

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, November 24, 2016
Room 4155 Stevenson Hall**

1. Adoption of Agenda - Open Session
2. [Report of the President](#) (Amit Chakma)
3. Unanimous Consent Agenda - [Appendix I](#)
 - Includes [Open Session Minutes of the Meeting of September 27, 2016](#)
4. Business Arising from the Minutes
5. Reports of Committees:
 - Property & Finance Committee - [Appendix II](#) (Sylvia Chrominska)
 - Governance & By-Laws Committee - [Appendix III](#) (Matthew Wilson)
 - McIntosh Gallery Committee – [Appendix IV](#)
6. Items Referred by Senate - [Appendix V](#) (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 – NOVEMBER 24 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of September 27, 2016 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

Revisions to MAPP 2.15 – Authority for Project Budget Increases	ACTION
Revisions to MAPP 1.48 – Environment and Sustainability	ACTION
Report on Underwater Endowments	INFO
Budget Indicators for Previous Fiscal Year	INFO
Key Financial Indicators	INFO
New Scholarships and Awards	INFO

Report of the Governance & By-Laws Committee- Appendix III

Audit Committee Terms of Reference – Revisions	ACTION
Investment Committee Terms of Reference – Revisions	ACTION
McIntosh Gallery Committee – Terms of Reference – Revisions	ACTION
Special Resolution No. 9 – Election Procedures – Revisions	ACTION

Report of the McIntosh Gallery Committee – Appendix IV

Annual Report of the McIntosh Gallery Committee – 2015-16	INFO
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Items Referred by Senate - Appendix V

Indigenous Strategic Plan – Final Report	ACTION
Articulation Agreement between Brescia University College, Huron University College, King's University College at Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs	ACTION
Reports of the Academic Colleague	INFO
Questions from Members	

REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: November 16, 2016
Re: President's Report to the Board

For the November 24, 2016 Board of Governors meeting, I'm pleased to provide the following update on important developments and achievements since the last meeting of the Board on September 27, 2016.

Post-Secondary Institutions Strategic Investment Fund:

On September 30, MP for London North Centre **Peter Fragiskatos** visited campus to announce that Western's submission to the \$2-billion Post-Secondary Institutions Strategic Investment Fund (SIF) was successful, resulting in a \$45-million investment in support of two construction projects currently underway:

1. The "Three C+ Innovation Centre" that will foster innovation and collaboration between Engineering and other disciplines in the areas of sustainability, biomedical engineering, materials and biomaterials science, and information & communication technology;
2. The Western Interdisciplinary Research Building (WIRB), which will be home to the University's first multidisciplinary Cluster of Research Excellence in Cognitive Neuroscience.

Located on the Visual Arts parking lot off Perth Drive, WIRB will be a 130,000-square-foot facility that serves as the new home for the Research Cluster for Cognitive Neuroscience, which will include the Brain & Mind Institute and the Rotman Institute of Philosophy, as well as provide five mixed-use general classroom spaces. Approximately 25,000 square feet over two floors will be unfinished to accommodate future research related space needs.

The Three C+ (Connect, Collaborate and Create) Innovation Centre will be 100,000-square-foot building that will provide practical working spaces and be an inspiring environment where students will integrate classroom theory with collaborative hands-on learning as they design, build, test and refine their concepts. Located along Western Road, the building looks to secure a LEED Platinum certification; if successful, it would be the third university teaching/research building in Canada to achieve that level.

Both SIF-funded projects are on track to be substantially completed by the April 30, 2018.

Changes to student funding programs:

On November 9, MP for London North Centre **Peter Fragiskatos** and Ontario Deputy Premier and Minister of Advanced Education & Skills Development **Deb Matthews** were on campus to talk about new policies at both the federal and provincial levels that will improve access to and affordability of postsecondary education. Fragiskatos highlighted that, effective November 1, the Government of Canada revised its “Repayment Assistance Plan” to ensure that graduates who borrow for their education will not be required to make any repayment until they are earning at least \$25,000 per year. The change builds upon a 50-per-cent increase to the Canada Student Grant amount, which took effect August 1, that now sees full-time students from low-income families eligible for an annual grant of \$3,000 (up from \$2,000). For full-time students from middle-income families, the annual grant has increased from \$800 to \$1,200, and for part-time students from low-income families, the amount increased from \$1,200 to \$1,800 per year. Combined, these two policy changes are expected to help 237,000 Ontario students, representing nearly 70% of all Canada Student Loans Program borrowers.

Deputy Premier Matthews also used the occasion to highlight that, starting next year, Ontario will be the first and only province to offer free tuition for a significant cohort of its postsecondary students. Under the revised Ontario Student Assistance Program, students from households with annual income of less than \$50,000 will pay no tuition, while students from middle-income families will benefit from significantly reduced fees. The AESD Minister said the policy change was prompted, in part, by data showing that only one in four students from low-income families will choose to pursue postsecondary education, often because they can’t afford it. Matthews also used the opportunity to praise the high quality of the research and advocacy undertaken on this file by the Ontario Undergraduate Students Association, including the leadership of current OUSA President and Western’s USC Vice-President **Jamie Cleary**.

Immigration process changes benefit students:

Minister of Citizen and Immigration **John McCallum** recently announced changes to the “Express Entry” system that are expected to help attract more bright minds to Canada — including former international students, experienced professionals and other highly skilled workers. Among the changes that take effect November 19 that focus most directly on help for students, points will now be awarded for postsecondary study: 15 points for a one- or two-year diploma or certificate and 30 points for a degree, diploma or certificate of three years or longer including a Master’s, professional or doctoral degree. With these changes, more former international students will be able to transition to permanent residence using the Express Entry system. Former international students are a key source of candidates in Express Entry because of their age, education, skills and experience. In addition to the time already spent in Canada, integrating into Canadian society permanently will be easier because they will have established social networks and familiarized themselves with life in Canada. More information on changes to the Express Entry system is posted online <http://news.gc.ca/web/article-en.do?mthd=index&ctr.page=1&nid=1153419>

Other government relations activities:

Among several key provincial government files that we continue to work on and monitor closely are pending changes to the funding formula, tuition framework, and terms for the renewal of the Strategic Mandate Agreements that all Ontario colleges and universities must articulate and submit to the Ministry. The term for current SMAs — which identify each institution's unique strengths, vision and mission as a means of informing Ministry decision-making on postsecondary policy — expires March 31, 2107. Western's current SMA can be viewed online at <http://www.tcu.gov.on.ca/pepg/publications/vision/WesternAgreement.pdf>

Fall Preview Day:

Western hosted its Fall Preview Day on November 13, which attracted 13,000 registered visitors, including more than 5,000 prospective students and a small number from outside Ontario and Canada. Visitors had the opportunity to see all undergraduate and professional Faculties, attend various academic information sessions, mini lectures, lab tours and demonstrations, displays and student panels. Guests also explored campus facilities and residences through bus and walking tours. This annual event, combined with our March Break Open House, plays a key role in our recruitment efforts, which this year resulted in Western welcoming its largest-ever first-year class of 5,300 undergraduates. Thanks and congratulations go to the 640 faculty, staff and students who volunteered their time to make Fall Preview Day another success.

Homecoming 2017 update:

Western will be returning to our long-held tradition of a single weekend celebration in 2017 on October 20-22. Many factors are considered in choosing the best timing for Homecoming, including dates related to Thanksgiving, Jewish holidays, the start of the academic calendar, study days, and convocation. Communications are underway to ensure this news is shared widely with alumni and community audiences.

Leadership update:

Four key leadership review/selection committees are well underway in their respective mandates with regard to the Deans of Law and Arts and Humanities, the Vice-Provost (International) and the Vice-President (Research). Recruitment ads are now starting to appear in various media for a new Dean of Law, as the incumbent, **Iain Scott**, plans to retire from the University upon completion of his first term at the end of June 2017. A fifth committee has also now been struck to recruit a new Vice-President (Resources & Operations) following the departure of **Gitta Kulczycki** to University of Alberta.

ACTIVITIES OF THE PRESIDENT

(September 20, 2016 – November 15, 2016)

September	20	London	Audit Committee meeting
	20		Property & Finance Committee meeting
	20		Senior Policy & Operations Committee meeting
	20		Governance & Bylaws Committee meeting
	21	Toronto	Council of Ontario Universities Executive Heads Retreat
	22	London	Internal meetings
	22		Meeting with external stakeholder
	22		Reception and Celebration of Western's 2016 Inductees to the Royal Society of Canada
	22		Vanguard Awards
	22		Retirement Reception
	22		McIntosh Gallery Portrait Exhibit Opening
	23		Internal meetings
	23		Meeting with senior leaders
	23		Telephone calls with external stakeholders
	23		Senate
	24	Toronto	Ontario Universities Fair
	26	London	CST teleconference
	26-27		Board of Governors Retreat and Dinner
	27		Board of Governors meeting
	28		Breakfast meeting with Dean
	28		Campus Council meeting
	28		Meeting with student leaders
	28		Promoted Faculty Reception
	29	Ottawa	STIC Full Council meeting
	29	London	Ontario-Baden-Wurttemberg 25th Anniversary Dinner
	30		Breakfast meeting with external stakeholder
	30		Government announcement
	30		Lunch meeting with Dean
	30		Internal meetings
	30		Alumni Awards of Merit Dinner
October	1		Reunion Weekend events
	3		Donor recognition event
	3		Internal meetings
	3-4	Quebec City	External Board meeting
	5	London	Internal meetings
	5		St. Andrews Reception
	6		Internal meetings
	7		Internal meetings
	7		Lunch meeting with USC President
	7		Meeting with external stakeholders
	8-15	Mexico	North American Forum
	18	London	Property & Finance Committee meeting

	18		Senior Policy & Operations Committee meeting
	18	Toronto	Ivey Business Leaders Dinner
	20	London	UWOFA meeting
	20		Internal meetings
	21		Internal meetings
	21		Senate
	22		Homecoming events
	24		Internal meetings
	24		United Way Campaign Kick-off
	24		Western Awards of Excellence
	24		Retirement Reception
	25-26	Toronto	Meetings with external stakeholders
	27	London	Convocation Ceremonies (2)
	27		Dinner in honour of Honorary Degree Recipients
	28		Convocation Ceremonies (2)
	28		Dinner in honour of Honorary Degree Recipients
	29		Economics 50 th Anniversary Panel & Gala Dinner
	31		Deputy Minister visit to campus
	31		Internal meetings
November	1		Internal meetings
	1		Senior Leadership Retreat
	2		Honorary Degrees Committee meeting
	2		Meeting with senior leaders
	2		Leaders Forum
	2		Robarts Research 30th Anniversary Celebration
	2		Research Chair Announcement
	2		Fall Long Service Awards
	2		Research Chair dinner
	3		Internal meetings
	7-11	China	External meetings
	12-14	Austin, Texas	APLU Council of Presidents Meeting
	15	London	Property & Finance Committee meeting
	15		Senior Policy & Operations Committee meeting
	15		Governance & Bylaws Committee meeting
	15		Internal meetings

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 September 27, 2016	ACTION
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Report of the Property & Finance Committee – Appendix II

2. Revisions to MAPP Policy 2.15 – Authority for Project Budget	ACTION
3. Revisions to MAPP 1.48 – Environment and Sustainability	ACTION
4. Report on Underwater Endowments	INFORMATION
5. Budget Indicators for Previous Fiscal Year	INFORMATION
6. Key Financial Indicators Report	INFORMATION
7. New Scholarships and Awards	INFORMATION

Report of the Governance & By-Laws Committee – Appendix III

8. Audit Committee Terms of Reference – Revisions	ACTION
9. Investment Committee Terms of Reference – Revisions	ACTION
10. McIntosh Gallery Committee Terms of Reference – Revisions	ACTION

Report of the McIntosh Gallery Committee - Appendix IV

11. Annual Report of the McIntosh Gallery Committee 2015-16	INFORMATION
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Items Referred by Senate – Appendix V

12. Articulation Agreement between Brescia University College, Huron University College, King's University College at Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs	ACTION
13. Reports of the Academic Colleague	

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

September 27, 2016

The meeting was held at 1:00 p.m. in the Juniper Room, Ivey Spencer Leadership Centre.

PRESENT: Mr. H. Hassan, Chair
Ms. I. Birrell, Secretary

Dr. S. Armstrong
Dr. P. Bishop
Ms. W. Boye
Dr. J. Capone
Dr. A. Chakma
Ms. S. Chrominska
Ms. K. Cole
Dr. J. Deakin
Mr. K. Gibbons
Mr. J. Green
Mr. M. Helfand

Mr. P. Jenkins
Ms. C. Karakatsanis
Mr. J. Knowles
Mr. R. Konrad
Mr. M. Lerner
Dr. K. Mequanint
Ms. N. Noonan
Ms. C. Stephenson
Dr. J. Toswell
Mr. M. Wilson

By Invitation: L. Logan

BG.16-90 Western's 2016 Board Retreat

The Chair thanked the Board members for their participation and insightful questions at this year's retreat. Following a brief discussion about Blair Sheppard's presentation on disrupters, members agreed that Mr. Sheppard should be invited to give his presentation to Western's leadership group.

BG.16-91 Welcome to New Board Members

The Chair introduced and welcomed the new board members to their first meeting: Pamela Bishop, Matt Helfand, Catherine Karakatsanis, Kibret Mequanint, Nicolette Noonan, and Carol Stephenson.

BG.16-92 REPORT OF THE PRESIDENT

The report of the President, distributed with the agenda, consisted of the following topics: welcoming Western's largest ever incoming class, provincial government update, federal government update, Western scholars named among Canada's Royal Society elite, Western undergraduates commended among the world's top student at the Annual Undergraduate Awards (UA), leadership update, and activities of the President since the June board meeting. He also reported on a celebration of the student exchange between Ontario universities and Baden-Württemberg University and informed the Board that the Ontario Government's Sector Initiatives Fund (SIF) announcement will be made on Friday, September 30, 2016.

BG.16-93 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by M. Wilson, seconded by W. Boye,

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

CARRIED

BG.16-94 **Minutes of the Previous Meeting**

The open session minutes of the meeting of June 23, 2016 were approved with the inclusion of the following revision:

- BG.16-79: C. Beynon was added to the list of those introducing the Draft Indigenous Strategic Plan (paragraph 2)

BG.16-94a **University Rapid Transit Working Group** [BG.16-68]

A member asked for an update on the expanded membership of the University Rapid Transit Working Group. L. Logan reported that this group will be renamed because its scope has expanded to include the campus master plan and the development of open space and landscape. The membership includes the presidents of the Society of Graduate Students and the University Students Council, three members of faculty, a representative from the London Health Sciences Centre, and members from Facilities Management and the Department of Equity & Human Rights Services.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.16-95 **Revisions to Policy 2.15 – Approval of Capital Projects**

It was moved by S. Chrominska, seconded by J. Knowles,

That the revised MAPP 2.15, retitled as “*Approval of Capital Projects*,” attached hereto as Appendix III, Annex 1, be approved.

CARRIED

BG.16-96 **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:

- The Stephen A. Jarislowsky Chair in Central Banking
- Investment Committee Report
- Quarterly Ratio Report on Non-Endowed Funds
- New Scholarships and Awards

REPORT OF THE SENIOR POLICY & OPERATIONS COMMITTEE [Appendix III]

BG.16-97 **Information Items Reported by the Senior Policy & Operations Committee**

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

- Committee Appointments

REPORT OF THE AUDIT COMMITTEE [Appendix IV]

BG.16-98 **Audited Financial Statements for the Year Ended April 30, 2016**

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

That the Board of Governors approve the draft audited combined financial statements for the University for the fiscal year ended April 30, 2016 (Annex 1, Section 1).

CARRIED

BG.16-99 **Financial Statements – Related Companies**

The Financial Statements: Related Companies, detailed in Appendix IV, item 2, Annex 1, were provided for information.

BG.16-100 **Harassment and Discrimination Matters Annual Report**

The Board received for information the Harassment and Discrimination Matters Annual Report detailed in Appendix IV, Annex 2.

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

BG.16-101 **Fund Raising Activity Quarterly Report to July 31, 2016**

The Board received for information the Fund Raising Activity Quarterly Report to July 31, 2016, detailed in Appendix V, Annex 1.

ITEMS REFERRED BY SENATE [Appendix VI]

Department of Visual Arts – Deferral of the Department of Visual Arts' Name Change to the Department of Art History and Studio Art

It was moved by M. Wilson, seconded by W. Boye,

That the renaming of the Department of Visual Arts to the Department of Art History and Studio Art, intended to take effect on July 1, 2016, be deferred indefinitely.

CARRIED (By Unanimous Consent)

BG.16-102 **Information Items Referred by Senate**

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

- Institutional Quality Assurance Report
- Honorary Degree Recipients Autumn 2016
- Report of the Academic Colleague
- Announcements – Academic Administrative Appointments
- 2017 Convocation Dates
- University Convocation Ceremony in Hong Kong

OTHER BUSINESS

BG.16-103

Reunion Weekend/Homecoming Weekend

In light of the article contained in the Gazette that the USC is holding events this weekend, a member asked if Western is holding two homecomings this year. J. Deakin replied that the USC is holding events this weekend (Reunion Weekend) on campus to dissuade students from partying in the Broughdale area. The USC will again hold events at the London Agriplex on Saturday, October 22, which is Homecoming Day. Most of Western's alumni come to Homecoming to attend Faculty reunions and those are continuing as planned for the weekend of September 30. After consulting with others on and off campus, the decision was made to move Homecoming back to October 22 in response to what had occurred at an unsanctioned street party on Broughdale last year.

The meeting adjourned to the confidential session.

H. Hassan
Chair

I. Birrell
Secretary

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

Contents	Consent Agenda
Revisions to MAPP Policy 2.15 – Authority for Project Budget Increases	Yes
Revisions to MAPP 1.48 – Environment and Sustainability	Yes
Report on Underwater Endowments	Yes
Budget Indicators for Previous Fiscal Year	Yes
Key Financial Indicators Report	Yes
New Scholarships and Awards	Yes

FOR APPROVAL

1. **Revisions to MAPP Policy 2.15 – Authority for Project Budget Increases**

Recommended: That Section 6.0 of the Policy Section of MAPP 2.15 – Approval of Capital Projects (attached as [Annex 1](#)) be revised as follows:

Costs in excess of approved total project budget require Property & Finance Committee approval as follows:

- \$ 1,000,000 for projects up to \$25 million
- \$ 1,500,000 for projects over \$25 million

Background:

At the September 20, 2016 meeting of the Property & Finance Committee, revisions to MAPP 2.15 were approved. At that time the Administration was asked if the level of reporting for “Costs in excess of approved total project budget” was appropriate given the large dollar value of many capital projects being undertaken. The administration has determined that continuing to reference specific dollar increases would be preferable to dealing with percentages but has recommended increases to levels as noted above.

2. **Revisions to MAPP 1.48 – Environment and Sustainability**

Recommended: That the revised MAPP 1.48 – Environment and Sustainability, attached as [Annex 2](#), be approved.

Background:

The revised policy has been recast into the new MAPP template, approved by the Board of Governors in 2012, which separates policy (for Board approval) from procedures (approved by the President or appropriate Vice-President).

With the exception of a spelling correction there are no changes to the sections of the old policy ([Annex 3](#)) that now constitute the new policy. The sections that now constitute the Procedures contain some changes to the membership of the PAC and the length of those members’ terms has changed from two years to three years.

FOR INFORMATION

3. **Report on Underwater Endowments**

A report on Western's underwater endowments is provided in [Annex 4](#).

4. **Budget Indicators for Previous Fiscal Year**

See [Annex 5](#).

5. **Key Financial Indicators Report**

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

6. **New Scholarships and Awards**

See [Annex 8](#).

POLICY 2.15 - Approval of Capital Projects

Policy Category:	Financial
Subject:	Capital projects and authorities for construction and maintenance projects
Approving Authority:	Board of Governors
Responsible Officer(s):	Vice-President (Resources & Operations) Provost & Vice-President (Academic)
Responsible Office(s):	Vice-President (Resources & Operations) Provost & Vice-President (Academic)
Related Procedures:	Approval of Capital Projects – Procedures
Related University Policies:	MAPP 2.8 Procurement of Materials & Services Terms of Reference of P&F
Effective Date:	September 27, 2016
Revised:	June 29, 2004; April 23, 2002; September 28, 2000; March 27, 1997; May 24, 1995; June 27, 1991; January 27, 1983; November 27, 1981; October 16, 1970

I. PURPOSE & SCOPE

This policy and its accompanying procedures describe the processes by which all capital projects at the university are approved and carried out. It provides the approval authorities for all construction and maintenance projects based on the dollar cost of those projects and sets out principles for the issuing of tenders, the appointment of architects and consultants and the award of construction contracts.

II. POLICY

- 1.0 The Capital Plan, approved by the Board of Governors as part of the annual operating and capital budgets, provides guidance with respect to the priority of major capital, construction and maintenance projects.
- 2.0 Notwithstanding the financial authorities outlined in this policy, the administration has the discretion to forward a proposal that is within its expenditure limits to the Property & Finance Committee for advice.

