

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 – OPEN SESSION

Date: Thursday, November 20, 2025
Time: 10:00 a.m. – 11:30 p.m.
Place: Western Interdisciplinary Research Building, Room 3000/Zoom

Members of the community who wish to view the open session remotely may request the Zoom meeting details by contacting secretariat@uwo.ca.

		Action	Time
1.0	Land Acknowledgement		
2.0	Approval of Agendas and Minutes		5
2.1	Adoption of Agenda – Open Session	Approval	
2.2	Approval of the Open Session Minutes of the June 26, 2025 and September 25, 2025 Meetings	Approval	
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Endowed Funds

5.1(c)	Annual Report on Endowments (Underwater)	Information
5.1(d)	Report of the Investment Committee	Information
5.1(e)	Investment Committee Membership	Information
5.2	Items from the Governance and By-Laws Committee	
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5.3	Item from the Senior Policy and Operations Committee	
5.3(a)	University Discipline Appeal Committee (UDAC) Membership	Information
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5.4(b)	Report of the Academic Colleague	Information
6.0	Items Removed from the Consent Agenda	
7.0	Questions from Members for the Open Session	
8.0	Other Business	
9.0	Adjournment to Closed Session	

ITEM 1.0 - Land Acknowledgement

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

Terry Rice will offer a land acknowledgement or reflection.

Land Acknowledgement Schedule:

February 5, 2026	George McAuley
April 30, 2026	Lesley Oliver
June 17, 2026 (Retreat)	Ken Yeung
June 18, 2026	Michelle Banik

Dr. Christy Bressette, the Vice-Provost and AVP (Indigenous Initiatives), has indicated that it is important to remind ourselves regularly of our commitment to reconciliation and decolonisation, and to ensure that these objectives remain central in our collegial decision-making.

In the spring of 2021, the recommendation to offer a land acknowledgement was extended to the Board's committees.

Members of the Governance and By-Laws committee were broadly supportive of this practice, while also being mindful that land acknowledgments should be meaningful and dynamic, and not simply a rote exercise.

Some suggestions for practices that might be most meaningful and relevant to the Board and committees are:

- a land acknowledgement
- a reminder of one or more of the TRC Calls to Action, particularly those relating to education
- a reminder of elements of Western's Indigenous Strategic Plan
- a reference to local Indigenous culture or narratives

Western Land Acknowledgement:

We/I acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-NISH-in-a-bek), Haudenosaunee (HO-den-no-SHOW-nee), Lūnaapéewak (Len-AHPAY-wuk) and Chonnonton (Chun-ONGK-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. This land continues to be home to diverse Indigenous peoples (e.g., First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors of our society.

ITEM 2.1 - Adoption of Agenda – Open Session

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That the agenda for the open session be approved as circulated.

ITEM 2.2 - Approval of the Open Session Minutes of the June 26, 2025 and September 25, 2025 Meetings

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That the open session minutes of the meeting held June 26, 2025, be approved, as circulated.

That the open session minutes of the meeting held September 25, 2025 be approved as circulated.

ATTACHMENT(S):

[Open Session Minutes of the Meeting of June 26, 2025](#)

[Open Session Minutes of the Meeting of September 25, 2025](#)



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

JUNE 26, 2025 – OPEN SESSION

The meeting was held at the Western Interdisciplinary Research Building, Room 3000 and on Zoom.

PRESENT: S. Shortreed, Chair
Amy Bryson, Secretary

Michelle Banik	Marlene McGrath (Vice-Chair)
Arzie Chant	Geoff Pollock
Susan Clarke	Stephen Poloz
Greg Dick	Terry Rice
Kathleena Henricus	Alan Shepard
Lori Higgs	Jane Toswell
Beth MacDougall-Shackleton	Joel Welch
George McAuley	Ken Yeung
David Simmonds	Noah Zabian

Regrets: Cameron Bailey, Ed Goehring, Lee Greenberg, Kelly Meighen, Josh Morgan

By Invitation: Karen Bertrand, Althea Blackburn-Evans, Christy Bressette, Ruban Chelladurai, Chandlee Dickey, John Doerksen, Paul Eluchok, Brent Fowles, Jeff Hutter, Lynn Logan, Jane O'Brien, Penny Pexman, Florentine Strzelczyk, Caroline Whippey

Secretariat Kseniia Kotsiuruba
Resource:

Chair S. Shortreed called the meeting to order at 10:02 a.m.

S. Shortreed began her welcoming remarks by introducing Lesley Oliver, an incoming member of the Board. She also acknowledged and thanked Arzie Chant and Kathleena Henricus, the outgoing members of the Board.

1.0 **Land Acknowledgement**

T. Rice offered a land acknowledgement.

2.0 **Approval of Agendas and Minutes**

2.1 **Adoption of Agenda – Open Session**

Moved by M. McGrath, seconded by M. Banik:

That the agenda for the open session be approved, as circulated.

CARRIED

2.2 **Approval of the Open Session Minutes of the Meeting of May 1, 2025**

Moved by S. Clarke, seconded by G. Dick:

That the open session minutes of the meeting of May 1, 2025 be approved, as circulated.

CARRIED

2.3 **Business Arising from the Minutes** – None.

3.0 **Report of the President**

A. Shepard, President & Vice-Chancellor, began his report by commenting on the success of the spring convocation ceremonies held for the first-time off-campus.

In terms of enrolment, A. Shepard reported that the domestic student enrolment numbers for September have exceeded targets, and that while the international student enrolment numbers are below target they are in alignment with the national trend of declining international student recruitment numbers.

A. Shepard continued his report by highlighting several key achievements that included Western's continued recognition in global rankings, the recent national gold medal award received for the redesign of the Alumni Magazine, the progress being made through Western Research, and the deepening of the work being done in the area of artificial intelligence.

A. Shepard concluded his report by announcing that Western will be hosting the 2027 Canadian track and field championships and the 2028 track and field trials for athletes competing to represent Canada at the 2028 Olympics and Paralympic Games.

4.0 **COMMITTEE AND SENATE REPORTS**

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

4.1(a) **Revisions to MAPP 1.44 – Naming Policy and Rescission of MAPP 1.9 – Naming of Campus Buildings, Physical Structures and Space**

On invitation of the Chair, K. Bertrand, Vice-President (University Advancement) presented for approval revisions to MAPP 1.44 and the rescission of MAPP 1.9.

K. Bertrand referred to the materials, provided in advance of the meeting, that summarized the consultation completed and the proposed revisions to the policy.

In response to a question of clarification regarding the role of Board and Senate in institutional naming decisions, K. Bertrand advised that the final approval authority lies with the Board. K. Bertrand further commented on the consultation process with academic leaders that is integrated into the process.

Moved by M. McGrath, seconded by T. Rice:

That, on the recommendation of the Fund Raising and Donor Relations Committee, the Board of Governors approve revised MAPP 1.44 – Naming Policy, as presented in Item 4.1(a).

And,

That, on the recommendation of the Fund Raising and Donor Relations Committee, the Board of Governors rescind MAPP Policy 1.9 - Naming of Campus Buildings, Physical Structures and Space.

CARRIED

Those speaking against the recommendation expressed their concern regarding the lack of Senate involvement in the naming approval process.

4.2 **REPORT OF THE PROPERTY AND FINANCE COMMITTEE**

4.2(a) **Report on Western University's Compliance with the Revised Directive on the Costs of Educational Material under the Ministry of Training, Colleges and Universities Act (MTCU Act)**

G. Dick presented for approval Western's report on the cost of educational materials in compliance with the directive of MTCU.

J. Hutter, Acting Deputy Provost, described the directive under the

MTCU Act requiring all universities and colleges to share information with students on the cost of educational materials.

In response to a question regarding the use and cost of third-party platforms for student evaluations, J. Hutter advised these platforms are permitted for use by the Ministry and noted that there has been guidance provided to Faculties regarding their use and the need to address student access as it relates to cost.

Moved by G. Dick:

That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the *Report on Costs of Textbooks and Other Learning Materials* in compliance with the Revised Directive on the Costs of Educational Material under the Ministry of Training, Colleges and Universities (MTCU) Act, Subsection 21(6).

CARRIED

4.3 **REPORT OF THE SENIOR POLICY AND OPERATIONS COMMITTEE**

4.3(a) **Affirming Declarations of Indigenous Citizenship or Membership at Western University**

C. Bressette, Vice-Provost & Associate Vice-President (Indigenous Initiatives), presented the new proposed MAPP policy to affirm declarations of Indigenous citizenship or membership at Western.

C. Bressette provided the rationale for having a policy and noted how the current self-identification process has led to harms such as fraud. In her presentation, C. Bressette provided an overview of the policy's scope, guiding principles, affirmation process, and implementation/communications plan.

C. Bressette addressed questions of clarity regarding the scope and intent of the policy. The work of the Indigenous Affirmation Advisory Committee (IAAC) to affirm indigenous citizenship or membership within a two-week time frame was described.

Moved by S. Clarke, seconded by G. Dick:

That, on the recommendation of the Senior Policy and Operations Committee, the Board of Governors approve MAPP Policy 1.58 - Affirming Declarations of Indigenous Citizenship or Membership at Western University.

CARRIED

A member speaking against the motion stated concerns regarding the definition section of the policy and suggested that legal further be consulted to provide clarity of definitions.

4.3(b) **Revisions to the Code of Student Conduct**

On the recommendation of the Senior Policy and Operations Committee, S. Shortreed presented for approval the revisions to the Code of Student Conduct and welcomed J. Doerksen, Vice-Provost (Students), to the meeting to address questions.

In responding to questions, J. Doerksen clarified the authority of the Special Constable Service in relation to imposing interim measures; provided clarity on the fundamental distinction between the complainant-driven Policy on Gender-Based and Sexual Violence (GBSV) and the Code of Student Conduct; and pointed to various sections of the revised policy addressing concerns raised by members.

There were several suggestions put forward for future consideration that included adding staff as members to the University Discipline Appeal Committee; having the policy move through the Governance and By-Laws Committee for review rather than through the Senior Policy and Operations Committee; and the need to create a complainant-driven process for victims of violence that would be considered outside of the GBSV policy.

Moved by G. Dick, seconded by D. Simmonds:

That, on the recommendation of the Senior Policy and Operations Committee, the Board of Governors approve the revised Code of Student Conduct as set out in Item 4.3(b).

CARRIED

4.3(c) **Staffing Report**

J. O'Brien, Associate Vice-President (Human Resources), presented the staffing report that was provided to the Board in advance of the meeting and responded to questions of clarification.

4.4 **REPORT OF THE AUDIT COMMITTEE**

4.4(a) **Annual Report on Information Security**

The annual report of the Working Group on Information Security was provided for information.

4.5 **REPORT FROM SENATE**

4.5(a) **Proposal for Internationalization at Western: A Multi-Pronged Approach – Proposed Partnership between Western and Navitas**

A. Shepard and F. Strzelczyk, Provost & Vice-President (Academic), presented for approval the proposed partnership with Navitas.

