

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., Tuesday, September 27, 2016  
Juniper Room, Ivey Spencer Leadership Centre**

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 June 23, 2016**
4. Business Arising from the Minutes
5. Reports of Committees:
  - Property & Finance Committee - **Appendix II** (Rick Konrad)
  - Senior Policy & Operations Committee - **Appendix III** (Hanny Hassan)
  - Audit Committee - **Appendix IV** (Jim Knowles)
  - Fund Raising & Donor Relations Committee - **Appendix V** (Laura Gainey)
6. Items Referred by Senate - **Appendix VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

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

**SUMMARY OF AGENDA ITEMS – September 27, 2016 - OPEN SESSION**

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of June 23, 2016 – Open Session only for web	ACTION

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

Revisions to MAPP Policy 2.15 – Approval of Capital Projects	ACTION
The Stephen A. Jarislowsky Chair in Central Banking	INFO
Investment Committee Report	INFO
Quarterly Ratio Report on Non-Endowed Funds	INFO
New Scholarships and Awards	INFO

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

Committee Appointments	INFO
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**Audit Committee – Appendix IV**

Audited Financial Statements for the Year Ended April 30, 2016	ACTION
Financial Statements – Related Companies	INFO
Harassment and Discrimination Matters Annual Report	INFO

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

Fundraising Activity Quarterly Report to July 31, 2016	INFO
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**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	ACTION
Institutional Quality Assurance Report – June 30, 2016	INFO
Honorary Degree Recipients – Autumn 2016	INFO
Report of the Academic Colleague	INFO
Announcements – Academic Administrative Appointments	INFO
2017 Convocation Dates	INFO
University Convocation Ceremony in Hong Kong	INFO
Questions from Members	

## REPORT OF THE PRESIDENT

To: Board of Governors  
From: Amit Chakma  
Date: September 21, 2016  
Re: President's Report to the Board

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For the September 27, 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 June 23, 2016.

### **Welcoming Western's largest ever incoming class:**

Numbering just over 5,300, this year's first-year undergraduate class represents the largest-ever in Western's history. For the past several years our incoming classes have laid claim to having the highest average entering grade in Ontario and we anticipate our newest cohort will once again rank among the best and brightest. Some other interesting facts about this year's student body include that we have 600 undergraduates who come to us from countries outside Canada, and 500 who hail from Canadian cities and towns outside Ontario. Add to that another 1,250 international graduate students and 190 international postdoctoral scholars. To one and all of our more than 32,000 students on main campus (and 6,000 more at Huron, Brescia and King's), we wish them all the best for success in their studies.

### **Provincial government update:**

Shortly following Deputy Premier Deb Matthews' appointment to lead the newly named **Ministry of Advanced Education & Skills Development (AESD)** in June, the Premier's "Highly Skilled Workforce Expert Panel" released its final report, *Building the Workforce of Tomorrow: A Shared Responsibility*. The 75-page report contains recommendations under six thematic areas that will have far-reaching implications for postsecondary institutions across Ontario:

1. **Building stronger partnerships between educators and employers** by establishing a new Planning and Partnership Table, supported by a new Workforce Planning and Development Office within government. Employers, educators, labour, government and others would work through this table to drive solutions for skills and talent development, and for experiential learning. Industry Tables would also address mismatches between the skills that industries need and what the workplace offers.
2. **Increasing access to job market information** by working with the federal government to help lead the creation of a national system to give employers and job-seekers better access to information, such as where jobs exist and which skills employers will need in the future.

3. **Expanding opportunities for learning by experience** by funding more placements so that every student completes at least one experiential learning opportunity before graduating from high school, and another before finishing college or university.
4. **Promoting both traditional and non-traditional career paths** by increasing students' exposure to options including the arts, science, engineering, technology, skilled trades and entrepreneurship.
5. **Investing in human capital** by launching programs to support training in the workplace and encouraging large employers to share successful training programs with small and medium-sized enterprises.
6. **Closing gaps in skills and competencies** by finding ways to teach and recognize the skills that students learn, such as teamwork, problem solving and entrepreneurial spirit, and by developing training programs for groups underrepresented in the workplace to allow them better access to employment opportunities.

In the months ahead, in addition to our sector's ongoing consultation with AESD to establish criteria for a new funding formula for Ontario universities, Western will be working in conjunction with the Council of Ontario Universities to determine how best to engage with and support these government priorities.

**Federal government update:**

On September 6, Western learned that our "BrainsCAN" initiative will receive \$66 million from the Canada First Research Excellence Fund (CFREF) — the largest-ever research grant received by our University — as part of a total \$900-million allocation made by the federal government to leading universities across the country. The grant will provide a significant boost to the world-class research being conducted by a growing multidisciplinary team of researchers from across our campus whose work is focused in the areas of cognitive neuroscience and imaging.

Led by Professors Adrian Owen and Lisa Saksida as Co-Scientific Directors, BrainsCAN's goal is to reduce the burden of brain disorders affecting nearly 3.6 million Canadians, which diminish quality of life and create an enormous burden on society and on our health-care system. Neurological and psychiatric disorders together account for \$22.7 billion per year in health-care costs in Canada.

In conjunction with this great news, we announced an exciting new partnership with researchers at McGill who also received CFREF funding. This partnership ushers in a new era of collaboration between scholars from two great Canadian research universities, leveraging our institutions' complementary expertise to better understand disorders such as Parkinson's, Alzheimer's, traumatic brain injury, and schizophrenia. The Canadian Institute for Advanced Research (CIFAR) is also a partner in this initiative. Working together, our institutions will become a research powerhouse in the world of brain research.

This historic investment recognizes the excellence of the world-class research happening here at Western and the merits of our strategic, multidisciplinary approach to addressing complex global problems. We are

extremely grateful to the Government of Canada for its \$150-million total investment at Western and McGill into this critical field of science, which sends an important signal that neuroscience is a priority area of research for our country and the world. We congratulate the many faculty and staff colleagues across campus who helped to conceive the idea for BrainsCan, who helped assemble our winning submission to CFREF, and who will participate in the initiative's future success. For more information on BrainsCan, visit <http://uwo.ca/brainscan/index.html>

As I write this report, we remain optimistic about Western's submission to the \$2-billion ***Post-Secondary Institutions Strategic Investment Fund (SIF)***, on which we expect to hear news by month's end. As reported in June, Western has made three separate applications to the first round of the competition: 1) "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) Western Interdisciplinary Research Building, which will be home to the University's first multidisciplinary Cluster of Research Excellence in Cognitive Neuroscience; and, 3) modernization of core medical research facilities, including the creation of a new infectious disease facility and the renewal of animal care facilities.

SIF offers institutions up to 50% of eligible costs to support and accelerate the improvement and expansion of research and commercialization facilities, along with projects that reduce greenhouse gas emissions and improve the environmental sustainability of their facilities. The balance of funding for these projects must come from some combination of the institutions themselves and/or other levels of government. Another important stipulation is that projects must be substantially completed by April 30, 2018 to qualify.

**Western scholars named among Canada's Royal Society elite:**

Professors James Grier (Music), Paul Potter (Classical Studies), Gregor Reid (Microbiology & Immunology), David Shoemith (Chemistry), Xueliang (Andy) Sun (Mechanical & Materials Engineering) and Charles Weijer (Philosophy and Medicine) have been named among the newest fellows of the Royal Society, which recognizes outstanding scholarly, scientific and artistic achievement in the arts, humanities and sciences. Two additional Western scholars – Anita Kothari (Health Studies) and Thy Phu (English and Writing Studies) — have been named to the RSC's College of New Scholars, Artists & Scientists. This multidisciplinary recognition is presented to the emerging generation of Canadian intellectual leadership.

In recent years, Western has done exceptionally well in nominating outstanding colleagues who have gone on to receive what is considered among Canada's most prestigious academic honours. Currently, more than 50 active Western faculty members are fellows of the Royal Society and its College of New Scholars.

**Western undergraduates commended among the world's top students**

Bachelor of Medical Sciences student Mary Wang has been named one of 25 Global Winners in the annual

Undergraduate Awards (UA) – the world’s largest academic competition that celebrates exceptional students by recognizing their best coursework and projects. Mary earned a Gold Medal for her paper, *Does developmental social pragmatic intervention for children with autism influence parent language use?*, in the Languages & Linguistics category. Earlier this summer, UA recognized 33 papers by 29 Western students as “Highly Commended” entrants, deemed to be among the top 10 per cent of their subject category.

**Leadership update:**

In June, Vice-President (Resources & Operations) Gitta Kulczycki announced her resignation from Western in order to accept the position of Vice-President (Finance & Administration) at the University of Alberta, effective November 1. Gitta has served in her present capacity for more than 12 years, during which time she has demonstrated outstanding leadership within her portfolio and as a member of Western’s senior administrative team. Among her many achievements was oversight of several major construction projects valued at more than \$1.1 billion. Gitta also led such important initiatives as development of Western’s Campus Master Plan, Rapid Transit Working Group, Emergency Operation Coordinating Group, and the President’s Advisory Committee on Environment & Stability. On the finance side of her portfolio, Gitta was instrumental in navigating Western through the economic downturn of 2009 as demonstrated by Western’s AA stable credit rating from Standard and Poor’s. While we undertake a national search for Gitta’s successor, the leadership team of the Resources & Operations portfolio will report directly to me. We congratulate Gitta on her appointment and wish her all the best for continued success in her new role.

Also in June, we bid fond farewell to Susan Grindrod as she retired from her role as Associate Vice-President (Housing & Ancillary Services) following a 34-year career at Western. Susan’s leadership was responsible in large measure for the development of Western’s brand as “Canada’s best student experience.” Among her many contributions to Western, she served on the Board for several years, and we wish Susan all the best in her retirement.

Earlier this month, Thérèse Quigley announced her plans to retire, effective December 30, from the role she has held the past seven years as Director of Sports and Recreation Services (SRS). During her career, Thérèse has earned a national reputation as an innovator in varsity sport, recreation programming, fundraising, facility development and student leadership, and we wish Thérèse the best in her retirement. Western’s former Dean of Health Sciences, Jim Weese, will assume interim leadership for SRS, effective January 1, 2017, while a national search is undertaken for Thérèse’s successor.

Meanwhile, leadership review/selection committees have undertaken their work with regard to the Deans of Law and Arts and Humanities, as well as the Vice-Provost (International) and Vice-President (Research). The Law committee will go immediately to search as the incumbent dean, Iain Scott, has notified Western of his intent to retire from the University upon completion of his first term at the end of June 2017.

## **ACTIVITIES OF THE PRESIDENT**

(June 15, 2016 - September 19, 2016)

<b>June</b>	16-22	London	Convocation Ceremonies (9)
	16-22		Dinners in honour Honorary Degree Recipients (4)
	16-22		Lunches in honour of Honorary Degree Recipients (3)
	16		Internal meetings
	21		Telephone call with external stakeholder
	23		Board of Governors lunch and Board meeting
	24		Meeting with Faculty Member
	25-29	France	U15 France Mission
	30-2	UK	Meetings with external stakeholders
<b>July</b>	1	UK	Western UK Foundation meeting; UK Alumni Event
	4	London	Telephone calls with external stakeholders
	5		Meetings with external stakeholders
	5		Meeting with senior leaders
	6	Toronto	Meetings with external stakeholders
	7	Windsor	Schulich Windsor Affiliation Agreement Signing Ceremony
	8		STIC teleconference
	12		Internal meetings
	13		Internal meetings
	13		Meeting with PC Education Critics
	13		Shad-Western Dinner
	14		Summer Academic Orientation
	14		CFREF Briefing
	14		Lunch meeting with USC President
	15		Summer Academic Orientation
	15		MTCU teleconference
	15		Lunch meeting with Faculty Member
	18	Toronto	CFREF interview
	19	London	Review Committee meeting
	19		Honorary Degree phone calls (2)
	20		Meeting with external stakeholder
	20		Lunch meeting with Dean
	20		Internal meetings
	20		Meeting and dinner with external stakeholder
	21		Phone call with external stakeholder
	21		Lunch meeting with Principal
	22		Internal meetings
<b>August</b>	15		Internal meetings
	15		Donor recognition dinner
	16		Internal meeting
	17		Senior Policy & Operations Committee meeting
	17		Lunch meeting with Faculty Member
	17		CSTF Teleconference

