

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

BOARD OF GOVERNORS MEETING

**1:00 p.m., Thursday, June 22, 2017
Room 4155 Stevenson Hall**

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 May 4, 2017**
4. Business Arising from the Minutes
5. Reports of Committees:

Property & Finance Committee - APPENDIX II	(Rick Konrad)
Governance & By-Laws Committee - APPENDIX III	(Matt Wilson)
Senior Policy & Operations Committee - APPENDIX IV	(Hanny Hassan)
Fund Raising and Donor Relations Committee - APPENDIX V	(Jeremy Adams)
6. Items Referred by Senate - **APPENDIX VI** (Amit Chakma)
7. Questions from Members
8. Other Business
9. Adjournment to Confidential Session

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

SUMMARY OF AGENDA ITEMS – June 22, 2017 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of May 4, 2017 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

New MAPP Policy and Procedures on Intellectual Property	ACTION
Investment Committee Memberships	INFORMATION
Policy Review Schedule	INFORMATION
Hicks Morley Professorship in Labour Law	INFORMATION
Report of the Investment Committee	INFORMATION
Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
Ancillary Financial Report	INFORMATION
New Scholarships and Awards	INFORMATION

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

Amendments to By-Law No. 1	ACTION
Board Orientation Process	INFORMATION

Senior Policy & Operations Committee – Appendix IV

“We Speak” Faculty & Staff Engagement Survey Results	INFORMATION
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Fundraising & Donor Relations Committee – Appendix V

Fund Raising Activity Quarterly Report to April 30, 2017	INFORMATION
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Items Referred by Senate - Appendix VI

Naming of the DAN Department of Management & Organizational Studies	ACTION
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	ACTION
King's University College: Introduction of the Combined Degree/Diploma in Finance and Wealth Management with Fanshawe College	ACTION
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	ACTION
Western Libraries Annual Report 2016	INFORMATION
National Survey of Student Engagement (NSEE)	INFORMATION
Report of the Academic Colleague	INFORMATION
Annual Report of Promotion and Tenure 2016-17	INFORMATION
Announcements	INFORMATION

Questions from Members	
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REPORT OF THE PRESIDENT

To: Board of Governors
From: Amit Chakma
Date: June 12, 2017
Re: President's Report to the Board

For the June 22, 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 May 4, 2017.

Federal “supercluster” initiative: On May 24, the Minister of Innovation, Science and Economic Development, Navdeep Bains, announced a new initiative that will invest a total of \$950 million in up to five “innovation superclusters” as part of the government’s strategy to jumpstart high-growth sectors of the Canadian economy. Proposals will be evaluated based on their strategy for creating and growing new companies, creating jobs that require advanced skill sets, equipping Canadians with the knowledge and skills for the jobs of the future, attracting private investment, and generating meaningful economic activity that leads to prosperity for Canadians.

“Superclusters” are defined as dense areas of business activity where innovation happens and where many middle-class jobs are created. They attract large and small companies that collaborate with postsecondary institutions and not-for-profit organizations to form consortia that work collaboratively on converting ideas into marketable products and services. The program plans to direct its investments to industries related to advanced manufacturing, agri-food, clean technology, digital technology, health/biosciences, clean resources, infrastructure and transportation. Funding applications must be led and submitted by either a Canadian company or an international company with Canadian operations. Each application must include companies of all sizes as well as post-secondary institutions or not-for-profit organizations, and each business-led consortium must commit to matching dollar-for-dollar the amount it is requesting from the program. The deadline for submitting a letter of intent is July 21, 2017, after which a shortlist of applicants will be invited to prepare a full application.

Western is in the process of exploring whether there may be potential opportunities to participate in such a business-led consortium with our various industry partners.

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Fair Workplaces, Better Jobs Act: On June 1, Deputy Premier and Minister of Advanced Education & Skills Development Deb Matthews wrote to the executive heads of Ontario's postsecondary institutions to comment on the [provincial government's proposed labour legislation](#) that would raise the minimum wage and implement other "provisions to ensure equal work for equal pay." In her letter, Minister Matthews acknowledged that the introduction and implementation of this new legislation may create challenges for colleges and universities, while at the same time reaffirming her commitment to ensuring that Ontario's postsecondary institutions continue to provide the highest quality education to students. In the coming months, Western will be studying how the proposed legislation could potentially impact our operations and we will be seeking opportunities to engage with the Minister and other government officials to develop solutions to mitigate that impact.

Western hosts inaugural World's Challenge Challenge: On May 30 and 31, Western hosted 10 student teams from universities around the world that competed for a share of \$45,000 in prize money during our first annual World's Challenge Challenge. The three-day event featured student teams that had already won competitions at their own universities. Finalists had the opportunity to present their solutions to global challenges to a panel of judges that included **Heidi Balsillie**, philanthropist and founder of the Fairmount Foundation; **Janet De Silva**, President & CEO, Toronto Region Board of Trade and former Dean of Ivey Asia; **Anne van Leeuwen**, Consul-General of The Netherlands in Toronto, Canada; and **Twee Brown**, Vice-President, Marketing and Public Relations, Adamas Group.

Challenges tackled by the student teams covered a broad range of issues, including vertical farming to address food security in urban centres; closing the gap in world digital literacy; using biotechnology to remediate electronic waste; plastic pollution; and technology to prevent the poaching of rhinos and elephants in Africa. Teams came from six countries, including the University of Hong Kong (Hong Kong), Radboud University (Netherlands), University at Buffalo (US); Monash University (Australia), University of Otago (New Zealand), University of Alberta, Dalhousie University, University of Waterloo, University of British Columbia, and our own team from Western. **Alicia Roy, Robyn Follett and Danielle Skuy** from Dalhousie placed first (winning \$30,000) with their plan to launch a mobile clinic in Uganda that would make 3D-print prosthetics from recycled plastics. Second place was won (\$15,000) by **Raoul Luijten, Stef Pieter Op den Kamp and Nila Patty** from Radboud with their plan to reduce waste in Indonesia by recycling plastic litter gathered from beaches into reusable ice packs that can be chilled in solar-powered freezers. Thanks and congratulations to **Julie McMullin** and the team of Western International staff, faculty, students and volunteers who organized and contributed to the success of this event, which provided wonderful exposure for Western along with a global forum to profile the talents of some truly exceptional students.

Leadership update: With Charmaine Dean's departure from Western as the Dean of Science on June 30 to assume her new role as Vice-President (Research) at the University of Waterloo, **Dr. Pauline Barmby** has accepted the appointment to serve as Acting Dean of Science for the period July 1, 2017, through June 30, 2018. Pauline is currently an Associate Professor in the Dept. of Physics & Astronomy and also serves the Faculty as Associate Dean (Graduate & Postdoctoral Studies). And, with Bob Kennedy's departure from Western as Dean of the Ivey Business School on June 30 to assume his new role as Dean of the Business School at Nanyang Technological University in Singapore, **Professor Mark Vandenbosch** has accepted the appointment to serve as Acting Dean of Ivey for the period July 1, 2017 through June 30, 2018. Mark is currently Ivey's Kraft Professor of Marketing and also serves the School as Associate Dean, Programs.

I am also pleased to highlight the recent appointment of **Professor Juan Luis Suárez** as our new Associate Vice-President (Research) who will focus on supporting scholarship in the social sciences, arts and humanities. This newly created role will work in collaboration with Computer Science, Biology and Statistics & Actuarial Science professor Mark Daley, who holds the same title as AVP (Research) and who represents the STEM disciplines at Western. Juan Luis is a professor in both Modern Languages & Literature and Computer Science who holds a PhD in Hispanic Studies from McGill, a PhD in Philosophy from the Universidad de Salamanca, and several other advanced degrees, including an executive MBA.

With the recent announcement that **Dr. Janice Deakin** will step down from her role as Provost & Vice-President (Academic) on July 31, 2018, the process to appoint the selection committee that will recruit her successor is now underway. Meanwhile, the work of selection committees for the Vice-President (Operations & Finance), University Secretary, and the Deans of Information & Media Studies, Science, and the Ivey Business School all remain underway.

On May 15, Western was pleased to announce the appointment of **Christine Stapleton** as our new Director of Sport & Recreation Services, effective July 3. Christine comes to Western from the University of Calgary where she has been Director of Athletics for the past two years. Prior to her current role, Christine served as Associate Director of Athletics at the University of Waterloo, which was her first administrative role following an award-winning career as coach of the women's basketball program at the University of Regina. We look forward to welcoming Christine and supporting her work in building on the strengths of our athletics programming.

Finally, on June 2, it was announced that former Dean of Health Sciences, **Dr. Jim Weese**, will serve as Acting Vice-Provost & Associate Vice-President (International) from July 1, 2017 through June 30, 2018, while **Dr. Julie McMullin** is on study leave. Since January, Jim has been serving as the Acting Director of Sport & Recreation Services and he will continue in that role for the balance of this month.

ACTIVITIES OF THE PRESIDENT

(April 22, 2017 – June 12, 2017)

April	24	Toronto	Meeting with external stakeholder
	24		Telephone calls with external stakeholders
	25	London	Property & Finance Committee meeting
	25		Senior Policy and Operations Committee meeting
	25		Governance and By-Laws Committee meeting
	25		Farewell Reception (2)
	26	Toronto	Speaking engagement – Economic Club of Canada
	27	Calgary	Meetings with external stakeholders
	27		Dinner meeting with Dean's Advisory Council
	28		Lunch meeting with external stakeholders
May	1	London	Honorary Degree Committee meeting
	1		Internal meetings
	1		Dinner meeting
	2		Campus tour with visiting stakeholder
	2		Reception for incoming dean
	2		Dinner meeting
	3		Internal meetings
	3		Meeting with senior leaders
	3		Meetings with external stakeholders
	3		Distinguished University Professor Ceremony and Dinner
	4		Selection Committee meeting
	4		Board of Governors lunch and Board meeting
	5		University Students Council Annual Partners Breakfast
	5		Meeting with external stakeholders
	8		SCUP meeting
	9		Telephone call with external stakeholder
	10 -11	Ottawa	U15 Executive Heads meetings
	12	London	Schulich School of Medicine MD Convocation Ceremony
	12		Lunch in honour of Honorary Degree Recipient
	15		Coffee with student leader
	15		Selection Committee meeting
	15		Internal meeting
	16		Internal meetings
	16		Telephone calls with external stakeholders
	16		Senior Policy and Operations Committee meeting
	17	Toronto	Meetings with external stakeholders
	17		Dinner with external stakeholder
	18	London	Selection Committee meeting
	18		Internal meetings
	18		Lunch with student leader
	18		Meeting with senior leaders
	18		Coaches Appreciation Dinner
	19		Internal meetings
	19		Senate

	22-26	Hong Kong	Hong Kong Foundation Board meeting; Hong Kong Foundation Board dinner; meetings with external stakeholders; Presidents Reception
	29	Grand Bend	Academic Leaders Summer Conference
	30	London	Speaking engagement - CIHR/SPOR meeting
	30		Selection Committee meeting
	30		Internal meetings
	30		Worlds Challenge Challenge dinner
	31		Worlds Challenge Challenge competition
	31		Teleconference
June	1		SCUP meeting
	1		Lunch with external stakeholders
	1		Selection Committee meetings
	1		Telephone call with external stakeholder
	2 - 4	Toronto	Course
	5		CST Board of Directors meetings
	5		Meetings with external stakeholders
	5		FRDRC meeting
	6	London	Audit Committee meeting
	6		Property & Finance Committee meeting
	6		Senior Policy and Operations Committee meeting
	6		Governance and By-Laws Committee meeting
	6		Meeting with senior leaders
	7		Telephone calls with external stakeholders
	7		Lunch meeting with faculty member
	7		Internal meetings
	8		Conference – welcome remarks
	8		School of Nursing official building opening
	8		Western Teaching Award Reception
	9		Teleconference
	9		Ivey MBA Convocation Ceremony
	9		Lunch in honour of Honorary Degree Recipient
	9		Senate
	9		Internal meetings
	11		Selection Committee meeting
	12		Internal meetings
	12		Long Service Awards

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 May 4, 2017	ACTION
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Report of the Property & Finance Committee – Appendix II

2. Investment Committee Membership	INFORMATION
3. Policy Review Schedule	INFORMATION
4. Hicks Morley Professorship in Labour Law	INFORMATION
5. Report of the Investment Committee	INFORMATION
6. Quarterly Ratio Report on Non-Endowed Funds	INFORMATION
7. Ancillary Financial Report	INFORMATION
8. New Scholarships and Awards	INFORMATION

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

9. Board Orientation Process Update	INFORMATION
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Report of the Fund Raising and Donor Relations Committee – Appendix V

10. Fund Raising Activity Quarterly Report to April 30, 2017	INFORMATION
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Items Referred by Senate – Appendix VI

11. 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	ACTION
12. King's University College: Introduction of the Combined Degree/Diploma in Finance and Wealth Management with Fanshawe College	ACTION
13. 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	ACTION
14. Western Libraries Annual Report 2016	INFORMATION
15. National Survey of Student Engagement (NSEE)	INFORMATION
16. Report of the Academic Colleague	INFORMATION
17. Annual Report on Promotion and Tenure	INFORMATION
18. 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

May 4, 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

Dr. P. Bishop
Ms. W. Boye
Ms. C. Burghardt-Jesson
Dr. J. Capone
Dr. A. Chakma
Ms. S. Chrominska
Ms. K. Cole
Dr. J. Deakin
Ms. L. Gainey
Mr. K. Gibbons
Dr. R. Giffin
Mr. P. Jenkins

Ms. C. Karakatsanis
Mr. J. Knowles
Mr. R. Konrad
Mr. M. Lerner
Dr. K. Mequanint
Ms. N. Noonan
Mr. B. Ross
Ms. C. Stephenson
Mr. K. Sullivan
Dr. J. Toswell
Mr. M. Wilson

By Invitation: R. Campbell, R. Chelladurai, L. Logan, J. O'Brien

BG.17-32 **Land Acknowledgement**

H. Hassan read the Land Acknowledgement.

BG.17-33 **REPORT OF THE PRESIDENT**

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

- Federal budget
- Investing in Canada's Future: Strengthening the Foundations of Canadian Research (Naylor Report)
- Ontario announces "Career Kick-Start Strategy"
- Governor General's visit on March 8
- "We Speak" employee engagement survey results
- Western names among "Canada's Greenest Employers"
- Leadership update
- Activities of the President since the January Board meeting

During discussion about the Naylor Report the following comments were made:

- The panel recommends the creation of a new national advisory council on research and innovation, as well as a coordinating board for Canada's research agencies.
- Canada is falling behind in research funding, and Ottawa needs a change of mindset when it comes to dispensing science funding.

- The panel report recommends a boost of \$1.3 billion in science funding including enhanced support for early-career researchers, strategic and coordinated collaboration for international and interdisciplinary research; improved gender equity in science; and increased funding for discovery research.
- the creation of 25 research chairs is welcome but seen as not being sufficient for all universities.

Asked for an update on the Strategic Mandate Agreement 2 (SMA2) process, J. Deakin reported that SMA2 is about three weeks behind and that Western's submission, which is 43 pages, is in good shape.

Responding to a question about the "We Speak" survey, the President advised that J. O'Brien, Associate Vice-President (Human Resources), will give a presentation at the June meeting.

BG.17-34 **UNANIMOUS CONSENT AGENDA** [Appendix I]

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

That the 22 items listed in Appendix I, Unanimous Consent Agenda be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.17-35 **Minutes of the Previous Meeting**

The open session minutes of the meeting of January 26, 2017 were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.17-36 **2017-18 University Operating and Capital Budgets**

It was moved by C. Burghardt-Jesson, seconded by L. Gainey,

That the Board of Governors approve the 2017-18 University Operating and Capital Budgets and the proposed Program Specific Fees and Other Supplemental Fees for 2017-18, detailed in Appendix II, Annex 1.

The 2017-18 Operating and Capital Budgets were provided in Appendix II, Annex 1. Supplemental Fees and Other Charges, shown on Table 3 of the Program Specific Fees and Other Supplemental Fees report (Appendix II, Annex 2) are approved by the President throughout the year, as authorized under the Student Fee Policy (MAPP 2.4) and are provided for information.

Dr. J. Deakin, Vice-President (Academic) and Provost, presented the 2017-18 University Operating and Capital Budgets detailed in Exhibit I, Annex 1. Her presentation highlighted the internal and external planning and budgetary contexts, operating revenues for 2017-18, new initiatives and priorities, tuition recommendations, operating expenditures, including recommendations for faculties, and support units, university-wide expenditures, one-time expenditures, operating reserve forecast and an overview of the 2017-18 capital budget. Revenues for 2017-18 are projected to be \$756.4 million with \$759.1 million in expenditures.

The operating reserve will be projected at \$64.2 million at the end of the current year 2016-17, and \$61.5 million at the end of 2017-18. The in-year net position is projected to be a surplus of \$11.1 million in 2016-17 and a deficit of \$2.7 million in 2017-18. The reserve is projected to be \$34.9 million at the end of the current 4-year planning period (2018-19).

An executive summary of the revenues, expenditures and the capital budget are contained in pages 1-4 of Annex 1. Overhead slides used in the presentation are attached as [Appendix 1](#).

J. Deakin said that this budget builds on the multi-year plan developed two years ago in the context of Western's Strategic Plan and is in a period of constrained revenue growth, which is expected to be approximately two per cent each year, beyond the current four-year cycle. The two major sources of revenue, government grants and tuition fees, have recently been confirmed for the remaining two years of the four-year planning period. The corridor system funding formula provides no incremental funding for domestic enrolment growth. The current domestic student tuition framework allows for a three per cent increase and has been extended for two more years, until 2018-19. Undergraduate enrolment is targeted at 5,100 first-year students, with tuition revenue of \$379.4 million, an increase of \$17.8 million from last year. International student enrolment is anticipated to grow to 600.

J. Deakin highlighted the following:

- a sum of \$1 million in base funding is committed in the 2017-18 budget, \$390,000 base funding will be transferred to the Faculty of Social Science to support the creation of a new academic department and \$147,000 will be allocated to the Faculty of Law to support a faculty appointment in the area of Indigenous Teaching, Scholarship and Outreach.
- it is recommended that a sum of \$25 million in one-time funding will be allocated in 2017-18 to support the Endowed Chairs Matching Program with a commitment of assigning a minimum of one Chair to each Faculty for up to three years.
- moving towards a pedestrian friendly campus is a priority, consequently a sum of \$2 million in one-time funding will be allocated to continue and expand initiatives already underway.
- the Faculty of Arts and Humanities and the Don Wright Faculty of Music are facing serious budgetary pressures - their operating budgets are in deficit situation largely due to decline in enrolments, which is a nation-wide pattern. In 2017-18 the budget allocation is \$1.8 million for the Faculty of Arts and Humanities and \$323,000 for the Don Wright Faculty of Music. A similar partnership approach will be implemented in 2018-19. The faculties will have to reduce expenses where possible and the University will also protect the revenue sharing allocations from further reductions in enrolments/teaching. This is a significant commitment from the University.

J. Toswell, on behalf of the Faculty of Arts and Humanities, thanked the Provost for addressing the difficulties faced by the Faculty.

J. Deakin offered thanks to colleagues across the university for their diligence in the preparation of the budget, noting particularly, the work of staff in Institutional Planning and Budgeting.

The question was called and CARRIED.

BG.17-37

Student Fee-Funded Units, Ancillaries and Academic Supports

It was moved by S. Chrominska, seconded by L. Gainey,

That the Board of Governors approve the 2017-18 budgets for Student Fee Funded Units, Ancillaries, and Academic Units summarized in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (Annex 3).

CARRIED

BG.17-38 **Student Organization Fee Proposals for 2017-18**

The tables referenced in the motion below are in the report entitled “Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies” (**Annex 3**).

It was moved by C. Stephenson, seconded by M. Lerner,

That the organization fees for the University Students’ Council for 2017-18 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students shown in Table 2 (full-time graduate students – three terms) and Table 3 (part-time graduate students) be approved as requested by SOGS.

That the organization fees for the Honors Business Administration Association for 2017-18 shown in Table 2, note (b) be approved, as requested by the HBAA.

That the organization fees for the Master of Business Administration Association for 2017-18 shown in Table 2, note (c) be approved, as requested by the MBAA.

CARRIED

BG.17-39 **Annual Report and Recommendations of the Student Services Committee**

It was moved by S. Chrominska, seconded by L. Gainey,

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

CARRIED

BG.17-40 **Revisions to MAPP 2.16 – Travel & Expense Reimbursement Policy**

It was moved by P. Bishop, seconded by K. Mequanint,

That revisions to MAPP 2.16, Travel & Expenses Reimbursement Policy, detailed in Appendix II, Annex 5, be approved effective May 1, 2017.

L. Logan provided an overview of the revisions to the Travel & Expense Reimbursement Policy noting that the most significant change allows Broader Public Sector organizations to use a meal allowance reimbursement system.

The question was called and CARRIED.

BG.17-41 **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:

- Catalyst Capital Fellowship in Insolvency Law
- Catalyst Capital Visiting Professorship in Insolvency Law
- Credit Rating Review: February 28, 2017
- Quarterly Financial Report (Operating Budgets)
- Investment Committee Report
- New Scholarships and Awards

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

BG.17-42 **Information Items Reported by the Governance & By-Laws Committee**

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

- Notice of Motion – Amendments to By-Law No. 1
- Board Orientation Handbook
- Board Evaluation process

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

BG.17-43 **Information Items Reported by the Senior Policy & Operation Committee**

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

- Annual Report of the Code of Student Conduct Cases

REPORT OF THE AUDIT COMMITTEE [Appendix V]

BG.17-44 **Information Items Reported by the Audit Committee**

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

- Health, Safety and Wellness Annual Report 20p16
- 2016 Annual Report: Campus Community Police Service

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

The Chair, announced that Laura Gainey is retiring from the Board effective June 30, 2017. On behalf of the Board, he thanked her for her service as a member of the Board and as the Chair of the Fund Raising and Donor Relations Committee.

BG.17-45 **Information Items Reported by the Fund Raising and Donor Relations Committee**

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

- Fund Raising Activity Quarterly Report to January 31, 2017
- Alumni Association Strategic Plan

ITEMS REFERRED BY SENATE [Appendix VII]

BG.17-46 **Renewal of the Articulation Agreement between Brescia University College, Huron University College, King's University College, Western University, and Lambton College regarding Transfer of Credit for Students in the Police Foundations Program**

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

That the renewal of the articulation agreement between Western University, King's University College, Brescia University College, Huron University College, and Lambton College regarding the transfer of credit for students in the Police Foundations Program as shown in Appendix VII, Annex 1 be approved, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.17-47 **Faculty of Arts and Humanities: Closure of the Department of Film Studies**
[Declaration of Conflict of Interest: H. Hassan]

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

That effective July 1, 2016 the Department of Film Studies be dissolved.

CARRIED

BG.17-48 **Information Items Reported by Senate**

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

- 2017-18 University Operating and Capital Budget
- 2017 Entrance Standards for Undergraduate First-Year Admissions
- Five-Year Enrolment Projections
- Report on Year one Class and Entering Averages
- Spring Convocations 2017 – Honorary Degree Recipients
- Teaching Award Recipients – 2016-17
- Reports of the Academic Colleague

The meeting adjourned to the confidential session at 2:20 p.m.

H. Hassan
Chair

E. Hegedues
Acting Secretary

2017-18 Operating and Capital Budgets

Board of Governors
May 4, 2017



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External Context

- Provincial Fiscal Pressures Continue
- New Funding Formula for Universities
 - Corridor System – no automatic funding for enrolment growth beyond 2016-17 levels
- Tuition Framework Extended for 2 more years
 - Aligns with our current 4-year cycle
 - Allows for 3% overall increase



2

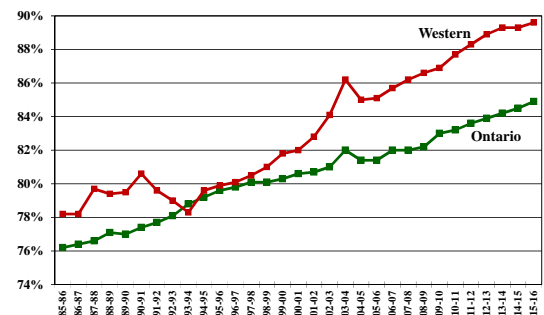
Western's Planning Parameters

- Moving to Third Year of 4-Year Plan
- Recommendations Guided by Strategic Plan
- Enrolments
 - Undergraduate: First-Year Class of about 5,100
 - With 600 International
 - Graduate: as per Faculty Plans
- Revenue Sharing Continues in the 4-Year Cycle
 - Up to 2017-18 Enrolments/Teaching
- Tuition Rates for 2017-18 (and 2018-19)
 - Domestic Rates at Maximum of 3% Overall
 - Undergrad Int'l: still moving towards Ontario-U6 levels



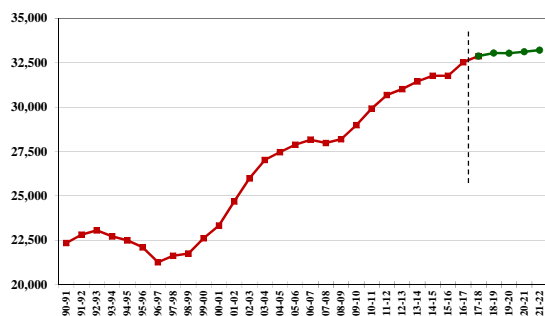
3

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



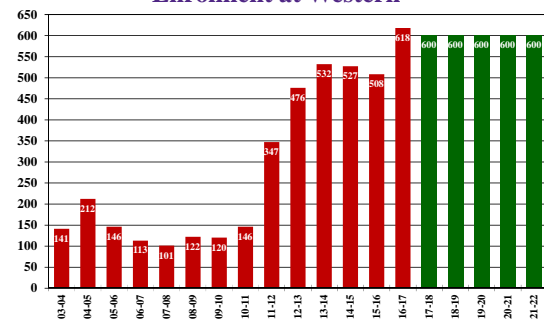
4

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



5

Full-Time Year 1 Undergraduate International Enrolment at Western



6

University level Investments & New Initiatives in this Budget: Alignment with our Strategic Plan

Our Strategic Plan Priorities

Pillar	Priority
1	RAISING OUR EXPECTATIONS: CREATE A WORLD-CLASS RESEARCH AND SCHOLARSHIP CULTURE
2	LEADING IN LEARNING: PROVIDE CANADA'S BEST EDUCATION FOR TOMORROW'S GLOBAL LEADERS
3	REACHING BEYOND CAMPUS: ENGAGE ALUMNI, COMMUNITY, INSTITUTIONAL & INTERNATIONAL PARTNERS
4	TAKING CHARGE OF OUR DESTINY: GENERATE AND INVEST NEW RESOURCES IN SUPPORT OF EXCELLENCE

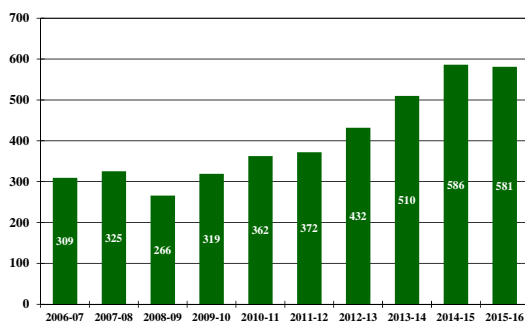
Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
Indigenous Initiatives	\$1M Base	2, 3
Growing Our Endowments: The Endowed Chairs Matching Program	\$25 M One-Time	1, 3, 4
Strategic Expansion of Engineering: Multi-Year Self-Funding Plan	\$6.5 M One-Time & \$847K Base	1, 2, 4
Scholarship Initiatives in SSHRC Disciplines Endowment	\$2.5 M One-Time	1, 4
CERC Matching Funds	\$2.5 M One-Time	1
Facilities Enhancements in the Faculties	\$2.4 M One-Time	1, 2
Pedestrian-Friendly & Safe Campus Initiatives	\$2 M One-Time	2
Energy Conservation Initiatives	\$1.5 M One-Time	4
Long-Range Space/Capital Plan: ILIC, Thames Hall, Schulich Project, Parking Structures	Debt, Non-Endowed Funds to Pay Down UC, Music Bldg, FIMS/Nursing Bldg	1, 2

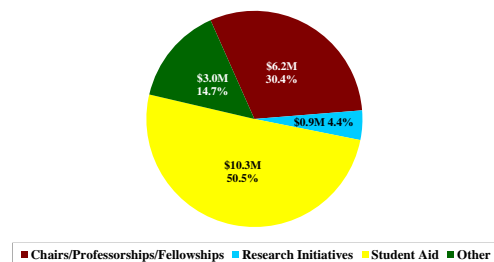
Indigenous Initiatives

- \$1M Base Allocation
- New Department in Social Science (\$390K)
- Faculty Appointment in Law (\$147K)
- Balance (\$463K) will be allocated in the coming months – as part of the Provost's Implementation Committee recommendations

Western's Total Endowment Value -- \$M



Endowment Income Available for Spending in 2015-16 (Total = \$20.4M)



Endowed Chairs Matching Program

- Program launched in 2010-11
 - To-date \$43.5M allocated – for 29 Chairs
 - 18 Chairs Confirmed
 - 8 Additional Chairs under discussion with Donors
- Additional \$25M being recommended in this Budget
 - A minimum of 1 Chair per Faculty will be committed – and held for up to 3 years

Long-Range Space Plan

- Table 14 Outlines our Long-Range Space Plan – with Four New Projects being Recommended
 - ILIC, Thames Hall, Schulich Facilities, Parking Structures
- Funding sources include additional debt – and we will recommend a draw on our Non-Endowed Funds
 - To pay down the debt on University College, Music Building, and FIMS/Nursing Building
- Schulich commits \$65M toward the \$165M Project
- We're also moving towards a Vehicle-Free Pedestrian-Friendly Campus
 - High-level Vision outlined in Pages 9 through 11

Arts & Humanities and Music

- Budgets for these two Faculties in Deficit Situation
 - A&H: Projected 2016-17 accumulated debt = \$13.1M
 - \$4M Structural Deficit
 - Music: Projected 2016-17 accumulated debt = \$1.3M
 - \$1M Structural Deficit
- Partnership Approach to Controlling Deficit – and then eliminating Debt
 - Provost will KEEP BUDGET WHOLE at 2016-17 LEVEL in each of 2017-18 and 2018-19
 - Dean to reduce expenditures – with NO REDUCTION IN BUDGET ALLOCATED BY PROVOST

Summary of the Operating Budget

Summary of the 2017-18 Operating Budget (Table 2)

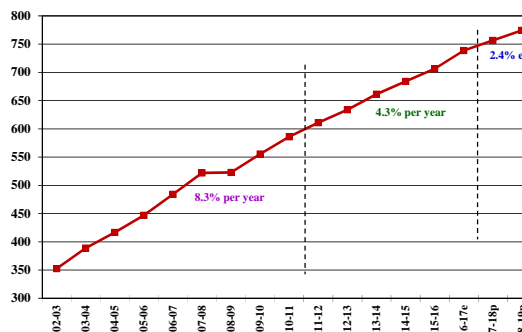
- Revenue Forecast = \$ 756.4M
 - Increase of 2.4%
- Expenditure Plan = \$ 759.1M
 - Increase of 4.3%
- Projected In-Year Position = \$ -2.7M
- Projected Operating Reserve = \$ 61.5M
 - Forecast to be at \$34.7M at end of 4-year period

Operating Revenues

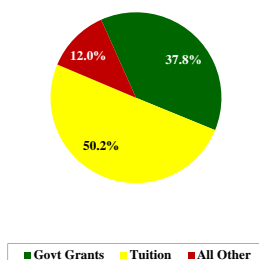
2017-18 Operating Revenues (Table 3)

- Government Grants Remain Constant
 - New Funding Formula
- Tuition Revenues Increase by \$17.8M
 - Due Primarily to Rate Increases
- All Other Revenues Increase Remain Flat
 - CRCs reflect only 43 Chairs with incumbents
 - Our allocation is 64 Chairs
- Overall Revenue Increase of \$17.7M (or 2.4%)

Operating Revenues (\$M)



Projected 2017-18 Operating Revenues (Total = \$756.4M)



Operating Expenditures

Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- **Total Base Allocation of \$479.9M**
- Faculties also receive \$10.8M in One-Time Funding
 - as shown in Table 8, line 21

Scholarships and Bursaries (Table 5)

- Major Changes
 - Tuition Re-Investment increases by \$580K
 - Doctoral Excellence Research Awards Program is being ended
- **Total Student Aid Spending of \$32.9M from Central Budget**
- Faculties now responsible for Graduate Support
 - \$59M Projected for 2017-18

Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- **Total Base Allocation of \$96.6M**
- Support Units also receive \$4.8M in One-Time Funding (shown in Table 8, line 37)

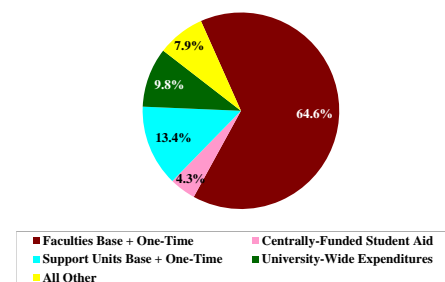
University-wide Expenditures (Table 7)

- **Total of \$74.5M**
- Major items:
 - Utilities (\$23.9M)
 - Library Acquisitions (\$15.1M)
 - Includes incremental base allocation
 - MMI Transfer (\$15.5M)
 - IT Infrastructure (\$9.7M)

One-Time Allocations (Table 8)

- **Total of \$56.9M**
- Major Priority Items
 - Support for the Endowed Chairs Matching Program (\$25M)
 - Multi-year Plan for New Engineering Building (\$6.5M)
 - Scholarship Initiatives in the SSHRC Disciplines (\$2.5M)
 - Canada Excellence Research Chairs Program (CERC) Matching (\$2.5M)
 - Pedestrian-friendly and Campus Safety Initiatives (\$2M)
 - Energy Conservation Initiatives (\$1.5M)
 - Advertising Initiatives (\$500K)
 - Classroom Modernization (\$500K)

2017-18 Operating Expenditures (Total = \$759.1M)



The Capital Budget

Overview of the 2017-18 Capital Budget

- Supports Long-Range Space Plan (Page 38, Table 14)
- Major Projects: Underway or Soon-to-Start
 - Music Building Phase 2
 - Medical Research Facilities (M & I)
 - Modernization of University College
 - Western Interdisciplinary Research Building
 - ThreeC+ -- the New Engineering Building
 - Science Space Realignment (NCB, MC, WSC)
 - Integrated Learning and Innovation Centre
 - Modernization of Thames Hall
 - Renewal/Replacement/Expansion of Schulich Facilities
 - Multi-Level Parking Structures
 - Will require re-alignment of parking lot categories and increases to parking rates
 - University-wide Infrastructure Projects

Overview of the 2017-18 Capital Budget

- **Total Spending of \$136.2M** (Table 15, line 10)
 - \$57.8M for New Construction (Table 18, line 8)
 - \$29.3M for Major Renovations (Table 18, line 17)
 - \$49.1M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing and Ancillary Projects

END

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

Contents	Consent Agenda
New MAPP Policy and Procedures on Intellectual Property	No
Investment Committee Membership	Yes
Policy Review Schedule	Yes
Hicks Morley Professorship in Labour Law	Yes
Report of the Investment Committee	Yes
Quarterly Ratio Report on Non-Endowed Funds	Yes
Ancillary Financial Report	Yes
New Scholarships and Awards	Yes

FOR APPROVAL

1. **New MAPP Policy and Procedures on Intellectual Property**

Recommended: That MAPP 7.xx – Policy on Intellectual Property replace the current policies MAPP 7.3 and MAPP 7.4.