Information was provided on the rationale for engaging Navitas to support international student recruitment, the experience of Navitas, the proposed partnership, the benefits to Western, and the consultation completed.

F. Strzelczyk responded to questions of clarification regarding the hiring process under the collective agreement. In response to a question, it was noted the collective agreement would be followed in respect of hiring instructors for the international school.

In response to a question, A. Shepard commented on the capital plans in place to address the on-going needs of the university in relation to student residential spaces and recreational facilities. A. Shepard further commented on the history of international student recruitment at Western leading to the need to explore new and different options and the value of increased internationalization at Western.

In response to a question about the final contract, it was noted that the contract has not yet been negotiated. The Board, however, will be kept up to date as they proceed to contract. A. Shepard advised they could bring a term sheet to a future confidential session of the Board.

In response to a question, R. Chelladurai described the revenues realized through tuition anomalies and out-of-province tuition fees.

Moved by L. Higgs, seconded by M. McGrath:

That, on the recommendation of Senate, the Board of Governors approve that the University proceed with an affiliation with Navitas substantially on the terms set out in the proposal as presented in Item 4.5(a) and take into consideration the recommendations of Senate's ad hoc Committee to Review the Navitas Proposal as presented in its Final Report.

CARRIED

A motion duly moved by J. Toswell, seconded by B. MacDougall-Shackleton to conduct the vote by roll call was defeated.

A recorded vote was taken as follows:

In Favour: 13
Opposed: 4
Abstained: 1

Those speaking against the motion raised concerns about potential issues with the hiring process, the lack of support from UWOF, the existing strain on campus facilities, the lack of support from student representatives at Senate, not exploring other options for revenue generation, and the potential for reputational risk.

Members in favour of the motion spoke to the extensive and inclusive consultation process, the financial analysis conducted, the significant work of the Ad Hoc Senate Committee, and the potential consequences of inaction.

5.0 **UNANIMOUS CONSENT AGENDA**

Moved by G. Dick, seconded by N. Zabian:

That the items listed in the consent agenda, except for items 5.1(d) and 5.6(e), be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

In reference to item 5.1(e), a tribute to James G. McLeod was provided by a Board member.

5.1 **ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE**

5.1(a) **New Scholarships, Awards, and Prizes**

A report on the terms of reference approved by the Property and Finance Committee for the new donor-funded scholarships, awards, and prizes was received for information.

5.1(b) **2024-2025 Operating Budget (Preliminary Year-End) as at April 30, 2025**

A year-end update on the University's 2024-25 operating budget was received for information.

5.1(c) **2024-25 Ancillary Financial Report (Preliminary Year-End) as at April 30, 2025**

The preliminary financial results for the 2024-2025 student fee-funded units, ancillaries, academic support units, and associated companies was received for information.

5.1(d) **Semi-Annual Ratio Report on Non-Endowed Funds**

Removed from the unanimous consent agenda. See item 6.1.

5.1(e) **James G. McLeod Professorship in Family Law**

A report from the Property and Finance Committee advising the Board of Governors on the approved revision to the terms of reference of the James G. McLeod Professorship in Family Law was received for information.

5.2 **ITEMS FROM THE AUDIT COMMITTEE**

5.2(a) **Western Retirement Plans Report**

A report on the Western Retirement Plans, presented to the Audit Committee, was received for information.

5.2(b) **Annual Report on the Non-Discrimination/Harassment/Sexual Misconduct Policy**

The Annual Report from the Human Rights Office on harassment, discrimination and sexual misconduct addressed by the Human Rights Office and the Office of the Associate-Vice President, Human Resources, per MAPP 1.35 was received for information.

5.3 **ITEM FROM THE GOVERNANCE AND BY-LAWS COMMITTEE**

5.3(a) **Board Annual Work Plan for 2025-26**

The Board's Annual Work Plan for 2025-26 was received for information.

5.4 **ITEM FROM THE FUND RAISING AND DONOR RELATIONS COMMITTEE**

5.4(a) **Fund Raising Quarterly Report (Q4)**

The quarterly report on fund raising as at April 30, 2025 was received for information.

5.5 **ITEMS FROM THE SENIOR POLICY AND OPERATIONS COMMITTEE**

5.5(a) **University Discipline Appeals Committee (UDAC) Membership**

On the recommendation of the Senior Policy and Operations Committee, the Board of Governors acclaimed the following appointments to UDAC for a one-year term from July 1, 2025 to June 30, 2026: Mohamed Essa (graduate student); Bruce Yu (undergraduate student).

5.5(b) **Annual Report on the Code of Student Conduct**

The Annual Report on the Code of Student Conduct for the period from May 1, 2024 to April 30, 2025 was received for information.

5.5(c) **Annual Report on Gender-Based and Sexual Violence**

The Annual Report on Gender-Based and Sexual Violence (GBSV) for the period from May 1, 2024 to April 30, 2025 was received for information.

5.6 **ITEMS REFERRED BY SENATE**

5.6(a) **Report of the Academic Colleague**

The report from the April and May meetings of the COU Academic Colleague was received for information.

5.6(b) **Annual Report of the Vice-President (Research)**

The annual report of the Vice-President (Research) presented to Senate was received for information.

5.6(c) **Revisions to the Procedure for MAPP 7.9 - Establishment, Governance and Review of Research Institutes, Centres and Groups**

A report outlining the revisions to the Procedure for MAPP 7.9 was provided for information.

5.6(d) **Revision to MAPP 7.14 – Research Involving Human Participants**

On the recommendation of Senate, the Board of Governors approved the revisions to MAPP 7.14 – Research Involving Human Participants by unanimous consent.

5.6(e) **Student Mental Health Strategy**

Removed from the unanimous consent agenda. See item 6.2.

5.6(f) **Renaming of Western Continuing Studies as Western School of Professional and Continuing Education**

A report on the renaming of Western Continuing Studies as the Western School of Professional and Continuing Education was provided for information.

5.6(g) **Advice re: Affirming Declarations of Indigenous Citizenship or Membership at Western University**

A report advising the Board of Governors on Senate's review of the new MAPP Policy – *Affirming Declarations of Indigenous Citizenship or Membership at Western University* and their advice that the Board approve the policy was received for information.

6.0 **ITEMS REMOVED FROM THE CONSENT AGENDA**

6.1 **Semi-Annual Ratio Report on Non-Endowed Funds**

The quarterly activity of the non-endowed funds and report on the ratio of investments to obligations against the target ratio was received for information.

In response to a question, L. Logan advised that the decrease in the amount of non-endowed investments was due to an allocation toward the paying down of a capital project.

6.2 **Student Mental Health Strategy**

A report on Western's Student Mental Health Strategy was provided for information.

On invitation, J. Doerksen commented on the work completed in the development of the Student Mental Health strategy and recognized C. Dickey, Clinical Director (Mental Health Care), for her work.

7.0 **QUESTIONS FROM MEMBERS FOR THE OPEN SESSION** – None.

8.0 **OTHER BUSINESS** - None.

9.0 **ADJOURNMENT TO CLOSED SESSION**

On motion, the meeting adjourned at 12:13 p.m.

S. Shortreed
Chair

A. Bryson
University Secretary



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

SEPTEMBER 25, 2025 – OPEN SESSION

The meeting was held at the Western Interdisciplinary Research Building, Room 3000 and on Zoom.

PRESENT: Sarah Shortreed, Chair
Amy Bryson, Secretary

Cameron Bailey
Michelle Banik
Susan Clarke
Greg Dick
Ed Goehring
Lee Greenberg
Lori Higgs
Elizabeth Maccabe
Beth MacDougall-Shackleton
George McAuley
Marlene McGrath (Vice-Chair)

Kelly Meighen
Lesley Oliver
Stephen Poloz
Terry Rice
Alan Shepard
David Simmonds
Jane Toswell
Ken Yeung
Noah Zabian

Regrets: Josh Morgan, Geoff Pollock, Joel Welch

By Invitation: Karen Bertrand, Althea Blackburn-Evans, Ruban Chelladurai, David Foster, Lynn Logan, Eric Mallory, Penny Pexman, Florentine Strzelczyk, Caroline Whippey

Secretariat: Bonnie Brown
Resource:

Chair S. Shortreed called the meeting to order at 10:00 a.m.

S. Shortreed provided welcoming remarks, introduced and welcomed Elizabeth Maccabe and Lesley Oliver to the Board, and congratulated Cameron Bailey on a successful Toronto International Film Festival.

1.0 Land Acknowledgement

M. Banik offered a land acknowledgement.

2.0 **ADOPTION OF AGENDA AND MINUTES**

2.1 **Adoption of Agenda – Open Session**

Moved by K. Yeung, seconded by J. Toswell:

That the agenda for the open session be adopted, as circulated.

CARRIED

2.2 **Approval of the Open Session Minutes of the Meeting of June 26, 2025**

Moved by M. Banik, seconded by T. Rice:

That the open session minutes of the meeting held June 26, 2025, be approved, as circulated.

DEFERRED

A suggested amendment to the minutes under item 4.5(a) was taken under advisement.

Approval of the minutes was deferred to the next meeting.

2.3 **Business Arising from the Minutes** – None.

3.0 **Report of the President**

A. Shepard, President & Vice-Chancellor, opened his remarks by commenting on the planning completed in preparation for Homecoming weekend. He further commented on the success of Orientation Week and extended his appreciation to the student leadership of the University Students' Council and to the staff and Faculty who volunteered their time.

A. Shepard continued his report by remarking on the student enrolment numbers; describing the partnership between Western's Schulich School of Medicine & Dentistry and Bluewater Health; and highlighting the 50th Anniversary of the [Goodman Lectures](#) that were founded on an endowment bequest.

A. Shepard reflected on his recent opinion piece in the Hill Times regarding the challenges faced by international researchers in securing permanent residency in Canada. He provided the example of how Western's new Canada Excellence Research Chair in Neurovirology and Neuroimmunology is being impacted by the federal government's regulations in this area.

A. Shepard reported on the new federal government funding announced for housing, noting it includes student housing. Details on the funding criteria have yet to be released.

In terms of the provincial government, A. Shepard reported the Ministry is conducting a formula review to assess grant funding levels for each program.

A. Shepard concluded his report by stating he continues to advocate for pedestrian safety measures at the Western/Sarnia Road intersection. He highlighted some of the traffic calming measures implemented on campus to support pedestrian safety.

In response to a question, A. Shepard confirmed the Strategic Mandate Agreement (SMA4) was signed over the summer. R. Chelladurai, Associate Vice-President (Institutional Planning & Budgeting) further advised on the metrics selected by the Ministry and by Western. It is anticipated the SMAs will be published by the Ministry at the end of the calendar year.

In response to a question, A. Shepard and R. Chelladurai clarified the intent of the provincial review of program costing noting they are looking at how much grant money is allocated per student in each program.

