



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

### **BOARD OF GOVERNORS MEETING**

**1:00 p.m., Thursday, June 26, 2014  
Room 4155 Stevenson Hall**

1. Adoption of Agenda - Open Session
2. Report of the President (Amit Chakma)
3. Unanimous Consent Agenda - **Appendix I**
  - Includes **Open Session Minutes of the Meeting of April 24, 2014**
4. Business Arising from the Minutes
5. Reports of Committees:
  - Property & Finance Committee - **Appendix II** (Matthew Wilson)
  - Senior Operations Committee - **Appendix III** (Chirag Shah)
  - Audit Committee - **Appendix IV** (Denis Lemieux)
  - Fund Raising and Donor Relations Committee – **Appendix V** (Jeremy Adams)
6. Items Referred by Senate - **Appendix VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

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

**SUMMARY OF AGENDA ITEMS – June 26, 2014 - OPEN SESSION**

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of April 24, 2014 – Open Session only for web	ACTION

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

Tuition Fees for the Doctor of Education (Ed.D) Program – Revised Recommendation for 2014-15	ACTION
Research Chair in Better Kidney Health	INFO
Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease	INFO
Dr. Robert Lindsay Chair in Dialysis Research and Innovation	INFO
Stephen Dattels Chair in Corporate Finance – Extension	INFO
Additional Supplementary Fees	INFO
(a) Dental Kit Fees 2014-15	INFO
(b) UHIP Fees 2014-15	
(c) Visiting Student (Research Only) Processing Fee	
Renaming the Accelerator Centre to the Collider Centre for Technology Commercialization	INFO
New and Revised Scholarships and Awards	INFO

**Senior Operations Committee – Appendix III**

University Discipline Appeals Committee – Membership	INFO
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**Audit Committee – Appendix IV**

Retirement Income Fund Financial Statement for the year ended December 31, 2013	ACTION
Proposal to Discontinue Retirement Income Funds	ACTION
Western Retirement Income Fund – KPMG Audit Findings Report	INFO
Western Retirement Plans – Report to the Audit Committee for the year ended December 31, 2013	INFO
Health, Safety and Wellness Annual Report 2013-14	INFO

**Fundraising & Donor Relations Committee – Appendix V**

Quarterly Report on Fundraising	INFO
Imagine Canada Renewal	INFO

**Items Referred by Senate - Appendix VI**

MAPP 7.9 – Policy on Collaborative Research	ACTION
Name Change – Department of Pathology to Department of Pathology and Laboratory Medicine	ACTION
Update on Re-Profiling Internal Research Funding and SUPAD	INFO
Western International Report	INFO
Faculty of Education: Revisions to the Bachelor of Education (Bed) Program and Withdrawal of Diploma in Education (Technological Studies)	INFO
Reports of the Academic Colleague	INFO
Questions from Members	

## REPORT OF THE PRESIDENT

To: Board of Governors  
From: Amit Chakma  
Date: June 16, 2014  
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 April 24, 2014.

**Government update:** Much has happened on the provincial scene since my last report to the Board, yet in some regards little has changed. With a snap election triggered in early May when the NDP chose to defeat the Liberal budget, Ontario now finds itself with a majority government. All key cabinet members—including Training, Colleges & Universities Minister Brad Duguid—were returned to office following the June 12 vote, but only time will tell whether Premier Wynne may choose to change her leadership team in the wake of the new political reality. Apart from the possibility of a cabinet shuffle, some key issues we will be following in the weeks and months ahead include signals concerning PSE funding that may emerge in the content of a post-election budget; next steps MTCU may take to finalize Strategic Mandate Agreements; and, next steps to implement the differentiation framework that was under development prior to the election. While we are hopeful that the SMA process and differentiation framework may provide opportunities to leverage our unique strengths, Ontario's troubling fiscal situation remains a significant issue that is likely to severely limit the government's capacity to boost its support for university education through incremental funding.

**Leadership update:** At our April meeting, I was delighted to receive the unanimous support of the Board to re-appoint Janice Deakin to a second five-year term as Provost and Vice-President (Academic). Since joining Western in 2010, Janice has led several key initiatives that have enhanced our educational offerings, increased support for students, and shaped the priorities and direction of our university. I am pleased that Janice's leadership will continue to make important contributions to Western's future, particularly with regard to the implementation of our new strategic plan and development of the next four-year budget. Meanwhile, Senate-appointed committees have met for the first time to begin the process of reviewing the Deans of the Faculty of Social Science, the Faculty of Health Sciences, and the Schulich School of Medicine & Dentistry. A search committee has also been struck to recruit our first-ever Associate Vice-President (Student Experience). Dr. Angie Mandich is currently serving in an Acting capacity in this important new role, which was recently created to expand our capacity to support student success. And a search is now well underway to recruit our first Western Research Chair in Cognitive Neuroscience.

**Advanced Manufacturing Park (AMP) update:** Earlier this month, a “sneak peek” of Western’s new Wind Engineering, Energy and Environment Institute (aka, “WindEEE Dome”) was hosted for members of the local and national media at London’s AMP. The live demonstration of a scale tornado in the world’s first three-dimension wind chamber generated positive publicity for Western in several media outlets including the *Globe and Mail*, *Global News* and *London Free Press*. The event provided an exciting preview of the \$34M lab’s capabilities to help researchers understand and predict the effects of complex wind systems which will lead to better design for houses, wind turbines and other built structures affected by wind. Meanwhile, Western will celebrate the official opening of our new Collider Centre for Technology Commercialization June 23. Located at the AMP, the Collider Centre provides 27,000-sq-ft of general-purpose office, meeting, and lab space for industry partners, researchers and students who will be collaborating at the park’s facilities.

**International update:** Subsequent to the March 28 visit to Western by Monash University President Ed Byrne, I was pleased to host Academic Vice-President of the Monash-Warwick Alliance, Andrew Coats, on April 29 and University of Warwick President Nigel Thrift on May 28. The three visits in quick succession were very positive in terms of cultivating our relationship with these leading global universities and improving our prospects of joining the alliance as a North American partner.

**Enrolment update:** Data released June 12 show Western’s confirmation numbers for first-year enrolment are up 11.6% over last year, while the Ontario system is down by 3%. International and out-of-province student confirmations also increased 14% — evidence that our growing reputation for providing the best student experience attracts applicants from across Canada and around the world.

## **ACTIVITIES OF THE PRESIDENT**

(April 17, 2014 – June 17, 2014)

<b>April</b>	17	London	Leaders Forum
	17		Phone call with external stakeholder
	20		Phone call with Joe Rotman
	23		Meeting with Chirag Shah and Hanny Hassan
	23		Fowler Kennedy Update
	23		Phone calls to President's Entrance Scholarship recipients
	23		Distinguished University Professors Dinner
	24		Campus Lead Accelerator Funding Announcement
	24		Board of Governors Lunch and Board Meeting
	28		Donor Gift Announcement
	28		Teleconference CST Board of Directors
	28	Toronto	Ivey Advisory Board Meeting/Dinner
	29	London	Visiting University
	29		Robarts Branding Meeting
	30	San Francisco	Donor Meetings
<b>May</b>	1 - 2	San Francisco	Donor Meetings
	5		Phone call with external stakeholder
	5		Lunch meeting with external stakeholder
	5		Phone call with Donor
	6		Deans Meeting
	6		Professor Emeritus Receptions (2)
	7	Toronto	Meeting with Consul General
	7		Donor Meeting
	8	London	USC Partner's Breakfast
	8		Meeting with Ivey
	8		Huron Theology Convocation
	9	Kitchener	Meeting with external stakeholder
	9	London	Senate
	9		Teleconference U15 Executive Committee
	12		Meeting with Chirag Shah and Hanny Hassan
	12		Senior Operations
	12		Long Service Awards
	13		Property & Finance Meeting
	13		Honorary Degrees Committee Meeting
	13		Foundation Western Recognition Event
	14	Ottawa	U15 Strategy Meeting
	14		Meeting with external stakeholder
	14		U15 Committee Dinner
	16	London	Phone call to President's Medal for Distinguished Service Recipient

	21		Globe and Mail Interview
	23	Hong Kong	Donor Meeting
	23		Hong Kong Advisory Board Meeting
	24		Hong Kong Staff Dinner
	25		Hong Kong Ivey Convocation
	26		Donor Meeting
	26		Ivey Asia Advisory Board Meeting
	27	London	Phone call with Joe Rotman
	27		Honorary Degree Meeting
	27		Meeting with external stakeholder
	27		Donor Meeting
	27		Visiting University Dinner
	28		Visiting University
	29		Phone call with external stakeholder
	29		Meeting with external stakeholder
<b>June</b>	1	France	International Advisory Board Meeting
	5	London	BCERC Conference opening remarks
	5		Graduate Student Teaching Awards
	5		Meeting with external stakeholder
	5		Visiting University
	5		Meeting with Chirag Shah
	5		Coaches Appreciation Dinner
	6		Ivey MBA Convocation
	6		Honorary Degree Recipient Luncheon
	6		Senate
	6		Teleconference U15 Executive Committee
	8	Ottawa	Dinner with external stakeholders
	9		Roundtable Meetings
	9		Dinner with external stakeholders
	10	London	Convocation Ceremonies (2)
	11		Convocation Ceremonies (2)
	12		Convocation Ceremonies (2)
	13		Convocation Ceremonies (2)
	13		Teleconference STIC
	16		Convocation Ceremonies (2)
	17		Convocation Ceremonies (2)

## **UNANIMOUS CONSENT AGENDA**

### **FOR APPROVAL**

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

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

### **Minutes**

1. Open Session Minutes of the Meeting of April 24, 2014	ACTION
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### **Report of the Property & Finance Committee – Appendix II**

2. Revised 2013-14 Tuition Fee – Faculty of Education – Ed.D. Program	ACTION
3. Research Chair in Better Kidney Health	INFORMATION
4. Dr. John W. D. and Susan McDonald Chair in Inflammatory Bowel Disease	INFORMATION
5. Dr. Robert Lindsay Chair in Dialysis Research and Innovation	INFORMATION
6. Stephen Dattels Chair in Corporate Finance - Extension	INFORMATION
7. Additional Supplementary Fees Dental Kit Fees 2014-15 UHIP Fees 2014-15 Visiting Student (Research Only) Processing Fees	INFORMATION
8. Renaming the Accelerator Centre to The Collider Centre for Technology Commercialization	INFORMATION
9. New and Revised Scholarships	INFORMATION

### **Report of the Senior Operations Committee – Appendix III**

10. University Discipline Appeals Committee – Membership	INFORMATION
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### **Report of the Audit Committee – Appendix IV**

11. Western Retirement Income Fund – KPMG Audit Findings Report	INFORMATION
12. Western Retirement Plans – Report to the Audit Committee for the year ended December 13, 2014	INFORMATION
13. Health, Safety and Wellness Annual Report 2013-14	INFORMATION

### **Fund Raising and Donor Relations Committee – Appendix V**

14. Quarterly Report on Fundraising	INFORMATION
15. Imagine Canada Renewal	INFORMATION



**Items Referred by Senate – Appendix VI**

16.	Name Change – Department of Pathology to Department of Pathology and Laboratory Medicine	ACTION
17.	Update on Re-Profiling Internal Research Funding and SUPAD	INFORMATION
18.	Western International Report	INFORMATION
19.	Faculty of Education: Revisions to the Bachelor of Education (B.Ed.) Program and Withdrawal of the Diploma in Education (Technological Studies)	INFORMATION
20.	Reports of the Academic Colleague	INFORMATION

### **The Unanimous Consent Agenda**

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

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

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

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

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

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

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

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

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

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

**APRIL 24, 2014**

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

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

Mr. J. Adams  
Dr. S. Armstrong  
Dr. C. Beynon  
Mr. J. Bitove  
Dr. J. Capone  
Dr. A. Chakma  
Ms. K. Cole  
Dr. R. Darnell  
Dr. J. Deakin  
Mr. M. Dietrich

Mr. J. English  
Ms. L. Gainey  
Ms. S. Grindrod  
Mr. H. Hassan  
Mr. J. Knowles  
Ms. G. Kulczycki  
Mr. D. Lemieux  
Mr. A. Syed  
Mr. M. Wilson

By Invitation: R. Chelladurai, J. Carson, L. Logan, A. Weedon

**BG.14-21     REPORT OF THE PRESIDENT**

The President's Report distributed with the agenda included the following topics: new support for university research in the Federal budget, Strategic Mandate Agreements update, leadership update, and the President's activities since the January 30, 2014 Board meeting. In addition, members were updated on recent government funding announcements in support of student entrepreneurship activities and the status of the Strategic Mandate Agreements given the Provincial election call.

**BG.14-22     UNANIMOUS CONSENT AGENDA [Appendix I]**

It was moved by J. Knowles, seconded by L. Gainey,

That the 21 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

**BG.14-23     Minutes of the Previous Meeting**

The open session minutes of the meeting of January 30, 2014, were approved as circulated.

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

BG.14-24

**2014-15 University Operating & Capital Budget**

It was moved by M. Wilson, seconded by M. Dietrich,

That the Board of Governors approve the 2014-15 University Operating and Capital Budgets, and the proposed Program Specific Fees and Other Supplemental Fees for 2014-15.

J. Deakin provided an overview of the proposed operating and capital budgets. Overhead slides used to highlight her presentation are attached as [Appendix 1](#).

In the ensuing discussion, the following matters were raised:

- A member acknowledged the presence of representatives of the Society of Graduate Students as observers at the meeting and their interest in voicing concerns about graduate students' financial difficulties. While he was in favour of the budget as presented, he urged the administration and the graduate students to work collaboratively to find solutions to the concerns being raised.
- It was noted that there had been comment made at Senate about discrepancies between the numbers in the operating budget and the annual financial statements. L. Logan explained that the two documents are prepared on different accounting bases. The financial statements include all sources of income including endowments, research revenue, etc., are prepared on an accrual basis and are backward looking reflecting actual revenue and expenditures. The operating budget is prepared on a cash basis, and is forward looking. J. Deakin added that the budget reflects funds received from government and tuition upon which the university depends to pay for key expenditures. It is a "dollars in/dollars out" document to deliver the university's education programs.
- In answer to a comment that \$2 million for e-learning seemed a very small amount given the size of the overall budget, J. Deakin noted that while the government is pressing for system-wide e-learning solutions, e-learning is expensive to do well. The budget is dealing with only one year and it is important to match demand with expertise; on a 12-month basis we would not be able to effectively deploy more than is being allocated.
- A member asked for an explanation of the Academic Priorities Fund. J. Deakin explained that each Faculty, in the preparation of its budget makes requests for support from the fund in an ordinal ranking for things like incremental faculty appointments related to the Faculty's strategic plan. The Provost's Office can then deploy additional resources in those areas.

The question was called and CARRIED

BG.14-25

**Student Fee-Funded Units, Ancillaries and Academic Supports**

It was moved by M. Wilson, seconded by A. Syed,

That the Board of Governors approve the 2014-15 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units summarized in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies".

CARRIED

BG.14-26     **Student Organization Fee Proposals for 2014 - 2015**

It was moved by M. Wilson, seconded by D. Lemieux,

That the organization fees for the University Students' Council for 2014-15 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the 2014-15 organization fees for the Society of Graduate Students shown in table 2 (full-time graduate students – three terms) and Table 3 (part-time graduate students), be approved with the proviso that the fee proposals in 2015 include a long-term, sustainable, balanced budget plan.

That the organization fee for the Honors Business Administration Association for 2014-15 shown in Table 2, note (c) be approved, as requested by the HBAA.

That the organization fee for the Master of Business Administration Association for 2014-15 shown in Table 2, note (b) be approved, as requested by the MBAA.

*[Note: The Tables referenced in the motion above are in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (Appendix II, Annex 3).]*

In response to a question, G. Kulczycki explained that the proviso in the recommendation for the SOGS fee related to a decision by the organization to expand their travel bursary program despite being in a budgetary deficit position. M. Wilson added that SOGS was funding the increases to the program using one-time money and the Property & Finance Committee had concerns about sustainability.

The question was called and CARRIED.

BG.14-27     **Annual Report and Recommendations of the Student Services Committee**

It was moved by M. Wilson, seconded by L. Gainey,

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

CARRIED

BG.14-28     **Amendment to Special Resolution No. 4 – Investments**

It was moved by M. Wilson, seconded by J. Knowles,

That Special Resolution No. 4 – Investments be revised, effective April 24, 2014, by the addition of the following new paragraph:

In the case of donated securities, where donors transfer securities to an approved brokerage account in the name of The University of Western Ontario in accordance with Gift Acceptance Policy (2.1) and Gift Valuation Policy (2.28), any one of the following will have authority to issue sell instructions related to those donated securities held in the approved brokerage accounts.

Financial Officer, Finance & Budget (External)  
Finance & Budget Analyst (External)  
Executive Director, Advancement

CARRIED

BG.14-29 **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.

- ING Direct Chair in Finance – Name Change to Tangerine Chair in Finance
- Leenders Purchasing Management Association Chair – Name Change to Leenders Supply Chain Management Association Chair
- Dr. Robert Zhong Chair in Translational Transplant Research
- Investment Committee Membership
- Quarterly Financial Report (Operating Budgets)
- Investment Committee Report
- Standard and Poors – Credit Rating
- Revenues, Expenditures & Tuition by Faculty
- Annual Report on Trademark Licensees Doing Business with the University Bookstore
- New and Revised Scholarships and Awards

**REPORT OF THE AUDIT COMMITTEE** [APPENDIX III]

BG.14-30 **Information Item Reported by the Audit Committee**

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

- 2013 Annual Report – Campus Community Police Service

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

BG.14-31 **Information Items reported by the Fund Raising and Donor Relations Committee**

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

- Western Fund Allocation
- Quarterly Report on Fundraising

**REPORT OF THE SENIOR OPERATIONS COMMITTEE** [APPENDIX V]

BG.14-32 **Conflict of Interest Declaration Changes**

C. Shah reported that, currently, Board members are asked to complete a conflict of interest form (detailed in Appendix V, Annex 1) when they first join the Board and only asked to file a new form if anything changes during the course of their membership. Best practice in governance accountability has been evolving and many institutions, including most Ontario universities, are now asking their members to complete a form annually. The conflict of interest policy guidelines issued by the Association of Governing Boards recommends that members be asked at least annually to identify any potential, ongoing conflicts of interest. This practice will be adopted and a question with respect to identification of potential conflicts of interest will be added to each Board agenda.

## **ITEMS REFERRED BY SENATE** [APPENDIX VI]

BG.14-33

### **Report of the Vice-President (Research)**

Dr. Capone, Vice-President (Research), provided an overview of his Annual Report distributed with the agenda (Appendix VI, Annex 1). Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

Discussion included the following issues/questions:

- With respect to progress on the endowed chairs program, Dr. Capone noted that this was a long-term goal and somewhat dependent on opportunities coming available. He was in discussion with a number of organizations and individuals with ideas, such as medical convergence initiatives, that it is hoped will resonate with potential donors. Dr. Deakin added that 14 are complete and additional money has been put into the matching fund to support more. A number of proposals with respect to that fund are well advanced and others have been identified as “eligible.” The endowed chairs program is an important part of the fundraising campaign, the university’s long-term research strategy, and the capacity-building strategy around faculty.
- In answer to a question about income from clinical trials, Dr. Capone noted that clinical trial money was really a flow-through and did not help build institutional capacity.
- With respect to rankings, Dr. Capone acknowledged that there was a long way to go to reach the aspirational targets that had been set. His report was, in a sense, a reality check. Reaching 5<sup>th</sup> place in Canada would require a cultural shift within the institution to bring all faculties on board – something that will take a lot of mobilization in a complex and diverse institution such as Western

BG.14-34

### **Information Items Referred by Senate**

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

- 2014-15 University Operating and Capital Budgets
- Amendments to Appointment Procedures for Senior Academic and Administrative Officers of the University\*
- Vice-Provost’s Report on Faculty Recruitment and Retention
- Report of the Academic Colleague
- Honorary Degree Recipients – Spring 2014
- Teaching Award Recipients – 2013-14
- Indigenous Postsecondary Education Council (IPEC) Terms of Reference

*\*[Secretary’s Note: Board approval of amendments to the Appointment Procedures was received via an e-mail vote prior to this meeting of the Board.]*

## **QUESTIONS FROM MEMBERS**

BG.14-35

### **Graduate Student Support and Enrolment**

A member noted her strong empathy with the position presented by the graduate students who had conducted their silent protest before and during the meeting. She was concerned that the Board was insulated from the realities faced by many graduate students in programs that took longer than four years to complete. The Board talked about increasing research excellence which necessitated enhanced graduate enrolment but did not talk about giving those students a living wage. In her

view, financially-based, humane issues were appropriate for the Board to talk about.

The President remarked that Western directs more operating dollars to graduate student support than any other Canadian university. He agreed that in an ideal world it would be highly desirable to do more. However, relying on the central university is a model that no longer works. Funding for scholarships is a central pillar of the fundraising campaign and that will help, but changes need to be made to the way in which graduate students are funded. McGill University, which is very graduate studies intensive, spends half the money that Western spends on support because more of their students arrive with significant scholarship support and because the institution receives more research funding, which has a direct impact on the ability to support graduate students.

BG.14.36

**Falling Enrolment in Arts & Humanities**

A member noted that the Faculty of Arts & Humanities is the only faculty with two departments in the QS100 rankings, yet the Faculty's enrolment is falling. He asked whether there were any initiatives underway to counter this. Dr. Deakin remarked parenthetically that, in fact, Social Science also has two departments (Economics and Psychology) in the same ranking. She pointed out that the enrolment situation in Arts & Humanities at Western is not unique; it is a North American trajectory. The establishment of the School for Advanced Studies in the Arts & Humanities is one initiative that has been undertaken. She stressed, however, that the overall situation requires support from academic colleagues in articulating the value of arts and humanities programs, the skills students receive from completion of those degrees and how those skills will serve them in future careers. There is also need to identify new courses or programs that will spark interest and embrace new pedagogies that will attract top students.

The meeting adjourned to the *confidential* session.

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C. Shah  
Chair

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I. Birrell  
Secretary



## 2014-15 Operating and Capital Budgets

Board of Governors Meeting  
April 24, 2014



### External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in “Small Chunks”**
  - Policy Levers, International Student related recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases Constrained at 3%** (overall cap)
  - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
  - Program Tuition Threshold Changes
  - Other Tuition/Fee Related Changes
    - Billing Timelines, Deposits, Deferral Fees



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

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



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

	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
<b>Total</b>	<b>2.2</b>

**Total Revenue Reduction \$14.6M**

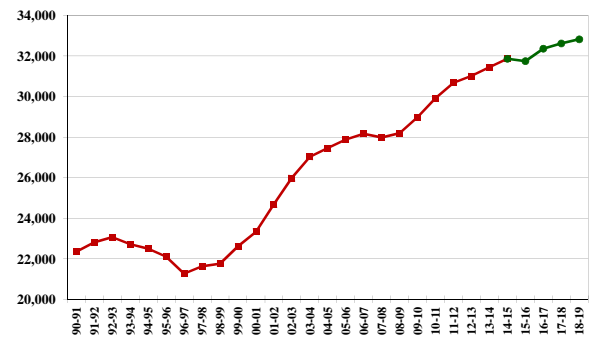


### Western's Planning Parameters

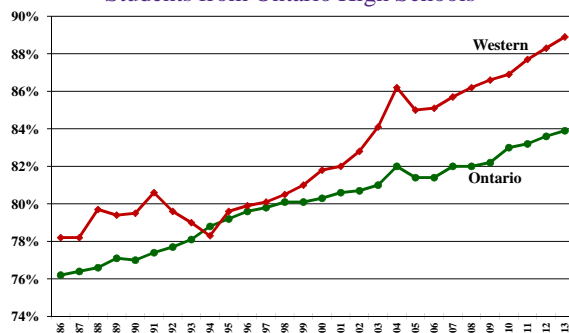
- Moving to Final Year of Four-Year Plan in 2014-15
- Enrolments
  - Undergraduate: First-Year Class of 4925 (575 Int'l)
  - Graduate: as per Faculty Plans
- Recommendations Guided by New Strategic Plan
- Tuition Rates
  - Domestic Rates at Max of 3% Overall
  - Undergrad Int'l: still moving towards Ontario-U15 levels



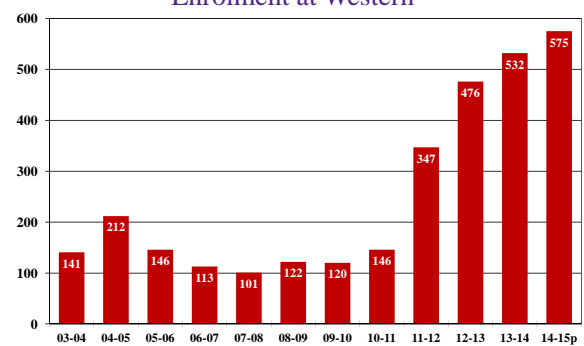
### Western: Total Constituent FTE Enrolment (Full-Time plus Part-time FTEs)



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



### Full-Time Year 1 Undergraduate International Enrolment at Western



### Our Priorities and New Initiatives

#### Ongoing Priorities – Identified in Last Three Budgets

- Enhancing our Research/Scholarship Profile
- Graduate Expansion

#### New Priorities in this Budget

- Student Innovation and Entrepreneurship Initiatives
- Student Collaborative and Study Spaces
- E-Learning
- Strategic IT Initiatives
- Modernization of University College
- CFI Matching Funds
- Fundraising – Endowed Chairs Matching Program

## Summary of the Operating Budget

### Summary of the 2014-15 Operating Budget (Table 2)

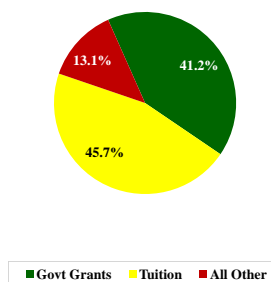
- Revenue Forecast = \$ 679.2M  
– Increase of 3.1%
- Expenditure Plan = \$ 689.2M  
– Increase of 3.9%
- Projected In-Year Deficit = \$ 10.1M  
– Due to \$38M One-Time Allocation for Priority Initiatives
- Projected Operating Reserve = \$ 32.1M

## Operating Revenues

### 2014-15 Operating Revenues (Table 3)

- Government Grants are Lower by \$5.0M
  - Net of Reductions and Targetted Increases
- Tuition Revenues Increase by \$22.2M
  - Due to Rate Increases and Enrolment Growth, including additional International Students
- All Other Revenues Increase by \$3.2M – over a number of Revenue Lines

### Projected 2014-15 Operating Revenues (Total = \$679.2M)



### Operating Expenditures

### Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- Overall Base Increase of \$7.8M – to \$441.7M
- Faculties also receive \$8.2M in One-Time Funding – as shown in Table 8

### **Scholarships and Bursaries (Table 5)**

- Total of \$29M in 2014-15
- Major Changes
  - Tuition Re-Investment increases by \$490K
  - Privately-Funded Awards Increase by \$100K
  - Govt’s “Aim for the Top” Declines by \$600K
- Faculties now responsible for Graduate Support
  - \$54M Projected for 2014-15



### **Recommendations for Support Units (Table 6)**

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
  - Including Teaching Fellows Program
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
  - To Facilities Management and Police
- Additional Support for our Fundraising Campaign
- Overall Increase of \$140K – to \$87.9M
- Support Units also receive \$4.3M in One-Time Funding (shown in Table 8)



### **University-wide Expenditures (Table 7)**

- Total of over \$65M
- Major items:
  - Utilities (\$18.2M)
  - Library Acquisitions (\$13.9M)
  - MMI Transfer (\$13.3M)
  - IT Infrastructure (\$8.3M)

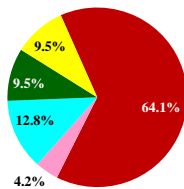


### **One-Time Allocations (Table 8)**

- Total of nearly \$52M
- Major Priority Items
  - Endowed Chairs Matching (\$12M)
  - Strategic IT Initiatives (\$10M)
  - Student Collaborative and Study Spaces (\$8M)
  - CFI Matching Funds (\$3M)
  - E-Learning Initiatives (\$2M)
  - Modernization of University College (\$2M)
  - Student Innovation and Entrepreneurship Initiatives (\$1M)



### 2014-15 Operating Expenditures (Total = \$689.2M)



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

## The Capital Budget

### Overview of the 2014-15 Capital Budget

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

### Overview of the 2014-15 Capital Budget

- Total Spending of \$103.6M (Table 15)
  - \$30.4M for New Construction (Table 18)
  - \$5.2M for Major Renovations (Table 18)
  - \$68.0M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing Renovations



## Western's New Strategic Plan

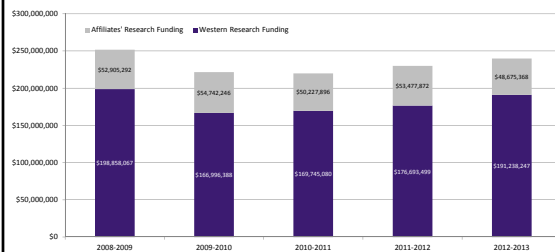
### Achieving Excellence on the World Stage

- Invest selectively in interdisciplinary areas of strength
- Increase focus on research inputs
- Increase focus on research outcomes
- Increase national share of Federal Tri-Council funding
- Increase number of faculty members who have won national/international awards
- Recruit and retain senior faculty
- Address societal needs for Highly Qualified Personnel
- Partner with other institutions and communities
- Celebrate our colleagues' successes
- Bring the world to Western

Western Research

## Total Research Funding

- 2012-13: **\$239,913,615**, up 4.2% over last year
  - Western: **\$191,238,247** (up 9%); Affiliates: **\$48,675,368**
  - Goal: 300M by 2017 = 6% yearly increase



Western Research

## National Funding Rank

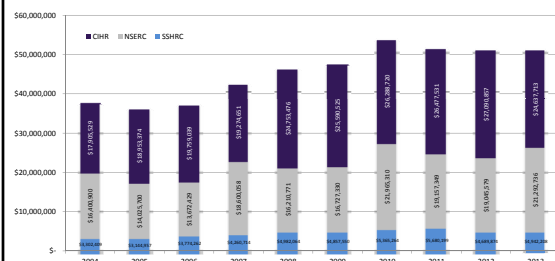
- 10<sup>th</sup>, four of the past five years
  - Goal: 2<sup>nd</sup> provincially (6<sup>th</sup> nationally); requires 35% increase

	2008	2009	2010	2011	2012
Toronto	1	1	1	1	1 (\$1,038,390,000)
UBC	3	2	2	2	2 (\$595,154,000)
Montreal	4	4	3	4	3 (\$536,213,000)
McGill	<	<	<	<	4 (\$491,579,000)
Alberta	2	3	4	3	5 (\$452,156,000)
McMaster	6	6	6	6	6 (\$325,156,000)
Uaval	7	7	7	7	7 (\$302,783,000)
Ottawa	8	10	9	9	8 (\$302,341,000)
Calgary	9	8	8	8	9 (\$282,771,000)
Western	10	9	10	10	10 (\$241,691,000)
Queen's	12	11	11	13	12 (\$168,025,000)
Saskatchewan	11	13	12	11	13 (\$166,677,000)
Manitoba	13	12	13	12	15 (\$159,763,000)
Calhouse	16	16	16	17	16 (\$140,099,000)
Waterloo	15	14	15	15	17 (\$137,006,000)

Western Research

## Tri-Council Funding

- Total Tri-Council Funding, 2012-13: **\$50,872,657**
  - Up 0.9% over 2011-12, 35.3% over 10 years



Western Research

## Tri-Council Funding & %Share

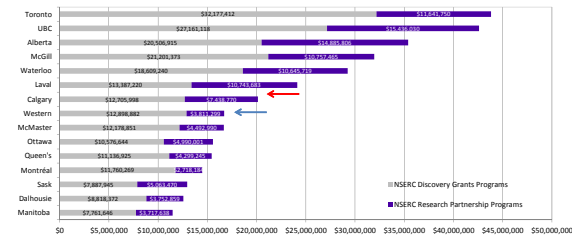
- Goal: 4.5% of national share
  - 0.5% increase in national share = 10 additional CRCs and \$1.5M in FFICR funding

	2011	2012	2013
CIHR	26.5 (3.7)	27 (3.9)	24.7 (3.6)
NSERC	19.2 (2.8)	19.1 (2.7)	21.3 (2.8)
SSHRC	5.7 (3.5)	4.7 (3.3)	4.9 (3.4)
Total	51.4 (3.35)	50.8 (3.3)	50.9 (3.25)
FFICR	9.3M	9.1M	9.0M
CRC	66	66	66

Western Research

## U15 NSERC Awards

- 2012-13 research-based NSERC awards: **\$16,710,181**
  - Discovery: \$12,898,882; Partnership: \$3,811,299
  - Goal: 3<sup>rd</sup> in Ontario, 7<sup>th</sup> nationally



Western Research

## ON-U6 NSERC Funding, '09-13

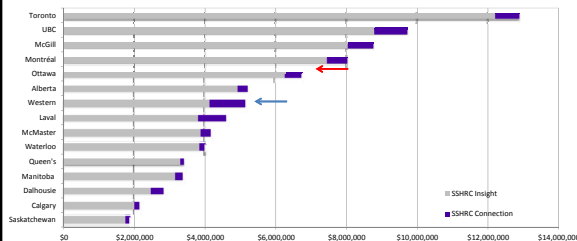
	Total Funding	Average Award (per year)
Toronto	329,918,626	42,002
Waterloo	208,413,439	41,525
Queen's	140,790,542	54,401
McMaster	132,251,875	45,541
Ottawa	114,972,976	42,269
<b>Western</b>	<b>107,498,562</b>	<b>34,192</b>

US average award = 45K; this is ~30% higher than Western's average award.