Background:

Lisa Cechetto, Executive Director of WORLDDiscoveries and Steve Jarett, Legal Counsel developed a new MAPP policy regulating the commercialization of intellectual property at Western. The new policy will amalgamate MAPP 7.3 – Copyrights http://www.uwo.ca/univsec/pdf/policies_procedures/section7/mapp73.pdf and MAPP 7.4 – Patents http://www.uwo.ca/univsec/pdf/policies_procedures/section7/mapp74.pdf. These policies have not been reviewed for a long time and they needed to be brought in line with the regulations stipulated in the UWOFA Collective Agreement. The proposed new policy and procedures are attached as **Annex 1** and **Annex 2** respectively.

FOR INFORMATION

2. **Investment Committee Membership**

The Property & Finance Committee approved the reappoint Doug Greaves to the Investment Committee for a five-year term ending August 31, 2022.

The Committee membership is now:

Two current or former members of the Board of Governors, appointed by the P&F Committee

Rosamond Ivey	(August 2018)
Jim Knowles	(May 2020)

Five members appointed by the P&F Committee on recommendation of the Investment Committee

Lee Sienna	(March 2021)
Richard Konrad	(March 2018)
Doug Greaves	(August 2022)
David Stenason	(December 2021)
Doug Porter	(February 2018)

3. **Policy Review Schedule**

The Governance & By-Laws Committee of the Board has requested the review of policies on a regular basis, and consolidation of policies wherever possible. The schedule attached in [Annex 3](#), outlines a six-year cycle for the review of policies under the purview of the Vice-President (Operations & Finance).

4. **Hicks Morley Professorship in International Labour Law**

On behalf of the Board of Governors, the Property & Finance Committee approved the establishment of the Hicks Morley Professorship in International Labour Law with terms as outlined in [Annex 4](#).

5. **Report of the Investment Committee**

See [Annex 5](#).

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

See [Annex 6](#).

7. **Ancillary Financial Report**

See [Annex 7](#).

8. **New Scholarships and Awards**

See [Annex 8](#).

POLICY 7.XX – Intellectual Property

Policy Category:	Research
Subject:	Intellectual Property
Approving Authority:	Board of Governors
Responsible Officer:	Vice-President (Research)
Responsible Office:	Research Services
Related Procedures:	Procedures for Commercialization of Intellectual Property
Related University Policies:	
Effective Date:	
Supersedes:	Policy 7.3 Copyrights and 7.4 Patents

I PURPOSE

1. This policy forms a broad, general basis for the conduct of all matters pertaining to Intellectual Property within The University of Western Ontario's (University) activities and functions. As such, it applies to all University faculty, staff, post-doctoral fellows and students (Members).
2. This policy has the following objectives:
 - (a) to encourage and provide an incentive for creativity and innovation among University Members;
 - (b) to facilitate the translation of knowledge for the greatest possible public benefit, including by commercialization through development of Intellectual Property into commercial products or processes;
 - (c) to provide the rights and obligations of the University and its Members in protecting and exploiting any newly created or discovered Intellectual Property;
 - (d) to ensure the University meets its obligations to funding sponsors;

II DEFINITIONS

1. **Creator** means a University Member who is the originator of Intellectual Property and includes artists, authors, designers, composers, inventors and other similar designations.
2. **Intellectual Property** means the actual, tangible or communicable result of any and all intellectual or creative undertaking, effort or endeavour and includes, but is not necessarily limited to, scientific, artistic, literary and/or any creative endeavor. It encompasses, in part, discoveries, inventions, designs, patents, copyright, trademarks, manuscripts, books, monographs, papers, esquisse, paintings, drawings sculptures, productions, software and presentations.
3. **Agreement to the Contrary** means any Agreement to which a Creator and the University are signatories, including an Agreement between the University and a third party sponsor, which has the effect of altering the ownership rights of Creators as set out in this Policy.

POLICY 7.XX – Intellectual Property

III. POLICY

1. This Policy applies to all Intellectual Property created by a Member in the course of employment, academic studies, or using University resources.
2. Any applicable collective agreement between the University and its Members shall take priority over this Policy in the event of any conflict in terms and conditions or definitions.
3. Subject to any Agreement to the Contrary, ownership of Intellectual Property shall be determined in accordance with the following principles.
4. Intellectual Property created by a faculty Member during the course of his or her academic duties shall be owned by the faculty Member.
5. Intellectual Property created by a student Member as part of his or her academic studies at the University, shall be owned by the student, subject to a non-exclusive license in favour of the University for the purposes of satisfying the academic requirements of any course or program to which the work relates.
6. Intellectual Property created by a postdoctoral fellow Member shall be owned by the postdoctoral fellow Member(s).
7. Intellectual Property created by a staff Member in the normal course of his or her employment duties at the University shall be owned by the University.
8. It is the responsibility of the Member who is the owner of Intellectual Property (unless assigned to the University in accordance with “Procedures for Commercialization of Intellectual Property”) to take such steps as they deem appropriate to protect their interest in their Intellectual Property.
9. Those Members involved in collaborative work or research with other Members (whether student, faculty or staff) that may result in the creation of Intellectual Property should take reasonable steps to ensure that all parties to the collaboration are aware of and agree to a methodology for determining ownership.
10. Any owner of Intellectual Property to which this Policy applies who wishes to exploit his/her Intellectual Property for commercial gain shall make full and complete disclosure to the University by submitting a report of innovation to WORLDDiscoveries without unreasonable delay. The forms for the report of innovation can be obtained from:
<http://worlddiscoveries.ca/files/sites/roi-software-02m17y-v2.2.pdf>
<http://worlddiscoveries.ca/files/sites/roi-innovation-02m17y-v3.10.pdf>
11. Commercialization of Intellectual Property to which this Policy applies shall take place in accordance with the Procedures for Commercialization approved from time to time by the Vice-President (Research).
12. If a dispute should arise between a University Member and the University with regard to University Intellectual Property matters, and this cannot be resolved through reference to the Vice-President (Research) then the question shall be referred for decision to a single arbitrator for final and binding arbitration conducted in accordance with the Arbitrations Act.
13. The Vice-President (Research) is responsible for administration of this Policy and is authorized to approve related guidelines and procedures.



PROCEDURES FOR COMMERCIALIZATION OF INTELLECTUAL PROPERTY

I. BY UNIVERSITY

1. Creator(s) may assign their rights in any Creator owned Intellectual Property to the University if the Creator(s) of said Intellectual Property wish for the University to take full responsibility for the legal protection and/or commercialization of said Intellectual Property and if the University desires assignment. The University reserves the right to conduct any prudent assessment, commercial or otherwise, of the Intellectual Property before deciding whether to accept assignment.
2. If assigned to the University, the Creator(s) may request reassignment prior to any third party agreements involving the assigned Intellectual Property.
3. Net Revenue will be shared between the University and the Intellectual Property Creator(s) according to the following mechanism:
 - a) Any Net Revenue from licensing of non-copyright material (including software) will be shared equally between the University and the Intellectual Property Creator(s).
 - b) Any Net Revenue from licensing of copyright material (excluding software) will be shared between the University and the Intellectual Property Creator(s).
 - c) Any Net Revenue from equity in a spin-off company will be shared equally between the University and the Intellectual Property Creator(s).

II. BY CREATOR

1. Prior to assignment to the University a Creator may elect to proceed with commercialization of Creator owned Intellectual Property on their own at their own expense.
2. Net Revenue will be shared between the University and the Intellectual Property Creator(s) according to the following mechanism:
 - a) Any Net Revenue from licensing of non-copyright material or equity in a spin-off company will be shared 85% to the Intellectual Property Creator(s) and 15% to the University.
 - b) Any Net Revenue from licensing of software will be shared 93% to the Intellectual Property Creator(s) and 7% to the University, unless said software was not created with significant use of University resources in which case Net Revenue will be shared 97% to the Intellectual Property Creator(s) and 3% to the University.

MAPP Policies Review Schedule – Vice-President (Operations & Finance)

Policy	Committee	Notes
2016-17		
1.25 Lease of University Facilities for Long-Term Use	P&F	Limits and timelines need to be updated - policy doesn't speak to situations where the university is leasing space
2.14 Disclosure of Information on University Investments	P&F	Recommending that this policy be rescinded immediately – superseded by FIPPA and in fact provisions could not be sustained under FIPPA
2017-18		
1.41 Building Access Control	President	Needs to be updated to reflect card access process.
1.50 Signage	P&F	Should be done in conjunction with review of 1.10 (Election Posters & Signs) – two should be combined
1.10 Election Posters & Signs	President	See above
2.16 Travel & Expense Reimbursement	P&F	Revised Policy Approved May 4, 2017
2.8 Procurement of Materials & Services	P&F	Related policies should be reviewed at the same time (2.9 - Disposal of University Assets; 2.12 – Acquisition of Investment Services; 2.19 – Central Equipment Inventory; 2.23 – Contracting of Brokers and Consultants; 2.29 Investigator-Vendor Conflict of Interest; 3.4 – Conflict of Interest)
2.9 Disposal of University Assets	P&F	See 2.8
2.12 Acquisition of Investment Services	P&F	See 2.8
2.19 Central Equipment Inventory	P&F	See 2.8
2.29 Investigator-Vendor Conflict of Interest	P&F	See 2.8
1.32 Building Corridor Policy	President	
2018-19		
2.6 Retention of Legal Counsel	SPOC	New University Legal Counsel to review
1.49 Contract Management & Signing Authority	P&F	New University Legal Counsel to review
1.11 Transportation of Dangerous Goods	Audit	Should be reviewed at same time as 1.31, 1.34
1.31 Hazardous Chemical Waste Policy	Audit	See 1.11
1.34 Storage and Dispensing of Flammable and Combustible Liquids in Laboratories	Audit	See 1.11
1.22 Advisory Committee on Parking	President	Should create one parking policy and consolidate with 1.24 and 1.37
1.24 Bicycle Parking	President	See 1.22
1.37 Parking & Traffic Regulations	President	See 1.22
1.33 Campus Alcohol Policy	President	New AVP (Housing & Ancillary) to review
1.36 Roof Access Policy	P&F	Move to President's Authority

MAPP Policies Review Schedule – Vice-President (Operations & Finance)

2019-20		
2.26 – Statement of Investment Objectives, Policies & Governance	P&F	Reviewed and revised in 2014
2.25 Internal Endowments	P&F	
2.27 Issuing Charitable Receipts to Fund Raising Events	P&F	Should be reviewed at the same time as 2.1 – Gift Acceptance which is under authority of VP External. The two should perhaps be combined.
7.1 Sundry Donations for Research	P&F	Same as 2.27
7.2 Consulting Fees Paid for Services of a Researcher	P&F	This is very old. Does it still need to be a stand-alone policy?
7.11 Over Expenditure on Research Accounts	P&F	Move to President's authority?
1.15 Corporate Use of University Name & Trademarks	P&F	Should be consolidated with 1.17
1.17 Licensed Commercial Use of University Name & Trademarks	P&F	See 1.15
2.3 Accounts Receivable	President	
2020-21		
1.4 Emergency Service Reduction & Closing	President	Largely procedural. Should be reviewed at same time as 1.39
1.39 Campus Community Police Service	Audit	Do at same time as 1.4 and 1.46
1.46 Safe Campus Community	Audit	Do at same time as 1.4 and 1.39
1.43 Safe Disclosure Policy	Audit	Reviewed and revised in 2015
2.11 Investment Payout	P&F	Reviewed and revised in 2015
2021-22		
1.16 Policy on Smoking	President	Reviewed and revised in 2016
1.48 Environment & Sustainability	P&F	Reviewed and revised in 2016
2.10 Scholarships, Awards, Prizes – Definitions & Approval Process	P&F	Last revised in 2016
2.22 Funding of Academic Chairs, Professorships & Designated Faculty Fellowships	P&F	
2.15 Approval of Capital Projects	P&F	Reviewed and revised in 2016
2022-23		
1.13 Computing, Technology & Info Resources	P&F	Reviewed and revised in 2017
2.30 Capital Debt Policy	P&F	Reviewed and revised in 2017
1.42 Video Monitoring	P&F	
2.4 Student Fees	P&F	

Hicks Morley Professorship in International Labour Law

FOR INFORMATION

At its meeting on June 6, 2017, the Property & Finance Committee approved establishment of the Hicks Morley Professorship in International Labour Law with academic appointment in the Faculty of Law with the terms of reference outlined below.

Donor and Funding: Law firm, Hicks Morley Hamilton Stewart and Storie LLP's giving to Western Law is approaching 30 years since it began. Since 2012, the firm and its partners will have committed much needed support, contributing more than \$150,000 toward Western Law's Labour Law program.

Hicks Morley has agreed to donate \$75,000 over six years to continue to support this named position. In keeping with similar positions held in the Faculty of Law during 'January Intensive Period', and in honour of Western's long-standing relationship with the firm, Law requests that this renewed position be named the Hicks Morley Professorship in International Labour Law.

Effective Date: January 1, 2018

Purpose: The Donor's gift will allow Western to continue bringing an internationally recognized scholar or practitioner in labour and/or employment law to Western for the January Term three times during the next six years (beginning in 2018). Funds will cover travel, housing/ accommodation and support costs while at Western, in addition to providing an honorarium.

Through the firm's support for this visiting appointment, Western students and faculty will have access to a leading legal mind in labour and employment law for the January Term.

The administration of the spending of resources will be the responsibility of the Dean of the Faculty of Law.

Criteria: Appointments to the Professor will be conducted in accordance with University policies and procedures. Appointments will normally be for a one-year term, renewable at the discretion of the Dean.

Reporting: The University, through the Faculty of Law will report to Hicks Morley regarding the activities of the Professor.

Report of the Investment Committee

FOR INFORMATION

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

Performance

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

<u>Asset Class</u>	Annual March 2017	Annual March 2016	Annual March 2015	Annual March 2014	Annualized for Four years Ending March 2017
Equities:					
Canadian	17.50%	-1.84%	11.32%	22.31%	11.94%
US	19.27	0.00	22.40	28.37	17.00
Non North American	16.67	-8.62	15.75	24.91	11.43
Private	7.36	34.07	25.94	24.62	22.60
Fixed Income	2.13	1.34	9.71	1.08	3.50
Real Estate	7.69	8.85	5.82	8.34	7.67
Absolute Return Strategies	9.05	9.17	8.91	7.88	8.75
Infrastructure	19.20	13.87	10.47	-	-
<i>Total Fund Return</i>	<u>13.98%</u>	<u>0.40%</u>	<u>14.08%</u>	<u>17.74%</u>	<u>11.35%</u>
<i>Policy Return</i>	<u>13.15%</u>	<u>-1.75%</u>	<u>11.55%</u>	<u>14.57%</u>	<u>9.18%</u>

Returns in relation to the real rate of return objective

One of the Investment Committee's objectives is to earn a 4% real rate of return over the long term (i.e., to earn 4% over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 1.4% per year for the four year period and 1.6% per year for the ten year period.

For the four years ending March 31, 2017, the annualized real rate of return was 10.0%. For ten years ending March 31, 2017, the annualized real rate of return for the portfolio was 5.0%.

Value added by Active Management

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

Over the four years ending March 31, 2017, the actual annualized return for the portfolio was 11.3% and the return generated by the market indices for the portfolio was 9.2% (the policy return). Over the ten years ending March 31, 2017, the actual annualized return for the portfolio was 6.6% and the return generated by the market indices for the portfolio was 5.7%. The objective was met for both of these periods.

Please refer to the attached pages for additional information related to total fund value added and the real returns for periods ending March 31, 2017.

The table below provides the classifications and market value of the assets held at March 31, 2017:

	Market Value	Target Asset Mix			Actual Asset Mix
		Minimum	Target	Maximum	
Equities					
<i>Canadian</i>	252,706,922	15.0%	20.0%	25.0%	20.4%
<i>US</i>	255,214,130	15.0%	20.0%	25.0%	20.6%
<i>EAFE</i>	253,882,462	15.0%	20.0%	25.0%	20.5%
<i>Private</i>	58,539,222	0.0%	5.0%	10.0%	4.7%
Total Equities	820,342,736	60.0%	65.0%	70.0%	66.2%
Fixed Income					
<i>Core Fixed Income</i>	123,136,974	5.0%	10.0%	30.0%	9.9%
<i>Commercial Mortgages</i>	53,349,587	0.0%	5.0%	10.0%	4.3%
Total Fixed Income	176,486,561	10.0%	15.0%	35.0%	14.2%
Real Assets					
<i>Real Estate</i>	49,735,700	0.0%	5.0%	10.0%	4.0%
<i>Infrastructure</i>	127,456,345	5.0%	10.0%	15.0%	10.2%
Total Real Assets	177,192,045	5%	15%	20%	14.2%
Diversifiers					
<i>Cash</i>	37,876,223	0.0%	0.0%	10.0%	3.0%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	29,289,705	0.0%	5.0%	10.0%	2.4%
Total Diversifiers	67,165,928	0%	5%	15%	5.4%
SSgA Dynamic Strategic Hedging	-2,640,713				
Grand Total	1,238,546,557				100.0%

The following chart summarizes the total investments held at March 31, 2017:

Investment Portfolio	Value Invested
Short term	377.9
<i>Operating:</i>	
<i>Obligations</i>	299.6
<i>Surplus</i>	288.0
Total Operating	587.6
Endowed	650.9
Total Operating & Endowed Portfolio	1,238.5
Total Investments	1,616.4

Update on Investment Committee Activities

- The Committee:
 - Is reviewing smart beta strategies, assessing their merit and investigating how to best integrate them into Western Operating & Endowment Fund.
 - Is continuing to review various strategies that could be used to meet the 7.5% allocation to Private Equity.
 - Agreed to make additional allocations to commercial mortgages, real estate and infrastructure to reach their target weight.
 - Completed an additional investment in Bentall of \$12.0 million via a purchase from a third-party investor.
 - Is recommending to P&F that Doug Greaves be reappointed for a 5 year term ending August 2022.

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 fourth quarter of 2016/17 (April 30). The balance in the Undistributed Investment Returns Account at April 30, 2017 was \$293.3 million. At April 30, 2017 the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.80 (column 10), well above the target ratio of 1.08.

- ❑ Net returns (column 1) amounted to \$27.5 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 April 1 to June 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.
- ❑ Other allocations (column 4) for fiscal 2017 were \$0.2. This amount includes the annual cost-to-carry related to the debenture issue and the year end accounting adjustment related to the RBC financing for Ontario Hall.
- ❑ The non-endowed investments increased \$6.7 million (column 6) during the quarter.
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at April 30, 2017 amounted to \$79.7 million (column 7).
- ❑ The obligations of the portfolio amounted to \$286.4 at April 30, 2017 (column 8).
- ❑ The ratio of investments to obligations stood at 2.02 (column 9) at April 30, 2017.

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

General notes:

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

Columns (1) to (6) refer to changes during the quarter, column (7) to (10) refer to the end of each quarter.

All figures are millions of dollars, except columns (9) and (10). Column (9) is the ratio of column (7) to column (8).

Column (10) is the average of the ratios in column (9) over 12 quarters (i.e. over 3 year period).

Notes:

- (1) Net investment returns, including changes in unrealized capital gains, net of consulting and investment management fees. This total includes returns on internally managed funds and other sundry investment earnings less overdraft interest and interest paid to employee benefit accounts.
- (2) Allocations from the fund to all accounts and associated companies, except the Operating budget and Other allocations (column 4)
- (3) Allocations to the Operating budget.
- (4) In April 2014 a special allocation of \$10.0 was made to capital. The amount was netted by a cost recovery of 3.6 million associated with year end adjustments related to the debenture and the new residence financing.
- (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.

Schedule 1
Western University
Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2016-17 Preliminary Results Summary (\$ 000)

		2016-17 Projected			2016-17 Preliminary Actual			% Change		April 30, 2017 Reserves	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	A - Student Fee-Funded Units										
2	SRS: Campus Recreation	5,987.3	6,044.2	-56.9	5,901.9	5,931.8	-29.9	-1.43%	-1.86%	628.3	448.5
3	SRS: Intercollegiate Athletics	6,268.1	6,260.8	7.3	6,091.7	6,105.2	-13.5	-2.81%	-2.49%	-12.1	
4	SRS: Thompson Recreation & Athletic Centre	1,203.5	1,225.5	-22.0	1,211.1	1,253.8	-42.7	0.63%	2.31%	257.9	-161.9
5	Financial Aid Office	1,101.0	1,102.3	-1.3	1,097.3	1,098.4	-1.1	-0.34%	-0.35%	52.8	
6	International Student Services	453.0	453.1	-0.1	451.4	451.5	-0.1	53.84%	53.90%	-0.4	
7	Indigenous Services	700.8	701.3	-0.5	696.9	697.3	-0.4	-35.39%	-35.16%	52.6	
8	Services for Students with Disabilities	454.9	454.8	0.1	452.8	454.7	-1.9	-0.46%	-0.02%	20.5	74.2
9	Student Development Centre	2,479.7	2,479.7	0.0	2,467.5	2,482.2	-14.7	-0.49%	0.10%	287.1	
10	Student Success Centre	1,591.6	1,484.9	106.7	1,597.1	1,423.4	173.7	0.35%	-4.14%	388.7	
11	Student Health Services	4,163.1	4,252.7	-89.6	4,170.8	4,157.5	13.3	0.18%	-2.24%	1,214.6	
12	Off-Campus Housing & Housing Mediation Svcs	448.4	455.5	-7.1	432.3	422.6	9.7	-3.59%	-7.22%	141.3	
13	Western Foot Patrol	182.3	182.2	0.1	185.6	174.7	10.9	1.81%	-4.12%	31.9	37.0
14	Sub-Total	25,033.7	25,097.0	-63.3	24,756.4	24,653.1	103.3	-1.11%	-1.77%	3,063.2	397.8
15	B - Ancillary Units										
16	Family Practice Clinic and Workplace Health Svcs	534.3	515.5	18.8	520.5	494.6	25.9	-2.58%	-4.05%	166.6	
17	Housing Services	73,136.2	70,217.9	2,918.3	73,484.5	68,134.5	5,350.0	0.48%	-2.97%	53,258.0	
18	Parking Services	5,345.7	5,588.0	-242.3	5,095.0	5,215.6	-120.6	-4.69%	-6.66%	4,686.5	
19	Retail Services	33,609.1	33,635.3	-26.2	33,283.3	33,295.2	-11.9	-0.97%	-1.01%	1,437.8	
20	Sub-Total	112,625.3	109,956.7	2,668.6	112,383.3	107,139.9	5,243.4	-0.21%	-2.56%	59,548.9	0.0
21	C - Academic Support Units										
22	Animal Care & Veterinary Services	4,135.4	4,202.4	-67.0	4,571.0	4,409.2	161.8	10.53%	4.92%	300.2	
23	Boundary Layer Wind Tunnel	2,350.1	2,316.1	34.0	2,724.9	2,613.4	111.5	15.95%	12.84%	774.9	300.0
24	University Machine Services	1,954.0	1,888.0	66.0	1,887.3	1,781.8	105.5	-3.41%	-5.63%	404.9	
25	Fraunhofer Project Centre	1,399.9	1,158.5	241.4	1,424.0	1,187.5	236.5	1.72%	2.50%	-761.7	80.7
26	Surface Science Western	1,863.2	1,845.2	18.0	1,737.6	1,718.9	18.7	-6.74%	-6.84%	287.2	424.6
27	Continuing Studies at Western	2,396.6	2,620.1	-223.5	2,395.6	2,581.5	-185.9	-0.04%	-1.47%	241.8	
28	Sub-Total	14,099.2	14,030.3	68.9	14,740.4	14,292.3	448.1	4.55%	1.87%	1,247.3	805.3
29	D - Associated Companies										
30	Western Research Parks (incl. Windermere Manor & AMP)	7,659.6	7,844.4	-184.8	8,186.4	8,231.0	-44.6	6.88%	4.93%	-13,768.0	
31	Richard Ivey School of Business Foundation	26,154.0	23,252.0	2,902.0	26,352.0	25,938.0	414.0	0.76%	11.55%	10,076.0	
32	Richard Ivey School of Business - Asia	3,433.0	3,663.0	-230.0	6,293.0	3,678.0	2,615.0	83.31%	0.41%	-3,530.0	
33	Sub-Total	37,246.6	34,759.4	2,487.2	40,831.4	37,847.0	2,984.4	9.62%	8.88%	-7,222.0	0.0
34	Grand Total	189,004.8	183,843.4	5,161.4	192,711.5	183,932.3	8,779.2	1.96%	0.05%	56,637.4	1,203.1

New Scholarships and Awards

FOR INFORMATION

At its meeting on June 6, 2017, the Property & Finance Committee approved on behalf of the Board of Governors the following terms of reference for new scholarships, awards, bursaries and prizes.

David McCall Men's Basketball 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 Men's Basketball Team and has demonstrated financial need. Online financial need assessment forms are available from the Student Center and must be submitted by September 30. 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, after the Registrar's Office has assessed financial need, based on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). The recipient should personify David's characteristics of hard working student who assists others on and off the court. This award was established by Jeremy McCall (BA '06).

Value: 1 at \$1,500

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

Matt Baxter Football 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 significant contribution as a member of the Mustangs Football Team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and non-entering students must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Matt Baxter, BA '08

Value: 1 at \$4,000

Effective Date: 2017-2018 academic year only

Jensen Family Tennis Scholarship (Athletics)

Awarded annually to full-time undergraduate students (one male and one female) entering Year 1 of any degree program at Western including the Affiliated University Colleges who are making a contribution as a member of the Men's and Women's Tennis Teams. 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%. The Western Athletic Financial Awards Committee will select the recipients 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 scholarship was established by Mr. Peter Jensen and his family.

Value: 2 at \$4,000

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

Dentistry Bursary (Dentistry)

Awarded to a student in any year of the Doctor of Dental Surgery (DDS) program who has demonstrated financial need. Online financial assistance applications are available through Student Center and must be completed by October 31st. The recipient will be selected by the Office of the Registrar.

Value: Number and value will vary depending on funding available
Effective Date: 2017-2018 academic year

Eva Havaris Women's Soccer 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 Soccer 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 Eva Havaris (BA '03, MA '06).

Value: 1 at \$3,000
Effective Date: 2017-2018 to 2018-2019 academic years inclusive

School of Advanced Studies in Arts and Humanities Global Opportunities Award (Any Undergraduate Program, with the exception of Ivey)

Awarded to undergraduate or graduate students in any program, who are participating in a School of Advanced Studies in Arts and Humanities international program. 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 a School of Advanced Studies in Arts and Humanities international program 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. Online applications are available through the Western International website. 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 and how they will be an effective Ambassador for Western.

Value: Number will vary based on funds available, Value will be \$1,000 or \$2,000 (including Western match)*
Effective Date: 2017-2018 academic year

**Funds available will be matched through the University's Global Opportunities Award Matching Program on an annual basis, for as long as the program exists.*

Vindolanda Global Opportunities Award (Any Undergraduate Program, with the exception of Ivey)

Awarded to undergraduate or graduate students in any program, who are participating in the Vindolanda Field School. 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 the Vindolanda Field School 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. Online applications are available through the Western International website. 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 and how they will be an effective Ambassador for Western.