	17		STIC Teleconference
	17		Internal meeting
	18		Internal meetings
	18		Lunch meeting with external stakeholder
	18		Retirement dinner
	19		Luncheon for visiting dignitaries
	19		Dinner meeting with external stakeholder
	22		Meeting with senior leaders
	22		Internal meetings
	22		Lunch meeting with USC President
	22		External site visit to campus
	23	Toronto	Meeting with external stakeholders
	24	Toronto	Breakfast meeting with external stakeholder
	24	London	Lunch meeting with Faculty Member
	25-26	Winnipeg	U15 Annual General Meeting
	28	London	Western Family Football Event
	29-30	Grand Bend	Deans' retreat
<b>September</b>	5	London	Orientation Week Opening Ceremony
	6	Waterloo	Government announcement
	6	London	Lunch meeting with USC President
	6		UWOFA Meeting
	6		Internal meeting
	7		RISB Board meeting
	7		COU President visit to campus
	7		CST teleconference
	7		Internal meetings
	8		BASICS
	8		Internal meetings
	9		Board Orientation
	9		Government announcement
	9		Lunch meeting with Faculty Member
	9		Internal meeting
	12		USC/PVP Partnership meeting
	12		Internal meetings
	12		Donor recognition event and luncheon
	12		SCUP meeting
	13	Ottawa	Meeting with Deputy Minister
	14	Toronto	Meetings with external stakeholders
	15	London	Government announcement
	15		Scholars' Electives Kick-off
	19	Toronto	Meetings with external stakeholders
	19		FRDRC 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 June 23, 2016	ACTION
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**Report of the Property & Finance Committee – Appendix II**

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

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

6. Committee Appointments	INFORMATION
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**Audit Committee – Appendix IV**

7. Harassment and Discrimination Matters Annual Report	INFORMATION
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**Fundraising & Donor Relations Committee – Appendix V**

8. Fundraising Activity Quarterly Report to July 31, 2016	INFORMATION
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**Items Referred by Senate – Appendix VI**

9. Department of Visual Arts – Deferral of the Department of Visual Arts' Name Change to the Department of Art History and Studio Art	ACTION
10. Institutional Quality Assurance Report – June 30, 2016	INFORMATION
11. Honorary Degree Recipients – Autumn 2016	INFORMATION
12. Report of the Academic Colleague	INFORMATION
13. Announcements – Academic Administrative Appointments	INFORMATION
14. 2017 Convocation Dates	INFORMATION
15. University Convocation Ceremony in Hong Kong	INFORMATION

### The Unanimous Consent Agenda

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

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

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

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

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

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

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

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

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



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

**June 23, 2016**

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

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

Dr. S. Armstrong	Mr. K. Gibbons
Dr. C. Beynon	Dr. R. Giffin
Ms. W. Boye	Mr. P. Jenkins
Ms. C. Burghardt-Jesson	Mr. J. Knowles
Dr. J. Capone	Mr. R. Konrad
Dr. A. Chakma	Ms. G. Kulczycki
Mr. J. Cowin	Mr. B. Ross
Ms. S. Chrominska	Mr. T. Sutherland
Ms. K. Cole	Dr. B. Timney
Mr. J. Cowin	Dr. J. Toswell
Dr. J. Deakin	Mr. M. Wilson
Ms. L. Gainey	

By Invitation: R. Ezekiel, S. Fazilat, L. Logan, J. O'Brien, C. Richmond, A. Weedon, J. White

BG.16-65 **REPORT OF THE PRESIDENT**

The report of the President, distributed with the agenda, consisted of the following topics: provincial government update, federal government update, changes to Western's Homecoming, Brian Timney's appointment as COU's Executive Director of Quality Assurance, and activities of the President since the April board meeting. He also reported on Western's 307<sup>th</sup> Convocation ceremonies held between June 14 - 22.

BG.16-66 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by R. Konrad, seconded by C. Beynon,

That with the exception of item 7, Ontario Auditor General's Report – University Intellectual Property, 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.16-67 **Minutes of the Previous Meeting**

The open session minutes of the meeting of April 21, 2016 were approved as circulated.

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

BG.16-68

**Rapid Transit Recommendations**

It was moved by R. Konrad, seconded by P. Jenkins,

1. That the Board of Governors approve the following position statements with respect to the introduction of rapid transit in the City of London:
  - Western supports the introduction of rapid transit in London.
  - Western supports rapid transit coming to its campus.
  - Western supports its students' desire to see improvements in transit services.
  - Western supports options for light rail or bus rapid transit to service the campus via routings on Richmond Street and Western Road.
  - In keeping with Western's campus master plan (approved in 2015), which has a long term focus on promoting safety and security on campus through the establishment of pedestrian and cycling networks near the centre and vehicles at the periphery, and noting that the university has embarked on planning to enhance safety on campus through a transformation to a more pedestrian-friendly space including limiting vehicular traffic, Western does not support light rail traversing through campus, nor bus rapid transit traversing through campus if it is a condition precedent that such bus rapid transit be convertible to light rail.
2. That prior to taking a formal position on bus rapid transit traversing through campus, the university develop the plan for a pedestrian-focused campus, with limitations on vehicular traffic.

G. Kulczycki, Vice-President (Resources and Operations), provided an overview of the Report of the University Rapid Transit Working Group, detailed in Appendix II, Annex 1.

She noted that according to campus surveys of faculty, staff and students, the vast majority of campus stakeholders support the concept of light rail to campus, but not through campus due to the potential impacts on research, pedestrian safety and the campus environment. The proposed light rail routes through campus would interfere with highly sensitive research and equipment due to electromagnetic field, vibration and noise. G. Kulczycki also told the Board that Western does not want to aggravate an existing safety issue of heavy vehicular traffic in a primarily pedestrian environment. Western currently experiences 13,500 inbound and more than 12,000 outbound vehicles per day, including more than 1,000 bus trips.

Commenting on the second recommendation regarding the initiative to make the campus a more pedestrian-focused space with limits on vehicular traffic, Request for Proposals have been issued to consultants concerning this initiative. She noted that the Rapid Transit Working Group will be expanded to include representatives from faculty, staff and students as well as from the London Health Sciences Centre community.

The Chair noted the importance of working collaboratively with the City to achieve outcomes satisfactory to all. G. Kulczycki noted that discussions with the City were ongoing and a joint communication plan was being developed.

The question was called and CARRIED.

BG.16-69 **Ontario Auditor General's Report – University Intellectual Property**

The Board received for information the Ontario Auditor General's Report – University Intellectual Property, detailed in Appendix II, Annex 7. The Chair noted that a member had raised questions prior to the meeting about the report's genesis and potential impact on the University's IP policies and practices. He said that Western did not solicit this report and that the content of the summary was prepared by Research Western for the purpose of determining where Western is compliant. Most recommendations deal with reporting and communications to government and community; others deal with process in assessment of inventions disclosed and responses to them. Western will put processes in place to fully meet recommendations as necessary. J. Capone, Vice-President (Research) said that issues focused upon included communication, transparency in the use of public funds, and the impact of research that is funded publicly on the socio-economic well-being of the province. There was no intent whatsoever to revisit IP provisions in the faculty's collective agreement. A member noted that IP is a very complex issue and is important for governance from a strategic perspective. The President added he believed that any time the Auditor General took an interest in the University's activities, the Board needed to be fully briefed. Had the Auditor General found deficiencies or problems, there could be reputational impact.

BG.16-70 **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:

- Federal Infrastructure Program Submissions
- Investment Committee Membership
- Ian McWhinney Chair in Family Medicine – Revisions to Terms of Reference
- Alice Munro Chair in Creativity – Establishment
- Fowler Kennedy Lease Renewal
- UHIP Fees 2016-2017
- Ancillary Financial Report
- Quarterly Ratio Report on Non-Endowed Funds
- New Scholarships and Awards

**REPORT OF THE BY-LAWS COMMITTEE [APPENDIX III]**

BG.16-71 **Governance and By-Laws Committee – Terms of Reference**

It was moved by M. Wilson, seconded by S. Chrominska,

That the revised Special Resolution No. 1.-A, Terms of Reference of the By-Laws Committee, including the change of name to "Governance and By-Laws Committee", detailed in Appendix III, Annex 1, be approved.

CARRIED

BG.16-72 **Revisions to Standing Committee Terms of Reference**

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

That revisions to the following terms of reference, be approved:

- (a) Special Resolution No. 1-B, Terms of Reference of the Property and Finance Committee (Appendix III, Annex 2);
- (b) Special Resolution No. 1-C, Terms of Reference of the Fund Raising and Donor Relations Committee (Appendix III, Annex 3); and

- (c) Special Resolution No. 1-M, Terms of Reference of the Senior Operations Committee, including the re-naming of the Committee (Appendix III, Annex 4).

CARRIED

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

BG.16-73 **Information Items Reported by the Senior Operations Committee**

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

- Appointments to the University Discipline Appeals Committee
- Appointments to the Property & Finance Committee
- Appointments to the Western Fair Association

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

BG.16-74 **Retirement Income Fund Financial Statement for the year ended December 31, 2015**

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

That the audited financial statements for The University of Western Ontario Retirement Income Funds for the calendar year 2015 be approved.

CARRIED

The Chair noted that these are the closing financial statements as this would be the last year the RIF needed to be accounted for with the move to Sun Life.

BG.16-75 **Information Items Reported by the Audit Committee**

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

- Western Retirement Income Fund – KPMG Audit Findings Report
- Western Retirement Plans – Report to the Audit Committee for the year ended December 31, 2015

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

BG.16-76 **Information Item Reported by the Fund Raising and Donor Relations Committee**

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

- Fundraising Activity Quarterly Report to April 30, 2016

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

BG.16-77 **Report of the Senate ad hoc Committee on Renewal**

The Report of the Senate ad hoc Committee on Renewal, detailed in Appendix VII, Annex 3, was

received for information. The President informed the Board that Senate accepted the ad hoc Committee's recommendations in principle and referred implementation of the recommendations to the Senate Operations/Agenda Committee. One item he drew the Board's attention to was the possibility of opening the UWO Act in order to enhance representation on Senate. In the UWO Act, eligibility to vote and serve on Senate is tied to the rank of Assistant Professor or higher. It would be the Board's decision whether to move forward with any proposal to have the Act opened.

BG.16-78 **Final Report of the URB Task Force Steering Committee for Support of SSAH Research at Western**

The final Report of the URB Task Force Steering Committee for Support of SSAH Research at Western, detailed in Appendix VII, Annex 4, was received for information. Dr. Chakma advised that a working group under the direction of the University Research Board and the Vice-President (Research) will be struck to deal with the recommendations contained in the report.

BG.16-79 **Draft Indigenous Strategic Plan**

(C. Richmond, R. Ezekiel and J. White were present to respond to questions.)

The draft Indigenous Strategic Plan, detailed in Appendix VII, Annex 6, was received for information.

C. Beynon, C. Richmond, R. Ezekiel and J. White provided an overview of the Indigenous Strategic Plan, including the development of the plan, community engagement, next steps and the eight strategic directions of the plan. Overhead slides used to highlight the presentation are attached as [Appendix 1](#).

Implementation of the strategic plan, once it is launched in November, will begin with the establishment of the Provost Task Force on Implementation. J. Deakin said that the committee struck to draft the strategic plan was charged with identifying goals and developing ideas unencumbered by resources or other practical implications that might stifle discussion. She noted that caution must be used so as not to overburden Western's Indigenous colleagues by putting all of the work on their shoulders.

A member noted the importance, moving forward, to keep in mind measures that can be put in place through our capital projects processes to make the community welcoming to indigenous faculty, staff and students.

The Chair thanked the group for the presentation and their leadership noting the Board's commitment to this initiative.

BG.16-80 **Appointment Procedures for Senior Academic and Administrative Officers of the University – Revision to Section R. Associate Vice-President (Research)**

It was approved by unanimous consent,

That Section R. Associate Vice-President (Research) of the Appointment Procedures for Senior Academic and Administrative Officers of the University be revised as shown in Annex 1.

BG.16-81 **Revisions to MAPP 7.12 Policy for the Use of Animals in Research, Testing and Teaching**

It was approved by unanimous consent,

That changes to the Policy for the Use of Animals in Research, Testing and Teaching (MAPP 7.12) be approved as set out in Annex 2.

BG.16-82

**Additional Items Referred by Senate**

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

- Western Degree Outcomes (Undergraduate)
- Report of the Academic Colleague
- President's Medal for Distinguished Service

The Chair thanked retiring members of the Board - Carol Beynon, Brendan Power, Tom Sutherland, and Brian Timney - for their dedicated service.

The meeting adjourned to the confidential session.

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H. Hassan  
Chair

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I. Birrell  
Secretary

Creating Western's  
**INDIGENOUS STRATEGIC PLAN**



[www.indigenoustrategicplan.uwo.ca](http://www.indigenoustrategicplan.uwo.ca)



### Development of the Draft Plan

Date	Milestone
November 2014	Indigenous Strategic Initiatives Committee (ISIC) Formed
March 2015	Release of draft Vision, Purpose, Guiding Principles to campus community for feedback
October 5, 2015	President's email inviting submissions for development of the strategic plan
October 13, 2015	Western's Indigenous Initiatives Inventory
October – December 2015	Community Engagement Meetings – 25 focus groups / consultation meetings with 435 members of the campus community and surrounding Indigenous communities
January 2016	Development of draft goals based on themes emerging from input provided
February - March 2016	Consultations with Senior Leaders (PVP, Deans, Campus Council)
March – May 2016	Draft plan shared with campus community, feedback welcomed.