4.0 **COMMITTEE AND SENATE REPORTS**

4.1 **REPORT OF THE AUDIT COMMITTEE**

4.1 (a) **Audited Financial Statements for the Year Ended April 30, 2025**

L. Higgs, Chair of the Audit Committee, presented for approval the audited financial statements for the year ended April 30, 2025.

L. Higgs reported on the process used by the Audit Chair and members of the Audit Committee to review the audited financial statements, the due diligence completed, and the role of the external auditors.

L. Higgs advised it was a clean audit and that there were no concerns or control deficiencies noted by the external auditors. L. Higgs reported that Western continues to be under sound fiscal stewardship and continues to maintain a strong financial position.

L. Higgs concluded her comments by highlighting several milestones reached in the year including: the growth of the endowment; the monies given in student scholarships and bursaries; the growth in research grants; and the growth in construction-in-progress activity.

Appreciation was extended to Administration in recognition of their work.

Administration responded to questions regarding the ongoing costs related to the integration of Brescia with Western. This included the Brescia Legacy Fund, capital costs for building upgrades, and plans for use of the West Campus.

Moved by L. Higgs:

That, on recommendation of the Audit Committee, the Board of Governors approve the draft audited combined financial statements for the University for the fiscal year ended April 30, 2025.

CARRIED

4.2 **REPORT OF THE GOVERNANCE AND BY-LAWS COMMITTEE**

4.2(a) **Revisions to the Election Procedures**

M. Banik, Chair of the Governance and By-Laws Committee presented for approval the revisions to the Board of Governors Election Procedures.

The discussion considered the proposed change in the procedure that specifies that references to social media handles in the 200-word candidate statements are not to be permitted.

A motion to remove the proposed amendment referencing social media handles was duly moved by N. Zabian, seconded by B. MacDougall-Shackleton, and defeated.

Those speaking in favour of allowing the use of social media handles in the 200-word candidate statements identified that social media handles are valuable information that directs the electorate to find more information about the candidate. It further was noted that the Senate Election Procedures permit the use of social media handles in the candidate statements.

Those speaking against the use of social media handles in the candidate statements spoke to the importance of not having any references to external resources in the candidate statements.

In response to a question, A. Bryson advised the 200-word candidate statement is used by the Secretariat for election purposes.

Moved by M. Banik:

That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revised Election Procedures as outlined in Item 4.2(a).

CARRIED

5.0 **UNANIMOUS CONSENT AGENDA**

Moved by G. Dick, seconded by N. Zabian:

That the items listed in the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

5.1 **ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE**

5.1(a) **New Scholarships, Awards, and Prizes**

A report on the terms of reference approved by the Property and Finance Committee for the new donor-funded scholarships, awards, and prizes was received for information.

5.2 **ITEM FROM THE FUND RAISING AND DONOR RELATIONS COMMITTEE**

5.2(a) **Approved Namings (under \$1M)**

A report advising the Board of Governors on the approved namings by the Vice-President (Western Advancement), per MAPP 1.44, was received for information.

5.3 **ITEM FROM THE GOVERNANCE AND BY-LAWS COMMITTEE**

5.3(a) **Board By-Election Schedule**

The schedule for a by-election to elect an undergraduate representative to the Board was received for information.

5.4 **ITEM FROM THE SENIOR POLICY AND OPERATIONS COMMITTEE**

5.4(a) **University Discipline Appeal Committee (UDAC) Membership**

A report advising the Board of Governors on the appointment of Anne Schuurman to fill the vacant faculty position on UDAC for the term July 1, 2025 to June 30, 2028 was received for information.

It was clarified that a report on the appointment of a student representative to fill the current undergraduate vacancy on UDAC will be received by the Board pending receipt of nominations for that seat.

5.5 **REPORT FROM SENATE**

5.5(a) **Revisions to the Appointment Procedures for Senior Academic and Administrative Officers of the University**

By unanimous consent, the following recommendation was carried:

That, on the recommendation of Senate, the Board of Governors approve the addition of the Deputy Provost position to the Appointment Procedures for Senior Academic and Administrative Officers of the University as shown in Item 5.5(a).

5.5(b) **Administrative Appointments**

A report on the academic administrative appointments as of September 1, 2025 was received for information.

6.0 **ITEMS REMOVED FROM THE CONSENT AGENDA**

None.

7.0 **QUESTIONS FROM MEMBERS**

In response to a question regarding the potential of Western becoming a member of the University of the Arctic, A. Shepard advised that on initial review this does not seem to be a priority at this time, but suggested he could ask the Vice-President (Research) to review.

8.0 **OTHER BUSINESS**

None.

9.0 **ADJOURNMENT TO CLOSED SESSION**

On motion, the meeting adjourned at 10:52 a.m.

S. Shortreed
Chair

A. Bryson
University Secretary

ITEM 2.3 - Business Arising from the Minutes

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

There is no business arising from the minutes of the previous meeting.

ITEM 3.0 - Report of the President

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

A. Shepard, President & Vice-Chancellor, will provide a verbal update on his report to the Board.

ATTACHMENT(S):

[Report of the President](#)

REPORT OF THE PRESIDENT

To: Board of Governors

From: Alan Shepard

Date: November 13, 2025

Re: Quarterly report for November 2025

Dear Members of the Board,

Following are some of the noteworthy developments since my last report for the Board meeting of September 25, 2025.

Federal budget supports talent development and research: universities across Canada welcomed the investments announced in the [federal budget](#) on November 4 that will support talent development and tri-council funding essential to moving technology, health care, and other fundamental and applied research forward. The budget outlined a \$1.65 billion talent package to fund a new accelerated chairs program with companion funding through CFI, and more funding to attract doctoral candidates and post-doctoral fellows.

Immigration changes lift restrictions on graduate students and accelerate PhD recruitment: the federal government released an [Immigration Levels Plan](#) which more carefully balances the need to recruit top global minds with infrastructure needs. While caps and the requirement for a Provincial Attestation Letter (PAL) remain in place for undergraduate students, as of January 2026, graduate students will be exempt from the PAL requirement. In addition, the government committed to an accelerated study permit application process for doctoral candidates. Western was a leader in advocating for exempting graduate students from the PAL system.

Western, McMaster partner to provide shared access to research facilities: the landmark agreement will allow researchers to access 13 leading facilities across both institutions. Western researchers now have access to six premier McMaster platforms, such as the Canadian Centre for Electron Microscopy, the McMaster Manufacturing Research Institute and the Centre for Advanced Light Microscopy, while McMaster researchers can access seven facilities at Western including the Biotron, Surface Science Western, and the ImPaKT Facility.

Ivey Business School ranked first in Canada for high-impact business research: Ivey climbed five spots in *The Financial Times* Research Insights Ranking, placing first in Canada and 25th globally. The ranking identifies Ivey's growing influence in shaping business thinking through research that has the power to inform decision-makers across all sectors.

Top ranking for entrepreneurship: Western was ranked among the top 50 entrepreneurship schools in the world for undergraduate and MBA students by PitchBook, a financial data company that tracks the progress of start-ups and venture capital-backed businesses. PitchBook's rankings compare schools by the number of alumni entrepreneurs who have raised venture capital in the last decade. One of just seven Canadian universities on the list, Western placed 40th in the world for undergraduate alumni entrepreneurs and 30th for female founders.

Western joins Global Virus Network as first Canadian centre of excellence: when construction is complete, the Pathogen Research Centre, a \$44-million facility to bring real-world testing, containment, and treatment manufacturing under one roof, will become one of the Global Virus Network's Centers of Excellence. This coalition of 80 institutions in 40 countries collaborates to increase pandemic preparedness against viral threats and diseases that threaten public health.

New Canada Research Chair named, seven renewed: **Patrick Moynihan** (Schulich) was announced as Western's newest Canada Research Chair, and seven existing chairs were renewed including **Shehzad Ali** (Schulich), **Cristián Bravo Roman** (Science), **Elizabeth (Beth) Greene** (Arts and Humanities), **Yolanda Hedberg** (Science), **Grace Parraga** (Schulich), **Arghya Paul** (Engineering/Science), and **Lisa Saksida** (Schulich). Western will also receive nearly \$13.9 million in research funding to help cover the indirect costs of research.

Accolades: Congratulations to the following Western community members who, among others, have received special honours and awards in recent months:

- **Peter Howitt** (MA'69), former faculty member in the Department of Economics for nearly 25 years, received the Nobel Prize in Economics.
- **Ján Mináč** (Science) named Fellow of the *American Mathematical Society*.
- **Robert Hegele** (Schulich) selected to be inducted into the *Canadian Medical Hall of Fame*.
- Dean **Michael Kim** (Music) received the *Korean Canadian Scholarship Foundation's* 2025 Dream Tree Award.
- Dean **Julian Birkinshaw** (Ivey) received the CK Prahalad Award for Scholarly Impact on Practice from *The Strategic Management Society*.
- **Erika Chamberlain** (Law) named editor-in-chief of the *Dominion Law Reports* and elected Chair of the *MADD Canada* board of directors.
- **Jim Weese** (Health Sciences) received the Career Achievement Award from Ohio State University.

- **Breanne Kearney**, PhD'25 (Schulich), **Jesse Sutton**, PhD'25 (Social Science), and **Alexander Zero**, PhD'25 (Health Sciences) received this year's Governor General Gold Medals.
- **Sarah Al-Saoud** (Education) awarded an Autism Scholars Award from the *Council of Ontario Universities*.
- **Global Undergraduate Awards**: Western had one global winner and three regional winners (best in The Americas) in this annual international competition:
 - Global Winner – **Jayden Faith Zajac**, (Classical Studies & Archeology)
 - Regional winners – **Renee Guerville** (Psychology), **David Klassen Johnson** (Mathematics & Physics), **Sarah You** (Computer Science)
- **Yanet Campbell-Secades**, **Julian Trippell**, **Lincoln St. John**, and **Abigail Greenland**, selected as fellows with London Symphonia for the orchestra's 2025-26 season.
- Mustang women's rowing team was second at the Canadian University Rowing Championship, with **Kira Mels-Williams** and **Morgan Rosts** earning a gold medal in the heavyweight pair event. **Oliver Baker** won gold in men's heavyweight singles.
- *Ontario University Athletics* football awards: **Erik Anderson**, J.P. Metras Award (Lineman of the Year), **Jackson Mackay**, Norm Marshall Award (Rookie of the Year).
- Mustang women's softball placed second at the *Ontario University Softball (OUS)* Championships, while coach **Becky Goudy** was named OUS coach of the year.
- **Jennifer Stinson** (BScN'88) honoured with Peter Gilgan Canada Gairdner Momentum Award from the *Gairdner Foundation* for her work to advance pain management for children and youth. She is the first nurse clinician-scientist to be a Gairdner Laureate.
- The following members of the Western community have received King Charles III Coronation Medals in recent months: **Robert Aboumitri** (BA'94), **Charles Brown** (BA'78, MBA'83), **Peter Canham** (PhD'67, Schulich), **Patrick Dion** (BESc'89), **Raveena Duggal** (medical sciences student), **Robert Gros** (BSc'91, MSc'94, PhD'00, Schulich), **Walid Hejazi** (BA'87), **John Mombourquette** (BA'82, MA'85, BEd'87), **David Peters** (BEd'04), **Sheryl Saperia** (JD'06), **Ronald Schlegel** (BA'66, LLD'19), **Nancy Southern** (LLD'17), **Craig Thur** (BA'03), **Bill Wall** (MD'70, Schulich).

