Senate and now requires approval by the Board of Governors.

**FOR INFORMATION**

3. **Report of the Academic Colleague – December 2014 Meeting**

See [Annex 5](#).

4. **Announcements**

Schulich School of Medicine & Dentistry

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Herbert Chesworth	Physical Therapy	Health Sciences	School Director	January 1-2015	June 30-2015
John Jardine	Mathematics	Science	Acting Chair	October 27-2014	June 30-2015
Gregory Kopp	Engineering	Engineering	Associate Dean (Grad, Post Doc)	January 1, 2015	December 31, 2019
Elizabeth Marshall	C.B. Bud Johnston Library	Western Libraries	Library Director	January 1, 2015	December 31, 2019

Prof. A. Garg, the Dr. Adam Linton Chair in Kidney Health Analytics, October 1, 2014 – September 30, 2019.

### **Master of Media in Journalism and Communication (MMJC)**

(Edited from the Proposal Brief submitted to the School of Graduate and Postdoctoral Studies.  
The full Brief is available upon request.)

This program will provide training for a broad spectrum of students interested in employment in the expanding fields of media production, content creation, journalism and civil society. This program is intended to replace the current Master of Arts in Journalism (MAJ), which will be withdrawn if the new MMJC is approved.

Recognizing that the journalism industry and media landscape are experiencing great change, and in fact the barriers between journalists and communicators are continuing to disappear, this program looks to the future by building upon and enhancing our strengths. This offering will respond to this new reality by attracting a wider range of students and do a better job of reflecting employment realities: the career trajectory of many media professionals encompasses both journalism and communication.

The new program envisions building upon our substantial core cohort of students drawn by Western Journalism's reputation and legacy of excellence with a new audience of students seeking skills training for the broader media-communication environment. This will be achieved through our innovative graduate program, the first of its kind in Canada: a fusion of journalism and communication media skills education that equips all graduates to work in either industry, and to be ready and able to handle the increasing integration of the two streams in the workplace.

The program will enable graduates to understand the underlying principles of media production, analyze changes in technologies, and develop learning techniques that will not wed them to specific technologies. This range of core skill courses in communicating taught through integrated media platforms will be augmented by courses in areas of concentration. The graduating class will be equally prepared for employment in journalism- or communications- related fields—hence the nomenclature, Master of Media in Journalism and Communication.

The proposed MMJC will be strongly integrated with the other programs of the Faculty of Information and Media Studies. Unlike the MAJ, which it will replace, the MMJC's compressed one-year master's program follows a standard academic school year from September to April with a third-term experiential learning program in the summer. Many of the resources required to launch the program are already in place. The Faculty plans to leverage existing core offerings including instruction in law and ethics, communications theory and media industry history; skills training courses (text, audio, video and online); and journalism-focused electives in such areas as magazine journalism, international reporting, and health journalism. The Faculty will also launch new courses in corporate communications skills, visual thinking, and content production for digital platforms using current faculty member skill sets and experience augmented by some outside expertise.

The new program will also allow for greater integration with other FIMS course offerings in LIS, HIS and Media Studies and in this way capitalize on the leading reputation our faculty enjoys in information research methods, information management and policy, copyright, privacy, data mining, health data, data analytics and curation, and knowledge transfer. The MMJC will also take advantage of courses offered in faculties such as Law, Medicine and Business for students seeking additional levels of expertise in areas of concentration.

By the end of the program, students will be in a unique position to follow either, or both, a journalism or communications career, using a variety of media to tell their stories. The current state of the profession requires that graduates have this kind of flexibility, and the ability to expand their own skill sets in the future will further facilitate them meeting the employment challenges in a rapidly evolving media landscape. The curriculum will help graduates to understand the underlying principles of media production but will not wed them to specific technologies. The Faculty expects graduates to continue to be outstanding journalists, but it would also expect them to contribute to the development of new ways of communicating. This will greatly enhance their job prospects and offer almost unlimited opportunities for further education and skills development. We believe that such a program could attract enrollments at

least as high as those of the one-time MAJ highs of 45 or so students a year, and quite possibly more. The Faculty also expects that the program will be self-sustaining at lower levels of enrollment.

