

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**

**1:30 p.m., Tuesday, September 26, 2017  
Juniper Room, Ivey Spencer Leadership Centre**

*The Land Acknowledgement Statement will be read at the beginning of the meeting.*

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 22, 2017**
4. Business Arising from the Minutes
5. Reports of Committees:
  - Property & Finance Committee - **Appendix II** (Rick Konrad)
  - Governance & By-Laws Committee - **Appendix III** (Matthew Wilson)
  - Senior Policy & Operations Committee - **Appendix IV** (Hanny Hassan)
  - Audit Committee - **Appendix V** (Keith Gibbons)
  - Fund Raising and Donor Relations Committee - **Appendix VI** (K. Cole)
  - McIntosh Gallery Committee - **Appendix VII**
6. Items Referred by Senate - **Appendix VIII** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

***Meetings of the Board beginning at 1:30 p.m. will normally end by 5:00 p.m. unless extended by a majority vote of those present.***

**SUMMARY OF AGENDA ITEMS – September 26, 2017 - OPEN SESSION**

Adoption of Agenda	ACTION
Report of the President	INFORMATION
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of June 22, 2017 – Open Session only for web	ACTION

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

Revision to MAPP Policy 2.10 – Student Scholarships, Awards and Prizes	ACTION
Suncor Chair in Energy Policy - Extension	ACTION
Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
New Scholarships, Awards and Prizes	INFORMATION

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

Amendments to By-Law No. 1	ACTION
Revisions to Terms of Reference of the Audit Committee (Special Resolution 1.L) and of the Investment Committee (Special Resolution No. 1-N.)	INFORMATION

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

Membership on the University Discipline Appeal Committee	INFORMATION
--	-------------

**Report of the Audit Committee- Appendix V**

Audited Financial Statements for the Year Ended April 30, 2017	ACTION
Financial Statements – Related Companies	INFORMATION
Harassment and Discrimination Matters Annual Report	INFORMATION
Western Retirement Plans – Report to the Audit Committee for the Year Ended December 2016	INFORMATION

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

Fund Raising Activity Quarterly Report to July 31, 2017	INFORMATION
---	-------------

**McIntosh Gallery Committee – Appendix VII**

Annual Report of the McIntosh Gallery Committee	INFORMATION
---	-------------

**Items Referred by Senate - Appendix VIII**

Report of the Honorary Degrees Committee	INFORMATION
Report of the Academic Colleague	INFORMATION
Annual Report of the Working Group on Information Security (WGIS)	INFORMATION
Performance Indicators Report	INFORMATION
Announcements	INFORMATION

Questions from Members	
------------------------	--



## REPORT OF THE PRESIDENT

To: Board of Governors  
From: Amit Chakma  
Date: September 20, 2017  
Re: President's Report to the Board

---

For the September 26, 2017 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 22, 2017.

**Welcoming our newest students:** Western has welcomed a new incoming undergraduate class of nearly 5,100 first-year students, along with our returning upper-year undergraduate and graduate students. As we have seen in recent years, more than 10% of our first-year cohort has arrived on campus from countries other than Canada, this year most predominantly from China, India, Republic of Korea, United States, Pakistan and Syrian Arab Republic.

**Federal response to "Naylor Report":** On August 17, federal Minister of Science, Kirsty Duncan, released a formal response to the report submitted to her last spring by an expert panel chaired by former University of Toronto president Dr. David Naylor, whose mandate was to review the federal system of supports for "extramural" research — defined as research conducted by scientists and scholars employed outside of federal, provincial, or territorial government departments and agencies. That report, titled [\*Investing in Canada's Future: Strengthening the Foundations of Canadian Research\*](#), concluded that Canada's research competitiveness has eroded significantly in recent years, and the panel offered a wide-ranging list of recommendations aimed at repositioning our country as one seriously committed to global leadership in science and scholarly inquiry.

Minister Duncan's response to the Naylor Report affirmed the importance of science as the foundation of innovation and praised the expert panel for the scope of its consultation and the rigour of its final recommendations. Her response also confirmed that the government plans to:

- establish a new advisory council on science and innovation, reporting to the Ministers of Science and ISED, with emphasis on openness and accountability;

.../2

- create a new coordinating board for the granting councils to improve harmonization and sustainability, for example by enabling researchers to apply for infrastructure and operating grants using a single application;
- separate the management and governance roles within CIHR's senior leadership.

In solidarity with Universities Canada, Western welcomes these initial steps and will continue to advocate with other research-intensive universities for further government support in the next federal budget.

**Western scholars recognized for research excellence:** August and September brought an impressive list of prestigious accolades and financial awards for colleagues across a diverse range of disciplines:

- **Terry Peters** (Medical Biophysics) and **Patrick Mahon** (Visual Arts) have been named Fellows of the **Royal Society of Canada**, which represents the highest Canadian honour scholars can receive in the arts, humanities and sciences. Prof. Peters is an internationally recognized pioneer in medical imaging whose body of work spans four decades, while Prof. Mahon's three decades as an artist and curator, in addition to his 25 years as a scholar and academic leader, have established his reputation on the national and international stage.
- **Lisa Saksida** (Physiology & Pharmacology, Psychology), **Mikko Karttunen** (Chemistry), **Clare Robinson** (Civil & Environmental Engineering), and **Haojie Mao** (Mechanical Engineering) have each been awarded **Canada Research Chairs**. As the Tier 1 CRC in Translational Cognitive Neuroscience, Prof. Saksida aims to develop novel treatments for neurodegenerative and neuropsychiatric disorders that diminish the quality of life for millions around the world. As the Tier 1 CRC in Computational Materials & Biomaterials Science, Prof. Karttunen is designing computer simulations capable of modeling bio-based materials with potential applications that include the treatment of cancer and other diseases. As the Tier 2 CRC in Water Quality, Prof. Robinson is developing knowledge and assessment tools for managing and mitigating pollution that contaminates coastal waters. As the Tier 2 CRC in Head Mechanics, Prof. Mao collaborates with neuroscientists and fellow engineers to develop computational and experimental methods to improve our understanding of the biomechanics behind traumatic brain injury.
- **Laura Huey** (Sociology) and **Sharon Sliwinski** (FIMS) have both been named to the Royal Society of Canada's **College of New Scholars, Artists and Scientists**. Prof. Huey is an internationally recognized researcher in criminology, policing, surveillance and homelessness, while Prof. Sliwinski is an interdisciplinary scholar whose work bridges the fields of visual culture, political theory and psychoanalysis.
- **The Canada Foundation for Innovation** has awarded nearly \$1 million to four Western projects through the **John R. Evans Leaders Fund**. Recipients included **Mathias Dietz** (Communication

Sciences and Disorders) for bilateral hearing assessment of cochlear implant subjects; **Alan Getgood** (Surgery) for mechanobiological solutions to joint injury and degeneration; **Patrick Lajoie** (Anatomy and Cell Biology) for an integrated platform for modeling neurodegenerative diseases; and David Bourget (Philosophy) for PhilNet: A Research Tool for Digital Philosophy.

- Four Western PhD candidates have been awarded **Vanier Canada Graduate Scholarships**, each receiving \$50,000 annually for up to three years. They include **Christy Caudill** (Geology and Planetary Science), **Leanne Grieves** (Biology), **Marat Slessarev** (Medical Biophysics) and **Charles Yin** (Microbiology and Immunology).
- Indigenous Liaison Admission Coordinator **Erik Mandawe** has been named by the London Arts Council as our city's first-ever Artist in Residence. A member of the Cree First Nation who, Erik is a recent graduate and Gold Medalist (BA, Music'17) and has now enrolled to continue his studies in the Schulich School of Medicine & Dentistry.
- On September 15, local MPs **Kate Young** and **Peter Fragiskatos** visited campus to announce the **2017 NSERC Discovery Grants & Scholarships** through which several Western researchers were awarded \$20.6 million — the largest sum ever awarded to Western by NSERC.
- For the third year in a row, Western students competing in the Undergraduate Awards program sponsored by Trinity College in Dublin have ranked second in the world for the number of “highly commended” papers. All told, 39 Western students submitted a total of 43 highly commended papers — two of which (**Bridget Murphy** in Earth & Environmental Sciences, and **Amy Lewis** in Nursing, Midwifery & Allied Healthcare) have been recognized as global winners.

**Changing leadership at MAESD:** On September 6, the provincial government announced that Advanced Education & Skills Development Deputy Minister **Sheldon Levy** is stepping down from his role November 1 to assume a new role as CEO of Next Canada. Since the former president of Ryerson University was appointed deputy minister in December 2015, he has helped to lead several key funding, quality and student success initiatives. We wish Sheldon well in his new venture and look forward to working with his successor, Greg Orenacsak, who has served in various senior government roles including Associate Deputy Minister of Finance, Deputy Minister of Government Services, Chair of the Public Service Commission and Deputy Minister of Treasury Board Secretariat. Most recently, Greg has been a partner in the Ernst and Young Canadian government and public sector practice.

**Western leadership update:** On June 22, Board of Governors Chair Hanny Hassan and I were pleased to announce the appointment of **Kathleen Kwan** as Western's new University Secretary. Kathleen comes to Western from the University of Hertfordshire in the UK, where she has served as Director of Legal Services and University Solicitor since 2010. In her past role, Kathleen was the principal legal advisor to

senior university administration and Board of Governors on legal and governance issues, which included providing strategic advice and negotiation support on a wide range of operational and academic matters. For 10 years prior to her arrival at Hertfordshire, Kathleen was a solicitor in private legal practice with Mills & Reeve LLP in Cambridge, UK. While in private practice she advised over 40 Universities in the UK on a wide range of issues. Before that, she served as Secretary of Academic Council at Ryerson University and Judicial Officer at the University of Guelph. Kathleen holds a BSc (Psychology and Anthropology) and LLB from the University of Toronto, and she is currently Vice Chair (Chair Elect) for the Association of University Legal Practitioners in the UK.

On June 23, **Lynn Logan** was named Western's new Vice-President (Operations & Finance). Lynn joined Western in 2006 and has served as AVP (Finance & Facilities) since 2013 and acting CFO, reporting to the President, since September 2016. In her new portfolio, Logan has overall responsibility for Financial, Hospitality, Retail and Campus Community Police Services, as well as Western's Housing, Internal Audit, Legal Counsel, and Facilities Management & Capital Planning portfolios. Her portfolio encompasses more than 1,700 leaders and staff including oversight of Western's financial activities of approximately \$1 billion. The Facilities Management responsibilities include the development, maintenance and daily operations of the 93 building that are on campus and \$300 million of projects under construction. Logan currently chairs the United Way Elgin & Middlesex board, is a member of Western University Research Parks board, and past executive member and past chair of the University Committee of Ontario Financial Officers). In 2016, Logan received the Distinguished Leadership Award from her Ontario peers.

On August 10, **Laurie Arnott** was named Western's new Director of Faculty Relations. An alumna of Western Law, Laurie comes to us from the University of Waterloo where her most recent position was Employee and Human Rights Legal Counsel. Before then, she served the University of Guelph in the roles of Human Rights Consultant and Faculty Relations Consultant. Laurie's career path and experience has run parallel to many aspects of the portfolio she oversees at Western, including advising on collective agreement and policy interpretation, employment contracts, grievances, collective bargaining, and other matters relating to the relationship between the University, faculty and other academic staff.

Meanwhile, the work of selection committees for the Provost & Vice-President (Academic) and the Deans of FIMS, Science, and the Ivey Business School continues. Finally, I was recently honored to be elected Chair of Council for the **Association of Commonwealth Universities**, the world's oldest international university network, established in 1913. The ACU champions the vital role higher education plays in addressing global challenges and leading positive social change through a range of campaigns and initiatives. The ACU Council meets at least twice a year, and I look forward to representing Western as a member of this UK-registered charity whose membership includes over 500 member institutions in more than 50 countries.

## **ACTIVITIES OF THE PRESIDENT**

(June 13, 2017 – September 19, 2017)

<b>June</b>	13-21	London	Convocation Ceremonies (14)
	13-21		Dinners in honour Honorary Degree Recipients (7)
	13-21		Lunches in honour of Honorary Degree Recipients (3)
	14		Lunch meeting with Chancellor Cowin
	19		Breakfast meeting with dean
	20		CUPA Annual Conference
	22		Internal meetings
	22		Board of Governors lunch and Board meeting
	23	Toronto	Meeting with external stakeholder
	26	London	Summer Academic Orientation
	26		Professor Emeritus Receptions
	27		Summer Academic Orientation
	27		Meeting with Board of Governors Chair
	27		Honorary Degree phone calls
	28		Summer Academic Orientation
	28		CIFAR teleconference
	28		Internal meetings
	28		PMA BBQ
	29	Toronto	External meetings
<b>July</b>	4	London	Internal meetings
	4		SHAD Welcome Event
	4		Lunch meeting with faculty member
	5	Toronto	Event with external stakeholders
	6	London	Meeting with external stakeholder
	6		Treasury Board teleconference
	6		Lunch meeting with student leader
	6		Internal meetings
	18	Toronto	Meeting with external stakeholders
	19	London	Telephone call with external stakeholder
	20		Meeting with external stakeholders
	20		Pride Flag Raising and reception
	20		Retirement dinner
	24	Ottawa	Ottawa meetings
	24	Toronto	MAESD meeting
	27-28	Trois-Pistoles	Trois-Pistoles 85 <sup>th</sup> Anniversary Event
<b>August</b>	1	London	Honorary Degree phone call
	1		Lunch meeting with external stakeholders
	1	Oakville	Meetings with external stakeholders
	2	Toronto	Breakfast meeting with external stakeholder
	3	London	Meetings with internal stakeholders
	3		Lunch meeting with student leader
	3		Internal meetings
	3		Telephone calls with stakeholders
	4		Lunch meeting with faculty member

	10		CST Board of Directors teleconference
	28 -29	Grand Bend	Deans Retreat
	29	London	Internal meetings
	30		Meeting with senior leaders
	30		Internal meetings
	30-31	Toronto	Toronto meetings
	31	London	Welcome reception
<b>September</b>	1 - 10	UK	World Academic Summit; Meetings with external stakeholders
	11	London	Internal meetings
	11		Lunch meeting with student leader
	11		SCUP meeting
	11		Dinner with external stakeholder
	12-13	Quebec City	RHF Board meeting
	14	London	Gazette interview
	14		Internal meetings
	14		UWOFA meeting
	14		Scholars Electives Kick-off
	15		Round Table discussion with visiting Minister
	15		Annual meeting with SOGS Executive
	15		Senate Orientation Session
	18	Ottawa	Ottawa meetings
	18		FRDRC teleconference
	18	Toronto	CST Board of Directors Dinner and Awards
	19	London	Audit Committee meeting
	19		Property & Finance Committee meeting
	19		Senior Policy and Operations Committee meeting
	19		Governance and By-Laws Committee meeting



**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 22, 2017	ACTION
---	--------

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

2. Revisions to MAPP 2.10 – Student Scholarships, Awards and Prizes	ACTION
3. Suncor Chair in Energy Policy – Extension	INFORMATION
4. Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
5. New Scholarships, Awards and Prizes	INFORMATION

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

6. Revisions to Special Resolution No. 1-L: Terms of Reference of the Audit Committee and to Special Resolution No. 1-N: Terms of Reference of the Investment Committee	INFORMATION
---	-------------

**Report of the Senior Policy & Operations Committee – Appendix IV**

7. Membership of the University Discipline Appeals Committee	INFORMATION
--	-------------

**Report of the Audit Committee – Appendix V**

8. Harassment and Discrimination Matters Annual Report	INFORMATION
9. Western Retirement Plans – Report to the Audit Committee for the Year Ended December 2016	INFORMATION

**Report of the Fund Raising and Donor Relations Committee – Appendix VI**

10. Fund Raising Activity Quarterly Report to July 31, 2017	INFORMATION
---	-------------

**Report of the McIntosh Gallery Committee – Appendix VII**

11. Annual Report of the McIntosh Gallery Committee	INFORMATION
---	-------------

**Items Referred by Senate – Appendix VIII**

12. Report of the Honorary Degrees Committee	INFORMATION
13. Report from the Academic Colleague	INFORMATION
14. Annual Report of the Working group on Information Security (WGIS)	INFORMATION
15. Performance Indicators Report	INFORMATION
16. Announcements	INFORMATION

### **The Unanimous Consent Agenda**

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

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

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

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

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

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

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

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

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






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

**June 22, 2017**

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

PRESENT: Mr. H. Hassan, Chair  
Ms. E. Hegedues, Acting Secretary

Mr. J. Adams  
Dr. S. Armstrong  
Dr. P. Bishop  
Ms. W. Boye  
Ms. C. Burghardt-Jesson  
Dr. A. Chakma  
Ms. S. Chrominska   
Ms. K. Cole  
Dr. J. Deakin  
Mr. K. Gibbons  
Dr. R. Giffin

Mr. M. Helfand   
Mr. P. Jenkins  
Mr. J. Knowles  
Mr. R. Konrad  
Mr. M. Lerner  
Dr. K. Mequanint  
Ms. N. Noonan  
Mr. B. Ross   
Ms. C. Stephenson  
Dr. J. Toswell

By Invitation: A. Fuller, S. Jarrett, L. Logan, J. O'Brien

BG.17-56 **Land Acknowledgement**

H. Hassan read the Land Acknowledgement.

BG.17-57 **REPORT OF THE PRESIDENT**

The President's report, distributed with the agenda, consisted of the following topics:

- Federal "Supercluster" initiative
- Fair Workplaces, Better Jobs Act
- Western hosts inaugural World's Challenge
- Leadership update
- Activities of the President since the May Board meeting

He also provided an update on the SMA process and the Executive Compensation framework.

BG.17-58 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by R. Konrad, seconded by R. Giffin,

That the 18 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.17-59 **Minutes of the Previous Meeting**

The open session minutes of the meeting of May 4, 2017 were approved as circulated.

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

BG.17-60 **New MAPP Policy and Procedures on Intellectual Property**

R. Konrad, Chair of the Property & Finance Committee, withdrew from consideration, the item regarding the new MAPP Policy and Procedures on Intellectual Property, advising that further consultation by P&F is required.

BG.17-61 **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:

- Investment Committee Membership
- Policy Review Schedule
- Hicks Morley Professorship in International Labour Law
- Report of the Investment Committee
- Quarterly Ratio Report on Non-Endowed Funds
- Ancillary Financial Report
- New Scholarships and Awards

**REPORT OF THE GOVERNANCE & BY-LAWS COMMITTEE** [Appendix III]

BG.17-62 **Amendments to By-Law No. 1**

It was moved by P. Jenkins, seconded by J. Toswell,

That the revisions to By-Law No. 1, shown in Annex 1a, be approved.

P. Jenkins said that the changes to By-Law No. 1 clarify Board processes including the election of the Chair and Vice-Chair for a two-year term rather than a one-year term to provide stability. Revising the term of office was a suggested recommendation from the Governance Review Task Force.

During the discussion of the revisions additional amendments were suggested:

- Section C. 3: Membership on the Board. A member asked why the Warden of Middlesex County is not included in the list.
- Section I: Delegation of Authority. A member questioned why the Senior Policy & Operations Committee is authorized to approve appointments.
- Section M: Channels of Communication. A member questioned the need for the second sentence which seemed redundant.