Leadership updates:

Active academic leadership review/selection committees are underway for the Faculties of Arts & Humanities, Music, and Social Science.

ITEM 4.1(a) – Revisions to the Terms of Reference for the University Discipline Appeal Committee

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revised Terms of Reference for the University Discipline Appeal Committee, as shown.

EXECUTIVE SUMMARY:

The Terms of Reference were updated to indicate that both Faculty members and students shall be appointed from a broad range of faculties.

A minor amendment was made to clarify that terms of appointment do not include partially-served terms.

ATTACHMENT(S):

[Terms of Reference: University Discipline Appeal Committee \(UDAC\)](#)

University Discipline Appeal Committee (UDAC)

Effective Date: ~~June 26, 2025~~ **November 20, 2025**

Supersedes: ~~* June 26, 2025~~

Date of Next Review: Spring 2027

TERMS OF REFERENCE

The University Discipline Appeal Committee (UDAC) is a subcommittee of the Board of Governors of the University. UDAC is the final body to which students may appeal rulings of the Vice-Provost (Students) ~~in~~-related to violations of the Code of Student Conduct. The decisions of UDAC are final.

UDAC shall proceed in accordance with the Code of Student Conduct.

COMPOSITION

The Board of Governors shall appoint a Chair and 15 members of UDAC: 7 members of faculty and 8 students (5 undergraduates and 3 graduate students).

Faculty members and students shall be appointed from a broad range of Faculties. No more than two ~~of the~~ faculty members shall be from the same Faculty. ~~Undergraduate students shall be appointed from a broad range of Faculties and~~ ~~No~~ no more than two ~~of the~~ undergraduate students shall be from the same Faculty. **No more than one graduate student shall be from the same Faculty.**

The Chair shall be appointed annually by the Board of Governors.

APPOINTMENT

The terms of appointment shall be faculty, three years; students, one year. Members are eligible for reappointment to a maximum of six continuous years **(excluding therefrom a partial term served)** but shall be eligible for reappointment after a lapse of two years.

~~Notwithstanding the term indicated above, members~~ **Members** may be appointed for shorter terms in order to fill vacated positions.

An appeal will be heard by a panel of UDAC. The size and composition of the panel

University Discipline Appeal Committee (UDAC)

shall be determined by the Chair provided that a panel always includes at least one student, at least one faculty member, and the Chair.

PROCEDURES

In instances where the Chair is unable to act, they may designate a member to act as Chair. In the event the Chair is unable to appoint a designate, the Senior Policy and Operations Committee of the Board of Governors shall appoint Chair pro tem.

When a duly constituted panel of UDAC commences to hear a matter, the membership terms of those members present at the commencement of the hearing are automatically extended until UDAC renders its final decision in the case in question.

ITEM 4.1(b) – Revisions to MAPP 3.9 – Powers, Responsibilities, and Duties of Acting Ranks

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to MAPP 3.9 - Powers, Responsibilities, and Duties of Acting Ranks, as shown.

EXECUTIVE SUMMARY:

In accordance with the Resolution re: Delegation of Authority (Section 1(b)), the Board of Governors has delegated authority to the President to approve acting appointments.

The proposed revisions to MAPP 3.9 – Powers, Responsibilities, and Duties of Acting Ranks reflect this change in policy.

As policies are updated, they are placed on the current policy template.

ATTACHMENT(S):

[MAPP 3.9 – Powers, Responsibilities, and Duties of Acting Ranks](#)

[Resolution re: Delegation of Authority](#)

POLICY 3.9 – Powers, Responsibilities, and Duties of Acting Ranks

Policy Category: Personnel – All

Subject: Duties and Responsibilities of Acting Positions

Approving Authority: Board of Governors

Responsible Officer: Vice-President (Operations & Finance)

Responsible Office: Human Resources

Related Procedures: n/a

Related University Policies: [Resolution re: Delegation of Authority](#)

Effective Date: ~~October 18, 1974~~ November 20, 2025

Supersedes: ~~(NEW)~~ October 18, 1974

POLICY

- 1.00 A person appointed **in accordance with Board policies and by-laws** ~~by the Board of Governors~~ to fill a position or office within the University organization in an acting capacity shall, for the term of such appointment, assume in full the duties and responsibilities of such position or office and have vested in ~~him or her~~ **them** authority and powers as though such appointment were substantive, unless otherwise qualified by ~~the Board~~ **such policies or by-laws**.

ITEM 4.2(a) – Revisions to MAPP Policy 1.43 - Safe Disclosure

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Audit Committee, the Board of Governors approve the revisions to MAPP Policy 1.43 – *Safe Disclosure*, as shown.

EXECUTIVE SUMMARY:

Safe Disclosure Background

Western University's Safe Disclosure Policy was implemented in September 2007 to uphold the high standards of honesty and integrity at the University. The purpose was to allow members of the University community to report concerns of unethical behavior or improper financial activity without fear of retaliation.

When a member of the Western University community (including staff, students, volunteers, or others engaged in university activities) reasonably suspects unethical behaviour or improper financial activity, they are encouraged to report it promptly through the channels specified in the Safe Disclosure Policy. Reports can be submitted confidentially or anonymously and are received by Internal Audit, which acknowledges receipt and determines whether the concern falls within the scope of the policy or should be referred to another university process or authority.

If the matter proceeds under the Safe Disclosure Policy, Internal Audit conducts an initial assessment to determine the need for further review or investigation. Should an investigation be initiated, confidentiality is maintained to the greatest extent possible, and appropriate action is taken based on the findings. Following the completion of an investigation, Internal Audit prepares a report outlining the findings and any recommendations. The final report is shared with the appropriate senior administrators, such as the Associate Vice-President (Operations and Finance), and a summary is presented to the Audit Committee of the Board of Governors. In cases involving particularly sensitive matters, the Safe Disclosure Procedures authorize Internal Audit to communicate and work directly with the Audit Committee, to ensure independence and integrity in handling a concern.

Policy Update

To ensure the continued effectiveness of the Safe Disclosure Policy, a comprehensive review of the policy was conducted by Internal Audit. The current policy and procedures were benchmarked against those of other universities, leading to targeted improvements. While the proposed amendments are generally minor, they enhance clarity and better define roles and responsibilities.

1. Reporting a Concern

An important issue relating to disclosing concerns is anonymous reporting. Most universities accept anonymous reports from individuals. This is either explicitly stated

in their policy or not mentioned at all, which by default allows anonymous submissions. Western's Safe Disclosure Policy specifically states that anonymous reporting is allowed. Revisions are being suggested to enhance the clarity of this provision and address some of the challenges in investigating anonymous reports.

2. Scope of Policy

The definition of the Western University community has been broadened to include external stakeholders such as contractors and others to address disclosures brought from external stakeholders.

3. Clarifying Internal Audit's Role relating to Fraud Investigations

A new section has been added to explicitly define Internal Audit's responsibility for investigating reports of improper financial activity and fraud. While the current policy describes the investigative process used by Internal Audit, it does not clearly assign responsibility to Internal Audit for conducting these investigations. The revised language provides clarity on Internal Audit's role in leading these reviews.

ATTACHMENT(S):

[MAPP Policy 1.43 – Safe Disclosure](#) (for approval)

[Procedure for Policy 1.43 – Reporting Concerns of Unethical Behaviour or Improper Financial Activity](#) (for information)

POLICY 1.43 – Safe Disclosure ~~Policy~~

Policy Category:	General
Subject:	Safe disclosure of unethical behavior or improper financial activity
Approving Authority:	Board of Governors
Responsible Officer:	Vice-President (Operations & Finance)
Responsible Office:	Internal Audit
Related Procedures:	Procedures for Reporting Concerns of Unethical Behaviour or Improper Financial Activity
Related University Policies:	MAPP Policy 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy ; MAPP Policy 7.0 – Responsible Conduct of Research ; Senate Policy on Scholastic Discipline for Undergraduate Students ; Senate Policy on Scholastic Discipline for Graduate Students ; Scholastic Offences Policy ; MAPP Policy 3.4 – Conflicts of Interest
Effective Date:	TBD June 25, 2015
Supersedes:	June 25, 2015 ; September 25, 2007

PURPOSE

~~The University of~~ Western **University** ~~Ontario~~ is committed to high standards of ethical behaviour by its members when they are carrying out their responsibilities. The University recognizes that its members, in carrying out their daily activities, are often in the best position to identify activities which could potentially cause harm to other members of the University, risk the reputation of the University, or harm it financially or in other ways.

The University depends on its members to report apparent breaches of ethical conduct in order that they may be investigated and corrective action taken. This policy provides

POLICY 1.43 – Safe Disclosure Policy

a mechanism to disclose concerns without fear of retaliation and reflects the University's commitment to accountability and ethical conduct. Anyone who has reasonable grounds to suspect unethical behavior or improper financial activity is expected to bring forward the allegation in a timely manner.

POLICY

- 1.00 The University is committed to providing an environment where members of the University community can disclose, in good faith, their concerns about unethical behaviour or improper financial activity that has occurred or could potentially occur, without being subject to reprisal of any kind. For the purposes of this policy, the University community includes but is not limited to employees, students, volunteers, contractors, suppliers, and other individuals who work, study or engage in activities at the University.
- 2.00 Individuals who have made allegations in good faith or provided information in good faith related to an allegation will not be subject to reprisal.
- 3.00 This policy is in addition to and does not replace the rights or responsibilities of an individual under law, employment contract or professional ethics.
- 4.00 Nothing in this policy shall limit or amend the provisions of other policies or the provisions of collective agreements entered into between the University and its employee groups and where such policies and agreements have application, those provisions shall prevail.
- 5.00 To allow a competent fair and impartial investigation to be completed, all individuals involved in a disclosure or an investigation shall not disclose or discuss the details and results of an investigation with anyone other than those personnel associated with the University who have a need to know such details and results in order to perform their duties and responsibilities. Details and results of investigations shall be confidential within the limitations of the law, collective or employee agreements and University policies.
- 6.00 Individuals who knowingly make false allegations or act in bad faith may be subject to the appropriate disciplinary action.
- 7.00 Any individual who experiences any type of retaliation as a result of reporting evidence of unethical behaviour or improper financial activity should immediately inform the person to whom the original report was made, who, in turn must contact the appropriate human resource officer.
- 8.00 The University has the following offices and processes to deal with various acts of misconduct:

POLICY 1.43 – Safe Disclosure Policy

- The Western Special Constable Service should be contacted where an individual has reason to believe that a possible criminal offence has occurred.
- Issues that involve discrimination and harassment should be referred to the Equity and Human Rights Office through MAPP Policy 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy or through provisions in the relevant collective agreement.
- In cases of suspected academic dishonesty, matters should be reported in accordance with the appropriate policy such as MAPP Policy 7.0 – Responsible Conduct of Research ~~Academic Integrity in Research Activities, or Senate's Policy on Scholastic Discipline for Undergraduate Students, or Senate Policy on Scholastic Discipline for Graduate Students~~ Scholastic Offences Policy.
- In the case of an alleged faculty conflict of interest, the provisions in the Faculty Collective Agreement or the Conditions of Appointment for Physicians should be followed.
- Individuals with concerns about unethical behaviour that may be addressed through provisions of a collective agreement or other employment agreement governing their relationship with the University should follow the process identified by the relevant agreement.