Western Research

## SSHRC Awards

- Research-based SSHRC awards 2012-13: **\$4,942,208**
  - Insight: \$4,153,382 – 7<sup>th</sup> in U15
  - Connection: \$1,021,178 – 1<sup>st</sup> in U15
  - Goal: 2<sup>nd</sup> in Ontario/ 5<sup>th</sup> nationally: 35% increase in funding



Western Research

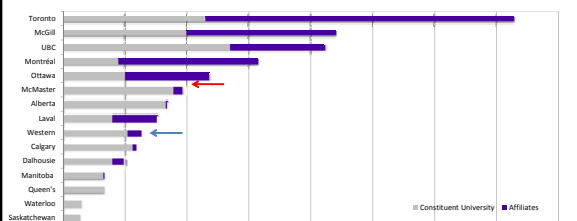
## ON-U6 SSHRC Insight 2012

	Total Awarded	Success Rate	Total Applications	Average Award (total)
McMaster	943,000	7.8	51	235,000
Ottawa	3,400,000	23.7	76	189,000
Queen's	2,200,000	24.6	61	147,000
Toronto	9,900,000	29.4	214	157,000
Waterloo	1,900,000	14.8	61	211,000
<b>Western</b>	<b>1,900,000</b>	<b>20.3</b>	<b>73</b>	<b>146,000</b>
		<b>20.1</b>		<b>180,000</b>
York	4,800,000	27.7	94	184,000
Ryerson	1,900,000	25	32	237,000
		<b>21.6</b>		<b>188,000</b>

Western Research

## CIHR Awards

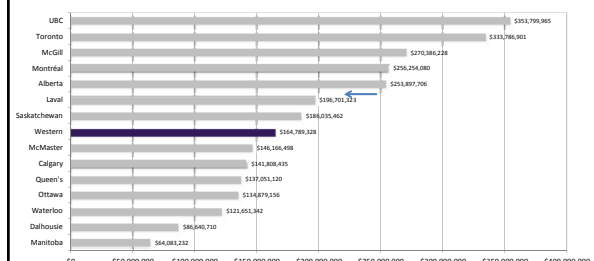
- Research-based CIHR awards 2012-13: **\$25,235,139**
  - Western: \$20,782,224 (7<sup>th</sup>), Affiliates: \$4,452,915 (7<sup>th</sup>)
  - Goal: 2<sup>nd</sup> in Ontario/4<sup>th</sup> nationally: 65% increase in funding



Western Research

## U15 CFI Funding

- CFI funding since inception: **\$164,789,328**
  - 2<sup>nd</sup> in Ontario, 8<sup>th</sup> nationally: Goal: 6<sup>th</sup> nationally (unlikely to change significantly)

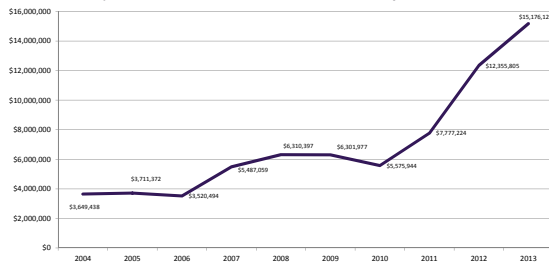


Western Research



## Funding from Corporations

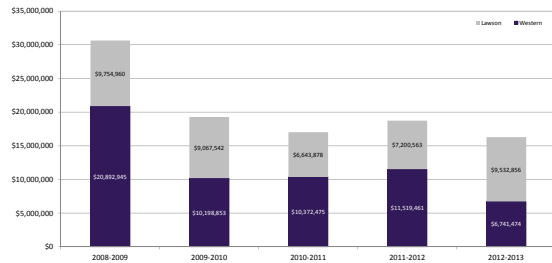
- Funding from corporations, 2012-13: **\$15,176,127**
- Up 22.8% from 2011-12, 315.8% over 10 years



Western Research

## Contract Research

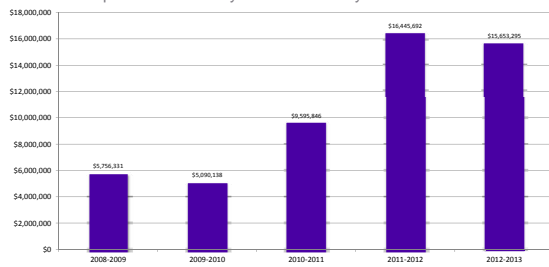
- Total 2012-13 Contract Research: **\$16,274,330**
- Western: \$6,741,474; Lawson: \$9,532,856



Western Research

## Clinical Trials

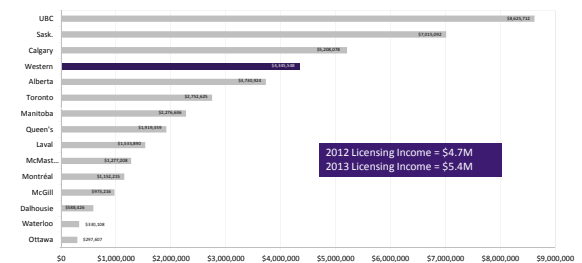
- Total 2012-13: **\$15,653,295** (Western Only)
- Up 172% over five years as economy has recovered



Western Research

## U15 Technology Transfer

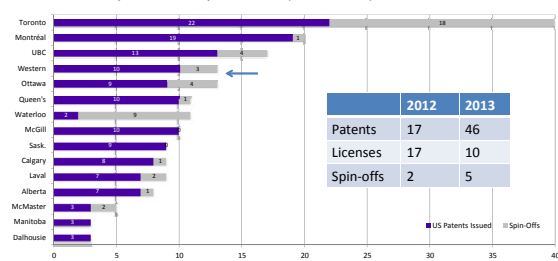
- 2011 licensing income: **\$4,345,548** (4<sup>th</sup> in U15)



Western Research

## U15 Technology Transfer

- 2011 US Patents Issued: **10** (4<sup>th</sup> in U15)
- 2011 Spin-off companies: **3** (5<sup>th</sup> in U15)



Western Research

## Grant Holders per Faculty\*

- Institutional target: **75%**
- Requires external funding by an additional 92 faculty members

Faculty	Total # of Faculty	# who hold external funding	# to 50% target	# to 65% target
A&H	133	46 (34.6%)	21	41
Ivey	77	35 (45.5%)	4	15
Education	36	17 (47.2%)	1	6
Engineering	88	88 (100%)	0	0
Health Sciences	97	73 (75.3%)	0	0
FIMS	36	14 (38.8%)	4	9
Law	29	11 (37.8%)	5	8
Schulich	168	146 (86.9%)	0	0
Music	36	2 (5.6%)	16	21
Science	174	166 (95.4%)	0	0
Social Sciences	200	115 (57.5%)	0	15
<b>TOTAL</b>	<b>1074</b>	<b>713 (64%)</b>	<b>71%</b>	<b>77%</b>

\*Tenure, tenure-track; any external funding

Western Research

## 2013 Scimago Rankings

- Measure of research output and quality (number of papers and citations)
- Rank 7<sup>th</sup> overall in output (180<sup>th</sup>, globally)
  - Normalized impact (% citations over mean) ranks 11<sup>th</sup> in U15; High Quality % ranks 10<sup>th</sup>

University	Country Rank	World Rank	Norm Impact	Rank
Toronto	1	9	1.82	2
UBC	2	35	1.77	3
McGill	3	67	1.64	4
Alberta	4	69	1.45	8
Calgary	5	138	1.55	6
McMaster	6	145	1.98	1
Western	7	180	1.36	11
Waterloo	8	186	1.41	10
Montréal	9	209	1.56	5
Ottawa	10	217	1.54	7
Laval	12	305	1.44	9
Queen's	13	319	1.45	8
Manitoba	14	338	1.34	12
Dalhousie	15	351	1.41	10
Saskatchewan	16	384	1.13	13

Western Research

## Publications & Impact, 2008-11

- Based on Leiden Rankings
- U15 Ranking (All sciences, including social sciences & humanities)

	Western	McMaster	Queens	Toronto
Total Publications	6 (108) *	7 (121)	12 (235)	1 (2)
Mean Citation Score	12 (316)	4 (143)	10 (285)	1(74)
Proportion top 10%	14 (329)**	5 (210)	11 (293)	1(88)
Collaboration (inter-institutional)	15	2	14	
Collaboration with industry	14	3	10	
International Collaboration	14	4	11	

\*Numbers in brackets represent world rankings (of 500 universities)

\*\*The proportion of the publications of a university that, compared with other publications in the same field and in the same year, belong to the top 10% most-frequently cited

Western Research

## Strategic Goals

### Invest selectively in interdisciplinary areas of strength

- Major new initiatives:
  - Western Clusters of Research Excellence
  - Western Research Chairs
- Multi-million-dollar investment to further develop strategic areas of research excellence to achieve and sustain global prominence and impact, and to attract established, leading researchers
- The first Cluster of Excellence, *Cognitive Neuroscience*, has been established, and the first WRC recruited
- A call for proposals for additional Clusters has been issued, and new Clusters will be identified over the next few months

Western Research

## Strategic Goals

### Increase national share from each Federal Tri-Council Agency

- Re-purposed internal funding programs for better alignment, flexibility and focus with institutional strategic priorities and outcome objectives
- Eligibility directly tied to success in acquiring Tri-Council funding (and/or from other major, peer-reviewed agencies)
- Overall objective of increasing research funding, intensity, relative success rates and total number of eligible faculty members holding peer-reviewed funds and multiple grants

Western Research

## Recent CIHR Results

- Highlights:
  - Highest number of applications of recent competitions
  - Received one of only six national 'large category' grants (\$4M)
  - Successful CIHR grant in Arts & Humanities

Open Competition	Mar-12	Sep-12	Mar-13	Sep-13
Total Funding	\$8.6M	\$7.2M	\$12.3M	\$14.5M
Success Rate	16.80%	12.20%	24%	23%
Nat. Success Rate	17.50%	17.50%	17.80%	15.70%
National Share	3.40%	2.90%	5.00%	5.80%
National Rank	9 <sup>th</sup>	10 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>

Western Research

## SSHRC Initiatives

- Faculty Research Development Fund (FRDF):
  - New fund established to assist some faculties in promoting SSHRC-related research success and build research capacity
- SSHRC Partnership Program:
  - \$35K/year is provided to each successful Western-led SSHRC partnership grant
  - New Partnership grant funded this year
  - 4 LOIs submitted

SSHRC Insight	Total Funding	# of Grants	% Success rate (vs nat.)	% of nat. funding
2012/13	1,900,000	12	20/21.1	2.2
2013/14	2,600,000 (+38%)	15	26/23	3.0 (estimate)

Western Research

## NSERC Initiatives

- **Goal:** Increase success on CRD grants and IRCs, and increase value of Discovery grants
  - 2 IRCs awarded this year, 3 applications pending
  - Goal: #1 in Ontario for IRCs, #3 for CRDs (\*most recent)

Institution	CRD	IRC
Waterloo	70	10
Toronto	53	7
McMaster	27	6
Ottawa	26	2
Western	18(26)*	5(7)*

NSERC Discovery	Total Funding	Success Rate (vs nat.)	% national
2012/13	2,733,000	57.7/58.5 (n=82)	4.03
2013/14	2,708,000	68.5% (n=85)*	n/a

Western Research

## Strategic Goals

### *Recruit/retain senior faculty in support of research excellence*

- **WRC Program:** External senior recruits through WCRE
  - First WRC recruited: full professor, CIHR-funded (\$2M)
- **CRC Tier 1 Program:** Recruit senior investigators as available
- **Strategic Senior Hires:** Help faculties attract senior investigators
  - 2 new full professors in Schulich, 1 in Engineering, with multi-million \$ in funding
- **Research Chairs:** Help faculties identify and secure IRCs and endowed chairs

Western Research

## Strategic Goals

### *Address societal needs for HQP*

- New incentive programs to attract the best graduate students/postdoctoral fellows
  - \$20K research grant to attract Banting Postdoctoral Fellows
  - \$10K research grant to attract Vanier/Trillium/Trudeau graduate students

	2011	2012	2013
Applications	39	82	61
Awards	12	13	15

- \$10K/year for successful, Western-led CREATE grants (currently, 6 programs based at Western; several applications pending)

Western Research

## Strategic Goals

### *Address societal needs for HQP (cont.)*

- MITACS funding:
  - Anticipated funding (2012-13): \$2,736,367 (2<sup>nd</sup> in Canada)
  - 113 Accelerate segments (\$1,631,667)
  - 15 Elevate Fellowships: \$892,500
  - 7 Globalink international interns: \$105,000
  - 268 Step grants: \$107,200
- New campus-linked student accelerator program (proposal recently funded)

Western Research

## Strategic Goals

### *Increase number of national/international faculty awards*

- 15 Western Fellows of the Royal Society; Ontario university average is 56
  - **Action:** hired two new staff members to increase applications and success rates for prestigious honours and awards
- Completed the following nominations (partial list) this year:
  - 19 RSC fellow nominations
  - Nominations for Brockhouse and Herzberg awards
  - Five nominations to the Order of Ontario
  - Two Killam Prize nominations

Western Research

## Strategic Goals

### *Partner with other institutions and communities*

- London Medical Innovation and Commercialization Network
  - City-wide partnership to develop an integrated platform for medical research, innovation, and commercialization
  - \$45M proposal to FedDev Ontario for Phase 1 submitted
- New partnerships with Fraunhofer institutes around medical imaging, and wind research
- Campus Accelerator for student entrepreneurship with Fanshawe College

Western Research

## Strategic Goals

### *Partner with other institutions and communities (cont.)*

- Expansion of WORLDdiscoveries Asia to serve as gateway for multiple Ontario institutions into China (5 Ontario Universities have signed-on so far)
- FedDev proposal with University of Toronto, McMaster and Waterloo for student entrepreneurship
- IBM-SOSCIP renewal of FedDev funding
- Institutional partner in two pending CERC programs
- Major industrial partnerships developing around big data, harsh environments, advanced manufacturing, smart campus

Western  Research

## Emerging Opportunities

- 2014 CFI competition: Western's cap: \$29M
- ORF-RI and RE
- FedDev Ontario
- NCE application short-listed (\$25M)
- Development and expansion of Western Discovery Park and Advanced Manufacturing Park
- Further Development of the Medical Convergence and Commercialization Network
- New federal and provincial infrastructure programs

Western  Research



**REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Tuition Fees for the Doctor of Education (Ed.D) Program – Revised Recommendation for 2014-15</b>	Yes
<b>Research Chair in Better Kidney Health</b>	Yes
<b>Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease</b>	Yes
<b>Dr. Robert Lindsay Chair in Dialysis Research and Innovation</b>	Yes
<b>Stephen Dattels Chair in Corporate Finance - Extension</b>	Yes
<b>Additional Supplementary Fees</b>	
<b>(a) Dental Kit Fees 2014-15</b>	Yes
<b>(b) UHIP Fees 2014-15</b>	Yes
<b>(c) Visiting Student (Research Only) Processing Fee</b>	Yes
<b>Renaming the Accelerator Centre to the Collider Centre for Technology Commercialization</b>	Yes
<b>New and Revised Scholarships</b>	Yes

**FOR APPROVAL**

1. **Tuition Fees for the Doctor of Education (Ed.D) Program- Revised Recommendation for 2014-15**

**Recommended:** That the revised annual tuition fee of \$9,232 for 2014-15 for domestic students in the Ed.D. Program be approved.

**Background**

As part of the 2014-15 Operating and Capital Budgets, the Board of Governors approved an annual domestic tuition rate of \$12,180 for the new Ed.D. Program based on the recommendation of the Dean of the Faculty of Education to the Provost.

At the time of the Board's approval of the budget, Ministry approval was still pending for grant funding and tuition fee levels. The program approval request was made to MTCU in February 2013. After a lengthy delay, the Ministry formally approved the program on May 30, 2014 which approval included a lower tuition fee level. The Board's Student Fees policy requires that all tuition fees be approved by the Board of Governors and as a result, the revised MTCU-allowable maximum tuition rate for 2014-15 (i.e., \$9,232) must be submitted to the Board.

**FOR INFORMATION**

2. **Research Chair in Better Kidney Health**

See [Annex 1](#).

3. **Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease**

See [Annex 2](#).

4. **Dr. Robert Lindsay Chair in Dialysis Research and Innovation**

See [Annex 3](#).

5. **Stephen Dattels Chair in Corporate Finance – Extension**

See [Annex 4](#).

6. **Additional Supplementary Fees**

Each year, as part of the budget approval process, the Property and Finance Committee reviews and recommends to the Board of Governors for approval various supplementary fees. These fees cover items such as printed course packs, dental instrument kits, special activities, co-op placements, etc. The fees are often variable and the amount of an individual fee may not be known in April/May. The Property & Finance Committee has delegated authority from the Board of Governors to deal with proposed supplementary and ancillary fees that are not available at the time the budget is approved. New fees or continuing fees that are more than 10 per cent greater than the amount estimated in the budget document are submitted to the Committee for approval. Continuing fees that are lower than the estimated amount or no more than 10 per cent higher than estimated are reported to the Committee for information

(a) **Dental Kit Fees 2014-15**

Program	Year	2013-2014 Amount	2014-2015 Amount	% Change	
Dental Kits	1	11,150.00	11,500.00	3.1%	impact of higher US\$ exchange rate
Dental Kits	2	11,850.00	11,950.00	0.8%	
Dental Kits	3	2,575.00	2,575.00	0.0%	
Dental Kits	4	615.00	575.00	-6.5%	Reduced amount of supplies
Internationally Trained Dentists Program – Dental Kits	1	19,500.00	20,100.00	3.1%	Impact of higher US\$ exchange rate

b) **UHIP Fees 2014-15**

		2013-14 Amount	2014-15 Amount	% change
Undergraduates, Full-time and Part-time	12 month term	684.00	648.00	-5.3%
Graduates, excluding MBA	Per term	228.00	216.00	-5.3%
Graduates, MBA	12 month term	684.00	648.00	-5.3%
Exchange students	Per term	228.00	216.00	-5.3%

c). **Visiting Student (Research Only) Processing Fee**

The following fees were omitted from the Supplemental Fee schedule in error. They are unchanged from 2013-14

	2013-14	2014-15
Visiting Graduate (Research Only) Processing Fee	150.00	150.00
Visiting Undergraduate (Research Only) Processing Fee	150.00	150.00

7. **Renaming the Accelerator Centre to the Collider Centre for Technology Commercialization**

See [Annex 5](#).

8. **New and Revised Scholarships**

See [Annex 6](#).

### **Research Chair in Better Kidney Health**

#### **FOR INFORMATION**

The Property and Finance Committee has approved the establishment of the Research Chair in Better Kidney Health with appointment to the Division of Nephrology in the Department of Medicine, London Health Sciences Centre (LHSC) in the Schulich School of Medicine & Dentistry.

**Donor and Funding:** The Lawson Health Research Institute has donated \$1.2 million and the Department of Medicine (LHSC) has donated \$300,000 to fund this endowment. A total of \$1.5 million has been endowed at the University to support the Chair and this has been matched by \$1.5 million from the University, to create a \$3-million endowment to fund the Research Chair in Better Kidney Health.

**Effective Date:** July 1, 2014

**Purpose:** The Research Chair in Better Kidney Health will play a leadership role in clinical research in the Division of Nephrology at the Schulich School of Medicine & Dentistry. The purpose of this Chair is to support operations and advance the research mission and culture of the London Kidney Clinical Research Unit, a 4,000 square foot facility located at the Victoria Hospital site of the London Health Sciences Centre. The research mission of the unit is to better prevent and treat kidney disease through innovation, discovery and translation.

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

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry in collaboration with Chair of the Department of Medicine (LHSC) and the Chair of the Division of Nephrology together.

**Criteria:** The holder of the Research Chair in Better Kidney Health is expected to maintain a successful and productive principal investigator research program (according to international standards of recognized excellence) with a goal of improving patient health. They will also act as a mentor for students, medical residents and faculty.

Appointments to the Chair will be conducted in accordance with University policies and procedures in consultation with the Dean of the Schulich School of Medicine & Dentistry, Chair of the Department of Medicine (LHSC) and Chair of the Division of Nephrology and Schulich School of Medicine & Dentistry. Appointments will normally be for a five-year term, renewable once upon the recommendation of a review panel, and at the discretion of the Dean.

**Reporting:** The University agrees to report annually to the Scientific Director of the Lawson Health Research Institute and the Department of Medicine (LHSC) regarding the financial status of the endowment.



**Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease**

**FOR INFORMATION**

The Property and Finance Committee has approved the establishment of the Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease with appointment to the Division of Gastroenterology in the Department of Medicine, London Health Sciences Centre (LHSC).

**Donor and Funding:** The Estate of Ila May Stewart through London Health Sciences Foundation has donated \$807,856 and the Department of Medicine (LHSC) has donated \$692,144 to fund this endowment. A total of \$1.5 million has been endowed at the University to support the Chair and this has been matched by \$1.5 million from the University, to create a \$3-million endowment to fund the Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease.

**Effective Date:** July 1, 2014

**Purpose:** The creation of the Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease will help position the Schulich School of Medicine & Dentistry at the forefront of education and research, ultimately improving outcomes for patients seen through the Division of Gastroenterology.

The income from the endowment fund will be used exclusively to support the academic program of the holder of the Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease. Such support may be directed towards salary and benefits of the incumbent, his/her research program, or some combination thereof at the discretion of Chair of the Division of Gastroenterology who will provide an annual reporting of the allocation of funding to the Dean of the Schulich School of Medicine & Dentistry.

**Criteria:** Funding available through the creation of the Chair will be used to recruit a clinician scientist with a primary focus in research and clinical care in infectious bowel disease research. The holder of the Chair will be a member of the Division of Gastroenterology at the Schulich School of Medicine & Dentistry.

In addition, the holder of the Chair will normally have:

- Academic qualifications commensurate with an appointment at the rank of Professor or Associate Professor;
- A proven clinical research ability and productivity, demonstrated by regular publication in high quality journals and by ongoing success in securing peer reviewed research funding;
- A productive and well-funded research program that he/she will continue to develop;
- Excellent leadership and interpersonal skills that will be required to play a major role in administration of a clinical research team;
- Ability to act as a research/career mentor for students, medical residents and faculty.

Appointments to the Chair will be conducted in accordance with University policies and procedures in consultation with the Dean of the Schulich School of Medicine & Dentistry, Chair of the Division of Gastroenterology and Chair of the Department of Medicine, London Health Sciences Centre. Appointments will normally be for a five-year term, renewable once upon the recommendation of a review panel, and at the discretion of the Dean.

**Reporting:**

The University agrees to report annually to LHSCF and the Department of Medicine (LHSC) regarding the financial status of the endowment.

**Background:**

The Dr. John W.D. and Susan McDonald Chair in Inflammatory Bowel Disease will recognize John McDonald and his wife Susan. Dr. John W.D. McDonald graduated from Western in 1961 (MD) and was the Gold Medalist for his class. He completed a Fellowship at Oxford University in Internal Medicine and Gastroenterology before returning to Western where he was a Professor of Gastroenterology, retiring in 2008.

**Dr. Robert Lindsay Chair in Dialysis Research and Innovation**

**FOR INFORMATION**

The Property and Finance Committee approved establishment of the Dr. Robert Lindsay Chair in Dialysis Research and Innovation with appointment to the Division of Nephrology in the Department of Medicine, London Health Sciences Centre (LHSC)

**Donor and Funding:** The Lawson Health Research Institute has donated \$800,000, the Division of Nephrology has donated \$400,000 and the Department of Medicine (LHSC) has donated \$300,000 to fund this endowment. A total of \$1.5 million has been endowed at the University to support the Chair and this has been matched by \$1.5 million from the University, to create a \$3-million endowment to fund the Dr. Robert Lindsay Chair in Dialysis Research and Innovation.

**Effective Date:** July 1, 2014

**Purpose:** The Chair holder will continue the rich tradition of excellence established by Dr. Robert Lindsay during his career, playing a leadership role in dialysis clinical research and innovation in the Division of Nephrology at the Schulich School of Medicine & Dentistry.

The research will be undertaken at the Victoria Hospital site of the London Health Sciences Centre. The Chair holder will advance a successful and productive principal investigator research program in dialysis, with the goal of creating and translating new knowledge to improve both the quality and quantity of life for patients living with kidney failure.

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

The administration of the spending of resources will be the responsibility of the Dean of the Schulich School of Medicine & Dentistry in collaboration with Chair of the Department of Medicine (LHSC) and the Chair of the Division of Nephrology together.

**Criteria:** The holder of the Dr. Robert Lindsay Chair in Dialysis Research and Innovation will have substantial nephrology, dialysis and clinical research expertise and will apply expert strategies toward the understanding and treatment of important clinical problems within nephrology research.

Appointments to the Chair will be conducted in accordance with University policies and procedures in consultation with the Dean of the Schulich School of Medicine & Dentistry, Chair of the Division of Nephrology and Chair of the Department of Medicine, London Health Sciences Centre. Appointments will normally be for a five-year term, renewable once upon the recommendation of a review panel, and at the discretion of the Dean.

**Reporting:** The University agrees to report annually to the Division of Nephrology, the Department of Medicine (LHSC) and Lawson Health Research Institute regarding the financial status of the endowment.

**Stephen Dattels Chair in Corporate Finance – Extension**

**FOR INFORMATION**

At its meeting of May 13, 2014, the Property and Finance Committee approved that the Stephen Dattels Chair in Corporate Finance be extended for an additional five years (2014-2019) with appointment in the Faculty of Law.

**Donor & Funding:** In 2008, Stephen Dattels pledged \$500,000 to support the creation of the Stephen Dattels Chair in Corporate Finance. Currently, the Faculty of Law has \$185,000 in donor funds remaining from the original expendable gift of \$500,000.

The Faculty of Law will ensure that a minimum of \$120,000 is available annually for each of the next five years using the donor funds and Faculty funding. The extension of the naming recognizes the generosity of Stephen Dattels in supporting the establishment of the Chair and that donor funds will continue to be used to support the Chair.

**Effective Date:** July 1, 2014

**Purpose:** The Stephen Dattels Chair in Corporate Finance will, in addition to his or her duties in the area of corporate finance law, be responsible for further developing a natural resource corporate finance initiative within the Faculty of Law.

The expenditure of funding to support the Stephen Dattels Chair in Corporate Finance will be the responsibility of the Dean of Law.

**Criteria:** Appointments to the Chair will be conducted in accordance with the relevant policies and procedures of the University and will be for a five-year term.


**Reporting:** The University agrees to report annually to Mr. Dattels regarding the activities of the Chair.



Vice-President (Resources & Operations)

## MEMORANDUM

**TO:** Property and Finance Committee of the Board of Governors

**FROM:** Gitta Kulczycki, Vice-President (Resources & Operations) 

**DATE:** June 5, 2014

**SUBJECT:** Renaming the Accelerator Centre

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### **For Information**

We have learned recently that the University of Waterloo has an incorporated company, "Waterloo Accelerator Centre" and also has trade-marked the name with an associated design. Therefore, we need to find an alternate name for our third building at the Advanced Manufacturing Park.

After internal consultation, the Accelerator Centre will now be called "The Collider Centre for Technology Commercialization" (The Collider). The grand opening of this building is scheduled to take place on Monday, June 23 at the Advanced Manufacturing Park. To celebrate and recognize the federal funding received for this project, Minister Goodyear and MP Preston will be in attendance, and the new name will be used in various publicity documents. Please note that their attendance has not been publically announced.

Please do not hesitate to contact me if there are any questions or concerns regarding this.

## **SCHOLARSHIPS/AWARDS/PRIZES**

### **FOR INFORMATION**

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

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

Supply Chain Management Association MBA Award (School of Graduate and Postdoctoral Studies, MBA)  
Awarded annually to a full-time graduate student of the Masters of Business Administration program at the Ivey Business School with demonstrated financial need, who is enrolled in the Supply Chain Management Course, BUS 9408, exhibits academic excellence, and intends to pursue a career in supply chain management. Candidates must submit a one-page letter describing their interests and career aspirations in supply chain management along with their resume to the Ivey Financial Aid Office. A Scholarship Committee comprised of the Supply Chain Management Association Chair at the Ivey Business School, in consultation with the instructor of MBA Supply Chain Management course, and the Ivey Financial Aid Officer, will review all applications and select the recipient. 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 the generosity of the Supply Chain Management Association.

Value: 1 at \$2,500

Effective Date: May 2014 to April 2019

Union Gas HBA Award (Richard Ivey School of Business)

Awarded annually to a full-time graduate student entering the Honours Business Administration (HBA) program at the Richard Ivey School of Business, based on academic achievement and demonstrated community leadership. Preference will be given to students interested in accounting management. Candidates must submit applications for this scholarship at the time of application to the HBA Program at Ivey. The HBA Scholarship Committee at Ivey will make the final selection of the recipient. Recipients will be notified at the time of acceptance into the program. This scholarship is made possible through the generosity of Union Gas.

Value: 1 at \$2,500

Effective Date: 2014-2015 and 2015-2016 academic years, then to be reviewed annually.

Ivey HBA Award - OSOTF (Richard Ivey School of Business)

Awarded annually to full-time students in HBA 2 at the Ivey Business School, with a minimum 75% average, and demonstrated financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by September 30th. The Ivey HBA Scholarship Committee will make the final selection of the recipients after the Office of the Registrar assesses financial need. Recipients must meet the Ontario residency requirements of the Ontario Student Opportunity Trust Fund program.

Value: 2 at \$6,500

Effective: 2014-2015 to 2017-2018 academic years inclusive, the award value will be reviewed after the initial four-year period.

Phoenix Interactive Design Inc. HBA Scholarship (Richard Ivey School of Business)

Awarded to full-time HBA students at the Ivey Business School who have applied for acceptance into the HBA/BESc dual degree program. Preference will be given to students who have graduated from a publicly-funded high school. This award will continue for Year 4 and Year 5 provided that the recipients maintain a 75% average, and remain in the HBA/BESc dual degree program. A shortlist of award recipients will be determined by the HBA Program Office based on applications to the HBA/BESc dual degree program (January 2015). The HBA Scholarship Review Committee will make the final selection of the recipients. No new recipients will be selected after 2014-15. If a recipient fails to retain the award no new recipient will be selected and a review of the funding will take place. These scholarships were established with a generous gift from Phoenix Interactive Design Inc.

Value: 3 at \$34,500 (for Year 3, continuing into Years 4 & 5)

Recipients will receive:

\$12,500 in Year 3 (HBA 1) 2014-2015

\$11,000 in Year 4 (HBA/BESc Dual Degree Program) 2015-2016

\$11,000 in Year 5 (HBA/BESc Dual Degree Program) 2016-2017

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

Dr. Alfred Jay Medical Biophysics Award for Cellular Cardiovascular Research (School of Graduate and Postdoctoral Studies, Medical Biophysics)

Awarded annually to a full-time Masters or Doctoral student in the Department of Medical Biophysics, at the Schulich School of Medicine & Dentistry. The award is for the best paper in basic biophysical research, for which the nominee is the first author, the research being primarily in the area of cellular and vascular studies. The published research must describe a significant contribution to the fundamental understanding of the circulatory system, as evidenced by a strong peer-reviewed publication in a journal of high impact for this field. All candidates must submit an application outlining their research and publication details to the Graduate Office of Medical Biophysics by January 31. Selection will be made by the Department Award Committee, with at least one member of the committee holding membership in the School of Graduate and Postdoctoral Studies. This award was established with Foundation Western by Dr. Alfred W.L. Jay (PhD Biophysics '71).

Value: 1 at \$1,500

Effective: May 2014

Robert M. Solomon Scholarship in Tort Law (Faculty of Law)

Awarded annually to a full-time student completing first year in the Faculty of Law who has attained the highest standing in Law 5145 Torts. The scholarship committee in the Faculty of Law will select the recipient each May. This scholarship was established with Foundation Western by friends and colleagues in honour of Professor Robert M. Solomon.

*Professor Solomon taught at Western for 40 years (from 1973 to 2013) with six of those years serving as Law's Associate Dean. During these years, Solomon has achieved a synthesis of teaching, research and service that has been "virtually unmatched." His work in the fields of addiction, health care and impaired driving law has had a concrete impact at Western, across Canada and internationally. Solomon's impact on the field of impaired driving law has been immense. Solomon has also served the Western community, helping develop campus alcohol policies, which have spread across Canada. He has also served as the national director of Legal Policy with MADD Canada since 1998. In 2013 he received the Distinguished University Professor Award.*

Value: 1 at \$1,000

Effective: 2013-2014 to 2014-2015 academic years (with value to be reviewed thereafter)

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

Awarded annually to full-time masters or doctoral students in any Faculty who are current holders of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship in Science and Technology, based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipients. These scholarships were made possible by a generous gift from the Knowledge First Financial Foundation.

Value: 5 at \$5,000\*

Effective: May 2014 to April 2018

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

Morneau Shepell Scholarship (Faculty of Science, Statistical and Actuarial Sciences)

Awarded annually to an undergraduate student in second year Honors Specialization in Actuarial Science, who has achieved a high academic standing (minimum 80%), and has demonstrated leadership

abilities. A one-page statement must be submitted by November 30<sup>th</sup> to the Department of Statistical and Actuarial Sciences describing the candidate's leadership abilities and interest in a career in actuarial science. Selection of the recipient will be made by a committee within the Department of Statistical and Actuarial Sciences. This scholarship was established by Morneau Shepell.

Value: 1 at \$2,500

Effective: 2014-2015 to 2017-2018 academic years inclusive

Alan C. Groom Award (School of Graduate and Postdoctoral Studies, Medical Biophysics)

Awarded annually to a full-time graduate student in the Medical Biophysics program who presents the most effective seminar on his/her research topic to an audience consisting of peers and faculty members in the department. Further information can be obtained from the Office of the Chair of Graduate Medical Biophysics. Students are eligible to nominate each other for the award and then the confidential evaluations will be processed by the Graduate Office in Medical Biophysics with the recipient selected each summer. This award was established through memorial gifts made by family and friends in honour of Dr. Alan C. Groom.

*Dr. Alan Groom was Chair of Medical Biophysics at Western from 1978 to 1987 and during this time, the Department expanded its scope at a rapid pace with the development of Medical Imaging groups at the Lawson and Roberts Research Institutes. Dr. Groom held many grants and awards for excellent medical research in the biophysics of the microcirculatory system, including the Landis Research Award from the Microcirculatory Society of North America (1986). He is remembered also for his exceptional natural teaching ability, animated with in-class demonstrations and punctuated with a keen sense of humour. It is for this reason that this award is given for "the best" presentation at Departmental graduate seminars in Medical Biophysics. Dr. Groom passed away in 2013 at age 86.*

Value: 1 at \$1,000

Effective: May 2014 to April 2025 (with review of funding to be made after this)

Beryl E. Theobald Entrance Scholarship (Faculty of Law)

Awarded annually to an undergraduate student entering first year in the Faculty of Law, who has achieved academic excellence in pre-law studies. The Faculty of Law scholarship committee will select the recipient. This scholarship was made possible by alumni, friends and colleagues of Beryl Theobald to honour her contributions to the Faculty of Law.

*Beryl was the Director of Admissions at Western Law and retired in 2012 after 33 years.*

Value: 1 at \$1,000

Effective: 2014-2015 to 2018-2019 academic year inclusive (with value to be reviewed thereafter)

David James Cohen & Family MBA Scholarship (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 submit applications for this strategic recruitment scholarship at the time of application to the MBA Program at Ivey. Final selection of the recipients 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. Recipients will be notified at the time of acceptance into the program. This scholarship is made possible through the generosity of David James Cohen, BA '91.

Value: 1 at \$10,000

Effective Date: May 2014 to April 2019 inclusive

Schulich Dentistry Prize in Professionalism and Ethics (Schulich School of Medicine & Dentistry, Dentistry)

Awarded annually to a full-time undergraduate third year student in the Doctor of Dental Surgery (DDS) program, who has excelled in the course "Professionalism and Ethics". The scholarship/awards committee in Dentistry will select the recipient and it will be awarded each fall. This Prize was made possible by a generous gift from Mr. David E. Rosenthal (LLB '89) and his law firm, Spiegel Rosenthal Professional Corporation Barristers and Solicitors, in honour of Dr. Barry Schwartz.

Value: 1 at \$500

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



DCY Professionalism Prize 4<sup>th</sup> Year/ITD2 (Schulich School of Medicine & Dentistry, Dentistry)

Awarded annually to a full-time undergraduate fourth year student graduating from the Doctor of Dental Surgery (DDS) program, who has excelled in professionalism and ethics. The scholarship/awards committee in Dentistry will select the recipient and this prize will be awarded each spring at convocation. This prize was made possible by a generous gift from Mr. David Chong Yen and the Dental Estate Inc.  
Value: 1 at \$500

Effective: 2014-2015 to 2018-2019 academic year inclusive

Thames Centre Community Choir Memorial Award (Faculty of Music) Awarded annually to an undergraduate voice student entering or registered in any year in the Don Wright Faculty of Music, with preference given to a student in performance who has contributed significantly to a choir and has shown great promise, based on choral and vocal experience. A one-page statement of application must be submitted to the Dean's Office by September 30<sup>th</sup>. The recipient will be selected by the Don Wright Faculty of Music Scholarship Committee each fall. This award was established by members of the Thames Centre Community Choir.