### Community Engagement Summary

- **Gathering Our Voices Talking Circles** – 2013-2014
- **Graduate Student World Cafe** - 2014
- **Indigenous Awareness Week Consultations** – March 2015
- **Online / Written Submissions** – Fall 2015
- **Indigenous Initiatives Inventory Survey** – 152 participants
- **Indigenous Student Experiences Survey** - 102 participants, 98 Indigenous
- **Community Consultations (Meetings, Presentations and Focus Groups)** – Fall 2015  
– 25 engagements, 435 participants



### Next Steps in Developing the Plan

Date	Milestone
May - July 2016	Incorporation of feedback received by campus community.
September 2016	Finalized plan reviewed by SCUP, Senate & Board of Governors
November 2016	Launch final plan



### High Level Strategic Directions

1. Strengthen and build relationships with Indigenous communities
2. Nurture an inclusive culture that values Indigenous peoples, perspectives, and ways of knowing
3. Enhance Indigenous students' experience at Western
4. Achieve excellence in Indigenous research and scholarship



### High Level Strategic Directions

5. Excel in Indigenous teaching and learning
6. Indigenous Western's institutional practices and spaces
7. Become a university of choice for Indigenous students
8. Increase Indigenous representation in staff and faculty complement



Thank You!

[indigenousplan@uwo.ca](mailto:indigenousplan@uwo.ca)

Western  [www.indigenousstrategicplan.uwo.ca](http://www.indigenousstrategicplan.uwo.ca)

**REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

Contents	Consent Agenda
Revisions to Policy 2.15 – Approval of Capital Projects	No
The Stephen A. Jarislowsky Chair in Central Banking	Yes
Investment Committee Report	Yes
Quarterly Ratio Report on Non-Endowed Funds	Yes
New Scholarships and Awards	Yes

**FOR APPROVAL**

1. **Revisions to Policy 2.15 – Approval of Capital Projects**

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

**Background:**

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

The recasting required a number of editorial changes and provided the opportunity to update the language of the policy and procedures to reflect current professional practices and nomenclature. The substantive changes proposed relate to increased approval authorities as reflected in section 6.0, as follows:

- Individual projects require Board approval above \$7.5 million (previously \$5 million)
- Appointment of Architects & Consultants require Board approval above \$1 million (previously \$750,000)
- Award of Construction Contract requires Property & Finance Committee approval above \$5 million – unchanged, other than to add one additional approval layer
  - Section 6.1 now provides for delegation of authority when a meeting of the Property & Finance Committee is not imminent and approval is required in order to meet project deadlines. This has been our recent practice and it was suggested by Legal Counsel that this delegation should be codified in policy.
- Costs in excess of approved total project budget require Property & Finance Committee approval above \$750,000 (unchanged)

[Secretary’s Note: The Property and Finance Committee has asked the administration to consider whether a percentage budget change figure should be used rather than a flat figure. If that is determined to be the better course, a further revision to the policy would come forward to a future meeting.]

The University Secretary conducted a survey of Canadian universities for their respective approval authority levels for capital projects. **Annex 3** provides a summary from the U15 universities that responded.

The current MAPP 2.15 – *Approval Authorities for Construction and Maintenance Projects* - is attached as **Annex 2**. Because the recasting resulted in a very large number of editorial and formatting changes, a red line version is virtually unreadable and thus has not been provided.

**FOR INFORMATION**

2. **The Stephen A. Jarislowsky Chair in Central Banking**

See [Annex 4](#).

3. **Investment Committee Report**

See [Annex 5](#).

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

See [Annex 6](#).

5. **New Scholarships and Awards**

See [Annex 7](#).



## POLICY 2.15 - Approval of Capital Projects

<b>Policy Category:</b>	Financial
<b>Subject:</b>	Capital projects and authorities for construction and maintenance projects
<b>Approving Authority:</b>	Board of Governors
<b>Responsible Officer(s):</b>	Vice-President (Resources & Operations) Provost & Vice-President (Academic)
<b>Responsible Office(s):</b>	Vice-President (Resources & Operations) Provost & Vice-President (Academic)
<b>Related Procedures:</b>	[web link]
<b>Related University Policies:</b>	MAPP 2.8 Procurement of Materials & Services Terms of Reference of P&F
<b>Effective Date:</b>	September 27, 2016
<b>Revised:</b>	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

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### 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.

## **DRAFT REVISED POLICY 2.15 – Approval of Capital 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.
- 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.

**DRAFT REVISED POLICY 2.15 – Approval of Capital Projects**

6.0 Specific approval authorities

<b>Type of Approval</b>	<b>Cost</b>	<b>Approval Authority</b>
<b>Individual Project Approval</b>	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
<b>Appointment of Architects &amp; Consultants</b>	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
<b>Award of Construction Contract</b>	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
<b>Costs in excess of approved total project budget</b>	Up to \$100,000	Associate Vice-President (Finance & Facilities)
	\$100,000 to \$750,000	Vice-President (Resources & Operations)
	Above \$750,000	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.

**DRAFT REVISED 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:

<b>Report</b>	<b>Timing</b>	<b>Receiving Body</b>
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



**PROCEDURE FOR POLICY 2.15 – Approval of Capital Projects**

**I. POLICIES AND PROCEDURE FOR THE CALLING OF TENDERS FOR CONSTRUCTION AND MAINTENANCE PROJECTS**

- 1.0 After considering various factors, such as the timing and duration of the construction project, the budget, and the type and difficulty of the work to be undertaken, the Division of Facilities Management will determine whether to call for tenders via an open tender or a pre-qualified vendor process.
- 2.0 When an open tender call is selected, a public advertisement is placed on MERX extending an invitation for bids to all contractors. Contract documents may be obtained by interested contractors upon payment of a deposit for the drawings and specifications. The contract and tender documents will include language that provides the maximum flexibility for the University in deciding whether to accept the lowest or any bid.
- 3.0 The pre-qualification process is used when there is limited time between tendering and the project completion deadline, when the project is very specialized, or when there is some particular factor associated with the project that the Division of Facilities Management deems to warrant the use of the process.
  - 3.1 There will be a public advertisement requesting expressions of interest from contractors. The contractors will complete a Canadian Standard Form of Contractors Qualification Statement (CCDC document 11) and submit the document to either the University or to the Architect/Consultant responsible for the project.
  - 3.2 The expressions of interest are then evaluated by the Division of Facilities Management and the Architect/Consultant using the following criteria:
    - (a) The contractor's past experience with the type of work to be undertaken
    - (b) The contractor's total current work load
    - (c) Maximum single project value previously undertaken by the contractor
    - (d) The University's past experience with the contractor
    - (e) The contractor's reputation
    - (f) Ability of the contractor to complete the work on time
  - 3.3 Following this evaluation, a number of contractors (at least three) are selected as being suitable to carry out the work and they are invited to submit tenders.
  - 3.4 A variation of the pre-qualification process is "bidding by invitation." The Division of Facilities Management provides a list of recommended, prequalified contractors who are capable of doing the work. In preparing this list, the Division of Facilities Management may consider past experience with the University, consultants' recommendations, or requests from contractors that they be given the opportunity to

## **DRAFT PROCEDURE FOR POLICY 2.15 – Approval of Capital Projects**

bid. Tenders are invited from these firms. The prequalified list is updated on a regular basis and contractors are evaluated after each project.

- 4.0 Opening of tenders shall be scheduled so as to allow sufficient time for appraisal and formulation of a recommendation to the body or officer authorized to award the contract.
- 4.1 Called tenders will be received as set out below:
  - (a) For projects with a contract value expected to exceed \$1,000,000, the Office of the Secretary of the Board.
  - (b) For projects with a contract value expected to exceed \$100,000 but not \$1,000,000, the Office of the Associate Vice-President (Finance & Facilities) or Executive Director (Facilities Development & Engineering).
  - (c) For projects with a contract value less than \$100,000, Executive Director (Facilities Development & Engineering).
- 4.2 Tenders shall be opened in the presence of the following:
  - (a) Tenders expected to exceed \$1,000,000  
The Secretary of the Board of Governors and the Associate Vice-President (Finance & Facilities) or Executive Director (Facilities Development & Engineering).
  - (b) Tenders expected to be less than \$1,000,000  
Associate Vice-President (Finance & Facilities) OR Executive Director (Facilities Development & Engineering).
  - (c) Tenders expected to be less than \$500,000  
Executive Director (Facilities Development & Engineering).
  - (d) Tenders expected to be less than \$100,000  
Executive Director (Facilities Development & Engineering) or designate.
- 5.0 The Associate Vice-President (Finance & Facilities) or designate has authority to review the contract documents with the low compliant bidder and the consultant to identify changes in the scope of work which will achieve a lower project cost

## **DRAFT PROCEDURE FOR POLICY 2.15 – Approval of Capital Projects**

### **II. PROCESS FOR HIRING DESIGN TEAMS FOR MAJOR PROJECTS**

- 1.0 When a major construction or renovation project is to be initiated at the University, a Project Planning Committee is formed.
- 2.0 The Project Planning Committee is charged with the responsibility to review the project design, budgets, etc., making any additional recommendations through the Executive Director (Facilities Development & Engineering) to the appropriate Vice-President as needed.
- 3.0 The composition of Project Planning Committees varies depending on the type of project, but usually includes the following:
  - Associate Vice-President (Finance & Facilities) or designate
  - A Facilities Management Project Manager
  - Associate Vice-President, IPB or designate
  - Executive Director, ITS or designate
  - Up to two representatives from the affected Faculty or budget unit
  - A representative from the Senate Committee on University Planning who does not have any direct interest in the project.
  - Executive Director (Facilities Development & Engineering) (Chair)
- 4.0 Once a preliminary program for the project has been developed, the Division of Facilities Management invites design teams to submit Requests for Proposals for the project via an advertisement posted on MERX Internet Bidding and Information Service, and in such other places as appropriate.
- 5.0 The Request for Proposal request will typically include a very brief description of the project, the value of the construction and the general timing of the project. The request will also indicate that preference will be given to design teams with recent experience in the development of similar facilities and with the ability to respond quickly to the university's needs.
- 6.0 The interested parties will be requested to provide the following:
  - The team they propose to use on the project, including all necessary sub-consultants, and the experience of the team members in the type of work to be undertaken, including information about comparable projects they have completed
  - The names of references who may be contacted
  - An indication of their fees
  - Any other information they deem to be appropriate
- 7.0 From the Request for Proposals received, the Project Planning Committee will select a short list of candidates for interview. The criteria for selecting a firm for an interview may include comparable experience, demonstrated capability of the design team, fees, previous designs, functional program expertise, approach to cost and budget control, and experience in university facility design.

## **DRAFT PROCEDURE FOR POLICY 2.15 – Approval of Capital Projects**

- 8.0 Prior to the interviews, more detailed information about the proposed project will be provided to each design team on the short list.
- 9.0 Interviews will typically last about an hour and will include a presentation by the design team, a period for questions from the Committee, and discussion between the Committee and the proposed design teams. Design teams will be expected to introduce the principals and project staff who will be working on the project, provide information on their current workload, their plan for implementation of the project, commentary related to the University's Campus Master Plan and Guidelines (if relevant), to identify design approaches, and respond to specific questions. As well, they will be requested to provide evidence of the financial stability of the lead (contracted) firm and major consultants.
- 10.0 The Project Planning Committee will review the presentations against the criteria stated above and make a recommendation for appointment of a design team to the appropriate decision-making authority.



**Policy Category:** Financial

**Effective Date:** June 29, 2004

**Revised:** April 23, 2002

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### **POLICY**

This policy is pursuant to Section 2.00(a) of the University's Policy on Purchase of Materials and Services [[Policy 2.8](#)].

Notwithstanding the financial limits stated in this policy, projects that have some sensitivity can be referred by the administration to the Property & Finance Committee for advice.

### **Capital Plan**

- 1.00 The Capital Plan is submitted as part of the annual operating and capital budget and requires approval of the Board of Governors, on recommendation of the Property & Finance Committee and Senate.

### **Individual Project Approval**

- 2.00 Individual construction and maintenance projects, including any changes to buildings or building systems, require the following approval:

	<b>Approval Authority</b>	<b>Total Estimated Project Budget</b>
	<ul style="list-style-type: none"> <li>- Board of Governors</li> <li>- Property &amp; Finance Committee</li> <li>- President or Vice-President (Resources &amp; Operations)</li> <li style="padding-left: 20px;">- Associate Vice-President (Finance &amp; Facilities)</li> </ul>	<ul style="list-style-type: none"> <li>over \$5,000,000</li> <li>\$1,500,000 to \$5,000,000</li> <li>\$500,000 to \$1,500,000</li> <li>up to \$500,000</li> </ul>

- 2.01 Any change of land use requires approval by the Property & Finance Committee on the recommendation of the President and Vice-Presidents. Any major change in land use also requires Board approval.
- 2.02 Individual departments may not approve or undertake construction and maintenance projects without the approval of the Division of Facilities Management.

### **Appointment of Architects and Consultants**

- 3.00 Only the following may appoint architects or consultants:

	Approval Authority	Estimated Project Fees
	<ul style="list-style-type: none"> <li>- Property &amp; Finance Committee</li> <li>- President or Vice-President (Resources &amp; Operations) or Associate Vice-President (Finance &amp; Facilities)</li> </ul>	<ul style="list-style-type: none"> <li>over \$750,000</li> <li>up to \$750,000</li> </ul>

3.01 All requests for proposals for architectural or engineering or other design consultants must be initiated through the Division of Facilities Management.