In each of the above instances, investigation and reporting will occur in accordance with the relevant policy and/or agreement.

9.00 Internal Audit will be responsible for the investigation of matters related to allegations of improper financial activity.

10.00 For any concerns of unethical behavior not referred to in paragraph 8.00 or for concerns of improper financial activity, individuals should follow the Procedures established pursuant to this Policy.

Last Reviewed: *

PROCEDURE FOR POLICY 1.43 – Reporting Concerns of Unethical Behaviour or Improper Financial Activity

Governing Policy:	MAPP Policy 1.43 - Safe Disclosure
Subsections:	*
Responsible Officer:	Vice-President (Operations & Finance)
Responsible Office:	Internal Audit
Effective Date:	TBD
Supersedes:	June 25, 2015

-
- 1.0 In these Procedures, reference to “the Policy” shall mean the **MAPP Policy 1.43 - Safe Disclosure Policy**.
- 2.00 These procedures apply to disclosures of unethical behaviour not covered in paragraph 8.00 of the Policy or disclosures of possible improper financial activity.
- 3.00 Unethical behaviour is defined in general terms as activity which is believed to be contrary to the policies of the University or relevant laws.
- 4.00 Improper financial activity is defined as an act, omission, expression, or concealment calculated to deceive another to his/her financial disadvantage. Examples include but are not limited to:
- Financial fraud (including claiming fictitious travel and other expenses);
 - Theft, embezzlement, misappropriation, misapplication, destruction, removal or concealment of University property;
 - Forgery, falsification, misrepresentation, inappropriate alteration or inappropriate destruction of documents (paper or electronic);
 - Bribery;
 - Authorizing or receiving payment for goods not received or services not performed;
 - Authorizing or receiving payments for hours not worked;
 - Unreported Financial Conflicts of Interest (Refer to Policy 3.4 for examples of conflicts of interest).
- 5.00 Individuals reporting unethical behaviour or improper financial activity should

PROCEDURE FOR POLICY 1.43 – Reporting Concerns of Unethical Behaviour or Improper Financial Activity

contact their immediate supervisor and the Internal Audit Department in a timely manner after becoming aware of the behaviour or activity. If an employee does not feel comfortable communicating concerns to his/her immediate supervisor, the employee should notify the person one level above the immediate supervisor and the Internal Audit Department. If this route is also uncomfortable, the employee should contact the Internal Audit Department directly (www.uwo.ca/internal_audit).

6.00 Individuals making a report of improper financial activity should provide the following information:

- The nature of the activity being reported
- Description of all parties believed to be involved
- Financial interests and rewards believed to be involved
- Policies, laws or regulations alleged to be breached.
- Any other information believed to be relevant

7.00 Concerns about unethical behaviour or improper financial activity may be reported anonymously and will be evaluated in accordance with paragraph 8.00 below.

8.00 Anonymous disclosures will be accepted and reviewed to the extent possible based on the information provided. While anonymity may limit the University's ability to fully assess or investigate the matter, reasonable efforts will be made to evaluate the substance of the concern.

8.00 The Internal Audit Department will evaluate the information provided and determine whether further investigation is required. The purpose of the investigation will be to obtain additional information and determine if further action is necessary. If the person making the original disclosure is available, ~~he or she~~ they may be contacted for additional information (protection of ~~his/her~~ their confidentiality will continue, as stated in Policy paragraph 5.00). If the matter should be dealt with under a different University procedure, the individual making the disclosure will be advised and offered assistance with the appropriate steps to be taken.

9.00 The findings of any investigation under paragraph 8.00 will be communicated to the President or appropriate Vice-President depending on the circumstances. All completed investigation findings relating to improper financial activity will also be communicated to the Vice-President (Operations & Finance). The Audit Committee of the Board of Governors will be informed of any findings in cases where the investigation has concluded that unethical behaviour or improper financial activity has occurred. In cases where the investigation has concluded that unethical behaviour or improper financial activity has not taken place, the Audit Committee will receive an aggregate summary of allegations compiled by the Internal Audit Department. Names of individuals are not disclosed in this report. The person making the original

**PROCEDURE FOR POLICY 1.43 – Reporting Concerns of Unethical Behaviour
or Improper Financial Activity**

disclosure will be contacted (if available) and informed that the investigation has been completed.

- ~~10~~11.00 In the event that, by reason of the subject matter of or persons involved in the investigation, Internal Audit determines it would be inappropriate to communicate the findings of the investigation in accordance with paragraph ~~9~~10.00, Internal Audit may communicate the findings of an investigation directly to the Chair of the Audit Committee.
- ~~11~~12.00 Where there has been a finding of unethical behavior or improper financial activity reported to the Audit Committee, Internal Audit may report to the **Audit** Committee from time to time on actions taken to address the finding.
- ~~12~~13.00 Records relating to disclosures where there has been no finding of unethical behaviour or improper financial activity and where no further action is required to respond to the disclosure will be securely retained in the Internal Audit Department for one year after the completion of the process and then will be confidentially destroyed. In all other cases, records will be maintained as required by the nature of the investigation undertaken and any action to be taken in compliance with provisions of any relevant collective or employee agreement or policy.

ITEM 5.0 – Unanimous Consent Agenda

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That the items listed on the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

EXECUTIVE SUMMARY:

The Board's parliamentary authority - *American Institute of Parliamentarians Standard Code of Parliamentary Procedure* (formerly called *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 governing bodies 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 governing body to focus on major items of business. While approval of an omnibus motion saves time at 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, they 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 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, they 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.

ITEM 5.1(a) – New Scholarships, Awards, and Prizes

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Property and Finance Committee, on behalf of the Board of Governors, approved the Terms of Reference for the new scholarships, awards, and prizes as shown in Item 5.1(a).

Donor-funded scholarships, awards, and prizes are recommended by the Senate for approval by the Property and Finance Committee on behalf of the Board in accordance with the Property and Finance Committee Terms of Reference.

ATTACHMENT(S):

[New Donor-Funded Scholarships, Awards and Prizes](#)

New Donor-Funded Scholarships, Awards and Prizes

Any Undergraduate Program

Jodi Freeman Award

Awarded to full-time undergraduate students in any year of any program in any faculty based on academic achievement and financial need. Preference will be given to candidates who are in Year 2 and live in a Western main-campus student residence. Online financial assistance applications are available through Student Center and must be submitted by September 30. The Office of the Registrar will select the recipients.

Value: 1 at \$5,000, awarded annually

Effective Date: 2025-2026 academic year

This award honours the life, spirit and legacy of a remarkable woman and celebrates her lasting contributions to the Western University community both as a student and staff member. A dedicated and inspiring leader, Jodi was the first two-time recipient of the Western Award of Excellence – the university's highest honour for staff members. Her influence was far-reaching and her leadership, compassion and unwavering kindness left a deep impression on both students and colleagues. This award reflects Jodi's lifelong commitment to student life and her belief in the importance of belonging.

Faculty of Engineering

Schaeffler Engineering Award

Awarded annually to full-time undergraduate students in Year 3 in the Faculty of Engineering, based on academic achievement. Preference will be given to students in the Department of Mechanical and Materials Engineering or in the Department of Electrical and Computer Engineering. The Faculty of Engineering will select the recipients.

Value: 1 at \$2,000 awarded annually

Effective Date: 2025-2026 to 2029-2030 academic years only

This award is made possible by the generosity of Schaeffler Canada Inc and Schaeffler Aerospace Canada Inc.

Faculty of Law

Robert M. Solomon Prize for Public Health & Injury Prevention Advocacy

Awarded to a full-time undergraduate student, JD program, Faculty of Law, who writes the best paper in a credit course advocating for change in public policy in the field of health care or injury prevention. The Faculty of Law will select the recipients.

Value: 1 at \$1,500 awarded annually

Effective Date: 2025-2026 to 2029-2030 academic years inclusive

The prize honours the career and mentorship of Robert Solomon, who taught at Western for over 40 years. His work in the fields of addiction, health care and impaired driving law has driven meaningful reform across Canada and internationally. In particular, he has had a remarkable impact on the field of impaired driving law, including serving as the national director of legal policy for MADD Canada for many years. In 2013, he was named a Distinguished University Professor. Funding for this prize is provided by a friend and colleague.

Athletics

Rick Rasmussen “Big Raz” Rowing Award

Awarded to full-time undergraduate or graduate students in any year of any degree program at Western, including the Affiliated University Colleges, who are making a significant contribution as a member of the Rowing Team. The awards will be divided equally between men and women members of the team each year. As per OUA and U SPORTS regulations, a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. The Western Athletic Financial Awards Committee will select the recipients.

Value: 4 at \$1,500 awarded annually

Effective Date: 2025-2026 to 2026-2027 academic years inclusive

Don Wright Faculty of Music

Jack Long Music Award

Awarded to full-time undergraduate students in the Don Wright Faculty of Music based on academic achievement. The Don Wright Faculty of Music will select the recipients.

Value: 1 at \$2,000 awarded annually

Effective Date: 2025-2026 to 2029-2030 academic years inclusive

This award has been established through a generous donation from Long & McQuade to honour the legacy of their company founder, Jack Long to recognize students demonstrating excellence in musicianship. As a lifelong musician, music industry pioneer and supporter of music education, Jack believed that everyone deserved to learn and play music. Jack used this as the driving force shaping Long & McQuade as a musician-first company.

Faculty of Information and Media Studies

Susan Fenlon Bursary in Journalism and Communications

Awarded to full-time graduate students in the Master of Media in Journalism and Communications based on financial need. The recipient will be selected in accordance with the FIMS Awards and Scholarships Policy.

Value: 1 at \$2,000 awarded annually
Effective Date: May 2025 to April 2030 inclusive

This bursary was made possible by a generous donation from Brodie Fenlon (MAJ'99) and named for his mother (BA'69) in recognition of her endless support, love of the news and curiosity about the world.

ITEM 5.1(b) - Semi-Annual Ratio Report on Non-Endowed Funds

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The semi-annual report presents the quarterly activity of the non-endowed funds and monitors the ratio of investments to obligations against the target ratio of 1.08. As at September 30, 2025 the ratio was 1.27 and exceeds the target ratio.