It was moved by J. Toswell, seconded by P. Bishop,

That By-Law No. 1 be referred back to the Governance & By-Laws Committee for further consideration in light of the suggestions presented.

The motion to refer was called and CARRIED

BG.17-63 **Information Item Reported by the Governance & By-Laws Committee**

The Report of the Governance & By-Laws Committee, detailed in Appendix III, contained the following item that was received for information by unanimous consent:

- Board Orientation Process Update

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

BG.17-64 **"We Speak" Faculty & Staff Engagement Survey Results**

J. O'Brien, Associate Vice-President (Human Resources) and A. Fuller, Director, Learning and Development Services, provided an overview of the "We Speak" Faculty & Staff Engagement Survey Results detailed in Appendix IV, Annex 1.

- Response rates were up. Almost 4000 Western faculty and staff members took part in the survey with a response rate that increased from approximately 40% to 45% from 2012 to 2017. Full-time staff had a 78% response rate and full-time faculty had a 44% response rate. The overall part-time response rate was 24.9%.
- Western had notably high Organizational Engagement scores (74.2%), compared to the Metrics@Work database average (69.3%) and the Post Secondary Sector database of 69.1%.
- Overall, Organizational Engagement and Faculty/Division Engagement scores are slightly lower than 2012, while Work Engagement is slightly higher.
- In general, staff responses reflect higher levels of Organizational Engagement and faculty responses show higher levels in Work Engagement.

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

BG.17-65 **Information Item Reported by the Fund Raising and Donor Relations Committee**

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

- Fund Raising Activity Quarterly Report to April 30, 2017

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

BG.17-66 **Naming of the DAN Department of Management & Organizational Studies**

It was moved by A. Chakma, seconded by P. Bishop

That the Department of Management and Organizational Studies within the Faculty of Social Science be named the DAN Department of Management & Organizational Studies.

Dr. Chakma said that that in January 2006, the Management and Organizational Studies program was officially named the Aubrey Dan Program in Management and Organizational Studies, in recognition of a gift of \$5 million from Aubrey Dan, BACS '85. This gift continues to provide significant support to faculty and students through the establishment of endowments for a professorship, faculty fellowships, a research fund and a large number of student awards. The naming of the DAN Department of Management & Organizational Studies recognizes the significant donor support of Aubrey Dan and clarifies that the program and the department are essentially the same. Ms. Cole said that Aubrey Dan is engaged and passionate about the program. There is no concern about interference in the academic activities from Mr. Dan. Ms. Cole noted that Western would not accept any donation without considering whether the donor is a fit. The naming was debated and approved by the department, the faculty, SCUP and Senate.

The question was called and CARRIED.

BG.17-67     **Renewal of the Articulation Agreement between Western University, Brescia University College, Huron University College, King's University College, and Fanshawe College regarding Transfer Credit for Students in the Early Childhood Education Program**

It was moved by R. Konrad, seconded by R. Giffin,

That the renewal of the Articulation Agreement between Western University, Brescia University College, Huron University College, King's University College, and Fanshawe College regarding the transfer of credit for students in the Early Childhood Education Program, be approved effective January 1, 2017, as shown in Appendix VI, Annex 2.

CARRIED (BY Unanimous Consent)

BG.17-68     **King's University College: Introduction of the Combined Degree/Diploma in Finance and Wealth Management with Fanshawe College**

It was moved by R. Konrad, seconded by R. Giffin,

That the introduction of a combined degree/diploma in Finance and Wealth Management between King's University College and Fanshawe College as shown in Appendix VI, Annex 3 be approved.

CARRIED (BY Unanimous Consent)

BG.17-69     **Renewal of the Articulation Agreement between Brescia University College, Huron University College, King's University College, Western University, and Fanshawe College for Qualified Graduates of the Police Foundations Diploma Program**

It was moved by R. Konrad, seconded by R. Giffin,

That the renewal of the Articulation Agreement between Brescia University College, Huron University College, King's University College, Western University, and Fanshawe College regarding the transfer of credit for students in the Police Foundations Program as shown in Appendix VI, Annex 6 be approved.

CARRIED (BY Unanimous Consent)

BG.17-70

**Information Items Reported by Senate**

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

- Western Libraries Annual Report 2016
- National Survey of Student Engagement (NSSE)
- Report of the Academic Colleague
- Annual Report on Promotion and Tenure
- Announcements

The meeting adjourned to the confidential session at 1:45 p.m.

---

H. Hassan  
Chair

---

E. Hegedues  
Acting Secretary

**REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Revisions to MAPP 2.10 – Student Scholarships, Awards and Prizes</b>	Yes
<b>Suncor Chair in Energy Policy – Extension</b>	Yes
<b>Quarterly Ratio Report on Non-Endowed Funds</b>	Yes
<b>New Scholarships, Awards and Prizes</b>	Yes

**FOR APPROVAL**

1. **Revisions to MAPP 2.10 – Student Scholarships, Awards and Prizes**

**Recommended:** That MAPP 2.10 – Student Scholarships, Awards and Prizes policy be revised effective September 1, 2017 as shown in [Annex 1](#), [Appendix 1](#).

**FOR INFORMATION**

2. **Suncor Chair in Energy Policy - Extension**

See [Annex 2](#).

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

See [Annex 3](#).

4. **New Scholarships, Awards and Prizes**

See [Annex 4](#).



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

**FOR APPROVAL**

**Recommended:** That MAPP 2.10 – Student Scholarships, Awards and Prizes policy be revised effective September 1, 2017 as shown in [Appendix 1](#).

**Background**

Employment represents a tremendous opportunity for students to gain valuable experience. It is reasonable to give consideration for a donor or donor representative to be engaged in the process of selecting award recipients if the award is connected to an offer of employment, and such a request is expressed by the donor. Rather than continue to deal with donor engagement related to employment as exceptions to policy, an amendment to MAP 2.10 would allow for future such awards that enrich the student experience.

Currently, there are examples of approved awards where employment will be offered. The details of each past, current and future award connected to an offer of employment will differ. Therefore the language of the policy allows for flexibility to accommodate variability in areas such as details around the donor, the gift, student award, employment opportunities and selection committee processes.

Decisions will be made on a case by case basis through the regular process of developing a donor agreement and award terms involving the Registrar's Office and/Graduate & Postdoctoral Studies, the Vice-Provost, the relevant Dean/Chair and other consultation as needed, including CRA considerations with regard to charitable receipting implications. All other relevant policies will continue to apply, such as Gift Acceptance.

The proposed amendment is specific to gifts that are connected to offers of employment. The preceding statement about non-donor involvement remains in effect for all other gifts.

**Primary Contact**

Glen Tigert, University Registrar, [gtigert@uwo.ca](mailto:gtigert@uwo.ca), x85989

**Consultation**

John Doerksen, Vice-Provost (Academic Programs)  
Linda Miller, Vice-Provost (Graduate and Postdoctoral Studies)  
Erika Hegedues, Acting University Secretary  
Kelly Cole, Vice-President (External)  
University Legal Counsel  
Financial Services  
Advancement Operations  
SRS approval – September 5, 2017  
SCAPA approval – September 13, 2017

## **POLICY 2.10 – Student Scholarships, Awards and Prizes**

<b>Policy Category:</b>	Financial
<b>Subject:</b>	Student Scholarships, Awards and Prizes
<b>Approving Authority:</b>	Senate and Board of Governors
<b>Responsible Officer:</b>	Provost and Vice-President (Academic)
<b>Responsible Office:</b>	Office of the Registrar, School of Graduate and Postdoctoral Studies
<b>Related Procedures:</b>	<a href="#">Scholarships, Awards and Prizes – Procedures</a>
<b>Related University Policies:</b>	
<b>Effective Date:</b>	<del>January 28, 2016</del>
<b>Supersedes:</b>	July 1, 2008; April 27, 2011; January 29, 2015; <b>January 28, 2016</b>

### **I. PURPOSE**

The purpose of this policy is to define:

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

### **II. DEFINITIONS**

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

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

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

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

**Prize:** A monetary award or non-monetary award (or a combination of both), normally \$500 or more, based on general academic excellence or on proficiency in a specific area of study or competition.

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

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

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

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

### **III. POLICY**

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

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

***However, consideration will be given to donor or donor representative involvement in the selection process for awards or scholarships connected to offers of internships, co-op or other types of employment, in recognition of the importance of facilitating employment opportunities for students.***

***Donor or donor representative involvement will be dependent on the intent of the donor, details of the gift and award or scholarship, and the employment opportunity. A donor or donor representative will be provided only with student information that is necessary for the selection of the applicant, will agree to maintain Western's privacy policy, will represent a minority position on the selection committee, and will be at an arm's length relationship with all applicants considered by the selection committee.***

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

## **SUNCOR CHAIR IN ENERGY POLICY - EXTENSION**

### **FOR INFORMATION**

At its meeting of September 19, 2017, the Property and Finance Committee approved a proposal that the Suncor Chair in Energy Policy be extended for an additional three-year term with academic appointment in the Ivey Business School.

**Donor and Funding:** In 2012, Suncor Energy Foundation committed a gift of \$1.125 million in support of a chair in energy policy, undergraduate student awards, program outreach, case-writing and research, a portion of which established the Suncor Chair in Energy Policy at Ivey. A new gift of \$555,000 has been committed to support the extension of the Suncor Chair in Energy Policy at Ivey for a period of three years.

**Effective Date:** July 2017

**Purpose:** The Purpose and the Criteria will continue as per the 2012 approved terms and Professor Guy Holburn will continue in this role.

The Suncor Chair in Energy Policy will align with the Energy@Ivey faculty research group, whose vision "is to be the leading forum for discovering and disseminating new knowledge about energy issues facing business, government and society. By thinking beyond traditional approaches, we can cultivate innovative, effective and responsible policy solutions".

The Suncor Chair in Energy Policy will enable Ivey to continue on the path of becoming a world leader in energy policy research, through the development of a comprehensive program around energy policy initiatives. The Chair would expand opportunities for research and case writing, and host events to promote greater engagement between students, faculty and practitioners on a global scale.

**Criteria:** This expendable Chair will have academic appointment in the Ivey Business School.

The Candidate will be internationally recognized for his or her energy-related research and thought leadership. The Chair will be responsible for developing and implementing an innovative research and teaching agenda within Ivey. Through the teaching and research conducted and stimulated by the holder of the Chair, the School will distinguish itself in Canada as the primary source of relevant, applied research in energy issues facing business, government and civil society.

Appointment to the Suncor Chair in Energy Policy will be conducted in accordance with the relevant policies and procedures of the University based on the recommendation of a selection committee, which will include a representative of the Dean's office of the Ivey School of Business.

The appointment of the chair will be for three years.

**Reporting:** The University, through the Ivey Business School, will report from time to time to the donors regarding the progress and advancement of the Chair's work.

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 2017/18 (July 31). The balance in the Undistributed Investment Returns Account at July 31, 2017 was \$294.0 million. At July 31, 2017 the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.83 (column 10), well above the target ratio of 1.08.

- ❑ Net returns (column 1) amounted to \$0.7 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 to September 30 is 0.10 %. 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 decreased \$4.8 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, 2017 amounted to \$574.97 million (column 7).
- ❑ The obligations of the portfolio amounted to \$280.9 at July 31, 2017 (column 8).
- ❑ The ratio of investments to obligations stood at 2.05 (column 9) at July 31, 2017.

Western University Non-Endowed Funds: Quarterly Values											
			Allocations To Operating Budget (3)		Change in amount Owed (5)	Net Change (6)	Total Investments (7)	Total Obligations (8)	Ratio of Investments to obligations (9)	Ratio of Investments to obligations Average for 12 Quarters (10)	
Quarter		Net Returns (1)	To Accounts (2)	Other (4)							
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		1.2	(0.2)	0.0	(0.4)	9.9	10.6	260.9	194.4	1.34	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	1.38
	2	19.2	(0.2)	0.0	0.0	1.6	20.6	374.4	235.5	1.59	1.40
	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
	October 31, 2016 Q2	9.9	0.0	0.0	0.0	(1.8)	8.1	565.8	318.8	1.77	1.75
	January 31, 2017 Q3	22.3	0.0	0.0	0.0	(15.1)	7.2	573.0	303.7	1.89	1.76
	April 30, 2017 Q4	27.5	(3.3)	0.0	(0.2)	(17.3)	6.7	579.7	286.4	2.02	1.80
2017/2018											
	July 31, 2017 Q1	0.7	0.0	0.0	0.0	(5.5)	(4.8)	574.9	280.9	2.05	1.83

[A] General notes:  
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.
- (4) The April 2015 amount is related to a year end mark-to-market value adjusted on the RBC SWAP interest agreement
- (4) The April 2016 amount is related to a year end mark-to-market value adjusted on the RBC SWAP interest agreement as well as the cost to carry related to unused debenture proceeds.
- (4) The April 2017 amount is the net of the year end mark-to-market value adjusted on the RBC SWAP interest agreement and 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.

## **SCHOLARSHIPS/AWARDS/PRIZES**

### **FOR INFORMATION**

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

At its meeting on September 19, 2017, the Property and Finance Committee approved on behalf of the Board of Governors the following terms of reference for new scholarships, awards bursaries and prizes.

**Mary Ann Underwood Small Global Opportunities Award** (Any Undergraduate or Graduate Program, except Ivey)

Awarded to undergraduate or graduate students who are participating in a university sanctioned international exchange or study abroad program. This includes exchange programs; approved study abroad programs; curriculum based international field courses, international study, or international community service; and other University led international credit or non-credit learning experiences. Students participating in this program who are registered at the constituent University may be considered (with the exception of Ivey students). Students may apply for this award in advance of being accepted into an international learning experience with receipt of the award contingent upon acceptance into the program. Preference will be given to full-time students who have not received funding from other sources. Students may only receive a Global Opportunities award once during their academic career at Western, and the international experience must be a minimum of one week in duration. Online applications are available on the Global Opportunities website, Western International. Transcripts are required for undergraduate students who studied elsewhere in their previous academic year. Applications are due on November 15th (for decisions in early January) and March 15th (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their international experience and how they will be an effective Ambassador for Western. This award was established by a generous estate gift from Miss Evelyn Small, in memory of her sister Mary Ann Underwood Small (BA '71).

Value: 18 at \$2,000\*

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

*\*18,000 from the Donor's gift will be matched by \$18,000 through the University's Global Opportunities Award Matching Program on an annual basis, for five years, or as long as the program exists.*

**Thérèse Quigley Female Athletic Award** (Athletics)

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 a Western Women's Athletic Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively).

Value: 1 at \$1,000

Effective Date: 2017-2018 academic year

*This award was established by friends, colleagues and alumni in honour of Thérèse Quigley (BA '75, MEd '77), former Director of Sports and Recreation Services. A highly decorated student-athlete and an all-Canadian volleyball player with the Mustangs, Quigley was the winner of the FWP Jones Trophy in 1975 as Western's top female athlete. She returned to Western in 2009 and retired in 2016.*

**Judy and Kevin Ward Western Engineering Global Opportunities Award** (Any Undergraduate or Graduate Program, except Ivey)

Awarded to undergraduate or graduate students who are participating in a university sanctioned international exchange or study abroad program. This includes exchange programs; approved study abroad programs; curriculum based international field courses, international study, or international

community service; and other University led international credit or non-credit learning experiences. Students participating in this program who are registered at the constituent University may be considered (with the exception of Ivey students). Students may apply for this award in advance of being accepted into an international learning experience with receipt of the award contingent upon acceptance into the program. Preference will be given to a full-time student from the Faculty of Engineering who has not received funding from other sources. Students may only receive a Global Opportunities award once during their academic career at Western, and the international experience must be a minimum of one week in duration. Online applications are available on the Global Opportunities website, Western International. Transcripts are required for undergraduate students who studied elsewhere in their previous academic year. Applications are due on November 15th (for decisions in early January) and March 15th (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their international experience and how they will be an effective Ambassador for Western. This award was established by a generous gift from Judy and Kevin Ward.

Value: 2 at \$2,000\*

Effective Date: 2017-2018 to 2020-2021 academic years inclusive

*\*2,000 from the Donor will be matched by \$2,000 through the University's Global Opportunities Award Matching Program.*

SASAH Award (SASAH, Arts and Humanities)

Awarded to a student in the School for Advanced Studies in the Arts and Humanities (SASAH) in the Faculty of Arts and Humanities based on a minimum 70% average and demonstrated financial need. Online financial need assessment forms must be completed through Student Center by September 30. The Office of the Registrar will select the recipient. This award was established by a generous gift from Michelle (Gill) Banik (BA English 92).

Value: 2 at \$1,250

Effective Date: 2017-2018 to 2020-2021 academic years inclusive

Class of '85 Men's Swimming Alumni Award (Athletics)

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western including the Affiliated University Colleges who is making a contribution as a member of the Men's Swimming Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by John Oesch in recognition of his time as a member of the Class of '85 Men's Swimming Team.

Value: 1 at \$1,500

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

Auburn Homes Women's Cross Country Athletic Award (Athletics)

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 Western Women's Cross Country Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Karen Crich (HBA '92).

Value: Number and Value will be based on funds available

Effective Date: 2017-2018 to 2019-2020 academic years inclusive



Kate and Robert Taylor Scholarship in Visual Arts (Visual Arts)

Awarded annually to an undergraduate student entering Year 4 of the Bachelor of Fine Arts (Studio) program based on academic achievement and a student statement of intent. The application must include the artist's CV and artist's statement as well as a high level outline (max 500 words) of the student's proposed Practicum art project, including medium, a synopsis of their vision, what they are trying to communicate to the audience and how they visualise audience engagement. Submissions can be made to the undergraduate office in Visual Arts and are due by October 30 each year. The Scholarship and Awards Committee in the Department of Visual Arts will select the recipient.

Value: 1 at \$1,000

Effective Date: 2017-2018 academic year

*This award was established by a generous gift from Kate Taylor, abstract artist, BFA'87 and Robert Taylor, BA'87 (Honors Economics), who seek to support Studio students enabling them to fulfil their vision relating to their practicum. Kate and Rob hope that, by providing support for expenses including, but not limited to, art supplies, marketing and promotion, Studio artists can build a body of work that will help propel them successfully into the art community post-graduation.*

David L. Johnston Award in Corporate Law (Law)

Awarded annually to a full-time student completing first year in the Faculty of Law, who has attained the highest standing in Corporate Law. The scholarship committee in the Faculty of Law will select the recipient each May. This award was established by a generous gift from Mr. Henry Ka-Shi Ho (JD Law '77) in honour of David L. Johnston, Dean of the Faculty of Law from 1974-1979.

Value: 1 at \$1,000

Effective Date: 2017-2018 academic year

Southwest Basketball Academy Award (Athletics – Basketball)

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 Western Women's Basketball Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Southwest Basketball Academy.

Value: 1 at \$2,000

Effective Date: 2017-2018 to 2020-2021 academic years inclusive

Francis Tardif Memorial Award (Ivey)

Awarded annually to a graduating full-time student in the MBA program at the Ivey Business School who demonstrated an enthusiastic attitude and approached class discussions with intelligence, tenacity and respect. This student exhibited a fearless willingness to engage in spirited debate with classmates and professors, while making substantial contributions to class discussions. He or she enlivened and enhanced the learning atmosphere for their MBA Section. In addition, this student actively contributed to peer life through working in groups and other student activities. He or she demonstrated passion, leadership, empathy, inclusiveness and generosity. The MBA Class will submit nominations to the MBA Scholarship Committee prior to the end of the academic year. The MBA Scholarship Committee will review the nominations and select the recipients of the Francis Tardif Memorial Award. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. Nominations will occur after core classes are completed. This award was established by Francis Tardif's immediate family, the Foundation Madeleine et Jean-Paul Tardif, and the MBA Class of 2017 in memory of Francis Tardif.