Value: Number will vary based on funds available, Value will be \$1,000 or \$2,000 (including Western match)*
Effective Date: 2017-2018 academic year

**Funds available will be matched through the University's Global Opportunities Award Matching Program on an annual basis, for as long as the program exists.*

Civil Design Achievement Award (Engineering)

Awarded annually to a full-time undergraduate student graduating from the Civil & Environmental Engineering program who, in the opinion of the department, has demonstrated outstanding achievement in civil design. The scholarship/awards committee in the Faculty of Engineering will select the recipient, on the recommendation of the Department of Civil and Environmental Engineering, and the award will be given out each June during the Engineering Spring Awards Ceremony. This award was established by an anonymous donor.

Value: 1 at \$1,200

Effective Date: 2017-2018 academic year

Earth Sciences International Field School Global Opportunities Award (Any Undergraduate or Graduate Program, with the exception of Ivey)

Awarded to undergraduate or graduate students in any program, who are participating in an Earth Sciences International Field School. 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 Earth Sciences International Field School 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. Online applications are available through the Western International website. 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 and how they will be an effective Ambassador for Western.

Value: Number will vary based on funds available, Value will be \$1,000 or \$2,000 (including Western match)*

Effective Date: 2017-2018 academic year

**Funds available will be matched through the University's Global Opportunities Award Matching Program on an annual basis, for as long as the program exists.*

Science OSOTF Bursary (Science)

Awarded to a student in the Faculty of Science based on financial need. Applications can be accessed online through Student Center and must be submitted by October 31. The Office of the Registrar will determine financial need and select the recipient.

Value: 1 at \$900

Effective Date: 2017-2018 academic year

This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF) program, and recipients must meet Ontario residency requirements.

Kinesiology OSOTF Bursary (Kinesiology)

Awarded to a student in Kinesiology in the Faculty of Health Sciences based on financial need. Applications can be accessed online through Student Center and must be submitted by October 31. The Office of the Registrar will determine financial need and select the recipient.

Value: 1 at \$750

Effective Date: 2017-2018 academic year

This award is offered through the Ontario Student Opportunity Trust Fund (OSOTF) program, and recipients must meet Ontario residency requirements.

Dr. Geeta Shukla-Rupal Dentistry Bursary (Dentistry)

Awarded annually to a full-time undergraduate student entering Year 3 of the DDS program at the Schulich School of Medicine & Dentistry, 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 recipient. This award was established by Dr. Geeta Shukla-Rupal.

Value: 1 at \$1,500

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

REPORT OF THE GOVERNANCE & BY-LAWS COMMITTEE

Contents	Consent
Amendments to By-Law No. 1	No
Board Orientation Process Update	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**. A clean version of By-Law No. 1 is attached as **Annex 1b**.

FOR INFORMATION

2. **Board Orientation Process Update**

The Board Orientation documents are available on the Board OWL site in the “Board Orientation” folder.

Login: <https://owl.uwo.ca/portal>

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

BY-LAW NO. 1

Ref: By-Law No. 1

Amended: ~~24APR16~~ 22JUNE17

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.¹

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 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. 9,² 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.

¹ Election Procedures - See [Special Resolution No. 9](#)

² 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 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: 22JUNE17

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.¹

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 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. 9,² 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.

¹ Election Procedures - See [Special Resolution No. 9](#)

² 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 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)
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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.

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- 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.

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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.

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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

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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

Contents	Consent
“We Speak” Faculty & Staff Engagement Survey Results	No

FOR INFORMATION

1. **“We Speak” Faculty & Staff Engagement Survey Results**

A presentation on "We Speak" Faculty & Staff Engagement Survey Results is shown in [Annex 1](#).



WE SPEAK: Faculty & Staff Survey Results

**Presentation to the Board of Governors
June 22, 2017**

WE SPEAK Survey

Engagement: “A positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption.”

Wilmar Schaufeli , Utrecht University

Engagement Matters:

- Employees who are engaged in their work and committed to their organization are more likely to stay, and perform more effectively than those who are not.
- Importantly, engagement also relates positively to employees' own physical and psychological well-being.

Western News Article, April 18, 2013.

Professor John P. Meyer, Industrial and Organizational Psychology, Western University.

WE SPEAK Survey: Response Profile

	# of Respondents	Total Possible Respondents	2017 Resp. Rate (%)	2012 Resp. Rate (%)
Western Overall	3976	8822	45.1%	39.1%
Staff (including Leaders)	2735	4591	59.6%	58.1%
Full Time	1996	2530	78.9%	74.7%
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UWOFA (FT)	778	1261	61.6%	51.0%
Clinical Teachers Assoc.	203	1501	13.5%	9.0%
Union Exempt or no Assoc.	143	407	35.1%	N/A

Survey Measurements

Organizational Engagement
Faculty / Division Engagement
Work Engagement

Core Drivers Measured in All Surveys

Job Drivers

- Job: Safety
- Job: Work / Life Balance
- Job: Role Clarity

1 x faculty specific measure

- *Job: Work Manageability*
 - *Teaching*
 - *Research*
 - *Service*

Work Area Drivers

- Work Area: Change Management
- Work Area: Collaboration in Your Work Unit
- Work Area: Collaboration With Other Work Units
- Work Area: Communication in Faculty or Division
- Work Area: Communication in Your Work Unit
- Work Area: Decision Making in Your Work Unit
- Work Area: Leadership in Your Work Unit
- Work Area: Performance Management
- Work Area: Recognition in Your Work Unit
- Work Area: Support for Diversity
- Work Area: Support for Improvement & Innovation

5 x faculty specific measures

- *Work Area: Student Supervision*
- *Work Area: Support for Research*
- *Work Area: Colleague Relationships*
- *Work Area: Physical Environment*
- *Work Area: Recognition*

Organizational Drivers

- Org: Career Advancement and Hiring Practices
- Org: Communication at Western
- Org: Faculty or Division Leadership
- Org: Learning Opportunities
- Org: Satisfaction with Senior Leadership
- Org: Support for Diversity
- Org: Treated Fairly at Western

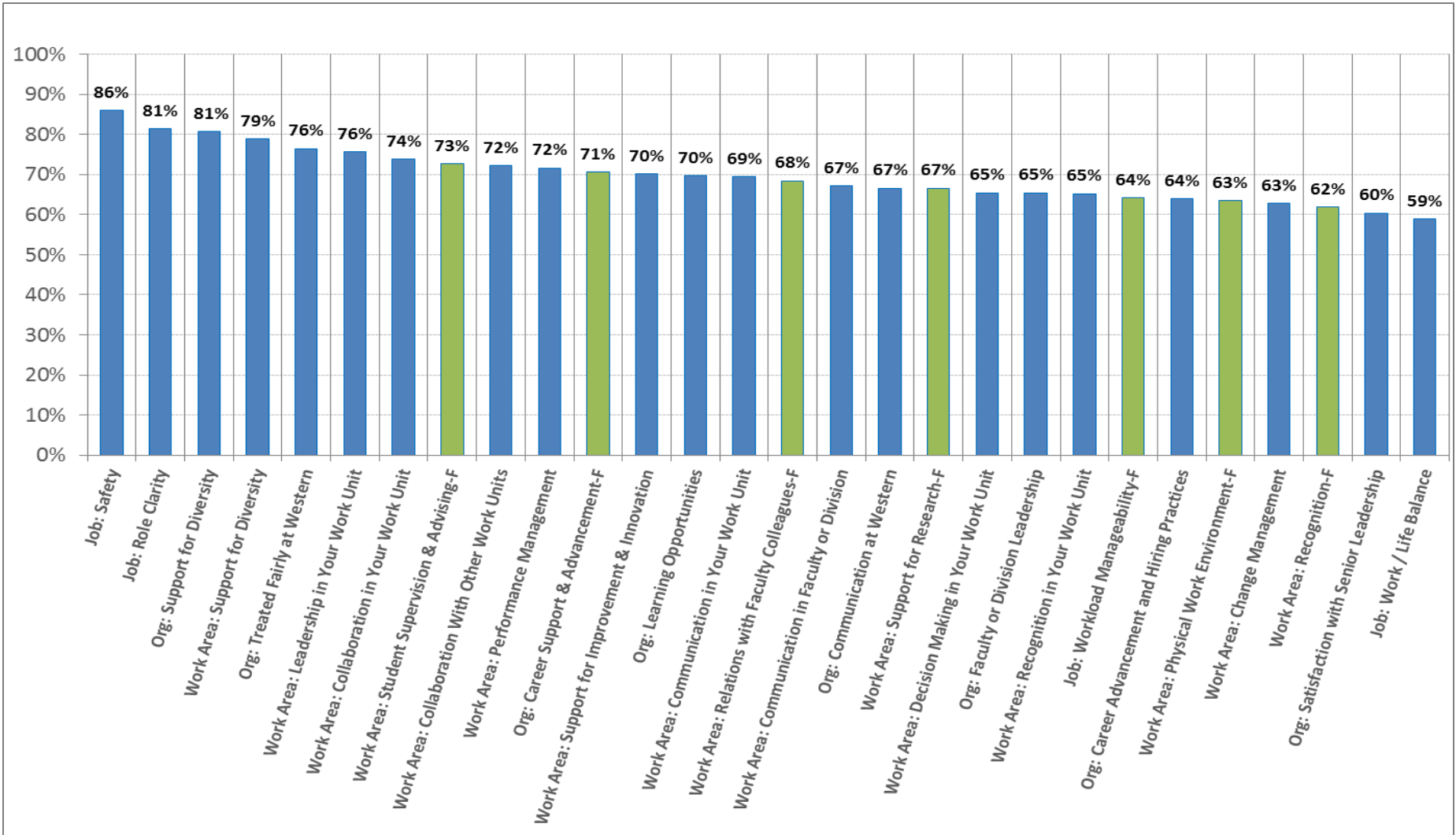
1 x faculty specific measure

- *Org: Satisfaction with Career Support*

Custom Elements

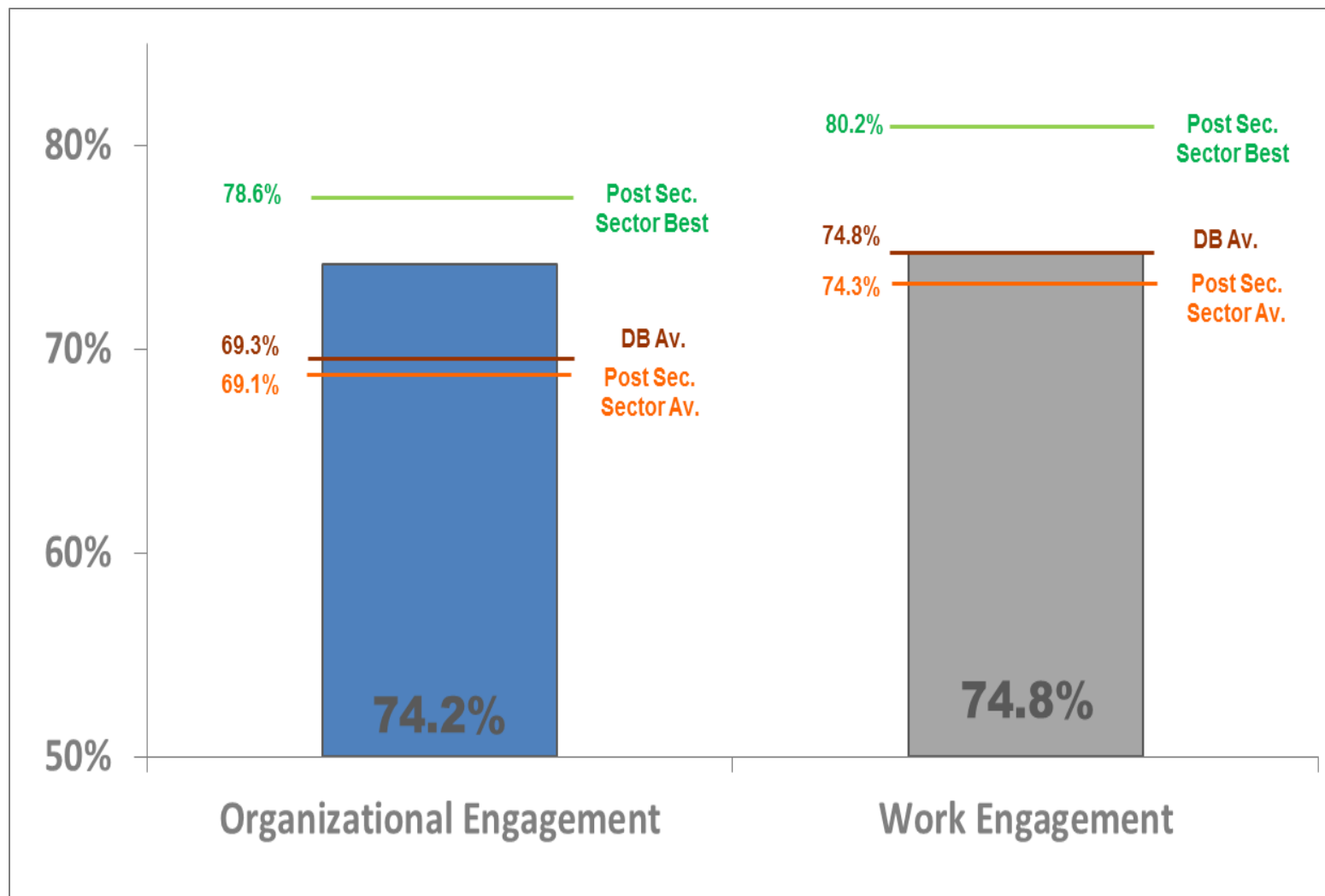
- Cultural Values: Current
- Cultural Values: Preferred

Overall Engagement Driver Scores



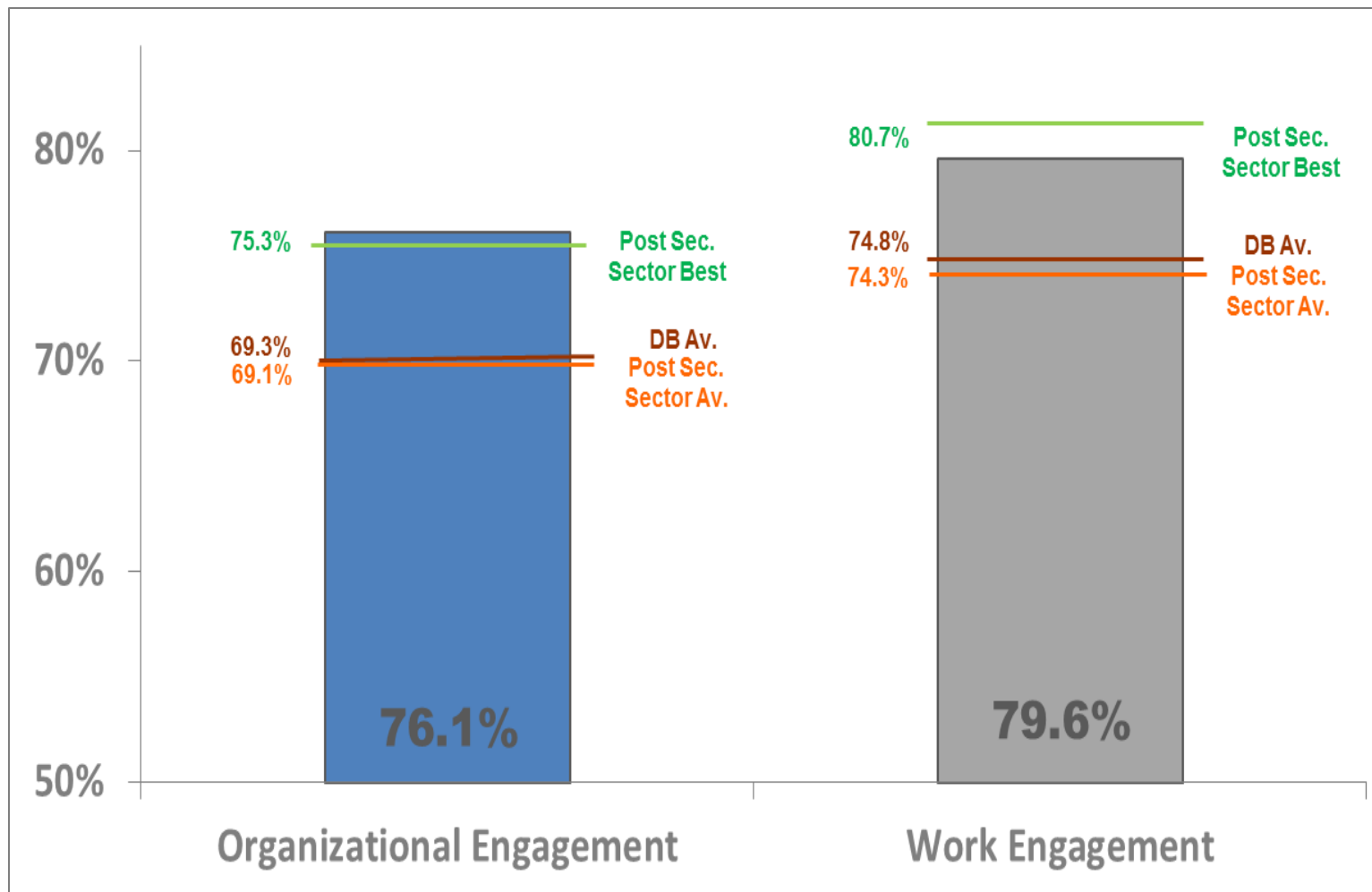
Overall Western Results

Engagement Scores Compared to External Databases



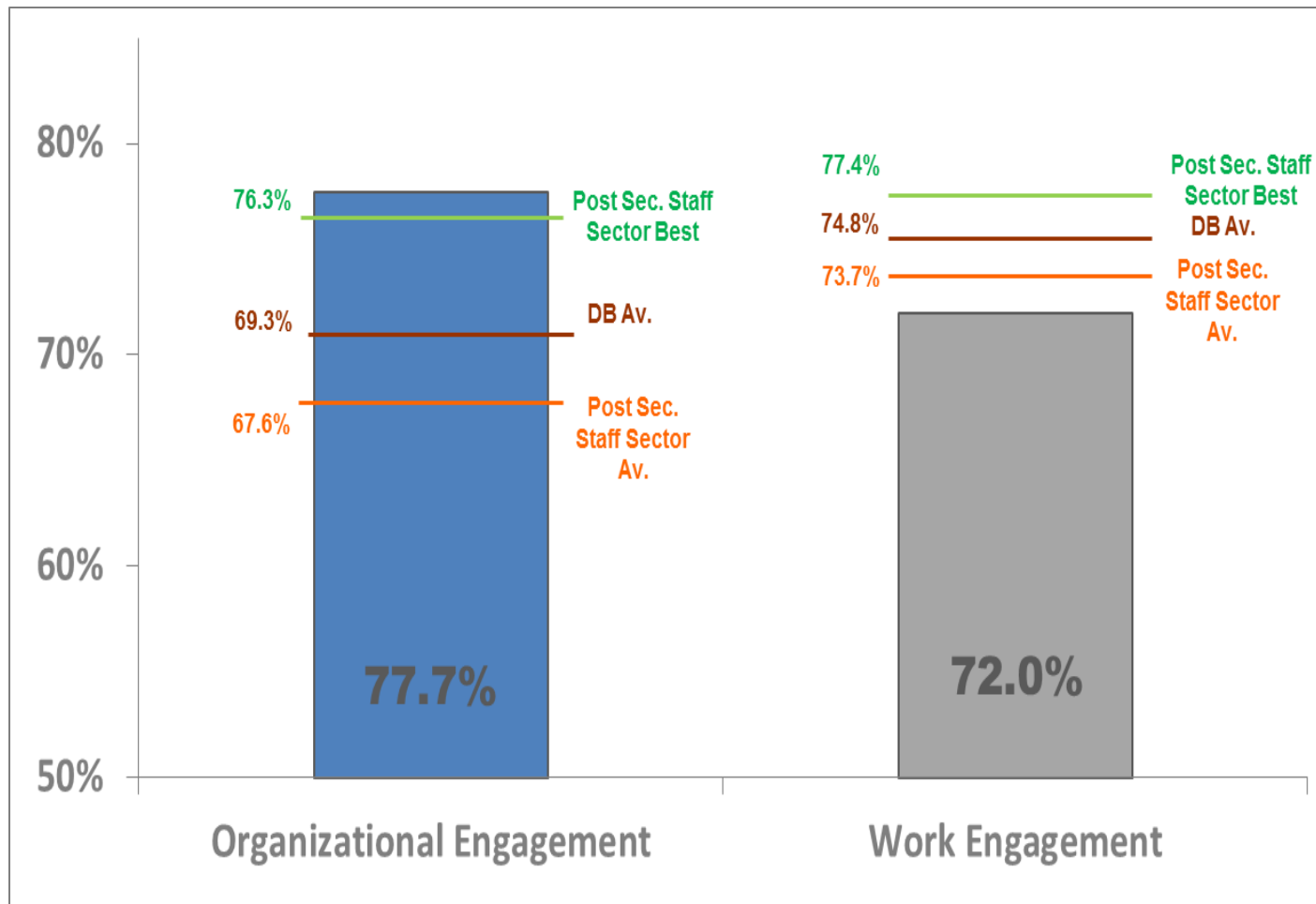
Western Leadership (n=552)

Engagement Scores Compared to External Databases



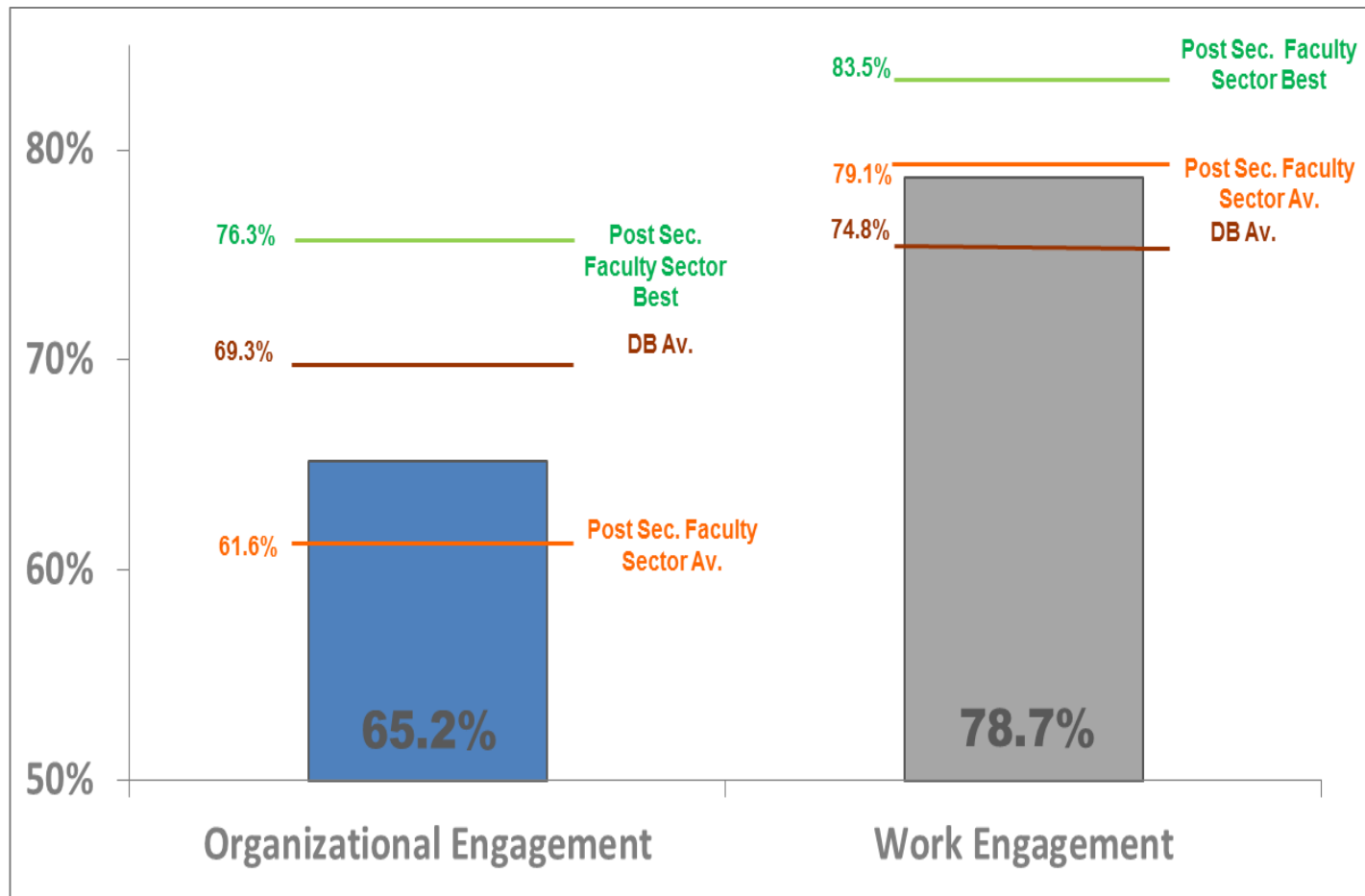
Western Staff (n=2394)

Engagement Scores Compared to Databases

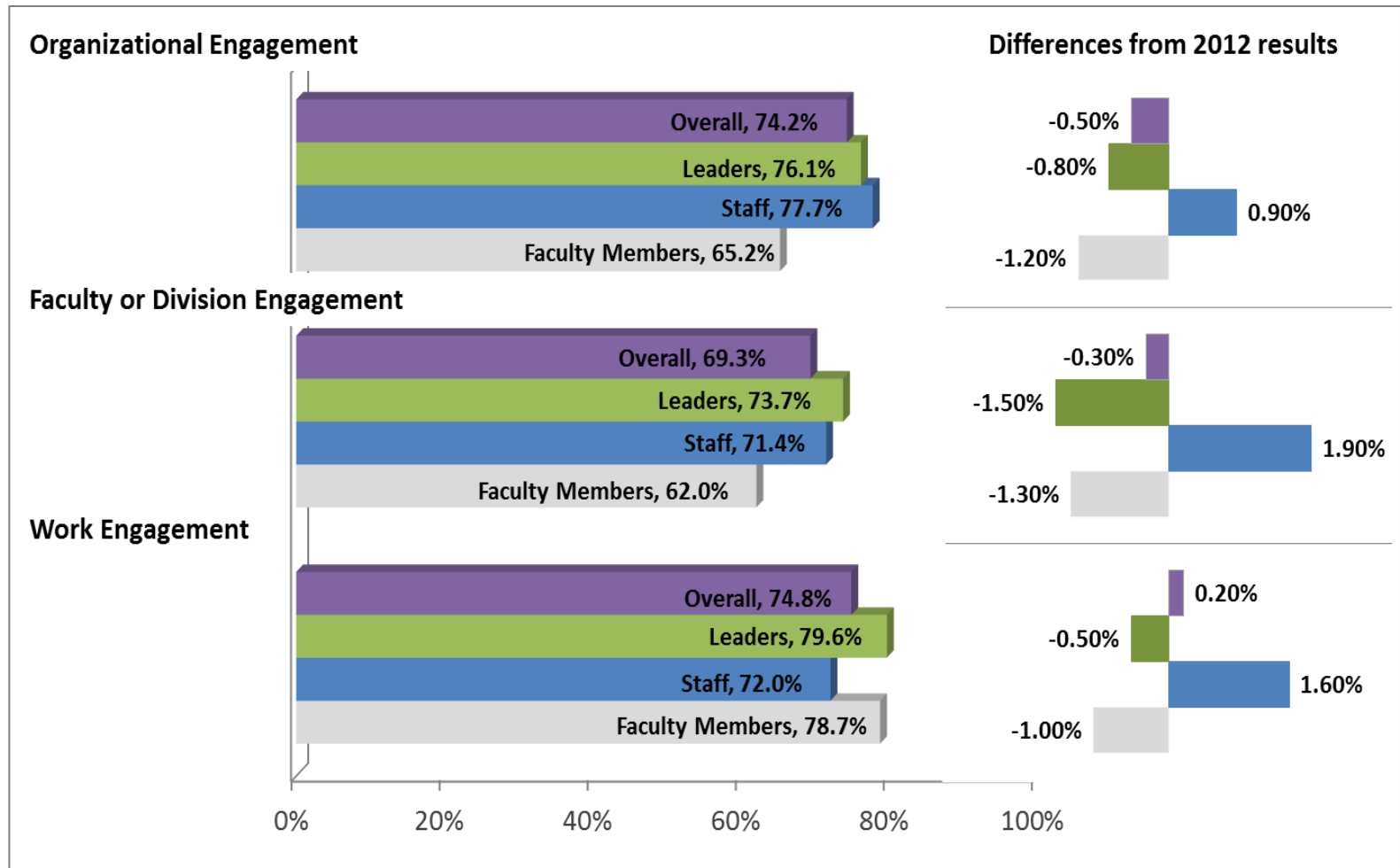


Western Faculty (n= 1029)

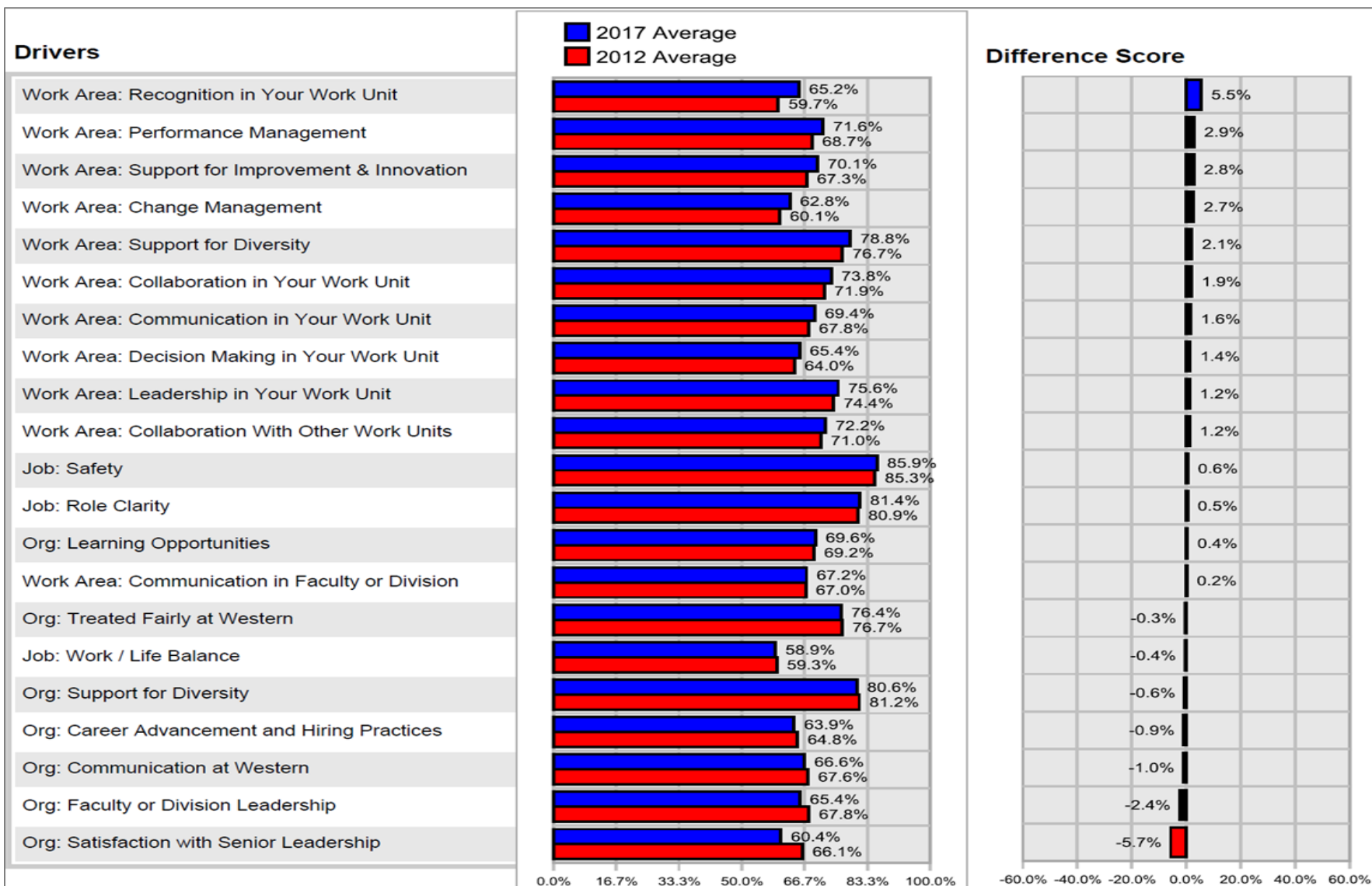
Engagement Scores Compared to External Databases