3.02 Contracts with architectural and engineering or other design consultants must be administered and controlled by the Division of Facilities Management.

### Tenders

4.00 The design and budget of a project must be approved by the appropriate authority in 2.00 above before tenders may be called by the Associate Vice-President (Finance & Facilities).

5.00 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 \$50,000, shall be awarded on the basis of sealed tenders received from contractors, with such tenders being advertised publicly or invited from at least two bidders.

6.00 Opening of tenders shall be scheduled so as to allow sufficient time for appraisal and formulation of a recommendation to the body or officer authorized to award the contract.

6.01 Called tenders will be received as set out below:

- (a) For projects expected to exceed \$750,000, the Office of the Secretary of the Board.
- (b) For projects expected to exceed \$50,000 but not \$750,000, the Office of the Associate Vice-President (Finance & Facilities).
- (c) For projects expected to be less than \$50,000, as may be delegated by the Associate Vice-President (Finance & Facilities).

6.02 Tenders shall be opened in the presence of the following:

- (a) **For projects expected to exceed \$750,000**

The Secretary of the Board of Governors and the Associate Vice-President (Finance & Facilities) or a delegated Director

- (b) **Tenders expected to be less than \$750,000** may be opened by the Associate Vice-President (Finance & Facilities) OR in the absence of the Associate Vice-President,

The Director delegated to act for the Associate Vice-President (Finance & Facilities) and

Another senior member of the Division of Facilities Management staff.

- 6.03 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.
- 6.04 Upon opening, tenders shall be recorded and given immediately into the custody of the Associate Vice-President (Finance & Facilities) for appraisal.
- 7.00 In appraising tenders or bids, the factors of quality, suitability, reliability and services shall be taken into account and the low tender or any bid may not necessarily be accepted.
- 7.01 The meeting which considers a recommendation for the award of a contract shall be held in closed session.

**Award of Contracts**

- 8.00 The award of contracts for construction or maintenance projects must be authorized as follows:

	Approval Authority	Contract Amount
	<ul style="list-style-type: none"> <li>- Property &amp; Finance Committee</li> <li>- President or Vice-President (Resources &amp; Operations)</li> <li>- Associate Vice-President (Finance &amp; Facilities)</li> </ul>	<ul style="list-style-type: none"> <li>above \$5,000,000</li> <li>\$1,000,000 to \$5,000,000</li> <li>up to \$1,000,000</li> </ul>

- 9.00 Following the award of contract, the successful bid, with the statement that it was the low acceptable bid, shall be announced publicly.
- 10.00 The Associate Vice-President (Finance & Facilities) is authorized to sign contracts, purchase orders, etc. to a value not to exceed \$1,000,000. Where the value exceeds \$1,000,000, the signing authorities shall be the Associate Vice-President (Finance & Facilities) and one of: a Vice-President, or the President. When the Corporate Seal is required, the signature of the Secretary of the Board of Governors is also required, in compliance with the By-Laws of the Board of Governors.

**Cost OVERRUNS**

- 11.00 (a) **Low bid exceeds the project estimate:**

The Associate Vice-President (Facilities Management) has authority to review with the low bidder the specifications of the project to identify changes in the scope of work which will achieve a lower project cost.

- (b) **Costs exceed the approved total project budget:**

	Approval Authority	Amount Over Approved Total Budget

	<ul style="list-style-type: none"> <li>- Property &amp; Finance Committee</li> <li>- Vice-President (Resources &amp; Operations)</li> <li>- Associate Vice-President (Finance &amp; Facilities)</li> </ul>	<ul style="list-style-type: none"> <li>over \$750,000</li> <li>\$100,000 to \$750,000</li> <li>up to \$100,000</li> </ul>
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12.00 In all cases where authority to act has been delegated by the Board of Governors, actions taken with a value in excess of \$750,000 must be reported to the Property & Finance Committee.

13.00 An expenditure report on capital projects over \$1 million will be presented annually to the Property & Finance Committee.

**ATTACHED: [APPENDIX 1](#) - POLICIES AND PROCEDURE FOR THE CALLING OF TENDERS FOR CONSTRUCTION AND MAINTENANCE PROJECTS**

**[APPENDIX 2](#) - PROCESS FOR HIRING DESIGN TEAMS FOR MAJOR PROJECTS**

## APPENDIX 1

### POLICIES AND PROCEDURE FOR THE CALLING OF TENDERS FOR CONSTRUCTION AND MAINTENANCE PROJECTS

There are two methods of calling tenders for construction projects: through open public tender call or through the pre-qualification process. Prior to selecting the method for calling tenders, the Division of Facilities Management and consultant (as applicable) examine several aspects of the project including: timing of the construction project, duration of the project, budget, and the type and difficulty of work to be undertaken. The Division of Facilities Management makes the decision as to which method will be used.

#### Open Tender

When an open tender call is selected, a public advertisement is made in newspapers extending an invitation for bids to all contractors. Specifications may be obtained by interested contractors who will make a deposit for the drawings and specifications and submit bids to the University. The specifications and tender documents will include a statement that the lowest or any bid will not necessarily be accepted. The advantages of using the open public tendering process are that all contractors have an opportunity to bid and good competition is encouraged.

#### Pre-Qualified

The pre-qualification process is used when there is limited time between tendering and the project completion deadline, when the project is very specialized, or when there is some particular factor associated with the project. A public advertisement will be made requesting expressions of interest from contractors. The contractors complete a Canadian Standard Form of Contractors Qualification Statement (CCA document 11) and submit the document to either the University or to the Architect/Consultant responsible for the project. The expressions of interest are then evaluated by the Division of Facilities Management and the Architect/Consultant using the following criteria:

- a) The contractor's past experience with the type of work to be undertaken
- b) The contractor's total current work load
- c) Maximum single project value previously undertaken by the contractor
- d) The University's past experience with the contractor
- e) The contractor's reputation
- f) Ability of the contractor to complete the work on time

Following this evaluation, a number of contractors (at least three) are selected as being suitable to carry out the work and they are invited to submit tenders. When employing the pre-qualification process, the low bidder normally would be considered acceptable for the job, but the tender documents will state that the lowest or any of the tenders may be rejected. The advantage of using the pre-qualification approach is that contractors who do not appear to be suitable for the project are eliminated prior to the calling of tenders, thus avoiding loss of time between close of tenders and award of contract. (For larger projects, this is the preferred method.)

A variation of the pre-qualification process is "bidding by invitation" for specialized work or smaller construction projects. For specialized projects the Division of Facilities Management provides a list of recommended contractors who are capable of doing the work. Tenders are invited from these specialist firms. On small construction or renovation projects (i.e., less than \$100,000), open tender is not necessarily used. Instead, a number of contractors are invited to bid to ensure fair competition and good pricing. These bidders are selected on the basis of past experience with the University, consultant's recommendations, and/or through requests from contractors that they be given the opportunity to bid.

## APPENDIX 2

### PROCESS FOR HIRING DESIGN TEAMS FOR MAJOR PROJECTS

The process for the selection of Design Teams is conducted pursuant to [Policy 2.15](#) which stipulates that all contracts with architectural and engineering or other design consultants are to be administered and controlled by the Division of Facilities Management.

When a major construction or renovation project is to be initiated at the University, a Project Planning Committee is formed. The Project Planning Committee participates in decision making throughout the project. The duties of the Project Planning Committee include recommending to the Property & Finance Committee the appointment of Design Teams. Subsequently, the Project Planning Committee is charged with the responsibility to review the project design, budgets, etc. and to make recommendations to the Property & Finance Committee as appropriate. The composition of Project Planning Committees varies depending on the type of project, but usually has representatives from the following constituencies:

- Associate Vice-President (Finance & Facilities) or representative
- A Facilities Management Project Manager
- A representative from Institutional Planning and Budgeting
- A representative from Information Technology Services
- One or more representatives from the affected Faculty or budget unit
- A representative from the Senate Committee on University Planning, normally a person who does not have any direct interest in the project but has an overall University interest related to the project.

Once a preliminary program for the project has been developed, the Division of Facilities Management invites London area Design Teams to submit Expressions of Interest related to the project. As well, an advertisement requesting Expressions of Interest is placed in the London Free Press and on the Merx Internet Bidding and Information Service.

Typically Expressions of Interest requests provide a very brief description of the project, the value of the construction and the general timing of the project. The interested parties are requested to identify the team they propose to use on the project including all necessary sub-consultants, their experience in this type of work, and the staff they are proposing to work on the project. They are asked to provide information about comparable projects they have completed and the names of references who may be contacted. They are also requested to provide an indication of their fees and any other information which they deem appropriate. The Request for Expressions of Interest, indicates that a Design Team that has recent experience in the development of similar facilities and that can provide an indication that the team can very quickly respond to the University's needs, will be selected.

Expressions of Interest are received from various firms from across Canada, and these Expressions are circulated to the Project Planning Committee. The Committee then meets to select a short list of candidates for interview. The Project Planning Committee establishes criteria which are used to make the selection of firms to be interviewed and include such items as; comparable experience, capability of the Design Team, fees, previous designs, functional program expertise, approach to cost and budget control and experience in university facility design.

The Committee invites selected candidates for an interview which typically lasts about 1 ½ hours. The interview includes presentations by the Design Team, a period for questions from the Committee and discussion between the Committee and the proposed Design Teams. Prior to the interview, more detailed information about the project is provided. At the interview, Design Teams are required to introduce the principals and project staff who will be working on the project. They are requested to provide information on their current workload, indicate how they would implement the project, provide commentary related to the University's Campus Master Plan and Guidelines, identify design

approaches and respond to specific questions. As well, they are requested to provide evidence of the financial stability of the lead (contracted) firm and major consultants.

Subsequent to the interviews, which are normally held in one day, the Project Planning Committee reviews the presentations against the criteria mentioned above and a recommendation for appointment of a Design Team is made to the Property & Finance Committee.

Subsequent to the approval of the appointment by the Property & Finance Committee, a contract with the Design Team is developed through the Division of Facilities Management. It is noted that if the Design Team fails to provide the required level.

**U15 Institutions – Capital Project Approval Authorities**

*(Note: When the dollar figures are the same for the committee and the board, it means that the committee does not have delegated approval authority but must recommend to the board for final approval.)*

Institution	2016		
	Administration	Board Committee	Board
Alberta	\$2 million	\$7 million	>\$7 million
McMaster	\$2 million	\$10 million	>\$10 million
Manitoba	\$1 million	\$1 million	>\$1 million Projects between 500K and \$1 million reported to Board for info
Ottawa	<\$1 million President	\$1 million - \$5 million	>\$5 million
Queen's	\$2.5 million	>\$2.5 million (informed of projects greater than \$1 million and less than \$2.5 million, but has no approval role for these "minor" capital projects.)	>\$2.5 million
Toronto	\$3 million	\$3-\$10 million	>\$10 million
UBC	\$5 million	>\$5 million	>\$5 million
Waterloo	Under \$2m	>\$2 million - \$5 million	>\$5 million
Western	<\$500k (AVP, Finance and Facilities) \$500k - \$1.5 million (President or VP, Resources and Operations)	\$1.5m-\$5m	>\$5 million

## **THE STEPHEN A. JARISLOWSKY CHAIR IN CENTRAL BANKING**

### **FOR INFORMATION**

In February 2016, on behalf of Board of Governors, the Property & Finance Committee approved the establishment of The Stephen A. Jarislowsky Chair in Central Banking with academic appointment in the Department of Economics in the Faculty of Social Science, and in accordance with the terms of reference and conditions outlined below.

**Donor and Funding:** The Jarislowsky Foundation (hereafter referred to as the “Donor”) has made a gift of \$2 million for endowment to be matched with \$2 million from the University to create a \$4 million endowment to fund the Chair.

The University and the Donor have agreed that the \$2 million from the Donor will be managed as a segregated investment, under the control and oversight of the University’s Investment Committee. The \$2 million matching funds have been endowed at the University to support the Chair.

Amounts made available for spending from the overall endowment will be used to support the academic program of the holder of the Chair.

**Effective Date:** July 1, 2016

**Purpose:** The creation of this Chair will position Western at the forefront of central banking teaching and research in Canada and enable the University to recruit a stellar faculty member in the Department of Economics.

In order to provide the level of salary and program support necessary to recruit an exceptional candidate to the Chair, the amounts made available for spending from the the overall endowment will be in addition to support from the operating budget of the Faculty of Social Science. All available funds will contribute to covering the salary and benefits of the Chair holder and the expenses of the Chair holder in accordance with the objectives of the Chair, which will be reviewed at the conclusion of each five-year term of the Chair.

Expenses may include, but are not limited to, research support, administrative support, conference organization, travel and conference fees, support for students, equipment, and preparation of materials for publication. The University will also provide infrastructure support for the Chair (such as office space, supplies, clerical assistance, etc.) in keeping with the normal support provided to faculty members.