POLICY 2.15 – Approval of Capital Projects

- 3.0 Any change of land use, including the siting of new buildings, requires approval by the Property & Finance Committee and the Board of Governors.
- 4.0 The Division of Facilities Management has sole responsibility for the development and implementation of approved construction and maintenance projects.
 - 4.1. Individual Departments/Units may not approve or undertake construction and maintenance projects without the approval of the authorities noted in this policy and its accompanying procedures.
 - 4.2 All requests for proposal for architectural or engineering or other design consultants must be initiated through the Division of Facilities Management and contracts with such consultants shall be administered and controlled by that division.
- 5.0 Except as may be authorized in specific instances by the Board of Governors, or by the Property & Finance Committee of the Board for projects within its authority for approval, contracts or agreements to which the University is a party, which involve construction projects (new buildings, additions, major alterations and renovations) and are expected to exceed \$100,000, shall be awarded on the basis of sealed tenders received from contractors in accordance with the Procedures for the Calling of Tenders for Construction and Maintenance Projects.
 - 5.1 The design and budget of a project must be approved by the appropriate authority in 6.0 below before tenders may be called by the Associate Vice-President (Finance & Facilities) or Executive Director (Facilities Development & Engineering).
 - 5.2 In appraising tenders or bids, the factors of quality, suitability, reliability and services shall be taken into account and the low tender on any bid may not necessarily be accepted.
 - 5.3 Unless otherwise authorized by the Board, tenders shall be opened in open session. All information concerning the tenders other than the quoted price figures shall remain confidential.
 - 5.4 Upon opening, tenders shall be recorded and given immediately into the custody of the Executive Director (Facilities Development & Engineering) for appraisal.
 - 5.5 The meeting which considers a recommendation for the award of a contract shall be held in closed session.
 - 5.6 Following the award of contract, the successful bid, with the statement that it was the low compliant bid, shall be announced publicly.

POLICY 2.15 – Approval of Capital Projects

6.0 Specific approval authorities

Type of Approval	Cost	Approval Authority
<i>Individual Project Approval</i>	Up to \$500,000	Executive Director (Facilities Development & Engineering)
	\$500,000 to \$1 million	Associate Vice-President (Finance & Facilities)
	\$1 million to \$2.5 million	Vice-President (Resources & Operations) or Provost & Vice-President (Academic)
	\$2.5 million to \$7.5 million	Property & Finance Committee
	Above \$7.5 million	Board of Governors
<i>Appointment of Architects & Consultants</i>	Up to \$250,000	Executive Director (Facilities Development & Engineering)
	Up to \$1 million	President or Vice-President (Resources & Operations) or Associate Vice-President (Finance & Facilities)
	Over \$1 million	Property & Finance Committee
<i>Award of Construction Contract</i>	Up to \$500,000	Executive Director (Facilities Development & Engineering)
	Up to \$1 million	Associate Vice-President (Finance & Facilities)
	\$1 million to \$5 million	President or Vice-President (Resources & Operations)
	Above \$5 million	Property & Finance Committee
<i>Costs in excess of approved total project budget</i>	Up to \$100,000	Associate Vice-President (Finance & Facilities)
	\$100,000 to \$1 million (projects up to \$25 million) to \$1.5 million (projects over \$25 million)	Vice-President (Resources & Operations)
	Above \$1 million for projects up to \$25 million Above \$1.5 million for projects over \$25 million	Property & Finance Committee

- 6.1 The Property & Finance Committee may delegate its authority for approval of the appointment of architects and consultants or the award of construction contracts to a sub-committee consisting of the President, the Vice-President (Resources & Operations) or the Associate Vice-President (Finance & Facilities), and the Chair of the Property & Finance Committee when a meeting of the Property & Finance Committee is not imminent and approval is required in order to meet project deadlines, provided that the cost of the proposed appointment or construction contract is within the approved budget for the project.

POLICY 2.15 – Approval of Capital Projects**7.0 Reporting**

The following regular reports related to capital projects and the capital plan shall be submitted:

Report	Timing	Receiving Body
Capital expenditures over \$2.5 million (completed projects)	Annual	Property & Finance Committee Board of Governors
Update on capital projects	Each P&F meeting	Property & Finance Committee
Award of contracts over \$100,000 issued through MAPP 2.15	Each P&F meeting	Property & Finance Committee
Report on Capital Debt	Quarterly	Property & Finance Committee Board of Governors



Manual of Administrative Policies and Procedures

Policy #1.48 – Environment & Sustainability

Policy Category:	General
Subject:	Environmental and sustainability principles and initiatives
Approving Authority:	Board of Governors
Responsible Officer(s):	Vice-President (Resources & Operations)
Responsible Office(s):	Vice-President (Resources & Operations)
Related Procedures:	[web link]
Effective Date:	TBD
Revised:	June 24, 2010

PREAMBLE

A sustainable campus is one that promotes the smallest possible ecological footprint by promoting a healthy ecosystem and supporting the values of conservation.

The University of Western Ontario is a signatory to the COU *Statement on Creating a Sustainable Environment* and to the *Talloires Declaration*, an action plan signed by many university presidents from around the world. The COU statement acknowledges that Ontario's universities have special responsibilities on three fronts:

- To assist in finding solutions to the challenges of environmental sustainability
- To share knowledge about environment and sustainability
- To incorporate principles of sustainability into our own operations wherever possible

As a postsecondary institution, Western has the intellectual capacity to solve pressing environmental problems; it has a moral obligation to minimize its impact on the environment; and it has the opportunity to educate students who will become global leaders in the environment and sustainability movement.

A. SCOPE

This policy applies to all areas of the University that support the delivery of teaching, research and services at Western. It provides an overarching framework for creating an institutional culture of sustainability that draws upon the abilities and expertise of the University community.

B. PRINCIPLES

The University of Western Ontario subscribes to the following principles of sustainability:

1. *Engagement*: Environment and sustainability is the responsibility of everyone at Western. Success requires the collective action of the University community through long-term planning, shared learning, grassroots activities, and institutional leadership.
2. *Institutional Ecology*: The University commits to developing institutional practices that promote sustainability while reducing the use of resources and the production of waste and hazardous materials.
3. *Efficacy*: The University will continue to provide quality education and services while progressively reducing negative environmental, health and economic impacts.
4. *Accountability*: The University will establish measurable sustainability goals and monitor, evaluate and report on performance.
5. *Innovation*: The University will encourage a climate of creativity, inquiry, research and collaboration that fosters new ideas and approaches to sustainability questions and challenges.
6. *Community*: The University recognizes that it is part of a larger community and will engage with that community to promote sustainable practices and to identify and address opportunities and challenges that may have impact beyond our campus boundaries.

C. GOALS & OBJECTIVES

The principles identified in this policy will encourage:

- Incorporating sustainability into our academic programming, to contribute to an educated citizenry and develop future leaders
- Engaging in research across the disciplines into issues of environmental sustainability
- Reducing our use of inputs
- Reducing outputs through recycling and reuse
- Focusing on life cycle management of resources and waste products
- Utilizing ecological landscaping methods and preserving green space
- Building and renovating facilities in accordance with energy efficiency and sustainability principles



Manual of Administrative Policies and Procedures

PROCEDURE FOR POLICY 1.48 – ENVIRONMENT & SUSTAINABILITY

STRUCTURE AND RESPONSIBILITIES

1. Vice-Presidents

Each vice-president has responsibility to ensure that the University complies with all applicable legislation and regulations related to sustainability within his or her operational mandate.

2. President's Advisory Committee on Environment and Sustainability (PACES)

(a) Mandate

The President's Advisory Committee on Environment and Sustainability has primary responsibility for developing and recommending strategic plans to put into practice the principles enunciated in this policy. The expectation is that, for each part of its mandate, it will build on the work that is already being done by staff and organizations involved in sustainability initiatives within academic and administrative units across the University. It will:

- (i) Establish specific goals for sustainability.
- (ii) Develop performance indicators for and regularly measure progress toward established goals.
- (iii) Develop communication tools to:
 - Inform the University community in general of programs and activities relating to sustainability
 - Assist with information dissemination in order to reduce duplication of effort and enhance efficiencies
 - Educate individual members of the community with respect to how they can contribute to a sustainable campus
- (iv) Advise the President and senior administration on policy and procedural changes that need to be made.
- (v) Report annually to the University community at large, the Senate and the Board of Governors.

(b) Membership

The President's Advisory Committee on Environment and Sustainability is composed as follows:

The Provost and Vice-President (Academic) (Co-Chair)

The Vice-President (Resources & Operations) (Co-Chair)

The Vice-Provost (Academic Planning, Policy & Faculty) (Co-Chair)

The Associate Vice-President (Housing & Ancillary Services)

The Associate Vice-President (~~Financial Services & Facilities Management~~ Finance & Facilities) (~~Facilities Management~~)

The Associate Vice-President (Communications & Public Affairs)

~~The Manager, Sustainability (Facilities Management)~~

The Director of the Centre for Environment and Sustainability

Three faculty members appointed by the President

Three staff members appointed by the President

One ~~4~~Dean appointed by the President

One undergraduate student appointed by the USC

One graduate student appointed by the SOGS

Appointed members will serve for ~~two~~three-year terms, renewable.

POLICY 1.48 – Environment and Sustainability**Policy Category:** General**Effective Date:** June 24, 2010**Revised:** (NEW)

PREAMBLE

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POLICY 1.48 – Environment and Sustainability

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- The Vice-President (Resources & Operations) (Co-Chair)
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- The Associate Vice-President (Facilities Management)
- The Associate Vice-President (Communications & Public Affairs)
- The Director of the Centre for Environment and Sustainability
- Three faculty members appointed by the President
- Three staff members appointed by the President
- One dean appointed by the President
- One undergraduate student appointed by the USC
- One graduate student appointed by the SOGS

Appointed members will serve for two-year terms, renewable.

Report on Western's Underwater Endowments

FOR INFORMATION

The University's policy with respect to the management of endowments permits a temporary draw down of endowment capital outlined in policy number 2.11, as follows:

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

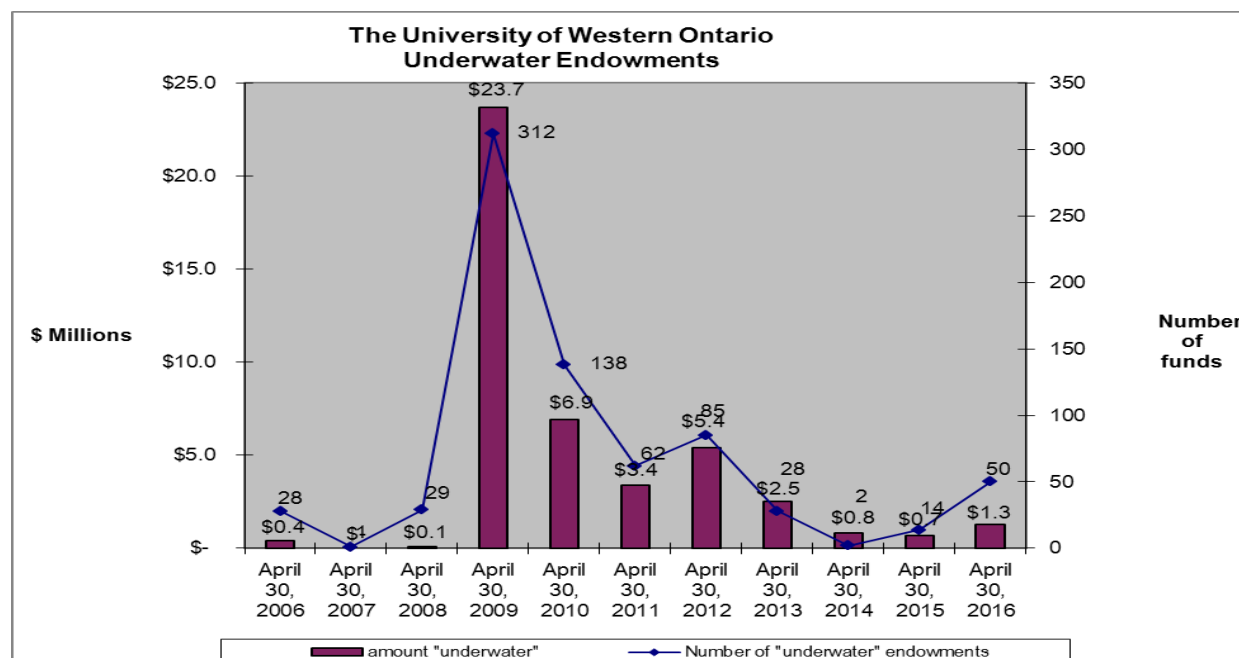
An endowment becomes underwater when the current market value of the fund is less than the original donated amount.

Capital markets were mixed for the one-year period ending April 30, 2016 with bond markets posting low positive returns and equity markets generally declining. U.S. large-cap equities provided leadership again this year as the S&P 500 posted a 4.66% return (in CAD) with the weakening of the Canadian dollar being the main contributor. In contrast, Non-North American equity markets had relatively poor performance with the MSCI EAFE Index posting a -5.78% return (in CAD) and the MSCI Emerging Markets Index pulling back sharply posting a -14.75% return (in CAD). The Canadian stock market was also down for the year with the S&P/TSX posting a -5.43% return. Fixed income markets produced low positive returns for the year. There has been no change to the target asset mix of the University's Operating & Endowment investments.

The net return for the Operating & Endowment portfolio for fiscal 2016 was -0.34%.

Western now administers 2,018 endowed accounts with a market value of \$578 million (\$583 million at April 2015). Of the 2,018 endowments, there are 50 that are underwater by a total of \$1,279,597 (.22% of the endowed market value). Two of those are part of the Schulich group of endowments and are underwater by \$1,089,616 (.19% of the endowed market value). These endowments are administered outside of Investment Payout Policy 2.11. The balance of \$189,980.91 is spread over 48 endowments and represents only .03% of the total endowment value.

The following chart shows the number and amount of underwater endowments for fiscal years 2006 – 2016



Fiscal 2017 is off to a good start with the Operating & Endowment portfolio earning 5.8% to August 31, 2016.

**The University of Western Ontario
2015-16 Budget Indicators**

FOR INFORMATION

Review of Five Budgetary Indicators

Each spring our annual Operating Budget contains references to important budget indicators: the Carryforward Reserve, the Operating Reserve, Operating Revenue, and Student Aid, along with preliminary estimates of those figures for the fiscal year just ending. Annually in the fall, we report to the Property & Finance Committee the actual values for these indicators. Table 1 shows the final values for these indicators for 2015-16, and historical data back to 1983-84. These are presented to the Committee for information, and to allow for questions that members might have on the data.

(1) Carryforward Reserve

Each year resources are allocated to the individual Faculties and Support Units, with no requirement that they be spent in the year in question. Unspent funds are carried forward into the next budget and appear in the Carryforward Reserve, shown in column (1) of the Table. There is no Board target for the size of this reserve, which reflects a great many individual decisions in our decentralized budgetary environment. The Carryforward Reserve grew sharply from 1988 to 1992, at a time when real operating spending was also growing. The reductions in real operating spending during the 1994 to 1997 period resulted in a sharp fall in the Carryforward Reserve from 1996 to 2001, as units have spent the funds in the Reserve. Carryforward Reserves have been increasing over the past ten years. At April 30, 2016 the Carryforward Reserve had a balance of \$204.8 million, an increase of \$20.7 million from April 30, 2015.

(2) Operating Reserve

For the period 1984 to 1998, the Board recommended a target level of 1% of operating revenues for the Operating Reserve. As column (2) shows, from 1984 to 1996, this target was achieved once (in 1986), and from 1989 to 1996 the Reserve was in deficit position. In 1997 the Operating Reserve achieved the target of 1% after a \$9.3 million transfer from the investment reserve, and in 1998 the Operating Reserve exceeded the target by \$1.8 million. Since 1999 the Operating Reserve target level has been set at \$2.5 million. In January of 2016, the Board approved a new operating reserve target of \$7.5 million. At April 30, 2016 the Operating Reserve was \$53.1 million, \$45.6 million above the target level recommended by the Board and above the budgeted Operating Reserve of \$39.5 million. The 2016-17 University Budget shows expenditures forecast to exceed revenues next year, bringing the operating reserve forecast to \$44.1 million in 2016-17.

(3) Student Aid

Student Aid continues to be of high priority to the University. As column (4) indicates, Student Aid grew by approximately 621% between April 1997 and April 2016, in part because of government-mandated transfers of tuition revenues to the student aid budget. During the past year total funds available in the central University Budget for student aid increased by \$34 million reflecting increased support for graduate students and support from the University's private fundraising and endowments.

During these same years Total Operating Revenue (column 3) grew by 172%, thus indicating a growth in the proportion of the budget that is allocated to student aid.

(4) Real Operating Revenue Excluding Student Aid

This measure, shown in column (7), is one indicator of the budgetary stress the University is experiencing. The years shown can be divided into a number of periods: from 1984 to 1993, Real Net Revenue grew by 24.2%, from 1993 to 1998 Real Net Revenue decreased by 9.7%, and from 1998 to 2008 it again increased by 59.0%. In 2009, Real Net Revenue decreased by 1.9%, due

mainly to negative investment returns. From 2010 to 2015, Real Net Revenue increased by 15.0%, decreasing again in 2016 due to marginal investment returns.

(5) Real Operating Revenue Excluding Student Aid per Student FTE

Column 10 provides Real Net Revenue per Student FTE and shows that the budgetary stress on the University is more evident than is concluded in the above indicator. During 1984 to 1993, Real Net Revenue per Student FTE increased by 18.1%, from 1993 to 1998 it decreased by 8.0% and then from 1998 to 2008 Real Net Revenue per Student FTE increased 17.0%. Note that this last period was during a time of significant increases in Real Net Revenue. Between 2009 and 2013, Real Net Revenue per Student FTE has hovered near 2008 levels but with increased volatility. In 2014 and 2015, increases in Real Net Revenue per FTE increased marginally, declining by 4.3% in 2016.

Table 1

The University of Western Ontario
Operating Reserve & Revenue History

Year Ended	Carryforward Reserve (\$000)	Operating Reserve (\$000)	Change in Real Operating Revenue Excluding Student Aid						Student FTE's	Real Net Revenue Per FTE (\$)	% Change
			Total Revenue (\$000)	Total Student Aid (\$000)	Net Operating Revenue (\$000)	C.P.I.	Real Net Revenue (\$000)	% Change			
	(1)	(2)	(3)	(4)	(5)	(6)	(7)=(5)/(6)	(8)	(9)	(10)=(7)/(9)	(11)
30-Apr-84	3,119	696	145,200	2,527	142,673	1.000	142,673	-	20,961	6,807	-
30-Apr-85	2,673	1,448	153,554	2,711	150,843	1.038	145,321	1.9%	20,918	6,947	2.1%
30-Apr-86	2,551	1,647	160,900	2,808	158,092	1.078	146,653	0.9%	20,787	7,055	1.6%
30-Apr-87	3,215	986	167,701	2,723	164,978	1.127	146,387	-0.2%	20,965	6,982	-1.0%
30-Apr-88	3,046	1,185	183,221	2,770	180,451	1.172	153,968	5.2%	21,426	7,186	2.9%
30-Apr-89	4,278	(502)	197,237	3,003	194,234	1.225	158,558	3.0%	21,951	7,223	0.5%
30-Apr-90	6,878	(1,147)	210,636	3,197	207,439	1.286	161,306	1.7%	22,326	7,225	0.0%
30-Apr-91	9,880	(3,207)	225,572	3,664	221,908	1.367	162,332	0.6%	22,292	7,282	0.8%
30-Apr-92	10,712	(4,828)	240,323	3,934	236,389	1.390	170,064	4.8%	22,814	7,454	2.4%
30-Apr-93	9,807	(4,104)	254,616	3,915	250,701	1.415	177,174	4.2%	22,032	8,042	7.9%
30-Apr-94	11,581	(4,036)	254,075	4,342	249,733	1.418	176,116	-0.6%	22,690	7,762	-3.5%
30-Apr-95	11,595	(3,831)	250,027	5,946	244,081	1.453	167,984	-4.6%	22,505	7,464	-3.8%
30-Apr-96	11,255	(7,122)	252,149	6,754	245,395	1.474	166,482	-0.9%	22,107	7,531	0.9%
30-Apr-97	9,325	2,533	247,540	8,926	238,614	1.499	159,182	-4.4%	21,264	7,486	-0.6%
30-Apr-98	3,315	4,297	253,267	11,489	241,778	1.511	160,012	0.5%	21,629	7,398	-1.2%
30-Apr-99	982	497	271,530	14,277	257,253	1.536	167,482	4.7%	21,754	7,699	4.1%
30-Apr-00	(1,579)	(531)	290,834	17,022	273,812	1.568	174,625	4.3%	22,626	7,718	0.2%
30-Apr-01	3,990	423	312,037	19,834	292,203	1.624	179,928	3.0%	23,350	7,706	-0.2%
30-Apr-02	13,000	7,152	337,817	22,464	315,353	1.652	190,892	6.1%	24,691	7,731	0.3%
30-Apr-03	24,449	7,294	352,543	26,529	326,014	1.701	191,660	0.4%	25,987	7,375	-4.6%
30-Apr-04	41,590	16,154	388,727	32,076	356,651	1.728	206,395	7.7%	27,029	7,636	3.5%
30-Apr-05	45,349	12,144	416,518	31,071	385,447	1.769	217,890	5.6%	27,464	7,934	3.9%
30-Apr-06	47,539	7,311	446,812	34,730	412,082	1.811	227,544	4.4%	27,879	8,162	2.9%
30-Apr-07	45,482	8,953	484,055	45,316	438,739	1.851	237,028	4.2%	28,164	8,416	3.1%
30-Apr-08	55,630	25,465	521,985	52,849	469,136	1.882	249,275	5.2%	27,981	8,909	5.9%
30-Apr-09	47,071	29,007	522,747	54,363	468,384	1.890	247,822	-0.6%	28,197	8,789	-1.3%
30-Apr-10	70,992	31,420	555,479	57,148	498,331	1.924	259,008	4.5%	28,987	8,935	1.7%
30-Apr-11	93,830	33,014	585,915	58,753	527,162	1.987	265,305	2.4%	29,913	8,869	-0.7%
30-Apr-12	115,713	43,947	610,893	60,915	549,978	2.027	271,326	2.3%	30,679	8,844	-0.3%
30-Apr-13	152,223	46,744	633,962	60,341	573,621	2.035	281,878	3.9%	31,018	9,088	2.8%
30-Apr-14	189,205	41,386	661,262	60,164	601,098	2.080	288,989	2.5%	31,448	9,189	1.1%
30-Apr-15	184,082	39,534	683,916	60,313	623,603	2.100	296,954	2.8%	31,766	9,348	1.7%
30-Apr-16	204,827	53,141	672,142	64,320	607,822	2.136	284,561	-4.2%	31,796	8,950	-4.3%