Value: 1 at \$1,000

Effective: 2014-2015 academic year

Iota Omicron Chapter, Sigma Theta Tau International Undergraduate Nursing Scholarship (Faculty of Health Sciences, Nursing)

Awarded to an undergraduate student entering fourth year of the Bachelor of Science in Nursing (BScN) program or fourth level of the Compressed Time Frame BScN program, based on academic achievement (minimum 80% average). Preference will be given to applicants who are members of Iota Omicron, Sigma Theta Tau International (STTI) and who demonstrate active involvement in global or local community activities. Applicants must submit a one-page statement outlining these attributes to the Director's office in the Arthur Labatt Family School of Nursing by October 31<sup>st</sup>. The recipient will be selected by the Scholarship and Awards Committee in the Arthur Labatt Family School of Nursing. This scholarship was established through the generous donations of the Iota Omicron Chapter members.

Value: 1 at \$1,500

Effective: 2014-2015 to 2018-2019 academic years inclusive (with funding to be reviewed after this)

AER Bursary (Any Undergraduate Program)

Awarded annually to full-time undergraduate students in any program who have demonstrated 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 Registrar's Office will select the recipients. This bursary was established with Foundation Western by a generous gift from an anonymous donor.

Value: 8 at \$2,000

Effective: 2014-2015 academic year

AER Graduate Scholarship for Literacy Studies in Education (School of Graduate and Postdoctoral Studies, Education)

Awarded annually to full-time graduate students in a Master's program in the Faculty of Education, registered in the literacy studies' stream, who have achieved academic and research merit. The graduate scholarship committee, within the Faculty of Education, will select the recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral studies. This scholarship was established with Foundation Western by a generous gift from an anonymous donor.

Value: 16 at \$5,000

Effective: May 2014 to April 2016 only

AER Graduate Scholarship in the Faculty of Health Sciences (School of Graduate and Postdoctoral Studies, Health Sciences)

Awarded annually to full-time graduate students who are at the Master's or Doctoral level in the Faculty of Health Sciences based on academic achievement and research merit. If there is an Ontario Graduate

Scholarship (OGS) or Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) recipient in any given year, the value of the award will be used to support Western's contribution to the OGS/QEIGSST. The School of Graduate and Postdoctoral Studies in cooperation with the Faculty of Health Sciences will select the recipient who is funded through an OGS/QEIGSST. If there is no OGS/QEIGSST holder, then the scholarship will be offered to a non OGS/QEIGSST student. This scholarship was established with Foundation Western by a generous gift from an anonymous donor.

Value: 4 at \$5,000

Effective: May 2014 to April 2016 only

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

AER Award for Health Studies (Faculty of Health Sciences, Health Studies)

Awarded annually to a full-time undergraduate student in Year 2 or beyond of any program at the School of Health Studies within the Faculty of Health Sciences, 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 30<sup>th</sup>. The scholarship and awards committee within the Faculty of Health Sciences will select the recipient after the Office of the Registrar assesses financial need. This award was established with Foundation Western by a generous gift from an anonymous donor.

Value: 2 at \$5,000

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

AER Global Opportunities Award for Health Sciences (School of Graduate and Postdoctoral Studies and Faculty of Health Sciences)

Awarded annually to full-time students (graduate or undergraduate) enrolled in the Faculty of Health Sciences who are 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 these awards, 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 March 15<sup>th</sup> (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 with Foundation Western by a generous gift from an anonymous donor.

Value: 10 at \$2,000\*

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

*\*\$1,000 of the Donor's donation will be matched 1:1 by the University through the Global Opportunity Matching Award Program for an award value of \$2,000.*

AER Graduate Scholarship in Environment and Sustainability Studies (School of Graduate and Postdoctoral Studies, Engineering, Science, Social Science, Environment and Sustainability)  
Awarded annually to full-time graduate students at the Master's or Doctoral level conducting research in the area of Environment and Sustainability, or those enrolled in the Master in Environment and Sustainability (MES) program. These scholarships are based on academic achievement and research merit. Preference will be given to one PhD or Master's student in each of the Faculties of Engineering, Science and Social Science (ideally in the Collaborative Environment and Sustainability program) and one MES student. If there is an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) recipient in any given year, the value of the award will be used to support Western's contribution to the OGS/QEIGSST. The School of Graduate and Postdoctoral Studies, in cooperation with the various Graduate Programs, will select the recipients. If there is no OGS or QEIGSST holder, then the scholarship will be offered to a non OGS/QEIGSST student. Preference will be given to two PhD or Master's students in each of the Faculties of Engineering, Science and Social Science and two MES students. This scholarship was established with Foundation Western by a generous gift from an anonymous donor.

Value: 8 at \$5,000\*

Effective: May 2014 to April 2016 only

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

AER Bursary in Environment and Sustainability Studies in Engineering (Faculty of Engineering)  
Awarded annually to full-time undergraduate students registered in any year of the Green Process Engineering program in the Faculty of Engineering, with demonstrated financial need. An online financial assistance application is available through the Office of the Registrar's website and must be submitted by October 31<sup>st</sup>. The Centre for Environment and Sustainability will identify eligible environment and sustainability programs in the Faculty of Engineering to the Registrar's Office each year. The Office of the Registrar will determine financial need and then select the recipients. This bursary was established with Foundation Western by a generous gift from an anonymous donor.

Value: 4 at \$2,500

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

AER Bursary in Environment and Sustainability Studies in Science (Faculty of Science)  
Awarded annually to full-time undergraduate students in any Honors Specialization, Specialization or Major in an Environment and Sustainability Module, in the Faculty of Science, with demonstrated financial need. The Centre for Environment and Sustainability will identify eligible environment and sustainability programs in the Faculty of Science to the Registrar's Office each year. An online financial assistance application is 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 determine financial need and then select the recipients. This bursary was established with Foundation Western by a generous gift from an anonymous donor.

Value: 4 at \$2,500

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

AER Bursary in Environment and Sustainability Studies in Social Science (Faculty of Social Science)  
Awarded annually to full-time undergraduate students in any Honors Specialization, Specialization or Major in an Environment and Sustainability Module, in the Faculty of Social Science, with demonstrated financial need. The Centre for Environment and Sustainability will identify eligible environment and sustainability programs in the Faculty of Social Science to the Registrar's Office each year. An online financial assistance application is 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 determine financial need and then select the recipients. This bursary was established with Foundation Western by a generous gift from an anonymous donor.

Value: 4 at \$2,500

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

AER Global Opportunities Award in Environment and Sustainability Studies (School of Graduate and Postdoctoral Studies and Faculties of Engineering Science, Science and Social Science)

Awarded annually to full-time students (graduate and undergraduate) enrolled in any program in Environment and Sustainability in the Faculties of Engineering, Science, and Social Science, who are 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 these awards, 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 March 15<sup>th</sup> (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 with Foundation Western by a generous gift from an anonymous donor.

Value: 10 at \$2,000\*

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

*\*\$1,000 from the Donor will be matched 1:1 by the University through the Global Opportunity Matching Award Program so that each student receives \$2,000.*

Poul Thomsen Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Biology)

Awarded annually to a full-time Master's or Doctoral student in Biology, based on academic achievement and research merit. If there is an Ontario Graduate Scholarship (OGS) or a Queen Elizabeth II Graduate Scholarship in Science and Technology (QEIGSST) recipient in any given year, the value of the award will be used to support Western's contribution to the OGS/QEIGSST. The School of Graduate and Postdoctoral Studies, in cooperation with the Graduate studies program in Biology, will select the recipient. If there is no OGS or QEIGSST holder, then a non-OGS/QEIGSST student will be selected.

This scholarship was made possible by a generous gift from the Estate of Mr. Poul V. Thomsen.

*Poul immigrated from Denmark in the early 1950's and worked as the Superintendent of the Western Research Greenhouse for thirty-five years. Poul had a great love for plant sciences. He passed away in 2010 in Parry Sound at the age of 87.*

Value: 1 at \$5,000\*

Effective: May 2014 to April 2019

\*Ontario Graduate Scholarship (OGS) funding ensures a 2:1 match through the Provincial Government, increasing the value of the scholarship to \$15,000 each.

Medical Research Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies, Medicine)

Awarded annually to full-time Master's or Doctoral students in the Schulich School of Medicine & Dentistry, who are current holders of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship in Science and Technology, based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipients. These scholarships were made possible through estate gifts from three very generous donors, Mrs. Myra Millson, Mr. Donald F. Brown and Dr. Albert Lecot, friends of Western.

Value: 4 at \$5,000\*

Effective: May 2014 to April 2016

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

Ryan Farrell Halliday Tribute Global Opportunities Award (Faculty of Arts and Humanities and Faculty of Social Science)

Awarded to a full-time student enrolled in any Classical Studies program (Honors, Major or Minor) in the Faculty of Arts and Humanities or the Faculty of Social Science, who is participating in a Western University international exchange or study-abroad program with preference given to a student who is attending the Vindolanda Field School.

Students must submit a one-page statement outlining what they expect to learn through their program of study and how they will be an effective Ambassador for Western. Only students who have been approved for any of the above listed programs and who are registered at the constituent University will be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 full courses). 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 March 15th (for decisions in early May). Receipt of the award will be based on the acceptance of the candidate into the specified study abroad program, though students may apply in advance of acceptance. This award was established by a generous gift from Bert and Mary Jean Halliday, in honour of their son Ryan.

*Ryan's spirit of courage and fervent compassion, warmth and headstrong perseverance will always be remembered. Ryan lost his 4 ½ year battle with leukemia in 2014 at age 23.*

Value: 1 at \$2,000\*

Effective: 2014-2015 academic year only

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

## 2. Scholarship and Award Revisions

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

MBA '88 Awards (School of Graduate and Postdoctoral Studies, MBA)

Change in criteria, number and value from:

Awarded to MBA students in either cohort based on academic achievement. Preference will be given to candidates with financial need. Candidates must apply for scholarship consideration at the time of applying for admissions to the MBA Program at the Richard Ivey School of Business. Final selection of the recipients 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. From 2009-2010 to 2012-2013, 2 awards per year will be given to Canadian students and one award per year will be given to an International student. In 2013-2014, both the awards will be given to Canadian students. These awards were made possible by generous donations from the MBA Class of 1988.

Value: 3 at \$12,000

Effective: May 2012 to April 2014

To:

Awarded to MBA students based on demonstrated financial need. Candidates must apply for scholarship consideration at the time of applying for admissions to the MBA Program at the Richard Ivey School of Business. Final selection of the recipients 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. These awards were made possible by generous donations from the MBA Class of 1988.

Value: 2 at \$13,000

Effective: May 2014 to April 2019

Doug Needham Memorial Award in Commercial Aviation (Faculty of Social Science)

Change in criteria from:

Awarded to a student in any year of the Bachelor of Management and Organizational Studies (Commercial Aviation Management) who demonstrates financial need, academic excellence and who completes an essay on "Why Study Aviation." Applications are available from the Bachelor of Management and Organizational Studies Program Office, Faculty of Social Science. Recipients will be chosen by the Scholarship Selection Committee of MOS. This award was made possible by a generous donation from Lloyd Needham in memory of his son, Doug Needham (HBA'83-History).

Change to:

Awarded annually to a student in any year of the Bachelor of Management and Organizational Studies (Commercial Aviation Management) who demonstrates financial need, academic excellence and who completes an essay on "Why Study Aviation." Applications are available from the Bachelor of Management and Organizational Studies Program Office, Faculty of Social Science and must be submitted by September 30th. Online financial assistance applications are available through the Office of the Registrar's website and must also be submitted by September 30th. Recipients will be chosen by the Scholarship Selection Committee of MOS. This award was made possible by a generous donation from Lloyd Needham in memory of his son, Doug Needham (HBA'83-History).

Effective: 2014-2015 academic year

J.J. Wettlaufer Awards (Richard Ivey School of Business)

Change in name and value from: 8 at \$200

Change to: J.J. Wettlaufer Award

Value: 9 at \$200

Effective: 2013-2014 academic year

Change in value from: 9 at \$200

Change to: 8 at \$200

Effective: 2014-2015 academic year

Suzanne Curtis Awards (Richard Ivey School of Business)

Change in name and value from: 8 at \$200

Change to: Suzanne Curtis Award

Value: 10 at \$200

Effective: 2013-2014 academic year

Change in value from: 10 at \$200

Change to: 8 at \$200

Effective: 2014-2015 academic year

Robert L. Taylor Rural Southwestern Ontario Medical Residency Award (Schulich School of Medicine & Dentistry)

Change in value from: 3 at \$2,500

To: 1 at \$637

Effective: 2013-2014 academic year only

Dr. Alfred Jay Medical Biophysics Award (School of Graduate and Postdoctoral Studies, Medical Biophysics)

Change in Name, Criteria and Value from:

Awarded annually to a full-time Masters or Doctoral student in the Department of Medical Biophysics, at the Schulich School of Medicine & Dentistry, who has demonstrated innovation and entrepreneurship in the field of their Medical Biophysics' research studies. The scholarship/awards committee at the Schulich School of Medicine & Dentistry will select the recipient with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. This award was established by Dr. Alfred W.L. Jay (PhD Biophysics '71) through Foundation Western.

Value: 1 at \$1,125.00

To:

Dr. Alfred Jay Medical Biophysics Award for Translational Research

Awarded annually to a full-time Masters or Doctoral student in the Department of Medical Biophysics, at the Schulich School of Medicine & Dentistry, who has demonstrated innovation in the development of a clinical diagnostic or therapeutic procedure during the course of their research studies. The student must demonstrate significant contribution along the path from "bench to bedside" implementation. All candidates must submit an application outlining their research project to the Graduate Office of Medical Biophysics by January 31. Selection will be made by the Department Award Committee, with at least one member of the committee holding membership in the School of Graduate and Postdoctoral Studies. This award was established with Foundation Western by Dr. Alfred W.L. Jay (PhD Biophysics '71).

Value: 1 at \$1,500

Effective: May 2014

MacKewn, Winder, Kirwin Entrance Scholarship (Faculty of Law)

Change in value from: 1 at \$800

To: 1 at \$1,200

Effective: 2014-2015 academic year

Badun-Gillese Entrance Scholarship (Faculty of Law)

Change in Value from: 1 at \$1,400

To: 1 at \$1,500

Effective: 2014-2015 academic year

David L. Johnston Prize in Securities Regulation (Faculty of Law)

Change in Value from: 1 at \$175

To: 1 at \$250

Effective: 2014-2015 academic year

Waterloo Law Association Entrance Scholarship (Faculty of Law)

Change in Name and criteria from:

Awarded to a student entering first year in the Faculty of Law based on academic achievement (minimum 80% average) and financial need. Preference will be given to students with a connection to the Kitchener-Waterloo Cambridge region. Candidates must complete an admission bursary application which is available online through the Office of the Registrar's Web site after January 1 and submit it by April 1. The Office of the Registrar will determine financial need and the Faculty of Law will select the recipient. This scholarship is made possible by a gift from the Waterloo Law Association.

To:

Waterloo Region Law Association Entrance Scholarship

Awarded to a student entering first year in the Faculty of Law based on academic achievement (minimum 80% average) and financial need. Preference will be given to students with a connection to the Kitchener-Waterloo- Cambridge region. Online financial assistance applications are available through the Office of

the Registrar's website and must be submitted by April 1. The Office of the Registrar will determine financial need and then the Faculty of Law will select the recipient. Established in 2005, this scholarship is made possible through the generosity of the Waterloo Region Law Association.

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

Doreen M. Dinsdale Memorial Award (Faculty of Engineering)

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

To: 1 at \$1,500

Effective: 2013-2014 academic year

Alzheimer Foundation London and Middlesex Doctoral Scholarship in Alzheimer-Related Research  
(School of Graduate and Postdoctoral Studies)

Change in Value from: 1 award at \$12,500, continuing for two years, for a total of \$25,000 (to be paid in two installments of \$12,500 each, with the second installment to be made after submission of a satisfactory progress report in August 2013)

To: 1 scholarship of \$15,000, continuing for two years, for a total of \$30,000 (to be paid in two installments of \$15,000 each, with second installment to be made after submission of a satisfactory progress report at the completion of the first year of the scholarship.)

Effective Date: May 1, 2014 to April 30, 2016

Alzheimer Foundation London and Middlesex Masters Scholarship in Alzheimer-Related Research  
(School of Graduate and Postdoctoral Studies)

Change in Value from: 1 award at \$12,500 (to be paid in two installments of \$6,250 each, with the second installment to be made after submission of a satisfactory progress report in January)

To: 1 scholarship of \$15,000 (to be paid in two installments of \$7,500 each, with second installment to be made after submission of a satisfactory progress report six months from the start of the scholarship.)

Effective Date: May 1, 2014 to April 30, 2016

Collins Memorial Prize in Geriatric Medicine (Schulich School of Medicine & Dentistry)

Change in Value from: 1 at \$250

To: 1 at \$1,000

Effective 2013-14 academic year

Western Alumni Global Opportunities Award in Social Science (Faculty of Social Science)

Change in value from: 3 at \$2,000

To: 3 at \$2,000 and 1 at \$1,000

Effective: 2014-2015 academic year

Catherine Mary Bowie Travelling Award (Faculty of Arts and Humanities)

Change in number and value from: 1 at \$2,500

To: 2 at \$2,800

Effective: 2014-2015 academic year

Lori Muir Melnyk Honours Business Administration Award (Richard Ivey School of Business)

Change in number from: 5 at \$5,650

To: 6 at \$5,650

Effective: 2014-2015 academic year

Elsie Victoria Laing Award in Nursing (Faculty of Health Sciences)

Change in Value from: 1 at \$1,350

To: 1 at \$3,275

Effective: 2014-2015 academic year (with value to be reviewed each year)



Jock Tindale Memorial Award (Faculties of Engineering and Business)

Change in Effective Date from: 2013-2014 academic year (with value to be reviewed again for 2014-2015)

To:

Effective: 2014-2015 academic year (with value to be reviewed again for 2015-2016)

Royal Canadian Regiment Milton Fowler Gregg V.C. Bursary (School of Graduate and Postdoctoral Studies, and the Undergraduate Faculties of Engineering, Law, Science, Social Science)

Change in Value from: 1 at \$700

To: 1 at \$1,000

Effective: 2014-2015 to 2017-2018 academic years inclusive

Margaret A. Banks Prize in Geriatric Medicine (Schulich School of Medicine & Dentistry)

Change in Name and Value from: 1 at \$250

To: Margaret A. Banks Scholarship in Geriatric Medicine

To: 1 at \$1,000

Effective: 2014-2015 academic year

Bruce McCallum Graduate Award in Aphasia (School of Graduate and Postdoctoral Studies, Speech Language Pathology)

Change in Value from: 1 at \$3,000

To: 1 at \$1,000

Effective: May 2014 to April 2015 only

Morrison Scholarship in American Studies for Academic Achievement (Faculty of Social Science)

Change in criteria and number of awards from:

Awarded annually to the full-time third-year student entering an Honors degree with an Honors Specialization or Major in American Studies, or a double Major that includes American Studies, who has earned the highest academic average in his/her first year (minimum 80% average). The recipient will be chosen by a committee established by the Centre for American Studies.

Value: 1 at \$1,000

To:

Awarded annually to one full-time third-year student and one full-time fourth-year student registered in an Honors degree with an Honors Specialization or Major in American Studies, or a double Major that includes American Studies, who has earned the highest academic average in his/her previous year. The recipient will be selected by a committee established by the Centre for American Studies. These scholarships were established by a generous donation from Dr. Katherine L. Morrison, a long-time friend and supporter of Western.

Value: 2 at \$1,000

Effective: 2014-2015 academic year

Margaret H. McNulty Awards (Faculty of Law)

Change in name, criteria, number of awards and value from:

Awarded annually to two students who, in their first year, have shown great promise. Endowed awards established through the generosity of staff, faculty, and former faculty, in honor of Margaret H. McNulty, a long-serving and loyal member of staff who enriched those who knew her by her warmth and generosity of spirit.

Value: 2 @ \$100 each

To: Margaret H. McNulty Prize

Awarded annually to an undergraduate student in the Faculty of Law who, in his/her first year, has shown great promise. The Faculty of Law scholarship committee will select the recipient. This award was established through the generosity of staff, faculty, and former faculty in Law, in honor of Margaret H. McNulty, a long-serving and loyal member of staff who enriched those who knew her by her warmth and generosity of spirit.

Value: 1 at \$300

Effective: 2014-2015 academic year

Northwater Capital Management Awards in Aging (School of Graduate and Postdoctoral Studies, Kinesiology)

Change in name, criteria and value from:

Awarded annually to students enrolled full-time in a graduate program in the Faculty of Health Sciences or the graduate program in Physiology and studying in the Centre for Activity and Ageing. Students must have been asked to present at a national or international conference or meeting on the basis of acceptance of a submitted abstract, must have B+ average in course work and demonstrated other scholarly activities (publications/presentations). Financial need must be evident. Contact the Centre for Activity and Ageing for application information and deadline. Selection made by a Committee of the Centre for Activity and Ageing comprised of members of the School of Graduate and Postdoctoral Studies. Successful candidates must meet OSOFT eligibility requirements. This award is established by a generous donation from Northwater Capital Management.

Value: 2 at \$1000.00

To: Northwater Capital Management Award in Aging

Awarded annually to students enrolled full-time in a graduate program in the School of Kinesiology, Faculty of Health Sciences, and supervised by a Faculty member in the Centre for Activity and Ageing. Students must be registered to attend, or have been asked to present at a national or international conference or meeting on the basis of acceptance of a submitted abstract, or require graduate research support, must have B+ average in course work and demonstrated other scholarly activities (publications/presentations). Financial need must be evident. Contact the Centre for Activity and Ageing for application information and deadline. Selection will be made by a Committee of the Centre for Activity and Ageing comprised of members of the School of Graduate and Postdoctoral Studies. Successful candidates must meet OSOFT eligibility requirements. This award was established by a generous donation from Northwater Capital Management.

Value: 2 at \$2,000

Effective: May 2014 to April 2019 (Value will change to 2 at \$1,000 Effective May 2019)

Department of Microbiology & Immunology Graduate Fellowships (School of Graduate and Postdoctoral Studies, Microbiology & Immunology)

Change in Name, Criteria and Value from:

Awarded to a new, full-time master's or doctoral students who are registered in the School of Graduate and Postdoctoral Studies and enrolled for the first time in the Microbiology & Immunology Graduate Program. Awards will be based on academic achievement (minimum 80% academic average) and research ability. Recipients will be selected annually by the Graduate Committee of the Department of Microbiology & Immunology. Fellowships will be provided in the form of a scholarship for the first year the student is enrolled in the program. These awards were established by an anonymous donor to attract outstanding full time Master's or Doctoral students to the Department.

Value: Number and value will vary; up to \$12,000 available

To: Dr. Frederick W. Luney Graduate Fellowship in Microbiology & Immunology

Awarded to full-time Master's or Doctoral students who are registered in the School of Graduate and Postdoctoral Studies and enrolled for the first time in the Microbiology & Immunology Graduate Program. Awards will be based on academic achievement (minimum 80% academic average) and research ability. Recipients will be selected annually by the Graduate Committee of the Department of Microbiology & Immunology. Fellowships will be provided in the form of a scholarship for the first year the student is enrolled in the program. This fellowship was established by Mrs. Marion Isabelle (Luney) Murray in honour of her father, Frederick Winnett Luney, a Pathologist and Western Professor.

*Marion worked as a medical technologist in St Joseph's Hospital Laboratory in the Department of Microbiology and Immunology in the Faculty of Medicine at The University of Western Ontario. She was the chief technologist in the Clinical Bacteriology Service for Victoria Hospital and provided technical*

*support to laboratory teaching for the students of medicine and science for many years. Marion died in London, Ontario in 2013 at age 94.*

Value: Number and value will vary; up to \$16,000 available  
Effective: May 2014

Department of Microbiology & Immunology Graduate Travel Awards (School of Graduate and Postdoctoral Studies, Microbiology & Immunology)

Change in Name, Criteria and Value from:

Awarded to a full-time Master's or Doctoral students who are registered in the School of Graduate and Postdoctoral Studies and have been enrolled in the Microbiology & Immunology Graduate Program for a minimum of two terms and are conducting research in Microbiology & Immunology. Awards will be based on academic achievement (minimum 80% academic average) to enable graduate students to attend scholarly conferences or meetings to present their research. Recipients will be selected by the Graduate Committee of the Department of Microbiology & Immunology. Applications can be obtained from the Department and will be accepted throughout the year. These awards were established by an anonymous donor to attract outstanding full time Master's or Doctoral students to the Department.

Value: Up to \$10,000 annually. Number of awards will vary and value of awards will vary to a maximum of \$1,000 per award.

To: Dr. Frederick W. Luney Graduate Travel Award in Microbiology & Immunology

Awarded to full-time Master's or Doctoral students who are registered in the School of Graduate and Postdoctoral Studies and have been enrolled in the Microbiology & Immunology Graduate Program for a minimum of two terms and are conducting research in Microbiology & Immunology. Awards will be based on academic achievement (minimum 80% academic average) to enable graduate students to attend scholarly conferences or meetings to present their research. Recipients will be selected by the Graduate Committee of the Department of Microbiology & Immunology. Applications can be obtained from the Department and will be accepted throughout the year. This award was established by Mrs. Marion Isabelle (Luney) Murray in honour of her father, Frederick Winnett Luney, a Pathologist and Western Professor.

*Marion worked as a medical technologist in St Joseph's Hospital Laboratory in the Department of Microbiology and Immunology in the Faculty of Medicine at The University of Western Ontario. She was the chief technologist in the Clinical Bacteriology Service for Victoria Hospital and provided technical support to laboratory teaching for the students of medicine and science for many years. Marion died in London, Ontario in 2013 at age 94.*

Value: Up to \$12,000 annually. Number of awards will vary to a maximum of \$1,000 per award.  
Effective: May 2014

Szilard Award in Theoretical Computer Science (Faculty of Science, Computer Science)

Change in criteria from:

Awarded to a full-time graduating student in fourth year of an Honors Specialization in Computer Science whose thesis is deemed to have the highest theoretical merit in the opinion of the Chair, the Undergraduate Chair, and the Thesis Administrator for Computer Science 4460 or 4490 in the Department of Computer Science. This award was established by Dr. Andrew Szilard, Professor Emeritus (Computer Science), BA'62, MA'68, PhD'74 (Mathematics) to encourage outstanding theoretical computer science students to pursue graduate education in the field. Dr. Szilard taught in the Department of Computer Science from 1965 to 1997.

To:

Awarded to a full-time graduating student in fourth year of an Honors Specialization in Computer Science whose academic work is deemed to have the highest theoretical merit in the opinion of the selection committee in Computer Science. This award was established by Dr. Andrew Szilard, Professor Emeritus (Computer Science), BA'62, MA'68, PhD'74 (Mathematics) to encourage outstanding theoretical computer science students to pursue graduate education in the field. Dr. Szilard taught in the Department of Computer Science from 1965 to 1997.

Effective: 2013-2014 to 2022-2023 academic years inclusive

## **FROM OPERATING**

### Faculty of Arts and Humanities Entrance Scholarship of Excellence

Change in wording and value:

From:

Awarded to full-time students entering the first year of an undergraduate program in the Faculty of Arts and Humanities who are registered in a minimum of 2.0 Arts and Humanities courses. Students must have a minimum final admission average of 88% and be eligible for a University entrance scholarship (Western Scholarship of Distinction, Western Scholarship of Excellence or a Continuing Admission Scholarship). This scholarship will be supplemental to the University entrance scholarship. The Scholarship Committee of the Faculty of Arts and Humanities will select recipients of the award. The number of scholarships will be determined annually by the Dean of the Faculty of Arts and Humanities.

Value: \$500 each

To:

Awarded to full-time students entering the first year of an undergraduate program in the Faculty of Arts and Humanities who are registered in a minimum of 2.0 Arts and Humanities courses. Students must have a minimum final admission average of 88% and be eligible for a University entrance scholarship (Western Scholarship of Distinction, Western Scholarship of Excellence or a Continuing Admission Scholarship). This scholarship will be supplemental to the University entrance scholarship.

Value: \$2,500

Effective: 2014-2015 academic year

### Faculty of Arts and Humanities Dean's Entrance Scholarship

Change in wording and value:

From:

Awarded to full-time students entering the first year of an undergraduate program in the Faculty of Arts and Humanities who are registered in a minimum of 2.0 Arts and Humanities courses. Students must have a final admission average between 84% and 87.9%. The Scholarship Committee of the Faculty of Arts and Humanities will select recipients of the award. The number of scholarships will be determined annually by the Dean of the Faculty of Arts and Humanities.

Value: \$1,000 each

To:

Awarded to full-time students entering the first year of an undergraduate program in the Faculty of Arts and Humanities who are registered in a minimum of 2.0 Arts and Humanities courses. Students must have a final admission average between 84% and 87.9%.

Value: \$3,500

Effective: 2014-2015 academic year

## **3. Discontinued Awards**

The following award was discontinued effective May 2013:

MacKewn, Winder, Kirwin Award in Debtor Creditor Rights

The following award was discontinued effective May 2014:

Pon Elman HBA Scholarship

**REPORT OF THE SENIOR OPERATIONS COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>University Discipline Appeals Committee - Membership</b>	Yes

**FOR INFORMATION**

1. **University Discipline Appeals Committee - Membership**

At its meeting on June 3, 2014, the Senior Operations Committee approved the appointment of the following to the University Discipline Appeals Committee (UDAC):

Chair:	Mark Workentin, Faculty of Science
Faculty:	Francine MacKenzie*, Faculty of Social Science
Students:	Daniel Cameron*, SGPS
	Bhavin Prajapati, SGPS
	Warren Cracknell*, Schulich/Faculty of Science
	Jonathan English*, Faculty of Arts & Humanities
	Nikki Pilo*, Faculty of Social Science
	Sujan Saravanabavan*, Schulich/Faculty of Science

UDAC is the committee of the Board that hears appeals of decisions taken against students in non-academic misconduct cases. Membership includes faculty and students from which panels of three are established to hear each case. The current chair, Professor Chris Ellis, is going on leave. The proposed replacement for him as chair, Mark Workentin, has been a member of the committee for several years and has also served as chair of the Senate Committee on Academic Policy and Programs and as a member of the Senate Review Board Academic (the body which hears appeals in academic cases). Those marked with an asterisk are reappointments. Faculty terms are two years; student terms are one year.

**REPORT OF THE AUDIT COMMITTEE**

Contents	Consent Agenda
<b>Retirement Income Fund Financial Statement for the year ended December 31, 2014</b>	No
<b>Proposal to Discontinue Retirement Income Fund Program</b>	No
<b>Western Retirement Income Fund – KPMG Audit Findings Report</b>	Yes
<b>Western Retirement Plans – Report to the Audit Committee for the year ended December 31, 2014</b>	Yes
<b>Health, Safety and Wellness Annual Report 2013-14</b>	Yes

**FOR APPROVAL**

1. **Retirement Income Fund Financial Statements for the year ended December 31, 2013**

**Recommended:** That the audited financial statements for the University of Western Ontario Retirement Income Funds for the calendar year 2013 be approved.

**Background**

The UWO Retirement Income Funds are individual retirement products administered by the University for former faculty and staff and their spouses. The program was initiated in 2000 and the investments are selected and monitored by the academic and administrative staff pension boards in a manner consistent with the pension plans sponsored by the University. There are currently 379 former faculty and staff for whom the University administers individual Retirement Income Funds. The market value of the accounts amounts to \$247 million as at December 31, 2013. The University recovers the administrative expenses by charging a flat dollar fee per member per month. Fees are set on a non-profit basis. In 2013 approximately \$290,000 was recovered to cover the costs of internal salaries, systems and other non-investment costs. *The expenses are outlined in **note 9 of the Retirement Income Fund financial statements** attached in [Annex 1](#).*

With regard to pensions, the Audit Committee is asked to recommend approval of only the RIF financial statements to the Board of Governors. The academic and administrative staff pension boards have been delegated the authority by the Board of Governors to approve the Master Trust financial statements and the financial statements for each of the pension plans. On May 26, 2014, the Joint Pension Board approved the audited financial statements for the Master Trust, the academic staff pension plan and the administrative staff pension plan.

2. **Proposal to Discontinue Retirement Income Fund Program**

**Recommended:** That the Board of Governors approve the discontinuation of the Western Retirement Fund (RIF Program) in principle, subject to the identification of a preferred external provider whose proposed program will meet requirements and specifications outlined below; and

That the authority to select and negotiate an agreement with a preferred external provider be delegated to the President, the Vice-President (Resources & Operations), the Associate Vice-President (Human Resources), the Chair of the Board and the Chair of the Audit Committee.

Specifications for Provider:

- currently in the RIF/LIF business
- offer comparable investment options
- offer competitive fees - less than 85 bps for a similar overall asset mix
- offer enhanced member services

**Background:**

Please note that the motion being presented by the Audit Committee will not be voted upon at this meeting but deferred to the September meeting of the Board. At this meeting, a comprehensive update of the issue and the proposal will be provided. See [Annex 2](#), [Annex 3](#) and [Annex 4](#).

**FOR INFORMATION**

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

See [Annex 5](#).

4. **Western Retirement Plans – Report to the Audit Committee for the year ended December 31, 2013**

See [Annex 6](#) and [Annex 7](#).

5. **Health, Safety and Wellness Annual Report 2013-14**

See [Annex 8](#).

**DRAFT** Financial Statements of

**THE UNIVERSITY OF WESTERN ONTARIO**  
RETIREMENT INCOME FUND

Year ended December 31, 2013



# INDEPENDENT AUDITORS' REPORT

To the Board of Governors of The University of Western Ontario

We have audited the accompanying financial statements of the University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2013 the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

## *Management's Responsibility for the Financial Statements*

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

## *Auditors' Responsibility*

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

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

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

## *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Western Ontario Retirement Income Fund as at December 31, 2013 and its changes in net assets available for retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants

June 6, 2014

London, Canada

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### Statement of Financial Position

#### DRAFT

December 31, 2013, with comparative information for 2012

	2013	2012
<b>Assets</b>		
Cash	\$ 2,052,463	\$ 1,407,512
Accrued income	38,196	51,039
Investment in Master Trust (note 4(a))	245,930,399	203,352,932
	248,021,058	204,811,483
<b>Liabilities</b>		
Accrued expenses	473,182	425,748
Retirement income payments payable	1,344,491	1,352,223
	1,817,673	1,777,971
Net assets available for retirement income payments	246,203,385	203,033,512
Retirement income fund obligations (note 2(a))	246,203,385	203,033,512
Surplus (deficit)	\$ -	\$ -

See accompanying notes to financial statements.

On behalf of the Board of Governors:

\_\_\_\_\_ Chair \_\_\_\_\_ Secretary

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### Statement of Changes in Net Assets Available for Retirement Income Payments

#### DRAFT

Year ended December 31, 2013, with comparative information for 2012

	2013	2012
Investment income (note 4(b))	\$ 27,171,078	\$ 14,742,315
Increase in net assets:		
Transfers (note 6)	35,464,419	16,470,441
Transfers in to fund	-	158,506
	35,464,419	16,628,947
Decrease in net assets:		
Benefit payments (note 7)	(18,753,339)	(24,785,009)
Fund managers' fees (note 10)	(220,650)	(56,442)
Agency fees	(113,000)	(113,000)
Administrative costs recovered by the University (note 9)	(290,371)	(307,991)
Custodian fees	(78,409)	(94,727)
Transaction costs	(9,855)	(21,660)
	(19,465,624)	(25,378,829)
Net increase	43,169,873	5,992,433
Net assets available for retirement income payments, beginning of year	203,033,512	197,041,079
Net assets available for retirement income payments, end of year	\$ 246,203,385	\$ 203,033,512

See accompanying notes to financial statements.