The annual amount for spending will be used for the exclusive purpose outlined above. The administration of the spending of resources will be the responsibility of the Dean of the Faculty of Social Science.

**Criteria:** The holder of the Chair will be a senior faculty member at the rank of Associate Professor or Professor in the Department of Economics researching issues related to central banking within macroeconomics, monetary economics, international finance, financial markets and institutions or a less traditional field such as labour economics, international economics, development economics, public economics, or applied microeconomics. The Chair will play an important role in research centres housed in the Department of Economics and the Ivey Business School, such as the Centre for Financial Innovation and Risk Management, the Lawrence National Centre for Policy and Management, and the Centre for Human Capital and Productivity, depending upon the research program of the Chair holder. The Chair will also play a role in the graduate and

undergraduate programs in Economics including course development, supervision and/or administration.

The Chair will conduct top research and be an internationally known expert in his or her field of research evidenced through activities such as awards, journal editorship, invited talks, and grant receipt. The research program must be able to attract external funding and excellent trainees, undergraduate and graduate students and future researchers. The Chair will be involved in an original and innovative research program that has policy implications of relevance to central bank decision making.

Appointments to the Chair will be conducted in accordance with the relevant policies and procedures of the University, as may be amended from time to time, and will be for a five-year term, renewable. An appointment date will be determined based on availability of sufficient spending from the endowment.

**Reporting:**

The University through the Faculty of Social Science, will report to the Donor regarding the activities of the Chair once appointed and will also provide an annual financial report regarding the Endowment until such time as the Donor advises otherwise.

**Report of the Investment Committee**

**FOR INFORMATION**

This report outlines the performance of the Operating and Endowment portfolio and the recent activities of the Investment Committee.

**Performance**

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

<b><u>Asset Class</u></b>	<b><u>Annual June 30 2016</u></b>	<b><u>Annual June 30 2015</u></b>	<b><u>Annual June 30 2014</u></b>	<b><u>Annual June 30 2013</u></b>	<b><u>Annualized for Four years Ending June 30 2016</u></b>
<b>Equities:</b>					
Canadian	2.44%	3.30%	30.02%	15.17%	12.20%
US	3.50	17.48	27.01	26.17	18.15
Non North American	(9.74)	12.76	24.03	24.12	11.88
Private	12.36	25.86	33.18	4.90	18.56
<b>Fixed Income</b>	5.09	6.26	5.26	0.23	4.18
<b>Real Estate</b>	6.94	7.68	7.56	11.35	8.37
<b>Absolute Return Strategies</b>	9.18	8.92	8.00	8.51	8.65
<b>Infrastructure</b>	18.82	12.28	-	-	-
<b><i>Total Fund Return</i></b>	<b><u>2.15%</u></b>	<b><u>10.25%</u></b>	<b><u>20.09%</u></b>	<b><u>14.15%</u></b>	<b><u>11.47%</u></b>
<b><i>Policy Return</i></b>	<b><u>0.97%</u></b>	<b><u>7.49%</u></b>	<b><u>18.11%</u></b>	<b><u>12.64%</u></b>	<b><u>9.62%</u></b>

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

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.5% per year for the four year period and 1.7% per year for the ten year period.

For the four years ending June 30, 2016, the annualized real rate of return was 10.0%. For ten years ending June 30, 2016, the annualized real rate of return for the portfolio was 5.0%.

**Value added by Active Management**

Another of the Investment Committee's objectives is to earn the return produced by the asset mix policy based on the returns of the market indices plus a premium to reflect the additional fees related to active management.

Over the four years ending June 30, 2016, the actual annualized return for the portfolio was 11.5% and the return generated by the market indices for the portfolio was 9.6% (the policy return). Over the ten years ending June 30, 2016, the actual annualized return for the portfolio was 6.7% and the return generated by the market indices for the portfolio was 5.8%. The objective was met for both of these periods.

Please refer to the attached pages for additional information related to total fund value added and the real returns for periods ending June 30, 2016.

The table below provides the classifications and market value of the assets held at June 30, 2016:

	Market Value	Target Asset Mix			Actual Asset Mix
		Minimum	Target	Maximum	
<b>Equities</b>					
<i>Canadian</i>	212,287,591	15.0%	20.0%	25.0%	19.1%
<i>US</i>	229,685,809	15.0%	20.0%	25.0%	20.7%
<i>EAFE</i>	205,165,590	15.0%	20.0%	25.0%	18.5%
<i>Private</i>	50,365,776	0.0%	5.0%	10.0%	4.5%
<b>Total Equities</b>	<b>697,504,766</b>	<b>60.0%</b>	<b>65.0%</b>	<b>70.0%</b>	62.7%
<b>Fixed Income</b>					
<i>Core Fixed Income</i>	136,797,909	5.0%	10.0%	30.0%	12.3%
<i>Commercial Mortgages</i>	52,304,333	0.0%	5.0%	10.0%	4.7%
<b>Total Fixed Income</b>	<b>189,102,242</b>	<b>10.0%</b>	<b>15.0%</b>	<b>35.0%</b>	17.0%
<b>Real Assets</b>					
<i>Real Estate</i>	43,147,118	0.0%	5.0%	10.0%	3.9%
<i>Infrastructure</i>	107,387,993	5.0%	10.0%	15.0%	9.7%
<b>Total Real Assets</b>	<b>150,535,111</b>	<b>5%</b>	<b>15%</b>	<b>20%</b>	13.6%
<b>Diversifiers</b>					
<i>Cash</i>	46,821,233	0.0%	0.0%	10.0%	4.2%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	27,672,237	0.0%	5.0%	10.0%	2.5%
<b>Total Diversifiers</b>	<b>74,493,470</b>	<b>0%</b>	<b>5%</b>	<b>15%</b>	6.7
<b>Grand Total</b>	<b>1,111,635,589</b>				<b>100.0%</b>

The following chart summarizes the total investments held at June 30, 2016:

Investment Portfolio	Value Invested
<b>Short term</b>	<b>230.1</b>
<i>Operating:</i>	
<i>Obligations</i>	321.7
<i>Surplus</i>	220.8
<b>Total Operating</b>	<b>542.5</b>
Endowed	569.1
<b>Total Operating &amp; Endowed Portfolio</b>	<b>1,111.6</b>
<b>Total Investments</b>	<b>1,341.7</b>

**Update on Investment Committee Activities**

- The Committee:
  - Approved a recommendation to implement a Dynamic Hedging Strategy managed by State Street Global Advisors.
    - Administration is currently reviewing the legal agreements and finalizing the operational aspects of the mandate, with an anticipated implementation time of October 2016.
  - Approved the rebalancing of the portfolio so that Canadian and EAFE equities were aligned with their 20% target allocation. Rebalancing was completed in July.
  - Considered an opportunity to make an additional commitment to infrastructure. In light of the current market valuations and some changes that recently took place at one of our two infrastructure managers, the Committee did not support an additional commitment at this time.
  - Approved the reappointment of Jim Knowles for a four-year term.
  - Agreed with a proposal to modify the wording of paragraph 4 of the Investment Committee Terms of Reference.
  - Agreed to increase our investment in IAM (formerly GPM) by \$2.0 million in order to move to the next fee structure which will save about \$8,000.
  - Discussed potential implications of the upcoming US election on the Fund. The Committee decided to maintain its long-term focus and monitor the situation in case there is a major dislocation following the election.
  - Reviewed research on “Smart Beta” strategies for possible addition to the portfolio.
- Martin Belanger has agreed to assume responsibility for the Working Group on Responsible Investing. This work will resume in early 2017 once the full transition of pension plan assets to Sun Life has taken place.

# UWO Operating - Combined

## Total Fund Value Added – June 30, 2016

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

	1 Year Annualized	2 Years Annualized	3 Years Annualized	4 Years Annualized	5 Years Annualized	6 Years Annualized	7 Years Annualized	8 Years Annualized	9 Years Annualized	10 Years Annualized
UWO Annualized Return (1)	2.2	6.1	10.6	11.5	9.3	10.2	10.0	6.9	5.8	6.7
Policy Return (2)	1.0	4.2	8.6	9.6	7.7	9.0	8.9	5.9	5.0	5.8
Value Added	1.2	1.9	2.0	1.9	1.6	1.2	1.1	1.0	0.8	0.9

	Yr Ending 6/30/2016	Yr Ending 6/30/2015	Yr Ending 6/30/2014	Yr Ending 6/30/2013	Yr Ending 6/30/2012	Yr Ending 6/30/2011	Yr Ending 6/30/2010	Yr Ending 6/30/2009	Yr Ending 6/30/2008	Yr Ending 6/30/2007
UWO Annual Return (1)	2.1	10.3	20.1	14.1	1.0	15.0	8.6	-12.4	-2.8	15.3
Policy Return (2)	1.0	7.5	18.1	12.6	0.4	15.4	8.6	-12.8	-2.5	14.0
Value Added	1.2	2.8	2.0	1.5	0.6	-0.5	0.0	0.4	-0.2	1.2

### Policy Mix as of June 30

S&P/TSX Composite	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
S&P 500	5%	5%	5%	5%	5%	5%	5%	5%	5%	15%
S&P 500 Hedged Currency	11%	11%	11%	11%	11%	11%	11%	11%	10%	5%
S&P 400 Hedged Currency	4%	4%	4%	4%	4%	4%	4%	4%	5%	5%
MSCI EAFE	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
MSCI EAFE Hedged Currency	10%	10%	10%	10%	10%	10%	10%	10%	10%	5%
<b>Total Equity</b>	<b>60%</b>									
FTSE TMX Bond Universe (3)	18%	18%	20%	25%	25%	30%	40%	40%	40%	40%
MSCI All Country World (ACWI)	5%	5%	5%	5%	5%	5%	0%	0%	0%	0%
90-Day LIBOR	3%	3%	10%	5%	5%	5%	0%	0%	0%	0%
Infrastructure (CPI + 5)	10%	10%	0%	0%	0%	0%	0%	0%	0%	0%
Real Estate (4)	5%	5%	5%	5%	5%	0%	0%	0%	0%	0%

### Notes:

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

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

(3) Currently allocation is 10% FTSE TMX Bond Universe, 5% using a combination of (60% FTSE TMX ST / 40% FTSE TMX MT), and 2.5% FTSE TMX ST Bond Index.

Includes hedge fund and private equity prior to July 2010

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

# UWO Operating - Combined

## Total Fund Real Returns – June 30, 2016

A Real Return of 10.0% over the last 4 years and well above the 4% Real Objective Over the Long Term

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	20 Years
<b>UWO Annualized Returns</b>	2.2	6.1	10.6	11.5	9.3	10.2	10.0	6.9	5.8	6.7	7.6
<b>CPI (Inflation)</b>	1.5	1.3	1.6	1.5	1.5	1.8	1.7	1.4	1.6	1.7	1.9
<b>Real Return</b>	0.7	4.9	9.0	10.0	7.8	8.5	8.3	5.5	4.2	5.0	5.7
	<b>Yr Ending</b>										
	6/30/2016	6/30/2015	6/30/2014	6/30/2013	6/30/2012	6/30/2011	6/30/2010	6/30/2009	6/30/2008	6/30/2007	
<b>UWO Annual Returns</b>	2.1	10.3	20.1	14.1	1.0	15.0	8.6	-12.4	-2.8	15.3	
<b>CPI (Inflation)</b>	1.5	1.0	2.4	1.2	1.5	3.1	1.0	-0.3	3.1	2.2	
<b>Real Return</b>	0.7	9.2	17.7	13.0	-0.5	11.9	7.7	-12.1	-5.9	13.1	

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

### **FOR INFORMATION**

The attached report shows the non-endowed fund quarterly activity from 1996/97 to the end of the first quarter of 2016/17 (July 31). The balance in the Undistributed Investment Returns Account at July 31 2016 was \$237.1 million. At July 31, 2016 the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.73 (column 10), well above the target ratio of 1.08.

- ❑ Net returns / (losses) (column 1) amounted to \$25.9 million for the quarter.
- ❑ Allocations to accounts (column 2), represents income distributed to the non-endowed funds. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period July 1 – September 30 is 0.02%. In the case of Robarts, in accordance with the operating agreement, the long term portion of their fund balance will earn the rate of return generated by the Operating & Endowment portfolio.
- ❑ The allocation to the operating budget (column 3) for fiscal 2017 is zero as approved by the Board.
- ❑ The non-endowed investments increased \$40.8 million (column 6) during the quarter.
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at July 31, 2016 amounted to \$557.7 million (column 7).
- ❑ The obligations of the portfolio amounted to \$320.6 at July 31, 2016 (column 8).
- ❑ The ratio of investments to obligations stood at 1.74 (column 9) at July 31, 2016.