Value: 2 at \$3,000 (one per MBA Section)

Effective: May 2017

*It is expected that the MBA Class of 2017 will continue to donate to this fund. Accordingly, the value of the award and/or time period for which it is effective may be increased.*

Anne Marie Gutierrez Memorial Award in Law (Law)

Awarded annually to a full-time second or third-year law student who has shown great academic achievement and promise in the areas of Environmental and Aboriginal Law. Preference will be given to a female student. The Scholarship/Awards Committee of the Faculty of Law will select the recipient. This scholarship is made possible by a generous gift from Ms. Amrita V. Singh, BHSc'08 (Western), JD'12 (Queen's), in memory of Anne Marie Gutierrez, LLB '76 (Western).

Value: 1 at \$1,500

Effective Date: 2017-18 to 2021-2022 academic years inclusive

*Anne Marie dedicated her professional life to serving the province of Ontario, and from May 1999 was the Director for the Ministry of Natural Resources and Forestry Legal Services Branch. She had a great love of the outdoors, having spent summers as a child in Northern Ontario, and was always engaged in community efforts to protect the environment. Anne Marie was also a keen student of First Nations rights issues, with an appreciation for the intrinsic intersection between First Nations and environmental issues. A pioneering woman in her practice and an excellent mentor, she is a role model to us all. She will be greatly missed.*

Troy Seely Clinical Excellence Award (Physical Therapy)

Awarded annually to a graduate student in Year 2 of the Master of Physical Therapy program in the School of Physical Therapy, based on academic achievement and a passion for working as a professional physical therapist. Student performance on clinical placement will be strongly considered. Candidates must submit a one-page statement demonstrating their passion for physical therapy by January 31st to the School of Physical Therapy. The Student Affairs Committee in the School of Physical Therapy will select the recipient. At least one representative of the committee must hold current membership in the School of Graduate and Postdoctoral Studies. This award was established by Gino and Kelly Ianni, in honour of Troy Seely.

Value: 1 at \$1,500

Effective Date: May 2017 to April 2022 inclusive

*Troy Seely (MSc '05, Physical Therapy) is a part-time faculty member in the School of Physical Therapy and full-time clinician working at Body Mechanics Physiotherapy in London, Ontario. He is a Fellow of the Canadian Academy of Manipulative Physical Therapy (FCAMPT) and a recipient of the Faculty of Health Sciences Teaching Award of Excellence in 2011.*

TD Women in Data Analytics Undergraduate Bursary (Statistical and Actuarial Sciences)

Awarded to a full-time undergraduate female student in any year of an Honors Specialization or Major in Data Science or Double Major that includes Data Science, based on financial need. Online financial assistance applications are available through Student Center and must be completed by October 31. The Office of the Registrar will select the recipients. This bursary was established by TD Bank Group.

Value: 4 at \$5,000

Effective Date: 2018-2019 to 2021-2022 academic years (with the number of bursaries to be revised after this)

CMA 150<sup>th</sup> Anniversary Scholarship in Medicine (Medicine)

Awarded annually to a full-time undergraduate student in any year of the Schulich School of Medicine & Dentistry Doctor of Medicine (M.D.) program, based on academic achievement. The student must be a Canadian citizen or permanent resident or person with protected/refugee status and a demonstrated ability to exemplify the values of professionalism including honesty and integrity, altruism, respect, responsibility and accountability, commitment to self-improvement and collaboration. Preference will be given to members of the CMA. Students interested in this award are asked to submit an online application form to the Undergraduate Medical Education Office by October 31. The Progression & Awards Committee of the Schulich School of Medicine & Dentistry will select the recipient each year. This award was established by the Canadian Medical Association Foundation.

Value: 1 at \$15,000

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

CMA 150<sup>th</sup> Anniversary Award in Medicine (Medicine)

Awarded annually to a full-time undergraduate student in any year of the Schulich School of Medicine & Dentistry Doctor of Medicine (M.D.) program, based on financial need and academic achievement. The student must be a Canadian citizen or permanent resident or person with protected/refugee status. Online financial assistance applications are available through Student Center and must be completed by September 30th. Preference will be given to members of the CMA. Students interested in this award are asked to submit an online application form to the Undergraduate Medical Education Office by October 31. The Progression & Awards Committee of the Schulich School of Medicine & Dentistry will select the recipient after the Office of the Registrar has assessed the financial need. This award was established by the Canadian Medical Association Foundation.

Value: 1 at \$8,500

Effective Date: 2017-2018 to 2021-2022 academic years inclusive

Nicole C. French Hockey Award (Athletics – 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 Western Women's Hockey Team. Candidates must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by an anonymous donor who wished to honour former Women's Hockey Team member, Nicole C. French.

Value: 1 at \$2,000

Effective Date: 2017-2018 to 2020-2021 academic years inclusive

Jo-Anne Hammond Family Medicine Resident Award (Family Medicine)

Awarded annually to a postgraduate trainee completing Year 2 or 3 of a residency in Family Medicine, who plans to provide intrapartum obstetric services while maintaining a comprehensive Family Medicine Practice. Candidates must submit a one-page statement to the Office of Family Medicine by March 31st outlining their career plans to serve in this area. A committee in the Department of Family Medicine will select the recipient, and it will be awarded at Family Medicine's annual graduation ceremony. This award was established by a generous gift from Dr. Jo-Anne Hammond (MD '84) with the intention to support resident's SOGC membership and conference fees and expenses.

Value: 1 at \$2,000

Effective Date: 2017-2018 academic year

*Dr. Jo-Anne Hammond practiced comprehensive family medicine with obstetrics for over 30 years. The excitement of caring for patients from preconception through their entire life span has made for a wonderful career. She is devoted to Family Medicine Obstetrics and has seen many of her learners excel in the field. Dr Hammond's membership in the Society of Obstetricians and Gynaecologists of Canada (SOGC), and attendance at SOGC conferences, with providers from nursing, midwifery, family medicine and obstetrics, has broadened her knowledge immensely. She wishes to encourage others to provide intrapartum care to their patients and live the life of a comprehensive family physician.*

## **FUNDED BY OPERATING**

### **Western Law/Engineering Entrance Scholarship** (Joint Law and Engineering Program)

Awarded annually to a full-time student entering first-year law in the joint BESC/JD program, with proven academic excellence and/or other achievements demonstrating promise in the program. The recipient will be selected by the scholarship and awards committee in the Faculty of Law.

Value: 1 at \$10,000

Effective Date: 2017-2018 to 2019-2020 academic years inclusive

## **2. Introduction of the Linamar Scholarship for Women in Engineering and Business**

At its meeting on September 19, 2017, the Property and Finance Committee approved on behalf of the Board of Governors the terms of reference for the Linamar Scholarship for Women in Engineering and Business, as shown below.

### **Linamar Scholarship for Women in Engineering and Business**

Awarded annually to a female student entering HBA 1 with the intention of completing the dual degree program in Engineering and Ivey (BESC/HBA) based on academic achievement and a demonstrated interest in pursuing a career in engineering and business. Students will be required to complete an application form by the first Friday in February. A limited number of applicants will be chosen to participate in an interview in April. Final decisions regarding selected recipients will be mailed with HBA offers of admission to the program in June. Candidates must be Canadian citizens or eligible to work in Canada. This scholarship will continue for the second and third years of the dual degree program provided the recipient is accepted into the dual degree program in Engineering and Business. Applications will be reviewed by representatives from the Ivey Business School and Faculty of Engineering to select candidates for an interview. A Selection Committee made up of representatives from the Ivey Business School and Faculty of Engineering, together with a representative of Linamar Corporation, will short list applicants and interview potential recipients. All recipients will have an opportunity to participate in a summer co-op with Linamar Corporation following years 3 and 4. An offer of full-time employment at Linamar Corporation may also be extended pending successful completion of the program and co-op terms. A recipient is not obligated to participate in the summer co-op or accept employment at Linamar Corporation following graduation to retain the scholarship. If a recipient fails to complete the summer co-op for any reason, the recipient will still retain the scholarship provided that the conditions of the scholarship are met.

Value: up to 10 selected annually each continuing for three years (Value will be one half of tuition in each year\*)

Effective Date: 2018-2019 academic year

*\*It is understood that the value of one half of tuition will vary by year of study within the program and overall tuition will likely increase over time.*

*This scholarship was created through a generous gift from the Hasenfratz and Newton Families and Linamar Corporation to promote and encourage women to pursue the dual degree program in Engineering and Ivey (BESC/HBA).*

**REPORT OF THE GOVERNANCE & BY-LAWS COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Amendments to By-Law No. 1</b>	No
<b>Revisions to Terms of Reference of the Audit Committee (Special Resolution 1.L) and of the Investment Committee (Special Resolution No. 1-N)</b>	Yes

**FOR APPROVAL**

1. **Amendments to By-Law No. 1.**

**Recommended:** That the revisions to By-Law No. 1, shown in **Annex 1a**, be approved.

**Background:**

The recommended changes to By-Law No. 1 are found in the red-line version, **Annex 1a**. The amendments questioned at the June 22, 2017 Board meeting have been addressed in the revised version, including Section C. 3: Membership on the Board, and Section M: Channels of Communication. A clean version of By-Law No. 1 is attached as **Annex 1b**.

**FOR INFORMATION**

2. **Revisions to Terms of Reference of the Audit Committee (Special Resolution 1.L) and of the Investment Committee (Special Resolution No. 1-N)**

The title of the Associate Vice-President (Finance & Facilities) has been revised to Associate Vice-President (Financial Services). Consequently, as a matter of housekeeping, the Membership and Procedures section of the terms of reference of the Audit Committee and of the Investment Committee have been revised to reflect this change.

The terms of reference of each committee can be found at:  
<http://www.uwo.ca/univsec/board/committees/index.html>

**The UNIVERSITY of WESTERN ONTARIO**  
**BOARD OF GOVERNORS**

**BY-LAW NO. 1**

Ref: By-Law No. 1

Amended: ~~24APR16~~ ~~22JUNE17~~ ~~26SEP17~~

being a by-law to regulate generally the affairs and the exercise of the powers of The Board of Governors (hereinafter referred to as the Board) as set forth in The University of Western Ontario Act 1982 (hereinafter referred to as the Act) and the calling and conduct of its meetings.

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of The Board of Governors of The University of Western Ontario as follows:

**A. CORPORATE SEAL**

1. The Corporate Seal of the Board shall be in the form impressed in the margin hereof and it shall be in the custody of the Secretary of the Board or such other person as the Board may from time to time designate.

**B. ELECTION OF BOARD MEMBERS**

1. The election and appointment of members of the Board shall be governed by the provisions of the Act in respect to number, eligibility for election and term of office.
2. The Secretary of the Board shall be the Chief Returning Officer.
3. Elections shall be conducted in accordance with procedures determined by Special Resolution of the Board.<sup>1</sup>

**C. MEMBERSHIP ON THE BOARD**

1. The Secretary shall maintain a roll showing the names and addresses of each member which may be used for service of any notice. Each member shall maintain current information with the Secretary.
2. Except for the *ex officio* members, the Secretary shall maintain records of the service of members appointed to the Board and shall notify the appointing authority of the expiration of a member's term of office at least one month in advance of the expiration date.
3. The membership year of a member of the Board, other than an ex officio member, shall be twelve months from the date of appointment as follows
  - (a) For members elected by the Senate, Faculty-at-Large, Students, and Administrative Staff, the membership term shall begin on July 1, except where the member is appointed to fill a vacancy under the provisions of Special Resolution No. 9,<sup>2</sup> but in all cases the membership term shall end on June 30;
  - (b) For members appointed by the Lt. Governor-in-Council, Council of the City of London, Alumni Association, and Board of Governors, the membership term shall begin on the date the appointment becomes effective and shall end 48 months later.
4. Pursuant to section 12.(3) of the *UWO Act* (1982), where within any membership year a member of the Board, other than an *ex officio* member, who has not been granted leave of absence attends less than 50 per cent of the regular meetings of the Board, the Board may by resolution declare such membership vacant.

---

<sup>1</sup> Election Procedures - See [Special Resolution No. 9](#)

<sup>2</sup> Election Procedures

- (a) The Chair of the Board may grant a leave of absence to a member, but, with the exception of an *ex officio* member, a member who expects or finds an inability to fulfill responsibilities as a member of the Board for six consecutive months or more should resign membership on the Board.
  - (b) The Chair of the Board shall contact any member who does not meet the requirements of section 12.(3) of the *UWO Act* and termination of Board membership may be recommended to the Board.
  - (c) Section 12.(4) of the *UWO Act* (1982) requires that the Board, by resolution, declare a membership vacant if the member fails to attend less than 25 percent of the regular meetings of the Board in a membership year.
5. Pursuant to Section 17 of the *University of Western Ontario Act (1982, as revised in 1988)*, no member of the Board of Governors whose salary is paid under a collective agreement or Memorandum of Agreement between the University and a union or employee association may serve as a member of any team negotiating matters related to the remuneration or benefits, terms of employment, rights or privileges available to employees in a class or group of employees of the University.
  6. At the discretion of the Chair of the Board, a member of the Board or a member of its committees may be reimbursed for expenses incurred in attending meetings or in the performance of duties as a member of the Board or a Board committee member, at rates applicable to officers of the University.

**D. OFFICERS OF THE BOARD**

- ~~1. Each year the Board shall elect, from those members eligible under the Act, a Chair and a Vice-Chair who shall hold office for a term of 12 months, commencing on the 1st day of January in the year following. The Chair and the Vice-Chair may be re-elected for successive years.~~
1. The Board shall elect, from those members eligible under the Act, a Chair and a Vice-Chair who shall each hold office for a term of 24 months, commencing on the first day of January in the year following. The Chair and the Vice-Chair may be re-elected for successive terms.
2. In the event of a vacancy in the office of Chair or Vice-Chair for any reason, the Board shall elect a replacement from those members eligible under the Act, who shall hold office until the next election under article D.1. hereof; provided, however, that if the time remaining in the term of office falling vacant is six months or less, the Board in its discretion may allow the office to remain vacant until the next regular election.
3. The Chair shall preside at all meetings of the Board and shall carry out such other duties as the Board may from time to time prescribe. In the case of absence or illness of the Chair, or there being a vacancy in that office, the Vice-Chair shall act and shall have all the powers of the Chair.
4. In the absence or illness of both the Chair and the Vice-Chair, or there being vacancies in these offices, the powers and duties of the Chair shall be exercised by an Acting Chair who shall be determined by order of precedence as follows, subject to the provisions of Section 14.(2) of the Act:
  - The Chair of the Property & Finance Committee
  - The Vice-Chair of the Property & Finance Committee
  - Other members of the Senior Policy and Operations Committee in order of seniority of Board membership
5. The Secretary of the Board shall be appointed by the Board and shall hold office at the pleasure of the Board.

6. Unless otherwise determined by the Board, in the absence of the Secretary, an Associate Secretary of the Board designated by the Secretary to so act shall perform the duties of the Secretary of the Board.
7. The Secretary shall attend all meetings of the Board and shall:
  - (a) enter or cause to be entered in books for that purpose, minutes of all proceedings;
  - (b) provide copies of such minutes to all Board members as soon as possible;
  - (c) give, or cause to be given, all notices required to be given to members of the Board as well as agenda and related documents as may be necessary for a meeting;
  - (d) be responsible for arrangements for meetings;
  - (e) be the custodian of the minute books, papers, records, documents, and other instruments of the Board;
  - (f) be responsible for the dissemination of decisions or instructions by the Board to all parties concerned unless otherwise ordered by the Board; and
  - (g) perform such other duties as may from time to time be prescribed by the Board or required by law.

#### E. **MEETINGS**

- ~~1. There will normally be at least five regular meetings of the Board each year, unless otherwise determined by the Board. The Chair, if after consultation with the President is satisfied that the holding of a regular meeting is not warranted because of insufficient agenda, may cancel such meeting. Special meetings may be held as agreed by the Board, or as called by the Chair, or as called by the Secretary on direction in writing by seven members of the Board. Board members may attend special meetings through teleconferencing or other electronic means.~~
1. 1.(a) Regular Meetings
  - ~~(i) There will normally be at least five regular meetings of the Board each year, unless otherwise determined by the Board. The Chair may cancel a regular meeting if after consultation with the President he/she is satisfied that the holding of a regular meeting is not warranted because of insufficient agenda.~~
  - ~~(ii) Members may attend up to two regular meetings in a calendar year by teleconferencing or other electronic means.~~
  - ~~(iii) The annual calendar of regular meetings will be provided to members no later than November 1 of the preceding year.~~
  - ~~(iv) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair and President as required. The Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Board not less than seven days before the day of the meeting at which they are to be presented, and only those matters of which the Secretary has been so notified shall be included in the agenda~~
  - ~~(v) Normally, an agenda and documents for a regular meeting will be provided to members at least five days prior to the meeting. With the permission of the Chair, items may be added to the agenda, or additional documentation provided after the five-day deadline.~~
  - ~~(vi) Notices of meetings and agenda materials are normally distributed by electronic means.~~
  - ~~(vii) The accidental failure to give notice of a regular meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.~~
  - ~~(viii) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.~~
- 1.(b) Special Meetings
  - ~~(i) Special meetings may be held as agreed by the Board, or as called by the Chair, or as called by the Secretary on direction in writing by seven members of the Board.~~
  - ~~(ii) Board members may attend special meetings through teleconferencing or other~~



- electronic means.
- (iii) The agenda for a special meeting shall be prepared by the Secretary in consultation with the Chair and President as required. No business may be conducted at a special meeting other than those matters for which it was called.
- (iv) Notice of special meetings, together with the agenda, shall normally be made available to each member not less than two days before the meeting is to take place. In urgent circumstances, and with the approval of the Chair, a special meeting may be called and materials provided within a shorter time frame.
- (v) Notices of special meetings and agenda materials are normally distributed by electronic means.
- (vi) The accidental failure to give notice of a special meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
- (vii) In the event that a special meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

2. Meetings of the Board will be held in the Board Room, Stevenson Hall unless notice of a different location is given.

~~3. Notice of regular meetings and special meetings, together with the agenda, shall be made available to each member not less than two days before the meeting is to take place. Notice to members may be given by mail, telephone, facsimile, electronic mail or voicemail. The accidental failure to give notice of a regular or special meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting. In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.~~

3. 3.(a) Normally, regular meetings of the Board are divided into Open and Closed sessions. Subject to limitations of space, members of the public may attend the Open session of any Board meeting. Notice of the date, time, and location of the public session of regular meetings shall be sufficiently given if published in the Western News or posted on the university's web page at least two weeks in advance. Notice of special meetings open to the public may be given by other means and for a shorter period of time at the discretion of the Chair.

3(b) The Board meets in closed session to consider confidential business, such as matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Attendance at closed session meetings is limited to members, Secretariat staff, and those invited to attend by the Board to assist with its deliberations.