KEY FINANCIAL INDICATORS

CAPITAL DEBT POLICY 2.30

Policy defines the responsibilities for approval of capital debt, the maximum limits on the amount of capital debt and the system of accountability

Administration reports quarterly to the Property & Finance Committee on the four measures contained within the Capital Debt Policy:

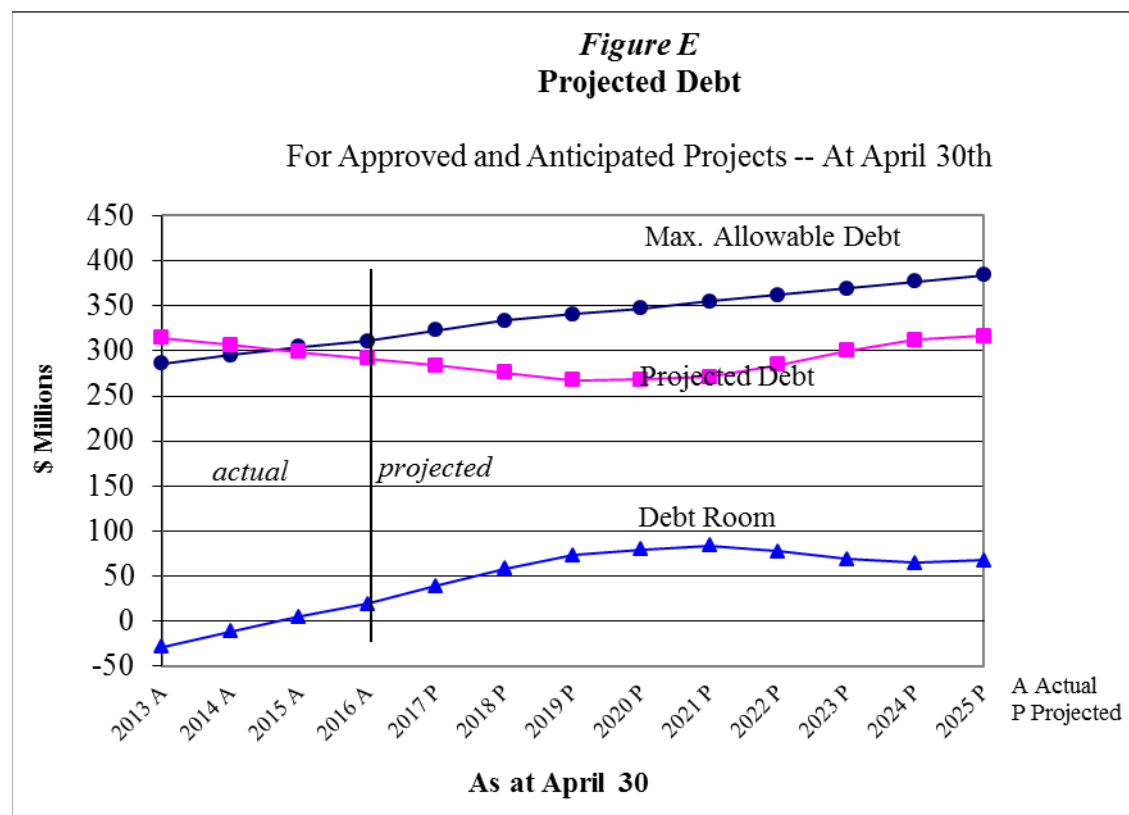
- a) Debt per Student FTE measures the amount of total UWO capital debt on a per FTE basis. The amount of total debt shall remain less than \$7,500 (adjusted by the change in CPI annually) per student FTE.
- b) Ratio of Debt to Total Revenue measures the amount of total UWO capital debt as a percentage of total UWO revenue. Total debt shall remain less than 35% of total revenue.
- c) Debt Service Costs as a Percentage of Revenues measures the percentage of total revenue that is allocated to debt principal and interest payments. The amount of obligatory debt principal and interest payments shall not exceed 4% of total University revenues.
- d) Ratio of Debt to Revenues that are Available for Debt Repayment measures the amount of total UWO capital debt as a percentage of revenues that are available to service debt. Such revenues include ancillary revenue, provincial operating grants, tuition fees and a portion of investment returns, but do not include research grants. Total debt shall remain less than 45% of revenues that are available to repay such debt.

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

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

Chart 1 below shows the maximum debt; actual and projected debt; and Debt Room, which is the difference between the two. Total debt at April 30, 2016 was \$291.4 million.

In June 2011, the Board of Governors approved a recommendation to authorize the University to exceed the limits set out in the Capital Debt Policy, if required, by up to \$45 million for the fiscal periods 2013 and 2014 subject to review and renewal for an additional two years, with a commitment to minimize the quantum of the overage. Chart 1 reflects the relief that was required from 2013 and 2014. In 2016, limits are within Board policy.



The Capital Debt Policy also provides a guideline for administration to manage the percentage of floating rate debt within the range of 0% - 50% of total debt.

RATIO REPORT ON NON-ENDOWED FUNDS

Administration reports quarterly on the ratio of total investments to total obligations for non-endowed funds. The total obligations reflect funds that are owed to University accounts and other creditors. The Board target for this ratio is an average of 1.08 over the previous 12 quarters. At April 30, 2016 the ratio of investments to obligations for non-endowed funds was 1.71. When this ratio falls below 1.08, draws from non-endowed funds cease until the target ratio is reached as part of an approved annual budget.

BUDGET INDICATORS

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

CREDIT RATING (AA)

Standard & Poor's measures financial health using a variety of indicators. The most recent credit rating review was issued February 26, 2016 which reaffirmed Western's AA Stable rating. The rating identified the following rationale for Western's outlook:

- Very strong enterprise profile
- Healthy enrollment and demand profile
- Strong management and governance practices
- Very strong financial profile

- History of sound financial performance
- Excellent levels of available resources
- Moderate debt burden

FINANCIAL SUSTAINABILITY METRICS (NEW)

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

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

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

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

Financial indicators approved by Executive Heads and accepted by MAESD

Net Income/Loss Ratio

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

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

Primary Reserve Ratio

The Primary Reserve Ratio is a measure of financial viability that compares expendable net assets to total expenses and provides an indication of an institution's financial strength and flexibility by determining how many days an institution could function using only its financial resources that can be expended without restrictions. *Expendable Net Assets* include: unrestricted surplus (deficit), internally restricted net assets and internally restricted endowments, adjusted for the non-cash component of any employee future benefits.

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

Viability Ratio

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

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

Interest Burden Ratio

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

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

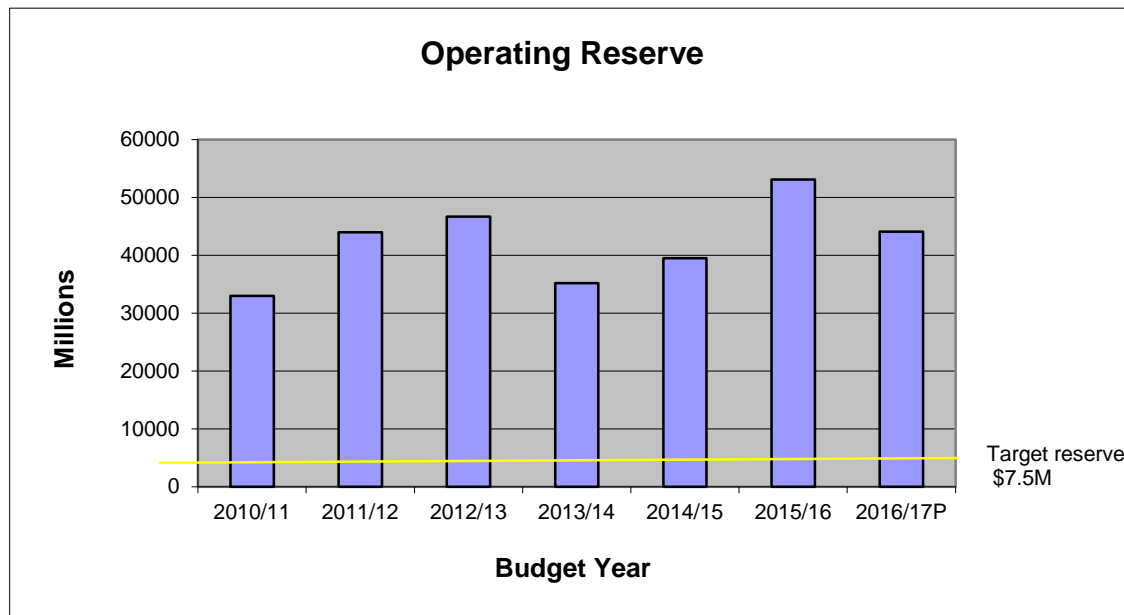
Net Operating Revenues Ratio

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

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

OPERATING RESERVE

The Board of Governors has set a minimum level for the operating reserve at \$7.5M for the current four-year planning cycle. The 2016/17 operating and capital budgets project the operating reserve at \$44.1M at April 30, 2017.



DEFERRED MAINTENANCE

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

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

For 2009-10 and 2010-11, the Board of Governors approved the transfer be maintained at \$10.25 million. In 2011-12, the base transfer was again increased by \$750,000. The MMI transfer, coupled with Facilities Renewal Funds received from MTCU will allow Western to allocate \$55.0M to maintenance expenditures in 2016-17, representing 2.9% of the Current Replacement Value of our nonresidential buildings, utilities and infrastructure.

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

REPORT ON ENDOWMENTS

Annually, a report is provided to the Property & Finance Committee that details the growth of the endowment portfolio and any underwater endowments (current market value of the funds is less than the original donated amount(s)) that exist. The University's policy with respect to management of endowments permits a temporary draw down of endowment capital on the premise that the funds will recover. The market value of endowments at April 30, 2016 was \$580.1M, a decrease of \$5M or .85%.

REPORT OF THE INVESTMENT COMMITTEE

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

Capital Markets

The performance of Western's portfolio is a reflection of Western's investment policies, the decisions of the Investment Committee within that policy, the implementation of these decisions by staff and the returns that are generated in the capital markets. The table below shows annualized returns as of December 31, 2015.

Annualized returns for periods ending December 31, 2015

	1-Yr	2-Yr	3-Yr	4-Yr	5-Yr	10-Yr
S&P/TSX	-8.32%	0.68%	4.62%	5.26%	2.30%	4.38%
S&P 500 (in CAD)	21.59%	22.76%	28.64%	24.66%	20.37%	9.18%
MSCI EAFE (in CAD)	19.46%	11.53%	17.84%	17.20%	11.28%	5.31%
FTSE TMX Bond Universe	3.52%	6.12%	3.63%	3.62%	4.80%	5.03%
FTSE TMX 91-Day T-Bills Index	0.63%	0.77%	0.85%	0.89%	0.91%	1.73%

With the positive market returns of 2015, new gifts and net of the allocation for spending, there was positive growth in our endowments.

Total Endowments

As of December 31, 2015, Western had endowments of \$581.9 million. Unfortunately, this year CAUBO has changed the way it reports investments for endowment funds. They now report total assets in the investment pools managed by treasury departments. Some universities, like Western, have continued to report their endowed assets only, while others have also included operating assets. As a result, Western ranks 12th in this year's survey of investments, down from 9th last year. With total assets in the Operating & Endowment Fund of \$1,056.7 million at the end of 2015, Western would be in 5th place in the ranking if all assets had been reported. Western remains however in the top tier grouping, which includes the 18 largest universities in terms of assets. The change in the value of endowments is the result of investment returns and new donations to endowments, offset by allocations for spending and administrative costs.

The following table provides the 12 largest Canadian universities, based on investments reported for the 2015 CAUBO Survey:

**Twelve Largest Canadian University Investment Pools
As of December 31, 2015**

	University	Endowment Value (millions)		% Change
		2015	2014	
1	Toronto	\$2,442	\$2,060	19%
2	McGill	\$1,489	\$1,356	10%
3	British Columbia	\$1,464	\$1,401	4%
4	Alberta	\$1,370	\$1,057	30%
5	Queen's	\$917	\$852	8%
6	McMaster	\$836	\$551	52%
7	Calgary	\$774	\$715	8%
8	Saskatchewan	\$750	\$317	137%
9	Manitoba	\$649	\$605	7%
10	Ottawa	\$644	\$246	170%
11	Victoria (UT)	\$582	\$476	22%
12	Western University	\$582	\$546	7%
		Average change:		40%

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

Investment Returns

Starting with the 2015 survey, CAUBO now classifies endowments in four groups, based on asset levels. Western is in the group with the largest asset levels, along with 17 other universities. The threshold to be in that group was \$326 million in 2015. The table below compares Western returns with those of the universities in the same group. Western's returns were at or above median over every investment horizon.

**CAUBO Universe of the Largest University Investment Pools
Annualized Return as of December 31, 2015**

	1-Yr	2-Yr	3-Yr	4-Yr	5-Yr	10-Yr
95 th Percentile	11.7%	11.8%	15.3%	14.6%	12.1%	8.0%
75 th Percentile	8.4%	10.0%	13.4%	13.1%	10.1%	6.9%
Median	7.3%	9.4%	12.5%	11.8%	9.6%	6.6%
25 th Percentile	5.3%	8.0%	11.2%	11.1%	9.2%	6.0%
5 th Percentile	2.8%	6.6%	9.5%	9.6%	7.6%	4.8%
Western	7.4%	9.5%	12.8%	12.5%	9.6%	6.8%

EMPLOYEE FUTURE BENEFITS

Reported annually through the operating budget.

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

			Total	Obligation	Expense
	<u>Obligation</u>	<u>Expense</u>	<u>Expenses</u>	<u>%</u>	<u>%</u>
	(in millions)	(in millions)	(in millions)		
2016	\$525.7	\$25.4	\$ 1,107	47.4%	2.3%
2015	\$482.3	\$22.5	\$ 1,084	44.0%	2.1%
2014	\$401.7	\$23.2	\$ 1,070	38.0%	2.2%
2013	\$362.6	\$22.6	\$ 1,010	35.9%	2.2%
2012	\$339.9	\$19.6	\$ 976	34.8%	2.0%
2011	\$272.1	\$24.0	\$ 952	28.6%	2.5%

FINANCIAL REPORT (OPERATING BUDGETS)

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

ANCILLARY FINANCIAL REPORT

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

FUNDRAISING

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

FIDUCIARY RESPONSIBILITY - KEY FINANCIAL INDICATORS

Board of Governors - November 24, 2016

APPENDIX II, Annex 7

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

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

Item 8 To ensure adequate resources and financial solvency

TYPE OF INDICATOR	FREQUENCY & REPORT	PERFORMANCE MEASURE	TARGET/ MAXIMUM	OUTCOME
POLICY COMPLIANCE Capital Debt Policy 2.30	Quarterly Report on Capital Debt (P&F - September, January, March, June)	Debt per Student FTE Ratio of Debt to Total Revenue Debt Service Costs as a Percentage of Revenues Ratio of Debt to Revenues that are Available for Debt Repayment Maximum allowable debt based on Student FTE Floating rate debt between 0% - 50% of total debt	\$9,772 35% 4.0% 45% \$310.7 0-50%	<u>Actual at April 30/16:</u> \$9,163 25% 1.9% 36% 291.4 0%
Ratio on Non-endowed Funds (also an indicator of Financial Health)	Quarterly Ratio Report on Non-Endowed Funds (P&F - September, January, March, June) (Investment Committee)	Target Ratio of Investments to Obligations	1.08	1.71
FINANCIAL HEALTH / SUSTAINABILITY				
Budget Indicators	Annual (P&F - October)	Carryforward Reserve Operating Reserve Student Aid Real Operating Revenue excluding Student Aid Real Operating Revenue excluding Student Aid per Student FTE	N/A \$2.5M N/A N/A N/A	\$204.8 \$53.1 \$64.3 \$285.0 \$8,950
Credit Rating	Annual	External credit rating - Standard & Poor's	AA Stable	AA Stable: February 2016
Financial Sustainability Metrics (NEW)				
Net Income/Loss Ratio	SMA - Annual	2014-15 6.60%	2015-16	4.00%
Net Operating Revenues Ratio	SMA - Annual	2014-15 13.30%	2015-16	9.60%
Primary Reserve Ratio (days)	SMA - Annual	2014-15 190	2015-16	205
Interest Burden Ratio	SMA - Annual	2014-15 1.70%	2015-16	1.30%
Viability Ratio	SMA - Annual	2014-15 1.95%	2015-16	2.20%
STEWARDSHIP & MONITORING				
Statutory Financial Statements	Annual (Audit Committee - September)	Approval of Combined Financial Statements Approval of Retirement Income Fund Financial Statements Pension Financial Statements for information	N/A N/A N/A	Unqualified Audit Opinion Unqualified Audit Opinion -
Audit Findings Report	Annual (Audit Committee - September)	External auditors report to the Audit Committee.	N/A	No recommendations/ No audit differences
Operating Reserve	Annual Budget (P&F - April)	Minimum target set by Board	\$7.5M	\$53.1
Deferred Maintenance	Annual Budget (P&F - April)	Comparison annually to 2% target	2%	Budget 2.9%
Report on Endowments	Annual (P&F - October)	Endowment Performance and Underwater endowments Endowment per FTE Rank of Endowment/FTE per CAUBO Investment Survey Rank - Endowments > \$100M per CAUBO Investment Survey	4% \$18,593 at 12/31/14 18 9	One year -0.34% \$20,387 at 12/31/15 20 12

STEWARDSHIP & MONITORING (Continued)				
Report of the Investment Committee	Quarterly (P&F - September, January, March, June)	Performance of the operating and endowment investment portfolio and the recent activities of the Investment Committee		See Annex 1
Employee Future Benefits	Annual Budget	Reported through the operating budget (based on notes to the Financial Statements)	2015-\$462.2M	\$505.0

TYPE OF INDICATOR	FREQUENCY & REPORT	PERFORMANCE MEASURE	TARGET/ MAXIMUM	OUTCOME
PERFORMANCE				
Financial Report (Operating Budgets)	Quarterly (P&F - September, January, March, June)	Performance - Actual versus budget for Operating Budgets Surplus/(Deficit)	\$8.5M	\$13.6M
Statutory Financial Statements - Combined	Annual (P&F - September)	Excess of revenues over expenses (expenses over revenues)	2015 \$76.2M	\$45.9M
Ancillary Financial Report	Semi-Annual (P&F - January, June)	Budget versus actual revenues and expenses for Student Fee Funded units, Ancillaries, Academic Support Units and Associated Companies Surplus/(Deficit)	\$5.4M	\$8.4M
Fundraising	Quarterly Development & Fundraising Committee Property & Finance Committee	Performance against fundraising targets	2014-15 \$65M	\$110.9M
			2015-16 \$65M	\$48.0M

New Scholarships and Awards

FOR INFORMATION

At its meeting on October 18, 2016, the Property and Finance Committee approved on behalf of the Board of the Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

MacLean & McCann Family Track & Field Award (Any Undergraduate or Graduate Program [Athletic Award - Track & Field])

Awarded to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Men's and Women's Mustang Track and Field Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by a generous gift from David McCann (MBA '86, MA Geography '84, BA Honors Geography '82) and Marg MacLean McCann (BA Honors Physical Education '83).

Value: 1 at \$4,500

Effective Date: 2016-2017 academic year (with review to follow after this)

Gary W. Gorham Men's Soccer Award (Any Undergraduate or Graduate Program [Athletic Award - Men's Soccer])

Awarded to full-time undergraduate or graduate students in any year of any degree program at Western, including the Affiliated University Colleges, who are making a significant contribution as a member of the Men's Soccer Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by a generous gift from Gary W. Gorham (BA '80).

Value: Number and value will vary up to a total of \$6,000

Effective Date: 2016-2017 to 2018-2019 academic years (with review of funding each year)

Extraordinary Mustangs Gala Award (Any Undergraduate or Graduate Program [Athletic Award - Varsity Team])

Awarded to full-time undergraduate and graduate students in any year of any degree program at Western including the Affiliated University Colleges, who are making a contribution as a member of a varsity team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipients based on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established through the Extraordinary Mustangs Gala.

Value: Number and value will vary up to a maximum of \$4,500, to be awarded at the discretion of the selection committee (\$48,000 available)

Effective Date: 2016-2017 academic year only

Kevin H. Burley Economics Scholarship (Economics)

Awarded annually to an undergraduate student graduating from one of the Honors Specialization modules in Economics, based on academic achievement. Students must have obtained an 80% average in their Economics courses at the 3200 level or higher (or equivalent should course numbers change). In addition, they must show proof of acceptance of an offer of admission to an economics graduate program in one of three UK universities: the London School of Economics, Oxford University, Cambridge University or one of the top ranked US graduate economics programs (as judged by the Department of Economics through the use of established ranking systems). Documentation regarding acceptance to an appropriate school is required to be submitted to the Department of Economics Undergraduate office by April 30 each year. The Scholarship and Awards Committee in the Faculty of Social Science will select the recipient. Preference will be given to a candidate who accepts admission to the London School of Economics when there is more than one applicant of equal merit.

Value: 1 at \$5,000. Additionally, the donor prefers that the scholarship value be maintained at a minimum of \$5,000 provided funds are available.

Effective Date: 2016-2017 academic year

This scholarship was established with a generous gift from the Burley Family in honour of Kevin H. Burley, a former Professor in Economics (1966 - 1986), Chair of the Department (1969-70), and Professor Emeritus (1986-90) at the University. The Burley family has a close association with the University: Kevin's wife, June, worked at the University Hospital for 17 years; all three Burley children are Alumni, and one of them, Stephen K. Burley, was awarded a Doctorate of Science Honoris Causa by the University in 2016. The Burley family wishes to honour Kevin H. Burley, a learned scholar in Economic History who published widely in his field and was an active participant in University administration.