ATTACHMENT(S):

[Semi Annual Ratio Report on Non-Endowed Funds](#)

Semi-Annual Ratio Report on Non-Endowed Funds

The attached report shows the non-endowed fund activity from 2015//2016 to September 30, 2025. The balance in the Undistributed Investment Returns Account at September 30, 2025 was \$250.0 million. At September 30, 2025, the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.27 (column 10) compared to the target ratio of 1.08.

- ❑ Net returns / (losses) (column 1) amounted to \$39.8 million.
- ❑ Allocations to accounts (column 2), was \$3.0 million and represents income distributed to the non-endowed fund balances. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period July – September 2025 was 2.26%. In the case of Robarts, in accordance with the operating agreement, the long-term portion of their fund balance earns the rate of return generated by the Operating & Endowment portfolio.
- ❑ The allocation to the operating budget (column 3) was zero as approved by the Board.
- ❑ Other Allocations (column 4) for the period ending September 30, 2025 was zero.
- ❑ The non-endowed investments increased \$32.8 million (column 6).
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at September 30, 2025 amounted to \$1.0 billion (column 7).
- ❑ The obligations of the portfolio amounted to \$758.4 million at September 30, 2025 (column 8).
- ❑ The ratio of investments to obligations stood at 1.33 (column 9) at September 30, 2025.

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)
2015/2016	0.7	(0.1)	0.0	(0.5)	13.9	14.1	489.0	275.5	1.77	1.72
2016/2017	21.4	(0.8)	0.0	(0.1)	(4.8)	15.7	569.1	307.4	1.85	1.80
2017/2018	10.4	(0.7)	0.0	(12.5)	3.4	0.6	582.7	275.8	2.11	1.92
2018/2019	12.0	(1.5)	0.0	(1.1)	(4.0)	5.4	593.0	292.6	2.03	2.00
2019/2020	0.5	0.5	0.0	(65.0)	57.4	(6.6)	612.9	530.8	1.15	1.74
2020/2021	38.4	(1.9)	0.0	(18.1)	14.1	32.5	668.0	539.2	1.24	1.43
2021/2022										
July 2021 Q1	48.9	(2.3)	0.0	0.0	26.0	72.6	780.0	595.8	1.31	1.39
October 2021 Q2	28.1	0.0	0.0	0.0	(10.1)	18.0	798.0	585.7	1.36	1.34
January 2022 Q3	3.4	(1.9)	0.0	0.0	(3.7)	(2.2)	795.8	582.0	1.37	1.30
April 2022 Q4	(27.6)	(3.1)	0.0	(47.3)	47.4	(30.6)	765.2	629.4	1.22	1.24
2022/2023										
July 2022 Q1	(0.9)	(0.3)	0.0	(1.7)	33.5	30.6	795.8	662.9	1.20	1.24
Oct 2022 Q2	(21.4)	(1.2)	0.0	(3.6)	(19.6)	(45.8)	750.0	643.3	1.17	1.24
Jan 2023 Q3	50.6	(2.5)	0.0	0.0	(19.2)	28.9	778.9	624.1	1.25	1.25
Apr 2023 Q4	30.2	(4.6)	0.0	(14.3)	(55.4)	(44.1)	734.8	568.7	1.29	1.26
2023/2024										
July 2023 Q1	19.9	(5.4)	0.0	(1.1)	46.8	60.2	795.0	615.5	1.29	1.27
Oct 2023 Q2	5.2	(6.5)	0.0	(1.2)	(11.2)	(13.7)	781.3	604.3	1.29	1.28
Jan 2024 Q3	60.0	(6.3)	0.0	(1.0)	(6.3)	46.4	827.7	598.0	1.38	1.28
Apr 2024 Q4	53.2	(11.1)	0.0	(169.4)	98.0	(29.3)	798.4	696.0	1.15	1.27
2024/2025										
July 2024 Q1	50.6	(7.3)	0.0	0.0	26.3	69.6	868.0	722.3	1.20	1.26
Oct 2024 Q2	38.3	(7.8)	0.0	0.0	(13.7)	16.8	884.8	708.6	1.25	1.25
Jan 2025 Q3	58.0	(7.2)	0.0	0.0	(5.5)	45.3	930.1	703.1	1.32	1.25
Apr 2025 Q4	(14.8)	(8.9)	0.0	(41.8)	14.4	(51.1)	879.0	717.5	1.23	1.25
2025/2026										
July 2025 Q1	56.2	(4.5)	0.0	0.0	44.9	96.6	975.6	762.4	1.28	1.26
Sep 2025 Q2	39.8	(3.0)	0.0	0.0	(4.0)	32.8	1008.4	758.4	1.33	1.27

General notes:

[A] For 2013/2014 through to 2018/2019 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 account fund balances and associated companies, except the Operating budget and Other allocations (column 4)
- (3) Allocations to the Operating budget.
- (4) April 2025 includes allocation of investment income to MSOF and Sinking Funds (42.6); special allocation to capital (1.3) netted by debenture cost recover 1.7 and market adjustment on RBC SWAP interest agreement of (.6)
- (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.

ITEM 5.1(c) - Annual Report on Endowments (Underwater)

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

This annual report summarizes endowments where the market value is less than the original donated capital (termed ‘underwater’). The historical information is presented as at April 30 and is a risk management practice to monitor the long-term health of Western’s endowments.

During fiscal 2025, the number and value of underwater endowments increased to 24 and \$2.17M, respectively (2024 - 5 and \$1.85M). While fiscal 2025 market returns were positive, volatility in the last quarter impacted gifts received during that time, resulting in additional underwater endowments as at April 30, 2025. Year-to-date returns for fiscal 2026 are 6.6%.

ATTACHMENT(S):

[Annual Report on Endowments \(Underwater\)](#)

Annual Report on Endowments (Underwater)

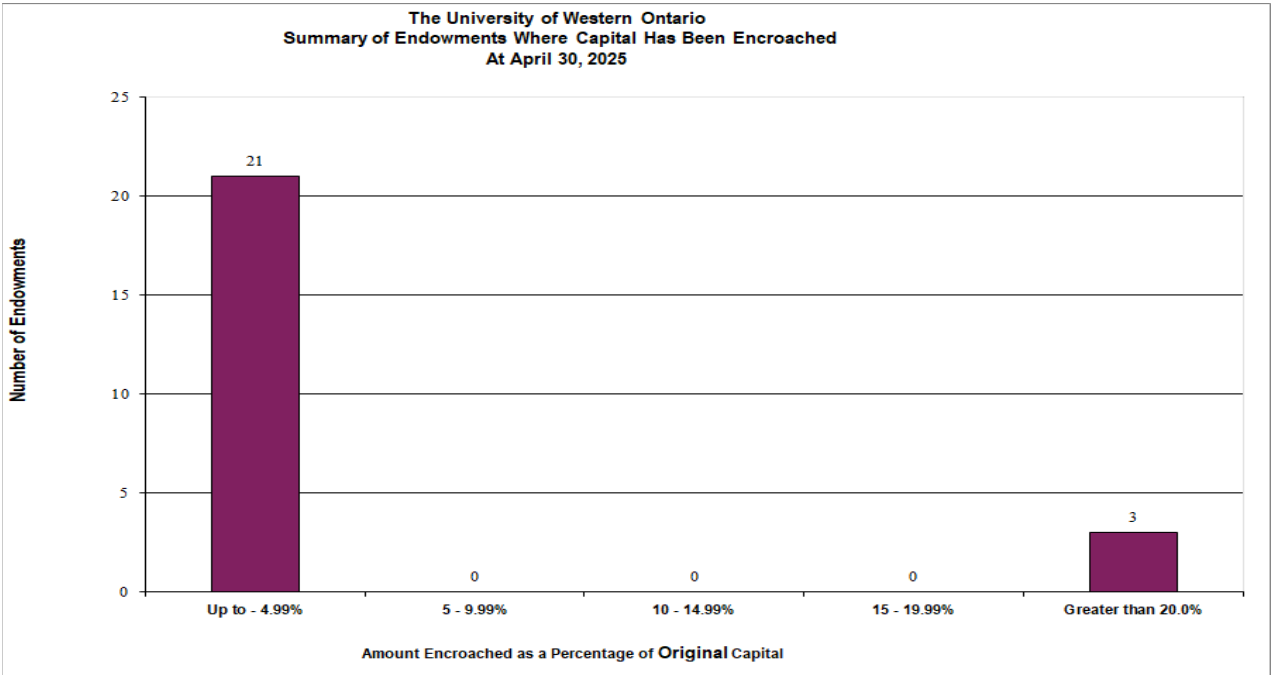
The University's policy with respect to the management of endowments allows a temporary draw down of endowment capital outlined in policy number 2.11, as follows:

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

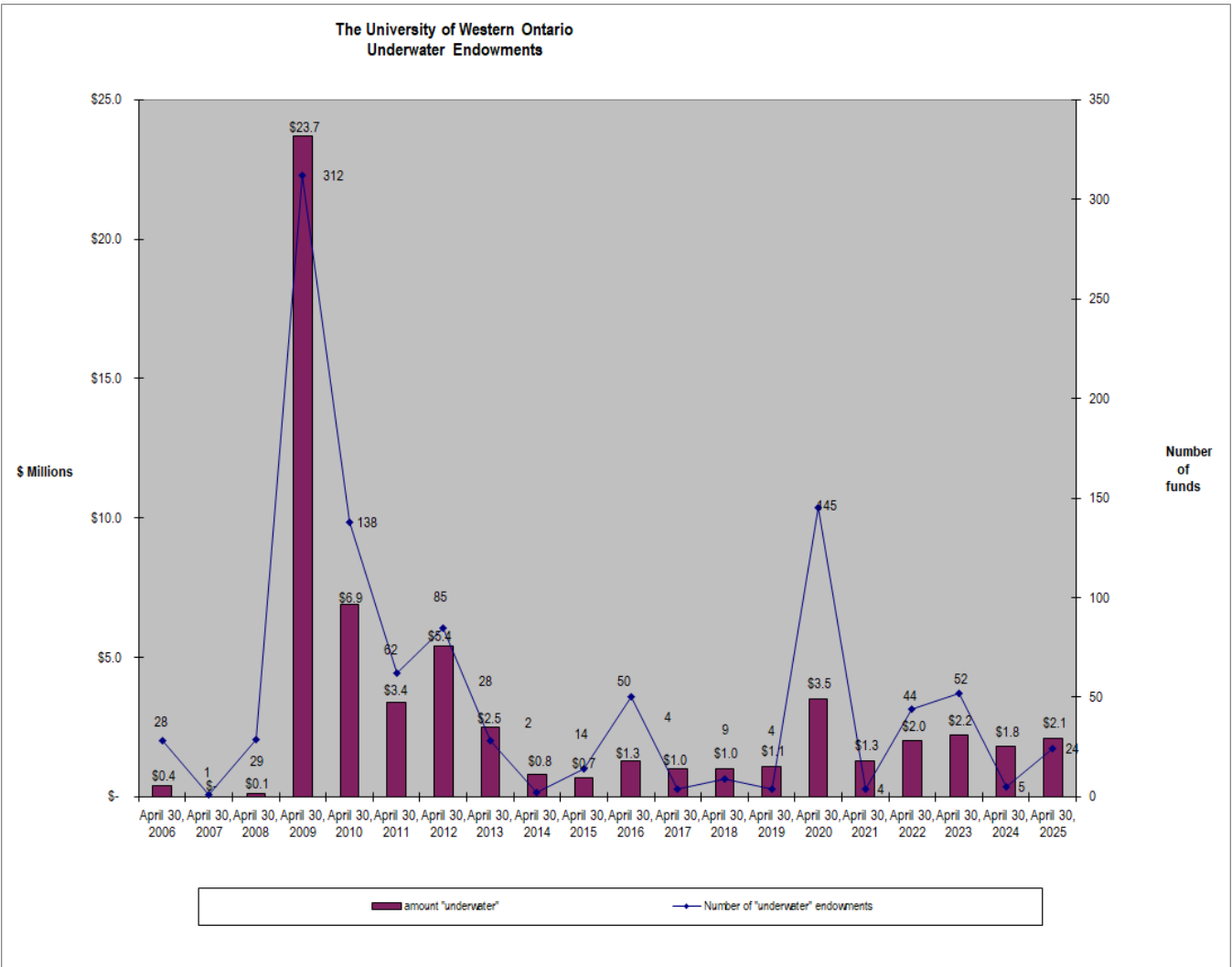
An endowment becomes underwater when the current market value of the fund is less than the original donated amount.