~~4. The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair and President as required. The Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Board not less than four days before the day of the meeting at which they are to be presented, and only those matters of which the Secretary has been so notified shall be included in the agenda.~~

45. Items of business shall normally be presented to the Board by the following only:

- The Chair of the Board
- The Chairs of Committees of the Board
- The President (or a vice-president at the request of the President)
- The Senate (through the President and Vice-Chancellor as its Chair)

but a member of the Board may present an item which has been submitted to and approved by the Chair of the Board for inclusion in the agenda of the meeting prior to its approval. Except for the reports of Committees, items of business furnished to the

Secretary for inclusion on the agenda, pursuant to this article, shall be summarized in appropriate form with relevant supporting documents to be attached as necessary.

56. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve the introduction of such new matter.

67. (a) ~~Each member shall have one vote except the Chair who may vote only when the vote is by ballot or to break or create a tie, but if the Chair creates a tie, the Chair cannot break it. Voting may be by show of hands or by assumed consent where no dissent is voiced.~~

(a) Each member shall have one vote except the Chair who may vote only when the vote is by ballot or to break or create a tie, but if the Chair creates a tie the Chair cannot break it. Unless otherwise stated in this by-law, the Board's meeting procedures, or the Board's approved parliamentary authority, motions require a simple majority of those present and voting to pass. Voting may be by show of hands, by such other means as the Board may determine, or by assumed consent when no dissent is voiced.

(b) A resolution signed by all members of the Board shall have the same force and effect as if passed at a regularly constituted meeting of the Board.

(c) A resolution approved by electronic mail ballot permitted by the Chair of the Board and passed by a majority of the Board members shall have the same force and effect as if passed at a regularly constituted meeting of the Board.

78. All dissenting votes at the level of the Board of Governors which relate to issues that may incur personal liability as a result of statutory regulation shall be recorded in the Minutes if requested by the dissenting member at the time the vote is taken. Members absent from a meeting may submit to the Secretary of the Board notice of dissent not more than 7 days after receipt of the Board Minutes. Notices of dissent so submitted will be retained on file by the Secretary of the Board, but shall not affect the outcome of the vote nor be recorded in the Minutes.

9. ~~Subject to limitations of space, meetings of the Board shall be open to attendance by the public except during a closed session so designated for the consideration of confidential business, such as matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Notice of the date, time, and location of the public session of regular meetings shall be sufficiently given if published in the Western News at least two weeks in advance, but notice of special meetings may be given by other means and for a shorter period at the discretion of the Chair.~~

849. Members of the Board shall observe strictly the confidential nature of business dealt with in closed session and it shall be their responsibility to ensure that such information is not divulged to unauthorized persons. At the commencement of a closed session the Chair shall remind members of their obligations in respect to confidentiality, by reading or directing their attention to the following caution:

Members are reminded that discussions entered into and the decisions made during the closed session of this meeting are carried out in confidence and are not to be repeated or discussed outside the Board Room. Any material provided for the session will be retained in confidence afterwards, or may be returned to the Secretary at the end of the meeting.

Decisions reached during the closed session which are to be announced after the meeting will be made public by official announcement or press release only and such publication does not free members of the obligation to hold in

confidence the discussions which took place in the meeting or the material involved.

The continued presence of a member in the room shall indicate acceptance of these conditions.

944. Should a member declare an intention of noncompliance with the conditions of confidentiality and refuse to leave the room when requested to do so, the Chair shall, subject to a resolution of the Board supported by a majority vote:
- (a) inform the offending member that, pending assurance to the effect that henceforth the member shall abide by the rules of the Board in respect to the confidentiality of information, the member shall be barred from attendance at any meeting of the Board or its Committees at which business of a confidential nature will be dealt with and shall not be sent any notices or material in respect to them; or
  - (b) adjourn the meeting, after having informed members that it will be reconvened at a time and place of which the offending member will not be notified.
1042. ~~Except by the permission of the Chair, spectators (including representatives of the news-media) shall not be permitted to address a meeting, to communicate with individual members, to disturb the conduct of a meeting in any way, or to introduce placards or signs or cameras or other recording machines into the Board Room.~~
- (a) Permission to address the Board is normally restricted to those members of the administration or other invited guests presenting items of business for the Board's consideration. In special circumstances, and with advanced notice, the Chair may grant speaking privileges to others.
  - (b) Spectators (including representatives of the news media) attending the Open session of a meeting are not permitted to address a meeting, communicate with individual members during the meeting, or disturb the conduct of a meeting in any way. Spectators must remain in their assigned seats while in the meeting room.
  - (c) Space permitting, members of the press may video record a meeting provided that they have made arrangements in advance with the University Secretary and the Associate Vice-President (Public Relations & Community Affairs). Placement of cameras within the meeting room will be at the direction of the University Secretary.
  - (d) Recording on small personal electronic devices is not permitted, except with the permission of the Chair.
  - (e) Space permitting, and with the approval of the Chair, placards or signs may be brought into the meeting room provided that they are of a size that will not obstruct doorway, or the view of others in the room, and are made of materials that could not be used to harm individuals or damage property. Placards or signs that have been permitted in the meeting room or been brought in without permission must be removed if so ordered by the Chair at any point in the meeting.
1143. Spectators may obtain copies of the agenda and the non-confidential portion of the supporting material from the University Secretariat's website.
14. ~~The agenda and supporting documentation for open meetings of the Board may be published electronically by the Secretary prior to each Board meeting.~~
125. ~~The Official Minute Book shall be open to the inspection of any member of the Board at~~

~~any time during regular office hours in the office of the Secretary of the Board, but such inspection shall not be permitted by other persons.~~

~~(a) The Secretary shall be responsible for safeguarding the confidentiality of the Minutes of closed sessions of Board meetings but shall have discretion to furnish extracts there from to authorized officers of the University or in satisfaction of a reasonable request.~~

~~(b) The Minutes of the open meetings of the Board may be published electronically by the Secretary.~~

The Official Minute Book shall be open to the inspection of any member of the Board at any time during regular office hours in the office of the Secretary of the Board, but such inspection shall not be permitted by other persons.

(a) The Secretary shall be responsible for safeguarding the confidentiality of the Minutes of closed sessions of the Board meetings but shall have discretion to furnish extracts therefrom to authorized officers of the University or in satisfaction of a reasonable request.

(b) The Minutes of the open sessions of the Board's meetings shall be published electronically by the Secretary.

~~136. The conduct of meetings shall generally follow the Rules of Procedure at Meetings, approved by the Board.~~

The conduct of meetings shall follow the Rules of Procedure at Meetings approved by the Board, and for matters not covered in the Rules of Procedure, the Board's approved parliamentary authority.

#### F. **QUORUM**

~~1. A quorum of the Board consists of ten members, of whom at least five shall be members appointed or elected under clauses (b), (c), (d), and (h) of Section 9.(1) of the Act. Attendance at special meetings and at up to two regular meetings per calendar year by teleconferencing or other electronic means is permitted.~~

A quorum of the Board consists of ten members, of whom at least five shall be members appointed or elected under clauses (b), (c), (d), and (h) of Section 9.(1) of the Act.

#### G. **COMMITTEES**

1. The Board shall maintain as Standing Committees of the Board, *inter alia*:

The Audit Committee  
The Governance and By-Laws Committee  
The Fund Raising & Donor Relations Committee  
The Property & Finance Committee  
The Senior Policy and Operations Committee

and the composition, duties and responsibilities of such Committees shall be as determined from time to time by resolution of the Board.

2. The Board may from time to time by resolution establish and appoint such other standing or ad hoc committees as it sees fit and determine the composition, duties and responsibilities of any committees so established.

3. Committees of the Board are established primarily to make recommendations to the Board and they may not commit the Board in any matter unless authority to do so has been specifically delegated by the Board. Unless otherwise authorized by the Board,

committees of the Board shall report only to the Board.

4. Standing Committees may recommend the establishment of subcommittees as necessary, the composition, duties and responsibilities of which shall be submitted to the Board for approval.
5. ~~The membership of the Board's committees and subcommittees, and the appointment of their Chairs and Vice-Chairs, shall be determined by the Board annually at the January meeting on the recommendation of the Senior Operations Committee. A list of the Committees and their membership as approved shall be published and distributed to members following the January meeting.~~
  - ~~(a) The Senior Operations Committee may fill vacancies in the membership of committees and subcommittees as necessary in the succeeding 12 months.~~
  - ~~(b) Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board. Continuing membership on committees and organizations external to the Board (where a member was appointed by the Board), will be at the pleasure of the Board and in accordance with the membership regulations of the external organization.~~

The membership of the Board's committees and subcommittees, and the appointment of their Chairs and Vice-Chairs, shall be determined by the Board annually at the January meeting on the recommendation of the Senior Policy & Operations Committee. A list of the Committees and their membership as approved shall be published and distributed to members following the January meeting.

(a) The Senior Policy & Operations Committee may fill vacancies in the membership of committees and subcommittees as necessary in the succeeding 12 months and will advise the Board of such appointments.

(b) Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board. Continuing membership on committees and organizations external to the Board (where a member was appointed by the Board), will be at the pleasure of the Board and in accordance with the membership regulations of the external organization.

6. The schedules of regular Committee meetings will be posted on the University Secretariat's website.

76. Where the Secretary of the Board is a member or resource person on a standing committee of the Board, the Secretary may designate another person to act on his/her behalf on such committee or subcommittee.

87. A majority of the voting members of each committee shall constitute a quorum at any meeting. Attendance at committee meetings by teleconferencing or other electronic means is permitted.

A majority of the voting members of each committee shall constitute a quorum at any meeting.

98. Notice of regular meetings and special meetings of a committee, together with the agenda, shall be made available to each member not less than two days before the meeting is to take place. Notice to members may be given by mail, telephone, facsimile, electronic mail or voicemail. The accidental failure to give notice of a regular or special meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting. In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

9. (a) Regular Meetings

- (i) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair, the President and the appropriate vice-presidents as required. The Secretary shall be notified of all matters for inclusion in the agenda not less than seven days before the day of the meeting at which they are to be presented.
- (ii) Notice of regular meetings together with the agenda, shall be made available to each member not less than five days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.
- (iii) Notice to members may be given by mail, telephone, facsimile, electronic mail or voice mail.
- (iv) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
- (v) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
- (vi) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

9(b) Special Meetings

- (i) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair, the President and the appropriate vice-presidents as required. The Secretary shall be notified of all matters for inclusion in the agenda not less than four days before the day of the meeting at which they are to be presented.
- (ii) Notice of special meetings together with the agenda, shall be made available to each member not less than two days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.
- (iii) Notice to members may be given by mail, telephone, facsimile, electronic mail or voice mail.
- (iv) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
- (v) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
- (vi) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

~~9. The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair and President as required. The Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Committee not less than four days before the day of the meeting at which they are to be presented, and only those matters of which the Secretary has been so notified shall be included in the agenda.~~

~~10. The general conduct of meetings shall follow the rules and procedures as set forth in the Rules of Procedure at Meetings.~~

The general conduct of meetings shall follow the rules and procedures as set forth in the Rules of Procedure at meetings, and for matters not dealt with in the Rules of Procedure, the Board's approved parliamentary authority.

~~11. All questions at a meeting shall be decided by a majority of the votes of the members present and voting. Each voting member of the committee present at a meeting, including the Chair, shall be entitled to one vote and any motion on which there is equality of votes shall be deemed to have been defeated. A resolution approved by electronic means permitted by the Chair of the committee and passed by a majority of the voting committee members shall have the same force and effect as if passed at a regularly constituted~~



~~meeting.~~

Unless provided otherwise in the Rules of Procedure or the Board's approved parliamentary authority, all questions at a meeting shall be decided by a majority of the votes of the members present and voting. Each voting member of the committee present at a meeting, including the Chair, shall be entitled to one vote and any motion on which there is equality of votes shall be deemed to have been defeated. A resolution approved by electronic means permitted by the Chair of the committee and passed by a majority of the voting committee members shall have the same force and effect as if passed at a regularly constituted meeting. A report of decisions taken electronically between meetings shall be provided for information at the next available meeting.

12. The Secretary shall keep a record of the proceedings of every meeting and the minutes of every such meeting shall be submitted at the next meeting of the committee for adoption.

13. ~~Committee minutes, agenda materials and related documents are confidential. Committee members, members of the Board and others who are given access to such materials are responsible for their safe custody, unless the materials are explicitly released to the public by the committee concerned or by the Board.~~

All Board standing committees meet in closed session or in camera. Committee discussions, minutes, agenda materials and related documents are confidential. Committee members, members of the Board and others who are given access to such materials are responsible for their safe custody, unless the materials are explicitly released to the public by the committee concerned or by the Board.

14. ~~Members of the Board who are not members of the Audit Committee, the By-Laws Committee, the Fund Raising & Donor Relations Committee, and the Property & Finance Committee may attend meetings of those committees as observers, provided that:~~

- ~~(a) they observe the confidentiality of the proceedings to the same degree required of committee members; and~~
- ~~(b) a committee may choose, at any time, to move in camera and require those who are not members of the committee or needed resource personnel to leave.~~

~~The Senior Operations Committee always meets in camera and only members of the committee, named resource personnel or others invited by the committee chair may attend its meetings and have access to its materials.~~

Members of the Board who are not members of the Audit Committee, the Governance & By-Laws Committee, the Fund Raising & Donor Relations Committee, and the Property & Finance Committee may attend meetings of those committees as observers, provided that:

- (a) They observe the confidentiality of the proceedings to the same degree required of committee members, and
- (b) A committee may choose, at any time, to move in camera and require those who are not members of the committee or needed resource personnel to leave.

The Senior Policy & Operations Committee always meets in camera and only members of the committee, named resource personnel or others invited by the committee chair may attend its meetings and have access to its materials.

## H. **CHIEF EXECUTIVE OFFICER**

1. The President, as the Chief Executive Officer, shall have the authority and responsibility for administering the affairs of the University in accordance with policies laid down by the

Board.

2. ~~Subject to article 1.2.(b), the President is empowered to delegate presidential authority during the period of any temporary absence to any other officer of the University provided that, in the absence of such delegation of authority, the senior vice-president present, other than an Acting Vice-President, shall be the Acting President according to seniority as follows:~~

~~The Provost & Vice-President (Academic)  
The Vice-President (Resources & Operations)  
The Vice-President (Research)  
The Vice-President (External)~~

Subject to article 1.2(b) the President is empowered to delegate presidential authority during the period of any temporary absence to any other officer of the University provided that, in the absence of such delegation of authority, the senior vice-president present, other than an Acting Vice-President, shall be the Acting President according to seniority as follows:

The Provost & Vice-President (Academic)  
The Vice-President (Operations & Finance)  
The Vice-President (Research)  
The Vice-President (External)

The President shall inform the Chair, Vice-Chair and University Secretary of any such absence and delegation.

3. The Board may, in the absence of the President, and shall in the event of a vacancy in the office of the President, appoint an Acting President upon such terms and conditions as the Board may prescribe.

#### **I. DELEGATION OF AUTHORITY**

1. ~~The Senior Operations Committee is authorized to approve appointments, excluding the appointment of the President or a Vice-President, on the recommendation of the President, in circumstances where the selection process has been completed but a regular meeting of the Board is not scheduled to be held within a reasonable time.~~

The Senior Policy & Operations Committee is authorized to approve appointments, excluding the appointment of the President or a Vice-President, on the recommendation of the President in circumstances where the selection process has been completed but a regular meeting of the Board is not scheduled to be held within a reasonable time.

2. The Board may delegate authority
- (a) to standing committees and other committees created by it by resolution or as set forth in terms of reference or policies approved by the Board. Authority delegated to a committee shall not be further delegated to a subcommittee except as authorized by the Board.
  - (b) to the President and other persons by resolution. Further delegation of authority by persons named in such resolutions to other persons, shall be as defined and described in administrative policies and procedures approved by the President and authorized by the Board.
3. During the months of the year when no regular meetings of the Property & Finance Committee are scheduled, the functions of that Committee may be performed by any three of its members from time to time present at a meeting, of whom at least one shall



be

The Chair or the Vice-Chair of the Committee, or failing such,  
The Chair of the Board or the Vice-Chair of the Board

When such meetings are called, all members of the Committee shall be notified and invited to attend. Business transacted at such meetings shall be reported to the Property & Finance Committee at its next regular meeting.

## J. **EXECUTION OF INSTRUMENTS**

1. ~~Unless otherwise provided by the Board, and except as herein provided, documents obligating the University which require the Corporate Seal to be affixed thereto shall be signed by two persons, one of whom shall be the Secretary of the Board, and the other of whom shall be:~~

~~(a) respecting documents which, by reason of subject matter or amount, exceed authority to sign delegated elsewhere by the Board,~~

~~The Chair or the Vice-Chair of the Board  
or in their absence,~~

~~The Chair of the Property & Finance Committee or the Vice-Chair of the Property & Finance Committee~~

~~(b) respecting documents which are within delegated authority to sign or which, in the opinion of the Secretary of the Board, may be reasonably considered to be of lesser importance or value, one of~~

- ~~(i) The President & Vice-Chancellor~~
- ~~(ii) The Vice-President (Resources & Operations)~~
- ~~(iii) The Provost & Vice-President (Academic)~~
- ~~(iv) The Vice-President (Research)~~
- ~~(v) The Vice-President (External)~~

Unless otherwise provided by the Board, and except as herein provided, documents obligating the University which require the Corporate Seal to be affixed thereto shall be signed by two persons, one of whom shall be the Secretary of the Board, and the other of whom shall be:

(a) Respecting documents which, by reason of subject matter or amount, exceed authority to sign delegated elsewhere by the Board,

The Chair or the Vice-Chair of the Board or in their absence,

The Chair of the Property & Finance Committee or the Vice-Chair of the Property & Finance Committee

(b) Respecting documents which are within delegated authority to sign or which, in the opinion of the Secretary of the Board, may be reasonably considered to be of lesser importance or value, one of

- The President & Vice-Chancellor
- The Vice-President (Operations & Finance)
- The Provost & Vice-President (Academic)
- The Vice-President (Research)
- The Vice-President (External)

2. The Corporate Seal may be affixed to:

(a) diplomas and certificates approved by Senate or awarded at Convocation; such documents may be signed by the Registrar, together with the President and the

Dean of the Faculty or School concerned or such other officers as may be specified by Senate from time to time.

- (b) transcripts of official academic records, which must be signed by the Registrar.
- 3. The Seal of the Office of the Registrar may be affixed to academic documents of lesser importance. Such documents shall be signed by the Registrar or by such other persons as designated by the Registrar or by other persons consistent with the purpose of the document in question.
- 4. The Board may at any time determine the manner in which, and the person or persons by whom, any particular deed, transfer, assignment, contract or obligation, or any class thereof may or shall be signed.

K. **BANKING**

- 1. The banking affairs of the University shall be transacted with such banks, or other corporations carrying on a banking business, as the Board may from time to time designate by resolution, and all such banking affairs shall be transacted on behalf of the Board by such persons as the Board may designate by resolution and to the extent therein provided.

L. **INVESTMENTS**

- 1. The Board may designate by resolution authority to manage the investments owned or held in the name of the University and to purchase, transfer, exchange, sell or otherwise dispose of securities in accordance with policy approved by the Board.