S.R. Valluri Scholarship in Mathematical or Theoretical Physics (Science)

Awarded annually to an undergraduate student entering Year 4 who has excelled in mathematical or theoretical physics. The scholarship committee in the Faculty of Science will select the recipient based on performance in Phys/Appl Math 3151 (Classical Mechanics I); Phys 3200 (Quantum Mechanics I); Phys 3300 (Electromagnetic Theory I) or an equivalent suite of third-year courses in theoretical physics, and on documented experience of research in mathematical or theoretical physics via a summer job, a project, or independent study. A one-page statement documenting this research experience must be submitted to the Dean's Office in Science by September 30th. This scholarship was established through a generous gift received from Dr. Sree Ram Valluri, Professor Emeritus in the Departments of Applied Mathematics and Physics and Astronomy.

Value: 1 at \$1,000

Effective Date: 2016-2017 academic year

David Cefai Engineering Award (Engineering)

Awarded to a full-time undergraduate student in Year 2 or higher in the Faculty of Engineering, based on academic achievement (minimum 80% average) and financial need. Online financial need applications are available through Student Center and are due by September 30. A separate award application must also be completed online through the Engineering Undergraduate Services Web site (<http://www.eng.uwo.ca/undergraduate>) and submitted by September 30. The recipient will be selected by the Scholarships and Awards Committee in the Faculty of Engineering after the Registrar's Office has assessed financial need. This award was established by a generous gift from David Cefai (BESc '91, BA '91).

Value: 1 at \$1,000

Effective Date: 2016-2017 to 2022-2023 academic years inclusive

Stigma Enigma Sophie Smith Scholarship (Schulich School of Medicine & Dentistry)

Awarded annually to a full-time undergraduate student in Year 4, Doctor of Medicine (MD) program, who plans to complete his/her residency in psychiatry. While preference will be given to students of the Windsor Campus, the scholarship is open to all 4th year MD students of the Schulich School of Medicine & Dentistry. Candidates must submit a one-page statement by September 30th to the Office of the Associate Dean, Windsor Campus, outlining their plans to complete their residency in psychiatry. The recipient will be selected by the Progression and Awards Committee, Schulich School of Medicine & Dentistry on recommendation of the Associate Dean, Windsor Campus. This award was established by Dr. Patrick Smith.

Value: 1 at \$1,000

Effective Date: 2016-2017 academic year

Dr. Patrick Smith established this scholarship in memory of Sophie Smith. This scholarship will be awarded each November at the Stigma Enigma Event for Mental Health.

Jacob Ross Clemens Memorial Award (Environment and Sustainability)

Awarded annually to a full-time graduate student enrolled in the Master's in Environment and Sustainability (MES) program, based on academic achievement. The student selected for this award will demonstrate the same passion and caring for the environment, family and friends that Jacob exhibited. The scholarship committee in the MES program will select the recipient. At least one member of the committee must hold current membership in the School of Graduate and Postdoctoral Studies. This award was established by the Jacob Ross Clemens Foundation in memory of Jacob Ross Clemens (MES '10, Environmental Studies, BA '07, WLU).

Value: 1 at \$1,500

Effective Date: May 2016 to April 2021 inclusive

Jacob was a passionate environmentalist, traveler and musician. He was committed to environmental sustainability and was involved in sustainable power and irrigation projects in Nicaragua and reforestation efforts in British Columbia. Jacob's involvement in these projects was integral in shaping his educational and career aspirations. Jacob held the positions of Environmental Advisor at Ontario Power Generation and Sustainability Manager at the Vancouver Aquarium. Jacob died in 2016 at the age of 30. Jacob's actions and support for his family, friends and the environment have left a lasting legacy.

At its meeting on November 15, 2016, the Property and Finance Committee approved on behalf of the Board of the Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

Lincoln Yu International Student Scholarship (Any Undergraduate Program)

Awarded to an international student, with a preference for a student who is a permanent resident of Hong Kong or China, who is entering the first year of any full-time undergraduate degree program at Western, based on academic achievement (minimum 80% average). Students are eligible if they have completed their secondary schooling in Canada or elsewhere (e.g., not just graduating from a Hong Kong school). No application is required as Western will be offering the scholarship to students based on their final admission average. This scholarship will continue for up to four years, provided that the recipient enters a four-year degree program in second year and maintains a full course load with a minimum 80% average. If a recipient does not qualify to continue receiving the scholarship, a new recipient will be selected from the same year. Only one student may hold this scholarship at any one time. This scholarship is made possible by Mr. Lincoln Yu (BA '76, Economics).

Value: 1 at \$8,000

Effective Date: 2016-2017 to 2019-2020 academic years inclusive

Dr. Robbie Campbell Football Award (Any Undergraduate Program or Graduate Program - Athletic Award [Football])

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western including the Affiliated University Colleges who is making a contribution as a member of the Men's Football Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Dr. Robbie Campbell (MD '67).

Value: 1 at \$1,500

Effective Date: 2016-2017 to 2020-2021 academic years inclusive

Meds Class of 1959 Award (Medicine)

Awarded annually to an undergraduate student in Year 1 of the Doctor of Medicine (MD) program based on academic achievement and financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30th. The Progression and Awards Committee in the Schulich School of Medicine & Dentistry will select the recipient after the Office of the Registrar has determined financial need. This award was made possible by the generosity of alumni members of the Meds Class of 1959.

Value: 1 at \$1,000

Effective Date: 2016-2017 academic year

George E. Connell Graduate Scholarships (Ivey Business School)

Awarded annually to exceptional full-time senior graduate students pursuing a PhD in Business who have passed the comprehensive exam. Recipients will be selected based on academic achievement and research excellence. The Director, PhD Program, at the Ivey Business School will select the recipients in consultation with a committee of which at least one representative holds current membership in the School of Graduate and Postdoctoral Studies. These scholarships were established by Ralph M. Barford, (LLD '87) through The Ralph M. Barford Foundation.

Value: 2 at \$10,000

Effective Date: May 2016

REPORT OF THE GOVERNANCE AND BY-LAWS COMMITTEE

Contents	Consent Agenda
Audit Committee Terms of Reference - Revisions	Yes
Investment Committee Terms of Reference - Revisions	Yes
McIntosh Gallery Committee Terms of Reference - Revisions	Yes
Special Resolution No. 9 – Election Procedures - Revisions	No

FOR APPROVAL

1. **Audit Committee Terms of Reference - Revisions**

Recommended: That the proposed revisions to the Audit Committee terms of reference, detailed in [Annex 1](#), be approved.

Background:

The Audit Committee, at their meeting on September 20, 2016 reviewed their terms of reference and recommends the proposed edits as attached in [Annex 1](#).

2. **Investment Committee Terms of Reference - Revisions**

Recommended: That paragraph 4 of the Investment Committee's terms of reference be amended as follows:

From: The Committee may add other members for particular purposes, e.g. for the assessment of University land holdings.

To: The Committee may add other members, with the approval of the Property & Finance Committee, when particular expertise or background is needed.

Background:

The Investment Committee reviewed its terms of reference in response to the request from the Governance & By-Laws Committee of the Board. It was generally satisfied with the terms as currently written. However, the Committee found the phrasing of paragraph 4 awkward, and the example provided odd given that land assessment would not normally be an activity in which the Committee would engage. The new language states the provision more generally and gives the Committee the flexibility to involve experts as needed. See [Annex 2](#) for revised version of the Investment Committee Terms of Reference.

3. **McIntosh Gallery Committee Terms of Reference - Revisions**

Recommended: That the revised terms of reference of the McIntosh Gallery Committee, attached hereto as **Annex 3**, be approved.

Background:

In accordance with the recommendation of the Governance Review Task Force, the McIntosh Gallery Committee undertook a review of its terms of reference. Attached please find the revised version (in both clean text and redline text). Most of the changes are editorial and intended to clarify meaning. The substantive changes are:

- The addition of the university's portraits of record to the list of what comprises the collection. The portraits have been formally part of the Gallery's collection for some time but that has not been reflected in the terms.
- The addition of the Chair of the Department of Visual Arts as an ex officio voting member in place of having a "representative" of the Department as an Observer. This intended to foster a closer relationship between the Gallery and the Department.
- Removal of the requirement for one of the three Board members to be drawn from the external constituencies of the Board. There is no requirement for this in the McIntosh will and it often makes it difficult to fill all of the Board's seat on the Committee.
- Clarification of the length of members terms for the various types of appointments to the Committee.
- The addition of the common elements that Governance & By-Laws has asked to have included in all terms of reference: frequency or number of meetings; provision for an annual work plan; timing of reviews of the terms.

4. **Special Resolution No. 9 – Election Procedures - Revisions**

Recommended: That the revisions to Special Resolution No. 9 – Election Procedures, detailed in **Annex 4**, be approved, and

That the Board of Governors delegate authority to the Governance & By-Laws Committee to establish campaign procedures and appeal processes for elections for student members of the Board.

Background:

For a number of years, the Secretariat has run our faculty, staff and student elections in conjunction with the USC presidential elections. This has been done for the convenience of all and to try to avoid "voter fatigue in the undergraduate student constituency." Two significant issues have arisen which the proposed amendments are intended to address:

1. Graduate students have frequently expressed concern that the requirement to use the USC election processes and timetable means that their candidates are lost in the process given how fewer of them there are than undergraduates and given that their presidential elections have been run on a different schedule. They have also been reluctant to be subject to USC election campaign requirements and discipline rather than those of SOGS. These concerns were highlighted by SOGS in their submissions to the Governance Review Working Group and Senate's ad hoc Committee on Renewal.

The Secretariat has been discussing with the President of SOGS means of adapting SOGS election procedures for graduate students running for Board seats. They are now willing to have their presidential elections on the same schedule as Board of Governors elections. The SOGS Board has approved this in principle and has delegated to its By-Laws Committee authority to revise their election rules and oversight mechanisms in consultation with the Secretariat. As with

the arrangement with the USC, the Secretariat would determine which SOGS rules applied to Board candidates, and any decision to disqualify a candidate for breach of those rules would be appealable to the University Secretary as the Board's CRO

2. The USC informed the Secretariat about two weeks ago that they have dramatically changed their elections timetable so that it is no longer in sync with that previously agreed and established for Senate and Board elections in 2017. They have determined that their nomination process will open in the first week of December this year, and close in the first full week of classes in January 2017, with the election concluding January 31. With such short notice, it is not possible for the Secretariat to adopt the new schedule. Given that Board elections involve multiple constituencies, not just students, the prospect of having to have everything ready to go in less than a month's time is not realistic. This timetable would also not work for graduate students and would make the agreement under discussion with them potentially unworkable.

In order to conduct the Board elections outside of the USC timetable, the Board will need to establish its own set of campaign rules and appeals processes. The timetable has nominations closing on January 26 which leaves time to draft campaign regulations to bring to the Governance & By-Laws Committee at their January 17 meeting. No changes are contemplated for the nomination process itself.

Following this year's elections, the Secretariat will consult with the USC with respect to plans moving forward.



Committees of the Board of Governors
Terms of Reference

Audit Committee

Special Resolution: No. 1-L – Terms of Reference of the Audit Committee

Effective Date: June 2014

Previous Revisions: *

1. The Audit Committee is a standing committee of the Board responsible for ensuring that appropriate controls and accountabilities exist within the University with respect to finance and areas of material risk. The Committee's primary responsibilities are to ensure: that the University's financial reporting processes are sound; that the internal and external audit functions are competently performed; and that appropriate processes are in place to identify, report, and control areas of significant risk to the University. The Committee also provides an avenue of communication among the external auditors, management, the internal audit function, and the Board of Governors.
2. In carrying out its primary responsibilities, the Committee shall:
 - (a) Financial Statements, Financial Management & Reporting
review the University's annual combined audited financial statements and recommend them for approval to the Board of Governors;
 - (b) review significant findings or recommendations submitted by the external auditors;
 - (c) review analyses prepared by management and the external auditors setting forth significant financial reporting issues and judgments made in connection with the preparation of the financial statements, including analyses on the effects of alternative GAAP methods or new GAAP developments on the financial statements;
 - (d) determine whether appropriate accounting principles and auditing standards are being applied;
 - (e) External Auditors
approve annually on behalf of the Board of Governors the appointment of the external auditors, who shall report directly to the Committee; review and accept the external auditors' engagement letter; approve the external auditors' annual plan;
 - (f) review and approve on behalf of the Board of Governors estimated and actual annual audit fees, and audit fees for services in accordance with Board policy;
 - (g) monitor the independence of the external and internal audit functions and establish procedures for the pre-approval of services not included in the annual audit plan to be provided by the external auditors to ensure that such services do not affect the independence of the external auditors;

Audit Committee

- (h) meet with the external auditors to determine any problems encountered by the auditors, any restrictions on their work, the co-operation received in the performance of their duties, and their audit findings; review the external auditors' management letter and the administrative response to the letter, and satisfy itself that the recommendations are acted upon where appropriate; where recommendations from the external auditors are not acted upon, satisfy itself that this is acceptable;
- (i) ensure that it is informed on a timely basis of any serious difference of opinion between administration and the auditors, whether or not the difference has been resolved; ensure that it is informed of any case in which the administration has sought accounting advice on a specific issue from an accounting firm other than the one appointed as external auditors;
- Internal Audit Department
- (j) review and approve internal audit charter and annual work plan and review internal audit long-range plans;
- (k) review internal audit reports, significant findings and recommendations concerning the adequacy of internal controls in the University, and satisfy itself that the administration is addressing the issues raised where appropriate;
- (l) ensure that the Chair of the Audit Committee meets annually with internal audit to discuss the annual proposed work plan and any problems encountered in completing the work plan during the current year;
- (m) provide advice regarding the appropriate level of resources for the internal audit department, including plans developed by the administration for accommodating any temporary voluntary re-assignment or leave of absence of the head and/or staff of the internal audit department;
- (n) review, and if warranted, veto the appointment, replacement, dismissal or involuntary re-assignment of the head of internal audit by management;
- (o) ensure that internal audit has direct access to the Audit Committee through an *in camera* session to discuss private matters, if requested by either party;

Risk Management

- (p) ensure that appropriate processes are in place to identify, report and control areas of material risk or fraud, including internal controls within the financial systems;
- (q) receive regular reports from management on areas of significant risk to the University, for example but not limited to, legal claims, environmental issues, health, safety, information security, cyber security, and other internal and regulatory matters;
- (r) receive regular reports from management on the levels of insurance coverage;

Other

- (s) ~~review the annual audited financial statement for the UWO Retirement Income Funds Program and recommend it for approval to the Board of Governors;~~
- (t) review the audited financial statements of the pension plans administered by the Academic and Administrative Staff Pension Plan Board;
- (u) ~~perform such other functions as may be assigned to the Committee by the Board of Governors from time to time, including special examinations;~~

Commented [IB1]: Suggested by a member that reference to fraud be added.

Commented [IB2]: No longer required with the transfer of the RIF

Commented [IB3]: This is not necessary. The Board can always assign specific tasks to its committees.

Audit Committee

- (v) monitor or review such other matters as the Committee deems appropriate to carrying out its primary responsibilities;
- (w) with the consent of the Chair of the Board (which consent shall not be unreasonably withheld or delayed), when it considers it to be necessary or desirable to do so, retain independent professional advisors at the expense of the University to assist the Committee in the performance of its duties;
- (x) meet with the external auditors and management in separate *in camera* sessions to discuss any matters the Committee or these groups believe should be discussed privately with the Committee;
- (y) review these Terms of Reference at least every three yearsbiennially, and recommend amendments to the Board of Governors as necessary; and
- (z) evaluate annually the effectiveness of the Audit Committee against its Terms of Reference.

Commented [IB4]: Will bring the committee into line with the timing suggested by Governance & By-Laws for review of standing committee terms of reference.

MEMBERSHIP AND PROCEDURE

- 3. The Committee is primarily a technical committee whose members are appointed on the basis of their expertise and interest in accounting, law and business administration.
- 4. At least one member of the Committee must be a financial expert, defined as an individual who is a professional accountant or auditor, a principal financial officer, comptroller, or principal accounting officer of a company, or an individual who holds or has held a senior executive position involving the performance of similar functions.
- 5. The Committee shall consist of eight members appointed by the Board, including as members ex officio:
 - The Chair of the Board
 - The Vice-Chair of the Board
 - The Chair of the Property and Finance Committee

All members must be external to the University: that is, not faculty, staff or students, and a minimum of six members must be members of the Board. To ensure that the Committee has the necessary expertise to fulfill its responsibilities, the Board may appoint up to two members who are not members of the Board of Governors. [Such members are appointed annually and may serve on the Committee for up to eight consecutive years.]

Commented [IB5]: This brings the membership term for non-Board members into line with that of Board members.

- 7. The Chair and Vice-Chair of the Committee must be members of the Board and shall be appointed annually by the Board. The Secretary of the Board (or designate) shall be the Secretary of the Committee.
- 8. The Committee may request or require the presence of members of staff or the senior administration, including but not limited to one or more of the following at meetings of the Committee:

Commented [IB6]: This should not be a finite list. The Committee should be able to require the attendance of any administrator/staff person it needs.

- The President
- The Vice-President (Resources & Operations)
- The Associate Vice-President (Human Resources)
- The Associate Vice-President (Finance & Facilities)
- The Manager-Director of Internal Audit
- The Controller
- The University's Legal Counsel

Audit Committee

The External Auditor
The Secretary of the Board

9. The Committee shall establish an annual work plan, in consultation with the President and the Vice-President (Resources & Operations).

109. The Committee shall meet at least twice annually at the call of the Chair of the Committee, the Chair of the Board, or at the discretion of the Board.

Commented [187]: Governance & By-Laws has asked that this be added to all standing committee terms of reference.

Investment Committee

Special Resolution: No. 1-N - Terms of Reference of the Investment Committee

Effective Date: April 2015

Previous Revisions: *

1. The Investment Committee is a subcommittee of the Property & Finance Committee.
2. The committee's general terms of reference are:
 - (a) To establish and regularly review investment policy, objectives and strategy.
 - (b) To appoint external fund managers and to retain a fund measurement service and other investment consultants as appropriate.
 - (c) To review regularly the portfolio and the performance of the external fund managers and to take action as may be deemed appropriate.

MEMBERSHIP AND PROCEDURE

3. The Committee shall consist of ten members as follows:
 - Vice-President (Resources & Operations)
 - Associate Vice-President (Finance & Facilities)
 - Director, Investments
 - Two current or former members of the Board, appointed by the Property & Finance Committee
 - Five members, appointed by the Property & Finance Committee on the recommendation of the Investment Committee
4. The Committee may add other members, with the approval of the Property & Finance Committee, ~~for particular purposes, e.g. for the assessment of University land holdings.~~ when particular expertise or background is needed.
5. The Vice-President (Resources & Operations) or designate shall be Chair. The Secretary of the Board, or designate, shall be Secretary of the Committee.
6. The Committee shall meet quarterly and shall report to the Property & Finance Committee on a quarterly basis.

Special Resolution: No. 1-H - Terms of Reference of the McIntosh Gallery Committee

Effective Date: June 2010

Previous Revisions: *

GENERAL

1. The McIntosh Gallery, which was opened to the public on June 26th, 1942, was the first University Art Gallery to be established in Ontario. It was built with a substantial bequest from the Estate of Wilhelmina Morris McIntosh to the memory of her husband, J. Gordon McIntosh, ~~a Winnipeg businessman~~. The agreement between the University and the Executors of the Estate provided for the cost of construction of the Gallery ~~and for a special fund (fifty percent of the remaining portion of the residue of the estate) to be used for the purchase of paintings and the maintenance of the building. Fifty percent of the income from the remaining portion of the estate is to be used by the McIntosh Gallery for the purchase of art and the maintenance of the building. The remaining fifty percent is to be used for the advancement of music, public speaking, business, and geography.~~
2. The function of the McIntosh Gallery is to be a cultural and resource centre for the University. As well as being used for the display and study of the University Collection, it is the focal point for visiting exhibits of visual art to be shown to the University community and the public and for the staging of related activities.
3. The McIntosh Gallery Collection consists of approximately ~~3000-3800~~ (as of ~~2010~~2016) works of art that have been acquired by the University through the following means:
 - (a) the bequest from the McIntosh Estate;
 - (b) donations by the Alumni Association;
 - (c) donations and bequests by individual benefactors;
 - (d) purchases by the McIntosh Gallery;
 - (e) Western University's portraits of record.

THE MCINTOSH GALLERY COMMITTEE

4. The McIntosh Gallery Committee is a standing committee of the Board of Governors established for purposes as follows:
 - (a) To supervise the bequests to the University from the McIntosh Estate under the terms of the Will.
 - (b) To control such income as may accrue to the University from the Estate and to make purchases or allocate funds within the terms of the Will.
 - (c) To develop and establish policies for the operation of the McIntosh Gallery and for the control, custody and maintenance of the McIntosh Gallery Collection.
 - (d) To develop and establish policies to govern the acquisition of art objects for inclusion in

the McIntosh Gallery Collection, and the deaccessioning therefrom.

- (e) To make recommendations for the acceptance of gifts or bequests of art objects in accordance with Board policy on Gift Acceptance.
- (f) To exercise general surveillance over funds which have been established for the acquisition of art objects, and to authorize expenditures from such funds.
- (g) To report to the Board of Governors annually on the purchase of art objects.
- (h) To report to the Board annually the yearly appropriations for the purchase of art objects which shall be administered in accordance with the terms of reference governing such funds.

MEMBERSHIP and PROCEDURES

5. The McIntosh Gallery Committee shall be composed as follows:

Ex Officio

The President & Vice-Chancellor (or designate)

The Provost and Vice-President (Academic) (or designate) – ~~non-voting~~

The Director/Chief Curator of the McIntosh Gallery (Secretary) – non-voting

The Chair of the Department of Visual Arts

Appointed or Elected

Three members of the Board to be appointed annually by the Board on the recommendation of the Executors of the McIntosh Estate, ~~with one of whom being appointed from among those members of the Board appointed or elected under clauses (b), (c), (d), and (h) of Section 9(1) of the UWO Act 1982.~~

Up to 6 members-at-large appointed by the Board of Governors on nomination by the McIntosh Gallery Committee for three-year terms, renewable once.