### **Goals and Objectives of the Program in Relation to the Graduate Degree Level Expectations**

The goals of the program are: to provide a fused journalism and media communications master's degree that will enable our grads to move seamlessly among careers in newsrooms, not-for-profit and corporate communications; and to hold emerging jobs in a rapidly evolving media landscape. Through professional skills-level training in storytelling, fact verification, integrated media production and an introduction to media theory, legal and ethical frameworks, and the potential of digital media, our grads will be positioned to succeed and lead in changing media contexts

#### **Depth and Breadth of Knowledge**

- Exhibit an understanding of the structures, governances, legal and ethical issues, and technologies that shape the national and international media landscape.
- Demonstrate awareness of the evolving nature of communication technology and the changing roles of journalists and communicators with audiences, communities and stakeholders.
- Recognize the role of journalism in establishing, protecting, and enhancing democratic structures and processes.
- Gather, evaluate, and integrate information from a broad range of sources.

#### **Research and Scholarship**

- Conduct interviews for storytelling.
- Create and critique audience analytics.

#### **Level of Application of Knowledge**

- Synthesize critical thinking and evidence-based research to produce multiplatform storytelling.

#### **Professional Capacity/Autonomy**

- Perform to the highest professional and ethical standards with colleagues, sources, stakeholders, and community.
- Develop skills to adapt and thrive in a changing media landscape (e.g., facility with changing technology, flexibility for working in range of settings).
- Express a curiosity about the world.
- **Level of Communication Skills**
- Be a discriminating storyteller who processes complex ideas and translates them into compelling and accessible communications.
- **Awareness of Limits of Knowledge**  
Recognize gaps in personal knowledge and develop techniques and resources to address them.

### **Evidence to Support the Introduction of the Program**

There have been recent media discussions of a “J-school bubble” arising from a shortage of employment opportunities for graduates from journalism schools. The MMJC is, however, aimed at addressing precisely this problem by preparing students for careers in both journalism and communications industries. This mix will situate Western's program in a unique position, distinct from our competitors' programs. Ryerson, UBC and Carleton have well-established traditional journalism programs. Several universities and colleges offer diploma, certificate and master's degree courses in a variety of related fields including professional communications, professional writing, public relations, media relations, digital skills, online and multimedia skills. These include Ryerson's MA in Professional Communication, McMaster's Master of Communication Management, Centennial's Corporate Communications Diploma, Sheridan's Corporate Communications Program, and Humber's Certificate in Corporate Communications. But the proposed FIMS program offers a distinct advantage: training solely in professional communication does not equip candidates for work in journalism, while a fused journalism and media skills program allows the graduate to move seamlessly back and forth from newsrooms to corporations or not-for-profits in the new and evolving media landscape.

The new curriculum responds to the growing demand among civil society, public and private institutions for people with communication and media skill sets, and for journalists with multimedia skills. We envision the program as highly desirable post-graduate training for students with undergraduate education in a wide variety of disciplines including those offered already by FIMS as well as English, History, Political Science, Philosophy, Media Studies, and many more. The new program will continue to draw a significant complement of journalism-focused students, but will also be attractive to a new cohort of students interested in positions in communications and in the rapidly expanding field of online media, social media and content creation. The program will appeal to those with an undergraduate journalism degree who seek to broaden their expertise as communicators and to those with other graduate degrees who want to specialize in this growing field. In addition, we can expect to recruit from a wide range of students who have an interest in creating digital stories, whether through campus media, blogging, online video or via social media.

In discussions with key informants, experts and practicing communicators and journalists in the field, we discovered there is a strong desire for graduates who understand both the necessities of journalistic practice and the demands of communications professionals. This feature has been well received – not only as a concept, but also in the specifics of our planned curricula – as has our proposed focus on the use of integrated media. Many traditional programs still teach various media in their own silos, and while it may be necessary to build skill sets incrementally, the proposed program will stress the importance of being integrative, creative and agile in the use of media – not only media currently in vogue, but also media we have yet to imagine.

Finally, our interviews stressed the importance of producing graduates who can recognize and convey a good story, whether for journalism or communications. Western's journalism program has a legacy of good storytelling, which this program will build upon.

### **Special Matters and Innovative Features**

#### **Internship**

A special feature of the program is the mandatory internship in the third semester. This will give students the opportunity to gain sustained practical experience working in professional newsrooms or communications-related positions. During these internships, students will be required to keep in contact with an MMJC faculty member, who will receive a teaching credit for acting as an internship supervisor. This faculty member will actively instruct the students and help them address any problems that may arise in the course of the internship.

The Western Journalism program has considerable experience in organizing internships, as one-month internships have long been a feature of the MAJ. In the MMJC, students will begin to consider possible internship placements towards the end of their first term in the program. At the beginning of second term, students submit a résumé and a list of preferred media placements to the Manager of Graduate Student Services. An internship organizer, who may be designated from either faculty or staff, then begins the process of matching interested employers with student preferences.