M. **CHANNELS OF COMMUNICATION**

- 1. ~~The Board shall not accept recommendations, proposals, or submissions from, or deal directly with, any individual or component of the University or any campus organization other than as referred to in article E.5. hereof. Such recommendations, proposals, submissions, or other communications of a similar nature must be forwarded through the President or a vice-president.~~

The Board shall not accept recommendations, proposals, or submissions from, or deal directly with, any individual or component of the University or any campus organization other than as referred to in article E.4 hereof. Such recommendations, proposals, submissions, or other communications of a similar nature must be forwarded through the President or a vice-president.

N. **FISCAL YEAR**

- 1. The fiscal year of the Board shall be a twelve-month period commencing on the first day of May and ending on the thirtieth day of April in the next succeeding year.

O. **USE OF UNIVERSITY NAME AND ARMS**

- 1. ~~No persons shall assume or use the name or the coat-of-arms of The University of Western Ontario, or any design in imitation of the same without the authority of the Board.~~

No persons shall assume or use the name or the coat-of-arms of The University of Western Ontario, or any design in imitation of the same, or any trademark, copyrighted material or brand of the university without the authority of the Board      Addition of references to brand, trademark, copyright

P. **PARLIAMENTARY AUTHORITY**

1. ~~The Standard Code of Parliamentary Procedure by Alice Sturgis (latest edition) shall govern the Board of Governors and its committees and subcommittees in all parliamentary situations not provided for in the Act, the by-laws of the Board, Special Resolutions, or Rules of Procedure at Meetings.~~

The American Institute of Parliamentarians Standard Code of Parliamentary Procedure (latest edition) shall govern the Board of Governors and its committees and subcommittees in all parliamentary situations not provided for in the Act, the by-laws of the Board, Special Resolutions, or Rules of Procedure at Meetings

Q. **AMENDMENT**

1. Notice of any motion to enact, amend or repeal any By-Law of the Board shall be given by mail, facsimile, or electronic mail at least 30 days prior to the meeting of the Board at which the motion is to be presented.
2. A motion to enact, amend or repeal any By-Law of the Board shall not carry unless it receives the affirmative vote of at least 15 members of the Board.
3. Notwithstanding 1. and 2. above, the Board may, by special resolution, delegate authority to a committee of the Board to approve non-substantive amendments to the By-Laws.
  - (a) Non-substantive amendments require the affirmative vote of majority of those present at a duly constituted meeting of the Board or of a committee to which the Board delegates authority to approve such amendments.
  - (b) Amendments made by a committee on delegated authority of the Board will be reported to the Board at its next regular meeting.

**The UNIVERSITY of WESTERN ONTARIO**  
**BOARD OF GOVERNORS**

**BY-LAW NO. 1**

Ref: By-Law No. 1

Amended: 26SEP17

being a by-law to regulate generally the affairs and the exercise of the powers of The Board of Governors (hereinafter referred to as the Board) as set forth in The University of Western Ontario Act 1982 (hereinafter referred to as the Act) and the calling and conduct of its meetings.

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of The Board of Governors of The University of Western Ontario as follows:

**A. CORPORATE SEAL**

1. The Corporate Seal of the Board shall be in the form impressed in the margin hereof and it shall be in the custody of the Secretary of the Board or such other person as the Board may from time to time designate.

**B. ELECTION OF BOARD MEMBERS**

1. The election and appointment of members of the Board shall be governed by the provisions of the Act in respect to number, eligibility for election and term of office.
2. The Secretary of the Board shall be the Chief Returning Officer.
3. Elections shall be conducted in accordance with procedures determined by Special Resolution of the Board.<sup>1</sup>

**C. MEMBERSHIP ON THE BOARD**

1. The Secretary shall maintain a roll showing the names and addresses of each member which may be used for service of any notice. Each member shall maintain current information with the Secretary.
2. Except for the *ex officio* members, the Secretary shall maintain records of the service of members appointed to the Board and shall notify the appointing authority of the expiration of a member's term of office at least one month in advance of the expiration date.
3. The membership year of a member of the Board, other than an *ex officio* member, shall be twelve months from the date of appointment as follows
  - (a) For members elected by the Senate, Faculty-at-Large, Students, and Administrative Staff, the membership term shall begin on July 1, except where the member is appointed to fill a vacancy under the provisions of Special Resolution No. 9,<sup>2</sup> but in all cases the membership term shall end on June 30;
  - (b) For members appointed by the Lt. Governor-in-Council, Council of the City of London, Alumni Association, and Board of Governors, the membership term shall begin on the date the appointment becomes effective and shall end 48 months later.
4. Pursuant to section 12.(3) of the *UWO Act* (1982), where within any membership year a member of the Board, other than an *ex officio* member, who has not been granted leave of absence attends less than 50 per cent of the regular meetings of the Board, the Board may by resolution declare such membership vacant.

---

<sup>1</sup> Election Procedures - See [Special Resolution No. 9](#)

<sup>2</sup> Election Procedures

- (a) The Chair of the Board may grant a leave of absence to a member, but, with the exception of an *ex officio* member, a member who expects or finds an inability to fulfill responsibilities as a member of the Board for six consecutive months or more should resign membership on the Board.
  - (b) The Chair of the Board shall contact any member who does not meet the requirements of section 12.(3) of the *UWO Act* and termination of Board membership may be recommended to the Board.
  - (c) Section 12.(4) of the *UWO Act* (1982) requires that the Board, by resolution, declare a membership vacant if the member fails to attend less than 25 percent of the regular meetings of the Board in a membership year.
- 5. Pursuant to Section 17 of the *University of Western Ontario Act (1982, as revised in 1988)*, no member of the Board of Governors whose salary is paid under a collective agreement or Memorandum of Agreement between the University and a union or employee association may serve as a member of any team negotiating matters related to the remuneration or benefits, terms of employment, rights or privileges available to employees in a class or group of employees of the University.
  - 6. At the discretion of the Chair of the Board, a member of the Board or a member of its committees may be reimbursed for expenses incurred in attending meetings or in the performance of duties as a member of the Board or a Board committee member, at rates applicable to officers of the University.

D. **OFFICERS OF THE BOARD**

- 1. The Board shall elect, from those members eligible under the Act, a Chair and a Vice-Chair who shall each hold office for a term of 24 months, commencing on the first day of January in the year following. The Chair and the Vice-Chair may be re-elected for successive terms.
- 2. In the event of a vacancy in the office of Chair or Vice-Chair for any reason, the Board shall elect a replacement from those members eligible under the Act, who shall hold office until the next election under article D.1. hereof; provided, however, that if the time remaining in the term of office falling vacant is six months or less, the Board in its discretion may allow the office to remain vacant until the next regular election.
- 3. The Chair shall preside at all meetings of the Board and shall carry out such other duties as the Board may from time to time prescribe. In the case of absence or illness of the Chair, or there being a vacancy in that office, the Vice-Chair shall act and shall have all the powers of the Chair.
- 4. In the absence or illness of both the Chair and the Vice-Chair, or there being vacancies in these offices, the powers and duties of the Chair shall be exercised by an Acting Chair who shall be determined by order of precedence as follows, subject to the provisions of Section 14.(2) of the Act:
  - The Chair of the Property & Finance Committee
  - The Vice-Chair of the Property & Finance Committee
  - Other members of the Senior Policy and Operations Committee in order of seniority of Board membership
- 5. The Secretary of the Board shall be appointed by the Board and shall hold office at the pleasure of the Board.
- 6. Unless otherwise determined by the Board, in the absence of the Secretary, an Associate Secretary of the Board designated by the Secretary to so act shall perform the duties of the Secretary of the Board.

7. The Secretary shall attend all meetings of the Board and shall:
- (a) enter or cause to be entered in books for that purpose, minutes of all proceedings;
  - (b) provide copies of such minutes to all Board members as soon as possible;
  - (c) give, or cause to be given, all notices required to be given to members of the Board as well as agenda and related documents as may be necessary for a meeting;
  - (d) be responsible for arrangements for meetings;
  - (e) be the custodian of the minute books, papers, records, documents, and other instruments of the Board;
  - (f) be responsible for the dissemination of decisions or instructions by the Board to all parties concerned unless otherwise ordered by the Board; and
  - (g) perform such other duties as may from time to time be prescribed by the Board or required by law.

E. **MEETINGS**

1. **(a) Regular Meetings**

- (i) There will normally be at least five regular meetings of the Board each year, unless otherwise determined by the Board. The Chair may cancel a regular meeting if after consultation with the President he/she is satisfied that the holding of a regular meeting is not warranted because of insufficient agenda.
- (ii) Members may attend up to two regular meetings in a calendar year by teleconferencing or other electronic means.
- (iii) The annual calendar of regular meetings will be provided to members no later than November 1 of the preceding year.
- (iv) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair and President as required. The Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Board not less than seven days before the day of the meeting at which they are to be presented, and only those matters of which the Secretary has been so notified shall be included in the agenda
- (v) Normally, an agenda and documents for a regular meeting will be provided to members at least five days prior to the meeting. With the permission of the Chair, items may be added to the agenda, or additional documentation provided after the five-day deadline.
- (vi) Notices of meetings and agenda materials are normally distributed by electronic means.
- (vii) The accidental failure to give notice of a regular meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
- (viii) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

**(b) Special Meetings**

- (i) Special meetings may be held as agreed by the Board, or as called by the Chair, or as called by the Secretary on direction in writing by seven members of the Board.
- (ii) Board members may attend special meetings through teleconferencing or other electronic means.
- (iii) The agenda for a special meeting shall be prepared by the Secretary in consultation with

the Chair and President as required. No business may be conducted at a special meeting other than those matters for which it was called.

- (iv) Notice of special meetings, together with the agenda, shall normally be made available to each member not less than two days before the meeting is to take place. In urgent circumstances, and with the approval of the Chair, a special meeting may be called and materials provided within a shorter time frame.
- (v) Notices of special meetings and agenda materials are normally distributed by electronic means.
- (vi) The accidental failure to give notice of a special meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
- (vii) In the event that a special meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

2. Meetings of the Board will be held in the Board Room, Stevenson Hall unless notice of a different location is given.

- 3. (a) Normally, regular meetings of the Board are divided into Open and Closed sessions. Subject to limitations of space, members of the public may attend the Open session of any Board meeting. Notice of the date, time, and location of the public session of regular meetings shall be sufficiently given if published in the Western News or posted on the university's web page at least two weeks in advance. Notice of special meetings open to the public may be given by other means and for a shorter period of time at the discretion of the Chair.
- (b) The Board meets in closed session to consider confidential business, such as matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Attendance at closed session meetings is limited to members, Secretariat staff, and those invited to attend by the Board to assist with its deliberations.

4. Items of business shall normally be presented to the Board by the following only:

The Chair of the Board  
 The Chairs of Committees of the Board  
 The President (or a vice-president at the request of the President)  
 The Senate (through the President and Vice-Chancellor as its Chair)

but a member of the Board may present an item which has been submitted to and approved by the Chair of the Board for inclusion in the agenda of the meeting prior to its approval. Except for the reports of Committees, items of business furnished to the Secretary for inclusion on the agenda, pursuant to this article, shall be summarized in appropriate form with relevant supporting documents to be attached as necessary.

- 5. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve the introduction of such new matter.
- 6. (a) Each member shall have one vote except the Chair who may vote only when the vote is by ballot or to break or create a tie, but if the Chair creates a tie the Chair cannot break it. Unless otherwise stated in this by-law, the Board's meeting procedures, or the Board's approved parliamentary authority, motions require a simple majority of those present and voting to pass. Voting may be by show of hands, by such other means as the Board may determine, or by assumed consent when no dissent is voiced.

- (b) A resolution signed by all members of the Board shall have the same force and effect as if passed at a regularly constituted meeting of the Board.
  - (c) A resolution approved by electronic mail ballot permitted by the Chair of the Board and passed by a majority of the Board members shall have the same force and effect as if passed at a regularly constituted meeting of the Board.
- 7. All dissenting votes at the level of the Board of Governors which relate to issues that may incur personal liability as a result of statutory regulation shall be recorded in the Minutes if requested by the dissenting member at the time the vote is taken. Members absent from a meeting may submit to the Secretary of the Board notice of dissent not more than 7 days after receipt of the Board Minutes. Notices of dissent so submitted will be retained on file by the Secretary of the Board, but shall not affect the outcome of the vote nor be recorded in the Minutes.
- 8. Members of the Board shall observe strictly the confidential nature of business dealt with in closed session and it shall be their responsibility to ensure that such information is not divulged to unauthorized persons. At the commencement of a closed session the Chair shall remind members of their obligations in respect to confidentiality, by reading or directing their attention to the following caution:

Members are reminded that discussions entered into and the decisions made during the closed session of this meeting are carried out in confidence and are not to be repeated or discussed outside the Board Room. Any material provided for the session will be retained in confidence afterwards, or may be returned to the Secretary at the end of the meeting.

Decisions reached during the closed session which are to be announced after the meeting will be made public by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in the meeting or the material involved.

The continued presence of a member in the room shall indicate acceptance of these conditions.
- 9. Should a member declare an intention of noncompliance with the conditions of confidentiality and refuse to leave the room when requested to do so, the Chair shall, subject to a resolution of the Board supported by a majority vote:
  - (a) inform the offending member that, pending assurance to the effect that henceforth the member shall abide by the rules of the Board in respect to the confidentiality of information, the member shall be barred from attendance at any meeting of the Board or its Committees at which business of a confidential nature will be dealt with and shall not be sent any notices or material in respect to them; or
  - (b) adjourn the meeting, after having informed members that it will be reconvened at a time and place of which the offending member will not be notified.
- 10.
  - (a) Permission to address the Board is normally restricted to those members of the administration or other invited guests presenting items of business for the Board's consideration. In special circumstances, and with advanced notice, the Chair may grant speaking privileges to others.
  - (b) Spectators (including representatives of the news media) attending the Open session of a meeting are not permitted to address a meeting, communicate with individual members during the meeting, or disturb the conduct of a meeting in any way. Spectators must remain in their assigned seats while in the meeting



room.

- (c) Space permitting, members of the press may video record a meeting provided that they have made arrangements in advance with the University Secretary and the Associate Vice-President (Public Relations & Community Affairs). Placement of cameras within the meeting room will be at the direction of the University Secretary.
  - (d) Recording is not permitted, except with the permission of the Chair.
  - (e) Space permitting, and with the approval of the Chair, placards or signs may be brought into the meeting room provided that they are of a size that will not obstruct doorway, or the view of others in the room, and are made of materials that could not be used to harm individuals or damage property. Placards or signs that have been permitted in the meeting room or been brought in without permission must be removed if so ordered by the Chair at any point in the meeting.
11. Spectators may obtain copies of the agenda and the non-confidential portion of the supporting material from the University Secretariat's website.
  12. The Official Minute Book shall be open to the inspection of any member of the Board at any time during regular office hours in the office of the Secretary of the Board, but such inspection shall not be permitted by other persons.
    - (a) The Secretary shall be responsible for safeguarding the confidentiality of the Minutes of closed sessions of the Board meetings but shall have discretion to furnish extracts therefrom to authorized officers of the University or in satisfaction of a reasonable request.
    - (b) The Minutes of the open sessions of the Board's meetings shall be published electronically by the Secretary.
  13. The conduct of meetings shall follow the Rules of Procedure at Meetings approved by the Board, and for matters not covered in the Rules of Procedure, the Board's approved parliamentary authority.

#### F. **QUORUM**

1. A quorum of the Board consists of ten members, of whom at least five shall be members appointed or elected under clauses (b), (c), (d), and (h) of Section 9.(1) of the Act.

#### G. **COMMITTEES**

1. The Board shall maintain as Standing Committees of the Board, *inter alia*:

The Audit Committee  
 The Governance and By-Laws Committee  
 The Fund Raising & Donor Relations Committee  
 The Property & Finance Committee  
 The Senior Policy and Operations Committee

and the composition, duties and responsibilities of such Committees shall be as determined from time to time by resolution of the Board.

2. The Board may from time to time by resolution establish and appoint such other standing or ad hoc committees as it sees fit and determine the composition, duties and responsibilities of any committees so established.

3. Committees of the Board are established primarily to make recommendations to the Board and they may not commit the Board in any matter unless authority to do so has been specifically delegated by the Board. Unless otherwise authorized by the Board, committees of the Board shall report only to the Board.
4. Standing Committees may recommend the establishment of subcommittees as necessary, the composition, duties and responsibilities of which shall be submitted to the Board for approval.
5. The membership of the Board's committees and subcommittees, and the appointment of their Chairs and Vice-Chairs, shall be determined by the Board annually at the January meeting on the recommendation of the Senior Policy & Operations Committee. A list of the Committees and their membership as approved shall be published and distributed to members following the January meeting.
  - (a) The Senior Policy & Operations Committee may fill vacancies in the membership of committees and subcommittees as necessary in the succeeding 12 months and will advise the Board of such appointments.
  - (b) Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board. Continuing membership on committees and organizations external to the Board (where a member was appointed by the Board), will be at the pleasure of the Board and in accordance with the membership regulations of the external organization.
6. The schedules of the regular Committee meetings will be posted on the University Secretariat's website.
7. Where the Secretary of the Board is a member or resource person on a standing committee of the Board, the Secretary may designate another person to act on his/her behalf on such committee or subcommittee.
8. A majority of the voting members of each committee shall constitute a quorum at any meeting.
9. (a) Regular Meetings
  - (i) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair, the President and the appropriate vice-presidents as required. The Secretary shall be notified of all matters for inclusion in the agenda not less than seven days before the day of the meeting at which they are to be presented.
  - (ii) Notice of regular meetings together with the agenda, shall be made available to each member not less than five days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.
  - (iii) Notice to members may be given by mail, telephone, facsimile, electronic mail or voice mail.
  - (iv) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
  - (v) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting
  - (vi) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

(b) Special Meetings

- (i) The agenda for the meeting shall be prepared by the Secretary in consultation with the Chair, the President and the appropriate vice-presidents as required. The Secretary shall be notified of all matters for inclusion in the agenda not less than four days before the day of the meeting at which they are to be presented.
  - (ii) Notice of special meetings together with the agenda, shall be made available to each member not less than two days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.
  - (iii) Notice to members may be given by mail, telephone, facsimile, electronic mail or voice mail.
  - (iv) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
  - (v) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting
  - (vi) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.
10. The general conduct of meetings shall follow the rules and procedures as set forth in the Rules of Procedure at meetings, and for matters not dealt with in the Rules of Procedure, the Board's approved parliamentary authority.
11. Unless provided otherwise in the Rules of Procedure or the Board's approved parliamentary authority, all questions at a meeting shall be decided by a majority of the votes of the members present and voting. Each voting member of the committee present at a meeting, including the Chair, shall be entitled to one vote and any motion on which there is equality of votes shall be deemed to have been defeated. A resolution approved by electronic means permitted by the Chair of the committee and passed by a majority of the voting committee members shall have the same force and effect as if passed at a regularly constituted meeting. A report of decisions taken electronically between meetings shall be provided for information at the next available meeting.
12. The Secretary shall keep a record of the proceedings of every meeting and the minutes of every such meeting shall be submitted at the next meeting of the committee for adoption.
13. All Board standing committees meet in closed session or in camera. Committee discussions, minutes, agenda materials and related documents are confidential. Committee members, members of the Board and others who are given access to such materials are responsible for their safe custody, unless the materials are explicitly released to the public by the committee concerned or by the Board.
14. Members of the Board who are not members of the Audit Committee, the Governance & By-Laws Committee, the Fund Raising & Donor Relations Committee, and the Property & Finance Committee may attend meetings of those committees as observers, provided that:
- (a) They observe the confidentiality of the proceedings to the same degree required of committee members, and
  - (b) A committee may choose, at any time, to move in camera and require those who are not members of the committee or needed resource personnel to leave.