Two members ~~appointed~~ elected by the Senate for two-year terms.

~~A representative of the Department of Visual Arts (observer);~~

~~The term of office for appointed members shall be one year, renewable.~~ The Chair and Vice-Chair of the Committee shall be elected annually by the Committee.

6. The Committee shall normally meet [INSERT FREQUENCY OR NUMBER OF MEETINGS] or at the call of the Chair.

7. The Committee shall establish an annual work plan.

8. The Committee shall review its terms of reference every three years.

9. Quorum is a majority of voting members.

DIRECTOR/CHIEF CURATOR OF THE MCINTOSH GALLERY

6. The Director/Chief Curator of the McIntosh Gallery shall be responsible to the Provost & Vice-President (Academic) for the overall administration of the McIntosh Gallery and its exhibitions and

programs as well as for the control, custody and maintenance of the McIntosh Gallery Collection in accordance with policies established by the McIntosh Gallery Committee. This shall include budgetary responsibility for:

- (a) allocations from the income of the Estate,
- (b) allocations from funds established for the acquisition of art objects; and
- (c) all other revenue received from various sources, such as granting agencies, donations and the ArtShare Program

The Director/Chief Curator shall cooperate closely with the Department of Visual Arts.

ACQUISITIONS COLLECTION MANAGEMENT SUBCOMMITTEE

7. The Acquisitions Subcommittee consists of up to nine members appointed by the McIntosh Gallery Committee in accordance with the Terms of Reference of the Subcommittee. At least ~~one~~ two members, including the Chair of the Subcommittee must ~~also be a member~~ also be of the McIntosh Gallery Committee. ~~and Chair of the Subcommittee shall be one of those McIntosh Gallery Committee members.~~

The subcommittee shall assist in the acquisition of art objects and shall meet to assess specific proposals for acquisitions or disposals. Recommendations for acquisition will be submitted to the McIntosh Gallery Committee for approval.

Special Resolution: No. 1-H - Terms of Reference of the McIntosh Gallery Committee

Effective Date:

Previous Revisions:

GENERAL

1. The McIntosh Gallery, which was opened to the public on June 26th, 1942, was the first University Art Gallery to be established in Ontario. It was built with a substantial bequest from the Estate of Wilhelmina Morris McIntosh to the memory of her husband, J. Gordon McIntosh. The agreement between the University and the Executors of the Estate provided for the cost of construction of the Gallery. Fifty percent of the income from the remaining portion of the estate is to be used by the McIntosh Gallery for the purchase of art and the maintenance of the building. The remaining fifty percent is to be used for the advancement of music, public speaking, business and geography.
2. The function of the McIntosh Gallery is to be a cultural and resource centre for the University. As well as being used for the display and study of the University Collection, it is the focal point for visiting exhibits of visual art to be shown to the University community and the public and for the staging of related activities.
3. The McIntosh Gallery Collection consists of approximately 3,800 (as of 2016) works of art that have been acquired by the University through the following means:
 - (a) the bequest from the McIntosh Estate;
 - (b) donations by the Alumni Association;
 - (c) donations and bequests by individual benefactors;
 - (d) purchases by the McIntosh Gallery;
 - (e) Western University's portraits of record.

THE McINTOSH GALLERY COMMITTEE

4. The McIntosh Gallery Committee is a standing committee of the Board of Governors established for purposes as follows:
 - (a) To supervise the bequests to the University from the McIntosh Estate under the terms of the Will.
 - (b) To control such income as may accrue to the University from the Estate and to make purchases or allocate funds within the terms of the Will.
 - (c) To develop and establish policies for the operation of the McIntosh Gallery and for the control, custody and maintenance of the McIntosh Gallery Collection.
 - (d) To develop and establish policies to govern the acquisition of art objects for inclusion in the McIntosh Gallery Collection, and the deaccessioning therefrom.

- (e) To make recommendations for the acceptance of gifts or bequests of art objects in accordance with Board policy on Gift Acceptance.
- (f) To exercise general surveillance over funds which have been established for the acquisition of art objects, and to authorize expenditures from such funds.
- (g) To report to the Board of Governors annually on the purchase of art objects.
- (h) To report to the Board annually the yearly appropriations for the purchase of art objects, which shall be administered in accordance with the terms of reference governing such funds.

MEMBERSHIP and PROCEDURES

5. The McIntosh Gallery Committee shall be composed as follows:

Ex Officio

The President and Vice-Chancellor (or designate)
The Provost and Vice-President (Academic) (or designate)
The Chair of the Department of Visual Arts
The Director/Chief Curator of the McIntosh Gallery (Secretary) – non-voting

Appointed or Elected

Three members of the Board to be appointed annually by the Board on the recommendation of the Executors of the McIntosh Estate.

Up to 6 members-at-large appointed by the Board of Governors on nomination by the McIntosh Gallery Committee for three-year terms, renewable once.

Two members elected by the Senate for two-year terms.

The Chair and Vice-Chair of the Committee shall be elected annually by the Committee.

- 6. The Committee shall normally meet three times each year or at the call of the Chair.
- 7. The Committee shall establish an annual work plan.
- 8. The Committee shall review its terms of reference every three years.
- 9. Quorum is a majority of voting members.

DIRECTOR/CHIEF CURATOR OF THE MCINTOSH GALLERY

6. The Director/Chief Curator of the McIntosh Gallery shall be responsible to the Provost and Vice-President (Academic) for the overall administration of the McIntosh Gallery and its exhibitions and programs as well as for the control, custody and maintenance of the McIntosh Gallery Collection in accordance with policies established by the McIntosh Gallery Committee. This shall include budgetary responsibility for:
- (a) allocations from the income of the Estate,
 - (b) allocations from funds established for the acquisition of art objects; and

- (c) all other revenue received from various sources, such as granting agencies, donations and the ArtShare Program

The Director/Chief Curator shall collaborate closely with the Department of Visual Arts.

COLLECTION MANAGEMENT SUBCOMMITTEE

7. The Collection Management Subcommittee consists of up to nine members appointed by the McIntosh Gallery Committee in accordance with the Terms of Reference of the Subcommittee. At least two members, including the Chair of the Subcommittee, must be members of the McIntosh Gallery Committee.

The subcommittee shall assist in the acquisition of art objects and shall meet to assess specific proposals for acquisitions or disposals. Recommendations for acquisition will be submitted to the McIntosh Gallery Committee for approval.

Special Resolution: No. 9

Effective Date: January 30, 2014

Revised:

Pursuant to the provisions for membership on the Board of Governors as set out in the University of Western Ontario Act (1982) and By-Law No. 1, the following shall be the procedures for election or appointment to the Board.

A. CONSTITUENCIES: FACULTY-AT-LARGE, ADMINISTRATIVE STAFF, UNDERGRADUATE STUDENTS, GRADUATE STUDENTS

A.1 General

- (1) The Secretary of the Board of Governors shall be the Chief Returning Officer.
- (2) The schedule for calling of nominations, publication of candidates' names, and time lines for balloting shall be as published from time to time by the Secretary of the Board. Normally, nominations are open for approximately three weeks in early January, followed by a one- to two-week campaign period (depending on constituency), with a two-day web-voting period following the close of campaigning.
- (3) Candidates for election must be nominated by means of an official nomination form available from the Secretary of the Board and accessible on the Secretariat's website:
<http://www.uwo.ca/univsec/>
- (4). Nomination forms must be signed by ten (10) persons eligible to vote in the constituency concerned. A nominator may not nominate more candidates than there are seats to be filled in the constituency.
- (5) The nomination forms shall convey information on eligibility for and restrictions upon election to the Board, as provided in the University Act, collective agreements and Board policy.
- (6) Nominees must declare on the nomination form:
 - (a) that they are willing to stand as candidates for election and to serve if elected;
 - (b) that they meet the eligibility requirements for the constituency.
- (7) Nominees may submit with the nomination form a biographical statement or other comments up to a limit of 75 words and a digital photograph for publication. The Secretary shall have discretion in restricting the published statement to 75 words should that submitted be in excess of this limit. The statement, and a digital photograph of the candidate will be posted on the election website and linked to the ballot, and by submitting the statement and photograph, candidates agree to such posting.

- (8) Errors or irregularities on a nomination form constitute grounds for rejection of the nomination by the Secretary of the Board.
- (9) When only sufficient nominations to fill the vacancies for any constituency are received, the Secretary of the Board shall declare the person(s) elected by acclamation, except when more than one seat with varying term lengths are to be filled and a vote is required to determine the candidate who shall serve the longer term. Where no candidates are nominated for the faculty or staff constituencies, the seat shall remain vacant until the next election. Where no candidates are nominated for a student constituency, the seat shall be filled in a manner determined by the Bylaws Committee.
- (10) Except where election is by acclamation, election shall be by secret ballot by those eligible to vote in the constituency concerned.
- (11) The candidate receiving the largest number of votes shall be elected. Should there be more than one seat to be filled in a constituency in any given election, the candidate with the plurality of votes shall be elected to the longer membership term and the candidate with the next highest number of votes shall be elected for the shorter membership term.
- (12) In cases where two or more candidates receive the same number of votes, the tie shall be broken by a lottery conducted by the Secretary of the Board in the presence of the tied candidates or their agents.
- (13) An election shall not be invalidated by any irregularity which does not affect the outcome of such an election. Notification of any irregularity must be received by the Secretary of the Board within five days of the closing of the polls.
- (14) The results of the election shall be announced as soon as possible after the closing of balloting. The number of votes received by each candidate will be made public.
- (15) A list of voting results, validated by the Secretary of the Board, shall be retained for a period of at least two years.

A.2 Eligibility

A.2.1 Faculty-at-Large Constituency (2 members)

- (1) To be **eligible for election**, a candidate must be a full-time member of the Faculty of the University, or a Clinical Academic appointed under *Conditions of Appointment: Physicians Appointed in Clinical Departments and Clinical Divisions of Basic Science Departments*, at the rank of Assistant Professor or higher who has held academic appointments at the University for at least four academic years.
- (2) The following members of Faculty are **eligible to vote**:
 - (a) all full-time members of the academic staff of the University at the rank of Lecturer, Assistant Professor, Associate Professor, or Professor; and
 - (b) all Clinical Academics appointed under *Conditions of Appointment: Physicians Appointed in Clinical Departments and Clinical Divisions of Basic Science Departments*, at the rank of Assistant Professor, Associate Professor, or Professor, and
 - (c) all part-time members of the academic staff of the University at the rank of Assistant Professor or higher who are listed as such in the Records section of the Division of Human Resources.

A.2.2 Administrative Staff Constituency (2 members)

- (1) To be **eligible for election**, a candidate must be a member of the full-time administrative staff of the University and be listed as such in the Records section of the Division of Human Resources. A member of the full-time administrative staff of the University who is a member of Faculty is not eligible for election or to vote in the administrative staff constituency.
- (2) All members of the full-time administrative staff of the University, except those who are members of Faculty, are **eligible to vote** in the administrative staff constituency.

A.2.3 Undergraduate Student Constituency (2 members)

- (1) To be **eligible for election**, a candidate must be an undergraduate student in the Constituent University who will have completed one academic year as a full-time student or the equivalent as a part-time student by the start date of the term of the seat. Full-time and part-time undergraduate students of the Constituent University who are full-time members of the administrative staff or members of Faculty are not eligible for candidacy in the undergraduate student constituency.
- (2) Students registered at an Affiliated University College are ineligible for candidacy.
- (3) All full-time and part-time undergraduate students in the Constituent University are **eligible to vote** in the undergraduate student constituency.

A.2.4 Graduate Student Constituency (1 member)

- (1) To be **eligible for election**, a candidate must be a graduate student in the Constituent University as may be verified by the official student records of the University. Full-time and part-time graduate students of the University who are full-time members of the administrative staff or members of Faculty are not eligible for candidacy in the graduate student constituency.
- (2) Students registered at an Affiliated University College are ineligible for candidacy.
- (3) All Graduate Students in the Constituent University are **eligible to vote** in the graduate student constituency.

A.3 Procedures:A.3.1 Faculty-At-Large/Administrative Staff Constituencies

- (1) In a year in which vacancies occur in the Faculty-at-Large or Administrative Staff Constituencies, the Secretary of the Board shall call for nominations, ~~normally within the first three weeks of January.~~
- (2) Completed nomination forms must be submitted to the Secretary of the Board ~~in accordance with the deadline provided in the posted Election Schedule, not less than seven but not more than fourteen consecutive days from the official date of call for nominations.~~ The Secretary of the Board shall publish the list of valid nominations on the Secretariat's website as soon as possible after the close of nominations. The official list shall be organized by constituency with candidates listed alphabetically by last name ~~alphabetically~~ and with the title and academic/administrative unit of each nominee.

- (3) Balloting will be conducted during a designated period at an election site linked to Western's Homepage ~~on the Internet~~: <http://www.uwo.ca>.
- (4) The Secretary of the Board shall publish the name(s) of the successful candidate(s) in an official notice of the Board to be posted at the University Secretariat's Office and on its website as soon as possible after the close of balloting.

A.3.2 Undergraduate Student and Graduate Student Constituencies

- (1) ~~When possible, Elections elections~~ to the Undergraduate and Graduate Student Constituencies are ~~normally~~ timed to run in conjunction with the USC ~~and SOGS presidential Election elections~~. In years in which there is a vacancy in these constituencies, the Secretary of the Board will ~~normally~~ issue a call for nominations ~~during the second week of classes in January. Completed nomination forms must be submitted to the Secretary of the Board not less than seven but not more than fourteen consecutive days from the official date of call for nominations.~~
- (2) A mandatory all-candidates meeting will be scheduled for candidates during the week following the close of nominations. Student nominees who do not attend or have not made arrangements to send an alternate will be automatically disqualified from candidacy. Following the all-candidates meeting, the Secretary of the Board shall publish a list of valid nominations on the Secretariat's website for each constituency. The official list shall be by last name alphabetically, and show for each candidate the academic program and year of registration as recorded in the official student records of the University.
- (3) ~~The For undergraduate students, the~~ Secretary of the Board may employ the USC Election Committee to supervise campaigning by candidates but any decision that a candidate be disqualified may be appealed to the Secretary of the Board by 4:00 p.m. of the second working day following the date of the letter notifying the candidate of the Election Committee's decision that the candidate be disqualified. Where there is inconsistency between the policies and procedures stated in USC ByLaw 2 and those of the Board, the policies and procedures of the Board shall take precedence and the final authority for resolving all disputes in such matters shall rest with the Secretary of the Board.
- (4) For graduate students, the Secretary of the Board may employ the SOGS CRO and Appeals Review Commission to supervise campaigning by candidates but any decision that a candidate be disqualified may be appealed to the Secretary of the Board by 4:00 p.m. of the second working day following the date of the letter notifying the candidate of the Appeals Commission's decision that the candidate be disqualified. Where there is inconsistency between the policies and procedures stated in SOGS election regulations and those of the Board, the policies and procedures of the Board shall take precedence and the final authority for resolving all disputes in such matters shall rest with the Secretary of the Board.
- (5) When either the USC or SOGS processes are not employed, candidates will be required to adhere to the campaign requirements and processes established by the Governance & By-Laws Committee of the Board of Governors.

B. CONSTITUENCIES: FACULTY ELECTED BY SENATE; ALUMNI MEMBER; BOARD-ELECTED MEMBERS

B.1 Faculty Elected by Senate (2 members)

- (1) To be eligible for election by the Senate, the candidate must be a member of Faculty and a member of the Senate at the time elected.
- (2) The election of members to the Board by the Senate shall be the responsibility of the Senate and by such procedure as the Senate shall determine.

B.2 Members Elected by the Alumni Association (4 members)

The election of members to the Board by the Alumni Association shall be the responsibility of the Association except that the cost of such elections may be borne by the Board, subject to the approval of the Board.

B.3 Members Elected by the Board (4 members)

- (1) The election of members by the Board under Section 9.(1) of the Act, clause (h) shall be by a majority of those members of the Board entitled to vote in such election present at the meeting at which the election takes place, provided that a quorum of fourteen such eligible members are present.
- (2). The Senior Operations Committee shall be responsible for the identification of candidates as vacancies occur and shall make nominations to the Board.
- (3). Voting shall be by show of hands or by ballot as may be determined by the Board.

C. FILLING OF VACANCIES - Elected and Appointed Members**C.1.** When a vacancy occurs prior to the expiration of the membership term of a member elected by the Faculty-at-large, the administrative staff, or students, action in respect to the filling of the vacancy shall be as follows:

- (1) If the time remaining in the term of office is six months or less, the seat shall normally remain vacant until the next regular election. However, for faculty, administrative staff and student constituencies, if the time remaining in the term of office is six months or less and the vacancy occurs after the February elections and prior to the commencement of new terms in July, the member-elect in the same constituency will be invited by the Secretary of the Board to assume the vacant seat.
- (2) If the time remaining in the term of office is more than six months but less than two years, the vacancy shall be filled from among the eligible candidates of the constituency concerned who were unsuccessful in the last election, in a priority determined by their plurality in that election, and provided that to be thus eligible a candidate must have polled at least 20% of the votes cast in that election. Failing such circumstances, the Secretary of the Board shall call a by-election.
- (3) If the time remaining in the term of office is more than two years, the vacancy shall be filled by a by-election.

The conduct of a by-election shall be the same as that of a regular election.

C.2. When a vacancy occurs prior to the expiration of the membership term of a member elected or appointed by the Council of the City of London, the Lieutenant Governor in Council, the Alumni Association, the Senate, or the Board, the body responsible for electing or appointing such member shall be requested to appoint a person to fill the vacancy for the time remaining in the membership term except that if the time remaining in the term of office is six months or less, the Board may declare by resolution that the seat remain vacant until the next regular appointment period.

McIntosh

Gallery

Annual

Report

2015/16

Director's Report

During 2015/16, McIntosh organized three major solo exhibitions of recent work by mid-career Canadian artists: Janice Gurney (Toronto), Ed Pien (Toronto), and Kim Moodie (London). Each show provided unique opportunities for engagement in the development of content with guest writers, graduate students, and the artists themselves actively involved with staff curators in research and exhibition/catalogue production. Gurney, for example, incorporated works from the McIntosh collection into her exhibition *All the Spaces*. The 163-page exhibition catalogue featured extensive research done by the artist and curator, an essay by Dr. Miriam Jordan Haladyn (Oneida, bear clan), and a fictional text by Jeanne Randolph (Winnipeg) commissioned for the project.

Ed Pien presented *Imaginary Dwelling*, a major installation about refugees and homelessness that garnered international attention at the Moscow Biennale, along with an entirely new installation *Spectral Drawings*. Instead of a conventional exhibition catalogue, Pien worked with a team of designers at Black Dog Publishing, London, UK, to develop an artist book with essays by internationally acclaimed contemporary art curator Catherine de Zegher (Ghent) and Angela Kingston (London, UK).

For the first time in his career, Moodie presented recent videos and photographs, in addition to his more familiar paintings and drawings. McIntosh selected a major new painting from the exhibition for purchase, demonstrating our commitment to having the permanent collection reflect and document our exhibition activity.

During the summer of 2015, McIntosh presented MFA solo thesis exhibitions by Matt Tarini (Toronto) and Mike Pszczonak (London) in collaboration with the Department of Visual Arts. Such solo exhibitions provide emerging artists with the opportunity to gain experience with public gallery exhibition practices.

Key works from the McIntosh collection by Canadian artists of the sixties and seventies comprised *Jewels in the Crown: the Western Alumni Association Art Collection*, which opened in September, 2015. Gallery interns conducted research for online dissemination and extended labels that will document the artists and the fascinating story of how an alumni group fundraised and purchased such outstanding paintings and sculptures for the gallery during the 1970s. Complementary programming focused on public and private collecting practices, with special tours and events targeting alumni visiting London for *Western Homecoming*.

In celebration of Black History Month, McIntosh organized and presented *The John and Suzanne Kaufmann Collection of African Art*. Assembled since the 1920s by the Kaufmann family, who emigrated from South Africa to London in the 1970s, this important collection of over 200 works of art from Western Africa was interpreted by a team of community and campus content providers, including Western International students from Africa, under the supervision of Carol Kaufmann Bishop, curator, African Art, at the Iziko Museums/ National Gallery, Cape Town, South Africa. A satellite exhibition of smaller work for the collection was curated by intern Alanna Sulz at

Western's Weldon Library, expanding audience and creating awareness of Black History Month on campus. To complement the Kaufmann exhibition, McIntosh organized a solo exhibition of a new generation, Vancouver-based artist of colour, Karin Jones, which examines slave labour in relation to the 19th century cotton textile industry. The work consists of a Victorian mourning dress made of braided synthetic hair extensions, surrounded by a bed of natural cotton bolls, some of which are altered to contain tufts of the artist's hair. It examines issues of African identity, imperial rule, slavery, and alienation. Jones gave an artist talk and an artist-led exhibition tour.

McIntosh ended 2015/16 in a sound financial position with an accumulated surplus of \$73,904. Much of this is allocated for publication costs to be expensed in the first half of 2016/17. Major publications documenting Ed Pien's 2016 exhibition and Kelly Wood's 2017 exhibition will be published in the fall and launched at the Toronto Art Fair in late October 2016. The surplus also includes \$25,000 received from the Ontario Arts Council through the Culturally Diverse Curatorial Projects program for the 2017 McIntosh exhibition *Silence, Pressure and Noise*, curated by Vicky Mafouwad-Paul.

Looking forward to McIntosh Gallery's 75th anniversary and Canada 150 celebrations in 2017, gallery staff is now organizing an array of exciting community outreach programs, exhibitions and publications as we continue to enhance the gallery's impact and reach on campus, in London and further afield.