The MAJ program has had students in radio, TV, online and print newsrooms in every major city in Canada, as well as in New York, London, Moscow, Brussels, Dublin, Delhi, Tehran, Johannesburg, Santiago, Caracas, Shanghai and many others. For the MMJC internships, we will continue to draw on these contacts, but also add to them the communications departments of established public relations firms, and of civil society organizations, the public service and corporations. A proposal for a Graduate Diploma version of the MMJC which would allow completion of course work without an internship will be brought forward at a later date.

#### **Capstone Activities**

In addition to their work on site, students will also have an opportunity to work on additional media projects that demonstrate the reflective integration of their work experience with the content of the courses taken in the MMJC. The internship supervisor will evaluate this work. In the final week of the program, students will have an opportunity to discuss and critique their experiences and learning as a

group, either on campus or virtually, as they prefer. Faculty members will oversee this work during the final term in the program.

### **Integrated Media Narratives**

The proposed program will also explore the use of integrated media narratives, which initially we plan to instruct in the innovative WALs (Western Active Learning Space) space provided by Western's Teaching Support Centre, but later in our own multimedia, learner-centered space in a new building. This innovation would combine our pedagogy with the program goals, in that it integrates our teaching modes with our content, just as we will be asking our students to do in their studies.

### **Workshop and Special Opportunities**

In addition to the core and elective course offerings, the program will offer some mandatory and optional workshops, such as a successful series offered currently, entitled Covering Violence and Trauma. (Please see page 30 for more detail.) Opportunities to hear guest speakers and to join special events such as the Clissold Lecture will also continue a long tradition of journalism at Western.

### **Accreditation of the Professional Program**

There is no accreditation process for journalists. While no accreditation is currently being sought for the MMJC, we have begun discussions with the International Association of Business Communicators (IABC), which is currently revising its accreditation process.

### **Delivery method of the Professional Program**

During the first year, the program will be offered exclusively on-campus, but in subsequent years second-term electives and the ethics and media theory course may be taught on-line. The third-term placement will be an off-campus internship.

## **PROGRAM REGULATIONS AND COURSES**

The intellectual development and the educational experience of the student Because of the relatively small size of the MMJC program, students will work closely with faculty, visiting journalists and communicators and have direct and immediate feedback on their progress. Faculty members will assist students with the development and realization of their story ideas, and help students to hone their portfolios to make the best impact possible when seeking employment within media and communications-focused organizations.

In addition to interaction with particular faculty, MMJC students will be provided with many opportunities to engage beyond what is required in particular courses. The Faculty of Information and Media Studies has a lively and interdisciplinary graduate student culture. Graduate students organize the regular Mediations lecture and seminar series, where international scholars, FIMS faculty, doctoral students, and sometimes master's students, give talks. Many courses in the faculty have visiting speakers, some of whom will be professionals working in journalism and communications industries, and these talks are often open to students in other courses. Students are actively encouraged to attend public seminars and talks in the faculty and in other departments, as appropriate.

There are also opportunities for students to be involved professionally. Students will be encouraged to become members of professional organizations such as the Canadian Association of Journalists. A travel bursary is available each term specifically to assist students who are involved in professional conferences or associations. We are also exploring connections to the International Association of Business Communicators, so that students who are thinking of beginning their careers as communicators can begin to make networking connections.

In their course work, students will produce integrated multi-media projects, all of which will meet journalistic standards. Western's Journalism program has in the past been published on sites that include Rabble.Ca, CBC Online, The Tyee Online Magazine, Western News and others, and this tradition will be continued in the MMJC. Current forums for showcasing student work include the Western Journalism Report, a website designed to showcase integrated stories (<http://westernreport.fims.uwo.ca/>).

In addition to an updated Western Journalism Report, the program will mount a new web portal to give students an opportunity to exhibit other fact-based communications projects. This portal will also be the venue for virtual integrated media events, stories and placement activities. Some of these will be behind a firewall, and some will be public, which we can use to promote the innovative work of our students.