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Financial Statements

Year ended December 31, 2013

---

#### **1. Description of program:**

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

---

#### **1. Description of program (continued):**

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

- Money Market Fund
- Target Date Fund 2014
- Target Date Fund 2016
- Target Date Fund 2018
- Balanced Income Fund
- Balanced Growth Fund
- Diversified Bond Fund
- Canadian Bond Fund
- Canadian Long Term Bond Fund
- Immunized Bond Fund - Admin
- Immunized Bond Fund - Academic
- Diversified Equity Fund
- Canadian Equity Fund
- U.S. Equity Hedged Fund
- U.S. Equity Unhedged Fund
- Non-North American Equity Fund
- Socially Responsible Global Equity Fund
- Liquidating Trust Fund

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

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

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

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

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

Year ended December 31, 2013

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**1. Description of program (continued):**

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

**2. Basis of presentation:**

(a) Basis of presentation:

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

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

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

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

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

(b) Basis of measurement:

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

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

Year ended December 31, 2013

---

**3. Significant accounting policies:**

(a) Revenue:

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

(b) Financial assets and financial liabilities:

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

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

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

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

Year ended December 31, 2013

---

**3. Significant accounting policies (continued):**

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

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

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

(c) Fair value measurement:

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

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

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

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



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

Year ended December 31, 2013

---

**3. Significant accounting policies (continued):**

(c) Fair value measurement (continued):

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

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

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

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

Year ended December 31, 2013

---

**3. Significant accounting policies (continued):**

(d) Unit valuation:

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

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

(e) Foreign exchange:

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

(f) Capital risk management:

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### DRAFT Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

### 3. Significant accounting policies (continued):

(g) Related party transactions:

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

(h) Estimates:

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

### 4. Investments and investment income:

- (a) The following table provides details of the underlying investments held within the Master Trust, representing a 19.5% (2012 - 18.3%) position in the Master Trust based on units held by individual members of the Fund:

	2013		2012	
	Cost	Market	Cost	Market
Short-term:				
Money Market Fund	\$ 7,715,681	\$ 7,718,768	\$ 7,603,504	\$ 7,606,881
Bonds:				
Target Date Fund 2014	8,087,031	9,007,787	8,344,343	9,304,306
Target Date Fund 2016	10,519,433	11,515,122	10,028,805	10,871,278
Target Date Fund 2018	7,634,485	7,792,323	4,910,960	4,984,793
Canadian Bond Fund	43,210,706	56,827,585	38,780,239	54,265,022
Long Term Bond Fund	8,909,446	8,834,051	11,432,063	12,602,060
Equities:				
Diversified Equity Fund	80,593,243	112,486,372	72,232,333	79,683,159
Canadian Equity Fund	14,481,095	17,416,941	16,708,077	17,026,091
U.S. Equity Hedged Fund	2,669,547	4,132,442	1,457,400	1,736,657
U.S. Equity Unhedged Fund	4,596,683	6,567,683	2,014,514	2,330,132
Liquidating Trust	3,668,409	3,631,325	3,249,334	2,942,553
	\$192,085,759	\$245,930,399	\$176,761,572	\$203,352,932

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

#### **4. Investments and investment income (continued):**

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

	2013	2012
Interest:		
Securities lending	\$ 6,279	\$ 15,446
Short-term notes	110,035	178,254
Cash balances	201,116	267,889
Bonds and debentures:		
Government	877,650	1,046,656
Corporate	892,442	820,547
Dividends:		
Domestic	7,100,768	7,384,084
Foreign	513,702	469,551
Net realized gain on sale of investments	29,414,906	29,844,875
Net unrealized change in fair value of investments	135,790,780	56,900,993
	<b>\$174,907,678</b>	<b>\$ 96,928,295</b>
Allocated to:		
Academic Staff Pension Plan	\$ 87,824,288	\$ 54,248,343
Administrative Staff Pension Plan	59,912,312	27,937,637
Retirement Income Fund	27,171,078	14,742,315
	<b>\$174,907,678</b>	<b>\$ 96,928,295</b>

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

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

2013

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

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### DRAFT Notes to Financial Statements (continued)

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

(c) (continued):

2012

	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 38,580,435	\$ -	\$ -	\$ -	\$ -	\$ 38,580,435	8.2
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	3,472,530	86,774,872	39,494,784	57,433,450	-	187,175,636	39.6
Corporate bonds	32,473,040	17,982,700	11,198,811	20,776,886	-	82,431,437	17.4
Individual holdings Global:							
Government bonds	1,914,278	36,835,334	38,555,373	27,746,720	-	105,051,705	22.2
Corporate bonds	1,450,467	17,199,484	26,909,833	14,012,689	-	59,572,473	12.6
	\$ 77,890,750	\$158,792,390	\$116,158,801	\$119,969,745	\$ -	\$472,811,686	100.0
Percentage of total	16.4%	33.6%	24.6%	25.4%	-	100.0%	

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

#### **4. Investments and investment income (continued):**

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

2013

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

2012

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	1.3%	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	3.4%	1.3%	1.9%	3.1%
Canadian corporate bonds	0.4%	2.2%	3.0%	4.3%
Global government bonds	2.5%	1.6%	1.9%	3.0%
Global corporate bonds	0.8%	2.5%	3.2%	4.7%

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

#### **5. Individually significant investments:**

The following information is provided in respect of individual investments in the Master Trust with a cost or market value in excess of 1% of the cost or fair value of the Master Trust as at December 31, 2013, as required by the Pension Benefits Act (Ontario).

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

	Cost	Market
Bonds:		
Pooled Funds:		
UWO SSGA Canadian Bond Fund	\$101,041,670	\$135,472,837
UWO Alliance Global Plus Bond Fund	115,857,534	155,844,189
Equities:		
Pooled Funds:		
Greystone Canadian Equity Fund	74,430,089	87,590,203
Connor Clark & Lunn Core Fund	76,705,976	87,148,899
Beutel Canadian Equity Fund	61,675,682	87,022,271
SSGA S&P 500 U.S. Equity Fund, Hedged	80,207,910	131,214,673
SSGA S&P 500 U.S. Equity Fund, Unhedged	19,189,261	27,417,369
SSGA S&P 400 Midcap	9,013,001	15,445,075
PanAgora Small Cap Core Equity	10,273,180	15,576,350
Alliance Bernstein Equity Cap	69,562,574	77,714,067
T. Rowe Price Global Equity Fund	42,645,491	58,519,117
Harris Associates Global Large Cap LP	36,597,677	67,325,801
MFS International Equity Fund	53,514,512	74,753,268
William Blair Emerging Markets	29,003,163	29,463,980
2333635 Ontario Inc.	40,000,001	44,547,528



# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

#### **6. Transfers:**

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

	2013	2012
From the:		
Academic Staff Pension Plan	\$ 26,102,205	\$ 12,311,985
Administrative Staff Pension Plan	9,362,214	4,158,456
	<b>\$ 35,464,419</b>	<b>\$ 16,470,441</b>

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

#### **7. Benefit payments:**

	2013	2012
Retirement benefit payments	\$ 16,228,809	\$ 13,860,110
Termination benefit payments	2,092,381	9,699,349
Death benefit payments	432,149	1,225,550
	<b>\$ 18,753,339</b>	<b>\$ 24,785,009</b>

#### **8. Income taxes:**

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

# THE UNIVERSITY OF WESTERN ONTARIO

## RETIREMENT INCOME FUND

### **DRAFT** Notes to Fund Financial Statements (continued)

Year ended December 31, 2013

#### **9. Administrative costs recovered by the University:**

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

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

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

	2013	2012
Administrative expenses incurred:		
Salaries and benefits	\$ 153,927	\$ 144,258
Other professional fees	104,589	78,104
HST accrual on deemed services	34,601	45,196
Systems and software	17,928	16,276
Audit fees	7,500	5,429
Office supplies and equipment	1,630	3,942
Professional development and membership	1,390	2,374
	321,565	295,579
Recoveries:		
Paid by (recovered from) the University out of corporate benefits budget	31,194	(12,412)
Administrative costs recovered by the University	290,371	307,991
	321,565	295,579
	\$ -	\$ -

As at December 31, 2013, administrative costs to be recovered by the University of \$290,371 (2012 - \$307,991) have been accrued but not yet paid.

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

Year ended December 31, 2013

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**10. Fund managers' fees:**

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

**11. Financial instruments:**

(a) Fair values:

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

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

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

All of the Trust's investments have been classified as Level 2. There were no changes in the classification of investments during 2013.

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

Year ended December 31, 2013

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**11. Financial instruments (continued):**

(b) Associated risks:

(i) Market price risk:

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

(ii) Foreign currency risk:

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

(iii) Interest rate risk:

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

(iv) Liquidity risk:

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



# **The Future of the Western RIF Program Recommendation**

**June 2014**

## Background – RIF Program

- Introduced in 2000 as a service for Western retirees in response to a lack of suitable retail/3<sup>rd</sup> party retirement options at that time
  - Companies mainly had GICs for investment options in their RIF plans
- The Western RIF Program is a satisfactory option but not an optimal solution by today's standards
  - Retail/3<sup>rd</sup> party options have improved over time
  - Has only passively managed bond funds and lacks exposure to a broader range of fixed income security options such as mortgages and asset backed securities
  - Does not have a balanced fund / income fund option with auto-rebalancing features
- Has approximately 380 active member and \$250 million of assets
- Includes RRIFs and LIFs

## Governance

- University's Board of Governors is the sponsor of both the RPPs and the RIF
- Special Resolution of the Board establishes the Pension Boards as the delegated administrator of the RPP and the delegated administrator of the master trust for the RPP and RIF
- Pension Boards' role does not include sponsorship or administration of RIF
- The University, through the Board of Governors, has been appointed as an agent of The Northern Trust Company, Canada to manage and administer all operational aspects of the Western RIFs.
- The University has delegated this day-to-day responsibility to Human Resources. The investment choices available under the Western RIFs are designed, implemented and managed in accordance with policies set out by the Pension Board for Academic Staff and Pension Board for Administrative Staff (Joint Pension Board).

## Current Features

Feature	Western RIF Program
FEES	Flat annual admin fee \$1250 plus 30 bps management fees (avg) = 42 bps total
INVESTMENT OPTIONS	10 funds with limited fixed-income options and no asset allocation options with auto rebalancing features
FREQUENCY OF CHANGES	Monthly
ADVICE	No advice Two Benefit Consultants assist with information and education
RESIDENCY	Must be a Canadian resident
REGISTRATION OF PENSION ASSETS	Transfers of non-Ontario pension plan funds are not permitted

## Current Investment Options

Fund Class		RIF Program	Pension Plan
Equity	Canadian	✓	✓
	Socially Responsible	✗	✓
	Diversified	✓	✓
	US Hedged	✓	✓
	US Unhedged	✓	✓
	Non-North American	✗	✓
Fixed-income	Canadian Bond – passive	✓	✓
	Long-term Bond – passive	✓	✓
	Diversified Bond	✗	✓
	Target Date funds x 3	✓	✓
	Money Market	✓	✓
Asset Allocation	Balanced Growth	✗	✓
	Balanced Income	✗	✓
	<b>Total fund options</b>	<b>10</b>	<b>15</b>

## Retiree Decisions

Options	2013	2012	2011	2010	2009	2008	2007	2006	2005
Establish Western RIF at normal retirement date	12%	4%	8%	10%	8%	13%	19%	23%	50%
Buy annuity	4%	3%	6%	7%	7%	7%	6%	14%	10%
Transfer money out of the plan	50%	38%	31%	30%	29%	20%	22%	30%	5%
Do nothing (leave \$ in plan)	20%	12%	23%	24%	39%	28%	20%	33%	35%
Postpone retirement	15%	43%	32%	30%	17%	32%	33%	0%	0%

## Asset Trends

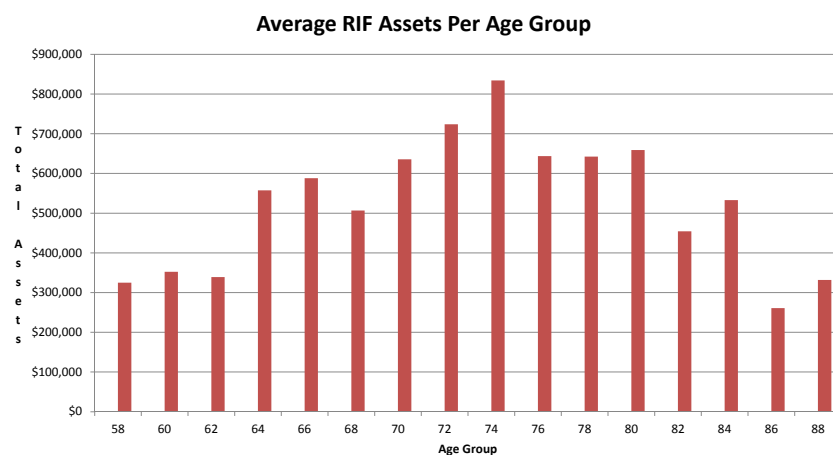
RIF Program	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
# of Members	379	351	356	359	406	384	346	315	274	230
Assets (\$) Millions	247.5	200.6	197.0	200.6	186.9	170.7	211.5	202.1	163.1	126.1



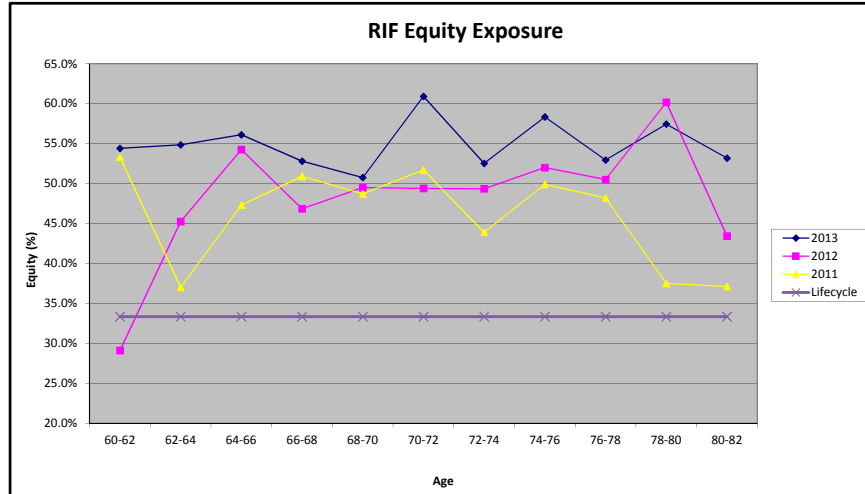
## Account Size

	RIF Program	Pension Plan Admin Staff	Pension Plan Faculty
Average account balance	\$652,905	\$108,323	\$228,384
Average projected balance at retirement	N/A	\$549,605	\$792,735

## Assets Per Age Group



## Asset Mix Trends



## Why outsource?

- Lower participation than anticipated
  - Participation rates have dropped from 50% in 2005 to 12% in 2013
- Cumbersome regulatory requirements
  - Limits investments options
    - Investment firms must meet certain registration requirements to be eligible for options for a RIF plan
  - Complicates reporting and distribution
    - Human Resource Benefit Consultants must have certain licensing or exemptions to engage members in the RIF Program
  - Limits the management of our Pension Plan
    - Manager selection is constrained by the additional registration requirements required for the RIF

## Why outsource?

- The RIF Program is now sub-optimal
  - Retail/3<sup>rd</sup> party options have improved over time
  - Has only passively managed bond funds and lacks exposure to a broader range of fixed income security options such as mortgages and asset backed securities
  - Does not have a balanced fund / income fund option with auto-rebalancing features
  - Our Benefit Consultants assist with information and education only and cannot give investment advice

## Required Outcome

- Preferred provider:
  - Is currently in the RIF/LIF business
  - Can offer comparable investment options
  - Can offer competitive fees not greater than XX bps for a similar overall asset mix
  - Offers enhanced member service
- Smooth transition for existing RIF members

## Additional Desired Outcomes

- Improved investment options and features, for example:
  - Balanced funds with automatic rebalancing
  - More fixed-income options including a multi-class/diversified option
  - A target date fund geared for retirees with the asset mix changing over time (this product may not presently exist)
- Trust is maintained
- Gain decumulation expertise
- Members have access to advisory services

## Additional Desired Outcomes

- Western is no longer the plan sponsor of the RIF Program and limits its role to periodic vendor reviews

## Attendees at Pre-Proposal Conference

- RBC Dominion Securities
- Manulife Financial
- Manulife Asset Management
- Standard Life
- Great West Life
- Sun Life Financial
- Desjardins
- Mercer Investments
- Industrial Alliance
- Hollis Wealth
- Proteus Services



**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

**Submissions to Board of Governors and Office of the President  
Re: The Future of Western's RIF Program**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Governance for program/Consultation process	<ul style="list-style-type: none"> <li>• Unilateral decision to outsource the administration of the Retirement Income Funds without consulting employee groups.</li> <li>• It is not clear whether or not it has been supported by either the Joint Pension Board or the Faculty Association.</li> <li>• What is shocking is that the Joint Pension Board (JPB) was presented with HR's decision to discontinue the RIF program (subject to Board of Governors approval) as "an FYI".</li> <li>• The financial impact of the requested proposals on RIF program participants needs to be understood before the HR recommendation is considered, much less approved.</li> <li>• For UWO administration to claim that this is not a collective bargaining issue is a classic example of false reasoning and double talk.</li> <li>• This is a betrayal of an agreement entered into many years ago – expected to continue to have my nest egg managed in the same way as before my retirement.</li> <li>• The introduction of the RIF Program must have been viewed by both sides (UWOFA and University) as an addition to the benefits.</li> <li>• Open a discussion with UWOFA executive as a sign of good faith and transparency as a means of ensuring that the best decision is made and fully understood.</li> <li>• UWOFA should be permitted to make a presentation to the Board of their findings.</li> </ul>	<p>The Western RIF program is a service offered to retiring faculty and staff from the registered pension plans as one of the options for establishing income payments in retirement. It is not a benefit and is not a collectively bargained service. The terms of reference for the Pension Boards do not include sponsorship or administration of the RIF program. Appropriate notice of change in practice has been provided before taking action.</p>

**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Pricing	<ul style="list-style-type: none"> <li>• I was looking forward to secure low-priced RIF program.</li> <li>• Retirees will pay for this through higher administration and investment fees.</li> <li>• There is no long term guarantee that fees will not rise.</li> <li>• Very frightened about financial institutions.</li> <li>• Private sector administration fees could be 1.5%-2% of each member's portfolio – could reduce a portfolio and monthly RIF payments by 20% or more over 10 years, 40% of more after twenty years.</li> <li>• Any private program would be quite a bit more expensive.</li> </ul>	<p>Management expects to identify a successor provider which has competitive fees, has a track record of a strong commitment to high service standards, has deep resources, is experienced with transitions and flexible to provide a more tailored solution for our members, has a broad range of investment options that include suitable mappings of Western's existing investment options, and has a strong financial rating and good reputation. As individual <i>retail investors</i>, retirees have a perception of higher investment management and administration fees. However, management expects to identify a successor provider which will deliver the best value (appropriate level of service and fees) that <i>an institutional investor</i>, with over \$250 million in assets to invest, would experience. The procurement process needs to be completed to validate this expectation, but management does not expect the successor provider to be charging retail investor fees, but rather fees closer to the existing Western RIF arrangement. The successor provider will be asked to commit to a pricing guarantee. Further, Western will periodically review the Successor Provider to ensure value and service standards are met.</p>

**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Services of New Provider	<ul style="list-style-type: none"> <li>• Hope that new provider will have more frequent trading and have more fixed income options.</li> <li>• External Provider would not be familiar with my needs.</li> <li>• Would we have access to a consultant?</li> <li>• Will the new provider have an office here at Western?</li> </ul>	<p>Management expects that all potential providers will be able to offer more flexible trading and a diverse array of both fixed income and equity investment funds which are suitable for retirement income products.</p> <p>Management expects to identify a successor provider which has deep resources, is experienced with transitions and flexible to provide a more tailored solution for our members.</p> <p>An office on campus is not a condition of awarding the business but a smooth transition, which may include on-site support, is part of the evaluation for the successor provider.</p> <p>Access to a consultant, advisor or financial planner at an additional cost or as part of the embedded fees is not a condition but will likely be part of the proposed offer.</p>
Burden on Retirees	<ul style="list-style-type: none"> <li>• Retired colleagues may not be able to navigate the esoteric complexities of private sector retirement plans.</li> <li>• The prospect of hunting for another reliable provider is increasing onerous for retirees. Will place unnecessary financial burdens and personal pressure on retired faculty members.</li> <li>• Protecting retirees, and the need to provide retirees with an alternative to annuities when interest rates are low, were the reasons behind the Pension Board's efforts in the early 1990s to introduce an in-house retirement program. Discontinuing Western's RIF program risks repeating the problems.</li> <li>• Will I have to learn more about the ins and outs of the stock market?</li> </ul>	<p>Retired members have the option to move their account at any time (this is not new) however management are completing the search to identify and select an external preferred provider to be the successor to our RIF Program, reducing the burden for retirees. Management expects to identify a successor provider which has competitive fees, has a track record of a strong commitment to high service standards, has deep resources and is experienced with transitions which will minimize the financial impact and personal pressures. Advisory services are anticipated which provides an addition layer of service above what the Western RIF offers.</p>



**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Trust in Western Program	<ul style="list-style-type: none"> <li>• Will lose a financial stability that our RIF provided in the past.</li> <li>• The RIF program has been efficiently managed for many years.</li> <li>• They trust the people running Western's RIF and have been very happy with the performance.</li> <li>• Concerned for employees in Human Resources that will lose their jobs.</li> <li>• Decision could alienate retired faculty while Western could benefit from their goodwill, support with alumni, donations and legacies.</li> </ul>	<p>The Western RIF is a program that can provide income stability or income volatility, depending on the investments and payment levels chosen by the members. Financial stability can be achieved with many types of retirement income products and is not uniquely found only in the Western RIF program. Human Resource professional staff will continue to devote time to active members of the retirement plans, educating employees on pension, benefits and investments.</p>
Notification and Process	<ul style="list-style-type: none"> <li>• Retirees were neither consulted nor given prior notice that the University is getting out of the RIF business.</li> <li>• The financial impact of the requested proposals on RIF program participants needs to be understood before the HR recommendation is considered, much less approved. The impact statement needs to analyze the risks and the returns as well as the flexibility of the proposals in comparison with those offered by the current RIF program.</li> <li>• The terms under which I worked and saved are being changed unilaterally and retroactively without my consent.</li> <li>• The retired community need a much more careful and thorough explanation of the possible effects of the proposed change and time to consider our response.</li> <li>• The Board should postpone a decision to allow for circulation of information and further discussion.</li> </ul>	<p>The University has provided prior notice to retirees – we have not yet had a proposal presented, approved or implemented. There are no fiduciary or governance principles requiring the University to consult with retirees regarding these operational decisions. The employment terms were fulfilled in providing the pension plan. The power of the University to appoint a successor provider with appropriate notice is outlined in the RIF program guidelines and the Declaration of Trust.</p> <p>More detailed information and the effects on members cannot be provided until the procurement process is complete. Management will provide sufficient time for members to be educated on the options and make decisions.</p>

**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Suggestions for compromise	<ul style="list-style-type: none"> <li>• Consideration should be given to whether the annual management fee paid by RIF members can be adjusted to cover additional cost of conforming to rules.</li> <li>• A decision to completely withdraw the RIF program does not seem warranted in view of the facts as presented.</li> <li>• Has HR explored the alternative of outsourcing the administrative component of the RIF program while retaining the investments under Western pension plan management?</li> <li>• Perhaps more needs to be done to educate retiring pension plan members of the advantages of RIF program participation.</li> <li>• Suggestion that we close the business to new members only but allow existing members to stay.</li> </ul>	<p>The annual management fee has been increased steadily over the past few years to cover legal and other costs and to compensate for lower than expected participation. The hurdles and delays in implementing appropriate investment strategies for the pension plan, due to the legislative complexities, has resulted in investment opportunity costs to all members of the RIF and the pension plans. These cannot be easily added to the RIF administration fee.</p> <p>HR has considered the option of retaining investments and outsourcing the administration only. The Best Value procurement approach will assist us in identifying if there are any providers who can do this and achieve the articulated goals.</p> <p>Much education has been targeted to retiring plan members on the advantages of the Western RIF program.</p> <p>Closing to new members will only increase the costs of the administration of the program and does not manage the risks identified by HR.</p>
Sharing of Risk	<ul style="list-style-type: none"> <li>• Western's DC structure puts it in an enviable position relative to most other universities in Canada who have DB plans – Western bears no financial liability to its retirees who must absorb longevity risk. In return Western should be able to offer its retirees a RIF option at a fee that covers the essential costs of managing the accounts.</li> <li>• I understand that Western agreed to undertake administration of the RIF as part of the bargain in which faculty agreed to switch from a defined benefit pension plan to a DC plan.</li> </ul>	<p>Management agrees that the DC plan design has helped manage the financial risks to the University. The RIF program, however, has increased the operational, legal and financial risks to the University and diverts resources that would otherwise be devoted to managing the risks of the DC plan for active employees. The University and Faculty Association agreed to a DC pension plan design in 1969, 25 years before Retirement Income Funds were even permitted as income options and 30 years before the RIF administrative services were put in place.</p>

**Proposal to Discontinue the Retirement Income Funds, Supplementary Information**

<b>Issue</b>	<b>Comments, Concerns</b>	<b>University Response</b>
Fund performance	<ul style="list-style-type: none"><li>• I doubt that a private institution would be able to offer rates of return obtained in the RIF.</li></ul>	Management expects to identify a successor provider that can offer similar funds compared to what is currently offered in the Western RIF and management anticipates that a wider range of investment options will be part of the offering.

**Proposal to Discontinue the Retirement Income Funds, Supplementary Information****Individuals that provided written submissions to the President, Provost or Board of Governors (as of June 19, 2014):**

Rod Millard, Professor Emeritus, Department of History
Isao Soranaka, Professor Emeritus, Department of History
Donald Avery, Professor Emeritus, Department of History
Fred Y. T. Leung, Professor Emeritus, Clinical Biochemistry
Ian K. Steele, Professor Emeritus, Department of History
Dr. Michael D. Owen, Professor Emeritus, Department of Biology
Claude Lanfranconi, Professor Emeritus, Richard Ivey School of Business
Alan Somerset, Professor Emeritus, Department of English
John A. Kiernan, Professor Emeritus, Department of Anatomy and Cell Biology
David Burgess, Professor Emeritus, Department of Economics
Chris J. Piper, Professor Emeritus, Richard Ivey School of Business
J. Clark Leith, Professor Emeritus, Department of Economics
David W. Conklin, Professor Emeritus, Richard Ivey School of Business
Anthony Littlewood, Professor Emeritus, Department of Classical Studies
Eddie Ebanks, Professor Emeritus, Department of Sociology
Dr. Chet A. Creider, Professor Emeritus, Department of Anthropology
Dr. Ron Watson, Professor Emeritus, Department of Kinesiology

**SACK GOLDBLATT MITCHELL LLP**  
**M E M O R A N D U M**

TO: UWO Board of Governors

FROM: Darrell Brown (Ext. 4050)

DATE: June 18, 2014

RE: The Future of Western's RIF Program

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The University of Western Ontario Faculty Association ("UWOFA") has requested that we prepare a preliminary memorandum on their behalf respecting the University of Western Ontario's Human Resource leadership's recommendation that the Western Retirement Income Fund ("RIF Program") be discontinued.

Our preliminary assessment is that:

- there appears to be insufficient study and justification for the cancellation of the UWO RIF Program;
- a move to a third party service provider will likely increase fees thereby reducing future retirement income of participating current and future retirees;
- it is advisable to engage the affected stakeholders (JPB, UWOFA and retirees) in an open dialogue and study of the matter prior to making a decision; and
- there appears to be significant legal obstacles to the Board of Governors making a unilateral decision to terminate the UWO RIF program.

**1. The Rationale for Discontinuation**

UWO Human Resources sent an email to Pension Fund members on April 10, 2014, which specified the following reasons for discontinuation of the program:

- The regulatory environment, both provincially and nationally, has made it difficult for an organization such as Western to continue to offer its RIF Program. Western has advocated for many years through professional associations and advocacy groups for changes but successive governments have not fully addressed the issue.

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- Participation in the RIF Program has been substantially less than was anticipated when it was created. A current trend for employees to delay retirement indicates that participation will likely continue to remain relatively low.
- Retirees have unique needs and the RIF Program is subject to complex legislation. External providers such as financial institutions are better positioned to manage these challenges.

This was supplemented with a Q & A which reiterated the above points. Both communications were drafted on the assumption that there are no legal impediments to a Board of Governors decision sanctioning the discontinuation. We respectfully disagree.

## **2. Feedback from Retirees**

UWOFA has received numerous inquiries and commentaries from retirees who would be affected by the termination of the UWO RIF Program. A number of retirees have communicated directly with the Board. The feedback can be summarized as follows.

### **(a) UWO RIF is part of the Compensation Package**

Clearly, retirees regard the UWO RIF as a benefit that formed part of the total compensation package provided to faculty and librarians. It cannot be regarded as simply a gratuitous gesture on the part of the University. Rather it was a benefit that reinforced support for the defined contribution scheme and eased the transition from active employee to retiree.

### **(b) UWO RIF Mutually Beneficial**

The introduction of the RIF Program was supported on the basis that it benefitted both the University and the retiree. The retiree benefitted by being able to access familiar investment options in retirement with University oversight and at lower cost. The University benefitted from the greater economies of scale and a lower management expense ratio for contributing members.

### **(c) Outsourcing likely to increase fees**

It is no secret that the Canadian financial services sector has, historically, charged some of the highest management and administration fees in the world on retirement savings vehicles. For example, RRSP users in the retail sector can easily lose up to 50% of their funds' value over the life of their investments due to administration and investment fees. Professor Emeritus David Conklin estimates that over just ten years,

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fees from external providers could reduce a RIF portfolio and monthly RIF payments by 20% or more. After twenty years, this amount could increase to 40% or more.

The University has consistently communicated that one of the benefits of the RIF Program is lower fees in comparison to the retail market. A reasonable assumption is that the elimination of the RIF Program will result in higher costs to the retiree and consequently lower retirement benefits.

**(d) Regulatory hurdles existed at the inception of the Program**

It was understood at the time the RIF Program was introduced that there would be additional regulatory constraints imposed on RIF-eligible investment options. HR cites this as one of the reasons for discontinuing the program, but it was a reason that was present at the time the program was introduced. It should, therefore, not be a determining factor in the decision whether to discontinue the Program.

If the Program has become more complex from a regulatory standpoint, HR should present evidence of the nature of the increased complexity and present a list of options to address the issue. These options could include outsourcing of certain administrative functions related to the RIF Program to ease the compliance burden while continuing to maintain the investment options in-house. The failure to present a detailed analysis of the options available suggests that placing the HR recommendation before the Board is premature.

**(e) Lower participation rates are a temporal issue**

HR has stated that the utilization rate of the RIF Program is lower than what was anticipated and has stagnated in recent years. However, HR fails to note that this is primarily a timing issue rather than a usage issue. Under the *Income Tax Act* ("ITA"), payments must commence from a pension plan in the year the Plan member turns 71. With the elimination of mandatory retirement, many faculty members have continued to work past age 65. The transfer of assets from the Pension Fund to the RIF Fund will occur at the latest in the year the member attains age 71. Usage rates are likely to increase, not continue to stagnate.

While we believe that the participation rates are directly related to delayed retirement, there may also be a need to better educate Plan members on the benefits of in-house RIF Program participation. Simply stating that participation rates have stagnated is not sufficient. There should be a deeper analysis of the usage rates of the various options available at retirement before any conclusion is put forth that the RIF Program is underutilized and/or stagnating.

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**(f) In-House Advice Valued and Trusted**

While it is clear that the University does not purport to provide investment advice, the retirement counselling provided is a valued service. Part of the rationale for introducing the RIF Program was to protect Plan members from the onslaught of financial services advisers/salespersons. A motivation for providing the RIF Program was to protect retirees from unsavoury financial services sales practices and to provide an alternative to purchasing annuities at sub-optimal interest rates. These issues remain the same today.

**(g) Resolution of outstanding issues**

There are at least two matters outstanding related to the determination of the value of RIF accounts. There was an error in apportioning contributions among the various accounts. Further, the ABCP Liquidating Trust has not yet run its full course. There has been no discussion as to how these matters would be dealt with, should the Board endorse the HR recommendation to terminate the RIF Program.

**(h) Discontinuing the RIF Program is more than a FYI JPB Issue**

Even if the governance structure dictates that the RIF Program is within the Board of Governors accountabilities, the provision of retirement benefits is inextricably linked to the Pension Plan. Adverse experience in the payout phase of the program will impact on the assessment of the Pension Plan. The overwhelming consensus is that this issue should have been a matter put before the Joint Pension Board for consultation prior to any recommendation being presented to the Board of Governors.

The HR presentation to the JPB on March 24<sup>th</sup> shows that there are gaps in the analysis supporting the recommendation to discontinue the RIF Program. For example, HR indicated that the cost impact on retirees if the Program is discontinued is unknown. When asked whether fees could be increased to cover the increased complexity in administering the RIF Program, HR responded that fees are not the only factor. It was also assumed, without providing substantive support for the assumption, that increased fees have decreased RIF Program utilization.

When asked whether the RIF Program could be simplified to decrease the regulatory complexity concerns, the response was that the RIF Program already offers fewer investment options and that participants would be better off using a financial institution. No data was presented regarding any attempt to measure whether this conclusion would be supported by RIF Program participants and, in fact, can be justified on an investment choice and fee basis.



From the information presented to the JPB by HR, one is left with the impression that this is a decision more based on how HR would like to allocate its internal resources and less based on the preferences and interests of RIF Program participants. While this is a Board of Governors decision, the possible negative impact on RIF Program participants will affect all those associated with the pension program and warrants more detailed analysis and broader discussion with stakeholders.

### **3. Eckler Commentary**

UWOFA requested that Eckler provide a brief commentary on the proposed termination of the RIF Program and its implications for RIF participants. The Eckler commentary mirrors many of the concerns raised by retirees. Key comments can be summarized as follows:

- Unless the plan sponsor negotiates preferential fees with the third party administrator for a Group RIF plan, members typically end up paying higher fees than when they were a member of the defined contribution plan.<sup>1</sup>
- There are a number of issues that must be explored. Members may not be able to replicate the investment options available under the RIF Program in a successor program. Will UWO continue to monitor the investment options and recommend changes when necessary? Will there be comparable retirement planning tools provided by a successor provider? Will there be comparable guidance and advice available?
- The key advantages of staying with an employer-sponsored post-retirement program are fees lower than what is typically available in a retail environment, and selection and monitoring of investment options and providers.

### **4. Legal Implications**

A change in a services provider that results in higher fees and ultimately lower pensions could lead to claims that UWO breached its fiduciary duty by failing to protect the interests of former members of the Pension Plan.

The more immediate risk is that of a class action law suit, which has already been raised as a possibility by some RIF Program participants.

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<sup>1</sup> Even when preferential fees are negotiated, those fees can be increased after implementation. The issue is also loss of control .

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Although the jurisprudence is limited, courts have generally considered that retirement benefits vest at the point of retirement.”<sup>2</sup> There are several reasons for this. First, retirees are no longer in a position to negotiate any changes to compensation and there is no longer a possibility of any fresh consideration flowing from any changes to the employment contract in any event. Second, eligibility for retirement benefits often coincides with retirement, such that it makes sense that the benefits vest when the employee becomes eligible. Third, vesting upon retirement is consistent with the notion that a promise to pay benefits must be honoured once employees have completed their contractual obligations.