The University of Western Ontario  
Non-Endowed Funds: Quarterly Values

Quarter	Allocations						Value at the end of Quarter			Ratio of Investments to obligations Average for 12 Quarters (10)	
	Net Returns (1)	To Accounts (2)	To Operating Budget (3)	Other (4)	Change in amount Owed (5)	Net Change (6)	Total Investments (7)	Total Obligations (8)	Ratio of Investments to obligations (9)		
1996/1997	4.0	(0.4)	(1.7)	(2.8)	(4.6)	(5.4)	103.4	85.1	1.22	1.16	
1997/1998	5.2	(0.4)	(2.1)	(2.5)	4.0	4.2	97.7	74.5	1.32	1.24	
1998/1999	1.2	(0.5)	(1.5)	(0.1)	(4.3)	(5.2)	97.2	82.7	1.18	1.24	
1999/2000	2.4	(0.6)	(1.5)	(0.3)	4.0	4.0	88.0	74.3	1.18	1.23	
2000/2001	0.9	(0.8)	(2.1)	(0.2)	5.9	3.7	113.7	101.0	1.13	1.16	
2001/2002	0.8	(0.7)	(1.5)	0.0	5.9	4.6	127.0	125.5	1.01	1.10	
2002/2003	(2.6)	(0.3)	(0.3)	0.0	0.4	(2.7)	120.6	132.3	0.91	1.02	
2003/2004	6.3	(0.5)	0.0	0.0	1.3	7.1	140.7	135.5	1.04	0.99	
2004/2005	2.9	(0.4)	0.0	0.0	3.6	6.2	157.7	141.1	1.12	1.03	
2005/2006	7.0	(0.7)	0.0	0.0	2.9	9.3	199.4	160.4	1.24	1.13	
2006/2007	7.6	(1.2)	(1.3)	0.0	6.2	11.4	236.9	179.1	1.32	1.22	
2007/2008	0.4	(1.0)	(1.6)	(0.3)	2.7	0.2	258.7	197.7	1.31	1.29	
2008/2009	(12.2)	0.3	0.0	(0.2)	(2.5)	(14.6)	213.3	197.7	1.08	1.24	
2009/2010	10.5	(0.7)	0.0	(0.6)	(3.6)	5.7	219.1	181.2	1.21	1.20	
2010/2011	6.9	(0.5)	0.0	(0.4)	(1.0)	5.1	234.5	174.5	1.34	1.22	
2011/2012											
	1	(6.2)	0.0	0.0	0.0	6.1	(0.1)	242.3	177.7	1.36	1.23
	2	(5.1)	0.0	0.0	0.0	0.0	(5.1)	237.2	177.7	1.33	1.25
	3	9.0	(0.2)	0.0	0.0	33.4	42.2	279.4	211.1	1.32	1.28
	4	6.9	(0.4)	0.0	(1.4)	0.1	5.2	284.6	211.2	1.35	1.30
2012/2013											
	1	(1.6)	(0.1)	0.0	0.0	13.0	11.3	295.9	224.2	1.32	1.32
	2	11.6	(0.3)	0.0	0.0	(9.2)	2.1	298.0	215.0	1.39	1.33
	3	18.6	(0.2)	0.0	0.0	14.5	32.9	330.9	229.5	1.44	1.35
	4	14.2	(2.4)	0.0	(3.7)	(3.5)	4.6	335.5	226.0	1.48	1.36
2013/2014											
	1	10.6	(0.2)	0.0	0.0	7.9	18.3	353.8	233.9	1.51	1.39
	2	19.2	(0.2)	0.0	0.0	1.6	20.6	374.4	235.5	1.59	1.41
	3	17.7	(0.3)	0.0	0.0	(4.3)	13.1	387.5	231.2	1.68	1.43
	4	14.1	(3.4)	0.0	(6.4)	29.9	34.2	421.7	261.1	1.62	1.45
2014/2015											
	1	13.2	(0.2)	0.0	0.0	1.9	14.9	436.6	263.0	1.66	1.47
	2	6.8	(0.2)	0.0	0.0	(3.7)	2.9	439.5	259.3	1.69	1.50
	3	22.8	(0.3)	0.0	0.0	(14.5)	8.0	447.5	244.8	1.83	1.55
	4	14.0	(2.8)	0.0	(3.5)	5.2	12.9	460.4	250.0	1.84	1.59
2015/2016											
	1	12.7	(0.1)	0.0	0.0	14.6	27.2	487.6	264.6	1.84	1.63
	2	(9.6)	(0.1)	0.0	0.0	2.2	(7.5)	480.1	266.8	1.80	1.67
	3	(6.8)	0.0	0.0	0.0	(1.9)	(8.7)	471.4	264.9	1.78	1.69
	4	6.6	0.0	0.0	(1.9)	40.8	45.5	516.9	305.7	1.69	1.71
2016/2017											
	July 31, 2016 Q1	25.9	0.0	0.0	0.0	14.9	40.8	557.7	320.6	1.74	1.73

General notes:

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

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

**Notes:**

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

## NEW SCHOLARSHIPS AND AWARDS

### FOR INFORMATION

At its meeting on September 20, 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.

#### Rob and Joline Brant Religious Education Award (Education)

Awarded annually to a student in the Junior Intermediate or Senior Intermediate stream of the Bachelor of Education program who has Religious Education as a teachable subject. Selection will be based on academic achievement and demonstrated financial need. Online financial need assessment forms are available through the Office of the Registrar's website and must be completed by September 30. The Faculty of Education scholarship committee will select the recipient once the Registrar has determined financial need. This award was established at Foundation Western by a generous gift from Rob (BA '88) and Joline Brant.

Value: 1 at \$1,000

Effective Date: 2015-2016 academic year

#### Dr. Jim Weese Health Sciences Undergraduate Scholarship in Leadership (Health Sciences)

Awarded annually to an undergraduate student in Year 4 in the Faculty of Health Sciences, based on academic achievement (minimum 80% average), and leadership shown through extra-curricular activities. A one-page statement outlining the candidate's involvement in extra-curricular activities must be submitted to the Dean's Office in Health Sciences by September 30. The recipient will be selected by the Scholarship Committee in the Faculty of Health Sciences. This scholarship was established through the generosity of family, friends and colleagues of Dr. W. James Weese, in honour of his contributions as the Dean of the Faculty of Health Sciences from 2004 to 2015.

Value: 1 at \$1,000

Effective Date: 2016-2017 to 2024-2025 academic years (with review of award and value made after this)

*Jim came to Western after nearly 20 years in various academic roles at the University of Windsor, including serving as the Dean of Human Kinetics. Focusing his research on executive leadership development, sport leadership and higher education, he received his PhD from Ohio State University. Jim was awarded a North American Society for Sport Management Research Fellowship in 2001 and the Queen's Jubilee Medal by the Government of Canada in 2002 for his contributions to physical and health education. In 2013, he received the Queen's Diamond Jubilee Medal for his leadership and advocacy for exercise and physical activity.*

#### Western Law Entrance Scholarship (Law)

Awarded annually to full-time undergraduate students entering Year 1 in the Faculty of Law who have shown great academic achievement and promise. Candidates must also be actively involved in community or athletic activities as documented on their admission application. The Scholarship and Awards Committee in the Faculty of Law will select the recipients. This scholarship is made possible by a generous gift from Robert Chadwick (LLB'92) and Elizabeth Pierson (LLB'93).

Value: 2 at \$5,000

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

#### Dr. Alvin J. Silk Graduate Scholarship (Ivey Business School)

Awarded annually to an exceptional full-time graduate student entering fourth year of studies in the PhD program based on academic achievement and research excellence. The recipient will be selected by the PhD Director with recommendations made by a committee of graduate faculty members in the Ivey Business School with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. This scholarship was established by Dr. Alvin J. Silk.

Value: 1 @ \$9,600

Effective Date: May 2016

Dan Smith Women's Hockey Award (Any Undergraduate or Graduate Program [Athletic Award, Hockey])  
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 Mustang Women's Hockey team. Candidates who are intercollegiate student athletes 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 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 Mr. Daniel C. Smith (MA '76).

Value: 1 at \$1,500\*

Effective: 2016-2017 to 2018-2019 academic years (with review of award value after this)

*\*The Donor's \$750 donation will be matched with \$750 through the Female Athletic Awards Program through Sports and Recreation.*

Dr. Wilson Rodger Medical Global Opportunities Award (Schulich School of Medicine & Dentistry)  
Awarded to a full-time undergraduate Medical student in Year 4 who is participating in an international medical elective program. Preference will be given to a student doing an elective in internal medicine. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load. Students may apply for this award in advance of being accepted into an elective program with receipt of the award contingent upon acceptance into the program. Students may only receive a Global Opportunities award once during their academic career at Western. Online applications are available on the Global Opportunities website, Western International. Applications are due on November 15<sup>th</sup> (for decisions in early January) or, if there is no recipient chosen in January, March 15<sup>th</sup> (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn that will contribute to their success in medicine, and how they will be an effective Ambassador for Western.

Value: 1 at \$2,000\*

Effective: 2016-2017 to 2025-2026 academic years inclusive

*\*\$1,000 from the London Community Foundation will be matched by \$1,000 through the University's Global Opportunities Award matching Program on an annual basis, for as long as the program exists.*

Western Mustangs Soccer Award (Any Undergraduate or Graduate Program [Athletic Award – Soccer])  
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 significant contribution as a member of the Men's or Women's Soccer Team, and has exhibited excellent leadership qualities, both on and off the field. Preference will be given to a student from the Ivey Business School. Students submit a one-page statement describing their personal leadership qualities to the Office of Sports and Recreation Services by September 30<sup>th</sup>. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and non-entering students 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 the student's one-page statement and 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 Mr. Jeff Russell (HBA '05).

Value: 1 at \$1,000

Effective Date: 2016-2017 to 2025-2026 academic years (with value to be reviewed after this)

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

	<b>Contents</b>	Consent Agenda
	<b>Committee Appointments</b>	Yes

**FOR INFORMATION**

**1. Committee Appointments**

On behalf of the Board of Governors, the following committee appointments were approved effective August 17, 2016 to January 31, 2017:

- Carol Stephenson to the Fund Raising & Donor Relations Committee
- Catherine Karakatsanis to the Fund Raising & Donor Relations Committee
- Catherine Burghardt-Jesson from the Fund Raising & Donor Relations Committee to the Audit Committee
- Carol Beynon to the Senate Committee on University Planning (extension of appointment)

**REPORT OF THE AUDIT COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Audited Financial Statements for the Year Ended April 30, 2016</b>	No
<b>Financial Statements - Related Companies</b>	No
<b>Harassment and Discrimination Matters Annual Report</b>	Yes

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

**FOR APPROVAL**

1. **Audited Financial Statements for the Year Ended April 30, 2016**

**Recommended:** 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).

**FOR INFORMATION**

2. **Financial Statements – Related Companies**

The following financial statements for related companies and other organizations of The University of Western Ontario for the fiscal year ended April 30, 2016, are provided for the information of the Board of Governors and can be found at **Annex 1**.

**The Museum of Ontario Archaeology**, as presented by the Museum's auditors, KPMG, and as approved by the Board of Directors of the Company on **June 23, 2016**.

**The University of Western Ontario Research and Development Park**, as presented by the Company's auditors, KPMG, and as approved by the Directors of the Company on **July 20, 2016**.

**The Siebens-Drake Research Institute** as presented by the Institute's auditors, KPMG, and as approved by the Institute's Board of Directors by **August 16, 2016**.

**The University of Western Ontario Foundation Inc.**, as presented by the Foundation's auditors, KPMG, and as approved by the members of the board of the UWO Foundation Inc., **September 6, 2016**.

**Richard Ivey School of Business Group of Companies, Richard Ivey School of Business Foundation, and Richard Ivey School of Business (Asia) Limited**, as presented by the Ivey's auditors, KPMG, and as approved by the Board of Directors on **September 7, 2016**.

**Robarts Clinical Trials Inc.**, as presented by the auditors, KPMG. The members of the Company's Audit Committee are recommending approval by the Company's Board of Directors on **September 29, 2016**.

**The Master Trust for the Pension Plans for the Academic and Administrative Staff and the Retirement Income Fund for the fiscal year ended December 31, 2015**, as presented by the Pension Plan auditors, KPMG, and as approved by the Joint Pension Board on **May 11, 2016**.

**The Pension Plan for Members of the Academic Staff; and The Pension Plan for Members**

**of the Administrative Staff for the fiscal year ended December 31, 2015**, as presented by the Pension Plan auditors, KPMG, and as approved by the Joint Pension Board on **May 11, 2016**.

**The Retirement Income Fund for the fiscal year ended December 31, 2015**, as presented by the Retirement Income Fund auditors, KPMG, and as approved by the Board of Governors on **June 23, 2016**.

3. **Harassment and Discrimination Matters Annual Report**

See [Annex 2](#).



# Annual Report

## Harassment and Discrimination Matters

### May 1, 2015 to April 30, 2016

#### ROLE AND SERVICES OFFERED

Equity & Human Rights Services (EHRS) is available to all members of Western's community. The role of EHRS is to facilitate the development, implementation and ongoing management/coordination of Western's Non-Discrimination and Harassment Policy ("Policy") and procedures. Pursuant to the Policy, EHRS offers the following services:

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

#### CONTACTS

Over the past academic year, EHRS recorded a total of **450** contacts. **193** of these were from individuals who believed he or she had been subjected to, or had witnessed, behaviour that may fall under the Policy. The remaining **257** contacts were: (a) requests for assistance from **142** Academic or Administrative Leaders (i.e., those with the authority and responsibility to address concerns); (b) requests for information and/or assistance by **61** third-parties (often friends,

coworkers or persons in non-authority roles seeking assistance to support others); and, (c) **54** general requests for information, training or resources relating to the Policy.