### **MMJC Program Admission Requirements**

Students may be considered for admission with any of the following academic backgrounds:

1. A four-year degree, or its equivalent, with an average of at least 70% in the last two years of full-time study,
2. A three-year Bachelor's degree in an academic discipline, with an average of at least 70% in the last ten courses taken, and completion of a Bachelor of Education degree;
3. A three-year Bachelor's degree in an academic discipline, with appropriate additional course work at this or another accredited university as a special undergraduate student for the equivalent of a four-year degree. This work would ordinarily consist of five full, academic degree credit courses, usually (but not necessarily) in the student's previous area of specialization. Students who complete these courses and maintain an average of at least 70% over their last ten full courses may be considered for admission;
4. A four-year degree or equivalent, with an average of at least 70%, and completion of a graduate degree in another academic discipline, with an average of at least 70%.

### **Expectation of writing ability**

It is expected that students entering the MMJC program have mastered basic writing skills including grammar, syntax and the ability to conceptualize and articulate ideas in writing. It is also expected that students possess the ability to write in English at the graduate level. The Admissions Panel assumes that the entrance essay provided by applicants is entirely their own work and is an accurate reflection of their writing ability.

### **Recruitment methods**

Recruitment will be conducted through the FIMS website; by a social media and email campaign targeting appropriate undergraduate programs and campus newspapers across Canada.

### **Application deadlines**

Deadline for priority consideration will Feb 01, with admission remaining open until the program fills.

### **Offer timelines**

Offers for applications received by the Feb 01 deadline will be made by March 01, and for subsequent applications within one month of receipt.

### **English Language Proficiency**

Applicants whose first language is not English must furnish evidence of their proficiency in the use of the English language by a satisfactory achievement within the last two years in one of the following:

- The Test of English as a Foreign Language (TOEFL). The minimum acceptable score is 86, with no individual score below 20 for the internet based version; or 550 for the paper and pencil version, although some programs require a higher minimum score. [Western's TOEFL ID is 0984].
- The International English Language Testing Service (IELTS) of the British Council. The minimum acceptable score is 6 out of 9. The IELTS is offered in 6 test centres in the US and 3 in Canada.
- The Michigan English Language Assessment Battery (MELAB) of the University of Michigan. Students must have at least 80 on each of the sections and an overall score of at least 85. Arrangements to write MELAB may be made online.
- The Canadian Academic English Language Assessment (CAEL Assessment). The minimum acceptable score is 60. The CAEL Assessment is offered in several countries throughout the world as well as Canada.

- Fanshawe College's ESL Program. The requirement is graduation from Level 5, Advanced Academic Preparation, with a minimum 80% in all components.

Students who are required to present evidence of proficiency in English must make their own arrangements to write the TOEFL, IELTS, MELAB or CAEL and to have the official results sent directly to the School of Graduate and Postdoctoral Studies by the testing agency. Those graduates from Level 5 of the Fanshawe College ESL Program must provide official proof of graduation.

### **Exemptions**

Other formal evidence of graduate level proficiency in English may be considered in lieu of these test scores. Students must contact the graduate program in order to determine if test scores will not be required. A decision will then be made at the discretion of the School of Graduate and Postdoctoral Studies for exemption.

### **Degree Requirements**

#### **Master of Media in Journalism and Communications**

The Master of Media in Journalism and Communications degree is a three-term (one year) program

#### **Course Requirements**

7.0 FTE Course Requirements

##### **Core Required Courses:**

- Introduction to Journalism (0.5)
- Introduction to Communications (0.5)
- Media Production Skills (1.0)
- Law (0.5)
- Doing Democracy Right or Doing Right by Democracy, Ethics, Critical Theory and the Public Right to Know (0.5)

##### **One of:**

- Telling the Story Using Integrated Media (Journalism) (0.5)
- Telling the Story Using Integrated Media (Communications) (0.5)
- Required Placement/Internship (2.0)

##### **Three of the Option Elective Specializations:**

- Telling the Story Using Integrated Media (Journalism or Communications) (0.5)
- What the Eye Wants: Practical Visual Communications (0.5)
- Health & Medical Reporting (0.5)
- Bringing Down the House: Arts & Entertainment Storytelling (0.5)
- International Issues: Reporting and Managing Information (0.5)
- Search Engine Optimization and Web Data Mining (0.5)
- Copy Editing (0.5)
- Seeing Spin Straight: Political Communication and Reporting (0.5)
- Video Storytelling (0.5)
- Feature Writing (0.5)

##### **Other FIMS-based courses available to MMJC students, subject to the agreement of the relevant program and instructors:**

- LIS 9101 The Shaping of News and Information Through Technology
- LIS 9102 Professing the Popular: A Midbrow Introduction
- LIS 9104 Publishing, Media and Librarianship
- LIS 9130 Information Policy
- LIS 9134 Privacy and Surveillance