In a defined contribution pension plan context, of course, the entitlement to the balance in a Plan member’s account is subject to immediate vesting during the course of employment. The issue here is whether the provision of the UWO RIF Program is, in and of itself, a vested benefit that cannot be changed once a Plan Member is eligible for the UWO RIF Program and has exercised his or her right to enrol in the program.

We have not as yet had an opportunity to review all materials and documents related to the introduction of the RIF Program. However, of the documents reviewed, there does not appear to be any statement reserving the right of the University to terminate the Program, typically referred to as a reservation of rights (“ROR”) clause.

Given that the RIF Program does not appear to have been the subject of collective bargaining, we have examined the University’s right to unilaterally terminate this benefit in the context of jurisprudence governing the employment contract.

A publication of an amended retirement guide or providing notice of an impending change in the RIF Program will not in itself provide sufficient notice or consideration to amend or eliminate benefits previously conferred.<sup>3</sup> In the recent case of *Lacey*, the Court held that the insertion of a reservation of rights clause in a benefits booklet many years after the benefits were introduced “was of no effect.” Although not express, the Court presumably made this determination on the basis of the absence of consideration attaching to the change.<sup>4</sup> This ruling was confirmed on appeal.

We recently represented General Motors salaried employees in a case that challenged GM’s right to reduce a number of retiree benefits. Justice Belobaba held:

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<sup>2</sup> *Dayco (Canada) Ltd. v. National Automobile, Aerospace and Agricultural Implement Workers Union of Canada (CAW-Canada)* [1993] 2 S.C.R. 230 (QL), [Dayco], ¶48, 74, 88; *Precision Communication Services Corp. V. Communications, Energy and Paperworkers Union of Canada, Local 9 (Stuckless Grievance)* [2011] O.L.A.A. No. 90 (Knopf) [Precision]. Outside of the retirement benefits context, one case has held that rights under an employment contract can vest prior to retirement where the circumstances reflected a common understanding of a crystallized entitlement. See *Martin v. City of Windsor*, 2011 ONSC 4669 [Martin], ¶84

<sup>3</sup> *Taylor v. Canada Safeway Ltd* 1998 CanLII 1472, 34 C.C.E.L. (2d) 1 (BC S.C.), ¶ 8, 11, 13

<sup>4</sup> *Lacey v. Weyerhaeuser Company Limited*, 2012 BCSC 353 [Lacey], ¶ 26, 35 and 120; see also *Lacey v. Weyerhaeuser Company Limited*, 2013 BCCA 252, which upheld the core findings of the Superior Court.

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I am mindful of the general legal proposition that contracts must be interpreted as a whole and not in a piecemeal or selective fashion. In other words, whether GMCL was contractually entitled to reduce post-retirement benefits after the employee had already retired will depend upon an “objective” interpretation of the entire agreement which must include the interaction between what was said in the body of the benefit documents and what rights were reserved in the ROR clause.<sup>5</sup>

...

At its highest, the ROR clause inserted in 1994 gave GMCL the right to amend benefits prospectively for active employees. The ROR clause claimed a right to amend “programs (including benefits) and policies” to which “a salaried employee is entitled”. Retirees were not specifically mentioned, and the clause did not specifically avert to the possibility of reductions after the point of retirement when the benefits had been fully earned.<sup>6</sup>

...

In sum, for the reasons set out above, I find that GMCL was not contractually entitled to reduce the health care and basic life insurance benefits after the salaried employees had retired. When the unclear and ambiguous ROR clause is interpreted and assessed in the context of the oft-repeated reassurances in the body of the various benefit documents of retirement security and when the applicable principles of contractual interpretation, as set out above, are properly applied, it becomes readily apparent that GMCL was not contractually entitled to do what it did.<sup>7</sup>

...

Given the representations and reassurances that were made by GMCL in the benefit documents, the ambiguities in the reservation of rights clauses, and the applicable principles of contractual interpretation, GMCL was not contractually entitled to reduce the health care and basic life insurance benefits of the salaried retirees after they had retired.<sup>8</sup>

It is a basic principle of contractual interpretation that a provision that is ambiguous or capable of more than one reasonable interpretation shall be interpreted against its

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<sup>5</sup> *O'Neill v. General Motors of Canada*, 2013 ONSC 4654, ¶ 28

<sup>6</sup> *O'Neill, Supra.*, ¶ 66

<sup>7</sup> *O'Neill, Supra.*, ¶ 80

<sup>8</sup> *O'Neill, Supra.*, ¶ 103

drafter. In the context of the unequal bargaining power between employees and employers, the policy reasons underscoring this principle are magnified.<sup>9</sup> For this reason, courts have interpreted reservation of rights clauses restrictively against employers, finding that they must be explicit in conveying their application to “retiree” benefits (and not simply benefits for current employees) and that they must also be explicit in conveying a right to introduce changes after the point of retirement.<sup>10</sup> As the Court stated in *Lacey*,

“[126] ... it would reasonably have been within the contemplation of both MB and its employees that retirees had a particular need for security; that persons on a fixed income would have a particular desire for certainty and predictability. Therefore, a more restricted interpretation of the reservation of a right to make changes, as affecting only current employees, would be at least as reasonable as the broader interpretation.

It is our view that the RIF Program constitutes an explicit benefit that vested at the time of the Plan members’ retirement. A move by the University to terminate the UWO RIF program is a breach of that vested right that can give rise to a claim for damages or, alternatively, a declaration that the RIF Program continue in its current form.

Belobaba J. found that post-retirement benefits were a form of “deferred compensation” for the services provided by the class members over their working years, and that they were an important part of the compensation agreement.<sup>11</sup> He found that based on GMCL’s repeated assurances regarding their financial security, the class members had a reasonable expectation that GMCL would provide their benefits in retirement.<sup>12</sup>

The Western Retirement Guide highlights the key benefits associated with the Western RIF Program. No mention is made of a reservation of a right to terminate the RIF Program. The most recent revision to the Guide notes that the RIF Program “is being reviewed to identify improvements for the administration of the program”. This is by no means a reservation of a right to terminate the program in its entirety. In the absence of an express statement that the RIF Program can be eliminated for current retirees that was established at the onset of the RIF Program, it is our view that the University is precluded from unilaterally terminating the program.

If there are indeed insurmountable obstacles preventing the long-term viability of the UWO RIF Program, the prudent course of action is to engage the stakeholders, study

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<sup>9</sup> *Pathak v. Royal* 1994 CanLII 1481 (BC SC), ¶14; aff’d 1996 CanLII 2130 (BC CA); *Christensen v. Family Counselling Centre of Sault Ste. Marie and District* 2001 CanLII 4698 (ON CA), ¶8 and 14; *Taggart v. Canada Life Insurance Co.* 2005 CanLII 3220 (ON SC), ¶40, 2006 CanLII 53345 (ON CA), ¶18-19

<sup>10</sup> *Lacey*, ¶125

<sup>11</sup> *O’Neill, Supra.*, ¶ 37-41

<sup>12</sup> *O’Neill, Supra.*, ¶ 61

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the matter fully, disseminate the results to the JPB, UWOFA and the retirees and develop a consensus range of options.

DB:er



AUDIT

# University of Western Ontario Retirement Income Fund

**Audit Findings Report**

For the year ended December 31, 2013

Prepared as of May 26, 2014 for the  
Board of Governors June 3, 2014

A stylized, handwritten-style signature of 'KPMG LLP' in black ink, with a horizontal line underneath.

Licensed Public Accountants

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# Executive summary

## Overview

The purpose<sup>1</sup> of this Audit Findings Report is to assist you, as a member of the Board of Governors, in your review of the results of our audits of the financial statements of The University of Western Ontario Retirement Income Fund as at and for the period ended December 31, 2013.

We appreciate the assistance of management and staff in conducting our audit. We hope this audit findings report is of assistance to you for the purpose above, and we look forward to discussing our findings and answering your questions.

## Status

As of May 26, 2014, we have completed the audit of the financial statements, with the exception of certain remaining procedures which include:

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

Please refer to the Appendices for our draft auditors' report. We will update you on significant matters, if any, arising from the completion of the audit, including completion of the above procedures. Our auditors' report will be dated upon completion of any remaining procedures.

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<sup>1</sup> This Audit Findings Report should not be used for any other purpose or by anyone other than the Board of Governors. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



# Significant audit, accounting and reporting matters

Included in this report are significant matters we have highlighted for discussion at the upcoming audit committee meeting. We look forward to discussing these matters and our findings with you.

## Changes from the Audit Plan

There have been no changes from the Audit Planning Report which was presented to the Joint Pension Board in January 2014.

## Matters previously discussed

We have highlighted below certain matters that we have previously discussed with you:

<b>Asset Unitization Allocation</b>
<ul style="list-style-type: none"><li>• During 2012, management became aware of a unitization error related to the series of transactions processed by the custodian in 2009. The transactions related to the carve out of asset backed commercial paper from the Diversified Equity Fund ("DEF").</li><li>• In January 2014 the Joint Pension Board approved a plan to make members who had held units of the Diversified Equity Fund whole. The implementation of the plan is subject to a favourable advanced tax ruling by the CRA. As at the date of this report, a ruling has not yet been made.</li><li>• As at April 2014, if this plan is implemented, the estimated receivable to the Master Trust would be approximately \$2,100,000. If a favourable ruling is not received from CRA, an alternative plan, which could result in a significantly different receivable, will be developed and implemented.</li></ul>
<b>KPMG comments regarding effect on the audit</b>
<ul style="list-style-type: none"><li>• We have updated our understanding of the transaction.</li><li>• We note that in the absence of a favourable ruling, no disclosure regarding the Board approved plan has been made in the financial statements.</li></ul>

## Significant qualitative aspects of accounting policies and practices

Our professional standards require that we communicate our views regarding the matters below, which represent judgments about significant qualitative aspects of accounting policies and practices. Judgments about quality cannot be measured solely against standards or objective criteria. These judgments are inherently those of the individual making the assessment: the engagement partner. However, although judgments about quality are those of the engagement partner, the views discussed below are not contrary to positions KPMG has taken.

The following are the matters we plan to discuss with you:

<b>Significant accounting policies</b>	Significant accounting policies or practices are disclosed in Note 3 to the financial statements. Significant accounting policies are consistent from a year-to-year basis and are as disclosed in the notes to the financial statements.
<b>Critical accounting estimates</b>	<p>Critical accounting estimates are disclosed in Note 3(h) to the financial statements.</p> <p>We would like to discuss the following matters:</p> <ul style="list-style-type: none"><li>• Management's process for <i>identifying and making</i> critical accounting estimates are consistent with the prior period</li><li>• There are no indicators of management bias as a result of our audit over estimates.</li></ul>
<b>Critical disclosures and financial statement presentation</b>	<p>The financial statements include disclosures and presentation requirements under the relevant financial reporting framework. Misstatements, including omissions, if any, related to disclosure or presentation items are in the management representation letter included in the Appendices.</p> <ul style="list-style-type: none"><li>• Significant disclosures included in the financial statements are consistent with the prior year.</li><li>• Overall, the disclosure in the financial statements is clear and provides comparable information for the prior periods.</li></ul>

# Misstatements

## Identification of misstatements

Misstatements identified during the audit have been categorized as follows:

- corrected misstatements, including disclosures
- uncorrected misstatements, including disclosures.

## Retirement Income Fund

### Corrected misstatements

RIF Plan	Statement of changes in net assets	Statement of financial position	
Description	(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase
Reclassification of benefit payments from the RIF to the Academic and Administrative Plans.	\$1,198,629	\$1,198,629	-
Differences in disclosure of market and cost amounts for two investment managers in financial statement note 5. There is no impact on the financial position of the Fund.	-	-	-
<b>Total misstatements</b>	<b>\$1,198,629</b>	<b>\$1,198,629</b>	<b>-</b>

### Uncorrected misstatements

We have not identified any uncorrected misstatements.

## Appendices

**Draft auditors' report**

**Independence letter**

**Management representation letter**

# Draft auditors' report

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of The University of Western Ontario

We have audited the accompanying financial statements of the University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2013, the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

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

### *Auditors' Responsibility*

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

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

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

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Western Ontario Retirement Income Fund as at December 31, 2013 and its changes in net assets available for retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

## Independence letter



**KPMG LLP**  
**Chartered Accountants**  
140 Fullarton Street Suite 1400  
PO Box 2305  
London, ON N6A 5P2

Telephone (519) 672-4880  
Fax (519) 672-5684  
Internet [www.kpmg.ca](http://www.kpmg.ca)

The Board of Governors  
The University of Western Ontario  
Stevenson Lawson Building  
London, ON N6A 5B8

June 3, 2014

To the members of the Board:

Professional standards specify that we communicate to you in writing all relationships between The University of Western Ontario Retirement Income Fund ("the Fund") (and its related entities) and our firm, that may reasonably be thought to bear on our independence.

In determining which relationships to report, we consider relevant rules and related interpretations prescribed by the relevant professional bodies and any applicable legislation or regulation, covering such matters as:

- a) provision of services in addition to the audit engagement
- b) other relationships such as:
  - holding a financial interest, either directly or indirectly, in a client
  - holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client
  - personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client
  - economic dependence on a client



## PROVISION OF SERVICES

The following summarizes the professional services rendered by us to the Fund (and its related entities) from January 1, 2013 up to the date of our auditors' reports:

Description of Professional Services
--------------------------------------

<u>Audited Financial Statements</u>
-------------------------------------

Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund Pension Plan for Members of the Academic Staff Pension Plan for Members of the Administrative Staff Retirement Income Fund 2333635 Ontario Inc. Combined Financial Statements of the University of Western Ontario
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Professional standards require that we communicate the related safeguards that have been applied to eliminate identified threats to independence or to reduce them to an acceptable level. Although we have policies and procedures to ensure that we did not provide any prohibited services and to ensure that we have not audited our own work, we have applied the following safeguards regarding the threats to independence listed above:

- We instituted policies and procedures to prohibit us from making management decisions or assuming responsibility for such decisions.
- We obtained pre-approval of non-audit services and during this pre-approval process we discussed the nature of the engagement and other independence issues related to the services.
- We obtained management's acknowledgement of responsibility for the results of the work performed by us regarding non-audit services and we have not made any management decisions or assumed responsibility for such decisions.

## OTHER RELATIONSHIPS

We are not aware of any other relationships between our firm and the Fund (and its related entities) that may reasonably be thought to bear on our independence from January 1, 2013 up to the date of our auditors' reports.





**CONFIRMATION OF INDEPENDENCE**

We confirm that we are independent with respect to the Fund (and its related entities) within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation from January 1, 2013 up to the date of our auditors' reports.

**OTHER MATTERS**

This letter is confidential and intended solely for use by those charged with governance in carrying out and discharging their responsibilities and should not be used for any other purposes.

KPMG shall have no responsibility for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Yours very truly,

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Licensed Public Accountants

## Management representation letter

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

June 3, 2014

Ladies and Gentlemen:

We are writing at your request to confirm our understanding that your audits were for the purpose of expressing an opinion on the financial statements (hereinafter referred to as “financial statements”) of The University of Western Ontario Retirement Income Fund, which comprise the statement of financial position as at December 31, 2013, the statement of changes in net assets available for retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. The Financial statements were prepared in accordance with Canadian accounting standards for pension plans.

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

The term materiality in this letter has been defined as \$4,250,000 for the Retirement Income Fund.

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

**GENERAL:**

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

**INTERNAL CONTROL OVER FINANCIAL REPORTING:**

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

**FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:**

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

**COMMITMENTS & CONTINGENCIES:**

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

**SUBSEQUENT EVENTS:**

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

**RELATED PARTIES:**

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

**ESTIMATES:**

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

**NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:**

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

**MISSTATEMENTS:**

- 9) We approve the corrected misstatements identified by you during the audit described in Attachment II.

Yours very truly,

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Jane O’Brien, Associate Vice President, Human Resources

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Louise Koza, Director, Human Resources (Total Compensation)

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Martin Bélanger, Director, Investments

## **Attachment I – Definitions**

### **MATERIALITY**

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

### **FRAUD & ERROR**

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

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

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

### **RELATED PARTIES**

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

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

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

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

**Attachment II – Summary of Audit Misstatements Schedule(s)**  
**December 31, 2013**

**Retirement Income Fund**

**Corrected misstatements**

<b>RIF Plan</b>	<b>Statement of changes in net assets</b>	<b>Statement of financial position</b>	
<b>Description</b>	<b>(Decrease) Increase</b>	<b>Assets (Decrease) Increase</b>	<b>Liabilities (Decrease) Increase</b>
Reclassification of benefit payments from the RIF to the Academic and Administrative Plans.	\$1,198,629	\$1,198,629	-
Differences in disclosure of market and cost amounts for two investment managers in financial statement note 5. There is no impact on the financial position of the Fund.	-	-	-
<b>Total misstatements</b>	<b>\$1,198,629</b>	<b>\$1,198,629</b>	<b>-</b>

**Uncorrected misstatements**

We have not identified any uncorrected misstatements.

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## Western Retirement Plans Report to the Audit Committee June 2014

*Prepared on May 26, 2014*

### FOR INFORMATION

#### **1. Summary**

This report covers the calendar year January 1, 2013 to December 31, 2013. The Academic and Administrative Staff Pension Boards are responsible for the administration and oversight of two pension plans and the investment of assets for individual Retirement Income Funds (RIF) which are sponsored by the University. This report provides an overview of the plans, reviews the changes made to the plans in 2013 and describes the projects under way at the end of the year. Supplementary documents which have been distributed include the *Financial Statements* for the Master Trust, for each of the pension plans and the RIF.

#### **2. Plan Overview**

##### *Asset Values, Membership and Investment Returns*

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

<b>Tier 1: Comprehensive Funds</b>	<b>Asset Value at 31/12/13</b>	<b>Number of Investors (can be in more than 1 fund)</b>	<b>Investment Returns in 2013</b>
Balanced Income	\$48.5m	986	8.76%
Balanced Growth	\$137.7m	2647	20.36%
<b>Tier 2: Broad Asset Class Funds</b>			
Diversified Bonds	\$190.0m	2837	0.60%
Diversified Equity	\$494.8m	3704	29.62%
<b>Tier 3: Regional and Specific Strategy Funds</b>			
Money Market	\$62.0m	1229	1.12%
Target Date Funds	\$61.3m	490	1.02% to 2.38%
Canadian Bond	\$71.7m	843	-1.25%
Long Term Bond	\$23.3m	571	-6.22%
Canadian Equity	\$82.1m	1478	21.82%
US Equity Hedged	\$23.6m	693	32.92%
US Equity Unhedged	\$27.3m	559	41.33%
Non North American	\$19.1m	750	29.40%
SRI Global Equity Fund	\$5.7m	303	21.13%
Liquidating Trust	\$15.2m	4130	10.57%

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

### Communication and Education

Members have access to various reports and material to assist them in the monitoring of their retirement funds. These resources include investment return sheets, annual report, newsletter, and access to external manager research, to name a few. These resources are in addition to the annual member pension plan statements which were sent out to members in April 2014, including all information as required by pension statute.

Various workshops are also available to assist members with their investment and retirement decisions. A total of 16 workshops were attended by 725 members / spouses in 2013.

Some of these workshops are facilitated by an external provider, The Financial Education Institute of Canada. The University has contracted with them to provide two services to our members:

- a) Financial and retirement planning workshops. The Financial Education Institute of Canada offered four full day financial and pre-retirement planning workshops in 2013. 50 members of the Retirement Plans have attended one of the sessions and feedback continues to be positive.
- b) On-line financial education curriculum and tools. Approximately 880 members have registered for The Financial Educator™ website.

Given the relatively poor usage of The Financial Educator™ website, its cost and the growing availability of websites providing quality financial information and education at no cost, Western is in the process of re-evaluating its agreement with The Financial Education Institute of Canada regarding the website. Western staff are reviewing a number of websites to determine appropriate links to investment and planning tools and resources. If it is determined that this meets compliance requirements we expect to proceed with a change in late 2014.

Members can also use the services of two full time pension and benefit counselors to assist them with their retirement plan decisions. Members can bring their spouses, family members or investment advisors to these individual sessions with the pension and benefit counselors. The counselors held more than 1100 individual sessions with members in 2013. These sessions don't include numerous phone calls, email inquiries and group workshops that the counselors also handle.

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

### Resources Available

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

In total, the non-investment operational expenses are approximately (\$2.3 million) or .18% of assets under management. The investment management and custodian costs are approximately .35% of assets under management. When compared to other Universities and institutional operations this level of operational costs is extremely lean.

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

### Special Members

Prior to July 1970 (Academic) and March 1974 (Administrative Staff), the University pension plans were a defined benefit design: annual pension income at retirement was promised based on a formula. There are still some retired employees and active members who are entitled to that promised pension formula as a minimum guaranteed benefit. These individuals are referred to as “Special Members”. As at December 31, 2013, there were 25 Special Members in the Academic Staff plan, all retired, and 48 Special Members in the Administrative Staff Plan, 15 of which are still active and 33 who are retired.

Based on the most recent actuarial valuation report as at December 31, 2013, only four active Special Members are projected to receive a supplementary pension under the minimum guarantee provisions of the pension plan, thus creating an additional liability for the University. All other active Special Members are projected to receive a higher pension from their defined contribution account than that determined using the minimum guarantee benefit formula. Depending on the future performance of active Special Member defined contribution accounts, the number of Special Members projected to receive a supplementary pension under the minimum guarantee provisions of the plan may change. There are restrictions on how active Special Members can invest the funds in their regular account. They can invest up to 70% of their assets in equity funds.

The University has set aside some funds to pay for these promised pensions. These funds are in the general account of the pension plans. As at December 31, 2013, the Administrative Staff Pension Plan had \$1.7 million in the general account, while the Academic Staff Pension Plan had \$4.1 million. The most recent actuarial estimate for the administrative staff plan indicates that there is a deficit of approximately \$297,000. Since the plan had both going-concern and solvency deficits in our last two actuarial valuation reports, the University must make special payments of approximately \$694 per month from January 2013 to August 2020, and \$179 per month from September 2020 to December 2024. In addition, the University must contribute approximately \$952 per month to fund the cost of the minimum guarantee benefit that is expected to be earned after the valuation date. The academic staff plan is currently in a surplus position of about \$203,000. Because the Academic Plan is now fully funded on both going concern and solvency bases following the most recent actuarial valuation, the University does not have to make any special payments going forward.

For each of the Administrative plan and the Academic plan, almost all of the assets (100% for the Administrative Plan and 99% for the Academic Plan) are invested in “Immunized Bond Funds” that were created in October 2006 and July 2010, respectively. Immunizing the assets ensures that no significant funding deficit may occur in the future due to investment returns. Other factors, such as poor mortality experience, may still negatively impact the funding of the plan.

### **3. Changes Made in 2013**

Few changes were made in 2013. In February, the Joint Pension Board approved the addition of a U.S. low volatility equity strategy to the Diversified Equity Fund. The Strategy represents 10% of the Fund and is managed by State Street Global Advisors, an existing investment manager. In March, the Joint Pension Board approved the hiring of William Blair & Company to manage an emerging markets equity mandate representing 5% of the Diversified Equity Fund. The emerging markets equity mandate was funded later in 2013 and the U.S. low volatility equity mandate was funded in early 2014.

### **4. Projects Underway as at December 31, 2013**

A number of projects were underway at the end of 2013.

#### **Review of the Diversified Equity Fund**

As reported last year, at its December 2012 meeting, the Joint Pension Board approved adding three new strategies to the Diversified Equity Fund: 1) an emerging markets equity strategy, 2) a low volatility U.S. equity strategy and 3) a global small cap equity strategy. As of the writing of this report, the first two strategies have been implemented, while Franklin Templeton has been appointed to manage the global small cap equity strategy, although it has not been funded yet. The changes are expected to be completed in the coming months.

### **Liquidating Trust**

The University Retirement Plans still hold some restructured non-bank asset-back commercial paper notes in the Liquidating Trust. Members are allowed to redeem their units of the Liquidating Trust on a monthly basis and re-allocate to other investments, as for any other investment option. During the year, members made average monthly redemptions of \$81,000. In October 2013 the University sold restructured notes for an amount of \$1 million of par value to fund members' future redemptions. There was \$1.6 million in cash in the Liquidating Trust at the end of 2013.

At the end of 2013 the Liquidating Trust had a value of \$15.3 million. The quality of the notes has remained strong. The A-1 Notes, which represented 53% of the Liquidating Trust at the end of 2013, are still rated A (High) by DBRS and the A-2 Notes, which represented 28% of the Liquidating Trust at the end of the year, are still rated BBB (High) by DBRS.

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

### **Pension Unitization Error**

As reported last year, we have identified a valuation error made by Northern Trust in regard to incorrect unit values in late 2009 and early January 2010 affecting the Diversified Equity Fund, Balanced Income Fund and Balanced Growth Fund. At that time the non-bank ABCP was being carved out of the affected pension funds and moved to the Liquidating Trust. The error resulted in the unit values for January 2010 being understated for the Diversified Equity Fund and overstated for the Balanced Funds which has resulted in misstated returns for these Funds. In January 2014, the Joint Pension Board approved a plan to make members of the Diversified Equity Fund whole. The implementation of the plan is subject to receiving a favourable tax ruling from the Canada Revenue Agency. As of the writing of this report, the total value of the misallocation was about \$2.1 million and the University was still waiting for the tax ruling.

### **Outsourcing of the Western Retirement Income Fund (RIF)**

In April 2014, Western's Human Resource leadership team made the decision to recommend to the University Board of Governors that the Western Retirement Income Fund ("RIF Program") be discontinued.

The Human Resources team is preparing to post a Request for Proposal to identify and select an external preferred provider to be the successor to its RIF Program ("Successor Provider"). The team's primary goal is to select a provider that best meets the needs of existing retirees and provides a preferred option for future retirees.

If the recommendation to discontinue the RIF Program is approved, existing and future retirees will no longer have a Western provided RIF option. They will have an option to select the Successor Provider or a provider of their choice.

The effective date for the proposed change is unknown at this time, however current RIF Program members may need to transfer their accounts by the end of 2014.

The rationale for the proposed change:

- The regulatory environment, both provincially and nationally, has made it difficult for an organization such as Western to continue to offer its RIF Program. Western has advocated for many years through professional associations and advocacy groups for changes but successive governments have not fully addressed the issue.
- Participation in the RIF Program has been substantially less than was anticipated when it was created. A current trend for employees to delay retirement indicates that participation will likely continue to remain relatively low.
- Retirees have unique needs and the RIF Program is subject to complex legislation. External providers such as financial institutions are better positioned to manage these challenges.

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

**Academic Pension Board Membership**

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

**Administrative Staff Pension Board Membership**

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

**Appointed University Representatives on Each Board**

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

**DRAFT** Financial Statements of

**THE UNIVERSITY OF WESTERN ONTARIO**

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

Year ended December 31, 2013

## INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the University of Western Ontario Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund, which comprise the statement of net assets as at December 31, 2013, the statement of changes in net assets available for benefits and retirement income payments for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

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

### *Auditors' Responsibility*

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

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

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

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the statement of net assets of the University of Western Ontario Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund as at December 31, 2013 and its changes in net assets available for benefits and retirement income payments for the year then ended in accordance with Canadian accounting standards for pension plans.

Chartered Professional Accountants, Licensed Public Accountants

May 26, 2014

London, Canada

# THE UNIVERSITY OF WESTERN ONTARIO

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

### Statement of Net Assets

#### **DRAFT**

December 31, 2013, with comparative information for 2012

	2013	2012
<b>Assets</b>		
Cash	\$ 11,114,390	\$ 5,502,389
Accrued income	213,037	281,260
Investments (note 4(a))	1,263,528,930	1,120,153,421
	1,274,856,357	1,125,937,070
<b>Liabilities</b>		
Accrued expenses	1,701,402	1,055,752
Benefits and retirement income payments payable	7,583,136	6,430,676
	9,284,538	7,486,428
Net assets available for benefits and retirement income payments	\$1,265,571,819	\$1,118,450,642

See accompanying notes to financial statements.

On behalf of the Joint Pension Board:

\_\_\_\_\_ Chair \_\_\_\_\_ Pension Board Secretariat



# THE UNIVERSITY OF WESTERN ONTARIO

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

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

#### DRAFT

Year ended December 31, 2013, with comparative information for 2012

	2013	2012
Investment income(note 4(b)):		
Investment income	\$ 9,701,992	\$ 10,182,427
Net realized gain on sale of investments	29,414,906	29,844,875
Net unrealized change in fair value of investments	135,790,780	56,900,993
	174,907,678	96,928,295
Increase in net assets:		
Contributions (note 7)	49,902,398	46,959,543
Transfers in to plans and fund	2,842,594	1,144,073
	52,744,992	48,103,616
Decrease in net assets:		
Benefit payments (note 8)	(77,647,908)	(90,416,457)
Fund managers' fees (note 9)	(1,477,578)	(849,415)
Administrative costs recovered by the University (note 10)	(837,715)	(758,552)
Custodian fees	(402,843)	(519,725)
Agency fees	(113,000)	(113,000)
Transaction costs	(52,449)	(128,912)
	(80,531,493)	(92,786,061)
Net increase for the year	\$ 147,121,177	\$ 52,245,850
Allocation of net increase for the year:		
Academic Staff Pension Plan	\$ 57,883,693	\$ 28,425,721
Administrative Staff Pension Plan	46,067,611	17,827,696
Retirement Income Fund	43,169,873	5,992,433
	\$ 147,121,177	\$ 52,245,850
Net assets available for benefits and retirement income payments, beginning of year:		
Academic Staff Pension Plan	\$ 533,515,177	\$ 505,089,456
Administrative Staff Pension Plan	381,901,953	364,074,257
Retirement Income Fund	203,033,512	197,041,079
	\$1,118,450,642	\$1,066,204,792
Net assets available for benefits and retirement income payments, end of year:		
Academic Staff Pension Plan	\$ 591,398,870	\$ 533,515,177
Administrative Staff Pension Plan	427,969,564	381,901,953
Retirement Income Fund	246,203,385	203,033,512
	\$1,265,571,819	\$1,118,450,642

See accompanying notes to financial statements.

# THE UNIVERSITY OF WESTERN ONTARIO

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

### **DRAFT** Notes to Financial Statements

Year ended December 31, 2013

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#### **1. Description of plan:**

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

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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#### **1. Description of plan (continued):**

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

- Money Market Fund
- Target Date Fund 2014
- Target Date Fund 2016
- Target Date Fund 2018
- Balanced Income Fund
- Balanced Growth Fund
- Diversified Bond Fund
- Canadian Bond Fund
- Canadian Long Term Bond Fund
- Immunized Bond Fund - Admin
- Immunized Bond Fund - Academic
- Diversified Equity Fund
- Canadian Equity Fund
- U.S. Equity Hedged Fund
- U.S. Equity Unhedged Fund
- Non-North American Equity Fund
- Socially Responsible Global Equity Fund
- Liquidating Trust

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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#### **1. Description of plan (continued):**

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

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

#### **2. Basis of presentation:**

##### **(a) Basis of presentation:**

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

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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#### **2. Basis of presentation (continued):**

##### **(b) Basis of measurement:**

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

#### **3. Significant accounting policies:**

##### **(a) Revenue:**

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

##### **(b) Financial assets and financial liabilities:**

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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### **3. Significant accounting policies (continued):**

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

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

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

#### **(c) Fair value measurement:**

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

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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### **3. Significant accounting policies (continued):**

#### (c) Fair value measurement (continued):

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

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

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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### **3. Significant accounting policies (continued):**

(d) Unit valuation:

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

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

(e) Foreign exchange:

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

(f) Capital risk management:

The capital of the Plan is represented by the net assets available for benefits and retirement income payments. The main objective of the Master Trust is to sustain a certain level of net assets in order to meet the pension obligations and retirement income payments of the University's Plans and Fund, which are not presented or discussed in these financial statements. The Master Trust fulfils its primary objective by adhering to specific investment policies outlined in the Statement of Investment Policies and Procedures (the "SIPP") for the The main use of net assets is for benefits and retirement income payments to eligible members of the Master Trust's participating Plans and Fund. Although there are no regulatory requirements relating to the level of net assets and/or funding to be maintained by the Master Trust, the Master Trust does file financial statements with the Financial Services Commission of Ontario in connection with the requirements of the Plans. There is no change in the way capital is managed this year.

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



# **THE UNIVERSITY OF WESTERN ONTARIO**

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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contributions made over the years and the earnings these investments have made.

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

Increases in net assets of the Master Trust are a direct result of investment income generated by investments held in the Master Trust and contributions into the Master Trust by members and by the University. No contributions remain past due at December 31, 2013.

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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### **3. Significant accounting policies (continued):**

(f) Capital risk management (continued):

The net assets of the Plans are invested in accordance with the Statement of Investment Policies and Procedures (the "SIPP") for the Pension Plans for Members of the Academic and Administrative Staff, which is reviewed annually by the Pension Boards. The SIPP was last amended in November 2013, to update for changes in investment managers and the actuary. The SIPP enables the engagement of knowledgeable investment managers who are charged with the responsibility of investing the pooled funds available to the members, in accordance with the approved SIPP. Although not required, the allocation of assets among various asset categories is monitored by the Pension Board on a regular basis. Comprehensive reviews relating to the Plans are conducted at meetings of the Pension Board, which includes measurement of returns, comparison of returns to appropriate benchmarks, evaluation of investment managers, and ranking of returns and risk analysis.