The Senior Policy & Operations Committee always meets in camera and only members of the committee, named resource personnel or others invited by the committee chair may attend its meetings and have access to its materials.

#### H. **CHIEF EXECUTIVE OFFICER**

1. The President, as the Chief Executive Officer, shall have the authority and responsibility for administering the affairs of the University in accordance with policies laid down by the Board.
2. Subject to article I.2(b) the President is empowered to delegate presidential authority during the period of any temporary absence to any other officer of the University provided that, in the absence of such delegation of authority, the senior vice-president present, other than an Acting Vice-President, shall be the Acting President according to seniority as follows:

The Provost & Vice-President (Academic)  
 The Vice-President (Operations & Finance)  
 The Vice-President (Research)  
 The Vice-President (External)

The President shall inform the Chair, Vice-Chair and University Secretary of any such absence and delegation.

3. The Board may, in the absence of the President, and shall in the event of a vacancy in the office of the President, appoint an Acting President upon such terms and conditions as the Board may prescribe.

#### I. **DELEGATION OF AUTHORITY**

1. The Senior Policy & Operations Committee is authorized to approve appointments, excluding the appointment of the President or a Vice-President, on the recommendation of the President in circumstances where the selection process has been completed but a regular meeting of the Board is not scheduled to be held within a reasonable time.
2. The Board may delegate authority
  - (a) to standing committees and other committees created by it by resolution or as set forth in terms of reference or policies approved by the Board. Authority delegated to a committee shall not be further delegated to a subcommittee except as authorized by the Board.
  - (b) to the President and other persons by resolution. Further delegation of authority by persons named in such resolutions to other persons, shall be as defined and described in administrative policies and procedures approved by the President and authorized by the Board.
3. During the months of the year when no regular meetings of the Property & Finance Committee are scheduled, the functions of that Committee may be performed by any three of its members from time to time present at a meeting, of whom at least one shall be

The Chair or the Vice-Chair of the Committee, or failing such,  
 The Chair of the Board or the Vice-Chair of the Board

When such meetings are called, all members of the Committee shall be notified and invited to attend. Business transacted at such meetings shall be reported to the Property & Finance Committee at its next regular meeting.

**J. EXECUTION OF INSTRUMENTS**

1. Unless otherwise provided by the Board, and except as herein provided, documents obligating the University which require the Corporate Seal to be affixed thereto shall be signed by two persons, one of whom shall be the Secretary of the Board, and the other of whom shall be:
  - (a) Respecting documents which, by reason of subject matter or amount, exceed authority to sign delegated elsewhere by the Board,  
  
The Chair or the Vice-Chair of the Board or in their absence,  
The Chair of the Property & Finance Committee or the Vice-Chair of the Property & Finance Committee
  - (b) Respecting documents which are within delegated authority to sign or which, in the opinion of the Secretary of the Board, may be reasonably considered to be of lesser importance or value, one of  
The President & Vice-Chancellor  
The Vice-President (Operations & Finance)  
The Provost & Vice-President (Academic)  
The Vice-President (Research)  
The Vice-President (External)
2. The Corporate Seal may be affixed to:
  - (a) diplomas and certificates approved by Senate or awarded at Convocation; such documents may be signed by the Registrar, together with the President and the Dean of the Faculty or School concerned or such other officers as may be specified by Senate from time to time.
  - (b) transcripts of official academic records, which must be signed by the Registrar.
3. The Seal of the Office of the Registrar may be affixed to academic documents of lesser importance. Such documents shall be signed by the Registrar or by such other persons as designated by the Registrar or by other persons consistent with the purpose of the document in question.
4. The Board may at any time determine the manner in which, and the person or persons by whom, any particular deed, transfer, assignment, contract or obligation, or any class thereof may or shall be signed.

**K. BANKING**

1. The banking affairs of the University shall be transacted with such banks, or other corporations carrying on a banking business, as the Board may from time to time designate by resolution, and all such banking affairs shall be transacted on behalf of the Board by such persons as the Board may designate by resolution and to the extent therein provided.

**L. INVESTMENTS**

1. The Board may designate by resolution authority to manage the investments owned or held in the name of the University and to purchase, transfer, exchange, sell or otherwise dispose of securities in accordance with policy approved by the Board.

**M. CHANNELS OF COMMUNICATION**

1. The Board shall not accept recommendations, proposals, or submissions from, or deal directly with, any individual or component of the University or any campus organization other than as referred to in article E.4 hereof.

**N. FISCAL YEAR**

1. The fiscal year of the Board shall be a twelve-month period commencing on the first day of May and ending on the thirtieth day of April in the next succeeding year.

**O. USE OF UNIVERSITY NAME AND ARMS**

1. No persons shall assume or use the name or the coat-of-arms of The University of Western Ontario, or any design in imitation of the same, or any trademark, copyrighted material or brand of the university without the authority of the Board.

**P. PARLIAMENTARY AUTHORITY**

1. The American Institute of Parliamentarians Standard Code of Parliamentary Procedure (latest edition) shall govern the Board of Governors and its committees and subcommittees in all parliamentary situations not provided for in the Act, the by-laws of the Board, Special Resolutions, or Rules of Procedure at Meetings

**Q. AMENDMENT**

1. Notice of any motion to enact, amend or repeal any By-Law of the Board shall be given by mail, facsimile, or electronic mail at least 30 days prior to the meeting of the Board at which the motion is to be presented.
2. A motion to enact, amend or repeal any By-Law of the Board shall not carry unless it receives the affirmative vote of at least 15 members of the Board.
3. Notwithstanding 1. and 2. above, the Board may, by special resolution, delegate authority to a committee of the Board to approve non-substantive amendments to the By-Laws.
  - (a) Non-substantive amendments require the affirmative vote of majority of those present at a duly constituted meeting of the Board or of a committee to which the Board delegates authority to approve such amendments.
  - (b) Amendments made by a committee on delegated authority of the Board will be reported to the Board at its next regular meeting.

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

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

**FOR INFORMATION**

1. **Membership of the University Discipline Appeal Committee (UDAC)**

UDAC hears appeals of students against decisions taken on non-academic disciplinary matters under the Code of Student Conduct. On behalf of the Board, the Senior Policy & Operations Committee approved the appointment of the following individuals to UDAC for the terms noted:

Dr. Mark Workentin\* (Science), Chair - July 1, 2017 – June 30, 2018

Faculty - July 1, 2017 – June 30, 2020:

Gregory Kopp (Engineering)  
Bryan Neff (Science)  
Francine McKenzie \* (Social Science)  
Patrick Brown \* (Social Science)

Graduate Students – July 1, 2017 – June 30, 2018:

Martin Lefebvre (Social Science)  
Ryan Chan (Health Sciences)  
Patrick Hill (Science)

Undergraduate Students - July 1, 2017 – June 30, 2018:

Chelsea Wang (Social Science)  
Arjun Singh\* (Social Science)  
Aniket Bhatt\* (Science)  
Erin McCauley (FIMS)  
Shanghun (Justin) Kim (Schulich)

\* Reappointment

**REPORT OF THE AUDIT COMMITTEE**

<b>Contents</b>	<b>Consent Agenda</b>
<b>Audited Financial Statements for the Year Ended April 30, 2017</b>	No
<b>Financial Statements – Related Companies</b>	No
<b>Harassment and Discrimination Matters Annual Report</b>	Yes
<b>Western Retirement Plans – Report to the Audit Committee for the Year Ended December 2016</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, 2017**

**Recommended:** That the Board of Governors approve the draft audited combined financial statements for the University for the fiscal year ended April 30, 2017 (**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, 2017, are provided for the information of the Board of Governors and can be found in **Annex 1**.

**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 **August 16, 2017**.

**The Siebens-Drake Research Institute** as presented by the Institute's auditors, KPMG, and as approved by the Institute's Board of Directors on **July 26, 2017**.

**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., **August 4, 2017**.

**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 Ivey's auditors, KPMG, and as approved by the Board of Directors on **September 5, 2017**.

**Robarts Clinical Trials Inc.**, as presented by the Company's auditors, KPMG, and as approved by the Company's Board of Directors on **September 13, 2017**.

**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, 2016**, as presented by the Pension Plan auditors, KPMG, and as approved by the Joint Pension Board on **May 16, 2017**.



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

See [Annex 2](#).

4. **Western Retirement Plans – Report to the Audit Committee for the Year Ended December 2016**

See [Annex 3](#).



# Annual Report

## Harassment and Discrimination Matters

### May 1, 2016 to April 30, 2017

**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 policies and programs relating to discrimination and harassment.

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

This Annual Report is prepared by EHRS as per the Non-Discrimination/Harassment Policy, (MAPP 1.35), section 12.

### CONTACTS

Over the past academic year, EHRS recorded a total of **406** contacts. **177** 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 **229** contacts were: requests for assistance from **107** Academic or Administrative Leaders (i.e., those with the authority and responsibility to address concerns); requests for information and/or assistance by **67** third-parties (often friends, coworkers or persons in non-authority roles seeking assistance to support others); and, **55** general requests for information. Beginning with this year's report, requests for training or resources relating to the Policy and

other diversity issues are being recorded separately. This is because all such requests are now coordinated through the Diversity and Accessibility Coordinator. See section "Education and Outreach".

### INDIVIDUAL CONTACTS

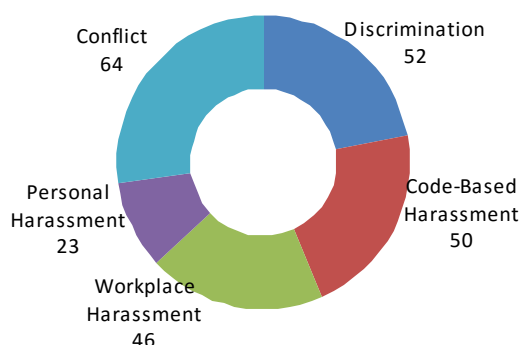
**Tables I** and **Ia** display the number of consultations by issue for the 177 individuals who contacted EHRS in relation to a concern they were directly experiencing. **Table II** displays the role at Western of those individuals contacting our office. Individuals may contact the office in relation to more than one ground.

All individuals reporting concerns to EHRS are provided with advice. If the matter falls under the Non-Discrimination/Harassment Policy, individuals are given the option to request alternate resolution or file a formal complaint and request investigation. However, it is common for individuals, having had the opportunity to voice their concerns and seek advice from EHRS, to attempt to resolve the situation themselves.

In the 2016-17, EHRS offered some form of alternate resolution in relation to **16** matters. Alternate resolution includes mediations, facilitations, educational sanctions (in coordination with Housing), and EHRS-led inquiries to support the proper application of the Policy.

The office of the Associate Vice President (Human Resources) receives and administers formal complaints. This past year, **21** complaints were received and **17** investigated (2 are outstanding) under the Non-Discrimination and Harassment Policy.

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



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

Religion	1
Sexual Orientation	2
Family	2
Age	4
Gender Identity / Expression	4
Disability (includes accommodation concerns)	24
Race	25
Sex (includes sexual harassment and discrimination based on sex)	33

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

ROLE	#
Undergraduate	60
Graduate	27
Faculty	26
Staff	57
Other	7
<b>TOTAL</b>	<b>177</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 **107** 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 **3** occasions this past year.

## EDUCATION AND OUTREACH

EHRS conducts workshops, provides materials and other education and outreach assistance to various colleagues and groups across campus. This year, we received **52** resource-related requests and provided training to over **2000** Western members. We continued our successful lunch and learn Diversity Series and coordinated training on sexual violence disclosures (along with the SVPEC office) as well as offered several newly developed workshops on diversity and inclusion.

## TRENDS AND HIGHLIGHTS

Western continues to review its policies relating to academic accommodation. Achieving consistent and well-understood practices across all campus departments should be a priority in the coming year(s). One area of further consideration is the accommodation of students who leave the main campus for their studies (for example, students

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

ISSUE	#	Total #
<b>Code-Based Discrimination and Harassment</b>		<b>76</b>
Race	16	
Sex	30	
Religion ( <i>incl. accommodation</i> )	8	
Disability ( <i>incl. accommodation</i> )	12	
Sexual Orientation	5	
Gender Identity/Expression	3	
Age	2	
<b>Workplace Harassment</b>		<b>13</b>
<b>Conflict</b>		<b>31</b>
<b>Personal Harassment</b>		<b>10</b>

on placements, field work, internships, etc.). We also suggest further review of best practices in accommodation for graduate students in thesis-based programs.

EHRS continues to provide significant consultation on sexual violence work. Working with our campus partners, we wish to ensure Western's policies and procedures are clear, consistent, and survivor-centric. Further training will be delivered this year to staff and faculty on understanding trauma-informed approaches in responding to disclosures of sexual violence.

We are seeing an increase in matters relating to gender identity and gender expression. As of result of concerns we've heard, EHRS strongly encourages a review of Western's policies and practices in relation to gender. As part of this, the development of a clear and straightforward practice that allows individuals (whether employees and/or students) to seamlessly navigate their various roles at Western using the name that reflects their identity is needed.

Again this year, we note the need for a broader cross-campus strategy in support of diversity and inclusion. EHRS hopes to work with key stakeholders and partners to develop an approach that recognizes the intersectionalities and diverse needs 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  
[equity@uwo.ca](mailto:equity@uwo.ca) (*for consultation and advice*)  
[diversity@uwo.ca](mailto:diversity@uwo.ca) (*for resources/training*)  
[www.westernu.ca/equity](http://www.westernu.ca/equity)

**Western Retirement Plans  
Report to the Audit Committee  
September 2017**

***Prepared using data as of December 31, 2016***

**FOR INFORMATION**

1. **Summary**

This report covers the calendar year January 1, 2016 to December 31, 2016. The Academic and Administrative Staff Pension Boards are responsible for the administration and oversight of two pension plans (the Academic Staff Pension Plan and the Administrative Staff Pension Plan). This report provides an overview of the plans, reviews the changes made to the plans in 2016 and describes the projects under way at the end of the year.

2. **Plan Overview**

**Asset Values, Membership and Investment Returns**

The combined plans include about 6,800 investors and assets with an approximate market value of \$1.1 billion. The assets were transitioned on September 30, 2016 from a master trust structured previously held at Northern Trust Company of Canada to a Group Annuity Contract with Sun Life Assurance Company of Canada as the custodian of the assets. As defined contribution pension plans, members direct the investment of both their contributions and the University's contributions among 15 different investment options. The fund options are designed in tiers, in an attempt to match the level of education or willingness to make independent diversification decisions. The fund offerings remained the same for members as of October 1, 2016 under the Sun Life custody although the pension board directed the change in some of the underlying fund managers upon transition, to take advantage of more streamlined administration and efficiency on fees for similar mandates. The funds are outlined below:

<b>Tier 1: Comprehensive Funds</b>	<b>Asset Value at 31/12/16</b>	<b>Number of Investors (can be in more than 1 fund)</b>	<b>Investment Returns in 2016</b>
Balanced Income	\$63.3m	1031	4.79%
Balanced Growth	\$208.2m	3218	6.36%
<b>Tier 2: Broad Asset Class Funds</b>			
Diversified Bond	\$187.6m	2598	3.48%
Diversified Equity	\$403.9m	3208	7.43%
<b>Tier 3: Regional and Specific Strategy Funds</b>			
Money Market	\$56.4m	1039	0.60%
Target Date Funds	\$16.3m	215	0.64% to 0.45%
Canadian Bond	\$13.9m	483	1.57%
Long Term Bond	\$13.7m	437	2.11%
Canadian Equity	\$60.5m	1258	16.34%
US Equity Hedged	\$24.2m	669	10.52%
US Equity Unhedged	\$31.1m	615	7.64%
Non North American Equity	\$19.8m	685	-2.96%
SRI Global Equity Fund	\$6.7m	351	3.71%
Liquidating Trust	\$8.6m	3138	4.12%

### Communication and Education

Members have access to various reports and material to assist them in the monitoring of their retirement funds. These resources now include on line access to detailed investment performance and analysis through the partnerships *Sun Life Financial* has with *Morningstar*. An annual investment report is produced each year and regular newsletters have been distributed. The Joint Pension Board is review their communication strategy and tactics to determine whether this material should continue or not under the new Sun Life client service model. These resources are in addition to the personalized member statements and retirement planning/projection tools that support more customized and relevant information for the individual member.

Various information sessions, workshops, guest speakers and planning sessions are also available to assist members with their investment and retirement decisions. A total of 34 group information sessions and workshops were attended by over 1495 members and/or spouses in 2016.

Most of these workshops are facilitated by an external provider. Morneau Shepell, Western's pension and benefits consultant. They have been the facilitator of the full day pre-retirement and financial planning workshops offered several times per year to members approaching retirement. Feedback on these workshops and the presenter remains highly positive. Attendees appreciate that content was holistic and addressed all sources of retirement income: CPP and OAS as well as defined benefit pensions, and LIF/RRIF and annuity options for their Western pension. The budgeting tools, tax information and income splitting details have been identified as helpful content. In addition, Sun Life Financial Education Consultants are on campus regularly to deliver information regarding the pension plan provisions, contribution levels, investment choices and income options. These Sun Life delivered sessions have been designed to coincide with other activities including Financial Literacy Week in November and our Staff and Leaders conference in February each year. We have also had Sun Life senior leadership and research specialists speak at our annual pension plan members' meetings.

### Pension Governance and Operations

Each of the pension boards consist of 7 members: 4 elected by the membership and 3 appointed by the University. These boards work jointly in the design of investment, communication and administrative policy (Joint Pension Board). The design and implementation of policy is completed with significant assistance from staff in human resources and financial services. The board and staff rely on the expert advice of external service providers and Sun Life Financial to fulfill their duties and implement changes.

The Operations of the pension plans were fully transitioned on January 21, 2017 – when Sun Life Financial began servicing members including record keeping, investment reporting, transaction implementation and other educational and member services. Prior to transition, the costs of operations, excluding investment management and custody expenses, was about 0.22% of assets. We have not yet finalized all the costs post transition but we are confident that the operational costs will remain the same or lower under the new operational structure.

### Prior Defined Benefit Program

Prior to July 1970 (Academic) and March 1974 (Administrative Staff), the University pension plans were a defined benefit design: annual pension income at retirement was promised based on a formula. The liabilities for the defined benefits are now substantially underwritten by annuity contracts with The Canada Life Assurance Company (annuity provider, part of the Great-West Life Assurance Company). There remain 8 active employees in the Administrative Staff Pension Plan who are entitled to the better of a defined benefit pension or what can be purchased with their defined contribution plan balance at retirement. The University's actuaries continue to monitor the liability and the assets available to support these potential defined benefits. As at December 31, 2016 there remains a surplus of assets over projected liabilities in the administrative plan of approximately \$150,000. Further there is a surplus of assets remaining in the Academic plan of approximately \$900,000. The surplus assets are currently invested in short term money market securities. The surplus, once all liabilities are settled, is available to be used to fund operational expenses of the respective pension plans. Before using the surplus for this purpose, we will seek the approval of the Board of Governors, through the Audit committee.