Western now administers 2,507 endowed accounts with a market value of \$1.418 billion as of April 30, 2025 (2,431 and \$1.295 billion at April 30, 2024, respectively). Of the 2,507 endowments, there are 24 that are underwater by a total of \$2.172 million (0.15% of the endowed market value). Of the 24 endowments that are underwater, 3 are part of the Schulich group of endowments and are administered outside of the Investment Payout Policy (MAPP 2.11) in accordance with the original terms of the gift. These 3 endowments represent \$1.943 million of the \$2.172 million underwater amount and have encroachment exceeding 20% as shown in the chart below. The original terms agreed to with the donor leave these 3 endowments in a continuous state of being underwater. The remaining 21 endowments are underwater by \$0.229 million.

The chart below provides a breakdown of the underwater endowments by the level of encroachment as a percentage of original capital.



The following chart shows the number and amount of underwater endowments for fiscal years 2006 – 2025, showing the volatility from period to period resulting from investment returns:



Periods of sustained positive investment returns will reduce the number and amount of underwater endowments, while periods of sustained negative investment returns will increase the number and amount of underwater endowments.

Fiscal 2026 is off to a good start with the Operating & Endowment Fund earning 6.6% before fees, as at August 31, 2025.

ITEM 5.1(d) - Report of the Investment Committee

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Investment Committee is a subcommittee of the Property and Finance Committee, responsible for establishing the investment policy, objectives and strategy, appointing managers and investment consultants, and periodically reviewing the portfolio performance. This report is provided three times annually.

As at June 30, 2025, the University had \$3.35 billion (2024 - \$3.01 billion) in assets under management (“AUM”) across the short-term portfolio, mid-term portfolio (“MTP”), and the operating and endowment fund (the “Fund”). The Fund comprises approximately 71.8% of the AUM.

The Fund is managed for long-term performance with 5, 10 and 20 year returns of 11.9%, 9.1% and 8.2%, respectively, and has met its objectives over these periods.

ATTACHMENT(S):

[Report of Investment Committee \(including Appendix 1\)](#)

Report of the Investment Committee

This report outlines the market value of the assets under management and the recent activities of the Investment Committee. In addition, the performance of the Mid-Term Portfolio and Operating & Endowment Fund (the ‘Fund’) are provided.

Total Investments:

The following chart summarizes the total market value of investments held at June 30, 2025:

Asset Portfolio	Market Value (\$M)
Short-Term Portfolio	708.4
Mid-Term Portfolio	232.5
Operating Portfolio:	
Obligations	760.4
Surplus	<u>207.9</u>
Total Operating Portfolio	<u>968.3</u>
Endowment Portfolio	1,440.2
Total Operating & Endowment Fund	2,408.5
Jarislowsky Fraser Seg. Investment	3.4
Total Investments	3,352.8

Update on Investment Committee Activities:

- Results of the CAUBO 2024 Investment Survey were released in July 2025. The performance of Western Operating & Endowment Fund ranks in the first quartile compared to peer institutions.
- The Investment Committee is finalizing its asset mix review for the Operating & Endowment Fund and the Mid-Term Portfolio. Changes to the asset mix will take into account the impact of the new mix on the portfolios’ carbon footprint. The new asset mix will be integrated into a revised Statement of Investment Objectives, Policies and Governance (SIOPG).
- In August 2025, the University made a US\$50 million commitment to the Primary Wave Music Fund 4, a music royalties fund. The investment is expected to provide further diversification to the Operating & Endowment Fund.
- In September 2025, the University made a \$30 million commitment to the Hazelview Multi-Residential Fund VI, to manage a non-core real estate equity mandate for the Operating & Endowment Fund.
- In October 2025, the University made a US\$20 million commitment to the Rise Fund IV, a global private equity impact fund that focused on the following themes: climate, education, financial inclusion, healthcare and impact technology. This new investment is part of the new private equity program that was created as a result of the last strategic asset mix review. Ten private equity commitments to primary funds have been made so far, for a total of US\$167.5

million. Two US\$25 million commitments to secondary funds have also been made.

The following engagement, risk management, monitoring, and reporting activities have been completed or are underway in relation to our **Responsible Investing Strategy and Pathway**:

- With the recent commitment to the Rise Fund IV, commitments to sustainable investment strategies have been US\$175 million to date. Total investments and uncalled commitments now represent approximately 10.7%, above the 10% target allocation for sustainable opportunities (based on pro forma figures as of June 30, 2025).
- Management released the 2024 Responsible Investing Report in the spring of 2025. Management is currently preparing the 2025 Responsible Investing Report, which is expected to be released by the end of the year.
- Management completed this year's PRI reporting process in July 2025.
- The 2025 ESG Questionnaire was submitted to all Western external investment managers in July 2025. Preliminary results are expected in November 2025.
- Results of the measurement of the portfolios' carbon footprint for the year ending December 31, 2024 are expected to be available in December 2025.
- In January 2026, members of the University Community will be invited to provide feedback to the Investment Committee on the revised Responsible Investing Section of the Statement of Investment Policies, Objectives, Policies and Governance.

Financial Performance Metrics

Mid-Term Portfolio:

Performance

The performance related to the Mid-Term Portfolio at June 30, 2025 is as follows:

Account/Group	Ending Market Value CAD	Ending Weight	Policy Weight	% Rate of Return							Inception to Date	Inception Date
				One Month	Three Months	One Year	Three Years	Five Years	Ten Years			
University of Western Ontario	232,537,807	100.00		0.79	0.32	8.38	7.32	5.19	-	4.97	08/08/2019	
Policy Index UWO				1.43	2.38	10.65	8.97	5.37	-	5.54	08/08/2019	
Excess Return				-0.64	-2.06	-2.27	-1.65	-0.18	-	-0.56	08/08/2019	
FTSE 91-Day T-Bills + 300 bps				0.46	1.39	6.92	7.33	5.69	-	5.53	08/08/2019	
Excess Return				0.33	-1.07	1.45	-0.01	-0.50	-	-0.55	08/08/2019	

Source: Northern Trust Monthly Financial Reporting

Objectives

The main objective of the Mid-Term Portfolio is to outperform the FTSE 91-Day T-Bill Index by 300 basis points over a 3 to 5 year period.

As at June 30, 2025 the Mid-Term portfolio did not meet its objective over the 3 to 5

year period. This is primarily due to the asset mix, which is 70% fixed income and 30% equity. Rising interest rates have the effect of negatively impacting fixed income mandates. In addition, increasing yields on short-term investments have had the effect of raising the benchmark rate of return.

The original contribution to the Mid-Term Portfolio was \$175 million in 2019.

Operating & Endowment Fund:

Performance

The annualized performance of the Operating & Endowment Fund (the “Fund”) was as follows:

Asset Class	1 Year June 2025	5 Year June 2025	Since Inception
Fixed Income	8.5%	4.6%	7.1%
Equities:			
Canadian	23.9	15.4	9.4
US	13.8	19.8	11.2
International	16.8	12.4	7.2
Global	15.7	-	6.7
Private Equity	9.5	19.4	18.7
Real Estate	4.7	9.8	8.9
Infrastructure	9.5	13.1	11.4
Absolute Return	-1.9	3.7	6.6
Money Market & Cash	5.3	2.2	1.9
Total Fund Return	12.7%	11.9%	8.8%
Benchmark Return	13.6%	10.7%	8.3%
Total Fund Real Return	10.8%	8.2%	6.7%

Additional Operating & Endowment Fund performance detail can be found in Appendix 1 to this report.

Objectives

The objectives of the Operating & Endowment Fund are as follows:

Real return

One of the Fund objectives is to maintain the purchasing power of the Fund after pay out over the long-term. (i.e., to earn an amount after pay out, over the rate of inflation, as measured by the Consumer Price Index). Inflation has averaged 3.7% per year for the five-year period.

For the five years ending June 30, 2025, the annualized real return was 8.2%.

Value added

A second Fund objective is to earn the return produced by the asset mix policy based on the return of the market indices plus a premium to reflect active portfolio Management.

Over the five years ending June 30, 2025, the actual annualized return for the Fund was 11.9% and the return generated by the market indices for the portfolio was 10.7% (benchmark return).

The Fund is managed for long-term performance with 5, 10 and 20 year returns of 11.9%, 9.1% and 8.2% respectively, and has met its objectives over these periods.