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

(g) Related party transactions:

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

(h) Estimates:

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 4. Investments and investment income:

(a) The net assets of the Master Trust were invested as follows:

	2013		2012	
	Cost	Market	Cost	Market
Short-term:				
Money Market Fund	\$ 61,545,909	\$ 61,570,522	\$ 61,179,004	\$ 61,206,179
Balanced funds:				
Balanced Income Fund	38,149,997	48,460,026	32,663,643	40,457,724
Balanced Growth Fund	98,507,183	137,721,923	82,923,860	100,662,344
Bonds:				
Target Date Fund 2014	20,465,884	22,796,044	22,783,118	25,404,171
Target Date Fund 2016	19,713,519	21,579,451	18,592,835	20,154,731
Target Date Fund 2018	13,610,537	13,891,927	10,778,746	10,940,794
Diversified Bond Fund	146,317,159	189,181,920	161,052,775	220,300,965
Canadian Bond Fund	54,324,306	71,443,385	51,762,452	72,430,978
Long Term Bond Fund	23,676,436	23,476,078	30,398,048	33,509,091
Immunized Bond Fund - Administrative	1,117,484	1,509,865	1,224,081	1,677,143
Immunized Bond Fund - Academic	2,979,502	3,425,108	3,378,101	3,892,320
Equities:				
Diversified Equity Fund	357,479,800	498,945,129	353,964,243	390,469,435
Canadian Equity Fund	65,490,039	78,767,259	74,948,910	76,375,455
Socially Responsible Investments	4,719,947	5,601,973	3,115,942	3,377,193
U.S. Equity Hedged Fund	15,199,870	23,529,306	13,836,180	16,487,376
U.S. Equity Unhedged Fund	19,189,249	27,417,357	12,445,934	14,395,865
Non-North American Equity Fund	18,167,612	19,072,832	17,174,733	13,795,016
Liquidating Trust	15,293,423	15,138,825	16,140,522	14,616,641
	\$ 975,947,856	\$1,263,528,930	\$ 968,363,127	\$1,120,153,421

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

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

	2013	2012
Interest:		
Securities lending	\$ 6,279	\$ 15,446
Short-term notes	110,035	178,254
Cash balances	201,116	267,889
Bonds and debentures:		
Government	877,650	1,046,656
Corporate	892,442	820,547
Dividends:		
Domestic	7,100,768	7,384,084
Foreign	513,702	469,551
Net realized gain on sale of investments	29,414,906	29,844,875
Net unrealized change in fair value of investments	135,790,780	56,900,993
	<b>\$174,907,678</b>	<b>\$ 96,928,295</b>
Allocated to:		
Academic Staff Pension Plan	\$ 87,824,288	\$ 54,248,343
Administrative Staff Pension Plan	59,912,312	27,937,637
Retirement Income Fund	27,171,078	14,742,315
	<b>\$174,907,678</b>	<b>\$ 96,928,295</b>

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

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

2013

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

(c) (continued):

2012

	One year or less	One to five years	Five to ten years	More than ten years	No maturity date	Total \$	Total %
Short-term:							
Individual holdings	\$ 38,580,435	\$ -	\$ -	\$ -	\$ -	\$ 38,580,435	8.2
Bonds and debentures:							
Individual holdings Canadian:							
Government bonds	3,472,530	86,774,872	39,494,784	57,433,450	-	187,175,636	39.6
Corporate bonds	32,473,040	17,982,700	11,198,811	20,776,886	-	82,431,437	17.4
Individual Holdings Global:							
Government bonds	1,914,278	36,835,334	38,555,373	27,746,720	-	105,051,705	22.2
Corporate bonds	1,450,467	17,199,484	26,909,833	14,012,689	-	59,572,473	12.6
	\$ 77,890,750	\$158,792,390	\$116,158,801	\$119,969,745	\$ -	\$472,811,686	100.0
Percentage of total	16.4%	33.6%	24.6%	25.4%	-	100.0%	

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 4. Investments and investment income (continued):

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

2013

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	0.2 %	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	5.1 %	1.5 %	2.4 %	3.6 %
Canadian corporate bonds	0.6 %	2.0 %	3.7 %	4.5 %
Global government bonds	1.0 %	1.1 %	2.3 %	3.7 %
Global corporate bonds	0.9 %	2.0 %	4.0 %	4.9 %

2012

	One year or less	One to five years	Five to ten years	More than ten years
Short-term:				
Individual holdings	1.3 %	-	-	-
Bonds and debentures:				
Individual holdings:				
Canadian government bonds	3.4 %	1.3 %	1.9 %	3.1 %
Canadian corporate bonds	0.4 %	2.2 %	3.0 %	4.3 %
Global government bonds	2.5 %	1.6 %	1.9 %	3.0 %
Global corporate bonds	0.8 %	2.5 %	3.2 %	4.7 %

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 5. Individually significant investments:

The following information is provided in respect of individual investments in the Master Trust with a cost or market value in excess of 1% of the cost or fair value of the Master Trust as at December 31, 2013, as required by the Pension Benefits Act (Ontario).

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

	Cost	Market
Bonds:		
Pooled Funds:		
UWO SSGA Canadian Bond Fund	\$ 101,041,670	\$135,472,837
UWO Alliance Global Plus Bond Fund	115,857,534	155,844,189
Equities:		
Pooled Funds:		
Greystone Canadian Equity Fund	74,430,089	87,590,203
Connor Clark & Lunn Core Fund	76,705,976	87,148,899
Beutel Canadian Equity Fund	61,675,682	87,022,271
SSGA S&P 500 U.S. Equity Fund, Hedged	80,207,910	131,214,673
SSGA S&P 500 U.S. Equity Fund, Unhedged	19,189,261	27,417,369
SSGA S&P 400 Midcap	9,013,001	15,445,075
PanAgora Small Cap Core Equity	10,273,180	15,576,350
Alliance Bernstein Equity Cap Fund	69,562,574	77,714,067
T. Rowe Price Global Equity Fund	42,645,491	58,519,117
Harris Associates Global Large Cap LP	36,597,677	67,325,801
MFS International Equity Fund	53,514,512	74,753,268
William Blair Emerging Markets	29,003,163	29,463,980
2333635 Ontario Inc.	40,000,001	44,547,528

#### 6. Income taxes:

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



# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 7. Contributions:

Contributions received by the Plans were as follows:

2013

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

2012

	Regular	Voluntary	Total
Members	\$ 11,759,435	\$ 4,828,164	\$ 16,587,599
The University of Western Ontario	29,404,321	-	29,404,321
Other participating employers	967,623	-	967,623
	30,371,944	-	30,371,944
	\$ 42,131,379	\$ 4,828,164	\$ 46,959,543

#### 8. Benefit payments:

	2013	2012
Retirement benefit payments	\$ 16,937,073	\$ 14,689,063
Termination benefit payments	58,756,476	72,466,999
Death benefit payments	1,954,359	3,260,395
	\$ 77,647,908	\$ 90,416,457

#### 9. Fund managers' fees:

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

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 10. Administrative costs recovered by the University:

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

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

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

	2013	2012
Administrative expenses incurred:		
Salaries and benefits	\$ 1,026,182	\$ 961,722
Other professional fees	697,257	520,690
HST accrual on deemed services	230,676	301,305
Systems and software	119,518	108,504
Filing fees	73,094	46,658
Audit fees	50,000	36,193
Member communications and education	46,473	14,957
Office supplies and equipment	10,866	26,277
Professional development and membership	9,264	15,833
	2,263,330	2,032,139
Recoveries:		
Paid by the University out of corporate benefits budget	1,425,615	1,273,587
Administrative costs recovered by the University	837,715	758,552
	2,263,330	2,032,139
	\$ -	\$ -

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

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

Administrative costs were funded as follows:

	2013	2012
Fees from former employees	\$ 431,944	\$ 331,961
Fees from other participating employers	115,400	118,600
Fees from RIF annuitants	290,371	307,991
	\$ 837,715	\$ 758,552

As at December 31, 2013, administrative costs to be recovered by the University of \$837,715 (2012 - \$470,875) have been accrued but not yet paid.

#### 11. Financial instruments:

##### (a) Fair values:

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

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

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

All of the Trust's investments have been classified as Level 2, except for the investment in 23334635 Ontario Ltd., which is a Level 3 investment. There were no changes in the classification of investments during 2013.

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### DRAFT

Year ended December 31, 2013

#### 11. Financial instruments (continued):

##### (a) Fair values (continued):

The following table reconciles the Master Trust's Level 3 fair value measurement from December 31, 2012 to December 31, 2013.

	2013	2012
Balance, beginning of year	\$ 41,461,601	\$ -
Purchase of common shares of 2333635 Ontario Inc.	-	40,000,001
Estimated unrealized gain in statement of changes in net assets available for benefit and retirement income payments	3,085,927	1,461,600
Balance, end of year	\$ 44,547,528	\$ 41,461,601

##### (b) Associated risks:

###### (i) Market price risk:

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

###### (ii) Foreign currency risk:

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

# **THE UNIVERSITY OF WESTERN ONTARIO**

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

Notes to Financial Statements (continued)

## **DRAFT**

Year ended December 31, 2013

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on a regular basis by the Administrator.

# THE UNIVERSITY OF WESTERN ONTARIO

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

Notes to Financial Statements (continued)

### **DRAFT**

Year ended December 31, 2013

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#### **11. Financial instruments (continued):**

(b) Associated risks (continued):

(iii) Interest rate risk:

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

(iv) Liquidity risk:

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

# HEALTH, **SAFETY & WELLNESS**



## **Annual Report 2013-2014**

# HEALTH, SAFETY & WELLNESS

## CONTENTS:

- 1 Safety Programs
- 4 Chemical Safety
- 5 Safety Training
- 8 Joint Occupational Health & Safety Committee
- 9 Health & Safety Data Trends
- 11 Employee Wellness Plan
- 11 Rehabilitation Services and Health & Safety Team

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## SAFETY PROGRAMS

The professionals working in the Health and Safety team and Rehabilitation Services group have had a very successful year in supporting individuals to take accountability for their own safety and health through increasing awareness and training. The safety training programs at Western have heightened awareness of the importance of working in a safe manner and have resulted in a continued decrease in lost time claims and accidents for the fifth year. This report highlights the changes and activities in each of the safety programs and provides the health and safety data and trends.

### Biosafety Program

The Biosafety Program has responsibility for ensuring all matters pertaining to Biosafety, including verifying that all work with biohazardous agents conducted by Western and its affiliates, is done in accordance with the safety practices outlined in the *Public Health Agency of Canada Biosafety Standards Guidelines*. The Biosafety Program is citywide and oversees all research involving biohazards conducted by faculty, staff and students at Western and affiliated Research Institutes.

### Facilities Safety Program

The Facilities Safety Program addressed issues relating to construction work activities, pedestrian safety, the design of facilities, and hazard control in buildings. Monitoring of work activities in and around construction and renovation sites was

performed regularly to reduce the impact on members of the University community. In situations where hazardous situations were anticipated, the immediate participation of various stake holders was encouraged to implement reasonable corrective measures.

The focus of the Facilities Safety Program is the prevention of accidents and injuries. Continuous reference and education was provided to staff at Facilities Management (FM) on University Corporate policies, and FM Safety Policies and Procedures. In addition, the program also included scheduled post bid meetings with outside contractors prior to the commencement of any project activities on the University premises. Regular presentations focused on applicable policies and procedures that meet or exceed the minimum requirement of the *Ministry of Labour Occupational Health and Safety Act and Regulations*. These policies and procedures were enforced through a structured daily inspection program.

The strategy in addressing risks and managing safety is constantly evaluated by monitoring behaviours and adherence to procedures and protocols. All construction and renovation activities were monitored regularly and strict adherence to Western Procedures and Construction Projects Regulations (*Ontario Regulation 213/91*) was requested on each project. This program was also enforced through a University adopted "Safety Reminder" program in which instances of non compliance were dealt with by completing a form citing the violation and reference to the applicable section in the regulations. Copies of the form were sent to the affected internal and external administrative units.





# HEALTH, SAFETY & WELLNESS

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Last year, inspection of construction workplaces included the new Ivey School of Business and the new Family Medicine Building both on Western Road. It is anticipated that safety services through OHS will continue to branch beyond the main campus boundaries.

## Laboratory Safety Program

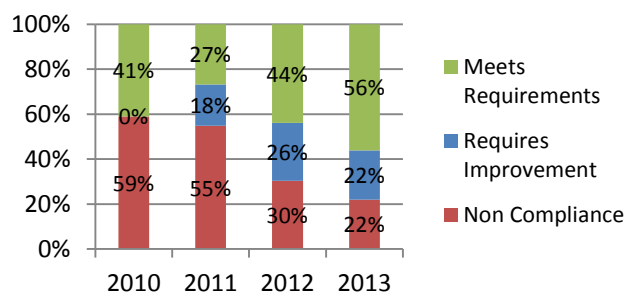
In 2013, the laboratory inspection program continued to support research by reducing the risk from non-compliance issues. Inspections and communication with researchers ensure compliance with the Occupational Health and Safety Act and regulations such as Workplace Hazardous Materials Information System (WHMIS) Regulation 380.

356 labs belonging to 243 Principal Investigators (PI) again showed improved compliance with the lab safety program. In 2013 for the first time, more than 50% of the PI's had fully compliant labs at the initial inspection.

Of the 356 labs, 18% had non-compliance items that required reinspection, down from 25% in 2012. All non-compliant labs were found to be in compliance following a second inspection with the exception of one which was closed until corrective action was completed.

The lab safety program expanded both on and off campus in 2013 to include the Fraunhofer Project Centre for Composite Research and new laboratories at the Institute for Chemicals and Fuels from Alternative Resources facility.

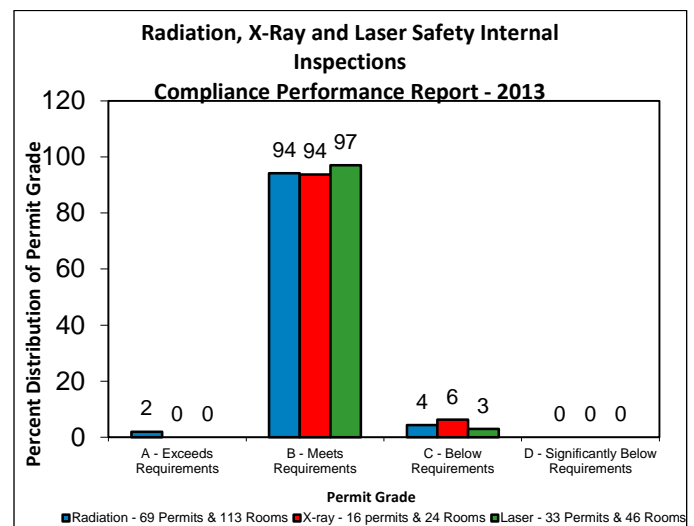
## PI Compliance with the Lab Safety Program 2010-2013



## Radiation Safety Program

The Radiation Safety program is comprised of Nuclear Radiation, X-Ray and Laser Safety. Radiation Safety is mandated under Canadian Nuclear Safety Commission regulations. The Radiation committee is composed of members with expertise or a stake in ionizing and non-ionizing radiation safety matters. They provide advice on all matters of radiation safety including nuclear substances, radiation devices, particle accelerators, X-ray equipment, lasers/laser systems and other non-ionizing radiation sources.

The Laser Safety Awareness Training module has been implemented on the Human Resources website for all personnel who intend to enter a laser room and has not received laser safety training.



A total of 118 permits, covering 183 designated radiation, x-ray or laser rooms were inspected by the Radiation Safety Coordinator. **There was 94% compliance in all three of these programs.**

There were no reported accidents involving the use of nuclear substances, X-ray and laser equipment in 2013.

# HEALTH, SAFETY & WELLNESS

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## Occupational Hygiene

Occupational Health and Safety responded to and resolved over 200 occupational hygiene concerns. These were items such as indoor air quality, dust, heat, mold, noise, and lighting concerns. In all of the situations, thorough investigations were conducted and corrective measures were adopted in compliance with *Ontario Industrial Regulations 851*.

In many situations, expertise from Facilities Management was also involved in correcting and creating acceptable and safe work environments for our community.

## Transportation of Dangerous Goods

Research is increasingly global and researchers at Western collaborate extensively with colleagues internationally. In addition to the exchange of data and ideas there is the need to exchange 'real' chemical and biological samples for study and analysis.

Most of these chemical and biological samples are considered hazardous and need to be shipped by air. This means all shipments must be packaged, labeled and documented according to *International Air Transport and Dangerous Goods Regulations (TDG)*.

## Critical Injuries

**There were three critical injuries in 2013.** Critical injuries are those injuries that due to their nature meet criteria that must be reported to the Ministry of Labour. All were reported immediately to the Ministry of Labour.

- February – Employee broke right elbow after slipping on ice
- April – Employee broke arm during spring cleanup volunteering
- August – Employee lost consciousness due to right toe injury



## Emergency Preparedness

The Hazardous Materials Emergency Response Team conducted eleven training sessions for its responders. All training sessions focused on Western's research environment and potential issues of uncontrolled release of hazardous materials such as chemical, nuclear, or biological agents.

The London Fire Department (LFD) HazMat Team was also brought to the university for many joint exercises so that LFD responders can better understand our laboratory design and hazards. These exercises also serve to facilitate a coordinated response to safely mitigate unintentional releases of hazardous materials.

## Personal Protective Equipment

Occupational Health and Safety supplies Personal Protective Equipment (PPE) and provides personal fitting to employees of the University. This includes eye protection, hearing protection and respiratory protection.

Prior to fitting an employee with safety glasses, ear protection, respirators, etc. the Health and Safety Consultant reviews the working environment to ensure that every precaution has been taken and that the protection is the best solution for the their workplace. The worker is instructed on the proper use and maintenance of the PPE.

# HEALTH, SAFETY & WELLNESS

Annual Report 2013-2014 • PAGE 4

The University has a program that not only supplies generic safety glasses to every worker who needs them but also prescription safety eyewear when needed. In 2013 a total of 186 pairs of prescription safety glasses were issued totaling a cost of approximately \$20,000.

## Musculoskeletal Disorder Program

The Musculoskeletal Disorder (MSD) Program was introduced four years ago to address injuries and disorders that affect our musculoskeletal system (i.e. muscles, tendons, ligaments, nerves, discs, blood vessels, etc.).

The MSD Program allows individual members of our workforce to complete individual anonymous “Discomfort Surveys” forms elaborating on personal discomfort experienced in the course of performing daily tasks in the workplace. Another segment of the program includes group discussions regarding safety concerns as well as “brain storming” sessions allowing our staff to suggest the best possible resolution of these safety concerns. This approach had facilitated a feeling of ownership over the program and employee participation has been overwhelmingly positive.

As a result, many staff members have been coached to evaluate physical tasks based on duration, force, and the awkward position required to perform tasks.

Therefore better practices are being adopted in the workplace; in addition, many safety concerns were also resolved, thus reducing accidents in the workplace.



## CHEMICAL SAFETY

### Chemical Waste

In 2013, the use of the Hazardous Waste disposal program has continued to support the needs of teaching and research community. Western continues to maintain a status of ‘In Good Standing’ for our waste generator license.

*As specified in the Certificate of Approval from the Ministry of the Environment an Annual Report for the Hazmat Facility (A040113) was submitted prior to March 31<sup>st</sup>. No concerns were raised.*

OHS recognizes that there is risk associated with the collection and storage of hazardous materials on campus and works closely with RPR Environmental (our external waste contractor) and Internal Audit to develop procedures and monitor programs to effectively manage that risk and comply with legislative requirements. It is equally important that our waste management program meets the needs of Western teaching and research community.

In 2013 OHS and RPR Environmental continued with the system implemented in 2012 that collects hazardous chemical waste and removes it from campus every week. This removes the risk of storing chemical waste on the main campus.

### Biohazard Waste

For decades the incinerator at Western has been a critical part of the biohazardous waste management program. It has served the research community well. In June 2013 the incinerator was shut down for evaluation and remains out of service.

Health and Safety, Facilities Management and Procurement Services worked closely with users and stakeholders at Western to find a solution and develop a new system that met all their needs. After a thorough investigation, including site visits to potential contractors, Western chose Stericycle to be our external waste contractor for the biohazardous waste that had previously been incinerated on site.

# HEALTH, SAFETY & WELLNESS

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Stericycle ensures that the waste is packaged and transported as per regulations to their site in the GTA where it is autoclaved and incinerated. They have made sure that their schedule and procedures meet the needs of researchers at Western.

After 6 months the new system has been fully and successfully integrated into the hazardous waste program at Western. RPR Environmental has combined the pickup of biohazardous waste from buildings that are far from the central collection point with the long established chemical waste pickup schedule. For users the transition has gone smoothly.

Over the next year the safety, compliance, convenience and cost effectiveness of the new system will be carefully evaluated as a long term alternative (or complement) to on-site incineration.

## Radioactive Waste

The Radioactive Waste program continues to operate meeting all the requirements of the *CNSC and the Transportation of Dangerous Goods*.

*An annual inspection by the CNSC reported no issues of non-compliance.*

## SAFETY TRAINING

In 2013 OHS continued to deliver many special onsite Laboratory and Environmental Safety courses to departments to support their research and teaching needs.



The demand for the Lab Safety and Hazardous Waste Management training seminar continued to increase in 2013 including onsite unit based training for graduate and undergraduate students. Training was provided to all graduate students in Engineering and Biology, undergraduate students in Schulich programs such as biochemistry, physiology & pharmacology and anatomy & cell biology and in Science programs - chemistry and biology.

The continued increase in student attendance at the Lab Safety training also included student volunteers, work study and summer students.

## Industrial Safety

Over 120 industrial safety training sessions were provided by Health & Safety. Most of whom received the training were workers of FM, ITS, Engineering, University Machine Services, and graduate students from the engineering school. Most of the courses offered are mandated by legislation and are designed to meet or exceed the legislative standards. Training course titles included: New Employee Health and Safety Orientation, Occupational Health and Safety Act for Supervisors, WHMIS, FM Work Procedures, Fall Arrest Systems, Confined Space Entry, Elevating Work Platforms, Asbestos Awareness and Ceiling Access, Asbestos Refresher, Ladder Safety, Laboratory Safety, Grounds Safety, Personal Protective Equipment, Construction Safety, Transportation of Dangerous Goods, and Hazardous Spills Management. *The training seminars are mandatory requirement under Occupational Health and Safety Act, Industrial Regulations 851.*

## Occupational Health and Safety Awareness and Training

On July 1<sup>st</sup> 2014, a new regulation under the Occupational Health and Safety Act; *Occupational Health and Safety Awareness and Training O. Reg 297/13* comes into force requiring that all workers and supervisors complete mandatory OHS awareness training. OHS is reviewing and updating current training to meet the requirements.

# HEALTH, SAFETY & WELLNESS

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Also on July 1<sup>st</sup> 2014 the Ministry of Labour's *Working at Heights Training Program Standard* becomes mandatory in the construction sector. Although not mandatory yet in the education sector, University workers involved in construction projects may fall under this training requirement.

## Legislative Changes Impacting Training

### Occupational Health and Safety Act

The Health and Safety System in Ontario is undergoing major reforms resulting from recommendations of An Expert Advisory Panel on Occupational Health and Safety that was formed in 2010 following the deaths of four workers. In 2011 amendments to the Occupational Health and Safety Act (OHSA) established the legislative framework to enable implementation of the recommendations. The on-going reforms resulting from these legislative changes are being implemented by the Ministry of Labour (MOL) including training requirements that are very prescriptive in nature.

The reforms include mandatory awareness training for all workers and supervisors by way of a new regulation; *Occupational Health and Safety Awareness and Training O. Reg 297/13*. The regulation sets the minimum requirements of the training which must be completed *as soon as practicable* for new workers and *within one week* for new supervisors. As well, all existing workers and supervisors must be trained by the time the regulation comes into effect on **July 1<sup>st</sup> 2014**. This change greatly impacts operations at the University that is already tasked with other competing changes to legislation e.g. by AODA and PHAC.

To meet the new training requirements the OHS team is updating the current employee orientation e-learning package and developing a new e-learning package for supervisors. The content will be a combination of training purchased from the *Public Services Health and Safety Association (PSHSA)* and Western specific content developed in-house.

The Ministry of Labour is also developing training content and training provider standards for high risk work and Joint Health and Safety Committee member certification.

### Globally Harmonized System of Classification and Labelling of Chemicals (GHS)

The Globally Harmonized System of Classification and Labelling of Chemicals (GHS) is being implemented in Canada. GHS defines and classifies hazards associated with chemical products and includes globally standardised Label and Safety Data Sheet (SDS) information allowing consistent hazard communication around the world. Implementation involves changes to the federal WHMIS related laws (the *Hazardous Products act* and the *Controlled Products Regulations*) by Health Canada (Spring 2014) and subsequent changes to provincial WHMIS regulations (June 2015). These legislative changes will result in new chemical labelling and SDS (formerly MSDS) in the workplace.

Although the specific details of the changes will not be known until the legislative changes are complete, there will be sweeping changes to the WHMIS regulation that will greatly impact the University requiring us to:

- Revise our WHMIS training to reflect the new system
- Revise our workplace labelling system
- Train all workers, and
- Follow the new labelling and SDS requirements for all of our WHMIS controlled products.

### First Aid Program

The First Aid program continues the ongoing task of ensuring that Western is in full compliance with *WSIB Regulation 1101*. Trained representatives are in place for all departments in all buildings on campus. A current list of all representatives and kit locations is maintained on the Human Resources website.





# HEALTH, SAFETY & WELLNESS

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OHS continues to partner with the Western Student Emergency Response Team to provide Red Cross First Aid and CPR training. In 2013, 88 employees were trained in emergency first aid and CPR.

There are over 250 trained and certified first aid representatives on campus. They are responsible for first aid in their area, conducting and documenting monthly kit inspections, refilling their kits with required materials, etc.

Special requests to support research out in 'the field' are accommodated by supplying training and supplies to those faculty members and students who leave on field trips to remote locations.

## E-Learning Health and Safety Courses

Currently, Occupational Health and Safety is planning on implementing several e-learning Health and Safety courses over the next couple of months. Safety Awareness (Supervisor and Employee) courses were identified as appropriate training courses to convert to e-learning modules first. Also identified as appropriate training courses to convert to e-learning modules for Facilities Management employees are: Asbestos Awareness, Electrical Awareness for Non-Electricians, Working at Heights (Fall Protection and Ladder Safety), Personal Protective Equipment and Lock-Out/Tag-Out.

Switching these courses to the e-learning format will enable staff to complete these courses on their own time and within their current certification period thus not having to wait until a course is offered.

# HEALTH, SAFETY & WELLNESS

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## Joint Occupational Health and Safety Committee

The Joint Occupational Health and Safety Committee are the one, and only, health and safety committee that are required, under the *Occupational Health and Safety Act*, at a workplace. It is an advisory group of worker and management representatives that must meet regularly to discuss health and safety concerns, review progress and make recommendations.

In addition to any special concerns, the committee reviews and assesses trends in:

- Accidents and injuries
- Critical injuries
- Work refusals
- Workplace inspections

The Committee meets approximately every six weeks and all positions are filled in accordance with the Terms of Reference and requirements of certified members under the *Occupational Health and Safety Act*.

## Internal JOHSC Inspections of the Workplace

It is a requirement of the Occupational Health and Safety Act that members of the Joint Occupational Health and Safety Committee “shall inspect the physical condition of the workplace at least once a year, inspecting at least a part of the workplace in each month”. OHS coordinates this program for the Joint Occupational Health and Safety Committee (JOHSC).

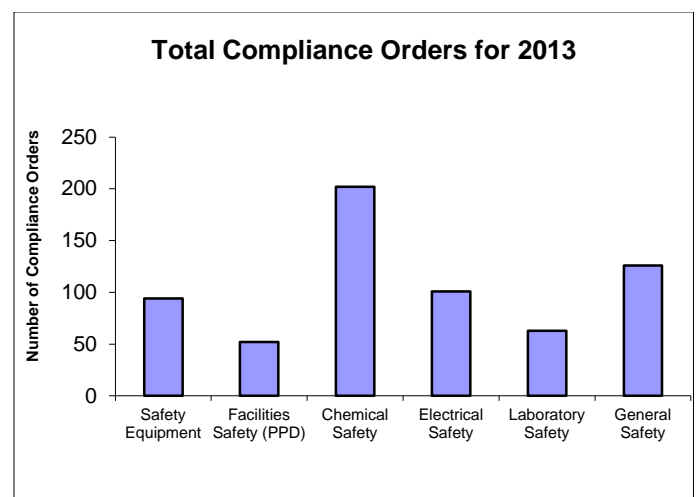
Every inspection at Western is conducted by one of the worker members (who represent their union or association) on the JOHSC. In 2013 each of the members conducted, on average, six inspections. These inspections include not only all workplaces on the main campus but also include the multiple worksites where employees work away from main campus. The roster of inspections continues to increase every year as Western expands and opens new buildings. In 2013 the JOHSC had three new areas to inspect: 1) Ivey School of Business; 2) Ontario Hall; and 3) Western Centre for Public Health and Family Medicine.

In 2013, 628 compliance orders were issued by the JOHSC during workplace inspections. This is a 7% reduction as compared to 2012.

The success of the JOHSC inspection program and the high level of compliance can be attributed cooperative efforts of the committee members, the area safety representatives and the workers.

OHS also appreciates the significant contribution of the various departmental safety committees across campus. Many of these committees have their own inspection programs. Currently internal safety committees at Western include:

- Facilities Management Safety Committee
- Hospitality Services Safety Committee
- Engineering Safety Committee
- Chemistry Safety Committee
- Biology Safety Committee
- Western Retail Services Safety Committee
- Visual Arts Safety Committee
- Western Libraries Safety Committee
- Robarts Research Institute Safety Committee
- Physiology and Pharmacology Safety Committee



# HEALTH, SAFETY & WELLNESS

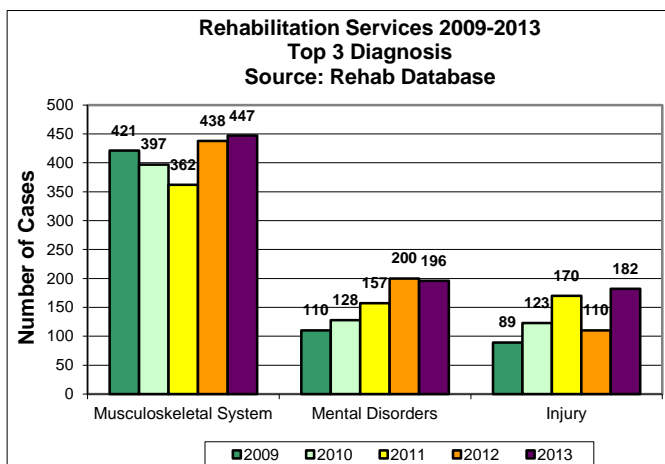
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## HEALTH & SAFETY DATA TRENDS

### Rehabilitation Services

There were few changes in 2013 with the trends seen in Rehabilitation Services. The number of cases increased for the fifth straight year with musculoskeletal issues continuing as the primary reason people sought assistance followed by mental health concerns.

In addition to case management of 1112 cases, three Rehabilitation Consultants assisted with the delivery of nine Mental Health First Aid courses, three Mental Health at Western courses, and two BASICS courses as well as several departmental educational sessions about mental health, accommodation, and general supports and resources. The Rehabilitation Consultants were primarily responsible for completing the risk management functions associated with accommodation and return to work as well as providing initial response to, and triage of, mental health crisis on campus related to traumatic events, disciplinary meetings and terminations (which are often unscheduled and can involve a high degree of support to all parties and referral to appropriate resources).



WSIB and Long Term Disability (LTD) statistics for 2013 demonstrate positive trends with respect to workplace accommodation and disability management. This is reflective of Western's culture and ability to provide workplace accommodation to employees.

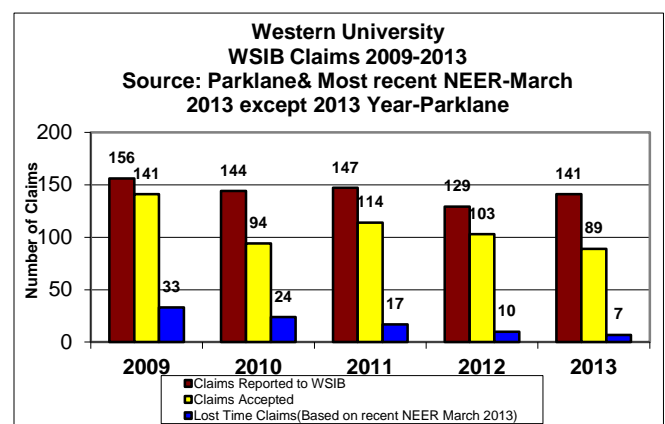
### Mental Health

In 2013, 39% of LTD claims were related to mental health. The duration of mental health claims (time that it takes claims to resolve) at Western is less than half of employers from similar industries in Manulife's block of business. This demonstrates a robust accommodation process at Western.

Diagnosis Category	Duration in Months January–December 2013	
	Western	Industry
Mental & Nervous Disorders	22.0	46.4
Musculoskeletal	40.9	42.4
Benign/Malignant Neoplasms	17.0	21.6
<b>Overall Duration (All Diagnoses)</b>	<b>27.8</b>	<b>35.4</b>

The accommodation of mental health issues is different from the accommodation of physical health issues and requires a unique set of skills by managers. The managers often require coaching and assistance from Rehabilitation Services (and Staff/Faculty Relations) in order to be able to effectively support the returning employee to the team.

### Work-Related Injury and Accommodation





# HEALTH, SAFETY & WELLNESS

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Rehabilitation Services works with department leaders to provide an immediate offer of modified duties to the injured employee, which includes coordination of appropriate supports and resources such as ergonomics, assistive devices, and ongoing case management.

The December 2013 *New Experimental Experience Rating (NEER)* Statement shows Western costs is trending very well. The performance index rating, which benchmarks Western with other similar education institutions, shows that we are performing better than the average rating; this resulted in a \$339,550.32 rebate. This is due in part to the reduced WSIB claims and Western's success in meeting WSIB expectations with respect to early and safe return to work.

NEER (WSIB Cost Statement) - As of December 31, 2013			
Year	Total Number of Claims	Total NEER Costs	Performance Index**
2013	35	\$ 160,807.92	0.31
2012	37	\$ 243,623.56	0.50
2011	51	\$ 184,409.79	0.38
2010	48	\$ 255,066.92	0.55

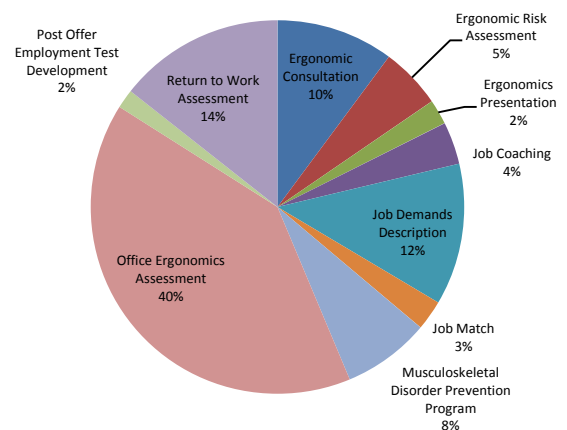
\*\* >1=Surcharge, <1=Rebate, 1=Break Even

The NEER statement shows the trend of WSIB claims at Western over the last 4 years. Lost-time claims are going down, however health care claims need to continue to be monitored. To assist in the management of health care claims, Western provides additional supports and resources such as physiotherapy and other health care services.

## Ergonomic Services

The Ergonomics Program at Western was developed to assist staff and faculty to work safely, efficiently and optimize their well-being and overall system performance. Workers across Western perform a variety of jobs with different physical and cognitive demands. Western's Ergonomics Program has contributed to the design and evaluation of jobs and systems in order to make them more compatible with the needs, abilities and limitations of people, and thereby providing solutions to different occupational and non-occupational challenges.

## Ergonomic Services Used: 2013-2014



In addition to regular service requests (illustrated in the figure), Western's Ergonomics Program continues to implement a prevention-based system using the *Occupational Health and Safety Council of Ontario (OHSCO)* guidelines. This program's goal is to increase ergonomic awareness via worker feedback, the identification of ergonomic concerns or risks in the workplace, and assists in the improvement of work techniques.

The goal of Western's Ergonomic Program is to provide a multi-factorial approach to injury prevention and management. With the combination of this prevention-based system, as well as other proactive processes (walk-throughs, risk reviews, product evaluation), and stay at work programs, Western is aiming to reduce Musculoskeletal Disorders prevalence, in order to significantly reduce ergonomic related injury costs while increasing worker performance and satisfaction.

## POET Protocols

In this past year, Post Offer Employment Testing (POET) protocols have been piloted within one department as a method to reduce injuries on the job by improving the pre-hire screening process. In this process, the potential workers physical abilities are compared to the demands of the job to ensure a safe fit.

# HEALTH, SAFETY & WELLNESS

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## EMPLOYEE WELLNESS PLAN

An employee wellness steering committee has been developed to document an inventory of current wellness related initiatives and services which support faculty and staff wellness at Western.

We have had a growing case load of illness and injury and increasing presence of mental health issues in our workforce. We want to make sure that our efforts to support employee wellness are proactive and can have a significant impact on changes in these metrics over time.

Additional research on the available metrics indicating current levels of wellness will be collected and reviewed. Following this stage of the plan development, internal and external resources will be asked to identify gaps in our programming and services, assess the needs, develop some goals and outcomes and then identify a series of tactics which Western could initiate to achieve our goals and outcomes.