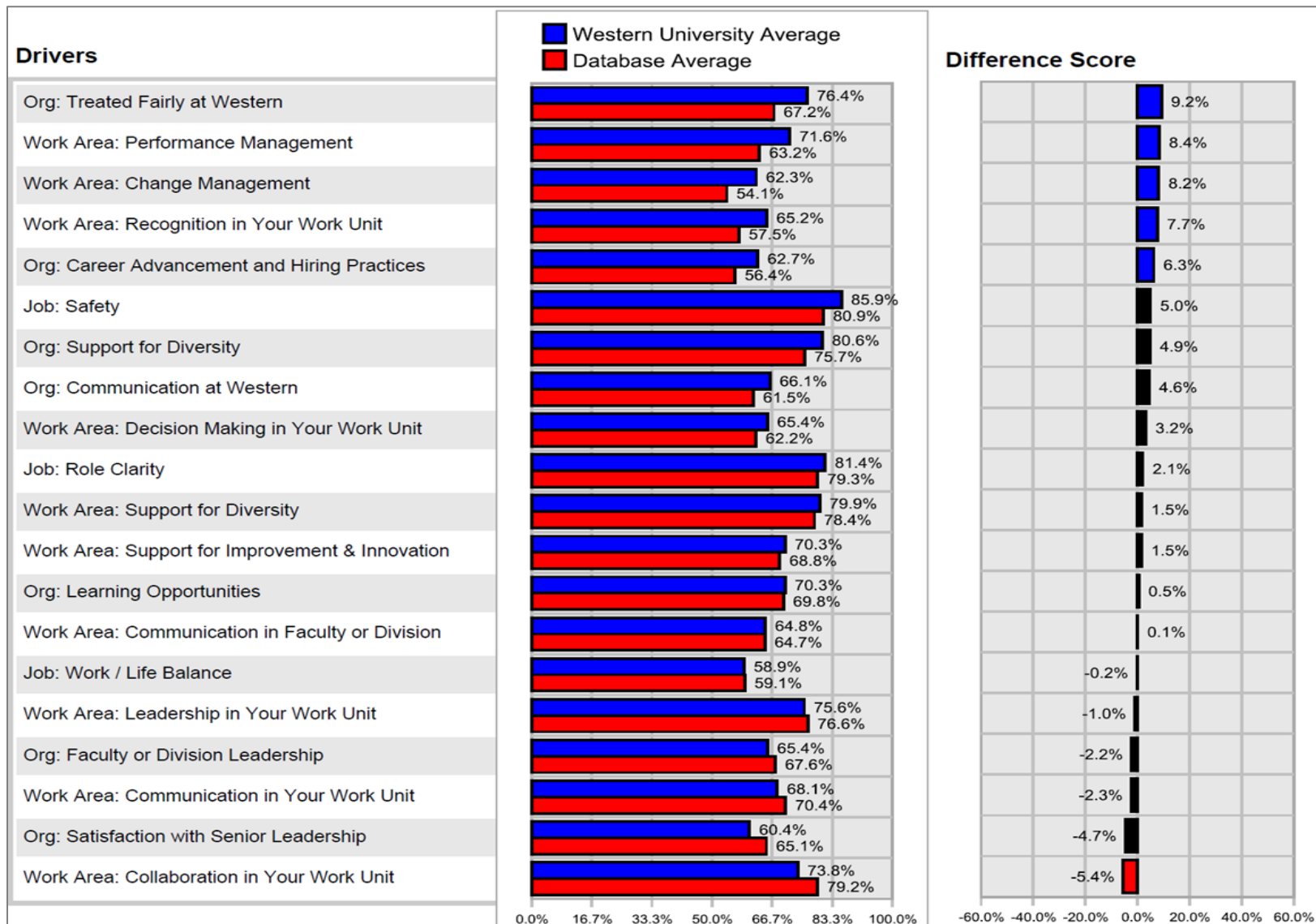
Engagement Scores: 2017 Compared to 2012



Engagement Drivers: 2017 Compared to 2012



Engagement Drivers Compared to Metrics@Work Database



Communicating Overall Results

April 2017

- presentations to Academic and Administrative Leaders and Campus Council by Dr. John Yardley, President, Metrics@Work
- email sent from Dr. Chakma, thanking all faculty and staff with link to results on Faculty/Staff website
- Western News Story

Faculty and Division Results

- Over 200 Faculty/Division/Department Reports provided to leaders
- Variation in results across faculties and units
- Deans, Vice Provosts, Associate Vice Presidents met individually with Metrics@Work to review results (100% participation)
- Leaders are now sharing their results through town halls, team meetings, planning retreats, electronic distribution

Leader Supports

Human Resources support is focused on leaders and teams:

- WE SPEAK to WE ACT Workshops
- tools and templates for presenting and discussing results
- leader consultation
- team facilitation

WE SPEAK TO WE ACT

- Leaders and teams are to discuss local results in coming months and identify actions to address local needs
- Deans, Vice Provosts, and Associate Vice Presidents are to report on their area's progress through the annual planning process
- Western Senior leadership, Human Resources and Faculty Relations will review overall results to inform strategies at organizational level

WE SPEAK: Faculty & Staff Survey

QUESTIONS

2017 Faculty & Staff Engagement Survey Results: Report to Western Board of Governors



Prepared by Western Human Resources
Western University
5/31/2017

2017 Faculty & Staff Engagement Survey Results

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Executive Summary

The Western University WE SPEAK: Faculty and Staff Engagement Survey was conducted from January 24th to February 13th, 2017 by Metrics@Work of St.Catherines, Ontario, and was a repeat of the WE SPEAK: Faculty and Staff Engagement survey conducted in December 2012. This report highlights Western-wide overall results, strengths, and areas for improvement.

The survey focused on measuring the Western faculty and staff work experience to understand what is working well, and what can be improved related to engagement and workplace culture. The survey measured Employee Engagement, Drivers of Engagement (21 'core' and seven 'faculty specific'), as well as Cultural Values.

Metrics@Work is a Canadian company that formerly operated as an applied research laboratory of Brock University before incorporating as an independent business in 2007. The President and Founding Partner, Dr. John Yardley, was an Associate Professor at Brock. Metrics@Work has broad experience with Canadian public and private sector organizations, including work in the Education, Health Care, and Municipal sectors. The Metrics@Work Database has been highly valuable to Western, allowing us to benchmark externally.

Metrics@Work uses a Model of Engagement grounded in academic research done by Dr. Alan Saks, Rotman School of Business, University of Toronto. (The Model of Engagement is described on page 5 of this report.)

Highlights of Results

Response Rates

- Almost 4000 Western faculty and staff members took part in the survey with a response rate that increased to 45.1% in 2017, up from 39.1% in 2012.
- Full Time staff had a 78.9% response rate and Full Time faculty had a 44.4% response rate, up 4.2% and 13.1% respectively from 2012.
- The overall Part Time response rate was 24.9%, up from 17.9% in 2012.

Engagement Scores: Organizational, Faculty/Division and Work

Western's results have been compared to the Metrics@Work Database, which represents approximately 90 organizations and 55,000 respondents, of which 80% are public sector. The Metrics@Work Post-Secondary Sector Database includes seven Canadian Universities and three Colleges.

- Western had notably high Organizational Engagement scores (74.2%), compared to the Metrics@Work Database average (69.3%) and the Post-Secondary Sector Database (69.1%).
- Overall, Western's Organizational Engagement and Faculty/Division Engagement Scores are slightly lower than they were in 2012, while Work Engagement is slightly higher.
- Staff responses reflect higher levels of Organizational Engagement and faculty responses show higher levels of Work Engagement.

Drivers of Engagement

Drivers are work factors (in a job, department, or at the University as a whole) that influence an employee's level of engagement which in turn affects organizational and work outcomes.

- In comparison to the 2012 survey results, Western's Grand Driver Average of all 21 drivers increased to 70.5% from 69.9%.
- The strongest overall driver scores at Western are: Job Safety, Role Clarity, Support for Diversity, and Treated Fairly at Western.
- Fourteen drivers at Western have increased and seven have decreased in comparison to the 2012 survey.
- In comparison to the Metrics@ Work Database, Western scored higher in 14 of 20 comparable drivers.
- In comparison to the Metrics@Work Post-Secondary Sector Database, Western fared higher in 12 out of 13 drivers where comparable data was available.

Drivers Indicating Strengths

The following drivers scored 5% or higher than external databases:

5% or Higher than Metrics@Work Database

1. Org: Treated Fairly at Western
2. Work Area: Performance Management
3. Work Area: Change Management
4. Work Area: Recognition in Your Work Unit
5. Org: Career Advancement and Hiring Practices
6. Job: Safety

5% or Higher than Post-Secondary Sector

1. Work Area: Change Management
2. Org: Treated Fairly at Western
3. Work Area: Recognition in your Work Unit
4. Org: Career Advancement and Hiring Practices
5. Org: Communication at Western
6. Org: Satisfaction with Senior Leadership
7. Org: Learning Opportunities
8. Job: Role Clarity

Drivers Indicating Opportunities for Improvement

The following drivers are lower relative to the database comparators.

Lower than Metrics@Work Database

1. Work Area: Collaboration in your Work Unit
2. Org: Satisfaction with Senior Leadership
3. Work Area: Communication in your Work Unit
4. Org: Faculty or Division Leadership
5. Work Area: Leadership in Your Work Unit
6. Job: Work/Life Balance

Lower than Post-Secondary Sector Database

1. Work Area: Collaboration in your Work Unit

Cultural Values Scores

Survey participants were asked to describe their current Work Unit/Department Culture in terms of what their department currently values. They were also asked to identify their preferred culture that they would want their Work Unit/Department to be "more like" in the next five years to be successful.

Preferences show a desire for continuing improvements in Human Relations, Innovation, and being Results Oriented.

Communicating and Acting on Results

Western's overall results were received by Western's President and Vice-President team in early April 2017. The results were then presented to Academic and Administrative leaders and to Campus Council.

A summary of Western-wide results was made available to all faculty and staff via Western's website, introduced through an email from Dr. Chakma. An article highlighting the Western-wide results was published in the Western News.

Each Dean and Associate Vice-President was presented with their Faculty/Division results and provided the opportunity to meet individually with Dr. John Yardley, President of Metrics@Work, to understand the data. Consultations and workshops have been offered by Western Human Resources to assist leaders in communicating and acting on results. Academic and Administrative leaders are now in the position to communicate results to their teams and work on developing action plans to maintain and strengthen engagement in their areas.

Conclusion

Western-wide survey results indicate there are significant strengths to recognize - particularly the university-wide Organizational Engagement scores, which rate very high against the Metrics@Work Database.

While Western's overall results compare favourably to external benchmarks, it is important to note there is variation within Western's Faculties and Departments. This provides opportunity for improvement and support, as well as an opportunity to learn from existing strengths.

The results provide valuable information about engagement at a point-in-time. The 2017 results will be instrumental in helping Western to shape and formulate plans, and will support leaders and teams to build on identified strengths, and to find effective ways to improve where change is required.

The participation of Western faculty and staff in the completion of this survey is very much appreciated. Strong organizations are not afraid to ask the hard questions and examine what is needed for continuous improvement. Attention to culture and engagement is imperative for Western to continue its journey to excellence.

Survey Measurements

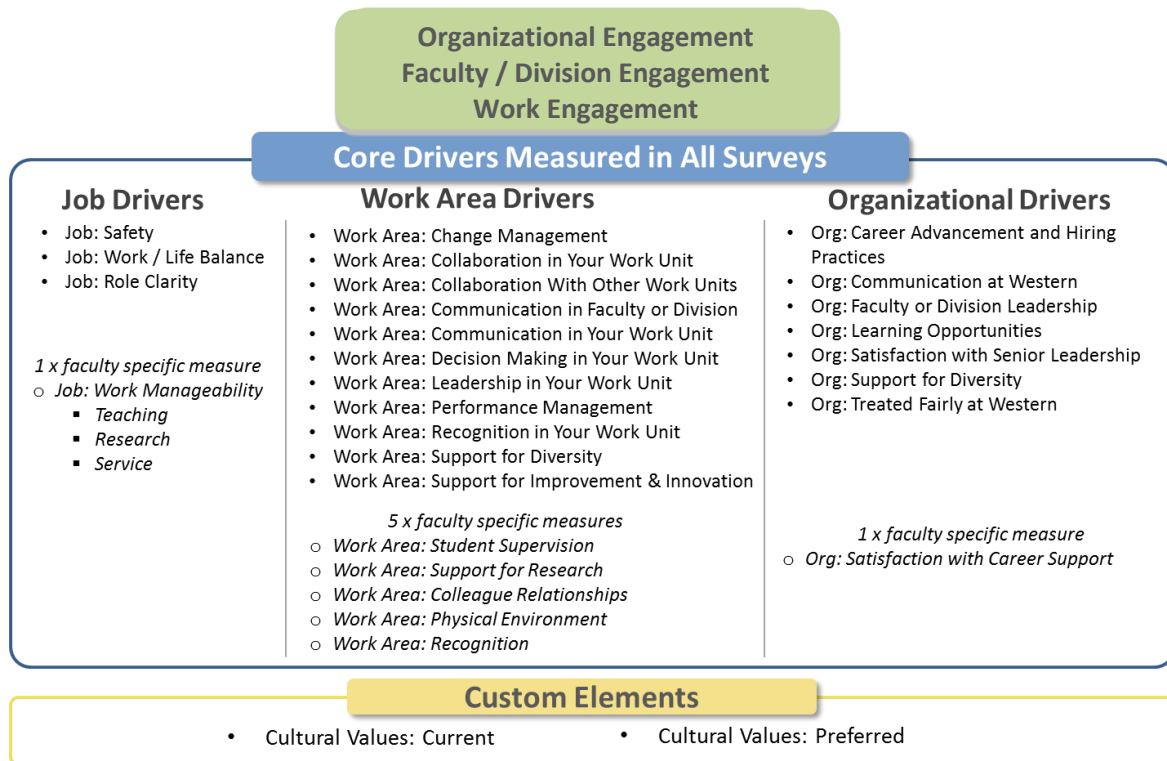


Figure 1. Survey Measures

The survey measured Engagement, Drivers of Engagement, and Work Unit/Department Cultural Values.

Employee Engagement was measured on three levels:

- **Organizational Engagement** - represents employees' perceived relationships with their organization, which is primarily reflected in the form of emotional commitment to the organization, a willingness to remain and a sense of belonging to the organization.
- **Faculty/Division Engagement** – represents employees' perceived relationship with their Faculty or Division, which is primarily in the form of affective commitment.
- **Work Engagement** - represents employees' perceived relationship to their work. It is based on academically validated scales created by Dr. Wilmar Schaufeli, Professor in Organizational Psychology at Utrecht University in the Netherlands. The Utrecht Work Engagement Scale consists of three sub-components (i.e. energy/passion for job, dedication, and immersion in job).

Drivers of Engagement are considered to be “causes” or work factors that influence lower or higher engagement. The survey measured 21 “core” drivers, and seven faculty specific drivers. Metrics@Work categorizes drivers into three groups that capture their greatest influence: Job Related, Work Area, and Organizational.

Cultural Values as a measurement reflects participants' descriptions of their current work culture and their preferred work culture for their Work Unit/Department in terms of:

- Human Relations;
- Innovation;
- Results Orientation; and
- Stability

Metrics@Work Model of Engagement

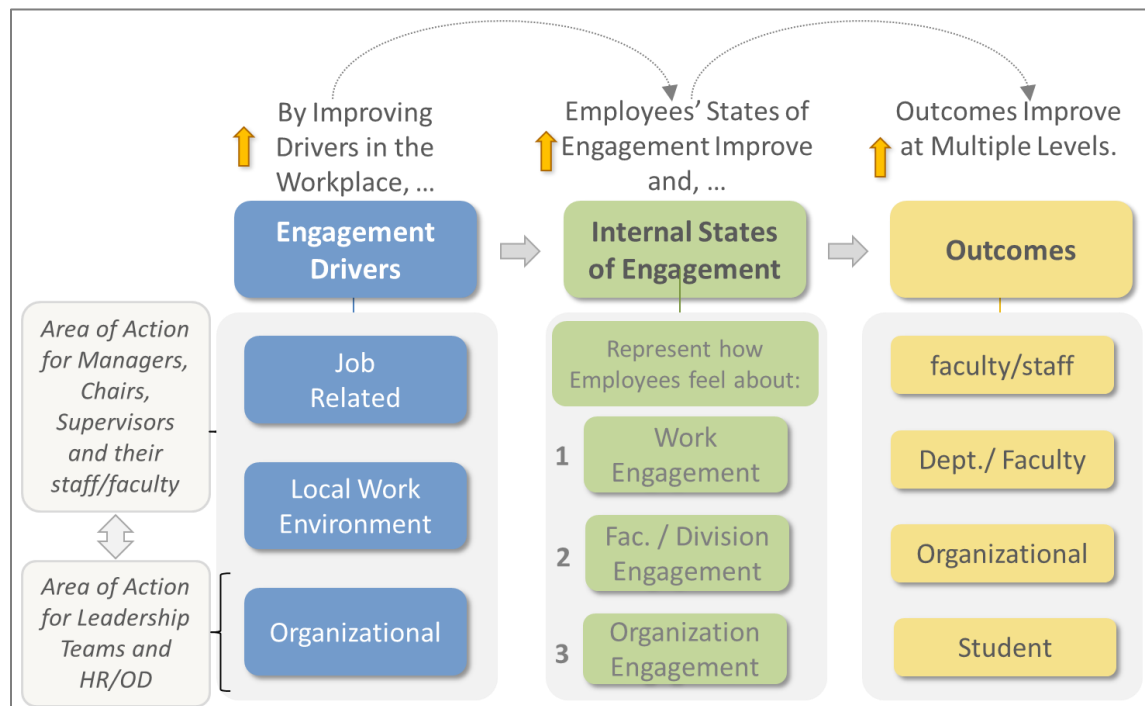


Figure 2. Model of Engagement used by Metrics@Work

The Metrics@Work Model of Engagement in Figure 2 above, shows the relation of the drivers of engagement, with an employee's state of engagement, and work outcomes. By improving the drivers of engagement, an employee's internal state of engagement improves. Higher engagement is associated with positive work outcomes such as employee commitment, willingness to give discretionary effort, and positive physical and psychological well-being.

Job Related and Local Work Environment engagement drivers are best influenced locally by leaders and colleagues within a work unit. Organizational drivers are best influenced by senior leadership and broad organizational strategies.

2017 WE SPEAK Results

Response Profile

Western's WE SPEAK participation rates were very good:

- Almost 4000 Western faculty and staff members took part in the survey with a response rate that increased to 45.1% in 2017 (up from 39.1% in 2012).
- Full Time staff had a 78.9% response rate (up from 74.7% in 2012)
- Full Time faculty had a 44.4% response rate (up from 31.3% in 2012)
- The UWOFA Full Time response rate was 61.6% (up from 51% in 2012)
- Part Time and Contract response rate was 35.8% for staff and 14.3% for faculty. A lower response from Part Time roles is not unusual in surveys such as this.

It is helpful to have strong participation for teams to consider the results and develop plans.

	# of Respondents	Total Possible Respondents	2017 Resp. Rate (%)	2012 Resp. Rate (%)
Western Overall	3976	8822	45.1%	39.1%
Staff (including Leaders)	2735	4591	59.6%	58.1%
Full Time	1996	2530	78.9%	74.7%
Part Time and Contract	737	2061	35.8%	26.8%
Faculty (including Leaders)	1241	4231	29.3%	22.4%
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UWOFA (FT)	778	1261	61.6%	51.0%
Clinical Teachers Assoc.	203	1501	13.5%	9.0%
Union Exempt or no Assoc.	143	407	35.1%	N/A

Figure 3. Response Profile

Engagement Scores

Notes to Interpret the Scores

Percentages are based on the mean of responses across a seven point Likert Scale from "Strongly Disagree" to "Strongly Agree". "Strongly Disagree" is assigned a score of zero and "Strongly Agree" is assigned a score of six. The percentages represent the average level of agreement. They do not represent the percentage of people who expressed a positive opinion.

Metrics@Work Database (DB) refers to the database held by Metrics@Work, the company that conducted the survey. The Database is made up of approximately 90 Canadian organizations and with approximately 55,000 respondents. The Database is approximately 80% public sector.

The Post-Secondary Sector Database consists of seven Canadian universities and three colleges.

The Post-Secondary Sector Best represents the highest score within the Post-Secondary Sector database.

Overall Western Results (n = 3976)

Western had a notably high Organizational Engagement score (74.2%), compared to the Metrics@Work Database average (69.3%) and the Post-Secondary Sector Database average (69.1%).

Western had a good Work Engagement score (74.8%) that equals the Metrics@Work Database average, and exceeds the Post-Secondary Sector average (74.3%).

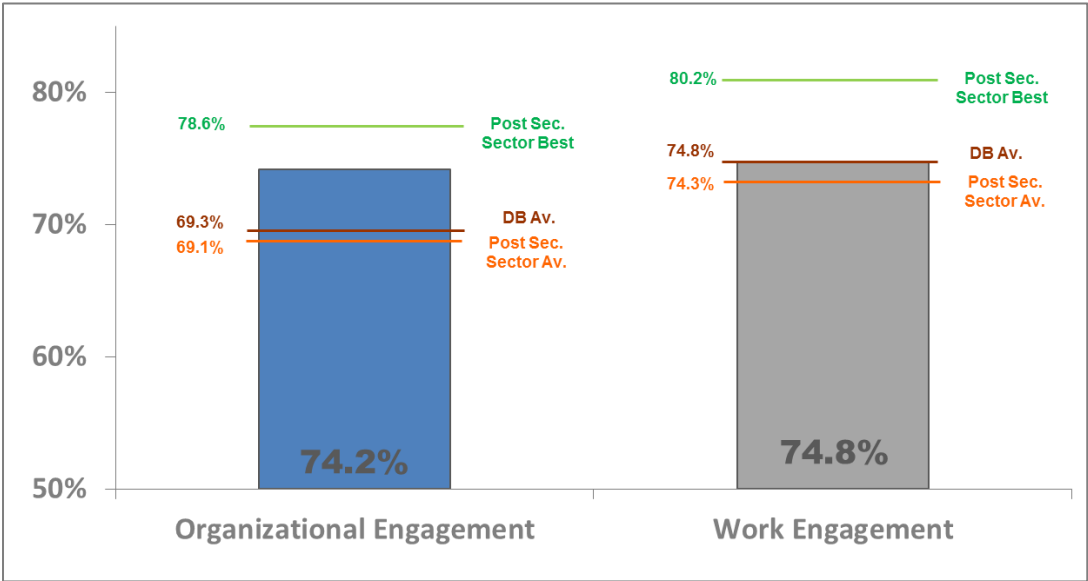


Figure 4. Overall Western Results: Engagement Scores Compared to Databases

Western Leadership (n= 552)

Western's academic and administrative leaders had a high Organizational Engagement score (76.1%), compared to the Metrics@Work Database average (69.3%) and the Post-Secondary Database average (69.1%).

Leaders had a stronger Work Engagement Score (79.6%) compared to their Organizational Engagement score (76.1%). This is consistent with the Metrics@Work Database, where it is usual to see Work Engagement scores exceed Organizational Engagement.

Leader Work Engagement also scored higher than the Metrics@Work and Post-Secondary Database averages.

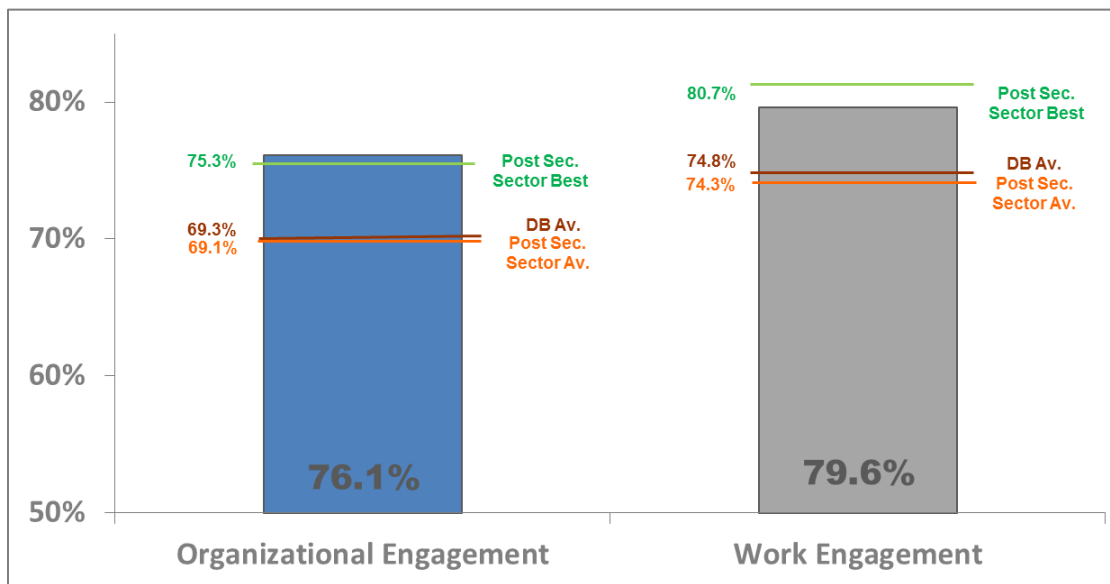


Figure 5. Western Leadership: Engagement Scores Compared to Databases

Staff (n=2394)

Western staff had a very high Organizational Engagement Score (77.7%) compared to the Metrics@Work Database average, and the Post-Secondary Sector Database Average. In fact, Western staff have the Post-Secondary Sector best score for Organizational Engagement.

Western staff had a lower Work Engagement score (72.0%) than their Organizational Engagement score. Usually Work Engagement scores are higher than Organizational Engagement in the Metrics@Work database. Western staff also had a lower Work Engagement score compared to the Metrics@Work Database average, and the Post-Secondary Sector Database average.

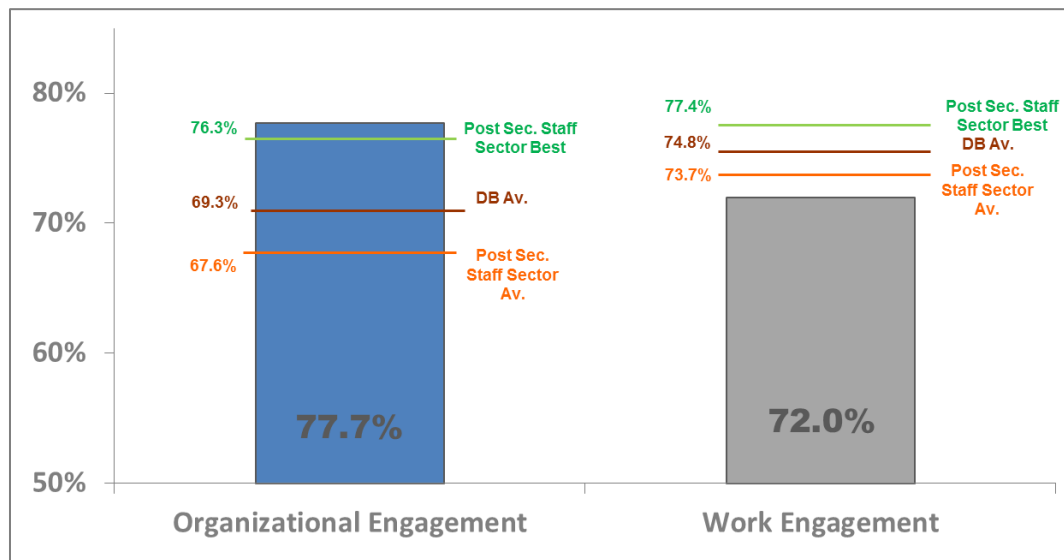


Figure 6. Staff Survey Respondents: Engagement Scores Compared to Databases

Faculty (n=1029)

Western Faculty members had an Organizational Engagement score of 65.2%, which is lower than the Metrics@Work Database, but above the Post-Secondary Sector Database average for faculty.

Western Faculty members had a much higher Work Engagement score at 78.7%. This exceeded the Metrics@Work Database average and is just below the Post-Secondary Sector Database average for faculty.

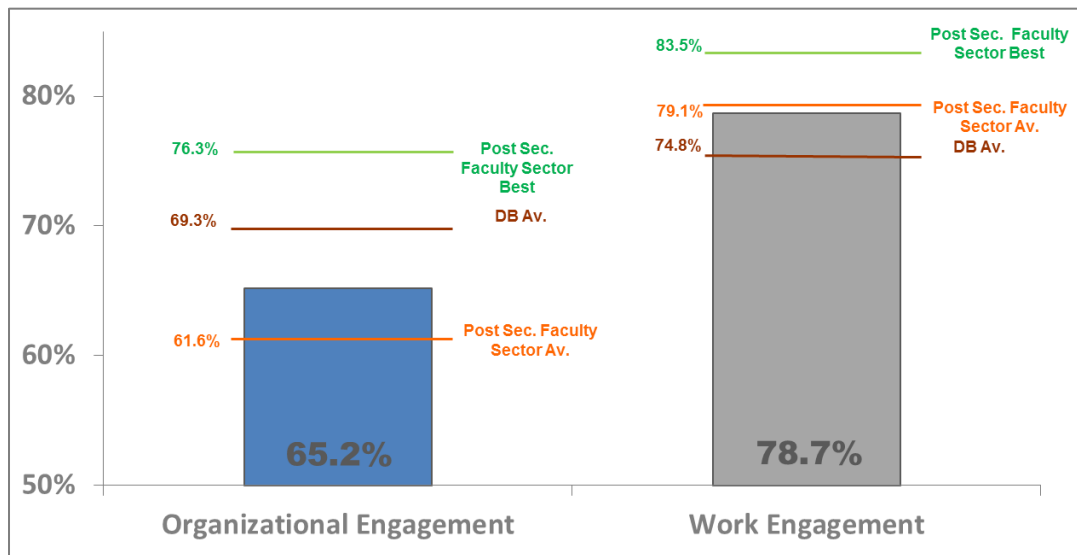


Figure 7. Faculty Survey Respondents: Engagement Scores Compared to Databases

Full Time Faculty (n=727) Compared to Part Time Faculty (n=302)

Western Part Time Faculty Organizational and Work Engagement scores were above the scores for Full Time Faculty:

- Organizational Engagement score (Part Time 68% compared to Full Time 64.2%)
- Work Engagement score (Part Time 80.4% compared to Full Time 78%)

Higher scores for Part Time roles is consistent with the Metrics@Work Database.