3. **Projects Underway as at December 31, 2016**

Wrap of the Restructured Notes that originated from the illiquid Asset Backed Commercial Paper

As expected, the Restructured Notes held in the **Liquidating Trust** fund will mature in 2017. The majority of notes matured in January 2017 with a small exposure in less quality holdings remaining. In order to move all members out of the Liquidating Trust and close the fund, the Academic Pension Board was asked to hold the small remaining amount in the General Account (which is currently pure surplus) until the remaining holdings of about \$3,500, become liquid. In partnership with Sun Life, a comprehensive communication and investment advisory plan was developed and deployed to over 3,000 holders of the Liquidating Trust – to ensure members were aware of the fund wind up and their options. September 2017 Update: All members have had their assets moved to other investment options and movement has been confirmed by June 30, 2017. There remains \$ 2,100 market value of restructured notes which is held by the Academic Plan General Account.

Review of Canadian Equity Greystone Managed Investments

Concern has been expressed by the University's investment consultant and through other sources regarding the ability of Greystone Managed Investments to add value over their Canadian Market benchmark. The Joint Pension Board considered replacing Greystone Investment Management (Growth Manager) in the Canadian equity portfolios. They also reviewed for potential replacement as the money market manager and investment advisory firm supporting the Liquidating Trust. September 2017 Update: As of March 2017 the Joint Pension Board approved the termination of Greystone Managed Investments and realigned the Canadian Equity portfolio allocations to a varied mandate for Connor, Clark and Lunn (Core to Growth manager) and Beutel Goodman (Value manager).

Review of Fixed Income Strategies

Consistent with the Joint Pension Board mission and documented investment beliefs, the fixed income strategies offered to members were reviewed in the first quarter of 2017 to identify opportunity to improve returns within an acceptable level of risk. Any new strategies identified would be applied to the Diversified Bond Portfolio, which in turn would impact the Balanced Fund portfolios. Strategies researched included real return bonds, preferred shares, high yield debt, emerging market debt, corporate bonds and commercial mortgages. September 2017 Update: In May 2017 the Joint Pension Board approved a change in the mandate for active fixed income manager AB Investments to the **Core Plus Advanced** fund, applicable to the Diversified Bond Portfolio. This AB Fund includes increased exposure to high yield, emerging market debt and non-Canadian bonds.

Review of Social Responsible Investment Options

Consistent with the June 2016 decision to appoint MFS Investments on the Sun Life Financial platform as an interim measure, the board reviewed other available managers to confirm that MFS is the appropriate long term strategy. September 2017 Update: after consideration of other available options, the Joint Pension Board has confirmed MFS delivers an appropriate long term strategy for the Social Responsible Investment portfolio.

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

**Academic Pension Board Membership**

**Stephen Foerster**, Ivey School of  
Business (Chair) **Michelle Loveland**, DAN  
Management and Organization Studies  
**John de Bruyn**, Physics and Astronomy  
**John Ciriello**, Physiology and  
Pharmacology

**Administrative Staff Pension Board Membership**

**Joanna Asuncion**, Faculty of Information and  
Media Studies (Chair)  
**Ab Birch**, Financial Services  
**Jim Loupos**, Internal Audit  
**Megan Clements**, Don Wright Faculty of Music

**Appointed University Representatives on Each Board**

Lynn Logan, Vice-President, Operations and Finance  
Jane O'Brien, Associate Vice-President Human  
Resources Louise Koza, Director Human Resources  
(Total Compensation)

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

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#"><b>Fund Raising Activity Quarterly Report to July 31, 2017</b></a>	Yes

**FOR INFORMATION**

**1. Fund Raising Activity Quarterly Report to July 31, 2017**

The Fund Raising Initiatives Quarterly Report to July 31, 2017 is provided in [Annex 1](#).





Fund Raising Initiatives Quarterly Report  
as at July 31, 2017  
(with comparative figures from the fiscal year 2015/16 to 2016/17)

**PLEDGE DATA**

	May 1, 2017 to July 31, 2017 (000's)			Fiscal Year 2017 (000's)		Fiscal Year 2016 (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,	<b>87,537</b>	87,537	N/A	105,717	105,717	161,936	161,936
New Gifts & Pledges (Gross)	65,000	5,229	8.05%	3,578	57,089	7,082	49,020
Pledges cancelled/amended on new/prior pledges	(2,296)	(275)	11.99%	(565)	(3,224)	(75)	(2,598)
<b>Net New Pledges/Gifts</b>	<b>62,704</b>	<b>4,954</b>	<b>7.90%</b>	<b>3,013</b>	<b>53,865</b>	<b>7,007</b>	<b>46,422</b>
Contributions received in payment of pledges/gifts: <sup>2</sup>							
Western University	54,138	9,201	17.00%	6,924	71,509	6,214	102,170
Richard Ivey School of Business (Asia) Limited	944	100	10.59%	0	536	0	471
<b>Total contributions received</b>	<b>55,082</b>	<b>9,301</b>	<b>16.89%</b>	<b>6,924</b>	<b>72,045</b>	<b>6,214</b>	<b>102,641</b>
<b>Net Pledges Outstanding</b>	<b>95,159</b>	<b>83,190</b>	<b>87.42%</b>	<b>101,806</b>	<b>87,537</b>	<b>162,729</b>	<b>105,717</b>

**COST PER DOLLAR RAISED**

	May 1, 2017 to July 31, 2017 (000's)			May 1, 2016 to April 30, 2017 (000's)			May 1, 2015 to April 30, 2016 (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>	3,733	1,802	NA	45,740	8,095	\$0.18	36,463	8,382	\$0.23
Richard Ivey School of Business	1,566	272	NA	11,272	1,292	\$0.11	11,558	1,408	\$0.12
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>5,299</b>	<b>2,074</b>	<b>NA</b>	<b>57,012</b>	<b>9,387</b>	<b>\$0.16</b>	<b>48,021</b>	<b>9,790</b>	<b>\$0.20</b>
<b>3-Year Average Cost Per Dollar Raised <sup>4</sup></b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>71,971</b>	<b>8,633</b>	<b>\$0.12</b>	<b>76,171</b>	<b>7,741</b>	<b>\$0.10</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.

McIntosh Gallery  
Report to the Board of Governors  
September 18, 2017

Contents	Consent Agenda
<a href="#">Annual Report</a>	Yes

FOR INFORMATION

We began the 2016/17 academic year with three solo thesis exhibitions for Department of Visual Arts' graduate students. Michael Farnan's (Toronto) video installations featured Indigenous artists Lori Blondeau and Adrian Stimson in a discourse about colonialism and interpretations of Canadian wilderness. Artist of colour Mina Moosavipour (Tehran, Iran) uses traditional representational painting strategies to comment on contemporary social and political issues in the middle east. Jason Stovall (Edmonton) explores the complex relationship of masculinity, gay male desire, and homophobia in large, figurative paintings. *Portraits, Self and Other (it's complicated)* examined the ubiquity of portraits in the age of the selfie through the work of 20 contemporary artists mostly from London. It examined the complex relationship between artists and their subjects, and the ways in which notions of "self" and individual identity have become increasingly elusive and diffused in contemporary culture. The inclusion of many regional artists ensured a large and receptive audience for this exhibition and related events.

In November we examined the effect of globalization on the economies, geographies, and inhabitants of two regions: British Columbia's lower mainland and the industrial heartland of the Great Lakes region. *Below the Belt: Video/Film from the Great Lakes Region*, which presented the work of Canadian and American artists who inhabit and reclaim broken and abandoned urban environments in our region.

For the past five years, Department of Visual Arts Professor Kelly Wood has documented the shopping carts used by Vancouver's marginalized communities. Her critique of gentrification looks at the role of the art community in displacing disadvantaged local communities. The 178 page catalogue, which was launched at Art Toronto 2016, features essays by Max Haiven (Halifax), Clint Burnham (Vancouver) and Kirsty Robertson (London).

In recognition of Canada's Sesquicentennial and McIntosh Gallery's 75th anniversary in 2017, we organized a series of exhibitions and programs that provided alternative perspectives on the overlapping histories of the gallery, the role of women in the London art scene, and Canadian art and popular culture during the First and Second World Wars.

*A Driving Force: Women of the London, Ontario Art Community 1867-2017*, A new online, interactive database will document the critical (yet largely overlooked) role women have played as artists, patrons, curators, donors and volunteers in London's art scene over the past 150 years since confederation. Funded in part by the London Arts Council, Project manager Luvneet Rana and a collaborative, intergenerational team of content providers are conducting research and making oral history videos for the website to be launched in January 2018.

To honour the thousands of Indigenous troops who fought during the First World War, our first Canada 150 exhibition will be *Battlefields of My Ancestors* by Mohawk artist Shelley Niro (turtle clan) featuring

sites of conflict from the colonial period to the Battle of the Somme and Vimy Ridge where many First Nations men died.

With generous funding from Western 150, we organized *Behind the Lines*, which presented the work of artists who documented Canada's home front war efforts, with an emphasis on the rapidly changing role of woman during the period. *In the Beginning* McIntosh Gallery's reunited many First World War paintings from our first exhibition in 1942. Our Canada 150 celebrations culminated with the 2017 McIntosh Gallery Distinguished Lecture given by retired Canadian General John de Chastelain CC CMM CD CH.

A 300-page commemorative publication documents and expands upon our Canada 150 exhibitions. It will be launched in November 2017 during Remembrance week. It features essays by fourteen authors, twelve of whom are Western Faculty or graduate students.

Respectfully Submitted,

James Patten  
Director and Chief Curator  
September 18, 2017

**ITEMS REFERRED BY SENATE**

<b>Contents</b>	<b>Consent Agenda</b>
<a href="#">Report of the Honorary Degrees Committee</a>	Yes
<a href="#">Report of the Academic Colleague</a>	Yes
<a href="#">Annual Report of the Working Group on Information Security (WGIS)</a>	Yes
<a href="#">Performance Indicators Report</a>	Yes
<a href="#">Announcements</a>	Yes

**FOR INFORMATION**

1. **Report from the Honorary Degrees Committee**  
See [Annex 1](#).
2. **Report from the Academic Colleague**  
See [Annex 2](#).
3. **Annual Report of the Working Group on Information Security** (WGIS)  
See [Annex 3](#).
4. **Performance Indicators Report**  
See [Annex 4](#).
5. **Announcements – Academic Administrative Appointments**  
See [Annex 5](#).

**REPORT OF THE HONORARY DEGREES COMMITTEE**  
**HONORARY DEGREE RECIPIENTS – AUTUMN CONVOCATION 2017**

**FOR INFORMATION**

The Honorary Degrees Committee announces the conferment of honorary degrees at Autumn Convocation 2017 as follows:

**WEDNESDAY, OCTOBER 25 – 10:00 A.M.      *MICHAEL LAZARIDIS - LLD***

School of Graduate and Postdoctoral Studies \*  
Faculty of Science (Undergraduate Degrees)  
Richard Ivey School of Business (All Degrees)  
Schulich School of Medicine & Dentistry and Faculty of Science (Undergraduate Degrees)

**WEDNESDAY, OCTOBER 25 – 3:00 P.M.      *EMMANUELLE CHARPENTIER - DSc***

School of Graduate and Postdoctoral Studies \*  
Faculty of Science (Graduate Degrees)  
Faculty of Social Science (Graduate Degrees)  
Schulich School of Medicine & Dentistry (Graduate Degrees)

**THURSDAY, OCTOBER 26 – 10:00 A.M.      *GILLES PATRY - LLD***

School of Graduate and Postdoctoral Studies \*  
Faculty of Education (All Degrees)  
Faculty of Engineering (All Degrees)

**THURSDAY, OCTOBER 26 - 3:00 P.M.      *RICHARD SEEWALD - DSc***

School of Graduate and Postdoctoral Studies \*  
Faculty of Arts and Humanities (Graduate Degrees)  
Health Sciences (Graduate Degrees)  
Faculty of Information and Media Studies (All Degrees)

**FRIDAY, OCTOBER 27 - 10:00 A.M.      *FINOLA BRENNAN - LLD***

School of Graduate and Postdoctoral Studies \*  
Brescia University College (All Degrees)  
Huron University College (All Degrees)  
King's University College (All Degrees)  
Faculty of Health Sciences (Undergraduate Degrees)  
Faculty of Law (All Degrees)  
Don Wright Faculty of Music (All Degrees)

**FRIDAY, OCTOBER 27 - 3:00 P.M.      *NANCY SOUTHERN - LLD***

Faculty of Arts and Humanities (Undergraduate Degrees)  
Faculty of Social Science (Undergraduate Degrees)

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

**Report of the Academic Colleague, Council of Ontario Universities**

**Erika Chamberlain, September 2017**

**FOR INFORMATION**

The Academic Colleagues met in Toronto on 23-24 August 2017. The following items were discussed.

Strategic Engagement Campaign: the final report for the Engagement Campaign is currently being drafted and will be released sometime this fall. The report reviews how universities can be more engaged with the public and meet public concerns. It will also be used to provide information to all political parties in preparation for the June 2018 election.

Internationalization: MAESD has expressed renewed interest in this file after an extended period of inactivity. It is unclear whether this is related to the SMA process and corridor funding; that is, given that domestic enrolment is effectively capped, universities may be looking to increase international enrolment to provide a new source of revenue growth. MAESD also seems concerned about how/when tuition increases are communicated to international students, who may be adversely affected when significant increases are announced mid-way through their programs.

Sexual Violence and Campus Climate Survey: Bill 132's reporting requirements will be moving forward this fall. Universities will be required to report on the common metric of formal sexual violence complaints filed. In addition, the Campus Climate Survey will be piloted this fall and then rolled out to all students in higher education (universities, colleges, and private career colleges) in February 2018. The survey instrument will soon be available for review. The survey is being administered by a consulting firm and the data will be owned by MAESD.

Bill 148 (Fair Workplaces, Better Jobs Act): COU has conducted a cost impact analysis of this legislation with 7 volunteer universities, and has estimated that the changes would cost the sector over \$175 million annually. These costs were estimated using full-time teaching faculty as a comparator for sessional instructors (for the "equal pay for equal work" provisions of the act). Other new costs include those relating to the \$15 minimum wage, 3 weeks paid vacation after 5 years of service, public holiday pay and emergency leave entitlements.

COU is seeking clarification regarding interpretation of the legislation and is asking the government for ongoing funding to help universities offset these increased costs.

Highly Skilled Workforce: COU has been working with MAESD to develop a definition of "experiential learning" for the purposes of reporting and accountability, and has been pressing for a definition that extends beyond work-integrated learning (co-op). The government's decisions are still pending.

MAESD has also announced a \$68 million "Career Ready Fund" for colleges and universities over the next three years. Details are expected soon.

*Western University*  
**The Working Group on Information Security (WGIS)**  
**2016 Annual Report**

WGIS is a multi-disciplinary team representing a broad cross-section of the University community. Information assets are critical to Western's operational success as a University. The primary objective of the WGIS group is to pursue proactive strategies to manage security risks to our information and the information systems that safeguard it.

In 2016 several security education and awareness initiatives moved forward including a presentation at the spring conference "Keeping you and your family digitally safe" and a live chat on cyber security in the fall. As well, lunch time information sessions were held in the UCC atrium during the International Cyber Security Month (October 2016). Consultation on Cyber Risk Assessment and Data Classification was initiated and three cyber risk assessment meetings were held with Campus Community Police Services (CCPS), External Relations, and Communications and Public Affairs. Finally, a restructured IT Security Policy for Western was developed and has been put forward for approval by Senate and the Board of Governors.

The WGIS committee provided advice to ITS on several Cyber Security matters including self-phishing, Multi-Factor Authentication (MFA) deployment strategy, improvements to password management practices, and management of the student directory.

ITS has also continued to implement security technology improvements including expanded use of the Security Incident & Event Management (SIEM) system, ongoing network firewall tuning, and changes to Western's management of email.

In 2017, the Committee will continue to focus on systematically reviewing cyber security risks within the Campus environment.

## Table of Contents

Summary of Activities .....	3
1. Risk Assessment.....	3
2. Policies, Procedures, and Best Practices.....	5
Security Policy Review (Data Classification Standards).....	5
Improved Secure IT Asset Disposal .....	5
Controlled Goods Program .....	6
3. Cyber Protection.....	7
Information Security Awareness – CyberSmart.....	7
Security Incident Event Management Tool (SIEM).....	8
Ongoing “Phishing” Attack Mitigation Efforts .....	8
Email and SPAM Management .....	9
Service Protection .....	9
Financial Information Protection: Payment Card Industry (PCI) Compliance.....	10
4. Incident Response & Investigations .....	10
5. 2017 Plans .....	11



# Summary of Activities

## 1. Risk Assessment

WGIS continues to refine and standardize a Cyber Security risk assessment process using a new tool that is based upon the National Institute of Standards Technology framework (NIST 800-30 Rev 1) to appraise risk.

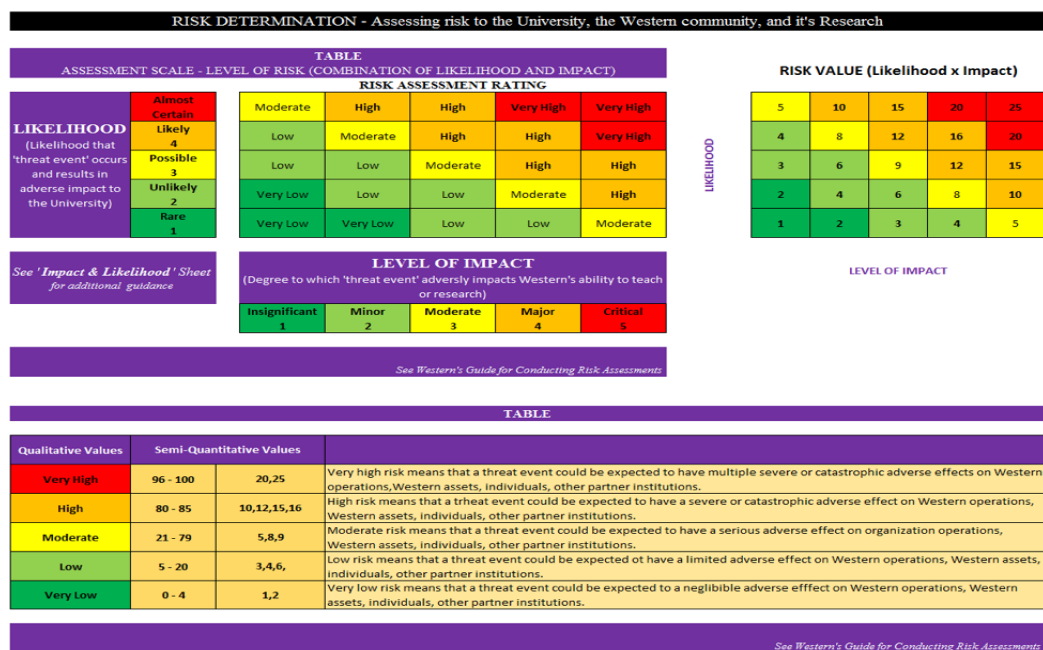
The main goals of this process are to:

- heighten the awareness of cyber security risk across the University
- promote and reinforce industry best practices and University IT security policies and procedures
- identify the key University (“crown jewels”) information assets to assist in building out a more integrated Cyber Security strategy.

In 2016 the decision was made to expedite this process from 3 organizational units per year to 3 per quarter, or 12 per year. This process began in the summer of 2016 and will continue into the 2017 year.