## REHABILITATION SERVICES AND HEALTH & SAFETY TEAM



**Hoa Ly**, Radiation Safety Consultant

**Rebecca Crichton**, Rehabilitation Leader

**Christine Stutt**, Health & Safety Consultant

**Mike Mosley**, Health & Safety Consultant

**Anne Marie McCusker**, Health & Safety Consultant

**Barbara Froats**, Rehabilitation Coordinator

**Darcie Jaremey**, Ergonomic Consultant

**Tony Hammoud**, Health & Safety Consultant

**Shellow Mellows**, Rehab Services & Wellness Coordinator

**Renee Urski**, Ergonomic Consultant

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

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Quarterly Report on Fundraising</a>	Yes
<a href="#">Imagine Canada Renewal</a>	Yes

**FOR INFORMATION**

1. **Quarterly Report on Fundraising**

See [Annex 1](#).

2. **Imagine Canada Renewal**

At its meeting of June 2, 2014, the Fund Raising and Donor Relations Committee approved the renewal of Western's participation in the Imagine Canada Ethical Code Program for the period August 1, 2014 to July 31, 2015.

By renewing membership in the Ethical Code Program, Western will be among one of the 300 charities working with Imagine Canada to raise public awareness of the charitable sector's commitment to ethics and accountability.

Annual membership benefits include continued use of the Ethical Code trustmark, updates and early alerts to federal public policy affecting the charitable sector, reference and resource services. The annual fee is \$750.00



Fund Raising Initiatives Quarterly Report  
as at April 30, 2014  
(with comparative figures for the fiscal year 2012/13 and 2011/12)

(1) **PLEDGE DATA**

	May 1, 2013 to April 30, 2014 (000's)			May 1, 2012 to April 30, 2013 (000's)			May 1, 2011 to April 30, 2012 (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,	101,618	101,618	N/A	168,106	168,106	N/A	98,090	98,107	N/A
New Gifts & Pledges (Gross)	65,050	69,708	107.16%	65,000	60,487	93.06%	60,000	130,211	217.02%
Pledges cancelled/amended on new/prior pledges	-2,962	-3,209	108.34%	-2,684	-2,503	93.26%	-2,041	-1,691	82.85%
<b>Net New Pledges/Gifts</b>	<b>62,088</b>	<b>66,499</b>	<b>107.10%</b>	<b>62,316</b>	<b>57,984</b>	<b>93.05%</b>	<b>57,959</b>	<b>128,520</b>	<b>221.74%</b>
(2) Contributions received in payment of pledges/gifts:									
Foundation Western	5,000	7,993	159.86%	9,500	10,415	109.63%	10,000	9,073	90.73%
Western University	47,714	49,181	103.07%	103,716	113,678	109.61%	38,289	49,066	128.15%
Richard Ivey School of Business (Asia) Limited	9	7	77.78%	422	379	89.80%	400	382	95.50%
Total contributions received	<b>52,723</b>	<b>57,181</b>	108.46%	<b>113,638</b>	<b>124,472</b>	109.53%	<b>48,689</b>	<b>58,521</b>	120.19%
<b>Net Pledges Outstanding</b>	<b>110,983</b>	<b>110,936</b>	<b>99.96%</b>	<b>116,784</b>	<b>101,618</b>	<b>87.01%</b>	<b>107,360</b>	<b>168,106</b>	<b>156.58%</b>

**Cost Per Dollar Raised**

Advancement Fund Raising Units  
Development  
Richard Ivey School of Business  
Foundation Western

	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges	Expenses	Cost per Dollar Raised	Net Pledges	Expenses	Cost per Dollar Raised
Development	52,016	4,968	\$0.10	103,220	3,888	\$0.04	27,733	3,389	\$0.12
Richard Ivey School of Business	12,035	1,556	\$0.13	16,871	1,641	\$0.10	25,171	1,634	\$0.06
Foundation Western	5,658	185	\$0.03	9,700	1,174	\$0.12	10,542	1,145	\$0.11
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>69,708</b>	<b>6,709</b>	<b>\$0.10</b>	<b>129,791</b>	<b>6,703</b>	<b>\$0.05</b>	<b>63,446</b>	<b>6,168</b>	<b>\$0.10</b>
(3) <b>3-Year Average Cost Per Dollar Raised</b>	<b>262,945</b>	<b>19,580</b>	<b>\$0.07</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  
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.

**ITEMS REFERRED BY SENATE**

Contents	Consent Agenda
<b>MAPP 7.9 – Policy on Collaborative Research</b>	No
<b>Name Change – Department of Pathology to Department of Pathology and Laboratory Medicine</b>	Yes
<b>Update on Re-Profiling Internal Research Funding and SUPAD</b>	Yes
<b>Western International Report</b>	Yes
<b>Faculty of Education: Revisions to the Bachelor of Education (B.Ed.) Program and Withdrawal of the Diploma in Education (Technological Studies)</b>	Yes
<b>Reports of the Academic Colleague</b>	Yes

**FOR APPROVAL**

1. **MAPP 7.9 – Policy on Collaborative Research**

**Recommended:** That MAPP 7.9, Policy on Collaborative Research, be revised as shown in [Annex 1](#).

**Background:**

*MAPP 7.9 – Policy on Collaborative Research* governs the creation of research institutes, centres and groups. There are several issues with the current policy that the revision is intended to address:

- The delineation between a “centre” and an “institute” is not clear enough as to role and function and over the years the terms have come to be used interchangeably.
- Notwithstanding that large research entities can have significant impact on the strategic academic directions of the university and on the university’s budget and use of space, the current policy provides no role for the governing bodies of the university to play in their creation. Authority for approval of the establishment of a research entity lies solely with the Vice-President (Research) in consultation with the Provost & Vice-President (Academic). Senate and Board currently do not even receive notice when an entity is established.
- While the current policy speaks of the need for a “satisfactory review” for renewal of a centre or institute, there are no guidelines or processes defined for such reviews.
- The current policy contains no provisions with respect to how institutes and centres are to be governed.

Attached as [Annex 1](#) is the proposed revised policy. [Annex 2](#) is the current policy. In addition to the substantive changes that are being proposed, the policy has been put into the new policy format approved by the Board of Governors for MAPP in 2012.

Subsequent to the Senate meeting at which the revised policy was approved for forwarding to the Board, there was a suggestion that the term limit of five years for the initial term of an institute might not be appropriate in all cases and a minor amendment to paragraph 2.00, Terms and Renewal for Centres and Institutes will be moved by the President at the Board meeting:

The initial term of a Centre or Institute shall not NORMALLY exceed five years.

If the Board approves the amendment to the policy before it, the motion before the Board will be:

That MAPP 7.9, Policy on Collaborative Research, be revised as shown in [Annex 1](#) and as further amended by the Board of Governors at paragraph 2.00.

2. **Name Change – Department of Pathology to Department of Pathology and Laboratory Medicine**

**Recommended:** That the proposal to change the name of the Department of Pathology in the Schulich School of Medicine & Dentistry to the Department of Pathology and Laboratory Medicine be approved effective July 1, 2014.

**Background**

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

**FOR INFORMATION**

3. **Update on Re-Profiling Internal Research Funding and SUPAD**

The Academic Development Fund (ADF) was first established by the Board of Governors, on the recommendation of Senate, in 1973. It was originally structured as a three-part program to support strategic academic priorities through internal grants for research, academic restructuring and academic hiring. Allocations were made under the auspices of the Subcommittee on Priorities in Academic Development (SUPAD), which was, initially, a subcommittee of the Senate Committee on University Planning (SCUP). Over the years, the ADF has been re-profiled many times until, eventually, its sole focus was research, and SUPAD became a subcommittee of the University Research Board (URB).

In the fall of 2012, the ADF was re-profiled yet again, on a trial basis, towards the creation of three separate, inter-related internal funding programs designed to increase overall success in external peer-reviewed funding programs (Western Strategic Success programs or WSS), with explicit emphasis on alignment with the funding opportunities and mandates of the federal Tri-Council Agencies. SUPAD was temporarily suspended and the Vice-President (Research) undertook to report back to the URB and Senate on the effectiveness of the change in improving research funding results. That report is attached as [Annex 5](#).

One of the concerns raised about the proposed changes was that non-STEM disciplines would be adversely affected in terms of internal fund allocation. That has proven not to be the case as the following table shows:

	Internal Funding		% Total Internal		% Total External	
	3yr avr. 2010-12	2013	3yr avr. 2010-12	2013	3yr avr. 2010-12	2013
Non-STEM	1.1M	1.05M	34	54	18.5	14.3
STEM	2.1M	0.89M	66	46	81.5	86.7

Non-STEM: A&H, FIMS, Music, Law, Ivey, SocSci, Edu  
STEM: HS, Sci, Eng, SSMD

At its meeting on June 6, 2014, Senate approved the re-profiling of the ADF with the consequence that SUPAD will be disbanded.

4. **Western International Report**

See [Annex 6](#).

5. **Faculty of Education: Revisions to the Bachelor of Education (B.Ed.) Program and Withdrawal of the Diploma in Education (Technological Studies)**

Senate, at its meeting on June 6, 2014, approved that effective September 1, 2015, the Bachelor of Education (B.Ed.) program will be revised to expand to a four-term program and the Diploma in Education (Technological Studies) will be withdrawn.

The changes are needed to accommodate the decision by the Ontario Ministry of Education that after-degree teacher education programs in future will span four semesters (instead of two), will include mandatory core content, and will include a minimum of 80 days of student teaching (a doubling of the current minimum).

The changes imposed on the Faculty of Education in the past year require that a variety of modifications made to the current B.Ed. program. These include the reorganizing and addition of content to some courses, introduction of special focus areas supported by new courses (cohort specialties), and the addition of practicum days and other field experiences. The changes result in an increase and redistribution of credits for the program from 6 FCE to 9 FCE. The basic structure of the B.Ed. program, however—a structure of foundations courses, curriculum courses, and special interest courses, and of practicum and field experiences—remains unchanged, as do admission, progression, and graduation requirements.

With a more limited number of Teacher Candidates in the program, the roster of subject areas offered for certification will be diminished. Certain ‘teachable’ subject areas which have historically had low enrolments at this Faculty will have to be discontinued and as a result, admissions into the Diploma in Education (Technological Studies) program will be suspended effective September 1, 2015.

At the same time the lengthened program and other changes were mandated, the number of Teacher Candidates funded for entry into Faculties of Education was halved. In September 2015, therefore, the Faculty of Education at Western will admit 334 Teacher Candidates instead of 668. Compounding the loss of tuition, the Faculty will face a 25 percent reduction in BIU funding.

6. **Reports of the Academic Colleague**

[See Annex 7.](#)



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

**POLICY #7.9 – Establishment, Governance and Review of Research Institutes, Centres and Groups**

<b>Policy Category:</b>	Research
<b>Subject:</b>	Establishment, Governance and Review of Research Institutes, Centres and Groups
<b>Approving Authority:</b>	Board of Governors on recommendation of Senate
<b>Responsible Officer(s)</b>	Vice-President (Research)
<b>Responsible Office:</b>	Office of the Vice-President (Research)
<b>Related Procedures:</b>	Items to be presented in preparing proposals for recognition of centres and institutes
<b>Effective Date:</b>	TBD
<b>Revised:</b>	July 1, 2008; March 12, 1987

**A. PURPOSE**

- 1.00** The University is committed to research excellence and innovation. The University's strengths as a research-intensive institution have derived, in good measure, from the efforts of individual scholars within the established scholarly disciplines. Increasingly, however, such areas are expanding to include a wide array of topics of investigation posing challenges best met through the development of more complex models of research. To meet this challenge, the University encourages the formation of collaborative research entities, both within and across traditional disciplinary boundaries. The purpose of this document is to set out the policy and procedures for recognition of collaborative research entities at the University, their intended scope of activities, and their required governance and reporting structures, with the goals of enhancing the functionality of such groups, ensuring coordination of effort within the University, and minimizing the liabilities of the entities and the University.

A central feature of this policy is the establishment of three distinct categories of research organization: Institutes, Centres, and Groups. These categories represent different levels of complexity available to research organizations at Western. As levels of complexity and accountability increase so too does the level of governance required. This Policy, and its accompanying Procedures, provides guidance to faculty who are interested in establishing a research organization, as well as to Directors of already established research organizations regarding their governance, reporting and review obligations to the University.

**B. DEFINITIONS**

- 1.00 Research Institutes:** University Institutes will report directly to the Vice-President (Research) through their governance framework. Institutes are the research organizations most closely aligned with the core strategic interests of the University, by virtue of one or more of several criteria: their size, breadth, national and international impact and excellence, and/or their focus and scope of research. Institutes would be multi-disciplinary in nature, and in most cases expected to have core membership spanning two or more faculties, and would be supported by major external funding. Institutes may also involve significant research participation, partnerships, funding,



and/or administrative participation from outside the University. In some cases, the membership of the Institute, and its core activities, would be based mainly in a single Faculty, in which case the Institute would report to the appropriate Faculty Dean as the Vice-President (Research) designate. Institutes are entities that may have significant financial and other implications for the University that must be sustained by the Institute itself, or with a specific negotiated relationship with the University. Institutes would often be responsible for the operation and oversight of core research infrastructure and facilities.

**2.00 Research Centres:** Centres report to the appropriate Dean(s) and any University funding for the Centre will come through the Faculty(s). Centres are collaborative and typically non-departmental research ventures, possibly involving some research participation and/or funding from outside the University, with a director, an administrative structure, a budget, and possibly some assignment of space. Similar to Institutes, Centres undertake collaborative, multi- and inter-disciplinary research and scholarship with national and international impact, but their size, breadth and scope, and/or operational requirements does not warrant Institute status. The scope of interests of a Center may rest largely internal to a particular Faculty, although in most cases their membership will cross two or more Faculties.

**3.00 Research Groups:** Research Groups report to the appropriate Dean or designate. Research Groups consist of a number of investigators informally organized within and recognized by a Department, School and/or Faculty (or in two or more Departments, Schools or Faculties) with shared research objectives, and possibly, shared facilities and funds. They may be expected to form, grow, and dissolve on a relatively short time scale, although, in some cases, they can also be stable for relatively long time periods.

## **C. ESTABLISHMENT, RENEWAL AND MODIFICATION**

### **1.00 Establishment of Institutes and Centres**

- 1.01 Proposals to establish Research Institutes are submitted to the Vice-President (Research) in accordance with the requirements enumerated in the Procedures for the Establishment, Governance and Review of Research Institutes, Centres and Groups [web link].
- 1.02 Proposals for Institutes will be reviewed by the Committee on Research Institutes (CRI) which is chaired by the Vice-President (Research) and includes the Provost & Vice-President (Academic), The Vice-Provost (Graduate and Postdoctoral Studies), the Faculty Dean(s) relevant to the specific Institute, and two members of the University Research Board who will serve as liaison between the URB and CRI.
- 1.03 Proposals for Centres are submitted to the Vice-President (Research) for approval on the recommendation of the relevant Dean(s) in accordance with the requirements enumerated in the Procedures for the Establishment, Governance and Review of Research Institutes, Centres and Groups [web link]. Establishment of Centres will be reported to the University Research Board and through it, to Senate for information.
- 1.04 Proposals for Institutes that are supported by CRI are forwarded to the URB for review. The URB shall consider whether the proposal is consistent with the academic priorities of the University and whether the resource requirements and sources of funding have been appropriately considered. If the proposal is endorsed by the URB, it will recommend it to the Senate which in turn will forward the recommendation for approval to the Board of Governors.

### **2.00 Terms and Renewal for Centres and Institutes**

The initial term of a Centre or Institute shall not exceed five years. Upon application, additional terms, each not exceeding five years in duration, may be granted by the Vice-President (Research) in consultation with the Provost & Vice-President (Academic) and the relevant Dean(s), and subject to the satisfactory review of the objectives, operation and budget of the Centre or Institute. The Vice-President (Research) will notify the URB of any renewal or expiration of the term of a Centre or renewal of an Institute.

### **3.00 Requests for Modifications to an Institute**

Changes to the objectives, administration, operation, and/or funding of an Institute prior to the end of its term must be approved by the Vice-President (Research), the Provost & Vice-President (Academic) and, as appropriate, the University Legal Counsel.

### **4.00 Requests for Modifications to a Centre**

Changes to the objectives, administration, and/or operation of a Centre prior to the end of its term, are submitted to the Vice-President (Research) for approval on the recommendation of the relevant Dean(s).

### **5.00 Establishment of Research Groups**

A proposal to establish a Research Group requires the approval of the relevant Dean(s). A brief description of the Group, accompanied by a letter of support from the Dean(s) of the Faculty(ies) involved and a list of its members must be submitted to the Office of the Vice-President (Research) for information. Research Development Services (RDS) shall maintain a record of all such Groups.

### **6.00 Request for Modifications to a Group**

A letter of explanation from the relevant Dean(s) to the Vice-President (Research) for information and maintenance of records by RDS is required.

## **D. GOVERNANCE AND REVIEW**

- 1.00 The University's Institutes and Centres are expected to adhere to general practices of good governance with administrative structures that utilize expert national and international advice and which ultimately inform the Vice-President (Research) and the Faculty Dean(s) as to their activities and standing within the national and international research community. In the case of Institutes, the Vice-President (Research) will report on the status, progress, and plans of Institutes to SCUP and to Senate.

### **2.00 Governance – Institutes**

#### **2.01 Director**

An Institute is led by its Director, who is normally appointed for a five-year term. The Director of the Institute reports to the Vice-President (Research) in all aspects related to the Institute and its function. The Director will normally hold an academic appointment and reports to the appropriate Dean and Chair with respect to his/her academic responsibilities.

The Provost & Vice-President (Academic) will appoint the Institute Director on the recommendation of the Vice-President (Research) as advised through a representative selection constituted by the Vice-President (Research). An appointment letter will be issued for the full-term appointment. Directors will normally be qualified to hold an academic appointment.

#### **2.02 Research Advisory Committee (RAC)**

The Director establishes an Research Advisory Committee (RAC) whose purpose is to provide advice to the Director and the members of the Institute with regard to scientific or scholarly priorities and direction for the Institute. The AC is chosen by the Director and is consulted at least every year or more frequently at the discretion of the Director.

#### **2.03 Governing Board (GB)**

The Governing, or Management Board comprises, at a minimum, the Vice-President (Research) (or designate) along with the Deans (or designates) from the Faculties that have principle roles in the success of the Institute. The GB oversees the overall function and direction of the Institute and

will meet at least once a year. The GB will receive an annual report from the Director on the status, progress and immediate future plans of the Institute. Such reports will be transmitted to the Vice-President (Research) for submission to Senate for information. The GB, in consultation with the Director, the RAC and members of the Institute, is responsible for constituting an External Review Board (ERB) at least every five years, and normally coincident with the final year of the Director's term

### **3.00 Governance – Centres**

#### **3.01 Director**

Typically, a Centre is led by a Director who is appointed for a five-year term. The Director is chosen by the appropriate Dean(s) following consultation with members of the Centre.

#### **3.02 Structure**

The Director of the Centre reports to the appropriate Dean(s). The Dean reports to the Vice-President (Research) for information only. In all other respect a Centre's governance structure is that of an Institute which resides principally within a single Faculty. However, it is recognized that in certain cases, the establishment of a formal governing/management board may not be justified. In cases where the Centre maintains a formal governing body, the Centre's GB is normally chaired by the appropriate Dean (or designate) and is composed of the Chairs (or designates) of the Departments that have a principle role in the success of the Centre.

### **4.00 Governance – Groups**

TBD

### **5.00 Review – Institutes**

An External Review Board (ERB) will review each Institute every five years or sooner at the request of the Institute's GB. The members of the ERB will normally be three internationally recognized distinguished scholars, and one internal reviewer, who must be arms-length to the Institute, and will be appointed by the GB. The ERB will assess the performance of the Institute's Director and its scientific program using performance indicators established by the GB. The ERB will report in confidence to the Vice-President (Research). Its report will include recommendations respecting the renewal of the incumbent Director and the performance of the Institute overall. Normally, the Vice-President (Research) will share the ERB's report or major recommendations from the ERB's report with the GB.

### **6.00 Review – Centres**

Responsibility for monitoring the status, progress and plans for Centres resides with the Dean(s) of the Faculty within which the members (or the majority of members) reside. Each Centre will be reviewed at least every five years. The composition of the ERB will be determined by the Dean(s) (or Vice-President (Research) if appropriate), and will consist of external and internal reviewers. In cases where the Centre maintains a formal governing body, the composition of the ERB will be determined by the GB. The ERB will provide a report to the Dean, copied to the VPR.

### **7.00 Review Outcomes**

The review of a Centre or Institute may result in any one of the following outcomes: renewal of the Centre/Institute (perhaps with specific recommendations to be implemented over the next term); termination/non-renewal of the Centre/Institute; restructuring of the unit to transition it to another type of unit (e.g., from centre to institute or vice-versa); in addition, the review will result in renewal of a Director or search for a new Director if the centre or institute is to be renewed.

An external review may conclude that the performance of an Institute or Centre is inconsistent with previously agreed to expectations. The final decision as to whether to disband the Institute or to transition it to a Centre is made by the Board of Governors, on the recommendation of Senate through the URB

The decision as to whether to disband a Centre, or to transition it to a Group, shall rest with the Dean or Vice-President (Research), on the advice of its Governing Board (if one has been established), and the recommendations of the relevant ERB.

In order to transition from a Group to a Centre or from a Centre to an Institute, the procedures for establishing a Centre or Institute must be followed.

## **E. GENERAL CONDITIONS**

### **1.00 Relationship with Academic Programs**

As part of the University's commitment to linking research and education, Institutes may be involved in the delivery of academic programs. While the approval of research and academic programs may be linked, the approval of the academic component of such programs will follow the normal University procedures for approving academic programs. All academic programs and faculty appointments will reside within Departments. Administration of academic programs will be carried out through the appropriate Dean or Vice Provost.

### **2.00 Existing Centres and Institutes**

The effective date for this policy is the date of approval by the Board of Governors. Existing Centres and Institutes will be subject to this policy at the time of the expiry of their current term or by 2016, whichever is sooner. Institutes or Centres that do not meet this policy's requirements and definitions will not be renewed. There may be circumstances where it is more appropriate to "grandparent" specific existing Centers and Institutes, in which case the Vice-President (Research) may waive this requirement.

### **3.00 Adherence to University Policies**

All Institutes, Centres and Groups are expected to adhere to all applicable university policies and procedures, financial and otherwise, as established or amended from time to time.

### **4.00 Incorporation**

Requests for incorporation by Centres or Institutes will be entertained only in the most exceptional circumstances, and must be approved by the Board of Governors of the University. Should such approval be granted, a formal Affiliation Agreement shall be established between the Centre or Institute and the University, the terms of which are subject to the approval of the Board of Governors. In any incorporated entity, the members of the governing board of the Centre or Institute shall be approved by the University's Board of Governors, and/or a majority of the members of the governing board of the Centre or Institute shall be appointed by the University.

### **5.00 Fundraising**

All fundraising activities proposed by Centres or Institutes shall be undertaken in consultation with, and subject to the approval of the Vice-President (External) of the University. All charitable income tax receipts will be issued in the name of the University and by the University.

### **6.00 Contracts**

The University shall be solely responsible for the negotiation and approval of research contracts involving the Centre or Institute or its members, unless stipulated otherwise under the terms of existing Affiliation Agreements.

**Contact the Office of the Vice-President (Research) to obtain a copy of the most recent version of this document.**

**Office of the Vice-President (Research)**

**ITEMS TO BE ADDRESSED IN PREPARING PROPOSALS FOR RECOGNITION OF CENTRES AND INSTITUTES**

**1. Purposes and Functions**

- a) Proposed name
- b) Faculties/Departments/School or external institutions directly involved (Please provide documentation indicating support for the proposal for each or all as appropriate)
- c) Rationale and justification
- d) Primary objectives
- e) Primary academic and/or non-academic functions
- f) Expected contributions to the University's mission

**2. Membership**

- a) Sources, proposed period of tenure, categories and criteria for membership
- b) Names, institutional affiliation, qualifications, and expected contribution of principal members
- c) New faculty appointments proposed
- d) Alternative faculty workload arrangements proposed

**3. Governance, Administration and Organizational Relationships**

- a) Description and membership of governance structure or governing body
- b) Frequency of meetings of governing body
- c) Names, institutional affiliations, qualifications, and responsibilities of all officers of the Centre/Institute
- d) Level of participation of external institutions in governing body, and/or administration of the Centre/Institute. (Provide evidence that necessary agreements between the University and the external institution have been approved by the University's General Counsel or have been submitted for approval and attach copy of agreement or proposed agreement)
- e) If incorporation is sought, set out reasons for incorporation as appropriate for consideration by the Board of Governors of the University

**4. Students and Courses**

- a) Level and type of involvement of undergraduate or graduate students in centre/institute activities
- b) If Graduate students are involved, provide documentation as appropriate indicating that consultation has occurred between the centre/institute, the School of Graduate and Postdoctoral Studies and to the Faculties/Departments/Schools involved with respect to: (i) advertizing of positions or opportunities; (ii) admissions; (iii) student support; (iv) student supervision

- c) Contribution to the development of new courses, seminars or other instructional programs (Provide documentation with respect to Faculty/Departmental/School support for new instructional initiatives) (NOTE that any and all proposed course/program additions/changes must be pursued through normal departmental/Faculty/senate channels)

5. **Physical Requirements**

- a) Space requirements at Western: (i) at start-up; (ii) within 3 years; (iii) within 6 years
- b) Space requirements at other institutions or locations as appropriate (Please provide documentation of any arrangements in place to secure such space)
- c) Demands on library, computing or other University services such as purchasing, accounting, human resources, payroll, and so forth

6. **Staffing Requirements**

- a) Requirements for administrative, and/or technical personnel support from the University
- b) Details of all proposed support staffing arrangements, as follows: For each support staff member, please indicate: i) proposed employer (e.g. University vs. Centre/Institute); ii) role or duties; iii) source of compensation. For employees of external institutions or corporations, please provide copies of agreements or draft agreements outlining the obligations of the University and the institution/corporation, respectively, vis-à-vis such employees. For employees of Centres/Institutes which are, or intend to become incorporated, please provide copies of agreements or draft agreements outlining the obligations of the University and the Centre/Institute, respectively vis-à-vis such employees

7. **Financing and Support**

- a) Provide a five-year budget plan. Summary of funding sources, including prospective fundraising, "in-kind" support requested from Faculties/Schools/Departments, central administration of the University, or external sources (at startup and for the first three years of operation). In the case of financial/in-kind support from external institutions, provide evidence that necessary agreements between the University and the external institution have been approved by the University's General Council or have been submitted for approval and attach copy of agreement or proposed agreement.
- b) Estimated total budget of the Centre/Institute (at start-up and for the first five years of operation)
- c) Proposed mechanisms for administration of funds received (including research funds)
- d) Nature and source of proposed remuneration for officers/members of the Centre/Institute, as appropriate

8. **Intellectual Property and Commercialization**

- a) Details of proposed arrangements with members (faculty, staff, or students), including members from external institutions, relating to the ownership and/or commercialization of intellectual property created through work undertaken at the Centre/Institute, including a statement recognizing the requirement to follow all guidelines set out by Senate and the UWOFCA Collective Agreement.
- b) Details of proposed arrangements for the conduct of private sector contract research

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

## **7.9 GUIDELINES FOR COLLABORATIVE RESEARCH**

Classification: Research

Effective Date: 01JUL08

Supersedes: 12MAR87

### **GENERAL**

- 1.00 The University is committed to research excellence and innovation. To date, the University's strengths as a research-intensive institution have derived in good measure from the efforts of individual scholars within the established scholarly disciplines. Increasingly, however, such areas are expanding to include a wide array of topics of investigation posing challenges best met through the development of more complex models of research. To meet this challenge, the University encourages the formation of collaborative research entities, both within and across traditional disciplinary boundaries. To enhance the functionality of such groups, ensure coordination with the administration of the University, and to minimize possible liabilities to both the entities themselves and the University, it is imperative that collaborative research groups operate under a clear set of guidelines. The purpose of this document is to set out the policy and procedure for recognition of collaborative research entities at the University.

### **POLICY**

- 2.00 The University recognizes three types of collaborative research entities:

A **Research Group** or **Research Unit** consists of a number of investigators informally organized within—and recognized by—a Department, School and/or Faculty (or in two or more Departments, Schools, or Faculties) with shared research objectives, and possibly shared facilities and funds.

A **Centre** is a collaborative research venture, possibly involving some research participation and/or funding from outside the University, with a directorship, an administrative structure, a budget, and possibly some assignment of space.

An **Institute** is a collaborative research venture which satisfies the criteria for a Centre (as above), and which also involves significant research participation, or funding, or administrative participation from outside the University.

### **APPLICATION AND APPROVAL PROCEDURE**

- 3.00 Collaborative research entities are not to use any of the denominations listed above until such time as they have been formally approved by the University. Applicants wishing to establish a collaborative research entity formally recognized by the University must make application to the Office of the Vice-President (Research & International Relations). Proposals must be forwarded through the Office of the Dean or Deans of the Faculties involved, and will be reviewed by the Vice-President (Research & International Relations) and the Provost & Vice-President (Academic). Before the application is submitted to the Office of the Vice-President (Research), the University General Counsel must review and approve all proposals that involve third parties, including any proposed agreements with third parties. It is expected that collaborative research entities will operate within the current Faculty structure of the University, and not as separately incorporated entities. Any and all requests for the incorporation of research entities at the University must be approved by the Board of Governors (See also Section 8, below). Application procedures for the three types of collaborative research entities cited above are listed below.
- 4.00 **Research Group or Research Unit:** Applicants seeking to establish a University Research Group or Research Unit must submit a brief description of the Group or Unit and a list of its members to the Office of the Vice-President (Research) for information. This description must be accompanied by a letter of support from the Dean or Deans of the Faculties involved. This document will be forwarded to the University Secretariat which shall maintain a record of all such Groups and Units.
- 5.00 **Centre or Institute:** Designation as a University Centre or Institute requires a more rigorous procedure of assessment and evaluation. Applicants seeking designation as a University Centre

or Institute must submit, through the Office of the Dean or Deans of the Faculties involved, a formal proposal to the Office of the Vice-President (Research). The formal proposal must follow the criteria set out in “**Items To Be Addressed In Preparing Proposals For University Centres or Institutes**” which is available from the Office of the Vice-President (Research).

- 5.01 Proposals must be developed in consultation with the Vice-President (Research), the Dean or Deans of the Faculties involved, the Chairs of relevant Departments, Directors of Schools, and others within the Faculty or Faculties whose expertise might contribute to the Proposal.
- 5.02 Upon approval by the Vice-President (Research), the Provost & Vice-President (Academic) and, as appropriate, the University General Counsel, the Vice-President (Research) will notify the Senate Committee on University Planning, and this information will be conveyed to the Senate and the Board of Governors for information. The University Secretariat will maintain an up-to-date record of all Centres and Institutes in operation at the University.

### **CONDITIONS**

- 6.00 In those cases where the Centre or Institute maintains a formal governing body or board, the Dean or Deans of the relevant Faculties shall be appointed as ex officio members of such governing bodies.
- 7.00 On an annual basis, the Centre or Institute shall provide to the Dean or Deans of the Faculties involved an annual report of its activities including budgetary information. In no case shall a Centre or Institute be permitted to operate in a deficit position or to incur debt.
- 8.00 Requests for incorporation by Centres or Institutes will be entertained only in the most exceptional circumstances, and must be approved by the Board of Governors of the University. Should such approval be granted, a formal Affiliation Agreement shall be established between the Centre or Institute and the University, the terms of which are subject to the approval of the Board of Governors. It is expected that in any incorporated entity, the members of the governing board of the Centre or Institute shall be approved by the University's Board of Governors, and/or that a majority of the members of the governing board of the Centre or Institute shall be appointed by the University.
- 9.00 All fundraising activities proposed by Centres or Institutes shall be undertaken in consultation with, and subject to the approval of the Vice-President (External) of the University. All charitable income tax receipts will be issued in the name of the University and by the University.
- 10.00 The University shall be solely responsible for the negotiation and approval of research contracts involving the Centre or Institute or its members, unless stipulated otherwise under the terms of existing Affiliation Agreements.

### **TERM**

- 11.00 The initial term of a Centre or Institute shall not exceed three years. Additional terms, each not exceeding three years in duration, may be granted by the Vice-President (Research) in consultation with the Provost & Vice-President (Academic), and the relevant Dean or Deans, and subject to the satisfactory review of the objectives, operation and budget of the Centre or Institute. The Vice-President (Research) will notify the Senate Committee on University Planning of any renewal or expiration of the term of a Centre or Institute.

### **REQUESTS FOR MODIFICATIONS**

- 12.00 Changes to the objectives, administration, operation, and/or funding of the Centre or Institute prior to the end of its term must be approved by the Vice-President (Research), the Provost & Vice-President (Academic) and, as appropriate, the University General Counsel.