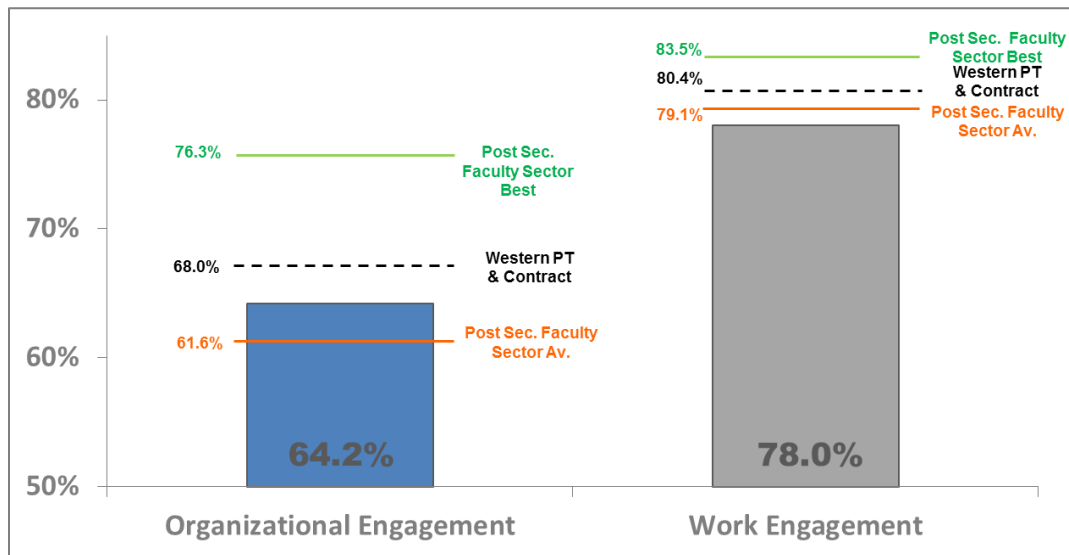


Figure 8. Full Time Faculty Respondents Engagement Scores Compared to Part Time and Databases

Engagement Scores 2017 Compared to 2012

The overall Organizational and Faculty/Division Engagement scores are slightly lower than in 2012. Work Engagement is slightly higher.

Engagement scores for Leaders and Faculty members are slightly lower than in 2012. Staff scores are slightly higher.

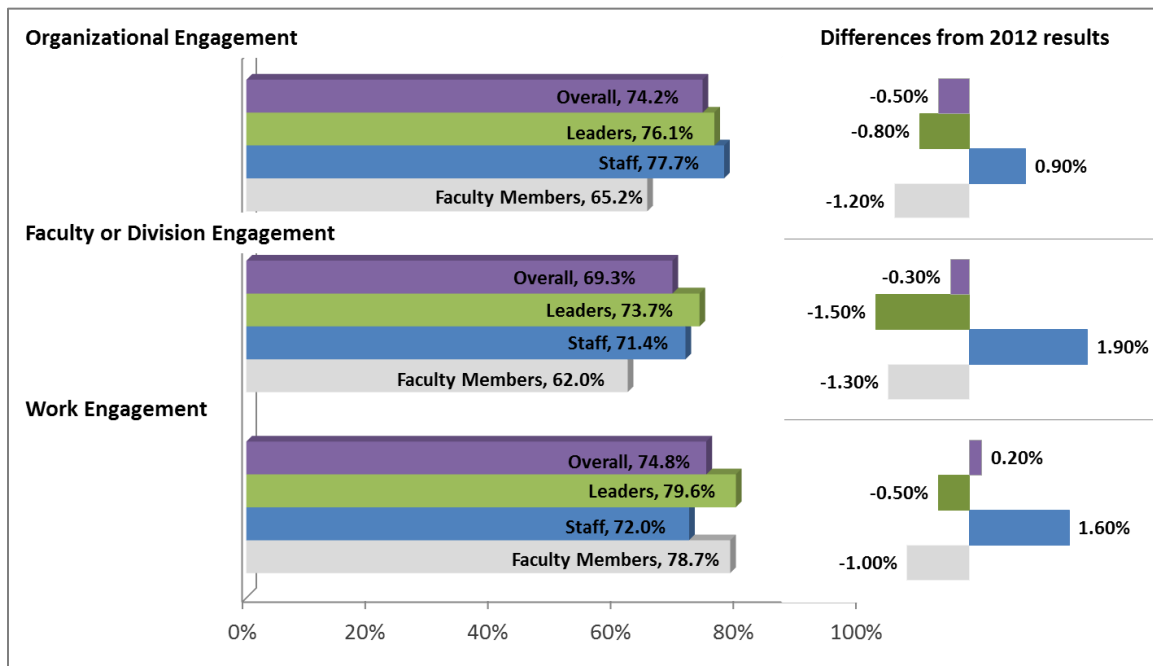


Figure 9. Engagement Scores: 2017 Compared to 2012

Drivers of Engagement Scores

Overall Driver Results

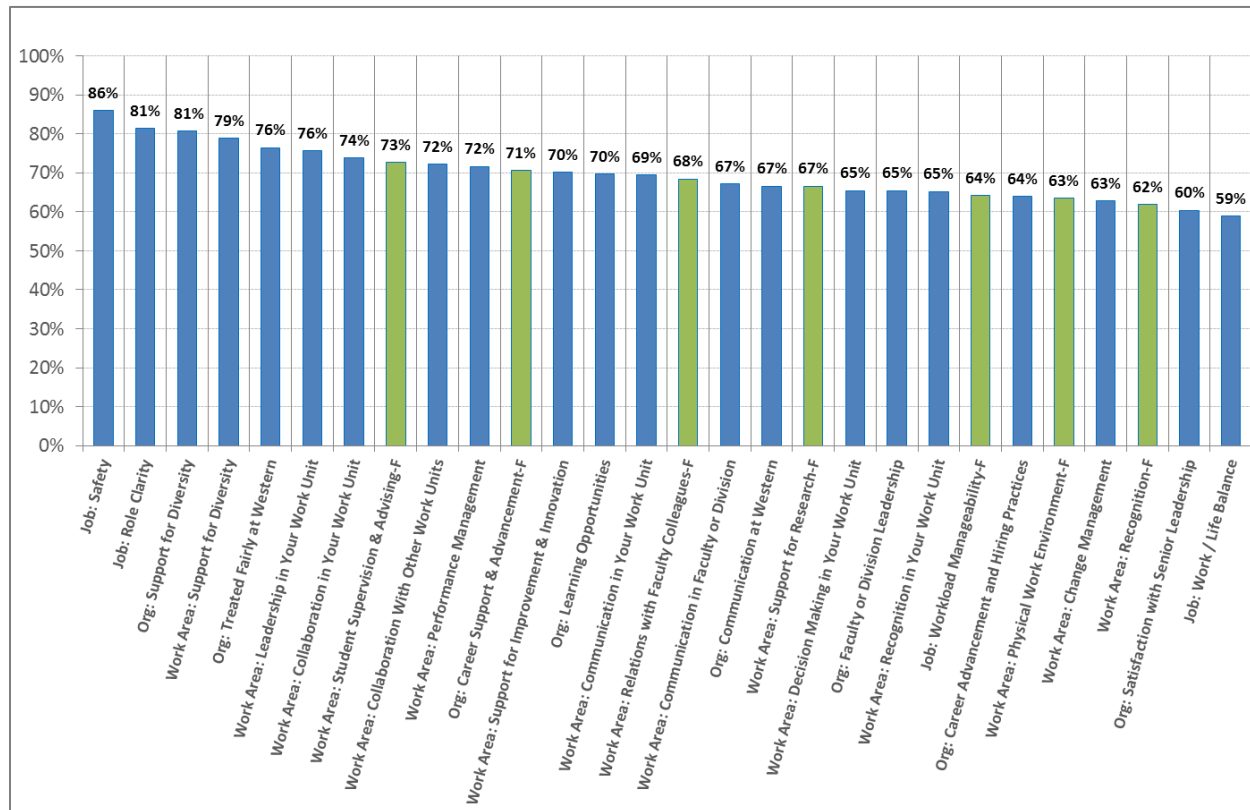


Figure 10. Overall 2017 Western Driver Results

The overall Western engagement driver results from highest to lowest scores are shown in Figure 10 above. Twenty one core drivers measured in the survey are shown in blue. Seven drivers specific to faculty are shown in green.

Driver scores of 75% or above represent a strong positive finding, indicating the average response to the relevant survey questions were in the “Agree” or “Strongly Agree” range. Driver scores of 41% or less are very concerning, indicating an average response in the “Somewhat Disagree” to “Strongly Disagree” range. Importantly, Western does not have any drivers in the 41% or less range. However there are some lower scoring drivers where improvements can be made.

Examples of areas of strengths and areas for improvement for Western are:

Areas of Strength

- Job: Safety
- Job: Role Clarity
- Org: Support For Diversity
- Work Area: Support for Diversity
- Org: Treated Fairly at Western
- Work Area: Leadership in Your Work Unit

Areas for Improvement

- Job: Work/Life Balance
- Org: Satisfaction with Senior Leadership
- Work Area: Recognition (faculty)
- Work Area: Change Management

Overall Drivers: 2017 Compared to 2012

Western's Grand Driver Average of all 21 drivers increased from 69.9% in 2012 to 70.5% in 2017. The Grand Average is the result of averaging all engagement driver averages together.

The difference in score from 2012 is shown on the right of Figure 11 below. Fourteen drivers are higher in 2017, with one driver improving by more than 5% (shown in blue) - Work Area: Recognition. Those that are higher are mostly work area and job drivers.

Seven drivers declined in 2017 and one of those by more than -5% (red) – Org: Satisfaction with Senior Leadership.

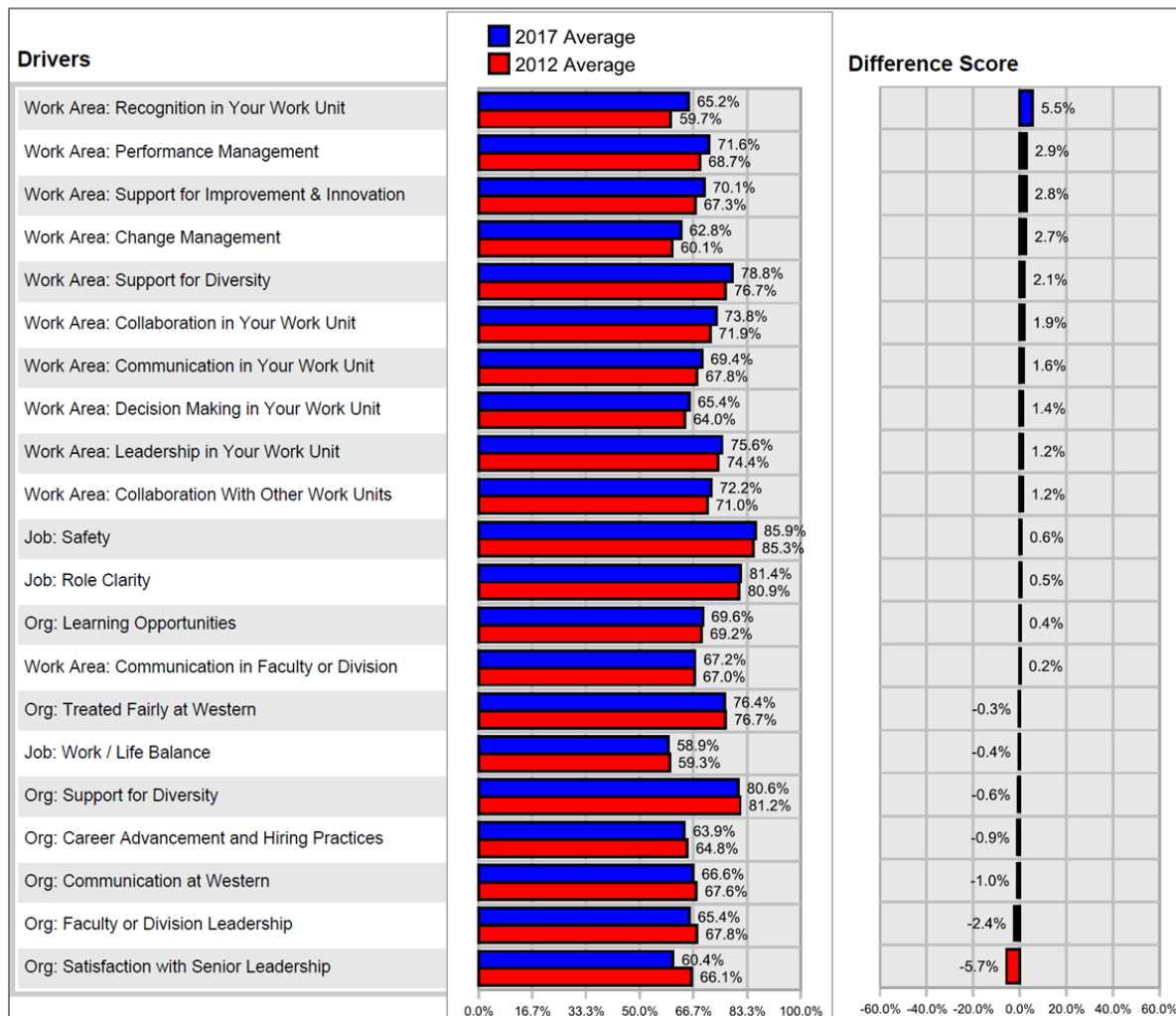


Figure 11. Overall Drivers: 2017 Compared to 2012

Overall Drivers: 2017 Compared to the Metrics@Work Database

Western has 20 comparable drivers to the Metrics@Work Database, as shown in Figure 12 below. Of these, 14 drivers are higher than the Database. Five drivers are higher than the Database by more than 5% (blue). Those that are higher are a mix of Organizational, Work Area, and Job drivers.

Six drivers are lower than the database, one of those by more than -5% (red) - Work Area: Collaboration in Your Work Unit.

The 2017 Grand Driver Average for Western is 70.5% (the average of Western's engagement driver scores). The Metrics@Work Database Average is 67.9% for comparable drivers.

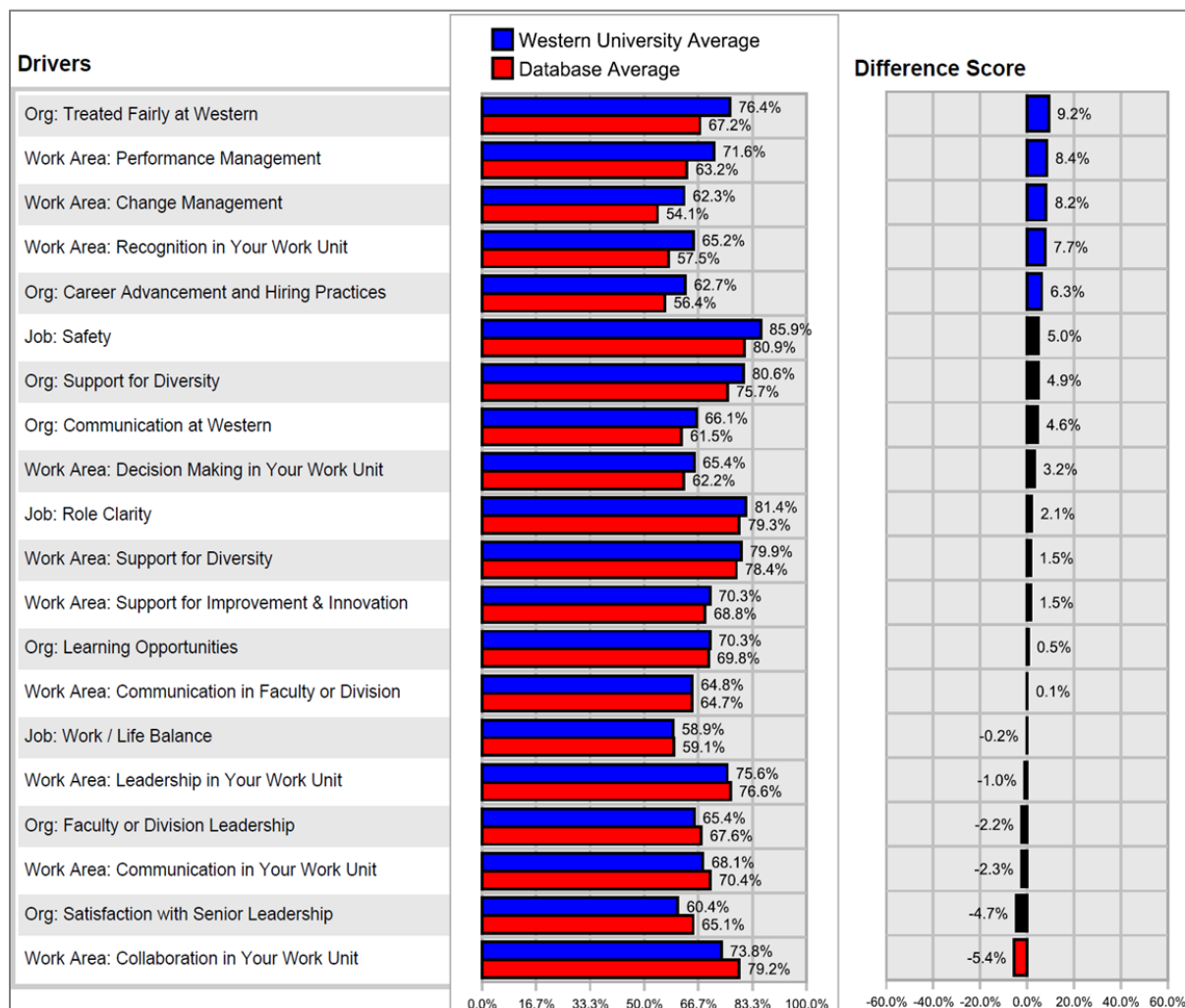


Figure 12. Overall 2017 Western Drivers Compared to Metrics@Work Database

Overall Drivers: 2017 Compared to Post Secondary Database

Western has 13 comparable drivers to the Metrics@Work Post Secondary Sector Database as shown in Figure 13 below. Of these drivers, 12 are higher, with eight drivers scoring higher by more than 5% (blue).

One driver is just slightly lower than the Post Secondary Sector Database – Work Area: Collaboration in Your Work Unit.

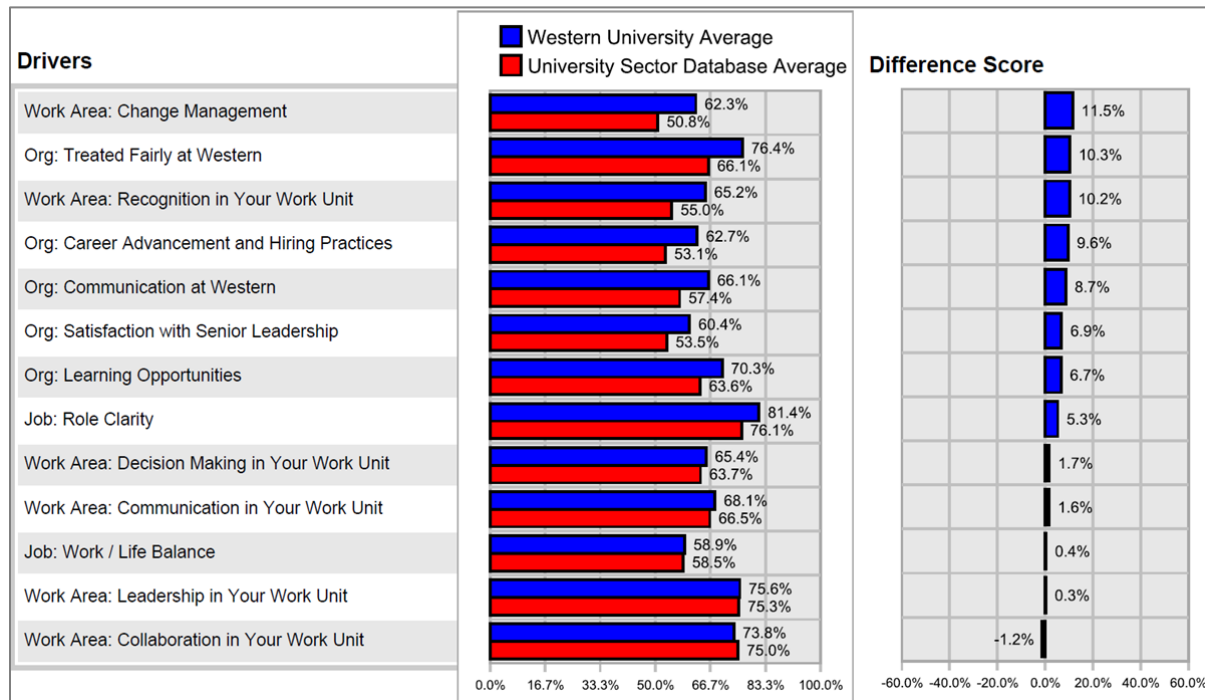


Figure 13. Overall 2017 Western Drivers Compared to Post-Secondary Sector Database

Western Leadership Drivers: Compared to the Rest of Western

Figure 14 shows the rank order of driver scores for Western Leaders compared to the rest of all staff and faculty combined.

Leaders scored higher on 20 of 21 drivers; six drivers scored higher by more than 5% (blue). One driver scored noticeably lower than the rest of faculty and staff – Job: Work/Life Balance.

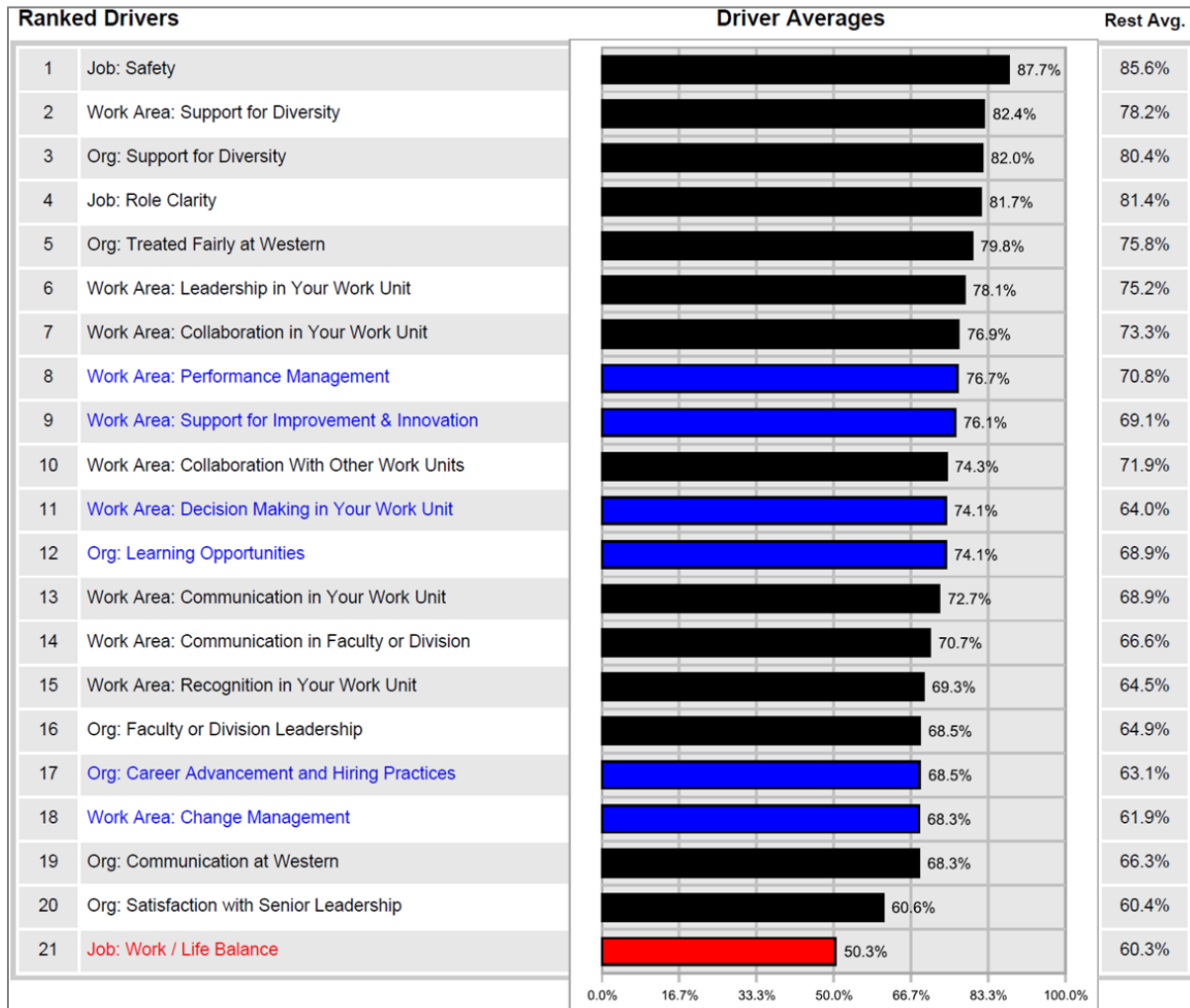


Figure 14. Western Leadership Drivers 2017 Compared to Rest of Western

Western Leadership Drivers: Compared to the Metrics@Work Database

Western Leadership has 20 comparable drivers to the Metrics@Work Database, shown in Figure 15 below. Of these, 17 drivers scored higher, with 11 by more than 5% (blue).

Three drivers scored lower than the Metrics@Work Database, one of those by more than 5% (red) – Job: Work/Life Balance.

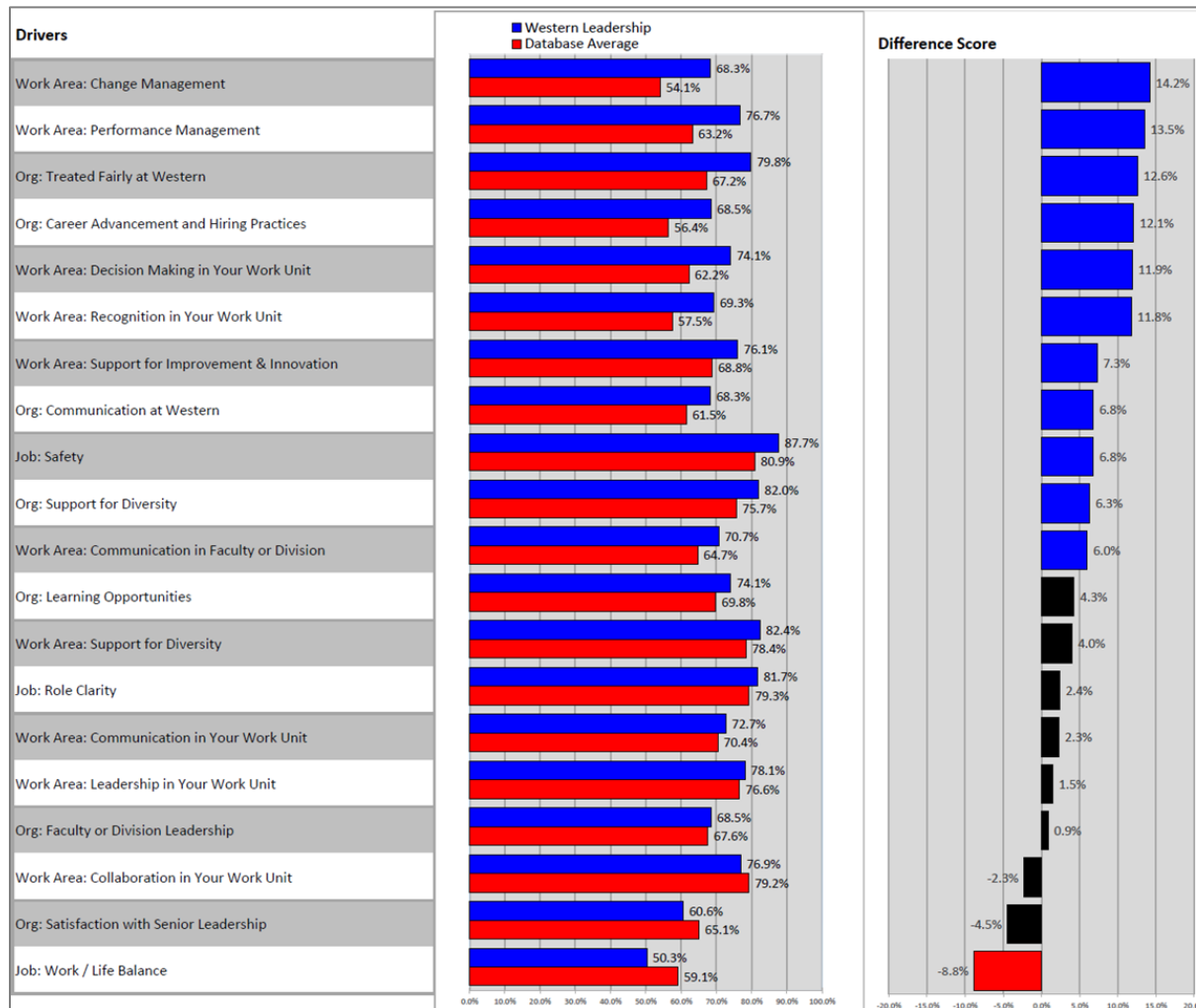


Figure 15. Western Leadership Drivers 2017 Compared to Metrics@Work Database

Western Staff Drivers: Compared to the Metrics@Work Database

Western staff (administrative leaders included) have 20 comparable drivers to the Metrics@Work Database as shown in Figure 16 below.

Nineteen drivers scored higher than the Metrics@Work Database. Nine of the comparable drivers scored higher by more than 5% (blue). The highest being Org: Treated Fairly at Western.

One driver scored minimally lower than the database – Work Area: Collaboration in Your Work Unit.