For the sake of conducting Risk Assessments, WGIS has adopted the following Risk Matrix to assess likelihood and impact of Cyber Security Risk to Western. This tool may also assist the University in other risk related activities such as the triage of campus emergency/incident response.

Figure 1.



The following Western units were interviewed in 2016 with detailed interview and follow-up action reports being produced for each review session. A summary of the results has been included in this report for information.

- A. Communications and Public Affairs (LOW RISK)** has very good risk management practices but should work to formalize those activities into departmental procedural standards, including consideration for Western's Data Classification standards.
- B. External Relations (MODERATE RISK)** also has very good risk management practices and is making good use of Western's 3<sup>rd</sup> Party Risk Assessment process. This department should work to formalize their risk management processes into departmental procedures, and to adopt Western's Data Classification standard. This interview identified as a **PEOPLE SOFT** (Contributor Relations) and **LUMINATE Online** as indispensable institutional Crown Jewels (important Information Systems).
- C. Campus Community Police Service (LOW RISK)** are very aware of good risk management processes having dealt with many other forms of risk management. An information system was identified in CCPS as being a good candidate for inclusion in the Multi-Factor Authentication deployment project.

The following priority units have been identified for review in 2017:

- Faculty of Science
- Student Health Services
- Faculty of Health Sciences
- Research Development and Services
- Faculty of Information & Media Studies
- McIntosh Gallery
- Western Libraries
- Ivey Business School
- School of Graduate and Post-Doctoral Studies
- Faculty of Law

## **2. Policies, Procedures, and Best Practices**

### **Security Policy Review (Data Classification Standards)**

A working group including representatives from ITS, WGIS, Internal Audit, the University Secretariat, and Western Legal Counsel have finalized a revised MAPP 1.13 Computing, Technology, and Information Resources policy. The objectives of this review were:

- To consolidate the following MAPP Policies; 1.13 (Code of Conduct), 1.20 (Computing Resources Security), 1.21 (Wireless Networking), and 1.45 (Email) into a more cohesive and accessible format.
- To formally incorporate Data Classification Standards into Western's IT Policy framework as part of our ongoing shift toward an information (rather than technology) oriented cyber security strategy.
- To position the University to be more agile with implementation of detailed procedures (supplemental to this overarching Policy) that may arise due to new or emergent technologies.

The revised draft has been reviewed and approved by SUIT and the revised Policy is now being taken through the University's governance and approval process. While most of the content in this revised IT policy remains unchanged (except for Data Classification standards), WGIS has discussed a communications strategy and plan that will accompany the rollout of this revised Policy once it is approved in 2017. This communication plan will include broadcast updates through Web and mass email, as well as, some targeted information presentations and updates that will be scheduled with key groups across Campus.

### **Improved Secure IT Asset Disposal**

The secure disposal of computer hard drives was previously identified through the Risk Assessment as an area of concern. In 2015, a new process for the secure and environmentally responsible disposal of electronic waste (documented [here](#)) on campus was implemented. Since implementing this new process, ITS degaussed ('wiped') more than 1800 devices in total. As a further enhancement to the process, ITS has worked with Facilities Management late last year to pilot the location of an additional specialized and secure receptacle for e-waste at the Support Services Building drop off location. Within the first 2 weeks of the trial period, ITS degaussed 3 laptops, 12 mobile devices, 6 hard-drives, and a few USB memory devices.

ITS will continue to work with Facilities Management in 2017 to improve the design of the special secure bin, as well as, the optimal location(s) for deployment across

campus. This project benefits Western by both managing the information security concern of disposing systems that might contain confidential information as well as ensuring our disposal of sensitive electronic waste remains environmentally responsible.

## **Controlled Goods Program**

The Canadian Government's *Controlled Goods Program* strengthens Canada's defense trade controls by establishing Information Security through Controlled Goods Regulations, effectively extending the Government's own information classification and security policy to include its partners in securing the very sensitive information to which those partners have access. The policy does this by establishing minimum standards of Physical Security (PHYSSEC), Human Security (HUMSEC), Information Security (INFOSEC), and Operational Security (OPSEC) etc. There are several instances of highly sensitive research or enterprise at Western that is currently bound or covered by this legislation.

Western continues to receive highly sensitive information from the Government of Canada or foreign governments and is required to protect this data, some of which is classified SECRET or PROTECTED by specific Federal legislation.

As part of an internal succession planning effort, Procurement Services, Campus Police Services, Research Development Services, and ITS have reviewed roles and responsibilities for Western's Designated Officials for Controlled Goods handling. Plans to implement changes to these roles have been delayed to 2017 to align more effectively with the planned retirement of the current Designated Officer.

### 3. Cyber Protection

#### Information Security Awareness – CyberSmart

In 2016, ITS, WGIS, and the CyberSmart sub-committee continued to focus on raising the awareness of Western's community around information security. In February 2016, ITS presented a session at the Staff and Leaders' Conference titled "Keeping You and Your Family Digitally Safe". In the fall, Western, with support from the CyberSmart sub-committee and Communications & Public Affairs, participated again in the International Cyber Security Awareness month in October. The Cyber Security Awareness activities included:

- talking with students about cyber security at the Take Care Fair held in various residences;
- a series of media events including poster campaigns, social media blasts, mass emails to students, faculty, and staff, and Western Home Page articles;
- an information booth at the ITS Helpdesk, and during some lunch hours in the University Community Centre.

Finally, in November, the Office of the Registrar and ITS conducted a Facebook Live Chat that provided information on ITS' Helpdesk and its services, how to recognize phishing, the importance of secure passwords and changing your passwords, internet safety, and more. The Facebook Live Chat can be accessed from <https://www.facebook.com/westernuRegistrar/>

The purpose of these activities is to make Western's community aware of the importance of being cyber smart so that their personal cyber profile remains secure and so that Western's cyber resources are protected. This plan continues to evolve as we learn how best to reach students, faculty, and staff.

In 2017, the CyberSmart sub-committee will continue to look for ways to promote the importance of cyber security to Western's community. In addition to continuing to expand Western's participation in International Cyber Security Awareness month in October, the CyberSmart sub-committee is drafting a recommendation that would require all faculty and staff at Western to complete a Security Awareness course every 3 years. The next year will focus on finalizing the training materials and working with Human Resources to include the training in their suite of online training modules. Additional support from the institution will be required to establish this training as a mandatory requirement. This will be a key element to Western's overall Cyber Security strategy.

## Security Incident Event Management Tool (SIEM)

A SIEM is a tool that combines real-time analysis of security alerts generated by network hardware and applications with security event management. Western's SIEM currently aggregates and indexes information about millions of cyber-attack attempts, phishing scams, email abuses, login events, and malware reports from multiple system sources. The ability to simultaneously search all log sources at once correlating between them rather than having to work individually with select sources has provided ITS with much greater situational awareness about what's happening within the Campus environment as well as providing unexpected links between systems in cyber-events. The SIEM was used this year to forensically investigate more than 30 institutional cyber-events, as well as, several smaller scale faculty or department investigations.

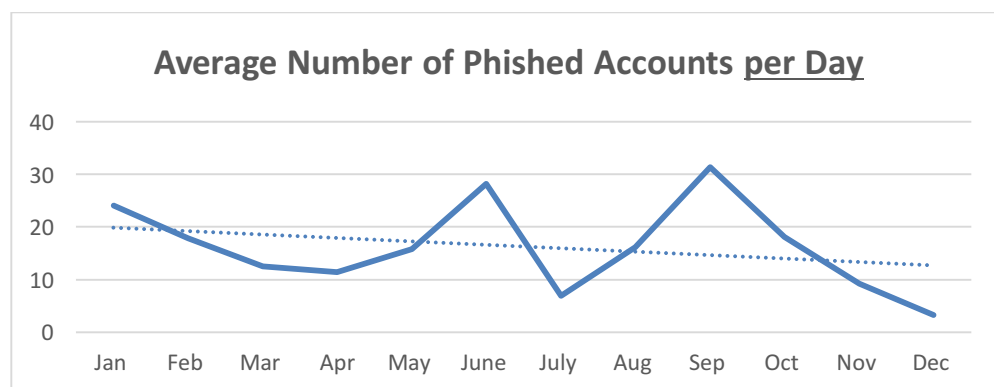
### 2016 SIEM based Cyber Security Statistics

- Average # of Phished Accounts per day – **16.72**
- Total # of User accounts disabled for the year for security reasons - **5920**
- Total # of networked connected machines locked for security vulnerabilities - **139**

## Ongoing “Phishing” Attack Mitigation Efforts

The SIEM has also significantly improved our understanding of phishing attacks, as well as, our ability to more quickly and proactively identify members of Western's community who have fallen victim to spam/phishing. ITS now has better visibility into the origin of Phishing attacks, their duration and intensity. This increased visibility combined with improved procedures for locking phished accounts and sustained education awareness activities have resulted in a general downward trend in the number of accounts being phished in our environment. However, phishing attacks continue to evolve in response to new opportunities and ongoing diligence and attention to this threat continue to be a high priority focus for Western.

Figure 2. 2016 Phishing Activity Summary



## Email and SPAM Management

Email (via phishing) continues to be one of the most prominent attack vectors against our credentials. Western uses SPAM management to detect and block approximately **73.25%** of incoming messages as spam. This equates to over a million messages per month. SPAM minimizes the phishing threat because it prevents emails from being delivered to an inbox where it has the potential to be acted upon.

The migration of Western's native email system to Microsoft Office 365 has dramatically improved email functionality and service. However, this migration has also exposed the need for some additional technical and procedural changes to how ITS manages Western's email domains, the analysis of SPAM email activity, and the reporting of abused email accounts. Several changes are being scheduled for implementation in 2017 as a result of this review.

## Multi-Factor Authentication

Multi-Factor Authentication (MFA) is a proven cyber security technology solution. Western has acquired a campus site license for MFA software (DUO) and ITS is preparing for implementation and deployment of this technology in 2017. MFA will add another very significant layer of defense against Phishing and compromised account scams. Once MFA is implemented, an account owner will require *two* factors to access key campus systems; something they *know* (typically their password) and something else that they *have* (such as their cell phone or a key token). Under MFA circumstances, even if an account password is obtained through Phishing, key systems still cannot be accessed as the Phisher would not have the required second factor (the individual's cell phone or personal key token) to illegitimately access an account.

The initial MFA implementation will focus on Western ROAMS (i.e. off campus access to core campus systems), as well as, critical ITS servers operating in the University Data Centers. MFA is also being considered for implementation on key Peoplesoft systems such as Human Resources and the Student system.

## Service Protection

Service protection continues to improve overall network security through more effective use of its network firewalls. All threats and vulnerabilities identified as 'high' or 'critical' were previously blocked outright at the network perimeter. In 2016, this policy has been extended to include 'medium' threats and vulnerabilities without impacting the responsiveness of our network service. These efforts continue to reduce the number of Western machines reported to be involved in network based security attacks.



## **Financial Information Protection: Payment Card Industry (PCI) Compliance**

Several WGIS members are actively involved with PCI compliance through the Western Bank Card Committee. Because of this engagement, WGIS remains informed of new developments and security practices in the payment card industry. In 2010, Western achieved Level 1 compliance under version 1.2 of the Payment Card Industry Data Security Standards (PCI DSS). Emerging payment technologies, new e-commerce solutions on campus and a changing payment card security standard require that Western's payment card environment be reviewed regularly to determine the implications to Western's PCI status.

This year, the Bank Card Committee actively pursued the validation of compliance with the latest PCI DSS version 3.2 by engaging a Payment Application Qualified Security Assessor to evaluate Western's processes against the PCI DSS requirements. It is anticipated that Western will again achieve Level 1 compliance early in 2017. As the payment card industry continues to expand, the data security standards are constantly being redefined. In 2017, the Bank Card Committee will develop a strategic approach to ensure Western adheres to changing standards, and remains PCI compliant.

## **4. Incident Response & Investigations**

Western experienced an increase in the overall number of security incidents encountered in 2016 (30) when compared to 2015 (24). There continued to be a shift towards exploitation of user credentials and information systems for purposes of financial fraud and other matters of academic misconduct. There was one significant instance of cyber-bullying which involved harassing emails and inappropriate disclosure of personal information through social media that resulted in a law enforcement investigation and follow-up.

Another more alarming trend which emerged in 2016 was the notable increase in "*ransomware*" attacks against digital data. Two Canadian universities made national news because of large-scale attacks against their corporate and research data. "*Ransomware*" (aka *Cryptoware*) is a specific type of malicious software that can autonomously encrypt data on PCs, Laptops, and Servers thus making it unavailable to institutions and researchers until a 'ransom' is paid. In response to this trend, Western remained vigilant to the threat and continues to work with community members to ensure data is backed up, network technology is in place to detect threats originating from off-campus, and to educate the community of the risk. Despite these efforts, Western is still exposed to risk of a similar attack. It is therefore critical that efforts continue to focus on increasing cyber security awareness across its community, making



the community aware of the relentless nature of these attacks and how individuals can protect their credentials and data as well as Western's systems.

## **5. 2017 Plans**

Looking forward to 2017 we anticipate that there will be increased efforts to raise cyber security concerns across campus. Activities will include further discussion and consultation on an initiative to make cyber security training mandatory for campus community members. This could include a formal training requirement on a three-year cycle. We will continue our efforts in reaching out to Faculties and administrative units on the matter of Risk Assessment and Data Classification. We will discuss their security priorities and provide advice in terms of best ways to protect the critical information housed on line in each unit. Our plan is to meet with a minimum 12 units in 2017.

As well, follow up on the IT Policy at Senate and the Board will be a high priority. The restructured IT Policy will require a substantial communications plan to ensure that the key principles are understood and that emerging questions are answered. WGIS will be instrumental to ITS in providing advice based on their unit experience on how to address the concerns and move the policy forward.

Finally, one initiative in 2016 that was deferred was a review of the role of WGIS. In 2017 the committee will begin the discussion of where WGIS is adding value and where it can work to improve its contribution to university IT security matters. As we noted in our report from last year WGIS recognizes that there have been substantial changes in the cyber world with new threats and increased sophistication growing each year. A key challenge will be determining how to lever the knowledge and skills of the committee members as well and their familiarity with the operating issues in their respective units to move this initiative forward.

## Appendix A – List of Current WGIS Members as of End of 2016

Glen Tigert (University Registrar)

James Ciesla (TUMS – Libraries)

Colin Couchman (TUMS – Education)

Chris Wedlake (TUMS – Robarts Research Institute)

Jeff Gardiner (ITS, Central Information Security Officer)

Ed Gibson (ITS, Technical Advisor)

Ed Zuidema (ITS, WGIS Scribe)

Dave Ghantous (ITS Designate, Associate Director Technical Services)

John Carson (Director, CCPS)

Julie Whitehead (Faculty of Health Science, eLearning Specialist)

Dr. Aleks Essex (Faculty, Engineering)

Lisa Latif (Registrar's Designate)

Peggy Wakabayashi (Housing Designate, Director of Residences)

Rob Brennan (Western Information Systems Group Designate, Director of WISG)

Scott May (Communications & Public Affairs, Advisor)

Mina Mekhail (Research Development Services)

Geoff Pimlatt (Ex-Officio, USC Communications Officer)

Sharon Farnell (Ex-Officio, Director of Internal Audit)

Paul Eluchok (Ex-Officio, Legal Counsel, Privacy Officer)

Jeff Grieve (Ex-Officio, Executive Director, ITS)

## **Western's Performance and Activity Indicators Report**

### **Moving to an Electronic Version – starting with the 2017 Report**

September 5, 2017

---

- Since 2005, Western has published an Annual Performance and Activity Indicators Report.
- In 2016, the report was modified to align the indicators with the University's most recent strategic plan – *Achieving Excellence on the World Stage*. The indicators shown in the document were chosen from the best available data that align with the fourteen metrics in the Strategic Plan.
- It is important to note that this report is not intended as a promotional document. While some indicators do illustrate significant achievement, others identify areas where improvements are necessary.
- Starting with this cycle (September 2017), the report is being presented electronically – rather than a printed version. The report is now a series of dashboards that allow for more flexibility in display options. The report can be found at:  
<http://www.ipb.uwo.ca/pi/>
- The main page displays 8 broad categories of metrics – and each category contains multiple indicators. The structure of the indicators follows the format in the print version from previous years – with an explanation of the calculation, relation to the strategic plan, and commentary.
- Individual metrics may be downloaded and printed by clicking the “download” icon that appears on the top-right corner of each page.

## **ANNOUNCEMENTS**

### **FOR INFORMATION**

The following is a list of the academic administrative post(s) approved on behalf of the Board of Governors during the months of May – September, 2017.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Jeffrey Hutter		Science	Associate Dean (Academic Affairs)	July 1-2018	June 30-2023
Tom Overend		Health Sciences	Assistant Dean (Health and Rehabilitation Sciences)	July 1-2017	June 30-2020
Denise Connelly		Health Sciences	Assistant Dean - Interprofessional Education	July 1-2017	June 30-2020
Denis Maxwell		Science	Assistant Dean – First Year Studies	July 1-2017	June 30-2020
Wendy Pearson		Arts and Humanities	Chair	July 1-2017	June 30-2022
Ken Yeung		Science	Acting Associate Dean (Academic Affairs)	July 1-2017	June 30-2018
Christopher Sherrin		Law	Associate Dean	June 1-2017	June 30-2020
Michael Coyle		Law	Assistant Dean (Graduate Studies)	July 1-2017	June 30-2018
Kelly Hatch		Western Libraries	Acting Director of the C.B. "Bud" Johnston Library	June 26-2017	August 17-2018
Valerie Oosterveld	Law	Law	Associate Dean	January 1-2018	June 30-2018
Jane Rylett	Physiology & Pharmacology	Schulich	Chair	July 1-2017	July 31-2017
David Litchfield	Schulich	Schulich	Vice Dean – Research and Innovation	July 2-2017	June 30-2023
Don Farquhar	Schulich	Schulich	Assistant Dean – Resident Wellbeing	July 1-2017	June 30-2022
Davy Cheng	Schulich	Schulich	Vice Dean – Faculty Affairs	July 1-2017	June 30-2023
Bertha Garcia	Schulich	Schulich	Vice Dean – Education	July 1-2017	September 30-2017
Robert Hammond	Schulich	Schulich	Associate Dean – Admission	July 1-2017	August 31-2017

Angela Mandich	Occupational Therapy	Health Sciences	School Director	July 1-2017	June 30-2022
Kevin Fung	Otolaryngology	Schulich	Clinical Chair	July 1-2017	June 30-2022
David Edgell	Biochemistry	Schulich	Acting Chair	July 1-2017	June 30-2018
Luis-Ramiro Arellano	Anaesthesia-Perioperative	Schulich	Clinical Chair	July 1-2017	June 30-2018
Rogemar Mamon	Statistics and Actuarial Science	Science	Chair	July 1-2017	June 30-2019
Luis-Ramiro Arellano	Anaesthesia-Perioperative Medicine	Schulich	Acting Chair	July 1-2017	June 30-2018
Jacquelyn Burkell	FIMS	FIMS	Assistant Dean	July 1-2017	June 30-2018
Narinder Paul	Medical Imaging	Schulich	Chair	July 1-2017	June 30-2022
Jay Rosenfield	Schulich	Schulich	Vice Dean	September 1-2017	August 31-2023