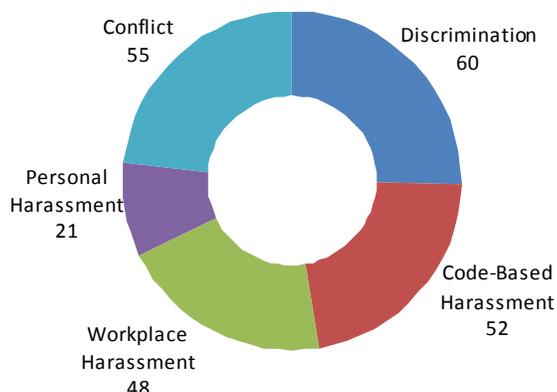
#### INDIVIDUAL CONTACTS (People Directly Experiencing Concerns)

**Tables I and Ia** display the number of consultations by issue for the 167 individuals who contacted EHRS in relation to a concern they were directly experiencing. **Table II** displays the role at Western of those individuals contacting our office. Individuals may contact the office in relation to more than one ground.

All individuals reporting concerns to EHRS are provided with advice. If the matter falls under the Policy, individuals are also given the option to request alternate resolution, or file a formal complaint and request investigation. Individuals frequently opt to attempt to resolve the situation themselves following advice from EHRS.

In the 2015-16 academic year, **18** individuals requested alternate resolution through EHRS in the form of mediation, facilitation, and EHRS-led inquiries to support the proper application of the Policy. EHRS facilitated **two** reviews of culture and climate concerns at the request of the University. **28** complaints were filed and **24** were investigated ( **4** are pending ) through the Associate Vice President, Human Resources.

**TABLE I: Individual Consultations by Issue (by #)**



**TABLE Ia: Code-Based Discrimination & Harassment Grounds (by #)**

Sexual Orientation	1
Age	3
Gender Identity / Expression	6
Religion	9
Family	7
Race	22
Disability (includes accommodation concerns)	36
Sex	36

**TABLE II: Individual Consultations—Role at Western**

ROLE	#	%
Undergraduate	42	21.8
Graduate	51	26.4
Faculty	31	16.1
Staff	50	25.9
Other	19	9.8
<b>TOTAL</b>	<b>193</b>	<b>100%</b>

**ACADEMIC OR ADMINISTRATIVE LEADER SUPPORT**

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

Table III displays the top issues reported by the 142 Academic and Administrative Leaders who contacted our office during the past year. Understanding the issues our leaders are facing assists us to determine where our office’s focus should be in designing and delivering support and resources.

**A note regarding conflict**

Some form of conflict is present in most – if not all – concerns that come to the attention of EHRS. Conflict may be present along with harassment and discrimination concerns. However, some concerns do not fall within the scope of the Policy and present as interpersonal issues, misunderstandings about role or job clarity, or organizational structure. EHRS recognizes the significant detrimental effects the unresolved conflict can have in the work and academic setting as well as to one’s own well-being and thus, when appropriate, EHRS will offer various strategies, including facilitated discussions, coaching or referrals to other supports (including EAP, Rehab Services, Ombudsperson, etc.).

**A note regarding safety**

EHRS is consistently mindful of concerns relating to potential violence or threats to individuals’ safety. When appropriate, we refer or report such concerns to Campus Police (CCPS). EHRS referred to or contacted CCPS on 9 occasions this past year.

**EDUCATION AND OUTREACH**

EHRS provides workshops and training in the areas of harassment, bullying and diversity to approximately 1500 Western members each year. This past year, EHRS began a lunch and learn Diversity Series. Three successful workshops on Supporting Indigenous Students, Inter-cultural Competency and Sexual Harassment were held.

**TRENDS AND HIGHLIGHTS**

While the spectrum of issues we consult on remains fairly consistent from year to year, there are certain types of issues that require considerably more attention and support. This is particularly true of issues related to accommodation for mental health disability/ies, and for religious, Indigenous or spiritual needs. We are pleased to participate in

**Table III: Academic or Administrative Leaders—Top Issues**

ISSUE	#	Total #
<b>Code-Based Discrimination and Harassment</b>		<b>92</b>
Race	11	
Sex	41	
Religion (incl. accommodation)	13	
Disability (incl. accommodation)	25	
Family Status	2	
Gender Identity/Expression	3	
<b>Workplace Harassment</b>		<b>21</b>
<b>Conflict</b>		<b>28</b>
<b>Personal Harassment</b>		<b>19</b>

the considerable work and collaboration that is underway to review and revise Western’s policies and practices.

EHRS continues to provide leadership on the development of Western’s sexual violence prevention policies. With the passage of “Bill 132”, Western is again reviewing its procedures, and developing training, so that we can ensure the best support for our students, staff and faculty.

Increasingly, we are seeing that human rights-related matters are coming to our attention through social media channels. We work closely with colleagues in Communications to ensure that proper information, particularly in relation to Western’s support and resources, is made available.

Finally, EHRS wishes to identify a need for a broader cross-campus strategy on diversity and inclusion matters. Events and social pressures that take place “outside the gates” very much affect our community members. Together, with our campus partners, EHRS looks to create spaces for rich and supportive dialogue and learning on matters related to racism, sexual violence, LGBTTTQ needs, intersectionality, etc. EHRS is committed to ensuring that Western’s policies and practices are inclusive and reflect the diversity of our community.

**CONCLUSION**

EHRS wishes to express our appreciation to all those we interact with in an effort to assist with resolution of matters. We look forward to continuing to support all students, staff and faculty members on a campus which respects, accepts, nurtures, and celebrates its diversity.

**FOR FURTHER INFORMATION, PLEASE CONTACT:**

**Equity & Human Rights Services**  
**Western University**  
**Somerville House, Room 2319**  
**London, ON N6A 3K7**  
**T 519.661.3334**  
**F 519.661.2133**

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

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Fund Raising Activity Quarterly Report to July 31, 2016</a>	Yes

**FOR INFORMATION**

1. **Fund Raising Activity Quarterly Report to July 31, 2016**

See [Annex 1](#).



Fund Raising Initiatives Quarterly Report  
as at July 31, 2016  
(with comparative figures from the fiscal year 2014/15 to 2015/16)

**PLEDGE DATA**

	May 1, 2016 to July 31, 2016 (000's)			Fiscal Year 2016 (000's)		Fiscal Year 2015 (000's)	
	Target	Actual	Actual as a % of Target	Year to Date May to July	Year End May to April	Year to Date May to July	Year End May to April
Pledges outstanding May 1,	105,717	105,717	N/A	161,936	161,936	111,191	111,191
New Gifts & Pledges (Gross)	55,000	3,578	6.51%	7,082	49,020	6,215	110,976
Pledges cancelled/amended on new/prior pledges	-2,581	-565	21.89%	-75	-2,598	400	-3,905
<b>Net New Pledges/Gifts</b>	<b>52,419</b>	<b>3,013</b>	<b>5.75%</b>	<b>7,007</b>	<b>46,422</b>	<b>6,616</b>	<b>107,072</b>
Contributions received in payment of pledges/gifts: <sup>2</sup>							
Western University	62,272	6,924	11.12%	6,214	102,170	6,677	55,936
Richard Ivey School of Business (Asia) Limited	740	0	0.00%	0	471	14	391
Total contributions received	<b>63,012</b>	<b>6,924</b>	<b>10.99%</b>	<b>6,214</b>	<b>102,641</b>	<b>6,691</b>	<b>56,327</b>
<b>Net Pledges Outstanding</b>	<b>95,124</b>	<b>101,806</b>	<b>107.02%</b>	<b>162,729</b>	<b>105,717</b>	<b>111,116</b>	<b>161,936</b>

**COST PER DOLLAR RAISED**

	May 1, 2016 to July 31, 2016 (000's)			May 1, 2015 to April 30, 2016 (000's)			May 1, 2014 to April 30, 2015 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Advancement Fund Raising Units									
Alumni Relations & Development <sup>3</sup>	2,988	1,934	NA	36,463	8,382	\$0.23	103,870	5,522	\$0.05
Richard Ivey School of Business	590	302	NA	11,558	1,408	\$0.12	7,011	1,202	\$0.17
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>3,578</b>	<b>2,236</b>	<b>NA</b>	<b>48,021</b>	<b>9,790</b>	<b>\$0.20</b>	<b>110,881</b>	<b>6,724</b>	<b>\$0.06</b>
<b>3-Year Average Cost Per Dollar Raised <sup>4</sup></b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>76,171</b>	<b>7,741</b>	<b>\$0.10</b>	<b>250,102</b>	<b>20,142</b>	<b>\$0.08</b>

<sup>1</sup> Includes total activity of:

Western University  
The University of Western Ontario Inc.  
The University of Western Ontario (UK) Foundation  
The University of Western Ontario (HK) Foundation  
Richard Ivey School of Business (Asia) Limited

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

<sup>3</sup> FY15 expenses do not include FDDP, CPA and Advancement Operations salary and benefits.

<sup>4</sup> 3 Year Rolling Average - reflects the major gift factor and the post campaign period.

**ITEMS REFERRED BY SENATE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Department of Visual Arts – Deferral of the Department of Visual Arts’ Name Change to the Department of Art History and Studio Art</b>	Yes
<b>Institutional Quality Assurance Report – June 30, 2016</b>	Yes
<b>Honorary Degree Recipients Autumn 2016</b>	Yes
<b>Report of the Academic Colleague</b>	Yes
<b>Announcements – Academic Administrative Appointments</b>	Yes
<b>2017 Convocation Dates</b>	Yes
<b>University Convocation Ceremony in Hong Kong</b>	Yes

**FOR APPROVAL**

1. **Department of Visual Arts – Deferral of the Department of Visual Arts’ Name Change to the Department of Art History and Studio Art**

**Recommended:** 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.

**Background:**

The name change of the Department of Visual Arts to Department of Art History and Studio Art was approved by SCUP, Senate and the Board of Governors in January 2016 with an effective date of July 1, 2016. Based on concerns raised within the Department and by various other constituencies, it has been determined that further discussions are desired about the merits of the name change.

**FOR INFORMATION**

2. **Institutional Quality Assurance Report**

The Institutional Quality Assurance Report for the year ending June 30, 2016 is attached as **Annex 1**.

3. **Honorary Degree Recipients Autumn 2016**

See **Annex 2**

4. **Report of the Academic Colleague**

See **Annex 3**.

5. **Announcements – Academic Administrative Appointments**

See **Annex 4**.

6. **2017 Convocation Dates**

Huron University College Theological Convocation  
- Thursday, May 11

Schulich School of Medicine & Dentistry - MD Program  
- Friday, May 12

MBA Spring Convocation  
- Friday, June 9

Spring Convocation (309)  
- Tuesday, June 13 to Friday, June 16 and  
Monday, June 19 to Wednesday, June 21

Autumn Convocation (310)  
- Thursday, October 26 and Friday, October 27

7. **University Convocation Ceremony in Hong Kong**

Contingent on Senate's approval (September 23, 2016), the University Convocation ceremony in Hong Kong is suspended. For a number of years, the Richard Ivey School of Business offered a graduation ceremony in Hong Kong for its Executive MBA graduates from the Hong Kong program. In 2005, Senate approved the conversion of that ceremony to a full, formal Western convocation ceremony to allow graduates from other faculties resident in the region to convocate at that ceremony rather than having to return to Canada. Over the years the number of non-Ivey graduates who took advantage of that option increased to 30-40 per year, about half of the overall graduating class. With the suspension of the Hong Kong branch of the Executive MBA program, continuing the special convocation ceremony is no longer feasible. Should circumstances change to allow for graduating classes of a viable size, the special ceremony could be re-established at some future date.