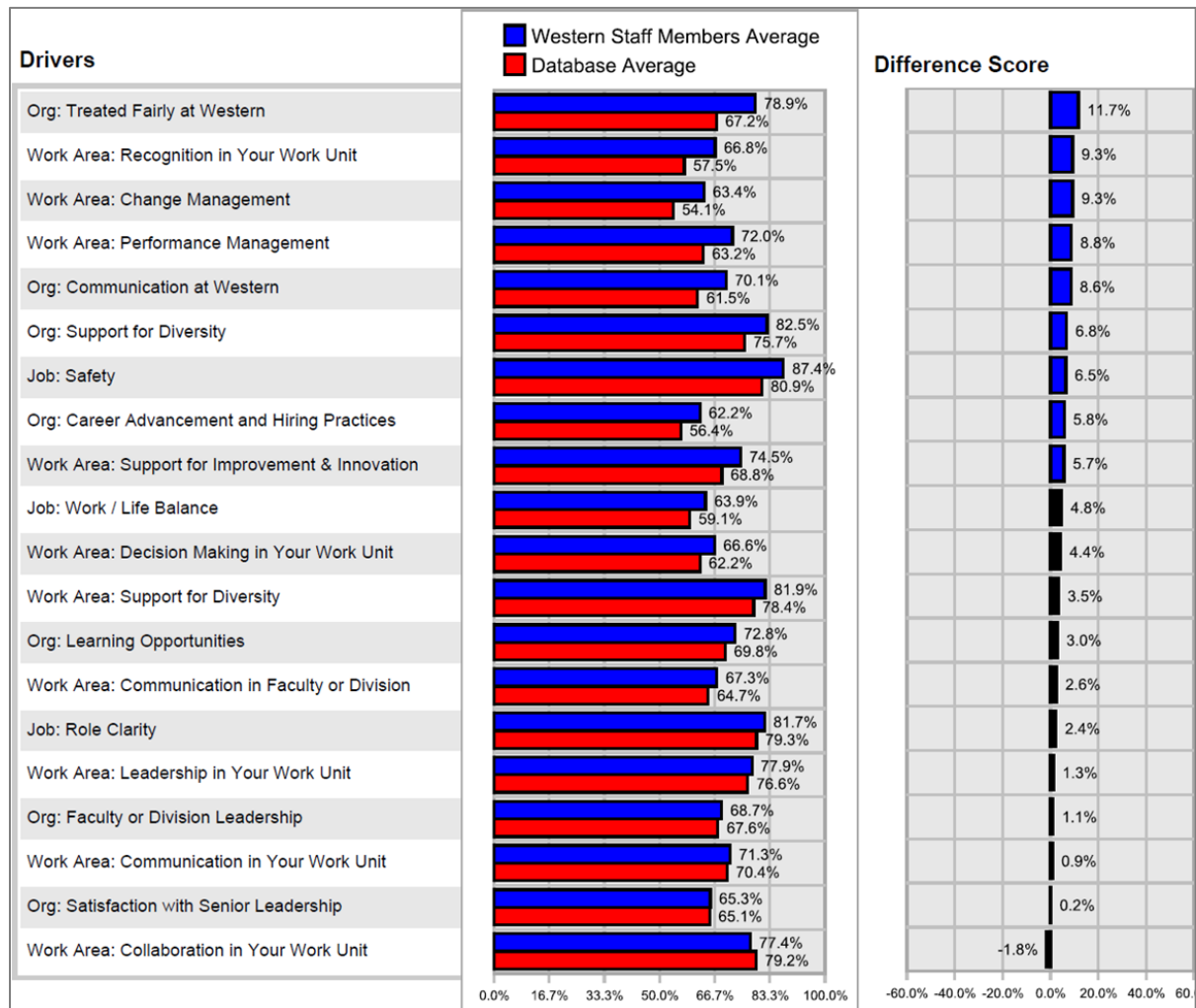


Figure 16. Western Staff Drivers 2017 Compared to Metrics@Work Database

Western Staff Drivers: Compared to the Post-Secondary Database

Western staff (administrative leaders included) have 14 comparable drivers to the Post Secondary Sector Staff Database as shown in Figure 17 below.

Thirteen drivers scored higher than the Post Secondary Sector Staff Database. Eight drivers are higher by more than 5% (blue), with the highest being Org: Satisfaction with Senior Leadership.

One driver scored minimally lower than the database – Org: Faculty or Division Leadership

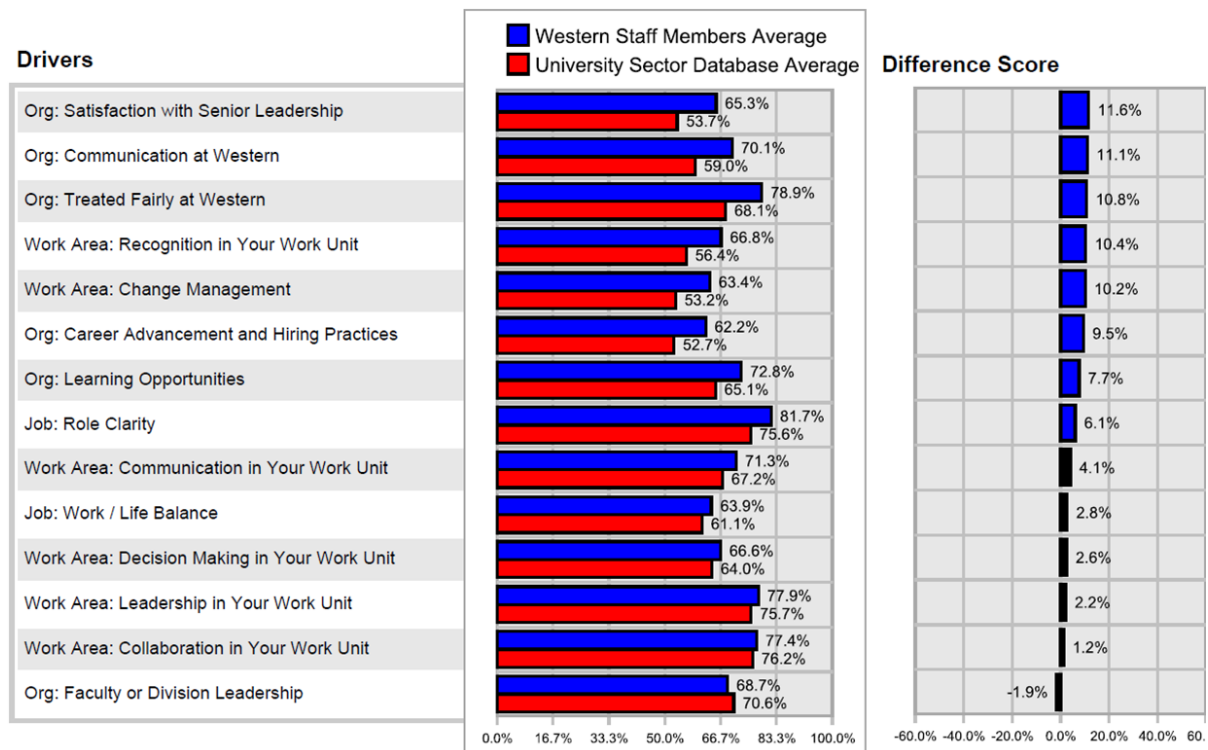


Figure 17. Western Staff Drivers 2017 Compared to Post-Secondary Sector Database

Faculty Drivers: Compared to the Post-Secondary Database

Western faculty (academic leaders included) have 14 comparable drivers to the Post-Secondary Sector Faculty Database as shown in Figure 18 below.

Seven drivers scored higher than the database; four scored higher by more than 5% (blue), three by less than 5%. The highest was: Work Area: Change Management.

Seven drivers scored lower than the database; three of those by more than -5% (red bar). The lowest was: Work Area: Collaboration in Your Academic Unit.

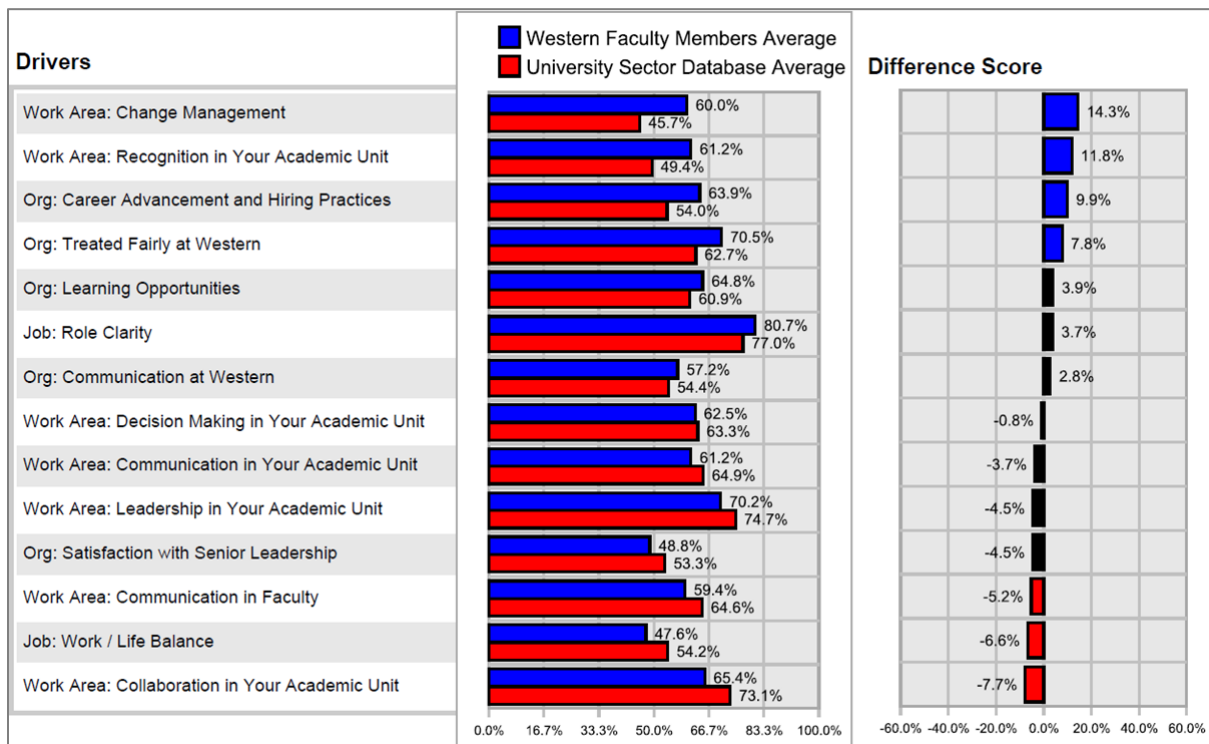


Figure 18. All Faculty Compared to Post-Secondary Sector Database

2017 Cultural Values

Cultural Values were defined as:

- Human Relations (treating people fairly, having respect for others, working effectively in teams);
- Innovation (willingness to experiment, taking risks, being flexible);
- Results Orientation (being action-oriented, working hard to achieve results, striving for excellence); and
- Stability (being predictable, consistent, adhering to policies, procedure, and guidelines).

Respondents indicated they had a preference in the future for a greater orientation to all cultural values (Human Relations, Innovation, Results Oriented, and Stability).

As shown in Figure 19 below, the greatest gaps were a preference for more Innovation and Human Relations. Stability had the smallest gap, with just a slight preference for more stability in the future.

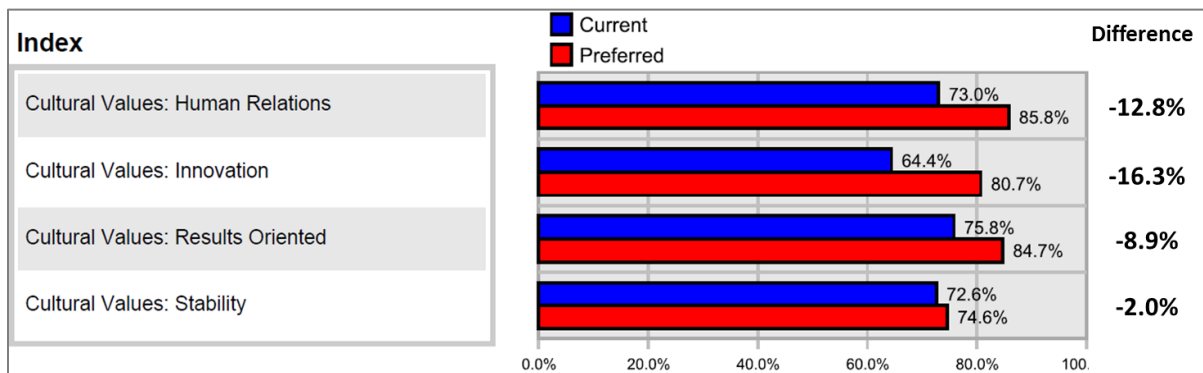


Figure 19. Overall 2017 Culture Values

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE

Contents	Consent Agenda
Fund Raising Activity Quarterly Report to April 30, 2017	Yes

FOR INFORMATION

1. Fund Raising Activity Quarterly Report to April 30, 2017

The Fund Raising Initiatives Quarterly Report to April 30, 2017 is provided in [Annex 1](#).



Fund Raising Initiatives Quarterly Report
as at April 30, 2017
(with comparative figures from the fiscal year 2014/15 to 2015/16)

PLEDGE DATA

	May 1, 2016 to April 30, 2017 (000's)			Fiscal Year 2016 (000's)	Fiscal Year 2015 (000's)
	Target	Actual	Actual as a % of Target	Year End May to April	Year End May to April
Pledges outstanding May 1,	105,717	105,717	N/A	161,936	111,191
New Gifts & Pledges (Gross)	55,000	57,089	103.80%	49,020	110,976
Pledges cancelled/amended on new/prior pledges	(2,581)	(3,224)	124.91%	(2,598)	(3,905)
Net New Pledges/Gifts	52,419	53,865	102.76%	46,422	107,072
Contributions received in payment of pledges/gifts: ²					
Western University	62,272	71,509	114.83%	102,170	55,936
Richard Ivey School of Business (Asia) Limited	740	536	72.47%	471	391
Total contributions received	63,012	72,045	114.34%	102,641	56,327
Net Pledges Outstanding	95,124	87,537	92.02%	105,717	161,936

COST PER DOLLAR RAISED

	May 1, 2016 to April 30, 2017 (000's)			May 1, 2015 to April 30, 2016 (000's)			May 1, 2014 to April 30, 2015 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Advancement Fund Raising Units									
Alumni Relations & Development ³	45,740	8,095	\$0.18	36,463	8,382	\$0.23	103,870	5,522	\$0.05
Richard Ivey School of Business	11,272	1,292	\$0.11	11,558	1,408	\$0.12	7,011	1,202	\$0.17
Total Expenses/Cost Per Dollar Raised	57,012	9,387	\$0.16	48,021	9,790	\$0.20	110,881	6,724	\$0.06
3-Year Average Cost Per Dollar Raised ⁴	71,971	8,633	\$0.12	76,171	7,741	\$0.10	80,214	6,756	\$0.08
<u>Return on Investment</u>	Revenue	Expenses	Return on Investment	Revenue	Expenses	Return on Investment	Revenue	Expenses	Return on Investment
Fundraising/Development/Advancement	Cash Received			Cash Received			Cash Received		
	52,573	9,387	\$5.60	40,653	9,790	\$4.15	47,913	9,278	\$5.16
Total Return on Investment	52,573	9,387	\$5.60	40,653	9,790	\$4.15	47,913	9,278	\$5.16

¹ Includes total activity of:

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

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

³ FY15 expenses do not include FDDP, CPA and Advancement Operations salary and benefits.

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

ITEMS REFERRED BY SENATE

Contents	Consent Agenda
Naming of the DAN Department of Management & Organizational Studies	No
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	Yes
King's University College: Introduction of the Combined Degree/Diploma in Finance and Wealth Management with Fanshawe College	Yes
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	Yes
Western Libraries Annual Report 2016	Yes
National Survey of Student Engagement (NSSE)	Yes
Report of the Academic Colleague	Yes
Annual Report on Promotion and Tenure 2016-17	Yes
Announcements	Yes

FOR APPROVAL

1. **Naming of the DAN Department of Management & Organizational Studies**

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

Background:

See [Annex 1](#).

2. **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**

Recommended: 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 [Annex 2](#).

Background:

For the past several years, Western, King's, Brescia and Huron have awarded transfer credit to graduates from the Early Childhood Education program at Fanshawe College. This agreement has expired and is due to be renewed. Updates have been made to the curriculum, course titles and course numbers as set out in the appendices attached. The renewal of this agreement supports the initiatives of the Province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfer (ONCAT).

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

This agreement will be effective January 1, 2017 and shall continue in force unless terminated by either party.

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

Recommended: That the introduction of a combined degree/diploma in Finance and Wealth Management between King's University College and Fanshawe College as shown in [Annex 3](#) be approved.

Background:

This project supported the creation of a pathway for students to undertake a diploma in Finance and Bachelor of Arts degree (3 year) with a major in Finance, within a four year period rather than five years (Collaborative Agreement shown in [Annex 4](#)). Many graduates of King's from the BA with a Major in Finance are focused on direct career employment rather than graduate school following the completion of their degree. With this collaboration, students will be able to earn both the theoretical knowledge from their Economics degree level education as well as the practical application from the diploma in Finance which will equip graduates with the credentials that will enable them to begin successful careers in banking and financial planning.

King's and Fanshawe share a successful history of creating and implementing agreements: the 2+2 program in Accounting (2 year Accounting diploma program and two years of the BMOS program with a specialization in either Finance and Administration or Accounting) as well as long standing articulation agreements with the Social Services Worker diploma, Child and Youth Care (formerly CWY), Early Childhood Education, Police Foundations and a new agreement in 2016 with the Developmental Services Worker program.

SUPR-U proposed that this program go forward for Expedited Review (see [Annex 5](#)) which resulted in the recommendation that the program be approved to commence September 1, 2017.

4. **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**

Recommended: 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 [Annex 6](#) be approved.

Background:

For the past several years, Western, King's, Brescia and Huron have awarded transfer credit to graduates from the Police Foundations program at Fanshawe College. This agreement has expired and is due to be renewed. Updates have been made to the curriculum, course titles and course numbers as set out in [Annex 6](#). The renewal of this agreement supports the initiatives of the Province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfer (ONCAT).

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

This agreement will be effective June 1, 2017 and shall continue in force unless terminated by either party.

FOR INFORMATION

5. **Western Libraries Annual Report 2016**

See [Annex 7](#).

6. **National Survey of Student Engagement** (NSSE)

See [Annex 8](#).

7. **Report of the Academic Colleague**

See [Annex 9](#).

8. **Annual Report on Promotion and Tenure**

See [Annex 10](#).

9. **Announcements**

The Office of Faculty Relations provided the following list of the academic administrative post(s) approved on behalf of the Board of Governors during the month of April 2017.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Jisuo Jin		Science	Acting Associate Dean	April 15, 2017	June 30, 2019
Kevin Shoemaker		Health Sciences	Associate Dean (Research)	July 1, 2017	June 30, 2022
Patricia Corcoran	Earth Sciences	Science	Chair	July 1, 2017	June 30, 2022

Naming of the DAN Department of Management & Organizational Studies

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.

Aubrey Dan's gift of \$5 million to the University 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 impact of the gift was transformational and enabled the Faculty of Social Science and Dr. Mitch Rothstein (who was appointed as program director in 2008) to initiate a Strategic Plan. The Strategic Plan, which was approved in 2009, launched the implementation of a new curriculum.

In June 2013, Management and Organizational Studies, in recognition of the development and strengthening of the Aubrey Dan Program in Management and Organizational Studies, was granted the status of a department and it is now home to nearly half of all Social Science students. The Department currently offers six major areas of study, granting a Bachelor of Management and Organizational Studies (BMOS) degree in Accounting, Commercial Aviation Management, Consumer Behaviour, Finance, Human Resource Management, and Public Administration.

The naming of the DAN Department of Management & Organizational Studies recognizes the significant donor support of Aubrey Dan, as well as it clarifies that the program and the department are essentially the same. Having the Dan name associated with only a "program" has caused confusion, especially when recruiting students and faculty

Aubrey Dan's contributions to the growth and reputation of the Department of Management and Organizational Studies go beyond his philanthropic support. He serves as a member of an Advisory Council that provides valuable links for students to organizations and business relevant to their studies, he gives considerable time to attend events at the department, and meets often with students.

Aubrey Dan is a businessman, philanthropist and Tony Award-winning producer. He is the President of the Dancap Group of Companies, which includes Dancap Global Asset Management and Dancap Private Equity Inc.

Born in Toronto, Aubrey Dan graduated from Western with a degree in Administrative and Commercial studies in 1985. Soon after, he joined his father's company, Novopharm Limited. In 1995, Aubrey Dan was appointed president to run the Novopharm subsidiary, Wampole Canada Inc., an herbal supplement and vitamin manufacturer. In 2002, he founded Dancap Private Equity. Although his theatre company, Dancap Productions, closed in 2012, Aubrey Dan continues to be involved in theatre. In August 2016, it was announced that Aubrey was named Chairman of the Board of Directors of CannTrust Inc., a pharmacist controlled and operated producer of medical cannabis.

Together with his wife, Marla, the Dans have donated millions to organizations primarily focused on children, health and education, including the Dan Department of Communication at Tel Aviv University and the Dan School of Drama and Music at Queen's University, as well as gifts to the Baycrest Centre Foundation and Sunnybrook Foundation's Centre for High Risk Mothers & Babies. Aubrey Dan received an Alumni Award of Merit (Professional Achievement) from Western in 2014.

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

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

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

HURON UNIVERSITY COLLEGE
(hereinafter called "Huron")

and

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

and

FANSHAWE COLLEGE
(hereinafter called the "Fanshawe")

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

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

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

ADMISSION

1. Western's Faculties of Arts & Humanities, Social Science and Science, and the Faculties of Arts & Social Science at Brescia, Huron and King's agree to consider for admission graduates of the Early Childhood Education 2-year diploma program at Fanshawe who meet the following requirements:

- A competitive overall admission average as determined by Western, Brescia, Huron and King's;
- No individual grade less than "C" or 60 in each course outlined in Appendix 1.

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

TRANSFER CREDIT

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

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

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

GENERAL

6. The parties agree to provide Early Childhood Education 2-year diploma program students with information about the transfer credit and encourage qualified students to apply.

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

TERM

8. (a) This Agreement is effective January 1st, 2017 and shall continue in force unless terminated by a party as set out herein.

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

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

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

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

FANSHAWE COLLEGE

*

Gary Lima
Senior Vice-President, Academic

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

BRESCIA UNIVERSITY COLLEGE

Dr. Susan Mumm
Principal

Date

HURON UNIVERSITY COLLEGE

Dr. Barry Craig
Principal

Date

KING'S UNIVERSITY COLLEGE

Dr. David Sylvester
Principal

Date

*I have authority to bind the institution.

Appendix I

2- Year Diploma, Early Childhood Education

A minimum grade of “C” must be attained in each course to qualify for the transfer credit under this agreement.

Western Course Code	Western Course Title	Western Course Weight	Fanshawe Course	Fanshawe Course Title	Credit Weight
PSYCHOL 2040A/B	Child Development	.5	ECED 1074	Child Development: Intro	3.0
PSYCHOL 4692E	Practicum	1.0	FLDP 1021	Field Orientation	2.4
			Two of: FLDP 1022* FLDP 3023* FLDP 3024*	Field Practicum 0-3 Years	4.4
				Field Practicum 3-6 Years	4.4
				Field Practicum 0-12 Years	4.4
PSYCHOL 2043A/B	Exceptional Children: Developmental Disorders	0.5	ECED 3037	Inclusive Practice	3.0
PSYCHOL 2400TRN	Elective Psychology Credit Year – 2 Level	0.5	ECED 1003	Emotional Development & Early Relations	3.0
PSYCHOL 2100TRN	Elective Psychology Credit Year – 2 Level	0.5	ECED 1053	Promoting Pro-Social Behaviour	3.0
SOCIO 1020TRN	Elective Sociology Credit Year – 1 Level	1.0	SOCI 3003	Canadian Families: Change & Diversity	3.0
			ECED 3022	Partnerships with Families	3.0
			ECED 3037	Inclusive Practice	3.0
WRITING 1031F/G	Global Positioning: Introduction to Rhetoric and Professional Communication	0.5	COMM 3072	Communications for Human Services	3.0
		4.5 Total			

NEW CALENDAR COPY

King's / Fanshawe Combined Degree / Diploma in Finance and Wealth Management

Admission Requirements

Students must apply to Social Science at King's through the OUAC (program code EKO) directly in first year. Students must have achieved a minimum overall high school average of 80% in 6 grade 12 U/M courses (including pre-requisites) or equivalent. In addition, students must have completed MCV 4U or equivalent with a minimum final grade of 60%. King's is responsible for making all decisions regarding admission to the program.

Structure of the Program

In the first year of the program, students are admitted directly into Year 1 Social Science at King's

The number of available spaces for prospective students in this program will be assessed annually; however, a minimum of 60 students will be allocated for registrants.

Finance and Wealth Management is available for full-time registration only. Part-time status is not permitted.

Once accepted to the program, students alternate registration between the two institutions: Year 1 at King's, Year 2 at Fanshawe, Year 3 at King's, and Year 4 is split between the two: Fanshawe (1st semester), King's (2nd semester). Upon successful completion of the collaborative program, students will receive both a BA, Major in Finance from King's at Western and a two year diploma in Finance from Fanshawe College.

Finance and Wealth Management is a unique program and is not part of the modular structure at Western. It cannot be combined with other modules such as minors, double majors, or certificate programs.

The Finance and Wealth Management program is designed for students who want a solid academic background in Finance with specific practical training and certifications in personal financial planning and insurance leading to careers within the financial industry. In addition to earning both a degree and diploma, graduates will also possess a number of certifications (i.e., Certified Financial Planner and Mutual Funds Licensing) as well as be prepared to write the exams for the Canadian Securities Course and Life Licensing Qualification Program, further enhancing their career opportunities. Given the specificity of the program, it is not an entry mechanism to university-level graduate programs.

Course progression by Year

First Year (Registration at King's)

- Economics 1021a/b, Economics 1022a/b, Math 1229a/b, Math 1225a/b or 1230a/b, Business 1220E, 1.0 Category B (Arts), 1.0 Elective (1000 level)

Second Year (Registration at Fanshawe)

- Writing 1032/1034, Business 1068, Finance 1024, Finance 1053, Marketing 1012, Math 1057, Communications 3020, Insurance 3014, Finance 3032, Finance 1013, Finance 1025, Finance 1040 (all courses are 0.5 weight)

Third Year (Registration at King's)

- Economics 2220a/b, Economics 2222a/b, Business 2257, Actuarial Science 2053, Economics 2221a/b, Economics 2223a/b, 1.0 Senior Essay course (2000 level or above)

Fourth Year

1st Semester (Registration at Fanshawe)

- Finance 3036, Finance 3041, Finance 3030, Finance 1012, Management 3059, Law 3018 (all courses are 0.5 weight)

2nd Semester (Registration at King's)

- MOS 3310a/b, MOS 3312a/b, Economics 3370a/b, 0.5 Elective (at the 2000 level or above)

Progression and Graduation Requirements

Students will be permitted to progress into the second year of the Finance and Wealth Management program based on their academic performance in their first year. King's will review the academic records of all students in progress and recommend those eligible for progression to second year of the program at Fanshawe. Students will be required to maintain a minimum overall average of 60% in each academic year to continue their progression within the program. Students accepted into this collaborative program must complete the courses as outlined above, and maintain a cumulative and graduating average of 60% in both the degree and diploma to be eligible to graduate.

Failure to Meet Progression or Graduation Requirements

A student who fails to meet the progression or degree requirements in any year must withdraw from the collaborative program. Students who meet admission requirements for another program at any of Western's campuses, or at Fanshawe may be permitted to transfer to another program at the discretion of the Dean of the relevant Faculty. Students who transfer to another program at Western or its affiliates will not be able to utilize credit received as part of the Fanshawe diploma.

Dean's Honor List

Finance and Wealth Management students will be considered for the Dean's Honor List in the courses for the degree only. Adjudication will be based on having an overall 80% average on all courses taken within the academic year (September – April) and enrolment in the prescribed courses at Fanshawe.

Graduation "With Distinction"

Students who have achieved an overall average of 80% with no grade lower than 70% on the entire program with no failed courses (courses for the degree only) will receive the designation "With Distinction"

Course Load

Students must follow the structure of the program as outlined by King's and Fanshawe. Modifications to the program may be made only in exceptional circumstances and with permission of both institutions.

Exchanges

Academic exchange opportunities are not available for Finance and Wealth Management students.

Internship Opportunities

There are no internship opportunities available at King's for this program however, the Business— Finance diploma at Fanshawe is a co-op eligible program and students in the Finance and Wealth Management program may be eligible to participate in co-op opportunities. This participation would extend the length of program outlined in the agreement should they opt for the additional two work terms required to complete a co-op program. Participation in the co-op program is not guaranteed.

Fees

Students will be registered as full-time at the institution in which they are taking their courses for tuition and financial aid purposes. When a student registers, pays their tuition and student fees as a full-time student at either institution, he/she will have access to the bus pass and health plans of that institution for the year/semester in which they are registered. Tuition for year one, three and year four, semester two will be set out by the King's Bachelor of Arts fee schedules for the years in which the student is registered at the institution. Tuition for year two and year four, semester one will be set out by Fanshawe's fee schedule for the Business – Finance diploma. Fees are subject to the payment and refund schedule at the respective institution.

Students may apply for bursaries and/or work-study at the institution in which they are taking their courses each year. Students must apply for OSAP through the institution in which they will be taking their courses in the next academic year.

Scholarships and Academic Awards

Students may apply for scholarships and academic awards at each institution in the year they are registered. For students who meet the continuing scholarship requirements at the end of their first year at King's, the scholarship will be held for them and applied to their tuition in the third year when they return to King's provided they remain in good academic standing at Fanshawe and are deemed eligible to progress into the third year of the program. Students are also eligible to apply for any awards or bursaries in the fall of the year they are attending a particular campus.

COLLABORATIVE AGREEMENT

THIS AGREEMENT made BETWEEN:

KING'S UNIVERSITY COLLEGE
(hereinafter called "King's")

and

WESTERN UNIVERSITY
(hereinafter called "Western")

and

FANSHAWE COLLEGE
(hereinafter called "Fanshawe")

WHEREAS King's, Western and Fanshawe wish to increase student mobility between King's and Fanshawe, and the parties recognize that collaborative agreements are a key means to encourage such mobility;

AND WHEREAS the parties wish to facilitate the admission of qualified candidates, using a bilateral approach, this pathway will allow students to earn a two-year diploma in Business-Finance and a three-year degree in Finance within a four-year period of time by entering into collaborative agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT),

AND WHEREAS the parties wish to set out clearly defined processes for the movement of the students between Fanshawe and King's;

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

Items of Agreement

The Program:

1. The Finance & Wealth Management collaborative program is a 4-year program offered by King's and Fanshawe. Successful graduates of the program will receive a Bachelor of Arts – Finance (3 year) degree from King's and a Business – Finance (2 year) diploma from Fanshawe.
2. The course requirements from each institution are mutually recognized so that students may graduate within the required time frame. Appendix 1 contains a progression chart and a table of awarded transfer credit.
3. This collaborative program will be governed and delivered in such a fashion that King's, Western, and Fanshawe will be considered equal partners.

Governance and Operating:

1. The Finance & Wealth Management program is governed by a Joint Program Management Committee with equal membership from Fanshawe and King's. The composition of the Joint Management Committee will be agreed to annually by the administrators overseeing the program at King's and Fanshawe.
2. Any significant changes to the curriculum (5% or greater), at either institution, will be identified to the Joint Program Management Committee for review at the time of change. A full curriculum review will be undertaken bi-annually which will include an audit of both the curricula to ensure the alignment of the two programs.
3. The central administration of each institution will, as necessary, agree upon administrative and non-classroom issues. Wherever possible, efforts will be made to provide students with access to support resources at each institution, such as library and campus recreation. Students are made aware of fees for non-tuition incidental fees in their fee schedules.
4. Academic and non-academic offences are governed by the policies of the institution where the offence occurred. Each institution will share information about academic and non-academic offences, including penalties, involving students participating in the Finance & Wealth Management program. Other student information will be shared by the institutions as needed for the operation of the program at each institution.
5. Registered Finance & Wealth Management students who do not maintain the academic requirements will not be permitted to continue in the program. Students must be in good standing at both institutions throughout the program. If a student is suspended or expelled from one institution, the student will not be permitted to continue in the Finance & Wealth Management program.
6. Dispute resolution issues related to the program and workload activities of the Joint Program Management Committee will be addressed by the Academic Managers responsible for the program at Fanshawe and King's. Institutional-wide issues will be referred to the Vice President (Academic) at Fanshawe and Vice Principal and Academic Dean at King's.