- LIS 9135 Political Economy of Information
- LIS 9152 Information Literacy: Theory and Practice
- LIS 9357 Community Development
- LIS 9508 Marketing and Public Relations for Information Professionals
- LIS 9701 Information Retrieval: Research and Practice
- LIS 9705 Information and Communication in a Digital Age
- LIS 9721 Information Visualization
- LIS 9723 Web Design & Information Architecture
- LIS 9726 Second Life and Other Virtual Worlds: Critical Perspectives and Applications
- HIS9200/PATH 9100F –Health Informatics
- 9214 Special Topic: Copyright, Creativity, Technology and the Music Industry

### **Progression requirements**

Progression through the MMJC requires the maintenance of a minimum cumulative average of 72%, with no course mark below 70%. Graduation from the MMJC requires a successful completion of the internship, including essays and/or web based projects, final project and participation in the peer-review process.

### **Part-time Studies**

In the first year of the program, part-time studies will not be available, but in later years, we imagine that students will be able to take elements of the program on a part-time basis.

Students will have to participate in the first-term program full time, but once they have joined a cohort, they may opt to take the second-term courses on a part-time basis. In addition, students may decide to enroll in our diploma program, which we will present in a follow-up proposal.

### **Distance Delivery**

Students will be able to take some second-term electives on a distance basis, subject to program approval.

**Final Assessment Report**  
Submitted by SUPR-G to SCAPA

<b>Program:</b>	<b>Master of Media in Journalism and Communication</b>	
Degrees Offered:	MMJC	
Approved Fields:	None	
External Consultants:	Lee Wilkins; Professor and Chair Dept Communications; Wayne State University	Christopher Dornan; Supervisor of Graduate Studies in Journalism Carleton University
Internal Reviewers:	Andrew Watson; Associate Dean Graduate and Postdoctoral Affairs Schulich School of Medicine & Dentistry; Western	Jennifer Hutchison PhD Student; Music; Western
Date of Site Visit:	September 15 <sup>th</sup> 2014	
Evaluation:	<i>Approved to commence</i>	
Approved by:	<i>SUPR-G on November 17, 2014</i>	

**Executive Summary**

This was a brief but intense review of a new graduate program that represents the evolution of an already well-established program within the Faculty of Information and Media Studies (FIMS). Meetings with senior University administrators, FIMS Dean and Senior Administrators, participating Faculty, staff and the proposed designated program director were conducted. The review included tours of classrooms, resources centers, FIMS television studios, media lab, radio studios and campus libraries. The external reviewers were very enthusiastic regarding the proposed evolution of the program and the necessity to re-tool the existing program, to adapt to the current training needs and skills development of students entering the program. All meetings were collegial and the discourse was open and thorough. The overall impression was that all Faculty and Staff connected with the new program were unanimous with regard to their view that the new program was highly desirable and their obvious enthusiasm for the changes and new curriculum was palpable. The rationale for the new program is clear. Rapid changes to networked communications tagged with rapid developments in digital communications have left the 20<sup>th</sup> century model of journalism and communications obsolete. The new program aims to adjust the curriculum to the new reality and new job markets of the 21<sup>st</sup> century in this field. The new program is expected to retain core elements of the old MAJ but also adds instruction that will prepare students to serve as communication officers for corporations, not-for profits, government agencies etc.

**Significant Strengths of Program:**

- Builds on Western's reputation in journalism; reconfigures the existing journalism degree for a new employment market
- Should foster an expansion in the applicant pool
- Program will be among the first of its kind in Canada
- Strong base of alumni that can be tapped for internship placements
- Learning outcomes are clear and are appropriate
- Will admit students from a wide variety of backgrounds
- Curriculum design is sound
- Program appropriately combines classroom and laboratory work
- Technical and library resources are well resourced
- Move to new building in the near future is exciting and very desirable

**Opportunities for improvement & Enhancement:**

- A significant proportion of the teaching faculty are non-tenured
- Likely some initial unevenness in professional placements and experience
- Integrating the journalism and communication components remains a "work in progress"
- Current program has greater strength in journalism than it does in communications
- Students should return to campus for a final reflection on experiential experiences

- Will need to define clearly for external consumers what a “journalism and communications” degree provides
- Part-time enrolment option may become desirable in the future
- Communications courses are “vessels in which specific content must still be poured”.
- Some online instruction could be developed in the future
- Must develop a rubric for assessing professional experience
- Faculty complement selected for the program does not cross all sectors of FIMS
- There is a need for additional “part-time”? faculty to cover the communications components