**Contact the Office of the Vice-President (Research) to obtain a copy of the most recent version of this document.**  
(Last updated 30JAN03)

**Office of the Vice-President (Research)**

**ITEMS TO BE ADDRESSED IN PREPARING PROPOSALS FOR  
RECOGNITION OF CENTRES AND INSTITUTES**

**1. Purposes and Functions**

- a) Proposed name
- b) Faculties/Departments/School or external institutions directly involved (Please provide documentation indicating support for the proposal for each or all as appropriate)
- c) Rationale and justification
- d) Primary objectives
- e) Primary academic and/or non-academic functions
- f) Expected contributions to the University's mission

**2. Membership**

- a) Sources, proposed period of tenure, and criteria for membership
- b) Names, institutional affiliation, qualifications, and expected contribution of principal members
- c) New faculty appointments proposed
- d) Alternative faculty workload arrangements proposed

**3. Governance, Administration and Organizational Relationships**

- a) Description and membership of governance structure or governing body (Note especially the CONDITIONS section in the policy dealing with respect to University representation)
- b) Frequency of meetings of governing body
- c) Names, institutional affiliations, qualifications, and responsibilities of all officers of the Centre/Institute
- d) Level of participation of external institutions in governing body, and/or administration of the Centre/Institute. (Provide evidence that necessary agreements between the University and the external institution have been approved by the University's General Counsel or have been submitted for approval and attach copy of agreement or proposed agreement)
- e) If incorporation is sought, set out reasons for incorporation as appropriate for consideration by the Board of Governors of the University

**4. Students and Courses**

- a) Level and type of involvement of undergraduate or graduate students in centre/institute activities
- b) If Graduate students are involved, provide documentation as appropriate indicating that consultation has occurred between the centre/institute, the School of Graduate and Postdoctoral Studies and to the Faculties/Departments/Schools involved with respect to: (i) advertizing of positions or opportunities; (ii) admissions; (iii) student support; (iv) student supervision

- c) Contribution to the development of new courses, seminars or other instructional programs (Provide documentation with respect to Faculty/Departmental/School support for new instructional initiatives) (NOTE that any and all proposed course/program additions/changes must be pursued through normal departmental/Faculty/senate channels)

**5. Physical Requirements**

- a) Space requirements at Western: (i) at start-up; (ii) within 3 years; (iii) within 6 years
- b) Space requirements at other institutions or locations as appropriate (Please provide documentation of any arrangements in place to secure such space)
- c) Demands on library, computing or other University services such as purchasing, accounting, human resources, payroll, and so forth

**6. Staffing Requirements**

- a) Requirements for administrative, and/or technical personnel support from the University
- b) Details of all proposed support staffing arrangements, as follows: For each support staff member, please indicate: i) proposed employer (e.g. University vs. Centre/Institute); ii) role or duties; iii) source of compensation. For employees of external institutions or corporations, please provide copies of agreements or draft agreements outlining the obligations of the University and the institution/corporation, respectively, vis-à-vis such employees. For employees of Centres/Institutes which are, or intend to become incorporated, please provide copies of agreements or draft agreements outlining the obligations of the University and the Centre/Institute, respectively vis-à-vis such employees

**7. Financing and Support**

- a) Summary of funding sources, including prospective fundraising, "in-kind" support requested from Faculties/Schools/Departments, central administration of the University, or external sources (at startup and for the first three years of operation). In the case of financial/in-kind support from external institutions, provide evidence that necessary agreements between the University and the external institution have been approved by the University's General Council or have been submitted for approval and attach copy of agreement or proposed agreement.
- b) Estimated total budget of the Centre/Institute (at start-up and for the first three years of operation)
- c) Proposed mechanisms for administration of funds received (including research funds)
- d) Nature and source of proposed remuneration for officers/members of the Centre/Institute, as appropriate

**8. Intellectual Property and Commercialization**

- a) Details of proposed arrangements with members (faculty, staff, or students), including members from external institutions, relating to the ownership and/or commercialization of intellectual property created through work undertaken at the Centre/Institute
- b) Details of proposed arrangements for the conduct of private sector contract research



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**BRIEFING NOTE**

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**To:** Executive Committee of Schulich Council  
**From:** Subrata Chakrabarti, Chair/Chief of Pathology  
**Re:** Departmental Name Change from “Pathology” to  
“Pathology and Laboratory Medicine”  
**Date:** January 22, 2014

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**Proposal:**

To change the name of the Department of Pathology at the Schulich School of Medicine & Dentistry, Western University

- To better reflect the diverse scope of its constituents and academic programs
- To reflect the commitments and the activities of the Department of Pathology, the Chair of which reports to the Dean, Schulich School of Medicine & Dentistry, Western University
- To align with the name of Pathology and Laboratory Medicine at the London Hospitals

Proposed new name: **Department of Pathology and Laboratory Medicine**

**Background:**

The Department of Pathology at the hospital includes Surgical, Cytological, Molecular and Autopsy Pathology. The Program of Laboratory Medicine includes the laboratory specialties of HLA Laboratory, Microbiology, Clinical Chemistry, Molecular Diagnostics, and Basic Scientists. Since the consolidation of city-wide laboratory service, the combined laboratories serving all London Hospitals have been referred to as the London Laboratory Services Group. Not surprisingly, this has led to confusion. Since 2005 in the London hospitals, under a single leadership, the Department of Pathology has been known, for all practical purposes, as the Department of Pathology and Laboratory Medicine. The formal change of the department's name at the London Hospitals was initiated in 2011 and was implemented in 2013. The academic department at the Schulich School of Medicine & Dentistry, Western University has, however, continued to be referred to as Pathology. This department has pathologists, medical chemists, medical microbiologists, geneticists, and basic scientists as faculty members.

**Advantage:**

The proposed name change will reflect the operations and constituents of the department and will also reflect the scope of the specialty and academic programs. It will also align the University Departmental name with Hospital Department. Such change will improve public understanding and will be consistent with other Canadian Departments (please see next page)

**Recommendations/Next Steps:**

- Seek Departmental approval - at the January 21, 2014 departmental meeting, the department members unanimously approved the name change from “Pathology” to **“Pathology and Laboratory Medicine”**
- Seek ECSC approval
- Seek University of Western Ontario Senate approval
- Implement the name change

**Costs:**

- There are no direct costs to the Medical School or University. There are minimal costs (e.g. updating website, stationary), which will be absorbed by the department

**Risks:**

- None identified.

Name of ‘Pathology’ department at other Canadian Universities

- University of British Columbia – Pathology and Laboratory Medicine
- University of Alberta – Laboratory Medicine and Pathology
- Saskatchewan University – Pathology and Laboratory Medicine
- University of Toronto – Laboratory Medicine and Pathobiology
- Université de Sherbrooke – Molecular Biology, Medical Biochemistry and Pathology
- Queen’s University – Pathology and Molecular Medicine
- University of Manitoba – Pathology
- McGill University – Pathology
- Dalhousie University - Pathology
- McMaster University – Department of Pathology and Molecular Medicine



April 21, 2014

Dr. Betty Anne Younker, Chair  
Senate Committee on University Planning  
Western University

Dear Dr. Younker,

I am writing this letter in support of changing the name of the **Department of Pathology** at the Schulich School of Medicine & Dentistry to the **Department of Pathology and Laboratory Medicine effective July 1, 2014**. This change was approved at the Executive Committee of Schulich Council on March 7, 2014.

The proposed name change will reflect the operations and constituents of the department as well as the scope of the specialty and academic programs. It will also align the Department's name with those at the London Hospitals .

Please do not hesitate to contact me if you have any further questions.

Yours sincerely,

Michael J. Strong, MD, FRCP(C), FCAHS, FAAN  
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**REPORT FROM THE SUBCOMMITTEE ON PRIORITIES IN ACADEMIC DEVELOPMENT  
and THE RESEARCH BOARDS FOR THE WESTERN STRATEGIC SUPPORT PROGRAM**

**FOR APPROVAL**

**Background:**

Beginning in the fall of 2012, the suite of internally supported programs have been re-structured, consolidated and re-purposed to allow for greater flexibility, accountability and alignment with institutional strategic research objectives. This included overhauling the internal funding programs, developing new targeted support mechanisms, and providing selective administrative support, expertise and resources directly to Faculties to assist in their research objectives. The major change has been re-profiling the Academic Development Fund (ADF) towards the creation of three separate, inter-related internal funding programs designed to increase overall success in external peer-reviewed funding programs (WSS, Western Strategic Success programs), with the explicit emphasis on alignment with the funding opportunities and mandates of the Federal Tri-Council Agencies. New research adjudication boards have been established - the Social Science and Humanities Research Board (SSHRB), the Medical and Health Sciences Research Board (MHSRB), and the Science and Engineering Research Board (SERB). Funding eligibility is directly tied to success in acquiring Tri-Council funds (and/or funds from other major peer-reviewed agencies) with the view to increasing total research dollars, relative success rates, and in the total number of eligible Faculty members holding peer-reviewed funds. For the MHSRB and SERB only (not SSHRB), Faculties are required to match awards on a 1:1 basis. This report provides an update on the outcomes and status of these programs during the first year of implementation.

**Academic Development Fund New Research and Scholarly Initiative Award - Major Grant**

The total budget for the Academic Development Fund (ADF) in 2014-2015 is \$1.5 million. This allocation will be used predominantly to support Western's Strategic Support programs for Tri-Agency and other peer-reviewed funding success.

In 2013, SUPAD reviewed 43 applications from the November 2012 ADF Major Grant competition. Of the 43 applications, 13 were recommended for funding. The total amount requested by these 43 applicants was \$4,638,480.

As in previous years, SUPAD divided into three subgroups in order to facilitate the detailed review and preliminary ranking of the applications.

	<u>Applications</u>		<u>Funding</u>
	<u>Received</u>	<u>Recommended</u>	<u>Recommended</u>
Biosciences	30	6	\$304,544
Physical and Mathematical Sciences & Engineering	19	4	\$364,793
Social Sciences, Arts & Humanities	8	3	\$176,270
	<hr/>	<hr/>	<hr/>
	57	13	Total: <u>\$845,607</u>

Applications involving computers were referred to the SCUP Subcommittee on Information Technology (SUIT) for technical assessment. SUPAD met once to evaluate the applications and related materials. Separate meetings of subgroups produced preliminary evaluations.

### **Western Strategic Support for Tri-Agency Success Initiative**

In October of 2012, the first Western Strategic Support competition was launched focusing specifically on CIHR-eligible research. The Medical and Health Sciences Research Board (MHSRB) was established to adjudicate the 54 applications received with a total budget request of \$1,216,998. Each applicant's Faculty was required to commit to a 1:1 funding match.

In January 2013, two separate Research Boards were established to adjudicate applications for NSERC- and SSHRC-eligible research: the Science and Engineering Research Board (SERB) and the Social Science and Humanities Research Board (SSHRB), respectively. Western Strategic Support competitions were held in April, 2013 targeting only NSERC and SSHRC-eligible researchers. From these competitions, SERB reviewed 48 applications and SSHRB reviewed 20 applications, with funding requests of \$1,525,248 and \$381,757 respectively. Faculties of those applicants from Engineering, SSMD, and Science were required to commit to a 1:1 funding match to successful applications. The remaining Faculties were not required to match 1:1 in order to accommodate budget shortfalls. Accelerator grants were exempt from the matching requirements.

	<u>Applications</u>		<u>Funding</u>
	<u>Received</u>	<u>Recommended</u>	<u>Recommended</u>
MHSRB	54	30	\$500,369
SERB	48	13	\$299,180
SSHRB	20	14	\$195,569
	<hr/>	<hr/>	<hr/>
	122	57	Award Total: \$995,118 WSS Portion: <u>\$650,344</u>

Another round of competitions was held in December 2013 and all three Research Boards provided detailed reviews and recommended awards as follows:

	<u>Applications</u>		<u>Funding</u>
	<u>Received</u>	<u>Awarded</u>	<u>Awarded</u>
MHSRB	27	12	\$301,310
SERB	22	7	\$210,894
SSHRB	13	10	\$149,257
	<hr/>	<hr/>	
	62	29	Award Total: \$661,461 WSS Portion: <u>\$485,662</u>

To address the varied research challenges across disciplines, continual consultation and significant guideline revisions were undertaken, in particular with the SSHRB. As well, to accommodate SSHRC researchers who presently did not “fit” within the eligibility criteria set out in the Western Strategic Support grant guidelines, a Faculty Research Development Fund (FRDF) was created. This fund is primarily supported by Western’s SSHRC Institutional Grant, with top-up funds of \$100,000 sourced from the WSS account (total funding available this year was \$250K). This fund is administered directly by Faculties. Funding from this envelope is not provided to Science, Engineering or SSMD.

Although it is still early to make definitive conclusions in regards to outcomes of the new programs, we have made encouraging progress in our Tri-Council success over the past year, including an increase success rates, numbers of awards, total dollar value, and in our overall national share of funding.

	CIHR (Open grants only)		NSERC (1 <sup>st</sup> YR Discovery only)		SSHRC (Insight only)	
	2012	2013	2012	2013	2012	2013
Total Funding	15.8M	26.8M	2.72M	2.7M	1.9M	2.7M
Success Rate (%)	14.5	24	57.5	68.5	20	26
National Success Rate (%)	17.5	16.75	58.5	n/a	21.1	23
National Share (%)	3.25	5.4	4.03	n/a	2.2	3.0
National Rank (U15)	10 <sup>th</sup>	5/6 <sup>th</sup>	8 <sup>th</sup>	n/a	11 <sup>th</sup>	n/a

**CIHR:** The above represents 78% year over year increase in funding in the open grants competition. Highlights include a CIHR grant in Arts and Humanities, and gaining one of only six “large category grants” (worth 4M). Challenges; restructuring of CIHR granting programs comes into play this year. Application rates were at their highest levels.

**NSERC:** Funding success in the Discovery program was higher this year, and higher than the national average. However, the dollar value was the same and the average grant value remains at the lower end compared to U15. We are making good progress in increasing our success with CRDs and IRCs.



**SSHRC:** 40% year-over year increase and the success rate above the national average. Overall, the number of application numbers is low, and our success in strategic partnership grants needs to be higher.

**Note:** The results only reflect the Open, Discovery, and Insight competitions. CIHR and SSHRC represent total award results; NSERC represents 1<sup>st</sup> yr installment amounts only.

### **FOR INFORMATION**

#### **Academic Development Fund New Research and Scholarly Initiative Award - Small Grant Competition**

There were no ADF Small Grant competitions in 2013.

## Distribution of ADF monies over past 4 years:

(ADF envelope = 1.5M)

### **Fiscal 2014 (May 1, 2013 to April 30, 2014)**

ADF allocation 1.5 million provided in the operating budget approved by the Board in Spring 2013 to be released in Fiscal 2014 to support:

*ADF Major November 2012 competition - \$845,607 (57 submissions & 13 awarded)*  
*Faculty Research Development Fund (HS & SS only) - \$100,000 (31 awarded)*  
*Western Strategic Support (April 2013 SSHRB/SERB) - \$494,749 (68 submissions & 27 awarded)*  
*Western Strategic Support December 2013 Competition - \$661,461 (62 submissions & 29 awarded)*  
*ADF Small Grants March 2013 competition - \$0*  
*Western Research Priorities and Support Fund = \$0*

<b>ADF Major November 2012 comp</b>	<b>\$845,607</b>
<b>FRDF</b>	<b>\$100,000*</b>
<b>WSS April 2013 competitions (SSHRB, SERB)</b>	<b>\$400,159</b> (central support only)
<b>WSS December 2013 competition</b>	<b>\$485,662</b> (central support only)
<b>Total Awarded = ~\$1.83 million</b> (shortfall covered by AHSS Small Grants & unclaimed awards)	

(\*This represents the portion of the FRDF envelope derived from ADF; total amount of FRDF is 250K)

### **Fiscal 2013 (May 1, 2012 to April 30, 2013)**

ADF allocation 1.5 million provided in the operating budget approved by the Board in Spring 2012 to be released in Fiscal 2013 to support:

*ADF Major November 2011 competition - \$1,291,757 (62 submissions & 17 awarded)*  
*ADF Small Grants October 2012 competition - \$101,567 (33 submissions & 11 awarded)*  
*Western Strategic Support Pilot Program (MHSRB only) - \$500,369 (54 submissions & 30 awarded)*  
*ADF Small Grants March 2012 competition - \$100,029 (32 submissions & 13 awarded)*

<b>ADF Major November 2011 comp</b>	<b>\$1,291,757</b>
<b>ADF Small October 2012 comp</b>	<b>\$101,567</b>
<b>WSS Pilot competition (MHSRB only)</b>	<b>\$250,185</b> (central support only)
<b>ADF Small March 2012 comp</b>	<b><u>\$100,029</u></b>

**Total Awarded = ~\$1.74 million** (shortfall covered by unspent ADF balance & unclaimed awards)

**Fiscal 2012 (May 1, 2011 to April 30, 2012)**

ADF allocation 1.5 million provided in the operating budget approved by the Board in Spring 2011 to be released in Fiscal 2012 to support:

*ADF Major November 2010 competition - \$1,129,210 (61 submissions & 20 awarded)*

*ADF Small Grants October 2011 competition - \$113,462 (45 submissions & 14 awarded)*

*ADF Small Grants March 2011 competition - \$105,560 (43 submissions & 13 awarded)*

**ADF Major November 2010 comp      \$1,129,210**

**ADF Small October 2011 comp      \$113,462**

**ADF Small March 2011 comp      \$105,560**

**Total Awarded = ~\$1.35 million**

**Fiscal 2011 (May 1, 2010 to April 30, 2011)**

ADF allocation 1.5 million provided in the operating budget approved by the Board in Spring 2010 to be released in Fiscal 2011 to support:

*ADF Major November 2009 competition - \$1,434,423 (57 submissions & 24 awarded)*

*ADF Small Grants October 2010 competition - \$81,382 (31 submissions & 11 awarded)*

*ADF Small Grants March 2010 competition - \$92,933 (35 submissions & 12 awarded)*

**ADF Major November 2009 comp      \$1,434,423**

**ADF Small October 2010 comp      \$81,382**

**ADF Small March 2010 comp      \$92,933**

**Total Awarded = ~\$1.61 million**

## Possible Proposal for this Fiscal Year for Distribution of ADF monies:

### **Fiscal 2015 (May 1, 2014 to April 30, 2015)**

ADF allocation 1.5 million provided in the operating budget approved by the Board in Spring 2014 for release in Fiscal 2015 to support:

#### ***Western Strategic Support Initiatives as follows:***

*May 2014 to April 2015 – Faculty Research Development Fund for Health Sciences and Social Sciences = \$100,000*

*May 2014 – SSHRB \$125,000, SERB \$125,000 (plus match), MHSRB \$125,000 (plus match) = \$375,000*

*October 2014 – Accelerator Competition (open to all disciplines) \$200,000*

*November 2014 - SSHRB \$125,000, SERB \$125,000 (plus match), MHSRB \$125,000 (plus match) = \$375,000*

#### ***Western Research Priorities and Support Fund = \$500,000***

*This fund would be at the discretion of the VPR and would be used in a strategic manner to promote and support research priorities and interdisciplinary initiatives. There would be a number of specific categories in this fund including;*

- *Support for administration and operations of designated University-wide institutes and clusters,*
- *Equipment and infrastructure support,*
- *Core facilities support,*
- *Support for strategic collaborative – and interdisciplinary – research projects and programs,*
- *Large scale international collaborative research initiatives,*
- *Emerging opportunities,*
- *Support for interdisciplinary scholarly activities and initiatives that do not naturally align with opportunities for external support, and*
- *Support for large proposal development, including incremental financial investments, external consultants, reviewers and so forth (CFI, NCE, private sector, government, industry contracts/partnerships etc.).*

<b>FRDF</b>	<b>\$100,000</b>
<b>WSS May competition</b>	<b>\$375,000</b>
<b>WSS Accelerator</b>	<b>\$200,000</b>
<b>WSS November competition</b>	<b>\$375,000</b>
<b>WRPSF</b>	<b><u>\$450,000</u></b>

**Total Request = \$1.5 million**



# Western International



## Introduction

Western's strategic plan, *Achieving Excellence on the World Stage*, clearly articulates the importance of Western's international activities. This international action plan supports the mission and vision of Western University as articulated in its new strategic plan.

Western, like other pre-eminent universities "teach respect for the best in human civilization which comes from all parts of the world" (Aung San Suu Kyi, 2012). Universities promote environments in which all members of the community are "not only eager to know, but also eager to share what they know widely to create a smart and caring world" (David Johnston, 2012). Universities, at their best, embolden an atmosphere where members of their communities work to improve the human condition "by sharing the knowledge they uncover and refine across disciplines and across borders" (Johnston, 2012). This is what the Honourable David Johnston, refers to as the "diplomacy of knowledge". It is important to emphasize that the diplomacy of knowledge is not a one-way street; just as we share our knowledge across borders we must also learn from our international colleagues in true and mutually beneficial partnerships.

The "diplomacy of knowledge" forms the core of Western's **international vision**—that Western encourages and promotes global citizenship and awareness and enhances its international relevance as an institution of higher learning (see middle of Figure 1, below). To make these ideas real, they must resonate in most everything we do at Western. With that in mind, extensive consultation about this plan occurred across the campus and elsewhere with presentations to more than two-dozen faculty, staff, student, alumni, and community groups. Feedback from these consultations is incorporated throughout this plan.

Encouraging global awareness/citizenship and enhancing international relevance will require developing a community of scholars (Faculty, Staff, and Students) at Western who have high levels of cross-cultural competence and intercultural understanding and empathy. It will involve continuing to develop our international research collaborations and thinking about how we can better mobilize our knowledge internationally. The circles on the outside of the Figure 1 are important components of a plan that will make the central vision (global awareness and international relevance) a reality. Each is discussed below with corresponding objectives and action items.



Figure 1: Components of an International Plan



## A. International Learning and Study Abroad

**Objective 1.** *Increase the participation of **Western Students** in international experiences from 3% to 10%.*

International learning and study abroad activities include formal exchange programs, studying abroad on a letter of permission (LOP), Alternative Spring Break, internships, embedded study abroad programs, field schools, research placements etc. To increase the participation of Western students in these programs we must simultaneously work to enhance both the demand for and supply of them, as well as ensure that appropriate risk, safety abroad, and pre-departure protocols are in place.

### Actions:

- Promote Western as a destination of choice for international experiences in recruitment materials and presentations.
- Offer packages for undergraduate and graduate students to incorporate information about international experiences.
- Summer and Fall Academic Orientation programs to incorporate information about international experiences.
- Enhance promotion of international experiences within Faculties
- Reduce barriers for participation:
  - Create a comprehensive bursary package for all students who engage in a Western sanctioned international experience.
  - Ensure that all students have the opportunity to engage in an international experience without taking longer to finish a degree.
  - Ensure that appropriate safety abroad mechanisms are in place
  - Reduce bureaucracy related to credit transfer and applying for programs and awards.
- Double the number of exchange spaces in target countries with top tier universities (from approximately 200 to 400)
- Double the number of Alternative Spring Break programs available for students (from 8 to 16).
- Double the number of LOP (letters of permission) placements (from approximately 100 to 200)
- Develop a suite of comprehensive international summer program offerings
- Develop a comprehensive international internship program.
- Work with Deans to develop signature international experience programs in each Faculty.
- Develop and/or join selective national and international consortiums of universities to share international experience programs



***Objective 2. Provide more opportunities for faculty, staff, and students to enhance their international and cross-cultural learning at home and abroad.***

Actions, Faculty and Staff:

- Develop a workshop series on cross-cultural learning for staff and faculty.
- Develop an International Week at Western that will enable learning and communication of international activities across facilities.
- Encourage and promote participation of faculty and staff in Alternative Spring Break.
- Develop a “host family” network comprised of faculty, staff, and local alumni for international students.
- Develop strategic international partnerships to facilitate international exchanges for faculty and staff.
- Develop staff exchange/job shadowing program.
- Develop international learning certificate that is open to staff and faculty that includes language development opportunities.
- Develop processes and mechanism that serve to acknowledge international work of faculty, not only in the area of research, but also in teaching and service.

Actions Students:

- Continue to encourage international curricula development for graduate and undergraduate programs and through technology enhanced learning.
- Continue developing and promoting dual-degree programs for graduate students.
- Continue developing and promoting dual-degree and joint-degree programs for undergraduate students.
- Develop an international learning certificate with appropriate learning outcomes that students will be able to earn through their degree programs.
  - Include international learning at home opportunities

## **B. International Students, Faculty, and Staff at Western**

Western’s students, faculty, and staff come from all over the world.

*Undergraduate Students:*

In 2012-13, just over 9% of our incoming undergraduate class was comprised of international students and in 2013-14 it is estimated that this percentage will surpass 10%, reaching our previous target one year ahead of schedule. About 40 per cent of our undergraduate international student body is comprised of Chinese students and about one third of first year international students enter the Management and Organizational Studies (MOS) program.

***Objective 3. Increase and diversify the international undergraduate student body at Western.***

Actions:

- Gradually increase the number of incoming international students to 15%.
- Diversify application pool to help ensure adequate diversity of student body.
- Encourage applicants to apply to a wide range of programs at Western.

### *Graduate Students*

Since 2000-01, Western experienced significant growth in overall graduate student enrolment and in international graduate student enrolment. In 2000-01 there were 2554 graduate students studying at Western and 291 (11 %) of them were international students. By 2012-13, we had 4777 graduate students studying at Western and 1006 (21%) of them were international students. The overall growth and the international student growth are both excellent accomplishments that befit a research-intensive university like Western.

In keeping with the overall priorities of internationalization at Western, efforts need to be made to ensure that the proportion of international graduate students does not fall below its current level. This does not mean that we should simply maintain or reduce our recruitment efforts of international graduate students. On the contrary, recent evidence suggests that international applications to graduate programs in the US may be on the decline. Although similar data are not available for Canada, we must be vigilant in monitoring our international applications and enhance efforts to strategically recruit exceptional international graduate students.

***Objective 4. Develop a comprehensive and strategic international graduate student recruitment plan that focuses on countries that provide scholarship support for graduate student mobility (e.g. Brazil) and on countries where we have strong research collaborations.***

### *Faculty*

We estimate that 40% of our faculty have attained their highest degree from outside of Canada and that close to the same percentage of our faculty were born outside of Canada. Having faculty who were born and educated outside of Canada helps to foster an environment in which our aspirations for global citizenship can flourish.

***Objective 5. Support the work of the portfolio of the Office of the Vice-Provost (Academic Planning, Policy and Faculty) in the recruitment and integration of international faculty.***

Actions:

- Create opportunities to recognize the cultural diversity of faculty and foster appropriate networking opportunities.

### *Staff*

Currently, no data are collected to assess the international composition of Western's staff. Yet, as we interact with one another on our campus, the depth of international experiences among the staff at Western are very evident. This diversity should be acknowledged and celebrated.

As Western increases its international presence we are increasingly called upon to host Ambassadors, High Commissioners, other dignitaries, and visitors from universities all over the world. Drawing on staff who speak the same language or have the same cultural background as our visitors would go a long way in welcoming our visitors.

***Objective 6. Better recognize the diversity of staff on campus and celebrate and engage staff accordingly.***

Actions:

- Develop a mechanism for collecting information about the cultural heritage and languages spoken by staff on campus.
- Develop a Western Staff Ambassador program whereby representatives would be available to meet with visitors of similar cultural or language backgrounds.

## **C. Western: A Welcoming, Supportive Community**

Through the office of the Vice-Provost (Academic), the Associate Vice-President (Student Experience), and the Associate Vice-President (Housing and Ancillary Services), Western has provided a supportive environment for all students with an eye to ensuring their success. The Student Success Centre, the Student Development Centre, the Teaching and Learning Centre, and Housing provide invaluable services to support all students in the areas of mental wellness, academic assistance, career development, and community service learning. Increasingly, these areas have been adapting their services to accommodate the unique needs of Western's international graduate and undergraduate students (e.g. offering resume writing services in different languages; offering Teaching Assistant training for international graduate students; new programming in Housing to aid with the transition to Canada).

Through the office of the Vice-Provost (International) and Western International, the International and Exchange Student Centre (IESC) provides a wide array of services for the support of international graduate and undergraduate students and

post-docs. These services range from individual counselling, to immigration and study permit support, to English conversation circles and other cultural transition programming.

As the number of international students on our campus grows, it is Western's responsibility to ensure that the services required for their success are in place and that international students are highly satisfied with their Western experience. Currently, domestic students have a five per cent higher first to second year retention rate than international students. And, domestic students have a 5% higher six year graduation rate than international students.

***Objective 7. Provide continuity of support and services to international students from the day they apply to Western to the day they graduate, thereby ensuring that international students have similar retention and completion rates as domestic students and are satisfied with their Western experience.***

Actions:

- Identify academic programming needs that would help with international student success and develop programming accordingly.
- Identify language requirement needs so that Western's English Language Centre can work to develop more programming in support of ESL students.
- Participate in the International Student Barometer Survey to begin measuring international student satisfaction and to compare how Western fares compared to other universities in the world.

## **D. International Research and Knowledge Mobilization**

Western has had a strong history of engaging in international research collaborations and knowledge mobilization. Since Western's founding in 1878, Western researchers have presented research at international conferences, published in international journals, and collaborated extensively with international colleagues. According to the Web of Science, 53% of Western's research publications between 2007 and 2012 were co-authored with international colleagues (11506/21717).

Beyond these more traditional forms of knowledge mobilization, Research Western established WORLDdiscoveries several years ago to facilitate technology transfer. Recently, WORLDdiscoveries Asia was launched in Nanjing, China and Hong Kong with the promise of commercializing Western discoveries in the Asian market. Furthermore, Research Western has been working extensively with international companies in generating support for research activities at Western (e.g. Fraunhofer).

Each of Research Western's five core priorities, "Going Global", "Mobilizing Knowledge", "Preparing Global-Ready Graduates", "Partnerships with Impact", and "Leadership through Interdisciplinary Research", has a global or international component (<http://www.uwo.ca/research/about/index.html>). And, each priority contributes to promoting global citizenship and international relevance.

**Objective 8.** *Support Research Western's international priorities thereby enhancing Western's reputation on the world stage.*

Actions:

- Ensure that the Visiting University Scholar Program can be utilized for strategic initiatives.
- Develop more opportunities for research-based international internships for graduate and undergraduate students.
- Encourage and support international mobility (faculty, grad student, post-docs) with targeted institutions and in key priority areas.
- Better promote Visiting Graduate Students opportunities

## **E. International Development**

Over the years, Western has contributed significantly to international development activities engaging in a wide array of partnerships primarily with partners in several African countries. Over the past year alone Western researchers were awarded two multi-million dollar Canadian International Development Agency (CIDA) grants for development work in Rwanda and in Malawi. Our researchers are actively applying for and receiving Grand Challenges grants. Indeed, as this report is being written, one of our longest standing international development projects, Western Heads East, is in the running for a Grand Challenges award.

Universities of Western's size and stature have a responsibility to engage in this important knowledge exchange work. Having said that, there has not been enough dialogue at Western about where our strategic priorities in the international development area should be, how Western will support these initiatives, and where the organizational and administrative responsibility for these projects should lie.

**Objective 9.** *Provide a framework through which international development activities can be acknowledged and supported.*

Actions:

- Systematically review Western's international development work, examine what other comparable universities do, and write a comprehensive and sustainable international development plan. This plan will include

recommendations for the Provost's consideration including: organizational structure of these activities, the identification of strategic geographic regions, resource allocation, and systems that could be put in place to acknowledge this work.

## **F. Alumni Engagement and Communications**

### *Alumni Engagement:*

Over the last few years a lot of work has been done on international alumni engagement. We have more than 14,000 international alumni living in 145 countries. Large pockets of our alumni live in the US, Hong Kong, China, the UK, Australia, and Singapore. Alumni associations with active executives have been set up in most of these key areas and more effort has been made by Western's senior administration to visit with alumni on planned trips to these countries. Beyond initiatives related to fundraising activities our alumni could be a valuable resource to us on the international stage.

***Objective 10:*** Double international alumni engagement and triple the number of international media hits.

### **Actions:**

- Work more closely with the newly established international alumni advisory board to advise on developing international linkages, partnerships etc.
- Work with alumni to create international internship, research, and job shadowing opportunities for students.
- Use our alumni contacts to facilitate development of strategic university partnerships and to strategically enhance recruitment efforts.
- Use our alumni to promote Western and to enhance our activities internationally.
- Develop a comprehensive international communication strategy that takes into account the decentralized nature of communications and marketing at Western.

**Council of Ontario Universities  
Report to Senate of the Academic Colleague  
Kathleen Okruhlik, May 2014**

The COU Academic Colleagues and Executive Heads met at Lakehead University on April 3rd, 2014. The summary below covers discussions among the Academic Colleagues in our separate meeting as well as the Colleagues' presentation at the meeting of full Council

**Capital expansion:** MTCU recently released a Request for Proposals for major capital expansion related to undergraduate growth. The focus will be on institutions in the greater Toronto area.

**Funding formula review:** A task force on funding flexibility has met to review potential policy objectives for a new university funding model. The task force includes a small group of Executive Heads and members of CUPA (Council on University Planning and Analysis).

**Bill 151:** This Bill would amend the MTCU Act to broaden the province's authority to collect personal information for the purpose of conducting research. COU has raised concerns about the Bill and sent a letter to the Ministry with proposed amendments. There had been no response at time of meeting.

**Executive compensation framework:** The Ministry has proposed a framework to guide executive compensation; this framework gives the Ministry a great deal of authority. COU has expressed some concerns about the proposal, and is working to engage the government. For example, COU is working to understand to whom it will apply (i.e., to what level of senior leadership).

**Ontario Online Initiative:** The Centre of Excellence Steering Committee has met once and plans to meet again in May. The Steering Committee hopes the Centre will be incorporated by this Fall. When the Academic Colleagues met separately, the Online Initiative was the chief focus of discussion; subsequently it was also the focus of the Colleagues' presentation to the full Council. Concerns were diverse but tended to reflect the view that the provincial government seems to be thinking of online education as a panacea for a variety of ills without understanding its complexity or its ramifications. Online education may be used to provide open access to education as an element of democracy; it may be designed to promote efficiency and save money; it may focus on large general courses or on more specialized courses. Diverse conceptions tend to pull in different directions.

Some Academic Colleagues expressed concerns related to the focus on large online intro (and other low-level) courses, which are the ones that traditionally generate the revenue that allows departments to offer smaller, more specialized upper-level courses. If universities other than the one offering a large general course online are not adequately compensated for enrolment, where will the money come from to fund small upper-level courses? Some colleagues expressed the view that online education is actually *most* useful in the case of advanced and highly specialized courses that not all institutions are able to offer individually.

In thinking about feasibility, access, cost, and revenue-sharing models, there are complex practical issues to deal with. These include the alignment of processes and structures to minimize the burden on students. Colleagues with extensive experience in online learning stressed the importance of not making assumptions about online learners. We may assume that students are technologically savvy, want fully online courses, have good computers and good internet access. In many cases, however, these assumptions are mistaken. More attention must be paid to accessibility, high-quality pedagogical and IT support, blended learning, collaboration, and collective bargaining. Council members agreed that the expectations of government must be tempered and clarified; implications of online education for the larger academy should be more closely examined; objectives and governance must be more clearly worked out.

**Council of Ontario Universities  
Report to Senate of the Academic Colleague  
Kathleen Okruhlik, June 2014**

The COU Academic Colleagues met in Toronto May 20-21, 2014. There was no meeting of the full Council.

**Cheating in Online Courses:** Tuesday evening's discussion focused on the nature and prevalence of cheating in online courses. The development of the Ontario Online Centre of Excellence has sparked increased interest in this question. If you would like copies of the articles we were given to read in preparation for our discussion, please contact me at [okruhlik@uwo.ca](mailto:okruhlik@uwo.ca). Subsequently, the discussion expanded to cover related issues such as how to monitor online course quality after the original course designers are no longer involved in teaching those courses, how evaluation procedures for online courses will be handled, who will own intellectual property rights, and so on. Still later, this discussion led to more general questions about intellectual property rights (not limited to online courses): Who owns IP rights to our course syllabuses, course notes, any textbooks we may write?

**Provincial Election:** Jennifer Grass, Senior Director of COU Communications and Public Affairs, discussed the Council's pre-election strategy in light of genuine uncertainty about the outcome. COU is making extensive use of social media to counter false claims about universities, especially with respect to the value of a university education. There was a discussion of the various parties' platforms regarding post-secondary education. Although there were very few references to the post-secondary sector in the pre-election budget, the Ministry had made some commitments that are now up in the air. These include a commitment to significantly increase the Facilities Renewal Budget by 2019 and a commitment to phase in some of the funding reductions related to teacher education.

**Strategic Mandate Agreements:** All institutions except Laurentian, Lakehead, and a small college in the Barrie area have now signed SMAs with the provincial government. These will be released after the election. COU wants the SMA metrics to be revisited.

**New Program Approvals:** The question here is unchanged: When will the suspension/moratorium on program approvals come to an end? The provincial election was called immediately after the SMA process was concluded. (So there was "about a nanosecond" when program approvals might have been possible.) COU will ask for four things: (1) Commitment to timelines. (2) Delegation of approval of non-contentious proposals to the Deputy Minister. (3) A commitment from government that the Program Approval process will not be used as a lever to keep tuition down. (4) Expansion of the list of "core programs" not required to go through the Program Approval process.

**MTCU's Credential Review: Three-year bachelor's degrees at Ontario colleges:** Much of this discussion centered on the range of implications for universities: Which programs or universities might be most affected by three-year college degrees? Could such degrees be used as a path to professional and graduate programs? Although the major part of this discussion focused on arguments against the introduction of such degrees, there was also some consideration of arguments in favor of the proposed change.

**COU Task Force on Funding Flexibility:** COU hopes to meet with the new government soon after the election to discuss funding flexibility. The organization will try to effect a "cultural change" in how COU relates to the Ministry – moving beyond consultation to some sort of partnership.

**May 23<sup>rd</sup> COU Update:** Please contact Nancy Martinelli if you wish to receive this Update, bearing in mind that it is not a public document and is intended for use only in your Senate-related work.