The Students:

1. First-year students apply to the Social Science program at King's (program code EKO) through the OUAC application, and must meet the following admission requirements:
 - Achieved a minimum overall high school average of 80%
 - Completed MCV4U or equivalent with a minimum final grade of 60%
2. King's is responsible for making all decisions regarding admission to the program. Final determination of the validity of all admissions rests with the Registrar at Western in accordance with the provisions of the affiliation agreement between Western and King's.
3. Number of places available to prospective students will be assessed on an annual basis; however a minimum of 60 spaces will be allocated for registrants of this program.
4. Finance & Wealth Management is available on for full-time registration only. Part-time status is not permitted.

5. Students will be permitted to progress into the second year of the Finance & Wealth Management program based on their academic performance in first year. King's will review the academic records of all students in progress and recommend those eligible for progression to second year of the program at Fanshawe. Students will be required to maintain a minimum overall average of 60% in each academic year to continue their progression within the program.
6. Students who subsequently fail to meet progression or degree requirements for the Finance & Wealth Management collaborative program, but who do meet requirements for another program at any of Western's campuses or at Fanshawe, may be permitted to transfer to another program at the discretion of the Dean of the relevant Faculty. Students who transfer to another program at Western, will not be able to utilize credit received as part of the Fanshawe diploma.
7. Once accepted to the program, students alternate between the two institutions: Year 1 at King's, Year 2 at Fanshawe, Year 3 at King's and Year 4 split between the two: Fanshawe (1st semester), King's (2nd semester).

Financial Matters:

1. Tuition for year one, three and year four, semester two will be set out by the King's Bachelor of Arts fee schedules for the years in which the student is registered at the institution. Tuition for year two and year four, semester one will be set out by Fanshawe's fee schedule for the Business – Finance diploma. Fees are subject to the payment and refund schedule at the respective institution.
2. Students may apply for scholarships and academic awards at each institution in the year they are registered. For students who meet the continuing scholarship requirements at the end of their first year at King's, the scholarship will be held for them and applied to their tuition in the third year when they return to King's provided they remain in good academic standing at Fanshawe and are deemed eligible to progress into the third year of the program. Students are also eligible to apply for any awards or bursaries in the fall of the year they are attending a particular campus.
3. Students may apply for bursaries and/or work-study at the institution in which they are taking their courses each year. Students must apply for OSAP through the institution in which they will be taking their courses in the next academic year.

Registration Status:

1. Finance & Wealth Management students are full-time King's students in the first year, third year and the second semester of the fourth year, and will have all the benefits associated with such status such as access to Western's Student Health Plan, library and recreational facilities, bus passes, etc.
2. Students will be registered as full-time at the institution in which they are taking their courses for tuition and financial aid purposes. When a student registers, pays their tuition and student fees as a full-time student at either institution, he/she will have access to the bus pass and health plans of that institution for the year/semester in which they are registered.
3. Students accepted into this collaborative program must complete the courses set out in Appendix 1 and maintain a cumulative and graduating average of 60% on both campuses to graduate. These progression and degree requirements are subject to change during the term of the Agreement and King's and Fanshawe will give written notice of any changes.
4. Students must meet the graduation requirements of both Fanshawe and King's to be recommended for graduation. King's graduates will be recommended for graduation from Western as per the affiliation agreement between King's and Western.

5. Ministry reporting will be completed by each institution each year according to the course load of students in the Finance & Wealth Management program.
6. A Finance & Wealth Management student who wishes to play on a provincial or national-level sports team must declare, at the beginning of each academic year, for which institution they will play. S/he cannot change part way through the year.
7. Housing: In year one, Finance & Wealth Management students are guaranteed a residence room as part of the guarantee to King's first-year students. Beyond first-year, residence at King's is not guaranteed, but students may apply to be considered for residence or for Residence Assistant positions during any of the years of this program. At Fanshawe, residence availability is limited but students in second year may apply if they wish.
8. The Business – Finance diploma program at Fanshawe College is a co-op eligible program and students in the Finance & Wealth Management program may apply to participate in co-op opportunities. This participation would extend the length of program outlined in the agreement should they opt for the additional two work terms required to complete a co-op program. Participation in the co-op program is not guaranteed.

Administration:

1. Each institution will record the courses required from the completion of the program/degree at their respective institution. Upon completion of the diploma courses in the first semester of the fourth year, Fanshawe will issue a final official transcript to King's indicating completion of the program so transfer credit from the diploma can be applied to the academic record of the degree. See last chart in Appendix 1.
2. Students must arrange for official transcripts from the Registrar's Offices at both institutions. Fanshawe will issue the official transcript for the diploma and Western University will issue the official transcript for the degree.
3. Graduates of the Finance & Wealth Management program will be invited to attend the convocation at King's University College/Western University where they will receive their degree, and graduation at Fanshawe College where they will receive their diploma. Graduating students are eligible to attend graduation at both institutions.
4. The University of Western Ontario parchment will state:

The University of Western Ontario

**The Senate on the recommendation of
King's University College
has conferred upon**

STUDENT NAME

the degree of

**Bachelor of Arts
Major in Finance**

With all its rights, privileges and obligations

Given at London, Canada on (date)

5. The parchment for Fanshawe will state:

Ontario College Diploma

**The President and the Board of Governors
grant this award to**

STUDENT NAME

**In recognition of successful completion of the
requirements of this prescribed program**

Business – Finance

**We have inscribed our names and affixed the seal of Fanshawe College of Applied
Arts and Technology dated**

This day in London, Ontario, Canada

Term:

1. This agreement is in effect from the [date] and shall continue in forces unless terminated by any party by deliver of a written notice of termination to the other party, with six months' notice. Upon delivery of such notice:
 - a) No new students will be admitted to the program, and
 - b) This agreement shall terminate on the date upon which the last of the students accepted into or enrolled at the date of delivery of the termination notice have graduated or withdrawn from the program.
2. Students accepted by King's or Fanshawe under this Agreement prior to issuance of a notice of termination by either party shall be permitted to complete their studies under the terms of this Agreement.

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

FANSHAWE COLLEGE

David Belford
Dean, Faculty of Business

Date

Gary Lima
Senior Vice-President, Academic Services

Date

KING'S UNIVERSITY COLLEGE

* _____
Dr. David Sylvester
Principal

Date

THE UNIVERSITY OF WESTERN ONTARIO

* _____
Dr. John Doerksen
Vice-Provost (Academic Programs),

Date

*I have authority to bind the institution.

Appendix 1 – Course Progression by Year

1. Students accepted into this Collaborative Degree program must complete the courses set out in Appendix 1 and maintain a cumulative and graduating average of 60% on both campuses to graduate. These progression and degree requirements are subject to change during the term of the Agreement and King's and Fanshawe will give written notice of any changes.
2. Students will be registered as full-time at the institution in which they are taking their courses for tuition and financial aid purposes. When a student registers, pays their tuition and student fees as a full-time student at either institution, he/she will have access to the bus pass and health plans of that institution for the year/semester in which they are registered.

Program Year	Institution	Course Code	Course Name	Credits	Pre-requisite	Courses req. for Licensing
1	King's	ECONOMIC 1021A	Principles of Microeconomics	.5		
1	King's	MATH1229A	Methods of Matrix Algebra	.5		
1	King's	BUSINESS 1220E	Introduction to Business	1.0		
1	King's	ECONOMIC 1022B	Principles of Macroeconomics	.5		
1	King's	MATH 1225a/b or MATH1230B	Methods of Calculus or Calculus for the Social Sciences	.5		
1	King's	1XXX	Category B (Arts) Credit	1.0		
1	King's	1XXX	Elective (1000 level)	1.0		
			Total courses	5.0		
2	Fanshawe	WRIT1032/34	Reason and Writing	.5		
2	Fanshawe	BUSI1068	Effective Meetings & Presentations	.5		
2	Fanshawe	FINA1024	Financial Planning	.5		CFP® CORE
2	Fanshawe	FINA1053	Mutual Funds in Canada	.5		Mutual Funds Licensing
2	Fanshawe	MKTG1012	Introduction to Marketing	.5		
2	Fanshawe	MATH1057	Math of Finance	.5		
2	Fanshawe	COMM3020	Business Communications	.5	WRIT-1032 or WRIT-1034	
2	Fanshawe	INSR3014	Life & Health Insurance Planning	.5		CFP® core and Life Licensing
2	Fanshawe	FINA3032	Investment in Canada	.5		CSC 1
2	Fanshawe	FINA1013	Retirement	.5		CFP®

			Planning			core and RRC®
2	Fanshawe	FINA1025	Individual Taxation	.5		
2	Fanshawe	FINA1040	Consumer Credit	.5		
			Total courses	6.0		
3	King's	ECONOMIC 2220A	Intermediate Macroeconomics I	.5	ECONOMIC 1021a/b +1022 a/b + 1.0 Math Year 1	
3	King's	ECONOMIC 2222A	Econometrics 1	.5	ECONOMIC 1021a/b +1022a/b + 1.0 Math Year 1	
3	King's	BUSINESS 2257	Accounting and Business Analysis	1.0	5.0 year 1 courses	
3	King's	ACTURSCI 2053	Actuarial Sciences	1.0		
3	King's	ECONOMIC 2221B	Intermediate Macroeconomics II	.5	ECONOMIC 1021a/b +1022a/b	
3	King's	ECONOMIC 2223B	Econometrics 2	.5	ECONOMIC 2222a + 1.0 Math Year 1	
3	King's	2XXXE	Senior Essay course (2000 level or above)	1.0		
			Total Courses	5.0		
4	Fanshawe	FINA3036	Comp. Financial Plan	.5	FINA-1024, FINA-1013, INSR-3014	
4	Fanshawe	FINA3041	Portfolio Management	.5	FINA-3032	CSC2 and CFP® core
4	Fanshawe	FINA3030	Tax Planning	.5	FINA-1025	CFP® core
4	Fanshawe	FINA1012	Risk Management & Estate Planning	.5	INSR-3014	CFP® core and RRC®
4	Fanshawe	MGMT3059	Strategic Client Engagement	.5	FINA-1024, FINA-1013	
4	Fanshawe	LAWS3018	Business Law	.5		
			Total Courses	3.0		
4	King's	MOS 3310B	Finance for MOS	.5	BUSINESS 2257	
4	King's	MOS 3312B	Derivatives Securities for MOS	.5	ECONOMIC 2300A/B + MOS 3310	
4	King's	ECONOMIC 3370B	International Finance	.5	ECONOMIC 2221	
4	King's	at or above	Elective	.5		

		2XXXB level				
			Total Courses	2.0		

The above model represents the pathway of courses that a student will be required to take following admission to the cohort directly in year one.

To facilitate transfer between the diploma and the degree, for those students who do not choose this program directly out of high school, students will be able to receive advanced standing credit from either the diploma or the degree as outlined in the chart below. Additional or alternate credit may be considered depending on elective courses taken at either institution.

Fanshawe Course	King's Course	Course weight	Year
COMM 3020	COMMUNIC 1020 TRN	0.5	1
MKTG1012	MARKETNG1020 TRN	0.5	1
LAWS 3018	LAW 1020 TRN	0.5	1
FINA 3041	ECONOMIC 2300 A/B	0.5	2
FINA 3036 + MGMT 3059	BUSINESS 2100 TRN	1.0	2
	Total Courses:	3.0	



**BA with a Major in Finance and
Diploma in Finance
Expedited Program Review Report**

Faculty / Affiliated University College	King's University College
Degrees Offered	BA
Modules Reviewed	BA with a Major in Finance + Diploma in Finance
Internal Reviewers	Dr. Joan Finegan; Associate Dean, Social Science Dr. Paul Nesbitt-Larking; Acting Dean, Arts and Social Science, Huron University College
Date of Site Visit	Expedited Approval protocol – no site visit
Evaluation	Good Quality
Approval Dates	SUPR-U: May 24, 2017 SCAPA: Senate:

Internal Reviewers Summary

The proposed program in Finance and Wealth Management is a collaborative program between King's University College and Fanshawe College, and while distinctive, it follows the structure of a series of already established and successful "2+2" programs between Western/Affiliates and partner institutions. Students upon graduation will receive a three-year Bachelor of Arts with a Major in Finance from Kings University College and a two year diploma in Business-Finance from Fanshawe, completing all requirements in four years, rather than five. It is consistent with Western's mission, values, strategic priorities, and academic plans. The requirements of the program itself, with regard to admission and progression, are clear and appropriate in the context of a collaborative program that brings together the practical requirements of certification in financial planning with the academic integrity of the King's BA with a Major in Finance. The unique combination of these two components is innovative and likely to be attractive to potential students. Given the fact that King's BA with a Major in Finance is already staffed and supported, there should be no further requirements with regard to human, physical, or financial resources to support the program. We have verified this in consultation with relevant administrators at King's. The King's program in Economics underwent a successful review in 2012-2013, and was assessed at that time as achieving "Good Quality". Among the modules under review was the Major in Finance.

Program Brief

Proposed Description of the Program

Through the generosity of an ONCAT grant, beginning March 30, 2015 and continuing to September 15, 2016, King's University College at Western University and Fanshawe College have developed a unique pathway earning the two year diploma and the three year degree with Major in Finance within a four year period. These graduates, in addition to earning a degree from Western and a diploma from Fanshawe College, will also possess a number of certifications (i.e., Certified Financial Planner and Mutual Funds Licensing) as well as be prepared to write the exams for the Canadian Securities Course and Life Licensing Qualification Program which will further enhance their career opportunities.

Background Information

This project supported the creation of a pathway for students to undertake a Diploma in Finance and a degree with a Major in Finance within a four year period rather than five years. Many graduates of King's from the BA with a Major in Finance are focused on direct career employment rather than graduate

school following the completion of their degree. With this collaboration, students will be able to earn both the theoretical knowledge from their degree as well as the practical application from the diploma in Finance which will equip graduates with the credentials that will enable them to begin successful careers in banking and financial planning.

Consultation

Consultation with this program has involved faculty planning and input from the Economics and MOS programs at King's to insure successful incorporation and pacing of the combined curriculum as well as an integrated learning experience. The Academic Deans and faculty from Brescia and Huron as well as the Economics and MOS departments at Western's main campus have been consulted this past September 2016 and, after responding to minimal questions, are in support of the proposal.

Rationale for Program Development

a) This proposal is in direct response to market trends and student employability post-graduation. With a long-standing relationship of student mobility between the King's and Fanshawe campuses, this collaborative program will be an attractive option for students providing them with a degree pathway leading to a career in banking or financial planning: all while providing the benefits of a strong liberal arts background paired with the practical skills of a finance diploma.

b) As part of the ONCAT process, this consultation process was complemented by focus groups with industry partners, employers, professional associations, alumni and students. The endorsement of this project by all the stakeholders increased our already strong confidence that this program would provide strong career opportunities for its graduates.

c) Based on our research and to our knowledge, this collaborative program would be the first of its kind in Canada and will likely fill a growing need with the aging population and increased necessity of independent financial planning.

d) This collaborative program would not require any external accreditation for the degree portion. The diploma courses for which Fanshawe is responsible are accredited by external financial planning bodies i.e., the Certified Financial Planner (CFP) designation is awarded by the Financial Planning Standards Council. These courses at Fanshawe undergo regular evaluation as part of their existing diploma in Finance.

e) The program does not have a required experiential learning component; however, planning has been incorporated to allow students to apply for two co-op work terms through Fanshawe College which is not guaranteed and would extend the length of the program for the student.

Admission and Progression Requirements

This program will be limited enrolment and require highly qualified applicants. King's will assess all applicants for admission to this program. Applicants must apply through the Ontario University Application Centre (OUAC) to Social Sciences at King's (program code EKO) and meet the following conditions:

- Achieved a minimum overall high school average of 80%
- Completed MCV4U or equivalent with a minimum final grade of 60%

Students will be permitted to progress into the second year of the BA in Economics (Finance Major) + Diploma in Finance program based on their academic performance in first year. King's will review the academic records of all students in progress and recommend those eligible for progression to second year of the program at Fanshawe. Once accepted to the program, students alternate between the two institutions: Year 1 at King's, Year 2 at Fanshawe, Year 3 at King's and Year 4 split between the two: Fanshawe (1st semester), King's (2nd semester).

In keeping with the minimum progression requirements for the BA in Economics with the major in Finance, students will be required to maintain a minimum overall average of 60% in each academic year to continue their progression within the program. Students will also complete the breadth requirements as determined by Western University to successfully complete their degree requirements for graduation.

Program Structure and Content

Students accepted into this Collaborative Degree program must complete the courses set out in the chart below, in the program year in which they are presented, and maintain a cumulative and graduating average of 60% on both campuses to graduate. These progression and degree requirements are subject to change during the term of the Agreement and King's and Fanshawe will give written notice of any changes.

Program Year	Institution (Campus Location)	Course Code	Course Name	Credits	Pre-requisite	Courses req. for Licensing
1	King's	ECONOMIC 1021A	Principles of Microeconomics	.5		
1	King's	MATH1229A	Methods of Matrix Algebra	.5		
1	King's	BUSINESS 1220E	Introduction to Business	1.0		
1	King's	ECONOMIC 1022B	Principles of Macroeconomics	.5		
1	King's	MATH1225B	Methods of Calculus	.5		
1	King's	1XXX	Category B (Arts) Credit	1.0		
1	King's	1XXX	Elective (1000 level)	1.0		
			Total courses	5.0		
2	Fanshawe	WRIT1032/34	Reason and Writing	.5		
2	Fanshawe	BUSI1068	Effective Meetings & Presentations	.5		
2	Fanshawe	FINA1024	Financial Planning	.5		CFP® CORE
2	Fanshawe	FINA1053	Mutual Funds in Canada	.5		Mutual Funds Licensing
2	Fanshawe	MKTG1012	Introduction to Marketing	.5		
2	Fanshawe	MATH1057	Math of Finance	.5		
2	Fanshawe	COMM3020	Business Communications	.5	WRIT-1032 or WRIT-1034	
2	Fanshawe	INSR3014	Life & Health Insurance	.5		CFP® core and Life
2	Fanshawe	FINA3032	Investment in Canada	.5		CSC 1

2	Fanshawe	FINA1013	Retirement Planning	.5		CFP® core and RRC®
2	Fanshawe	FINA1025	Individual Taxation	.5		
2	Fanshawe	FINA1040	Consumer Credit	.5		
			Total courses	6.0		
3	King's	ECONOMIC 2220A	Intermediate Macroeconomics	.5	ECONOMIC	
3	King's	ECONOMIC 2222A	Econometrics 1	.5	ECONOMIC	
3	King's	BUSINESS 2257	Accounting and Business	1.0	5.0 year 1	
3	King's	ACTURSCI 2053	Actuarial Sciences	1.0		
3	King's	ECONOMIC 2221B	Intermediate Macroeconomics	.5	ECONOMIC	
3	King's	ECONOMIC 2223B	Econometrics 2	.5	ECONOMIC	
3	King's	2XXXE	Senior Essay course (2000 level)	1.0		
			Total Courses	5.0		
4 (1st)	Fanshawe	FINA3036	Comp. Financial Plan	.5	FINA-1024,	
4 (1st)	Fanshawe	FINA3041	Portfolio Management	.5	FINA-3032	CSC2 and CFP® core
4 (1st)	Fanshawe	FINA3030	Tax Planning	.5	FINA-1025	CFP® core
4 (1st)	Fanshawe	FINA1012	Risk Management & Estate Planning	.5	INSR-3014	CFP® core and RRC®
4 (1st)	Fanshawe	MGMT3059	Strategic Client Engagement	.5	FINA-1024,	
4 (1st)	Fanshawe	LAWS3018	Business Law	.5		
			Total Courses	3.0		
4 (2nd)	King's	MOS 3310B	Finance for MOS	.5	BUSINESS 2257	
4 (2nd)	King's	MOS 3312B	Derivatives Securities for	.5	ECONOMIC	
4 (2nd)	King's	ECONOMIC 3370B	International Finance	.5	ECONOMIC 2221	
4 (2nd)	King's	at or above 2XXXB level	Elective	.5		

			Total Courses	2.0		
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Program Outcomes and Assessments

Kings University College at Western University

The degree courses at King's require that we follow the framework and expectations listed below. As this program incorporates the existing Finance major which has already been approved through the Western University Senate, the degree courses within this program meet the learning outcomes for degree students.

- Following Western IQAP (Institutional Quality Assurance Process) based on the Quality Assurance Framework for Ontario;
- University Undergraduate Degree Level Expectations (UUDLEs)
 - Depth and Breadth of Knowledge
 - Knowledge of Methodologies
 - Application of Knowledge
 - Communication Skills
 - Awareness of Limits of Knowledge
 - Autonomy and Professional Capacity

Fanshawe College

The program standard for the Business-Finance program of instruction leading to an Ontario College of Diploma delivered by Ontario Colleges of Applied Arts and Technology (MTCU funding code 50201) was approved by the Ministry of Training, Colleges and Universities in September 2009.

Mode of Delivery

All of the classroom components to both the degree and diploma courses will be delivered as face-to-face. Students will be expected to attend the classes on the campus for the year in which they are registered to complete their course requirements as outlined in section 1.2 under Admission and Progression requirements.

Assessment of Teaching and Learning

Assessments for this collaborative program will include the existing approved methods for the BA in Economics as well as the diploma in Finance at Fanshawe. As there is no new academic content added to this program, the current assessment practices will continue to be effective.

Resources

Additional resources will not be required for the degree courses taught at King's as there is current capacity within the Economics and Finance degree programs.

The number of places available to prospective students will be assessed on an annual basis; however a minimum of 60 spaces will be allocated for registrants of this program.

These students will fit within the existing infrastructure for academic counselling and since the program is highly structured, there will be little room for elective course choices. The program will be cross-promoted between both King's and Fanshawe as a direct year one entry through King's and marketing costs for recruitment will be shared between the partners.

Significant Strengths of the Program

Although the program is not yet operational, it promises to be popular with students and employers. It combines a strong academic underpinning in finance with practical experience in financial management.

Suggestions for Improvement & Enhancement

Because the program not yet operational, we have no suggestions for improvement and enhancement but it is worth noting that the Joint Program Management Committee will review the curriculum bi-annually to ensure the program is working as intended.

Recommendations Required for Program Sustainability

Recommendation	Responsibility
None	

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

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

and

KING'S UNIVERSITY COLLEGE
(hereinafter called "King's")

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

HURON UNIVERSITY COLLEGE
(hereinafter called "Huron")

and

FANSHAWE COLLEGE
(hereinafter called the "Fanshawe")

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

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

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

ADMISSION

1. Western, King's, Brescia, and Huron agree to consider for admission graduates of the Police Foundations 2-year diploma program at Fanshawe who meet the following requirements:

- A competitive overall admission average as determined by Western, King's, Brescia, and Huron for the year in which they apply to the University;
- No individual grade less than "C" or 60 in each course outlined in Appendix 1.

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

Western in accordance with the provisions of the affiliation agreement between Western and Brescia, Huron and King's.

TRANSFER CREDIT

3. Western shall grant transfer credit to successful applicants for the courses taken at Fanshawe in accordance with **Appendix 1**.
4. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties.
5. The parties acknowledge that the granting of transfer credit is based on an assessment of the Police Foundations 2-year diploma program curriculum at Fanshawe and the courses as of the date of this Agreement. It is the responsibility of Fanshawe to notify Western of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western to decide whether transfer credit will continue to be granted for these courses. Failure to do so may result in denial of transfer credit to admissible applicants.

GENERAL

6. The parties agree to provide Police Foundations 2-year diploma program students with information about the transfer credit and encourage qualified students to apply.
7. The parties shall each designate a Program representative to assist with the operation of this Agreement. The Program representatives and other relevant staff at each institution shall meet at least once every two years to review their processes and determine if changes are needed to meet the objectives of the parties.

TERM

8. (a) This Agreement is effective June 1st, 2017 and shall continue in force unless terminated by a party as set out herein.
- (b) Any party may terminate this Agreement upon three months' written notice of termination to the other parties. No applicants will be considered for admission after the date of such notice.
- (c) Notwithstanding paragraph (b), if Western decides to terminate this Agreement due to changes to the Police Foundations 2-year diploma program curriculum or course content, this Agreement shall terminate on a date that is the earlier of three months after written notice of termination is given to Fanshawe and the date that the changes were made by Fanshawe.
- (d) Students accepted for admission under this Agreement prior to issuance of a notice of termination shall be permitted to complete their studies under the terms of this Agreement.

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

FANSHAWE COLLEGE

*

Gary Lima, PhD
Senior Vice President Academic

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

KING'S UNIVERSITY COLLEGE

Dr. David Sylvester
Principal

Date

BRESCIA UNIVERSITY COLLEGE

Dr. Susan Mumm
Principal

Date

HURON UNIVERSITY COLLEGE

Dr. Barry Craig
Principal

Date

*I have authority to bind the institution.

Appendix 1: Fanshawe – Western Articulation Agreement

Police Foundations

Note: A minimum grade of “C” must be attained in each course to qualify for the transfer credit.

Western Course Code	Western Course Title	Western Course Weight	Fanshawe Course Code	Fanshawe Course Title	Fanshawe Credit Weight
Writing 1031F/G	Global Positioning: Introduction to Rhetoric and Professional Communication	.5	COMM 3048*	Communication for Police, Law & Security	3.0
Sociology 1020 + Social Work 1022A/B	Introduction to Sociology Introduction to Social Work	1.0 0.5	SOCI 1001 SOCI 1004 SOCI 1036	Sociology & Canadian Society Contemporary Social Problems Issues in Diversity	3.0 3.0 3.0
Sociology 2260A/B	Society of Law	0.5	PFLP 1004 PFLP 3001 PFLP 3018	Criminal Code Criminal & Civil Law Federal Statutes	3.0 3.0 3.0
Sociology 2253A/B	Administration of Criminal Justice	0.5	PFLP 1002 PFLP 3001 PFLP 3002	Canadian Criminal Justice System Criminal & Civil Law Police Powers I	3.0 3.0 3.0
Psychology 1000	Introduction to Psychology	1.0	PSYC 1001 PSYC 1002	Introduction to Psychology Interpersonal & Group Dynamics	3.0 3.0
Sociology 2267A/B	Youth in Conflict with the Law	0.5	PFLP 3004	Youth in Conflict with the Law	3.0
Psychology 2030A/B	The Maladjusted Mind	0.5	PSYC 3001	Abnormal Psychology	3.0
		5.0 Total			
*COMM 3048 may be used as a prerequisite for registration in senior Western Writing courses provided it has been completed with a minimum final grade of B- or above.					



Office of the Vice-Provost and Chief Librarian

To: Senate Committee on University Planning, Western University

From: Catherine Steeves, Vice-Provost & Chief Librarian

Date: May 1, 2017

RE: **Western Libraries Annual Report to Senate 2016/17**

It is my pleasure to submit this annual report to Western University's Senate for 2016/17.

Each academic year Western Libraries' librarians, archivists and staff make valuable contributions to the University's teaching, learning and research mandates and provide excellent service. This report will highlight key initiatives, activities, and select accomplishments for 2016/17.

The major organizational initiatives for this period have been: continued implementation of the Western Libraries strategic plan; completion of the Organizational Renewal Initiative report and recommendations; facilities enhancements and development of a Western Libraries Master Space Plan; and, continuation of an acquisitions cost reductions and serials review process in direct response to the low value of the Canadian dollar and publishers' price increases.

Western Libraries 2015-2020 Strategic Plan: Engage. Empower. Excel.

All of the activities and service developments of Western Libraries are guided by the following Strategies of Excellence in the strategic plan:

- Manage world-class print and digital collections and resources
- Advance 21st century literacies
- Partner in and support research to advance research excellence
- Champion open access and transform scholarly communication
- Cultivate purposeful partnerships on campus and beyond
- Provide user-centred spaces and technologies
- Actively engage with our communities
- Deliver service excellence to library users and the University

Organizational Renewal

Throughout 2016/17 we have advanced our organizational development efforts. The Organizational Renewal Initiative (ORI), launched in July 2016, continued the work begun last year by the Workforce Analysis and Planning project. The outcome of the ORI was to recommend a new service model and organizational framework for Western Libraries designed to deliver four core user-centred services or functions: research and

scholarly communication; teaching and learning; content management discovery and access; and, user experience and community engagement.

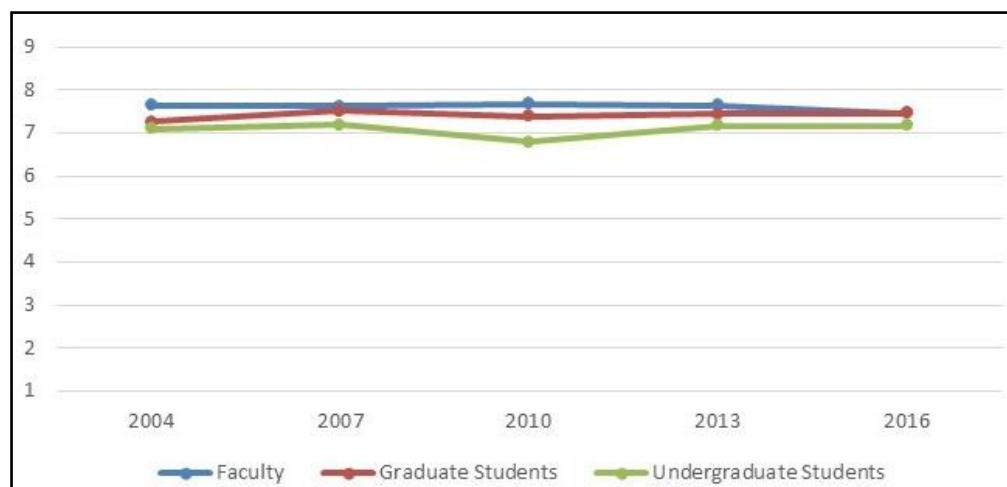
The ORI process enabled wide participation and allowed for leadership from across the libraries outside the formal management structure. It involved fifty-three individuals, participating on a steering team or one of four working groups. The final report and recommendations were released to all library staff in January 2017. Since then Western Libraries' Senior Leadership Team (SLT) has been assessing the implications of the ORI recommendations on role definitions and team, service, and management structures.

SLT is now designing a new organizational structure and developing an implementation and transition plan to enable the new strategic framework within available resources. SLT is also consulting with Human Resources and Faculty Relations to ensure a proper implementation plan and process is put in place that respects current policies, practices and employee agreements. We anticipate that 2017/18 will be a year of significant transition as we transform Western Libraries' structure and evolve our service model.

Service Perceptions and Satisfaction: LibQual 2016

In early 2016, Western Libraries conducted the [LibQual](#) survey to obtain feedback from students and faculty on their levels of satisfaction with different aspects of library collections, services and spaces. Overall, 1,674 participants responded to the survey, with 735 of those including textual comments.

The LibQual survey asks several general satisfaction questions, including a rating on a scale of 1 to 9 for 'overall quality of the service provided by the library.' The following chart shows that these ratings have remained fairly consistent for faculty, graduate students, and undergraduate students for each implementation of LibQual since 2004. Comparing 2016 results to 2013 there is a slight increase in overall satisfaction with library staff and services, and with resources and access (i.e. collections); satisfaction with library as place (i.e. library spaces) has declined.