<b>Recommendations for implementation:</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Timeline</b>
Need additional Faculty/teaching expertise in communications	FIMS Dean; Faculty program coordinator	Asper fellowship; Faculty budget	Over next 4 year budget period
Greater integration of the degree within FIMS	Faculty program coordinator	Journalism advisory committee	Next year
Rubrics need to be developed to assess experiential learning experiences	Program coordinator; and program instructors	None specifically required	Next 6 months
Develop course outlines for all courses, with Learning Outcomes that map to overall program LOs	Faculty program coordinator and program instructors		September 2015
Develop exit component for students at the end of the program			
Ensure that appropriate graduate level faculty with professional expertise are available to ensure high-quality program			



## Manual of Administrative Policies and Procedures

### MAPP 1.26 Policy on Establishing International Academic Partnerships

<b>Policy Category:</b>	General
<b>Subject:</b>	Establishing International Academic Partnerships
<b>Approving Authority:</b>	Board of Governors on the recommendation of Senate
<b>Responsible Officer:</b>	Provost and Vice-President (Academic)
<b>Responsible Office:</b>	Western International
<b>Related Procedures:</b>	Procedures for Establishing International Academic Partnerships
<b>Related University Policies:</b>	Guidelines for International Research Partnerships (MAPP 7.13); Guidelines for Establishing International Dual-Credential Degree Programs (Undergraduate); Guidelines for Establishing International Dual-Doctoral Degree Programs; Contract Management and Signing Authority Policy (MAPP 1.49)
<b>Effective Date:</b>	<i>(After Board approval)</i>
<b>Revised:</b>	January 1, 2006

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#### I. PURPOSE

The University is committed to excellence in its research and academic programs and it recognizes that its strengths can be enhanced by collaborative relationships with international partners, including governments, academic institutions and other organizations, both public and private. Such collaborative relationships should strengthen and complement the University's priorities and mission.

The purpose of this Policy is to set out the process by which proposals for certain types of international academic partnerships will be assessed and approved by the University. In considering a formal partnership with other institutions, the University's responsibility and a paramount consideration is to protect the quality of its programs and reputation, and also to assess and address any academic, legal, safety, and financial risks to the University, its faculty, staff and students.

This Policy does not apply to

- (a) proposals related to the granting or transfer of academic credit for students from other educational institutions;
- (b) proposals for international dual-credential degree and dual-doctoral degree programs;

- (c) proposals whose primary purpose is the pursuit of research. (See Guidelines for International Research Partnerships [MAPP 7.13]).

## II. DEFINITIONS

**Academic Partnership:** A formal relationship between the University and an educational or other institution outside Canada for the purpose of enhancing and enriching the academic activities of faculty, staff and students of the University. Academic partnerships include: student exchange or study abroad programs; internships; scholarship agreements; research assistantships and training programs. They also include joint teaching initiatives, faculty and staff exchanges or other opportunities for study and/or work experiences, library and documentation exchange, and exchanges of pedagogical material and scientific and laboratory equipment.

## III. POLICY

1. All requests for the establishment of an Academic Partnership between the University, or any unit of the University, and an educational or other institution located outside Canada shall be submitted to the Vice-Provost (International) or designate for review and approval.
2. The Vice-Provost (International) shall consult with University colleagues as needed prior to making his or her decision.
3. If the proposed Academic Partnership is approved, the University will enter into a written agreement with the partner institution(s).

### **Procedures for Establishing International Academic Partnerships**

1. Proposals within the scope of this Policy are within the authority of the Vice-Provost (International) or designate to approve.
2. Written Agreements
  - 2.01 Agreements must be approved by the University's Legal Counsel or designate and signed in accordance with the Contract Management and Signing Authority Policy (MAP 1.49).
  - 2.02 Prior to the expiration of an agreement, the Vice-Provost (International) will review the partnership to determine if it met the University's objectives and whether it should be continued for a further term. In the case of agreements without termination dates, the Vice-Provost (International) shall conduct periodic reviews of the partnerships to ensure that they continue to meet the University's objectives.
3. The Office of the Vice-Provost (International) shall maintain a list of current approved partnerships.
4. Proposals for the establishment of an agreement with an educational institution outside Canada to grant academic credit to that institution's students or proposals for international dual-credential degree and dual-doctoral degree programs are reviewed and approved in accordance with the relevant Senate Policy. Prior to review by the relevant Senate Committee the proposal must be submitted to the Vice-Provost (International) for input and comment.