## Institutional Quality Assurance Report for year ending June 30, 2016

### New programs - Undergraduate

Faculty	Name of the program	Effective date	Approved by Senate	Approved by Board (if applicable)
King's University College	Major in Disability Studies	September 1, 2016	January 22, 2016	N/A
Science	Western Integrated Science (WISC) program (new Honors Specialization modules in Integrated Science)	September 1, 2017	March 11, 2016	N/A

### New programs - Graduate

Faculty	Name of the program	Effective date	Approved by Senate	Approved by Board (if applicable)
Collaborative Graduate Program	Global Health Systems in Africa	May 1, 2016	January 22, 2016	N/A

### Major Modifications - Undergraduate

Faculty/Affiliated College	Name of the program modified	Description of the modification	Approved by Senate	Effective date
Arts and Humanities	Modern Languages and Literatures - BA	Introduction of new Minors in Intercultural Communications in Arabic and in Japanese	September 18, 2015	September 1, 2015
Arts and Humanities	Modern Languages and Literatures - Certificate	Introduction of new Certificates in Intercultural Communications in German, Arabic, Japanese, Italian and Spanish	September 18, 2015	September 1, 2015
Brescia University College	BMOS	Introduction of a new Specialization in Consumer Behaviour	October 16, 2015	September 1, 2016
Social Science and Continuing Studies	Diploma	Introduction of a new Diploma in Human Resources	March 11, 2016	March 1, 2016
Health Sciences	Health Studies - BHSc	Introduction of an Honors Specialization in Health and Aging	April 8, 2016	September 1, 2016
Schulich School of Medicine & Dentistry	Pathology and Laboratory Medicine - BMSc	Introduction of a new Honors Specialization in One Health	June 3, 2016	September 1, 2016

### Major Modifications - Graduate

Faculty/Affiliated College	Name of the program modified	Description of the modification	Approved by Senate	Effective date
Business	Executive MBA	Two new fields - "Globalization" and "Financial Services and Insurance" - were added.	September 18, 2015	September 1, 2016
Education	PhD in Educational Studies	Fields were eliminated in "Applied Linguistics", "Educational Policy Studies" and "Equity and Social Justice" and replaced by "Critical Policy, Equity and Leadership Studies".	September 18, 2015	September 1, 2016
Education	Doctor of Education (EdD)	Replaced the thesis and defence requirement with the completion of a substantial capstone project (Organizational Improvement Plan) in year three.	September 18, 2015	September 1, 2016

Education	MA	Introduced new fields in "Applied Linguistics", "Applied Psychology in Schools", "Curriculum Studies" and "Critical Policy, Equity and Leadership".	September 18, 2015	September 1, 2016
Planetary Science and Exploration	Collaborative Graduate Program	Program was renamed to "Planetary Science and Exploration" from "Planetary Science"	September 18, 2015	September 1, 2016
Music	Graduate Diploma in Community Music Leadership	Program was closed as no new students were admitted since its introduction in 2012.	October 16, 2015	September 1, 2015
Arts and Humanities	MA and PhD in Women's Studies and Feminist Research	Exam requirements were changed as students will have to complete 3 courses instead of 2. A professional development course was added and the methodology course was condensed.	April 8, 2016	September 1, 2016
Music	MMus in Music Education	Students in the course-based program are now required to complete 8 half courses instead of the previous 7. in the thesis-based program, students will complete 5 half courses instead of 4.	April 8, 2016	September 1, 2016
Engineering	MESc in Biomedical Engineering	New required course "Foundations in Biomedical Engineering" was introduced to provide core technical knowledge.	May 6, 2016	September 1, 2016

### Cyclical Reviews - Undergraduate

Faculty/Affiliated College	Name of program reviewed	Final Evaluation	Notification to Senate	
King's University College	Psychology	Good quality	September 18, 2015	
King's University College	Childhood and Social Institutions	Good quality	October 16, 2015	
Richard Ivey School of Business	HBA	Good quality	June 3, 2016	
Interdisciplinary Program	Jewish Studies	Good Quality with Report in 2 years	June 3, 2016	
Brescia University College	Family Studies	Good Quality with Report in 2 years	June 3, 2016	
Brescia University College	Psychology	Good Quality	June 3, 2016	
Brescia University College	Sociology	Good Quality	June 3, 2016	
Huron University College	Theology, Religious Ethics, Biblical Studies	Good Quality with Report in 2 years	May 6, 2016	
Huron University College	Psychology	Good Quality	May 6, 2016	
King's University College	English	Good Quality	June 3, 2016	

### Cyclical Reviews - Graduate

Faculty/Affiliated College	Name of program reviewed	Final Evaluation	Notification to Senate	
Law	N/A	Good Quality	April 8, 2016	
Social Science	Economics	Good Quality	April 8, 2016	
Social Science	History	Good Quality with Report in 2 years	June 3, 2016	

**HONORARY DEGREE RECIPIENTS**  
**AUTUMN CONVOCATION 2016**

The Honorary Degrees Committee announces conferment of honorary degrees at Autumn Convocation 2016 as follows:

**THURSDAY, OCTOBER 27 - 10:00 A.M.**

King's University College (all degrees including MSW)\*  
Faculty of Information and Media Studies (undergraduate degrees)  
Faculty of Social Science (undergraduate degrees)

**SABINE NÖLKE - LLD**

**THURSDAY, OCTOBER 27 - 3:00 P.M.**

Brescia University College (all degrees including MA/MSc in Nutritional Sci)\*  
Huron University College (all degrees)\*  
Faculty of Arts and Humanities (undergraduate degrees)  
Don Wright Faculty of Music (all degrees)\*  
Faculty of Engineering (all degrees)\*  
Faculty of Health Sciences (undergraduate degrees)  
Faculty of Science (undergraduate degrees – includes BMSc)

**SIR CHRISTOPHER RICKS – DLitt**

**FRIDAY, OCTOBER 28 - 10:00 A.M.**

School of Graduate and Postdoctoral Studies\*  
Faculty of Health Sciences  
Richard Ivey School of Business (all degrees)

**FRANK HASENFRATZ - LLD**

**FRIDAY, OCTOBER 28 - 3:00 P.M.**

School of Graduate and Postdoctoral Studies\*  
Faculty of Arts and Humanities  
Faculty of Education (all degrees)  
Faculty of Information and Media Studies  
Faculty of Law (all degrees)  
Faculty of Science  
Faculty of Social Science  
Schulich School of Medicine & Dentistry

**DR. DAVID LAIDLER - LLD**

**DR. MICHAEL PARKIN – LLD**

\* = students in the School of Graduate and Postdoctoral Studies in graduate programs hosted by individual faculties.

**Report to Senate of the Academic Colleague, Council of Ontario Universities  
Erika Chamberlain, September 2016**

The Academic Colleagues met on 24-25 August 2016. The meeting was, in part, an orientation session for new Colleagues. The following items were discussed.

New Appointments: Dr Brian Timney, former Professor and Dean of Social Science at Western, has been appointed Executive Director of the Ontario Universities Council on Quality Assurance (the Quality Council) as of 1 July 2016. Erika Chamberlain was also appointed an Academic Colleague representative on the Quality Council.

Dr David Porter has been appointed CEO of eCampus Ontario, beginning September 2016. He has previously served in a similar role in British Columbia at BCampus.

Graduate Programs Outcomes Survey: the instrument for this survey has now been finalized, and will be tested this fall. The full survey will roll out in the new year and will canvass the 2009-2014 graduation cohorts. Among the items covered by the survey are: reasons for enrolling in a graduate program, career expectations, current employment status and income, relationship of employment to knowledge and skills gained during graduate studies, and satisfaction with aspects of graduate programs. This is a joint initiative of the Ministry of Advanced Education and Skills Development, the COU, and Ontario universities.

Task Force on Quality Indicators of the Undergraduate Learning Experience: this has been established in response to various Ministry initiatives, including the differentiation framework and funding formula review. The goal is to provide some qualitative indicators to accompany the more conventional quantitative indicators (eg faculty/student ratio, retention rates, graduation rates, class size), and to capture some of the learning that occurs outside the formal classroom. The main categories being considered by the task force are: diversity and access; high impact and effective practices; engagement and student experience; learning outcomes, results and successes.

Changes to OSAP and Net Tuition: the 2016 Ontario budget included substantial changes to student aid, which are to be rolled out in 2017-18 and 2018-19. A large range of existing programs are being rolled into the Ontario Student Grant, which will include both a base amount and a needs-based component. The objective of the "net tuition" initiative is to give students a better estimate of the amounts they will actually be "out of pocket," once all financial aid, scholarships, etc, are taken into account.

The COU is supportive of these changes to financial aid. At the same time, there will be significant challenges in terms of communicating to students and changing the timelines for some university processes (eg setting tuition fees, decisions on entrance scholarships). The COU is working with the Ministry to determine what changes are feasible within the proposed two-year window, and recognizes that the full initiative might need to be phased in over time.

Highly-Skilled Workforce Report: in June, the Premier released the report, *Building the Workforce of Tomorrow: A Shared Responsibility*, which stresses the intersection of education, employers, and government in building a highly-skilled and diverse workforce. Among the recommendations directly targeted at universities is that every student be given the opportunity to engage in experiential learning before graduating from post-secondary education.

The Academic Colleagues will be discussing this report in more detail at their subsequent meetings this fall. I encourage Senators to read the report, and I welcome your feedback.

**ANNOUNCEMENTS**

The following is a list of academic administrative post(s) approved on behalf of the Board of Governors during the months of May - September 1-2016.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Christopher Keep	English	Arts and Humanities	Chair	July 1-2016	June 30-2017
Karen Danylchuk	Health Sciences	Health Sciences	Associate Dean	July 1-2016	June 30-2019
Pamela Bishop	Education	Education	Associate Dean	July 1-2016	December 31-2016
Hesham El Nagggar	Engineering	Engineering	Associate Dean (Acting)	January 1-2017	June 30-2017
Ruth Martin	Health Sciences	Health Sciences	Associate Dean (Grad, Post Doc)	July 1-2017	June 30-2019
Gregory Kopp	Engineering	Engineering	Associate Dean (Acting) – Research	July 1-2016	December 31-2016
Robert Glushko	Western Libraries	Western Libraries	Associate University Librarian	July 1-2016	June 30-2021
Kim Baines	Science	Science	Assistant Dean, International	September 1-2016	August 31-2019
Myriam Capretz	Engineering	Engineering	Associate Dean, Research	July 1-2017	June 30-2022
Isaac Luginaah	Geography	Social Science	Acting Chair	July 1-2016	December 31-2016
James Voogt	Geography	Social Science	Chair	January 1-2017	June 30-2022
Jennifer Robinson	Western Libraries	Western Libraries	Associate Chief Librarian	July 1-2016	June 30-2021
Kimberley Cornell	Allyn & Betty Taylor Library	Western Libraries	Assistant University Librarian	June 1-2016	September 30-2016
John Barron	Computer Science	Science	Acting Chair	July 1-2016	June 30-2017
Harriet Rykse	Western Libraries	Western Libraries	Associate Chief Librarian	July 1-2016	June 30-2021
Jamie Baxter	Geography	Social Science	Associate Dean	July 1-2016	June 30-2020
JB Orange	CSD	Health Sciences	School Director	July 1-2016	December 31-2016
John Cuciurean	Music	Music	Associate Dean (Undergraduate Admissions and Programs)	September 1-2016	August 31-2021

Sophie Roland	MPS	Music	Chair	July 1-2016	June 30-2021
Anthony Straatman	Mechanical and Materials	Engineering	Chair	July 1-2016	June 30, 2021
Lauren Briens	Engineering	Engineering	Assistant Dean	July 1-2016	June 30-2019
Perry Klein	Education	Education	Associate Dean (Research)	September 1-2016	June 30-2022
Ken McIsaac	ECE	Engineering	Chair	January 1-2018	June 30-2018
Jefferson Frisbee	Medical Biophysics	Schulich	Chair	July 1-2016	June 30-2021
Nicole Nolan	Western Libraries	Western Libraries	Assistant University Librarian	July 1-2016	September 30-2016
Dan Shrubsole	Social Science	Social Science	Assistant Dean	July 1-2016	December 31-2016
Douglas Jones	Schulich	Schulich	Vice Dean, Basic Medical Services	July 1-2016	June 30-2018
Guangyong Zou	Epidemiology and Biostatistics	Schulich	Chair	September 30-2016	September 30-2016
Subrata Chakrabarti	Pathology	Schulich	Chair	July 1-2016	June 30-2017
Davy Cheng	Anesthesia & Perioperative Medicine`	Schulich	Chair	July 1-2016	June 30-2017
Jane Rylett	Physiology and Pharmacology	Schulich	Chair	July 1-2016	June 30-2017
Catherine Benedict	Music	Music	Research Director	July 1-2016	June 30-2018
Carol Beynon	Education	Education	Acting Associate Dean	January 1-2017	June 30-2017
Raefael Montano	MLL	Arts	Chair	July 1-2016	June 30-2021
Bertha Garcia	Schulich	Schulich	Vice Dean (Education)	July 1-2016	June 30-2017
Stephen Wetmore	Family Medicine	Schulich	Clinical Chair	July 1-2016	June 30-2017
John Yoo	Otolaryngology	Schulich	Clinical Chair	July 1-2016	June 30-2017
Michael Rieder	Schulich	Schulich	Assistant Dean	July 1-2016	June 30-2017
Michael Rieder	Paediatrics	Schulich	Acting Chair	October 1-2016	September 30-2018
Guido Filler	Paediatrics	Schulich	Chair	July 1-2016	September 30-2016

Victoria Smye	School of Nursing	Health Sciences	School Director	January 1-2017	June 30-2022
Margaret McGlynn	Social Science	Social Science	Associate Dean	January 1-2017	June 30-2021
Joanne Paterson	Western Libraries	Western Libraries	Library Head	August 1-2016	July 31-2019
Tracey Adams	Sociology	Social Science	Chair	July 1-2016	June 30-2019
Hanan Lutfiyya	Computer Science	Science	Chair	July 1-2017	June 30-2020