Overall Quality of the Service Provided by the Library, 2004-2016

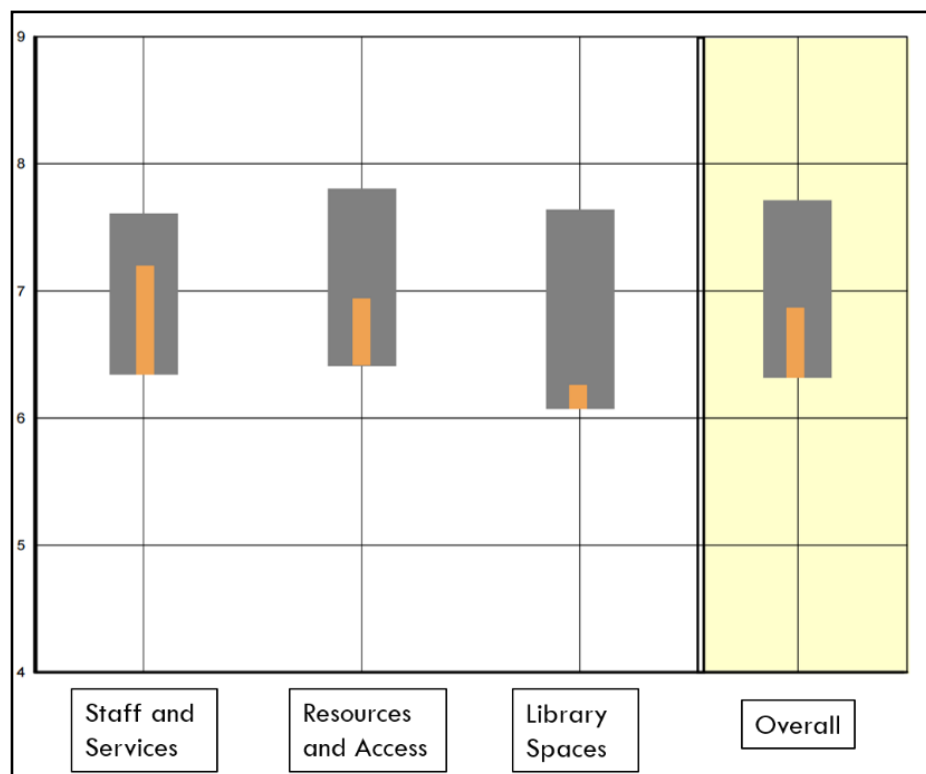
A number of comments addressed general satisfaction with the library, most (72%) being positive, with the majority of others supplying more neutral suggestions or observations (only 5% were negative).

"In the end, this is one of the best libraries in the academic world with some of the most courteous, professional, and lovely staff." Faculty

"Long live the Library! They are central to the "best student experience" and our need for these seems to grow with the increasing online environment, rather than diminish." Graduate Student

"Overall I am very happy with the services that the library provides. It helps me achieve my academic goals and provides an excellent source of resources." Undergraduate Student

Summary scores for 2016 are reflected for the three areas below. The bottom and top of the gray box indicate the average minimum and average desired service levels, respectively. The perceived service levels are indicated by the top of the orange bar. Western Libraries is meeting at least the minimum service levels of users, but is not fully addressing their desired levels of service. We are doing quite well in Staff and Services, have some room for improvement in Resources and Access, and have significant work to do to address needs for Library Spaces.



Average Minimum, Perceived, and Desired Service Levels for LibQual Quantitative Questions

Facilities Improvements and Western Libraries Space Master Plan

Each year Western Libraries undertakes renovation and facility projects of varying sizes and complexity in order to improve physical learning spaces and overall student experience. Particular focus for 2016/17 was on the [second phase](#) of the [Taylor Library main floor renovations](#), which incorporated a new learning commons, improved lighting, and refinishing of the second portico area to create inviting, inspiring and collaborative learning and research spaces to meet the needs expressed by our users. In the Music Library student space was increased and improved with new furniture to add variety to study seat options and fresh paint to brighten and enliven the environment.

Since June 2016, Western Libraries, in collaboration with Facilities Management and Institutional Planning & Budgeting, has been working with the architectural firm Perkins+Will to create a Western Libraries Space Master Plan (WLSMP). The goal of the plan is to create a long-term vision and guide for evolving library spaces to meet the changing and diverse learning, teaching and research needs of our community. The project provided multiple opportunities to engage with stakeholders. The feedback received through face-to-face meetings and online surveys indicated overwhelming support for refreshing and enhancing library spaces for [students](#) and faculty that enable technology-rich learning and research environments within individual, collaborative and community spaces. The draft programmatic space plan was made available for staff, student and campus community feedback in [February](#) and we anticipate the WLSMP will be completed by June 2017.

The WLSMP focusses on our two largest libraries, The D.B. Weldon Library and the Allyn & Betty Taylor Library. LibQual results show that our busiest location, Weldon, is showing its age, with the following comments reflective of the many received:

“...The D.B. Weldon Library is definitely very outdated and a bit depressing to study in.” - Undergraduate Student

“Please consider bringing the environment within Weldon Library into the 21st century. It is not a pleasant physical environment to come into, even when compared to other Ontario Universities main libraries. The facility is very dark, stale and dated. It feels like nothing has been touched since the 1970s. A renovation would do wonders.” - Graduate Student

Such comments are a concern as we recognize the growing body of research that indicates learning environments can both positively and negatively influence student success.

The intention is to use the WLSMP to build a case for reinvestment in our libraries and to demonstrate both the need and the possibilities and opportunities a rejuvenation of our spaces present. A funding strategy will be developed and the plan will provide rough cost estimates and phasing opportunities to allow for gradual renovation as funds are secured.

Acquisitions Strategy

The financial crisis precipitated by the falling value of the Canadian dollar and publisher price increases began last year and continued into this fiscal year. In 2015/16, we reduced serials expenditures by \$315K and one-time expenditures by \$815K. The university allocated \$1.1M in one-time funds to cover a year-end deficit and added \$500K to the acquisitions budget for each of the remaining years of this four-year budget cycle. Over the last two fiscal years, working within the available library acquisitions budget, we carefully reviewed and reduced serials expenditures by \$1.3M and monograph expenditures by \$300K. We anticipate a near-to balanced acquisitions budget for 2016/17. For more information, please see the [collections management strategies](#) web page. To help manage fluctuations in the Canadian dollar moving forward, Institutional Planning & Budgeting developed a strategy that pegs the exchange rate of US dollar serial subscriptions at 1.25, which allows for planned predictability in subscription expenditures.

Work reviewing our serials will continue in order to ensure we get the best value in support of Western's research and academic priorities. This requires a review of publisher packages of journal subscriptions, which comprise 43% of our acquisitions budget. The results from the CRKN [Journal Usage Project](#) and Survey on Scholarly Journals in Research and Teaching, recently distributed to Western's faculty, post-docs and doctoral students, will be used to assist with ongoing serials review and assessment of the value of publisher packages. The survey asked respondents to identify the journals essential to their research and teaching activities. This information and the analysis of usage, cost, citation and publication data will help to determine whether alternative acquisitions strategies would better serve Western.

Teaching and Learning

Western Libraries' contributions to teaching and learning and to student success are many and varied. We contribute to the student experience by providing teaching and learning spaces, collaborative and independent study environments, scholarly resources and information technologies, and research help services. Our librarians and archivists provide instruction in [information literacy](#) and research skills in support of our academic and research programs; 469 instruction sessions and workshops were provided in 2016/17 reaching 11,792 participants. Over 2016/17 we developed Information Literacy Learning Outcomes designed to be used in conjunction with the Western Degree Outcomes. They will be used by librarians and archivists working with faculty to develop and deliver meaningful information literacy learning experiences that support and enhance classroom learning outcomes.

We also develop and integrate e-learning strategies for information literacy and create online learning modules and research guides. We are collaborating with the Teaching Support Centre on the Supported Course Redesign (SCoRe) project, with librarians providing both general curriculum and discipline-specific support. Last year's report highlighted the introduction of a new platform for the delivery of online [research guides](#). To enhance this service, in 2016/17 we collaborated with ITS to include direct links in each OWL course to the library's specialized research guides, thereby making it easier

for faculty to link students to high-quality information resources. Comparing October/November 2016 to the same time period in 2015, there was a 45% increase in the number of visits to the library's Research Guides and the total number of uses for 2016/17 was 457,847.

There were over 2.4 million visits to our physical locations in 2016/17 and virtually the same number of visits to our website. Staff responded to 2794 chat-based research help queries and 16,752 in person research help questions.

A new [Course Readings](#) service was implemented over the summer of 2016. Instructors of 14% (1301) of Western courses used the service in 2016/17, providing access to 8741 items (e.g., book chapters, articles) through the new online system. With enough notice, a library managed full syllabus service available. Feedback from instructors and students has been overwhelmingly positive, and students accessed the readings 70,639 times throughout the fall and winter semesters. The service has enhanced student access to required learning materials while decreasing student costs.

In 2015/16 the [Copyright Office](#) was established within Western Libraries to promote copyright literacy and engage the campus community to grow understanding of copyright legislation, educational fair dealing and the responsible use of copyright-protected materials in teaching, research, personal study, and publication. The Office uses the Ares system to manage copyright clearance processes for materials used in courses and it is proving to be both efficient and cost effective. A Western Copyright Governance Group has been formed with an immediate focus on developing proactive advocacy strategies related to the review of the Copyright Act taking place in 2017. More information can be found at Copyright@Western.

Research

Western Libraries is contributing to the advancement of research excellence by fostering new modes of scholarly communication; by stewarding research collections; through statistical and geo-spatial data services and collections; and by providing research skills workshops and research consultations including literature searches and systematic reviews, research data management, and research metrics analysis. Our librarians and archivists conducted 979 advanced research consultations over 2016/17, with half for graduate students, faculty and researchers, and the other half for undergraduates. They also provided 144 research workshops and instructions sessions for graduate students, post-docs and faculty.

[Scholarship@Western](#), our institutional repository, supports the dissemination and discovery of Western's scholarly output including online journals, scholarly papers, and electronic theses and dissertations. It continues to expand in both content and impact. In 2017, we plan to offer faculty the option of full-service assistance in depositing papers, articles, and other research materials to make it easier to comply with the Tri-agency Open Access Policy. Other quality control measures relating to the accuracy of metadata, copyright checking, accessibility requirements, and locating perma-links will be built into the service. In 2015/16 alone, 4134 new items were posted to the repository and there

were over 1M downloads. To date the 17,712 items in Scholarship@Western have been downloaded 4,219,501 times by scholars around the globe.

Western Libraries' digitization agenda for special and unique collections benefits both local and international researchers across the disciplines. As but one example, the [Historical Topographic Map Digitization Project](#), funded by OCUL to digitize historical Ontario topographic maps published between 1905 and 1977, has added 1150 maps to the public domain. Western Libraries played a leadership role, serving as one of the benchmarking institutions and undertaking much of the digitization work. The value of this work to researchers is significant, as the historical Ontario topographic series is heavily used to conduct comparisons with current maps of changes over time relating to issues such as urban sprawl, transportation patterns, diminishing woodlots, disappearing waterways and shoreline erosion.

Digitization projects were also completed this year for Canadian corporate annual reports, music manuscripts, and [1967 in Pictures](#), a collection of photographic images from the London Free Press Collection of Photographic Negatives, in celebration of Canada 150. Usage of our digital research collections and electronic scholarly resources in 2016/17 continued at a high-level, with approximately 5M online article downloads, 1.6M uses of e-books, and 18M database record views. 195,205 print items circulated in 2016/17 and over 16,051 interlibrary loans requests (borrowing and lending) were filled to meet scholars' needs. As previously mentioned, new acquisitions for 2015/16 and 2016/17 have been very limited, although in 2015/16 Western Libraries' collections were enhanced to support academic programs and research areas with the addition of over 16K new print titles and 73K e-books. Access to new titles through demand driven acquisitions for e-books and streaming media has also been offered to contain costs and to allow for just-in-time selection.

In Conclusion

Please accept this report on the academic and scholarly activities and service developments of Western Libraries. The key organizational priorities outlined above will continue through into 2017/18, indeed through the balance of the four-year planning cycle. We will continue to work on the implementation of [Western Libraries 2015-2020 Strategic Plan](#), implement the new organizational framework recommended by the ORI in order to align our organization with strategic and user-centred functions, complete the Western Libraries Space Master Plan, and continue the acquisitions and serials review and cost management processes. Our librarians, archivists, and staff will continue their contributions to teaching, learning and research through instruction, creation of online resources and learning objects, development and management of research collections, and provision of research services and consultations.

Respectfully submitted by,

A handwritten signature in blue ink, reading "Catherine Steeves". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Catherine Steeves, Vice-Provost and Chief Librarian



Update on the National Survey of Student Engagement

Senate Committee on University Planning
April 10, 2017

John Doerksen
Vice-Provost (Academic Programs)

What is the NSSE

- ✓ National Survey of Student Engagement (NSSE) assesses:
 - ✓ time & effort students dedicate to educational activities
 - ✓ how institution deploys resources & organizes learning opportunities to engage students in empirically-supported learning activities



What is the NSSE

- ✓ Focus 1st and Senior year undergraduate students
- ✓ First administered @ Western in 2004
- ✓ Now administered @ Western in Winter/Spring every 3-years (e.g., 2014, 2017)



What is the NSSE

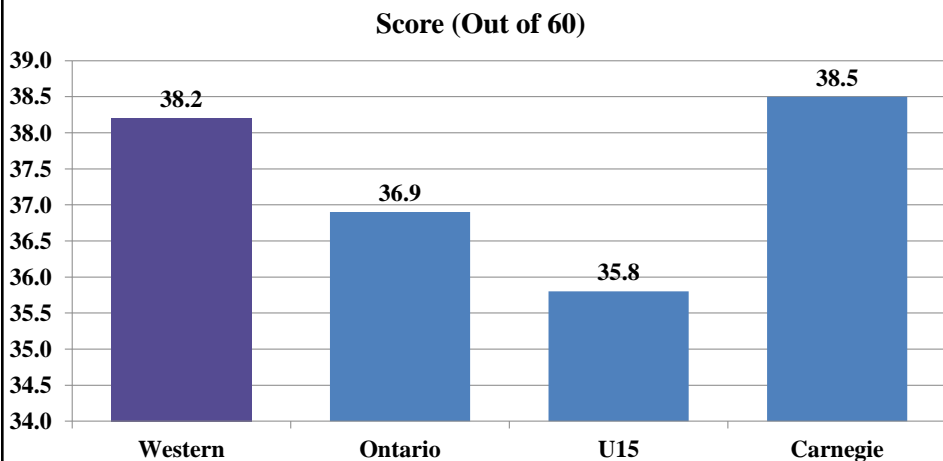
✓ Reports on:

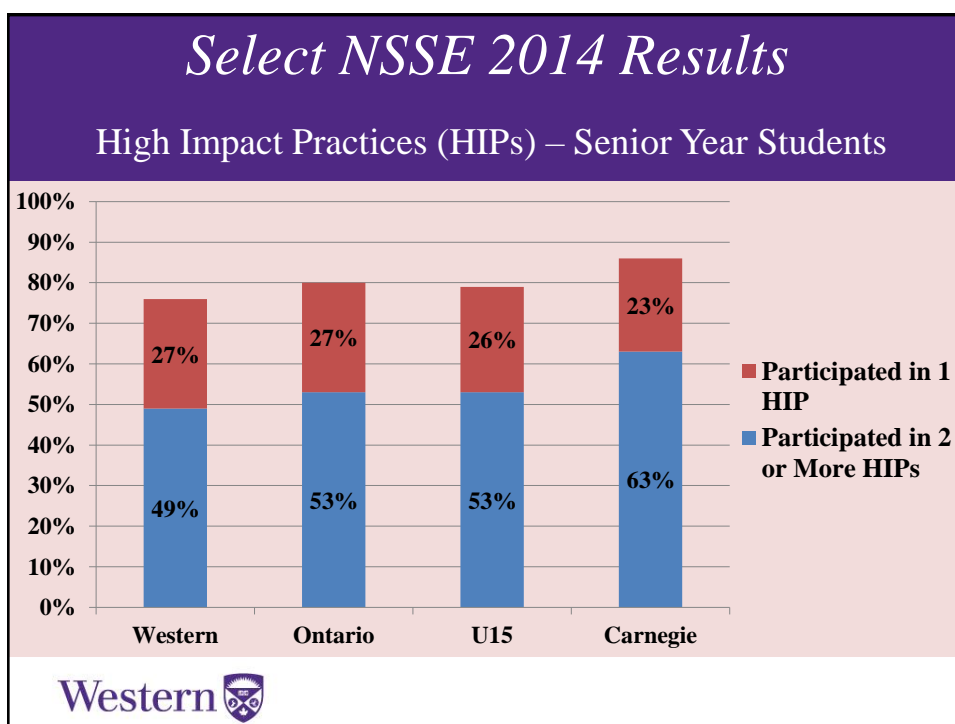
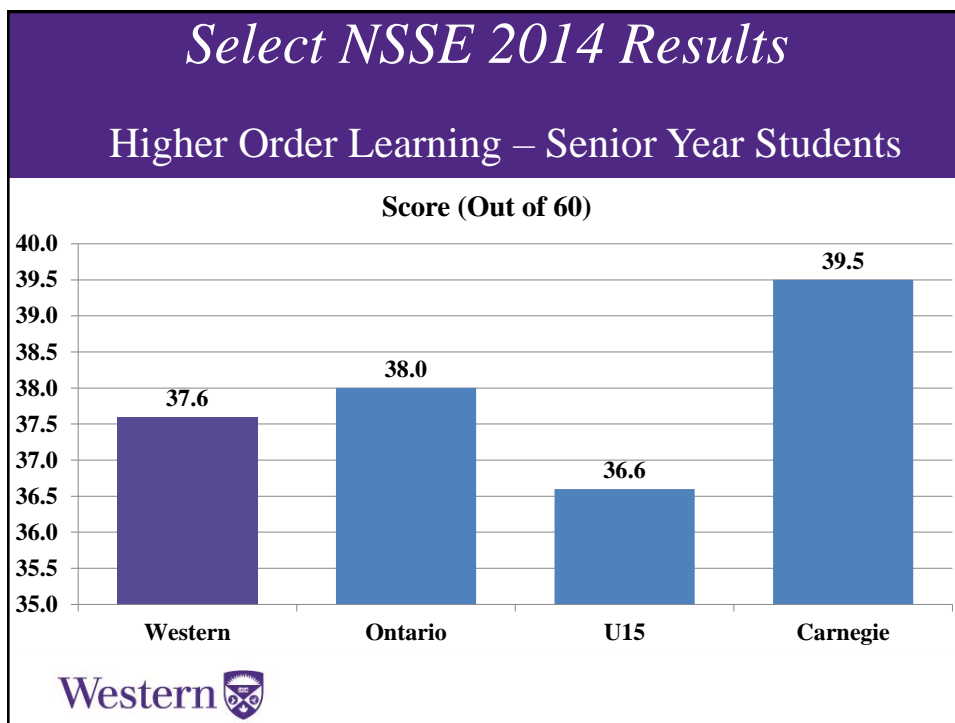
- ✓ 10 Engagement Indicators (e.g., Higher Order Learning, Supportive Environment)
- ✓ 6 High Impact Practices (e.g., Service Learning, Research with Faculty)



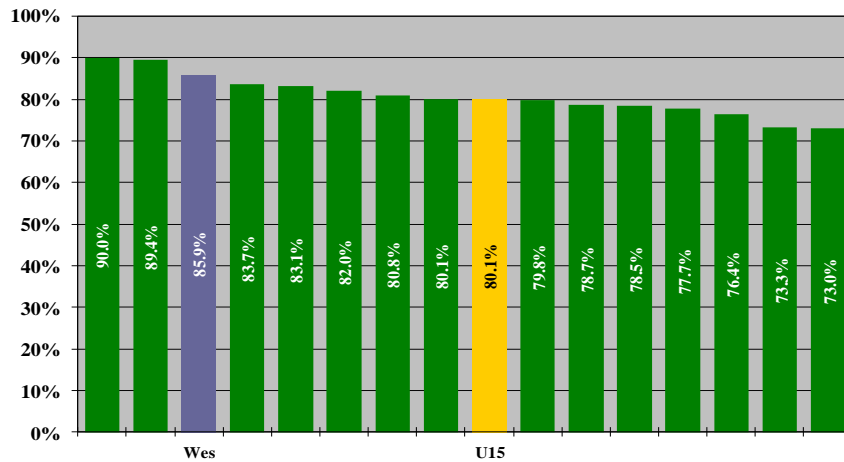
Select NSSE 2014 Results

Higher Order Learning – First Year Students



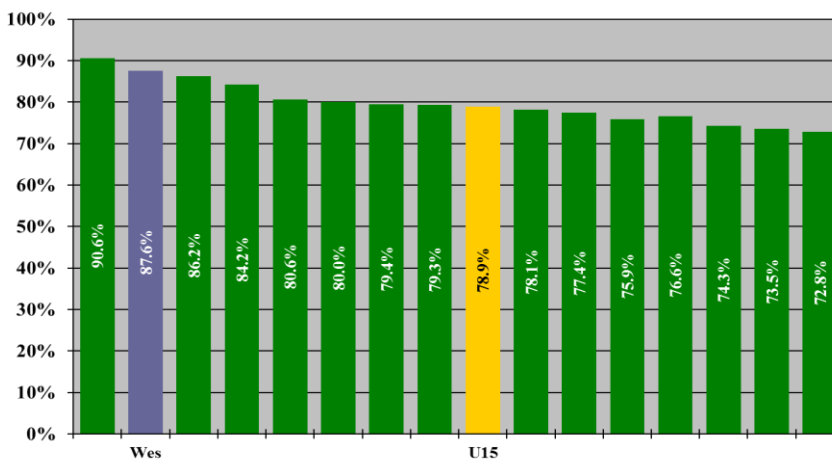


How Would You Evaluate Your Entire Educational Experience at this Institution? 1st Year Students (U15; NSSE 2014)



% responding
Good/Excellent

How Would You Evaluate Your Entire Educational Experience at this Institution? Senior Year Students (U15; NSSE 2014)



% responding
Good/Excellent

NSSE 2017

- ✓ In field now
- ✓ Results available Fall 2017

Questions



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

Erika Chamberlain, June 2017

FOR INFORMATION

The Academic Colleagues met in Toronto on 25-26 May 2017. The following items were discussed.

Strategic Engagement Campaign: this project is now in its “distil” phase, and COU analysts are working to isolate the major themes that emerged from the various surveys and roundtables. These can be grouped in six main areas:

- Jobs, skills, and the economy
- Technology and innovation
- Environment and national heritage
- Social supports and equality
- Health and aging
- Community development

The COU is working to develop a policy response to these issues. In particular, the COU wishes to ensure that the value of universities is clear to whichever party gets elected to the provincial government in 2018.

The Colleagues expressed some concern that the purpose of this campaign has shifted from an initiative designed to improve public perceptions of universities, to one that is focused on appeasing politicians. They fear that the ultimate message will be similar to what universities have always raised with provincial governments, and that the lessons of the “discovery” phase of the campaign will be discarded.

Strategic Mandate Agreements: it was noted that there are currently over 2000 unfilled graduate spaces in the province. Although the government is unlikely to fund new graduate spaces, it will likely re-allocate some of these unfilled spaces to institutions that will make use of them.

Graduate Programs Outcomes Survey: this survey is currently being conducted among Masters and PhD graduates from the 2009-2014 cohorts. The data will include employment outcomes, and will likely be available later in the summer.

Campus Climate Surveys: the provincial government expects to conduct climate surveys on sexual violence among students at all post-secondary institutions during the winter of 2018. (Note that this timeline may be ambitious in light of ethics requirements.) The government is also seeking to collect data on “incidents” of sexual violence on campus. Common reporting metrics are currently in development, but there is concern that they will lack nuance.



TO: Faculty Relations

FROM: Equity & Human Rights Services

DATE: May 23, 2017

SUBJECT: *Reports on Promotion and/or Tenure – 2016-2017*

Attached you will find reports summarizing the information requested on the designated group status of those individuals considered for Promotion and/or Tenure under the Collective Agreements for 2016/2017.

As in previous years, the data is provided with the following notes:

- The information related to the designated groups – with the exception of gender – was provided by Equity & Human Rights Services (EHRS).
- The information provided by EHRS is in aggregate form only and was drawn from the employment equity database.
- All information in the database is obtained through self-identification surveys sent to employees; therefore, information is only available for those individuals who have completed surveys.
- Where the information is unknown, it is considered to be a “no” response (i.e. not a member of designated group).
- For reasons of confidentiality, the information provided by EHRS is suppressed in cases where there are fewer than 5 individuals in the group considered for Promotion and/or Tenure and/or where deemed necessary by EHRS.

2016-17 REPORT ON PROMOTION AND/OR TENURE CASES CONSIDERED UNDER THE FACULTY COLLECTIVE AGREEMENT	
1	2
3	4
5	6
7	8
9	10
11	12
13	14
15	16
17	18
19	20
21	22
23	24
25	26
27	28
29	30
31	32
33	34
35	36
37	38
39	40
41	42
43	44
45	46
47	48
49	50
51	52
53	54
55	56
57	58
59	60
61	62
63	64
65	66
67	68
69	70
71	72
73	74
75	76
77	78
79	80
81	82
83	84
85	86
87	88
89	90
91	92
93	94
95	96
97	98
99	100

(as required under Clause 21 in the Article *Promotion and Tenure*)

Total cases considered for Promotion and/or Tenure									
--	--	--	--	--	--	--	--	--	--

Male	31							
Female	18							
Aboriginal	0							
Visible Minority	9							
Person with Disability	0							

Probationary Assistant Professors considered for Promotion and Tenure									
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

	Process initiated by Dean in the last year - Clause 15.1	Process initiated by Dean in any year before the last year - Clause 15.3	Process initiated by Member by March 1 of 3rd year for consideration in the 4th year - Clause 15.4	Positive Committee recommendation - Clause 17	Negative Committee recommendation - Clause 17	Positive Provost decision - Clause 18	Negative Provost decision - Clause 18.3	
Male	7	4	1	11	1	11	1	
Female	5	1	1	6	1	6	1	
Aboriginal	0	0	s	0	0	0	0	
Visible Minority	2	2	s	4	0	4	0	
Person with Disability	0	0	s	0	0	0	0	

Probationary Associate Professor considered for Promotion or Granting of Tenure									
1	2	3	4	5	6	7	8	9	10
<p>1. Name of the Candidate: _____</p> <p>2. Department: _____</p> <p>3. Title: _____</p> <p>4. Date of Birth: _____</p> <p>5. Date of Appointment: _____</p> <p>6. Date of Last Promotion: _____</p> <p>7. Date of Last Review: _____</p> <p>8. Date of Last Salary Increase: _____</p> <p>9. Date of Last Tenure Review: _____</p> <p>10. Date of Last Promotion Review: _____</p>									

	Process initiated by the Dean in the last year of the appointment - Clause 15.2	Process initiated by Dean in any year before the last year - Clause 15.3		Positive Committee recommendation - Clause 17	Negative Committee recommendation - Clause 17	Positive Provost decision - Clause 18	Negative Provost decision - Clause 18.3	
Male								
Female								
Aboriginal								
Visible Minority								
Person with Disability								

[illegible]

	Process initiated by Dean - Clause 15.5	Process initiated by Member no earlier than three years after promotion to Associate Professor - Clause 15.6		Positive Committee recommendation - Clause 17	Negative Committee recommendation - Clause 17	Positive Provost decision - Clause 18	Negative Provost decision - Clause 18.3	
Male	10	8		17	1	17	1	
Female	7	3		10	0	10	0	
Aboriginal	0	0		0	0	0	0	
Visible Minority	5	0		5	0	5	0	
Person with Disability	0	0		0	0	0	0	

[illegible]

	Process initiated by Dean - Clause 15.5.1	Process initiated by Member - Clause 15.4.2	Process initiated by Member - Clause 15.6.1	Positive Committee recommendation - Clause 17	Negative Committee recommendation - Clause 17	Positive Provost decision - Clause 18	Negative Provost decision - Clause 18.3	
Male	0	1		1	0	1	0	
Female	1	0		1	0	1	0	
Aboriginal	s	s		s	0	s	0	
Visible Minority	s	s		s	0	s	0	
Person with Disability	s	s		s	0	s	0	

The information related to the designated groups - with the exception of gender - was provided by Equity & Human Rights Services. This information was provided, in aggregate form only, from the Employment Equity Database. All information in this database is obtained through the self-identification surveys sent to employees. Therefore, information about membership in a designated group is only available for individuals who completed and returned the surveys. Those who have not completed a survey and who were considered for tenure and/or promotion are counted as not being members of a designated group. For reasons of confidentiality data is suppressed (s) in cases where there were less than 5 individuals considered in a group. As such, please note that the data for Limited Term Appointments has been suppressed in all categories, except the gender category in the total cases considered.

2008-2017 REPORT ON PROMOTION AND CONTINUING APPOINTMENT CASES CONSIDERED UNDER THE LIBRARIANS AND ARCHIVISTS COLLECTIVE AGREEMENT

(as required under Clause 21 in the Article *Promotion and Continuing Appointment*)

Total cases considered Promotion or Continuing Appointment

Male	5						
Female	16						
Aboriginal	0						
Visible Minority	2						
Person with Disability	1						

Probationary Appointees considered for Promotion

	Process initiated by University Librarian or Dean in final six months of probationary period - Clause 8.1	Process initiated by the University Librarian or Dean - Clause 8.2	Process initiated by Member - Clause 8.3	Positive Committee recommendation - Clause 18	Negative Committee recommendation - Clause 19	Positive Provost recommendation - Clause 23.3	Negative Provost recommendation - Clause 23.3	
Male	0	2	0	2	0	2	0	
Female	3	0	1	4	0	4	0	
Aboriginal	s	s	s	0	0	0	0	
Visible Minority	s	s	s	1	0	1	0	
Person with Disability	s	s	s	0	0	0	0	

Probationary Appointees considered for Continuing Appointment

	Process initiated by Vice Provost and Chief Librarian or Dean within the first month of the last year of the Member's probationary period at the General Rank - Clause 7.0	Process initiated by Vice Provost and Chief Librarian or Dean in final six months of probationary period - <u>Clause 7.1 combined with</u> Process initiated by Member - Clause 7.3	Process initiated by Vice Provost and Chief Librarian or Dean at any time prior to final six months of probationary period - Clause 7.2	Positive Committee recommendation - Clause 18	Negative Committee recommendation - Clause 19	Positive Provost recommendation - Clause 23.3	Negative Provost recommendation - Clause 23.3	
Male	0	3	0	3	0	3	0	
Female	1	9	2	12	0	12	0	
Aboriginal	s	0	s	0	0	0	0	
Visible Minority	s	1	s	1	0	1	0	
Person with Disability	s	1	s	1	0	1	0	

Total cases considered for Promotion and Continuing Appointment

21

The information related to the designated groups - with the exception of gender - was provided by Equity & Human Rights Services. This information was provided, in aggregate form only, from the Employment Equity Database. All information in this database is obtained through the self-identification surveys sent to employees. Therefore, information about membership in a designated group is only available for individuals who completed and returned the surveys. Those who have not completed a survey and who were considered for tenure and/or continuing appointment are counted as not being members of a designated group. For reasons of confidentiality data is suppressed (s) in cases where there were less than 5 individuals considered in a group and/or where deemed necessary by EHRS.