**The UNIVERSITY of WESTERN ONTARIO  
POLICIES and PROCEDURES**

**1.26 GUIDELINES FOR EDUCATIONAL PARTNERSHIPS**

Classification: General

Effective Date: 01JAN06

Supersedes: (NEW)

**GENERAL**

- 1.00 The University is committed to excellence in its research and academic programs and it recognizes that its strengths can be enhanced by collaborative relationships with domestic or international partners, including governments, academic institutions and other organizations, both public and private. Such collaborative relationships should strengthen and complement the University's priorities and mission.

The purpose of this Policy is to set out the process by which proposed educational partnerships with external institutions will be assessed and approved by the University. In considering a partnership with other academic institutions, the University's responsibility and a paramount consideration is to protect the quality of its programs and reputation, and also to assess and address any academic, legal, safety, and financial risks to the University, its faculty, and its students.

- 2.00 Types of educational partnership proposals:

2.01 Academic Partnerships

This general category includes joint teaching initiatives, collaborative academic program offerings at the graduate and/or undergraduate level, opportunities for study and/or work experiences for faculty including faculty exchanges, library and documentation exchange, and exchanges of pedagogical material and scientific and laboratory equipment.

2.02 Student Learning Abroad Partnerships

This general category includes student exchange programs, study abroad programs, international internships, research assistantships, and training programs. Also included is the facilitation of admission for a limited number of highly performing international students in a particular discipline at the University or its Affiliated University Colleges for a specified period of time through the support of international educational or government programs. These partnerships may involve participation of students from all partnering institutions or from one partnering institution only.

2.03 Transfers of Academic Credit

Transfer of academic credit to another educational institution for courses taken at the University, and/or transfer of academic credit to the University for courses taken at another educational institution.

- 3.00 Partnership proposals whose primary purpose is the pursuit of research are reviewed pursuant to the Guidelines for International Research Partnerships [\[MAPP 7.13\]](#)

- 4.00 Educational Partnerships Advisory Council

The Educational Partnerships Advisory Council (EPAC) has been established to review and assess educational partnership proposals and recommend to the Provost & Vice-President (Academic) those proposals that will be of benefit to the University.

Educational Partnerships Advisory Council (EPAC)

Terms of Reference:

To establish a framework, procedures, and criteria for the assessment of Educational Partnership proposals, and for the monitoring and periodic review of approved Educational Partnerships.

To assess Educational Partnership proposals and to recommend to the Provost & Vice-President (Academic) for approval only those proposals which satisfy the criteria developed by the Council.

To review Educational Partnerships periodically and make recommendations thereon to the Provost & Vice-President (Academic).

To review Educational Partnerships prior to their expiry date and provide recommendations to the Provost & Vice-President (Academic) regarding continuance of the relationship.

Composition:

An Associate Dean or designate from each Faculty on Main Campus

Ex officio:

Vice-Provost (Academic Programs), who shall be Chair  
Vice-President (Research)  
Director, Centre for New Students  
Director, Undergraduate Recruitment & Admissions

Resource:

Legal Counsel  
University Secretary (or designate)  
Exchange Student Advisor

A Secretary shall be provided by the Office of the Vice-Provost (Academic Programs). Meetings will be held at least twice annually. As appropriate, some meetings may be conducted electronically.

**PROCEDURE**

**Review and Approval Process**

5.00 Applicants seeking to establish an educational partnership must submit an Educational Partnership Request to the Office of the Vice-Provost (Academic Programs).

5.01 Internal Applicants  
For internal applicants, the Request will include a brief description of the proposal, expected benefits for students and/or faculty, and a letter of support from the relevant Department Chair, School Director, and Dean.

5.02 External Applicants

For external applicants, the Request will include a brief description of the proposal, the expected benefits for students and/or faculty, existing or potential linkages between the applicant's home institution and the University, and evidence of support from the applicant's home institution.

- 6.00 Proposals that clearly do not meet EPAC's established criteria may be rejected by the Vice-Provost.
- 7.00 Subject to 6.00, the Vice-Provost will submit Educational Partnership Requests to EPAC which will forward its recommendation together with relevant documentation to the Provost & Vice-President (Academic). Proposals relating to transfer of academic credit (articulation agreements) that are approved by the Provost & Vice-President (Academic) will be forwarded to the Senate Committee on Academic Policy and Awards for approval and recommendation to Senate. The Provost & Vice-President (Academic)'s decision with respect to all other proposals is final.
- 8.00 Final decisions will be conveyed to the applicant by the Vice-Provost or designate.