James Patten, Director and Chief Curator

Collection Report

Donations

Eric Atkinson, London, in memory of Flora Tripp

Eric Atkinson (Canadian, born England 1928)

Maroon Lake 2008

collage on board, 45.6 x 55.9 cm

Lew Benvenuto, London, in memory of Eleanor Taylor Benvenuto

Micheline Beauchemin (Canadian, 1930-2009)

Le Fleuve St. Laurent nd

metallic and mixed fibres on board, 31.0 x 70.2 cm

Alan C. Collier (Canadian, 1911-1990)

Prairie Contours 1981

oil on board, 40.6 x 91.4 cm

Jamelie Hassan (Canadian, b. 1948)
Palmyra Night April 18, 1986 1986
watercolour on paper, 25.7 x 35.6 cm

Marino Marini (Italian, 1901-1980)

Uomo Seduto en la Finestra Qui Estudia la Astronomia
bronze 2/4, 29.3 x 24.5 x 16.0 cm

J. P. Riopelle (Canadian, 1923-2002)
The Seasons of Saint-Cyr-en-Arthies No. 3, Les Petites Vignes ou Grouettes 1985
serigraph on paper, 28/75, 50.8 x 71.1 cm

unknown Inuit artist
untitled (hunter) nd
whale bone, 20.1 x 16.3 x 10.4 cm

Elizabeth Busby, Toronto

Joanne Tod (Canadian, born 1953)
Portrait of Dr. Stuart Busby and Elizabeth Phillimore Busby c1998 1998
acrylic on canvas, 35.6 x 50.8 cm

Sheila Curnoe, London

Greg Curnoe (Canadian, 1936-1992)
Ingredients 1987
ink on paper, aluminum, steel, coroplast, ply backing
131.0 X 209.4 X 11.0 cm

The Inuit Gallery, London

Shuvinai Ashoona (Canadian Inuit, born 1961)
One Penny 2010
lithograph on paper ed. 6/25, 66.8 X 55.9 cm

Siassie Kenneally (Canadian Inuit, born 1969)
Tuniqtaviniit (Artifacts) 2013
lithograph on paper, ed.1/50, 51.3 X 66.4 cm

Ningeokuluk Teevee (Canadian Inuit, born 1963)
Kiviup Nulianga 2008
lithograph on paper, ed. 33/50, 57.3 X 38.3 cm

Ningeokuluk Teevee (Canadian Inuit, born 1963)

Legend of Qalupalik 2011

lithograph on paper, ed. 28/50, 52.2 X 61.0 cm

Nonie Ketchum, St. Thomas

William Cresswell (British, 1822-1888)

Untitled (Lake Megantic) 1879

watercolour on paper, 14.4 X 23.0 cm

William Cresswell (British, 1822-1888)

Untitled (Lake Megantic - fisherman) 1879

watercolour on paper, 14.8 X 22.6 cm

William Cresswell (British, 1822-1888)

Lake Megantic Region, Quebec no date

watercolour on paper, 22.5 X 30.2 cm

William Cresswell (British, 1822-1888)

Mountbatten at Plymouth, England 1856

watercolour and graphite on paper, 19.0 X 27.8 cm

Thomas L. Hunt (Canadian, 1882 – 1938)

Middlesex Stream 1909

watercolour on paper mounted on card, 30.2 X 35.3 cm

John Boyle (Canadian, born 1941)

Canadian Heroes Series #1: Batoche - Louis-David Riel 1974

acrylic on wood, 93.1 X 122.1 cm

Maurice Stubbs, London, in memory of Flora Tripp

Maurice Stubbs (Canadian, born Australia 1924)

Stratford Park, Trees 2002

watercolour on paper, 53.2 X 73.5 cm

Joan Walters and David Job, Burlington, in memory of Dr. Jack H. Walters

Norval Morrisseau (Canadian First Nations, 1931-2007)

Beaver c1970

acrylic on paper, 56.3 X 76.1 cm

Ross and Marion Woodman, London

Claude Breeze (Canadian, born 1938)

Reclining Nude 1971

ink and coloured markers on paper, 43.1 x 35.4 cm

Jim Dine (American, born 1935)

A Girl and her Dog I 1971

etching and aquatint on paper 33/75, 89.4 x 71.1 cm

Roly Fenwick (Canadian, born 1932)

Landscript: Exclamations 2006

oil on linen, 91.9 x 122.3 cm

Yves Gaucher (Canadian, 1934-2000)

En hommage à Webern #17 1963

intaglio relief print 4/30, 56.4 x 75.8 cm

Sky Glabush (Canadian, born 1970)

Eakins 2010

oil on board, 75.6 x 60.6 cm

Sky Glabush (Canadian, born 1970)

Study for White Out 2008

oil on paper, 52.7 x 73.2 cm

Sky Glabush (Canadian, born 1970)

Echo 2010

oil on canvas, 183.1 x 244.3 cm

Kirtley Jarvis (Canadian, born 1953)

If you hate being misread you'd better stop writing messages 2003

embroidery on printed cotton, metal coil, 30.5 x 40.6 cm

Kirtley Jarvis (Canadian, born 1953)

Industrial Footprint #2 2008

ink on handmade flax and hemp paper casts, wire, buttons, 68.0 x 45.9 x 17.0 cm

Ron Martin (Canadian, born 1943)

Untitled (Music Portfolio) 1982

Silkscreen on paper 6/40, 74.3 x 57.3 cm

Ian McKeever (British, born 1946)

Print G - Version II 1997

woodcut monoprint on Paper, 112.5 x 79.6 cm

Joan Miro (Spanish, 1893-1983)

Jardin au clair de lune 1973

lithograph on Arches paper 30/100, 59.8 x 43.7cm

Henry Moore (British, 1898-1986)

Reclining Figures 1973

lithograph on paper 30/75, 46.1 x 37.0 cm

Parr (Canadian Inuit, 1893-1969)

untitled 1965

ink marker on paper, 45.6 x 61.0 cm

Sean Scully (American, born Ireland, 1945)

Paris Red Wall 2004

lithograph on paper 11/40, 76.3 x 93.6 cm

Antoni Tàpies (Spanish, 1923-2012)

Variation sur un theme musical XV 1987

lithograph on paper 10/75, 53.9 x 69.6 cm

Michael Thompson (Canadian, born 1954)

Scissors 1979

graphite on paper, 33.6 x 54.1 cm

Paul Walde (Canadian, born England, 1968)

Xyloexpressionist Painting #8, 2001

oil on acrylic on wooden assemblage on panel, 37.8 x 27.8 x 18.4 cm

Purchases

Alma Duncan (Canadian, 1917-2004)

House at Lake Manitou (near Ivry, Quebec) 1943

oil on panel, 32.7 x 41.0 cm

Purchase, W. H. Abbott Fund, 2015

Alma Duncan (Canadian, 1917-2004)

Structure #2 1966

oil on canvas, 77.2 x 103.4 cm

Purchase, W. H. Abbott Fund, 2015

Shelley Niro (Canadian First Nations, born United States, 1954)

Parallel Worlds of Women and Warriors 2010

digital print on paper, 109.0 x 312.0 cm

Purchase, W. H. Abbott Fund with the support of the Canada Council for the Arts Acquisition Grants Program/ Oeuvre achetée avec l'aide du Fonds W. H. Abbott, et du programme de Subventions d'acquisition du Conseil des Arts du Canada, 2015

Jamie Quail (Canadian, born 1980)

Frame 3/Simple Pleasures 2015

acryla-gouache on wood, 56.6 X 67.7 cm

Purchase, W. H. Abbott Fund with the support of the Canada Council for the Arts Acquisition Grants Program/ Oeuvre achetée avec l'aide du Fonds W. H. Abbott, et du programme de Subventions d'acquisition du Conseil des Arts du Canada, 2015

Jamie Quail (Canadian, born 1980)

Jeans (Light) 2015

mixed fabrics, 100.7 X 65 X 4.3 cm

Purchased in memory of Flora Tripp (December 5, 1943 - June 17, 2015) with funds from her family and friends, and the support of the Canada Council for the Arts Acquisition Grants program/Oeuvre achetée en mémoire de Flora Tripp (5 Décembre, 1943 à 17 Juin, 2015), avec les fonds reçus de sa famille et les amis, et du programme de Subventions d'acquisition du Conseil des Arts du Canada, 2015

Exhibitions

Janice Gurney: All the Spaces

May 15 – June 27

Curated by Julian Jason Haladyn

Organized by McIntosh Gallery

Mike Pszczonak: Hand-eye

August 7 – September 12

Organized by McIntosh Gallery in collaboration with the Department of Visual Arts, Western University

Matt Tarini: Liminal Space

August 7 – September 12

Organized by McIntosh Gallery in collaboration with the Department of Visual Arts, Western University

Jewels in the Crown: the Western Alumni Association Art Collection

September 17 – October 24

Curated by Catherine Elliot Shaw

Organized by McIntosh Gallery

Ed Pien: Luminous Shadows

November 5 – December 12

Curated by Catherine Elliot Shaw

Organized by McIntosh Gallery

Karin Jones: Worn

January 21 – March 12

Curated by Catherine Elliot Shaw

Organized by McIntosh Gallery

The John and Suzanne Kaufmann Collection of African Art

January 21 – March 12

Organized by McIntosh Gallery

Leading the Way: Early Canadian Women Artists

March 18 – May 14

Curated by Catherine Elliot Shaw

Organized by McIntosh Gallery

Kim Moodie: Any Dream Will Do

March 18 – May 14

Curated by James Patten

Organized by McIntosh Gallery

Artshare

ArtShare currently has 708 works on display throughout Western University representing about 12% of the McIntosh Gallery collection. This includes 15 outdoor sculpture installations and 53 permanently installed portraits of record. In 2015 ArtShare Technical Services, an initiative that offers professional framing, installation and related services to Western departments and faculty for their campus spaces, continued to increase earned revenues for the gallery. Major projects in 2015/16 included: The start of an ongoing project to conserve and re-frame many of the historical maps housed at Weldon's Map Library, many of which date to the 16th century; the installation of art at the newly-renovated Delaware Hall and the Great Hall, Huron College; and the design and installation of a hall of fame at the School of Graduate and Post-Doctoral Studies.

Cost savings were achieved by collaborating with Weldon Library to use their delivery trucks in exchange for free ArtShare installations in the library offices. ArtShare revenue in 2015/16 was \$20,146, which was used for exhibitions, programs and related publications.

Programs and Outreach

May 1, 2015

Chris McNamara – Video Mixing workshop

Financial contribution

Collaborators: LOMAA, Vibrafusion Lab

Attendance: 35

This workshop featured a demo and discussion examining live video mixing and what it can bring to a live performance. Participants can see the process of arranging a "video set" and take part in a live video mix with audio accompaniment.

May 2, 2015

Chris McNamara – Live Performance

Financial contribution

Collaborators: LOMAA, Vibrafusion Lab

Attendance: 35

City Symphonies is a live audio/visual performance by Christopher McNamara that featured visual and sonic contributions from the previous day's workshop. The performance was followed by a live improvisational set with London musicians Cailen Dye and Ian Doig-Phaneuf.

May 7, 2015

Maurice Stubbs book launch

Attendance: 65

This richly illustrated 150-page hard cover volume traces Stubbs' remarkable globetrotting story beginning with his service in the Royal Australian Air Force during the Second World War through his extensive travels before settling in Canada in the 1960s. He then worked at the National Gallery of Canada and what is now Museum London before becoming curator of McIntosh Gallery from 1969 to 1989. After his retirement, he resumed his career as an award-winning visual artist. Now ninety, Stubbs continues to paint and exhibit, and was the subject of a 40-year survey, *Maurice Stubbs: Primary Forces*.

The book features essays by: Western alumnus Tom Smart, former director of the McMichael Canadian Art Collection; Phil McNamara, a West Australian writer, educator and artist; and McIntosh curator, Catherine Elliot Shaw.

May 25, 2015

Opening reception: *Janice Gurney: All the Spaces*

May 25 and 26, 2015

Blake and Environments of Disaster and Difference

Collaborators: Arts and Humanities, Center for Study of Theory and Criticism

Attendance: 25

June 20, 2015

Up With Art

Attendance: 200

June 27, 2015

CALA fundraiser

Donation Gil Moll print

Attendance: 150

September 2015

***Pressed For Time* - Eldon House Exhibition, Concourse Gallery**

Financial contribution \$300 and consultation

Collaborators: Department of Visual Arts, Eldon House

At the core of London's dynamic local history is Eldon House: a nineteenth century mansion proudly noted for its status as "London's oldest residence." Originally built for the Harris family in 1834, this storied museum and its current displays were reimagined as story clusters in this photographic floral exhibition.

Pressed for Time emphasized the collection of pressed flowers at Eldon House, which acted as an extended metaphor for the constant museological struggle to preserve objects that are in a perpetual state of decay. It also spoke to the ironing out of "wrinkles," both in the wax paper used for pressed flowers, as well as the more abstract ironing out of peripheral histories in the museum context. Here, the pressed flowers were brought back into the third dimension, perhaps offering new interpretations and contributing to fully formed stories. Photographs of the museum's displayed artifacts intersected with plant life and archival documentation, forming a larger metanarrative rooted in local history. The artifacts' transformed purpose from daily use to one of museological significance and the broader implication of historical fictioning that occurs

both intentionally and unintentionally with time were contemplated here. This project was developed in collaboration with McIntosh Gallery and Western Libraries.

September 3, 2015

Opening reception: *Mike Pszczonak: Hand-eye* and *Matt Tarini: Liminal Spaces*

September 17, 2015

FUSE CYOA – Art Crawl

Hosted FUSE inaugural CYOA event

Musical performance by Koine Project

Attendance: 130 (coincided with reception)

Attendees met for the opening reception of *Jewels in the Crown: the Western Alumni Association Art Collection* and musical performance by Koine Project, a musical group that aims to cross boundaries and present music in new light.

October 9, 2015

Franz Boas Conference

Hosted

Collaborators: Public Humanities at Western

Attendance: 30

This symposium explored Boas' identity within multiple discourses of public life, each revealing a different Boas, largely unknown to the others. Our speakers explored his internationalism (Canada, the U.S., Boas' native Germany, Mexico, Russia), his interdisciplinarity (from psycho-physics to geography to ethnology; linguistics, folklore, art, musicology, Indigenous Studies), his pioneering fieldwork with the Inuit and on the North Pacific Coast, his recording of oral traditions for "the native point of view" as expressed in Indigenous languages, his unflinching commitment to social justice (African-Americans, women, Native Americans), his seminal critique of race and racism, his opposition to war and support of refugees and immigrants, his insistence on the priority of science over nationalism.

November 5, 2015

Opening reception: *Ed Pien: Luminous Shadows*

December 9, 2015

Art Therapy

Organized by the McIntosh Gallery Student Projects Committee

Attendance: 95

December 10, 2015

SASAH Holiday Party

Organized by SASAH the McIntosh Gallery Student Projects Committee

Attendance: 45

January 21, 2016

ArtNow: Karin Jones

Collaborators: Department of Visual Arts

Attendance: 70

In conversation with curator Catherine Elliot Shaw, Karin Jones spoke about her exhibition *Worn* that ran from January 21 to March 12.

January 21, 2016

Opening reception: *Karin Jones: Worn* and *The John and Suzanne Kaufmann Collection of African Art*

February 8, 2016

**La Temise – Elementary School Tour
programming surrounding Kaufmann**

Provided educational programming to a group of seventy elementary school children surrounding African art and artifacts and exhibitions *Karin Jones: Worn* and *The Kaufmann Collection of African Art*.

Finishing Lines: One Night Performance Festival

Financial contribution \$1000

Collaborators: Forest City Gallery

Artists: Stephen Mueller, Liz Petersen, Jessica Karanghua, Katie Lyle and Shelby Wright

Attendance: 45

A one-day performance festival that surveyed performance art from across Southern Ontario. Performances included in *Finishing Lines Confronted: lines and erasures, stereotypes and subversions, futility and utility*.

February 25-March 10, 2016

Cabinet of Shadows: The Reliquary for Lost Animals

Publication collaboration with the Department of Visual Arts

Attendance: 100+ at opening

Cabinet of Shadows looked at the relationship between humans and famous animals, including Jumbo the Elephant, Jonah the embalmed Blue Whale, and Martha the Passenger Pigeon.

February 26, 2016

Confessions and Reflections

Hosted event, photography and video documentation

Collaborators: Ethnocultural Support Services, University Student Council

Attendance: 65

An open-mic night in celebration of Black History Month. Included tours of *Karin Jones: Worn* and *The John and Suzanne Kaufmann Collection of African Art*

March 7-13, 2016

Indigenous Week at Western

Attendance: 15

March 11, 2016

**Conference: Upset and Disarray: Re-Presenting the Museum".
and Open Studios**

Collaborators: Department of Visual Arts

\$300 contribution

Participants: Lisa Daniels, Josh Thorpe, Tom Sherman

Attendance: 250

Mindful of the stakes at play in the museum's role as cultural conduit, Upset and Disarray investigated diverse and challenging strategies that promote innovation rather than stagnation, fluidity rather than austerity. This symposium collected timely graduate presentations that addressed a range of topics, reconfiguring relations between the institutional, the curatorial, and the cultural.

March 18, 2016

Opening reception: *Kim Moodie: Any Dream Will Do* and *Leading the Way: Early Canadian Women Artists*

March 26, 2016

Kangaroo Variety

Collaborators: Brown and Dickson Booksellers

Attendance: 70

Director James Patten gave a presentation on Kim Moodie's practice and exhibition *Any Dream Will Do*

April 22, 2016

Fantastic Ekphrastics: The Art of Poetry, The Poetry of Art

Collaborators: Thames Valley School District, Department of English and Writing Studies

Attendance: 125

In this poetry workshop, students wrote ekphrastic poetry, that is, poems that describe, or are inspired by, works of art. Held at McIntosh Gallery, curator Catherine Elliot Shaw, gave a brief introduction to the current exhibitions. Students then examined and discussed some examples of ekphrastic before selecting a work of art to write about.

Publications

Jason McLean: If You Could Read My Mind

Essays by James Patten, David Liss, Sarah Milroy, Christine Walde. Published by Black Dog Publishing and McIntosh Gallery, 2015. Soft Cover, 96 pages.

Janice Gurney: All the Spaces

Essays by Julian Jason Haladyn, Miriam Jordan-Haladyn, Jeanne Randolph. Published by McIntosh Gallery, 2016. Soft cover, 163 pages.

Communications

- Based on monthly social media statistic reporting to provide meaningful data that helps us know how well we are engaging within the social sphere:

Facebook: 102% increase in “likes” since April 2015

Twitter: 77% increase in tweets since April 2015 and 75% increase in followers since May 2015

Instagram: 161% increase in followers since April 2015

- Saw 7,675 total visits to mcintoshgallery.ca between May 2015 and April 2016, 75% of which were made by first-time visitors
- Appeared in the media 19 times during the year
- Continued to add sign-up requests to the growing McIntosh Gallery e-blast lists
- Continued interactive online projects like our Public Sculpture Scavenger Hunt
- Featured two online exhibitions with work by students Alexis Perlman and Danny Welsh in order to promote our Student Projects Committee’s project the Online Student Exhibition

- Continued using our new "Gallery open, free admission" sign during gallery hours and received positive feedback from many first-time visitors who said that seeing the sign prompted them to visit the gallery

Donors Report

Western University gratefully acknowledges the following donors who gave to McIntosh Gallery between May 1, 2015 and April 30, 2016. We also thank those donors who wish to remain anonymous.