### **Execution of Agreements**

- 9.00 Upon approval of a partnership the appropriate office will ensure that an agreement setting out the terms of the partnership is executed by the University. The University will not commence a partnership until both parties have signed the agreement. Agreements will ordinarily follow a standard format approved by the University's Legal Counsel. Any proposed variations from a standard format, or any non-standard agreements, or agreements to be executed in languages other than English, must be approved by the University's Legal Counsel. Agreements must be signed by the President or a Vice-President, and the Secretary of the University.

Agreements relating solely to transfer of academic credit (articulation agreements) must be signed by the Vice-Provost (Academic Programs) and the Dean of a Faculty, in accordance with Senate approved procedures for the establishment of articulation agreements.

### **Record Keeping and Reviews of Partnerships**

- 10.00 After execution of the agreement by the University and the partnering institution, one original signed copy must be forwarded to the University Secretariat for retention. A record of current educational partnership agreements will be maintained by the University Secretariat.
- 11.00 The Office of the Vice-Provost (Academic Programs) will maintain a current list of approved proposals and will notify the appropriate units upon establishment or termination of an educational partnership.
- 12.00 At the request of any of its members, including the Chair, EPAC will review a partnership at any time if there are concerns about its implementation, and may make recommendations thereon to the Provost & Vice-President (Academic).
- 13.00 Prior to the expiry date of an approved partnership, the Vice-Provost will notify the affected units within the University. EPAC will review the partnership unless the other institution has advised the University that it does not wish it to continue. Proposed renewals will follow the same review and approval process set out above. Any new agreement must comply with the requirements set out in section 9.00 above.

**Report to Senate of the Academic Colleague, Council of Ontario Universities  
Erika Chamberlain, January 2015**

The Academic Colleagues met on December 11-12, 2014, at the COU offices in Toronto. The following items were discussed.

Population Projections and University Enrolment in Ontario: Cecilia Brain, COU Senior Policy Analyst, gave a presentation on the population decline among 18-20 year-olds, which is expected to continue until 2021, with slow recovery thereafter. This will likely affect undergraduate enrolment, particularly in more remote universities. Universities may need to mitigate enrolment declines through an increase in non-Ontario recruitment, an increase in the overall percentage of the population that attends university, and better retention rates.

Sexual Assault Policies and Campus Response: following extensive media attention on the issue of campus sexual assault policies, the COU established a reference group on sexual violence. The group's short-term activities will include a review of existing policies against a provincial guide created by the Ontario Women's Directorate, and the sharing of best practices for addressing sexual assault on campus.

Ontario Online Initiative: the OOI received 340 proposals for online courses and modules. Given limited resources, it is anticipated that only one in five of the proposals will be funded. The COU has requested that the MTCU allocate additional resources to the fund.

The Ontario Online Learning Consortium was incorporated in October and had its first members' meeting in November. The search for a CEO will begin in early 2015. It is expected that the first priority will be design and function of a web portal to provide students with information on online courses offered across the province.

Indigenous Students and Faculty: Cynthia Wesley-Esquimaux, Vice-Provost (Aboriginal Initiatives) at Lakehead University, gave a presentation on recruitment, retention, graduation, promotion and tenure of Indigenous students and faculty at Ontario universities. She discussed the range of services available, noting that more inclusive (rather than isolated) Indigenous programs help to improve graduation rates. She also suggested ways that Indigenous knowledge can be incorporated across the university curriculum. On the topic of promotion and tenure, Dr Wesley-Esquimaux explained the need to recognize diverse approaches to scholarship and service.

Retirements and Resignations: Bonnie Patterson will be leaving her post as President and CEO of the COU at the end of her term. Sam Scully, Chair of the Quality Council, will also be stepping down this spring. Finally, George Granger, Executive Director of OUAC, will be retiring in June.

IDeA Competition: the COU, in partnership with the Ontario government, is sponsoring the fourth annual Innovative Designs for Accessibility (IDeA) student competition. This competition seeks innovative, cost-effective and practical solutions to accessibility-related barriers in the community. IDeA challenges undergraduate students to use their creativity to work individually or in teams with industry, government and community partners, including members of the disability community, to identify an accessibility-related issue, to develop a plan to address the issue, and to create an innovative and unique solution to it. In honour of Ontario hosting the PanAmerican and ParaPanAmerican Games in 2015, this year's competition will offer a special bonus prize for the IDeA that best addresses barriers in Para-Sport and Active Living.

My term as interim Academic Colleague is now complete. It has been a pleasure to serve Western and the COU in this capacity.