Mr. Anthony D. Abbott
Mrs. Joyce M. Abbott
Dr. Stefan E.G. Andrejicka
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Ian Tripp and the late Flora Tripp
Mrs. Ulla S. Troughton
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Ms Jennifer Anne Wallace
Mrs. Susan E. Waugh
The late Mr. Robert S. Westland
Ms Linda Whitney
Mrs. Catherine E. Wilkins
Rod and Faye Willis
Ms Kelly L. Wood
Mrs. Nancy Wright
Mr. James Zuccherro and Ms. Holly Watson

Donations made through the London Community Foundation

Judith and Wilson Rodger
Mrs. S. Elizabeth Moore

Financial Report

McIntosh Gallery
As at April 30, 2016

	Operating Fund	Program Fund	ArtShare Fund	McIntosh Endowments	Accumulated Surplus	Total
BALANCE FORWARD	-	-	13,527	35,290	82,272	131,089
REVENUE						
Subsidy from Western	268,072	-	-	-	-	268,072
Interest/Investment Returns	239	(1)	10	66,371	94	66,713
Ontario Arts Council Grants	-	53,025	-	-	-	53,025
Canada Council	20,000	15,000	-	-	-	35,000
Federal Revenue - Other	2,129	6,087	-	-	-	8,216
Sales	2,560	4,668	20,136	-	-	27,364
Donations	20,250	4,170	-	-	-	24,420
Foundation Revenue	-	21,499	-	-	-	21,499
Municipal Revenue	-	4,000	-	-	-	4,000
Total Revenue & Sales	313,250	108,449	20,146	66,371	94	508,309
EXPENSES						
Salaries & Benefits	322,890	-	-	31,054	-	353,945
Operating Costs	12,504	9,451	152	43,914	60	66,081
Return of Grant to OAC	-	-	-	-	30,000	30,000
Contract Services (Artist Fees)	-	29,854	-	-	-	29,854
Art Acquisitions	-	-	-	14,343	-	14,343
Printing & Duplicating	39	10,781	-	8,631	-	19,451
Receptions & Entertainment	1,598	9,214	-	-	-	10,812
Travel	1,515	6,290	162	223	-	8,190
Corporate Overhead	2,401	3,391	16	-	1,897	7,705
Advertising/Promotion	-	7,199	-	-	-	7,199
Total Expenses	340,948	76,181	330	98,166	31,957	547,582
Fund Balance Surplus/(Deficit)	(27,698)	32,268	33,343	3,495	50,409	91,816
Transfer from/(to) Accumulated Surplus	20,698	(32,267)	(19,816)	7,890	23,495	-
Year End Fund Balance	(7,000)	0.25	13,527	11,385	73,904	91,816

McIntosh Gallery Team

McIntosh Gallery Committee of the Board of Governors, Western University

Souzan Armstrong
Henri Boyi
Regna Darnell
Joel Faflak (chair)
Catherine Finlayson (vice chair)
Joy James
Julie McMullin
David Merritt
James Patten (ex-officio)
Judith Rodger
Aldona Sendzikas
Brian Timney
Jane Toswell
Catherine E. Wilkins

Collections Management Committee

Marilyn Conklin
Joel Faflak
Catherine Finlayson
Kelly Jazvac
Gail Lockyer
Christine Sprengler
Ian Tripp

Art and Travel Committee

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Kathleen Brown
Julie Doran
Susan Henderson
Gloria Hinton
Mary Lake Collins
Helen Luckman
Shelagh Martin
Mary Redekop
Sophie Skaith
Wilda Thomas
Gael Webster
Viola Weil
Nancy Wright

Volunteers

Marilyn Adlington, BA at Huron (English)
Ellen Altpeter, MLIS (Library Science)
Grace Bedwell, MLIS (Library Science)
Regan Benner, BA (Visual Arts)
Lindsay Bontje, MLIS (Library Science)
Sarah Bradshaw, BA (Social Science)
Valerie Casbourn, MLIS (Library Science)
Aileen Clear, MLIS (Library Science)
Marilyn Conklin
Taylor Davison, BA (Visual Arts and English)
Rosie Elphick, BA (Visual Arts)
Yara El Safi, BFA (Visual Arts)
Tarah Farrow, MLIS (Library Science)
Lance Altpeter, MLIS (Library Science)
Alexandra Gabauer, MLIS (Library Science)
Kayla Gauvin, MLIS (Library Science)
Elena Genua, BA (Visual Arts)
Ella Gonzales, BFA (Visual Arts)
Catherine Hanna, MLIS (Library Science)
Vicky Jamieson, HBA (Ivey School of Business)
Sohyun Kang, BA (Visual Arts)
Ana Karpenko, BA (Visual Art)
Laura Kelvin, PhD (Anthropology)
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Kathryn Laukys, MLIS (Library Science)
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Maria Napagkit, BA (Visual Arts)
Danielle Ridge, MLIS (Library Science)
Robin Scott, BFA (Visual Arts)
Madeline Solway, BA (Psychology)
Victoria Stopar, BA (Visual Art)
Nigel Tang, BA (Music)
Cody Vanderslot, MLIS (Library Science)
Emily Woodcock, MLIS (Library Science)

McIntosh Gallery apologizes for any errors or omission

Staff

Brian Lambert, Collections Manager
James Patten, Director/Chief Curator
Catherine Elliot Shaw, Curator
Lucas Cabral, Communications & Outreach Coordinator (since October 2014)
Kayla Nadalin, Communications & Outreach Coordinator (to January 2015)
Luvneet Rana, Registrar's Assistant (since October 2014)
Susan Skaith, Office Manager
Brian Wellman, Preparator

Young Canada Works Interns

(students are listed with the program in which they are enrolled)

Lucas Cabral (BFA Visual Arts) and (BA English)
Taylor Davison (BA Visual Arts and English)

Graduate Independent Study Interns

(students are listed with the program in which they are enrolled)

Katie Oates (MA, Visual Arts)
Michelle Rosenblatt (BA, Visual Arts)
Quintin Teszeri (PhD, Visual Arts)

Work Study Bursary Interns

(students are listed with the program in which they are enrolled)

Taylor Davison (Honours BFA Visual Arts)
Ella Gonzales (BFA Visual Arts)
Sohyun Kang (BFA Visual Arts)
Jennifer Kim (BA Psychology)
Carrie Kwon (Bachelor of Management & Organizational Studies)
Madeline Solway (BA Psychology)
Harry Williams (BA Social Science)

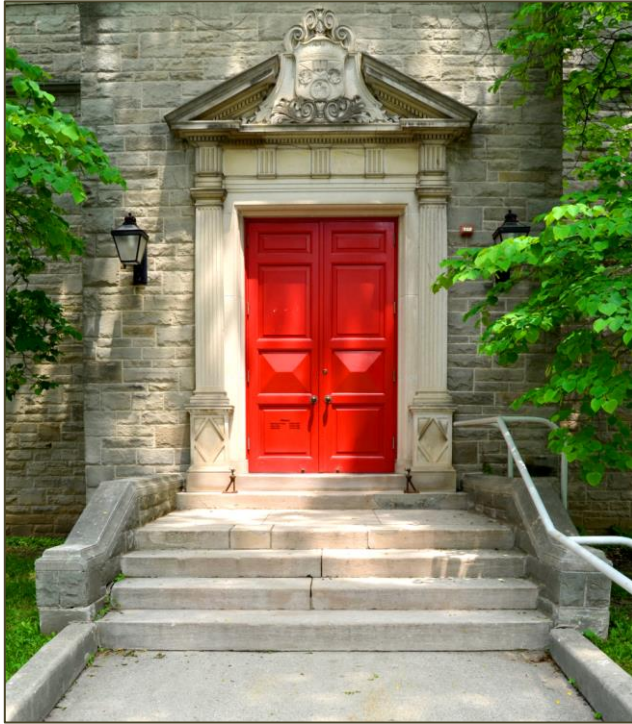
Student Projects Committee

(students are listed with the program in which they are enrolled)

Marilyn Adlington (BA Visual Arts)
Tabitha Chan (BFA Visual Arts)
Taylor Davison (BA Visual Arts)
Ella Gonzales (BA Visual Arts)
Meghan Hayes
Sohyun Kang (BA Visual Arts)
Noah Kates-Rose
Kiana Moore

Sam Roberts (BA Visual Arts)
Robin Scott (BFA Visual Arts)
Julia Sobkowicz (BFA Visual Arts)
Victoria Stopar (BA Visual Arts)
Nigel Tang
Harry Williams (BA Social Science)

McIntosh Gallery



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

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

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



McIntosh Gallery

Western University

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London, ON

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mcintoshgallery.ca | mcintoshgallery@uwo.ca | 519.661.3181

ITEMS REFERRED BY SENATE

Contents	Consent Agenda
Indigenous Strategic Plan – Final Report	No
Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs	Yes
Reports of the Academic Colleague	Yes

FOR APPROVAL

1. **Indigenous Strategic Plan – Final Report**

Recommended: That the Indigenous Strategic Plan – Final Report, detailed in [Annex 1](#), be approved.

Background:

See [Annex 1](#).

2. **Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs**

Recommended: That effective September 1, 2016, the renewal of the Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding the transfer of credit for students in the Child and Youth Care and Social Service Worker Programs as shown in [Annex 2](#), be approved, and

That effective September 1, 2016, the introduction of the Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding the transfer of credit for students in the Developmental Service Worker Program as shown in [Annex 2](#), be approved.

Background:

For the past several years, King's, Western, Brescia and Huron have awarded transfer credit to graduates from the Child and Youth Care and Social Service Worker programs at Fanshawe College. Updates have been made to the articulation agreement to revise the curriculum, course titles and numbers. The renewal of this agreement supports the initiatives of the province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfer (ONCAT).

The addition of the Developmental Service Worker program defines a pathway for graduates of this two-year Diploma at Fanshawe College to Western University and its Affiliated University Colleges, and expands the agreements within the Human Services portfolio at Fanshawe.

The Registrar's Office at each institution in consultation with the appropriate authorities in the respective programs will be responsible for the administrative processes associated with this Articulation Agreement.

FOR INFORMATION

3. **Reports of the Academic Colleague**

See [Annex 3a](#) and [Annex 3b](#).

WESTERN UNIVERSITY

Indigenous Strategic Plan

October 6, 2016



Land Acknowledgement

Western University is situated on the traditional territories of the Anishinaabeg, Haudenosaunee, Lunaapeewak and Attawandaron peoples, who have longstanding relationships to the land and region of southwestern Ontario and the City of London. The local First Nation communities of this area include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee Delaware Nation. In the region, there are eleven First Nation communities and a growing Indigenous urban population.

Western values the significant historical and contemporary contributions of local and regional First Nations and all of the Original peoples of Turtle Island (North America).



Consultation Process

Indigenizing universities necessarily involves active partnership and engagement with Indigenous peoples and communities. In developing this plan, Western's Indigenous Strategic Initiatives committee consulted extensively with various communities including local Indigenous Communities and Organizations, Indigenous students, faculty and staff, and Western's broad campus community. Beginning with a series of talking circles in 2014, our consultation evolved over the next two years to include 689 individuals who participated in focus groups, town halls, in person meetings, surveys and online submissions which informed the content of this plan.

Context for Western's Indigenous Strategic Plan

THE GLOBAL CONTEXT

An exciting paradigm shift is taking place in Indigenous research, scholarship and education at post-secondary institutions in Canada and around the world. Now more than ever, Indigenous scholars, communities and organizations are participating in the creation of research and teaching on matters of direct relevance to their communities^{2,4}. Where education was once seen as a tool of oppression within Indigenous communities, for many, education is now seen as the “New Buffalo” and a tool for empowerment⁸. This Indigenous scholarship movement embraces research and pedagogical approaches that privilege Indigenous knowledges and ways of doing, making meaningful space for Indigenous learners and scholars to achieve success in postsecondary education^{5,6}.

On the global stage, the emergence of Indigenous scholarship has been fostered through a steadily growing presence of Indigenous scholars, staff and administrators in academic institutions. Increases in Indigenous representation across institutions fosters the development of Indigenous curriculum, student service programming and research innovation, with a goal of creating culturally safe spaces within post-secondary environments that will nurture the social, cultural and educational needs of Indigenous students^{6,8}. This movement is expanding the possibilities for Indigenous learning within post-secondary institutions. It does so by incorporating curriculum that is inclusive of Indigenous value systems, languages, and ways of knowing. Indigenous scholarship calls for the development of space within post-secondary institutions that will celebrate the authentic and diverse representations of Indigenous communities, including their complex histories^{4,6,9}.

CONTEXTUALIZING INDIGENOUS INEQUITY IN CANADA

Indigenous peoples are vastly under-represented in Canada's postsecondary education system as students, professors, staff and administrators⁷. Disparities in educational attainment and a number of other health and social indicators have manifested from a long history of oppression, systemic racism, and discrimination. The residential school system was one manifestation through which education was misused as a tool of oppression, assimilation and abuse. Contemporary products of Canada's colonial history and the residential school system include unequal access to resources such as education, training and employment, social and health care facilities, and limited access to and control over lands and resources^{1,3}.

While First Nations children are staying in school longer than in the recent past, there remains a lag in completion rates at all levels of education in comparison to the non-Aboriginal population. According to the 2012 Aboriginal Peoples Survey, 72% of First Nations people aged 18 to 44 living off reserve had completed the requirements for a high school diploma or equivalent, compared to 89% among non-Aboriginal peoples aged 18-44 in 2013. According to the 2011 Canadian National Household Survey, 9.8% of 25 to 64 year old individuals identifying as Aboriginal had completed a university degree, compared to 26.5% of the non-aboriginal population of the same age, with trends showing that younger Aboriginals are seeking higher levels of postsecondary education than previous generations.

SEEDING THE ROOTS FOR POSITIVE CHANGE: RECONCILIATION IN POST-SECONDARY EDUCATION

In 2015, The Truth and Reconciliation Commission of Canada (TRC) released a report and set of 94 calls to action to contribute to truth, healing and reconciliation following the traumatic individual, inter-generational, and socio-political impacts of residential school systems in Canada¹⁰. The residential school system operated in Canada for over a century, with the last residential school closing in 1996. During this time, more than 150,000 Indigenous children attended the schools, many of whom were forcibly removed from their families, and were subject to various types of abuse and neglect.

“ To the Commission, reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country....In order for that to happen, there has to be awareness of the past.... Without truth, justice, and healing, there can be no genuine reconciliation. Reconciliation is not about “closing a sad chapter of Canada’s past,” but about opening new healing pathways of reconciliation that are forged in truth and justice.”¹¹

Justice Murray Sinclair, Chair of the TRC, has repeatedly highlighted how “it was the educational system that has contributed to this problem in this country, and it’s the educational system that will [be the solution].’ The TRC made 11 recommendations specifically for post-secondary institutions, with heavy emphasis placed on the development of curriculum in medical and law schools¹⁰.

In November 2015, University Presidents came together with Indigenous leaders, Indigenous student leaders, and Indigenous scholars at the University of Saskatchewan to discuss how universities could respond to the TRC’s calls to action. This meeting recognized institutional responsibilities of Universities for fostering reconciliation through systemic, social and ideological changes that will make Universities culturally safe and responsive spaces for Indigenous people.

Western University recognizes its role and responsibility in responding to calls to action from The Truth and Reconciliation Commission, and the importance of creating a culturally safe, respectful, and empowering environment for Indigenous peoples across all levels of the institution. Indigenous faculty, staff, students and community members have played a crucial role as partners and strong voices informing our goals and priorities moving forward, and will be important partners in realizing the goals set out in this document. This plan summarizes themes, ideas and goals that were informed by vast consultation with the Western community and local Indigenous communities. Advancing reconciliation at Western University will be driven by commitment and action from leaders across the institution, constant engagement and partnership with Indigenous staff, faculty, students and communities, and a recognition that all members of our campus community have a role to play in advancing this important work. It is within the spirit of reconciliation that we present Western University’s first Indigenous Strategic plan.

Note: The term Indigenous is used throughout this document. The term Indigenous/Aboriginal is defined based on the Canadian Constitution Act of 1982 referring to a person of First Nations, Métis and/or Inuit ancestry.

Vision, Purpose, and Guiding Principles

Vision

Indigenous people are engaging in all levels of work, study and research at Western University, enriching campus life for the benefit of all.

Purpose

Western University will elevate Indigenous voices and agency to engage all faculty, staff, students and communities in advancing excellence in Indigenous research, education, and campus life.

GUIDING PRINCIPLES

The Western Community includes all undergraduate and graduate students, postdoctoral scholars, staff, faculty members, and administration. We value:

Academic Excellence: Taking Indigenous approaches to leadership and learning, striving toward excellence in teaching, research, and scholarship, and being a leader in Indigenous postsecondary education.

Balance: All members of the Western community working toward developing mutually beneficial and reciprocal relationships with Indigenous communities both within and outside campus, as the foundation from which institutional growth and change occurs. This approach recognizes that meaningful relationships require time, open listening, and commitment.

Collaboration: Working together as a collective community to build partnerships that increase Indigenous voices and agency, and promoting the reclamation of Indigenous peoples' personal and professional decision-making capacities.

Diversity: Indigenous learners are different and distinct with respect to their experiences, ideas, perspectives, and learning needs. Indigenous communities are similarly diverse in linguistic, cultural, social, and political goals and values.

Equity and Inclusion: Indigenous peoples' experiences are shaped by many complex historical and social factors, making proactive Indigenous initiatives necessary to eliminate barriers and ensure equal access to postsecondary education at the undergraduate and graduate levels. Inclusive education understands that academic programs, student services, and research opportunities are most effective when they are relevant to Indigenous peoples' needs.

Interconnection: We are all connected to the local context as well as the land and place we now call Canada. It is our collective responsibility to understand our shared Canadian history, and play a role in facilitating reconciliatory relationships between Indigenous and non-

Indigenous peoples. Interconnection often calls for people to develop cultural competencies for working respectfully and effectively with Indigenous peoples.

Personal and Cultural Identity: Recognizes and supporting Indigenous students, staff, and faculty members' personal, cultural, and community identities, and understanding and valuing the inherent responsibilities that accompany Indigeneity.

Respect: Recognizing the complex and diverse nature of Indigenous Knowledge systems and languages, and the need to foster congruence between Indigenous paradigms and academic worlds. Respect also requires the recognition and support of Indigenous peoples' inherent constitutional rights to self-determination.

Strategic Directions

Western's Indigenous Strategic Plan will advance Indigenous Initiatives under the following broad strategic directions (note that the strategic directions below are not represented in priority order – each priority is recognized as of equal importance to accomplishing outcomes associated with this strategic plan):

Strengthen and build relationships with Indigenous Communities	Page 7
Nurture an inclusive campus culture that values Indigenous peoples, perspectives, and ways of knowing	Page 7
Enhance Indigenous students' experience at Western	Page 9
Achieve Excellence in Indigenous Research & Scholarship	Page 11
Excel in Indigenous Teaching & Learning	Page 12
Indigenize Western's Institutional Practices and Spaces	Page 13
Become a university of choice for Indigenous students	Page 15
Increase Indigenous representation in staff and Faculty complement	Page 15



Indigenous Strategic Plan Goals Chart

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
Strengthen and build relationships with Indigenous communities	Grow Indigenous youth outreach and pre-university programming in areas of needs.	Youth Outreach Sustain existing youth outreach programs such as the Mini University program, and develop new ones (eg. classroom visits to campus, speaker series in communities, youth mentorship programs, day programs). Focus on underrepresented areas such as Science, Technology, Engineering and Medicine (STEM) disciplines, arts and humanities, and Indigenous male youth outreach.
	Expand partnerships with Aboriginal Institutes and community Colleges provincially and nationally.	Maintain and grow Western's position within the University consortium with Six Nations Polytechnic.
	Develop mutually beneficial partnerships with Indigenous communities and organizations. Actively focus on Indigenous relations and fostering ongoing Indigenous community engagement.	Increase sponsorship of community events and programs. Enhance communications between Western University and Indigenous Communities. Dedicate staff to build sustainable relationships with Indigenous communities and stakeholders. Expand off-campus and community-based language course offerings and language revitalization initiatives in partnership with Indigenous communities.
Nurture an inclusive campus culture that values Indigenous peoples, perspectives, and ways of knowing	Students Build awareness about Indigenous peoples, cultures and histories among all Western students. Celebrate and reward leadership among Western students, staff and faculty members in the area of Indigenous initiatives.	Develop informal and formal learning opportunities for all Western students to learn more about Indigenous peoples, cultures and histories (e.g. embed Indigenous perspectives into co-curricular leadership education programs and community engaged learning opportunities, support Indigenous Awareness Week, etc.). Seek funding to develop online learning modules on a variety of topics related to Indigenous peoples and cultures that can be embedded in curricular and co-curricular learning experiences.

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
		<p>Create experiential learning opportunities and programs for all Western students in partnership with Indigenous communities and organizations (e.g. Alternative Spring Break, cooperative education, internships, international exchanges).</p> <p>Develop and offer Indigenous cultural competency training to Western student leaders (e.g. student staff, volunteers, orientation leaders).</p>
	<p>Staff and Faculty</p> <p>Build awareness and cultural competencies for working effectively with Indigenous peoples and cultures among all Western faculty and staff members.</p>	<p>Initiated through the Interdisciplinary Development Initiative in Applied Indigenous Scholarship, develop a campus-wide cultural competency training program geared toward different groups at Western (e.g. senior administration, faculty and staff members. Provide tailored training to student-facing roles such as academic counsellors and front-line staff supporting student mental health). This training will be implemented in partnership with the Teaching Support Centre, staff Learning and Development, Equity and Human Rights Services, Indigenous Services, and Continuing Studies.</p> <p>Develop an Indigenous Purple Guide to assist staff and faculty members in working with Indigenous students.</p>
	Support and grow Western's current Visiting Elders program.	<p>Increase the number and frequency of Elders on campus.</p> <p>Expand supports offered by visiting elders to include connections with Indigenous faculty and staff, and incorporation of Elders in course content delivery, in addition to current supports available to students.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
Enhance Indigenous students' experience at Western	<p>Support Indigenous students' successful transition, retention, and completion of their degrees.</p> <p>Expand holistic and culturally-relevant counselling, student supports, and space available through Indigenous Services.</p> <p>Expand career development opportunities and supports for transitioning to the workforce for Indigenous students.</p> <p>Create a welcoming and inclusive learning environment for Indigenous students at Western.</p>	<p>Increase culturally-relevant counselling supports for Indigenous students with special attention on mental health needs; provide increased resources to support counselling available through Indigenous Services.</p> <p>Support and grow academic transition programs for incoming Indigenous students at the undergraduate and graduate levels (e.g. orientation program/residence practices, mentorship program).</p> <p>Enhanced experiential learning opportunities (see Excel in Indigenous Teaching and Learning Section).</p> <p>Increase spaces for Indigenous students to gather, meet and study (indoor and outdoor), including but not limited to Indigenous Services.</p>
	<p>Increase supports for Indigenous student groups at Western.</p>	<p>Support the sustainability of the First Nations Student Association (FNSA) club.</p> <p>Support and grow Western's Supporting Aboriginal Graduate Enhancement (SAGE) group/chapter.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
	<p>Support the unique needs faced by Indigenous students navigating a university environment (financial, housing, etc.).</p> <p>Address unique needs of Indigenous student sub-groups (e.g. mature students, parents, students with disabilities, LGBTQ students).</p>	<p>Housing Needs</p> <p>Create Indigenous-specific residence options for Indigenous students that accommodate cultural needs and offer safe learning communities.</p> <p>Financial Needs</p> <p>Conduct a comprehensive review of Western's Financial Profile system to reduce systemic barriers faced by Indigenous students.</p> <p>Increase financial supports for Indigenous students by developing new scholarships, bursaries, emergency funding and grant options.</p> <p>Family Needs</p> <p>Explore affordable childcare options for Indigenous students with dependents.</p> <p>Students with Disabilities</p> <p>Streamline processes for students who require accommodation.</p>
	<p>Nurture ongoing relationships with Indigenous student alumni at Western.</p>	<p>Track and identify Indigenous alumni.</p> <p>Develop an Indigenous alumni chapter/group.</p> <p>Host an Indigenous homecoming event.</p> <p>Profile and celebrate successful Indigenous alumni.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
<p>Achieve Excellence in Indigenous Research & Scholarship</p>	<p>Advance Indigenous research and scholarship at Western with local, regional and global relevance.</p> <p>Celebrate and reward research in Indigenous areas.</p> <p>Foster innovative and collaborative community based research partnerships with Indigenous communities that meet community needs.</p> <p>Ensure that research with Indigenous communities and peoples is conducted in an ethical and responsible manner.</p> <p>Support community archiving and establishment of community libraries.</p> <p>Enhance Western Libraries' holdings related to Indigenous content.</p>	<p>Establish a cross-faculty and/or collaborative Indigenous Research Centre.</p> <p>Create and enhance opportunities for Undergraduate students to conduct community-based research in Indigenous communities.</p> <p>Sustain and expand research initiatives in the north which involve active partnerships with Indigenous communities (eg. climate change, food security, safe drinking water).</p> <p>Coordinate an annual Indigenous Research Day to profile Indigenous research at Western and connect campus members working in the space.</p> <p>Offer an international summer school on Indigenous Scholarship for graduate students and emerging scholars which could include Indigenous community researchers.</p> <p>Centralize communication vehicles relating to Indigenous research activities at Western. Create a one-stop shop for information about Indigenous research activities.</p> <p>Create Indigenous Research Chair positions.</p> <p>Create Indigenous Visiting Scholar opportunities.</p> <p>Create internal competitive funding opportunities to promote Indigenous research activities at Western.</p> <p>Review Western's ethical review process and guidelines for conducting research with Indigenous communities and peoples to ensure it promotes research while protecting and respecting Indigenous peoples and their communities.</p> <p>Create a webinar that educates scholars on conducting respectful and ethical research with Indigenous communities.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
<p>Excel in Indigenous Teaching & Learning</p>	<p>Increase all students' knowledge of Indigenous people and cultures through inclusion of Indigenous content, methods and approaches in academic programs and courses.</p> <p>Create catalogue of, and promote courses containing Indigenous Content.</p>	<p>Sustain, grow and celebrate Western's First Nations Studies program.</p> <p>Explore strategies to increase Indigenous content across undergraduate programs. (e.g. mandatory course and/or embedding Indigenous content into foundational undergraduate courses using common learning outcomes).</p> <p>Incorporate Indigenous knowledge and perspectives by inviting Elders and Indigenous community members to share Indigenous content in courses.</p> <p>Leverage expertise from First Nations studies to assist the University as they move forward with increasing students' knowledge on Indigenous peoples.</p> <p>Sustain, grow and celebrate Western's Faculty of Education Indigenous graduate program.</p> <p>Increase Indigenous content in Bachelor of Education program.</p> <p>Develop a new Collaborative Program in Indigenous Scholarship at the graduate level.</p> <p>Actively promote an inventory of Indigenous-related academic programs and courses offered at Western through a central website on Indigenous Initiatives.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
	<p>Expand reciprocally beneficial, community defined experiential learning opportunities available to all Western students in partnership with local Indigenous communities, including community placements, community engaged learning opportunities, internships and co-operative education.</p> <p>Increase course offerings available (open access or fee-based) to Indigenous community members,</p>	<p>Develop new partnerships with local, regional and international Indigenous communities to offer mutually beneficial community-based experiential learning opportunities (e.g. international experiences, community engaged learning courses, internships, field experiences in Indigenous communities, etc.).</p> <p>Streamline administrative process for enrolment in community based course offering open to Indigenous community members.</p> <p>Enhance community involvement and partnership in development of additional community-based course offerings.</p>
	Embrace Indigenous pedagogical practices for use in classrooms.	Develop and offer training to faculty members on Indigenous pedagogical practices in the classroom (e.g. narrative / storytelling approaches, Elders, land-based learning).
	Support and enhance existing and new language revitalization initiatives through the Native Language Centre.	<p>Emphasize critically endangered languages to support cultural survival.</p> <p>Provide independent study opportunities in Indigenous languages for students.</p> <p>Provide office space for language instructors.</p> <p>Act as a hub for community learning initiatives and community services, as well as repatriation of materials.</p>
<p>Indigenize Western's Institutional Practices and Spaces</p> <p>(Governance, Funding, Policies, Procedures and Facilities)</p>	<p>Governance</p> <p>Support the awareness, role, and engagement of Western's Indigenous Postsecondary Education Council (IPEC) on matters related to Indigenous peoples / initiatives.</p> <p>Seek Indigenous representatives on Western's Board of Governors and Senate.</p>	<p>Strike a Provost Task Force to explore the implementation of the Truth and Reconciliation Commission (TRC) recommendations and affirm institutional commitment to implementing the Indigenous Strategic Plan.</p> <p>Formalize the role of IPEC within Western's governance structure through formal reporting and advising roles within Senate.</p> <p>Seek representation of an Indigenous community leader on Western's Board of Governors.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
	Funding Allocate sustainable operational funding to support core services for Indigenous students, and implementation and monitoring of the Indigenous Strategic Plan. Advance philanthropic and government fundraising efforts to support growth of Indigenous initiatives at Western.	Set clear and aspirational fundraising targets for Indigenous initiatives at Western. Actively seek grant funding opportunities to support Indigenous initiatives across campus.
	Policies and Procedures Create new and/or review existing Western policies and procedures as it relates to Indigenous peoples.	Create an Indigenous cultural practices policy and/or procedure to accommodate smudging and sacred fires at Western. Review and update Western's academic accommodation policy to recognize Indigenous ceremonial obligations as a religious observance. Acknowledge traditional territories in convocation, public documents, plaques, website, and formal activities of the University.
	Facilities Increase Indigenous gathering spaces at Western. Increase the presence of Indigenous cultures, languages and symbols across Western.	Increase dedicated gathering spaces for Indigenous people at Western; intentionally consider use of facilities for Indigenous cultural ceremonies and gatherings in campus master plans. Increase visibility of Indigenous symbols and artwork, outdoor sculptures and naming of buildings across the campus. Increase outdoor spaces for Indigenous people to gather and conduct cultural practices (e.g. fire pit for sacred fires, outdoor pavilion, Indigenous Food and Medicine Garden). Seek Indigenous representation among grounds crew, specifically related to work with the anticipated outdoor learning space and Indigenous Food and Medicine Garden.
	Communications Enhanced centralized communications tools and development of an institutional communications plan with regard to Indigenous Initiatives	Create a central website with direct link from Western's homepage to profile Indigenous initiatives across campus.

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
<p>Become a university of choice for Indigenous students</p>	<p>Enhance supports for prospective Indigenous student applicants.</p> <p>Increase special admission pathways and representation of Indigenous students across all Faculties at the undergraduate and graduate levels, with particular focus on underrepresented areas.</p>	<p>Dedicate core funding for staff positions to support Indigenous student recruitment initiatives.</p> <p>Develop a comprehensive Indigenous student recruitment strategy to increase Indigenous student applicants, with expanded focus on graduate students locally, provincially and nationally.</p> <p>Enhance Indigenous communication strategies and partnerships to increase Western's presence in Indigenous communities locally, regionally and nationally.</p> <p>Conduct a program review to enhance Western's undergraduate Aboriginal Admission Access Category and program partners.</p> <p>Actively promote existing and develop new accessible entry options for Indigenous applicants in professional programs (e.g. Medicine, Dentistry, Law, Occupational Therapy).</p> <p>Explore innovative recruitment strategies to increase Indigenous graduate student representation (e.g. entry scholarships, self-identification question in the application process, and creation of an Indigenous collaborative masters' program).</p>
<p>Increase Indigenous representation in staff and Faculty complement</p>	<p>Staff Members</p> <p>Increase Indigenous staff members working at Western in underrepresented employee groups.</p>	<p>Western's employment equity policy.</p> <p>Develop an Indigenous employee recruitment and retention strategy including aspirational targets and benchmarks over the next 5 years.</p> <p>Work in partnership with employee groups to increase accessibility; review and revise equity articles and statements in various employee agreements.</p> <p>Explore hiring an Indigenous Human Resource Consultant to support targeted outreach, partnership building, training of hiring managers, and recruitment of Indigenous peoples in targeted areas.</p>

BROAD STRATEGIC DIRECTIONS	GOALS	STRATEGY SUGGESTIONS
		<p>Establish a network of Western faculty and staff who have relationships with Indigenous communities, which can act as a gateway for communications regarding relevant initiatives and employment opportunities.</p> <p>Promote relevant employment opportunities in Indigenous communities through centralized Indigenous communications plan.</p>
	<p>Faculty Members</p> <p>Increase Indigenous faculty members working at Western.</p> <p>Through promotion and tenure, and annual performance review processes, recognize additional demands placed on time and workload of Indigenous faculty members through involvement in a number of activities that support Indigenous education and scholarship across the institution, including:</p> <ul style="list-style-type: none"> • Guest lectures • Community based work • Planning / consulting on development of new courses / Indigenous content across the university • Academic advising / support for students • Ongoing expectation to consult on Indigenous related issues 	<p>Develop and implement a strategy to increase recruitment and retention of Indigenous faculty members working at Western (pipeline development / talent acquisition strategy, mentorship programs).</p> <p>Work with Joint Employment Equity committee to assess the efficacy of the current employment equity article in UWOPA collective agreement.</p> <p>Review strategies to reduce gap in aboriginal peoples' representation (eg. training of appointment committees, review and revise Employment Equity guide).</p> <p>Conduct a market analysis to determine key disciplinary areas of focus, and work to promote specific faculty positions within Indigenous communities.</p> <p>Expand definitions of service within faculty workload at Western to capture unique demands placed on Indigenous faculty members.</p> <p>Recognize in workload specifications the unique time demands involved in, and diverse research products of, conducting community based research with Indigenous peoples (eg. relationship and partnership building, ethical review process, applied research products).</p> <p>Increase training and supports available to Annual Performance Review Committees to recognize the specific demands articulated in this section.</p>

Implementation & Accountability

While developing a plan is very important the real work begins after it is adopted, making it come to life at Western. Western Faculties, departments and administrative units will be encouraged to connect their internal plans and priorities with the Indigenous Strategic Plan.

UNIVERSITY PLANS AND INITIATIVES RELEVANT TO IMPLEMENTATION OF THE INDIGENOUS STRATEGIC PLAN INCLUDE:

- Provost Task Force on the Implementation of the Truth & Reconciliation Commission (TRC) recommendations and Indigenous Strategic Plan goals and priorities, which will be established upon the launch of the Indigenous Strategic Plan
- Strategic Mandate Agreement (SMA)
- Strategic Enrolment Management (SEM) Framework
- Interdisciplinary Development Initiative (IDI) in Applied Indigenous Scholarship
- Joint Employment Equity Committee
- Western University Institution-wide Learning Outcomes
- Campus Master Plan
- Open Space and Landscape Plan
- Unit and Academic Strategic Plans



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ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

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

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

HURON UNIVERSITY COLLEGE
(hereinafter called "Huron")

and

KINGS UNIVERSITY COLLEGE
(hereinafter called "King's")

and

FANSHAWE COLLEGE
(hereinafter called the "Fanshawe")

WHEREAS Western, Brescia, Huron, King's and Fanshawe wish to increase student mobility between Fanshawe and Western and the Affiliated University Colleges, and the parties recognize that credit transfer is a key means to encourage such mobility;

AND WHEREAS the parties wish to facilitate the admission of qualified graduates of the Child and Youth Care, Developmental Service Worker, and Social Service Worker 2-year diploma programs at Fanshawe to Western, Brescia, Huron and King's by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and wish to set out clearly defined processes for the movement of the graduates between Fanshawe and Western, Brescia, Huron and King's;

NOW THEREFORE in consideration of the mutual covenants herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follow:

ADMISSION

1. Western's Faculties of Arts & Humanities, Social Science and Science, and the Faculties of Arts & Social Science at Brescia, Huron and King's agree to consider for admission graduates of the Child and Youth Care, Developmental Service Worker, and Social Service Worker 2-year diploma programs at Fanshawe who meet the following requirements:

- A competitive overall admission average as determined by Western, Brescia, Huron and King's;
- No individual grade less than "C" or 60.

2. Admissions decisions are within the sole discretion of Western, Brescia, Huron and King's and are not appealable. Applicants who meet the requirements set out above are not guaranteed admission under this Agreement. The decision as to the number of students who will be accepted in any academic year may vary from year to year. Final determination of the validity of all admissions rests with the Registrar at Western in accordance with the provisions of the affiliation agreement between Western and Brescia, Huron and King's.

TRANSFER CREDIT

3. Western shall grant transfer credit to successful applicants for the courses taken at Fanshawe in accordance with **Appendix 1**.

4. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western of changes to Fanshawe course names or numbers may result in denial of transfer credit to admissible applicants.

5. The parties acknowledge that the granting of transfer credit is based on an assessment of the Child and Youth Care, Developmental Service Worker, and Social Service Worker 2-year diploma programs curriculum at Fanshawe and the courses as of the date of this Agreement. It is the responsibility of Fanshawe to notify Western of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western to decide whether transfer credit will continue to be granted for these courses.

GENERAL

6. The parties agree to provide Child and Youth Care, Developmental Service Worker, and Social Service Worker 2-year diploma program students with information about the transfer credit and encourage qualified students to apply.

7. The parties shall each designate a Program representative to assist with the operation of this Agreement. The Program representatives and other relevant staff at each institution shall meet at least once every two years to review their processes and determine if changes are needed to meet the objectives of the parties.

TERM

8. (a) This Agreement is effective September 1st, 2016 and shall continue in force unless terminated by a party as set out herein.

(b) Any party may terminate this Agreement upon three months' written notice of termination to the other parties. No applicants will be considered for admission after the date of such notice.

(c) Notwithstanding paragraph (b), if Western or Fanshawe decides to terminate this Agreement due to changes to Child and Youth Care, Developmental Service Worker, and Social Service Worker 2-year diploma program curriculum or course content, this Agreement shall terminate on a date that is the earlier of three months after written notice of termination is given to Fanshawe and the date that the changes were made by Fanshawe.

- (d) Students accepted for admission under this Agreement prior to issuance of a notice of termination shall be permitted to complete their studies under the terms of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement under the hands of their duly authorized officers.

FANSHAW COLLEGE

*

Gary Lima
Vice-President – Academic

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

BRESCIA UNIVERSITY COLLEGE

*

Dr. Susan Mumm
Principal

Date

HURON UNIVERSITY COLLEGE

*

Dr. Barry Craig
Principal

Date

KING'S UNIVERSITY COLLEGE

*

David Sylvester
Principal

Date

*I have authority to bind the institution.

2- Year Diploma, Child and Youth Care

To be eligible for this transfer credit a competitive overall admission average as determined by Western, Brescia, Huron and King's with no individual grade less than "C" or 60 is required.

Western Course Code	Western Course Title	Credit Weight	Fanshawe Course Code	Fanshawe Course Title	Credit Weight
PSYCHOL 4692E	Practicum	1.0	BSC1 1224	Field Prep 1	1.0
			BSC1 5007	Field Seminar 3	1.0
			FLDP 5004	Field Placement 3	13.6
PSYCHOL 2020A/B	Drugs and Behaviour	0.5	HLTH 5016	Addictions, Drugs & Health Practices	3.0
PSYCHOL 2040A/B	Child Development	0.5	PSYC 1088	Normal Growth and Dev't	3.0
PSYCHOL 2320A/B	Abnormal Child Psychology	0.5	PSYC 3032	Mental Disorders in Children and Youth	3.0
PSYCHOL 3371F/G	Therapeutic Counselling	0.5	PSYC 5029	Theories & Techniques of Psychotherapy	3.0
SOCIOLOG 2100 TRN	Elective Sociology Credit Year-2 Level	1.0	SOCI 3024	Understanding Child Abuse & Neglect	3.0
			PSYC 5025	Family Dynamics	3.0
WRITING 1031F/G	Global Positioning: Introduction to Rhetoric and Professional Communication	0.5	COMM 3072	Communications for Human Services	3.0
		4.5 total			

2- Year Diploma, Developmental Service Worker

To be eligible for this transfer credit a competitive overall admission average as determined by Western, Brescia, Huron and King's with no individual grade less than "C" or 60 is required.

Western Course Code	Western Course Title	Western Course Weight	Fanshawe Course	Fanshawe Course Title	Credit Weight
PSYCHOL 2100 TRN	Elective Psychology Credit Year-2 Level	1.0	BSCI 1007	Abnormal Psychology/Dual Diagnosis	3.0
			BSCI 1010	Developmental Psychology	3.0
DISABST 2100 TRN	Elective Disability Studies Credit Year-2 Level	1.0	BSCI 1023	Teaching Strategies	4.0
			BSCI 1207	Developmental Disabilities 1	3.0
			BSCI 1208	Person Directed Plans	3.0
			BSCI 1209	Professionalism 1	3.0
			BSCI 1211	Developmental Disabilities 2	3.0
			BSCI 1214	Community Building	3.0
HEALTSCI 1020 TRN	Elective Health Sciences Year-1 Level	1.0	HLTH 1197	Health & Wellness 1	3.0
			HLTH 1198	Health & Wellness 2	3.0
			HLTH 3038	Health & Wellness 3	3.0
			HLTH 3039	Health & Wellness 4	3.0
WRITING 1031F/G	Global Positioning: Introduction to Rhetoric and Professional Communication	0.5	COMM 3072	Communications for Human Services	3.0
		3.5 Total			

2-Year Diploma, Social Service Worker

To be eligible for this transfer credit a competitive overall admission average as determined by Western, Brescia, Huron and King's with no individual grade less than "C" or 60 is required.

Western Course Code	Western Course Title	Credit Weight	Fanshawe Course Code	Fanshawe Course Title	Credit Weight
SOCWORK 1021A/B	Introduction to Social Welfare	0.5	SOCW 3022	Contemporary Issues in Social Work	3.0
			SOCW1041	Social Welfare Policy	3.0
SOCWORK 1022A/B	Introduction to Social Work	0.5	SOCI 1006	Sociology for Social Workers	3.0
			SOCW 1028	Community Resources	3.0
			SOCW 1033	Social Work Across the Lifespan	3.0
			SOCW 3019	Social Interventions	3.0
			SOCW 3022	Contemporary Issues in Social Work	3.0
			SOCW 3025	Social Work in Mental Health	3.0
SOCWORK 2214A/B	Introduction to Generalist Social Work	0.5	SOCW 1005	Family Dynamics in Social Work	2.0
			SOCW 1028	Community Resources	2.0
			SOCW 1031	Basic Counselling Skills	3.0
			SOCW 1032	Counselling	3.0
			SOCW 1039	Group Dynamics I	3.0
			SOCW 3001	Community Organization & Development 1	3.0
			SOCW 3027	Group Dynamics 2	3.0
SOCWRK 2215A/B	Introduction to Social Work Theories	0.5	SOCW1004	Psychology in Social Work	3.0
			SOCW 1010	Social Service Work with Families	3.0
			SOCW 1032	Counselling	3.0
			SOCW 3021	SSW Practice & Intervention	3.0
			SOCW 3023	Individuals Counselling – Adv.	3.0
			SOCW 3024	Individuals, Groups & Families Counselling – Adv.	3.0
WRITING 1031F/G	Global Positioning: Introduction to Rhetoric and Professional Communication	0.5	COMM 3072	Communications for Human Services	3.0
		2.5 Total			

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

Erika Chamberlain, October 2016

FOR INFORMATION

David C. Smith Award: This year's recipient of the David C. Smith Award was Bonnie Patterson, former President and CEO of the Council of Ontario Universities. Patterson was the first woman President and Vice-Chancellor of Trent University (1998-2009), and was Ryerson's Special Advisor to the President during its transformation to full university status. She is also a member of the Order of Canada and an honorary degree recipient from Western. Patterson was honoured at a reception on Thursday, October 13, 2016.

Nursing Degree Delivery Model: Following a re-review of the model for the delivery of nursing degrees in the province, the Minister of Advanced Education and Skills Development and the Minister of Health and Long-Term Care have affirmed the decision to maintain the collaborative model for nursing degree delivery. The reviewing team received positive feedback from students, alumni, and employers about the dedicated faculty and administrators in both universities and colleges who work together to deliver these collaborative programs.

Sector-Wide Engagement Plan: The COU is launching a sector-wide engagement plan to "create a conversation with Ontarians about the future." The campaign launched at the Ontario Universities Fair during the week of September 19, where 150,000 parents and students were invited to complete a survey about the future. Universities have also identified champions among senior leaders to identify opportunities for their institutions to engage with other audiences across the province. These will include researchers, health and social services agencies, businesses and not-for-profit organizations, community leaders, arts and culture organizations, and governments. This engagement plan is one of the first steps in building a broader communications plan for Ontario universities.

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

Erika Chamberlain, November 2016

There was a meeting of the COU Academic Colleagues and of full Council on 13 October. The following were the main discussion items.

Funding Formula Review: MAESD is finalizing recommendations to be presented to cabinet soon. It is expected that there will be a more integrated approach of the funding formula, tuition framework, and Strategic Mandate Agreements, and that implementation of the new funding formula will take place during the next two SMA cycles. There will need to be ongoing collaboration between MAESD and COU on the development of metrics for any performance-based grants.

In a related initiative, the OCAV Task Force on Quality Indicators has developed a draft framework with four main themes: access, student experience, high impact teaching practices, and outcomes.

Highly Skilled Workforce Report: the Ontario government has accepted the recommendations in this report and will make implementation a priority. A new division of MAESD has been established for these purposes. The expansion of experiential learning opportunities is likely to be a focus. COU is working to encourage the Ministry to adopt a broad definition of experiential learning.

The Academic Colleagues encouraged Council to promote the ways that university education not only assists in the development of technical skills, but also conceptual and social/interpersonal skills. These latter two groups of skills will help students to adapt to the constantly changing career landscape and excel in leadership positions. The challenge will be in measuring these skills, helping students to articulate them, and helping employers to recognize them.

Some of these discussions will be addressed through the COU's current engagement strategy.