Asset Mix

The table below provides the classification and market value of the assets held in the Operating & Endowment Fund at June 30, 2025:

	Market	Target Asset Mix			Actual Asset
	Value	Minimum	Target	Maximum	Mix
Equities					
<i>Canadian</i>	312,249,136	7.5%	12.5%	17.5%	13.0%
<i>US</i>	209,072,146	2.5%	7.5%	12.5%	8.7%
<i>EAFE</i>	185,714,294	2.5%	7.5%	12.5%	7.7%
<i>Global</i>	490,833,046	15.0%	20.0%	25.0%	20.4%
<i>Private</i>	234,623,985	7.5%	12.5%	17.5%	9.7%
Total Equities	1,432,492,607	52.5%	60.0%	67.5%	59.5%
Fixed Income					
<i>Core Fixed Income</i>	163,457,938	0.0%	5.0%	10.0%	6.8%
<i>Commercial Mortgages</i>	112,157,527	0.0%	5.0%	10.0%	4.7%
<i>Private Debt</i>	157,824,499	0.0%	5.0%	10.0%	6.5%
Total Fixed Income	433,439,964	7.5%	15.0%	22.5%	18.0%
Real Assets					
<i>Real Estate</i>	145,184,709	5.0%	10.0%	15.0%	6.0%
<i>Infrastructure</i>	231,832,861	5.0%	10.0%	15.0%	9.6%
Total Real Assets	377,017,570	12.5%	20.0%	27.5%	15.6%
Diversifiers					
<i>Cash & Money Market</i>	115,641,425	0.0%	0.0%	10.0%	4.8%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	49,912,201	0.0%	5.0%	10.0%	2.1%
Total Diversifiers	165,553,626	2.5%	5.0%	12.5%	6.9%
Grand Total	2,408,503,767				100.0%

Appendix 1

The tables below provide performance data on the Operating & Endowment Fund at June 30, 2025

Total Fund Performance

Total Fund Value Added - For Rolling Periods Ending June 30, 2025

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	12.7	13.4	12.1	8.9	11.9	10.1	9.4	9.4	9.9	9.1	8.2
Total Fund Benchmark	13.6	14.0	13.9	9.1	10.7	9.5	8.9	8.9	9.2	8.4	7.4
Excess Return	-0.9	-0.6	-1.8	-0.2	1.2	0.6	0.5	0.5	0.7	0.7	0.8

	2025 (%)	2024 (%)	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)
Total Fund	12.7	14.1	9.7	-0.3	24.8	1.6	5.0	9.2	14.1	2.1	10.3
Total Fund Benchmark	13.6	14.4	13.8	-4.3	17.5	3.7	5.5	8.9	11.9	1.0	7.5
Excess Return	-0.9	-0.3	-4.1	4.0	7.3	-2.1	-0.5	0.3	2.2	1.1	2.8

Total Fund Real Returns - For Rolling Periods Ending June 30, 2025

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	12.7	13.4	12.1	8.9	11.9	10.1	9.4	9.4	9.9	9.1	8.2
CPI	1.9	2.3	2.4	3.8	3.7	3.2	3.0	2.9	2.7	2.6	2.2
Real Return	10.8	11.1	9.7	5.1	8.2	6.9	6.4	6.5	7.2	6.5	6.0

	2025 (%)	2024 (%)	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)
Total Fund	12.7	14.1	9.7	-0.3	24.8	1.6	5.0	9.2	14.1	2.1	10.3
CPI	1.9	2.7	2.8	8.1	3.1	0.7	2.0	2.5	1.0	1.5	1.0
Real Return	10.8	11.4	6.9	-8.4	21.7	0.9	3.0	6.7	13.1	0.6	9.3

Source: Mercer Investment Monitoring Review

ITEM 5.1(e) - Investment Committee Membership

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

On the recommendation of the Investment Committee, the Property and Finance Committee reappointed Doug Greaves to the Investment Committee for a one-year term ending August 2026.

EXECUTIVE SUMMARY:

The Investment Committee is a subcommittee of the Property and Finance Committee. The membership is made up of Administration, current or former Board members, and individuals with investment expertise as recommended by the Investment Committee and approved by the Property and Finance Committee.

The Investment Committee has recommended the proposed reappointment.

Including the above reappointment, the Committee voting members and terms will be as follows:

Appointed by the Property and Finance Committee

Doug Greaves	(August 2026)
Lee Sienna	(March 2026)
Jeff Parr	(September 2028)
Doug Porter	(February 2026)
David Stenason	(December 2025)
Sarah Takaki	(May 2028)
Greg Dick (<i>current or former Board member</i>)	(November 2026)

Ex-Officio

Lynn Logan - Vice-President (Operations & Finance)
Eric Mallory - Associate Vice-President (Financial Services)
Martin Bélanger - Director, Investments

Background

Doug Greaves

Doug was Vice-President Pension Fund and Chief Investment Officer with Canada Post. He has extensive investment management experience in bonds, equities and alternative investments. Joining the organization at the inception of Canada Post's pension plan in 2000, Doug was responsible for developing and implementing the Plan's investment strategy, hiring employees and establishing the plan's administration and investment operations. Prior to joining Canada Post, he held senior investment positions with Workers' Compensation Board, Ontario Municipal Employees Retirement Board and North American Life Assurance Company.

Doug received his Honours in Business Administration (HBA) from the Richard Ivey School of Business, University of Western Ontario, and is a CFA Charter holder. Doug is a member of the Pension Investment Association of Canada, the Canadian Coalition of Good Governance and the Institute of Corporate Directors. Doug chairs the Investment Committee of the United Church of Canada Pension Fund.

Doug was appointed to the Investment Committee for an initial five-year term ending August 2017. This reappointment will extend his membership to August 2026.

ITEM 5.2(a) – Board of Governors Election Schedule for 2026

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Board Election Schedule for 2026 is provided for information. For 2026, the schedule applies to the following constituencies:

- Elected by Undergraduate Students (1 seat currently held by Ayesha Hassan until June 30, 2026)
- Elected by Graduate Students (1 seat currently held by J. Welch until June 30, 2026)
- Faculty elected by Faculty (1 seat currently held by B. MacDougall-Shackleton until June 30, 2026)

The term of the undergraduate and graduate student representatives will be two years (July 1, 2026 to June 30, 2028).

The term of the Faculty representative will be four years (July 1, 2026 to June 30, 2030).

The elections for the undergraduate student constituencies have been set to run in conjunction with the University Students' Council (USC) election.

The Secretariat will host an online Election Information Session on Thursday, January 8, 2026 from 12:30-1:30 pm. All Western community members interested in putting their name forward to fill a vacancy are invited to attend. Attendees must [RSVP through the online form](#) by Tuesday, January 6.

Further information about elections can be found at:
<https://uwo.ca/univsec/board/elections.html>.

ATTACHMENT(S):

[Board of Governors Election Schedule for 2026](#)



Western

BOARD OF GOVERNORS ELECTION SCHEDULE FOR 2026

Elections will be held for representatives of the faculty, graduate student, and undergraduate student constituencies as outlined below.

The term of the faculty representative will be four years (July 1, 2026 to June 30, 2030). The term of the graduate and undergraduate student representatives will be two years (July 1, 2026 to June 30, 2028).

Faculty and Graduate Student Constituency	
Election Information Session	12:30-1:30 p.m., January 8, 2026
Nominations Open	12:00 a.m., Monday, January 12, 2026
Nominations Close	11:59 p.m., Friday, January 23, 2026
Posting of Nominations	Tuesday, January 27, 2026
Balloting – Polls Open	12:00 p.m., Tuesday, February 10, 2026
Balloting – Polls Close	12:00 p.m., Thursday, February 12, 2026
Posting of Results	Friday, February 13, 2026

Undergraduate Student Constituency	
Election Information Session	12:30-1:30 p.m., January 8, 2026
Nominations Open	12:00 a.m., Monday, January 12, 2026
Nominations Close	11:59 p.m., Friday, January 16, 2026
Mandatory All Candidates Meeting (organized by the USC)	5:00 p.m., Friday, January 16, 2026
Posting of Nominations	Tuesday, January 20, 2026
Campaign Period begins	12:00 a.m., Wednesday, January 21, 2026
Balloting – Polls Open	8:00 a.m., Monday, February 2, 2026
Campaign Period Ends	7:59 p.m., Wednesday, February 4, 2026
Balloting – Polls Close	8:00 p.m., Wednesday, February 4, 2026
Posting of Results	Thursday, February 5, 2026

ITEM 5.2(b) – Board of Governors By-Election Results

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

A by-election for membership on the Board of Governors in the undergraduate constituency was held October 2025.

The election result is below.

Undergraduate Constituency (October 23, 2025 to June 30, 2026 term)			
Name of Nominee	Academic Program	Year	Election Status
HASSAN, Ayesha	Computer Science / Science	3	Elected

Note: The University Secretariat has resolved an irregularity identified in the Board of Governors By-Election. It was identified that there were constituents included in the voter group who were not eligible to vote. SimplyVoting, the independently managed service used to administer the ballot, was able to retabulate and certify the results with those voters removed. The results were reviewed and certified by the University Secretary as per the Board of Governors Election Procedures.

ATTACHMENT(S):

[Simply Voting Certified Results: Undergraduate Student Constituency](#)

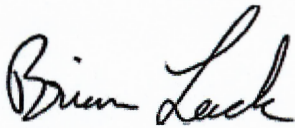
Oct 24, 2025

Western University Students' Council
340 UCC Building
Western University
London, ON
N6A3K7 Canada

To Whom It May Concern:

The following election results are certified by Simply Voting to have been securely processed and accurately tabulated by our independently managed service.

Respectfully yours,



Brian Lack
President
Simply Voting Inc.

Results - (correction) USC By-Election 2026

Start: 2025-10-20 08:00:00 America/Toronto

End: 2025-10-22 20:00:00 America/Toronto

Turnout: 3028 (8.9%) of 34141 electors voted in this ballot.

Board of Governors

Restricted to **ART;BUS;CC;ENG;FIMS;HS;HS HS;HS KIN;HS NUR;IVEY;MUSIC;RX;SCI;SS;RX (D);LAW;EDU**

Option	Votes
HASSAN, Ayesha	1572 (54.9%)
YU, Bruce	827 (28.9%)
CHOU, Oscar	465 (16.2%)

VOTER SUMMARY

Total Voters	3028
Abstain	164 (5.4%)



Election ID: 274370

To validate the authenticity of this
report please contact Simply
Voting at info@simplyvoting.com.

ITEM 5.3(a) – University Discipline Appeal Committee (UDAC) Membership

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

One of the responsibilities of the Senior Policy and Operations Committee under its Terms of Reference is to fill interim vacancies in the membership of committees and subcommittees as necessary, and to report such appointments to the Board for information.

At it's meeting of November 11, 2025, the Senior Policy and Operations Committee appointed Aurora Beedall to fill a vacancy in the undergraduate student constituency on UDAC.

Background:

Composition of UDAC:

The Board of Governors shall appoint a Chair and 15 members: 7 members of faculty and 8 students (5 undergraduates and 3 graduate students).

No more than two of the faculty members shall be from the same Faculty.
Undergraduate students shall be appointed from a broad range of Faculties and no more than two of the graduate students shall be from the same division.

Current Elected Members:

Chair: Chris Sherrin (Law)

Undergraduate: Brooklin Begg (SS), Jack Harris (Huron), Shiven Sharma (Eng),
Bruce Yu (SS)

Graduate: Dana Broberg (Schulich), Cara Davidson (HS),
Mohamed Essa (Schulich)

Faculty: Randal Graham (Law), Melody Viczko (Edu), Andrew Walsh (SS),
Mi Song Kim (Edu), Ken Kirkwood (HS), Amy Horton (HS), Anne
Schuurman (AH)

Biography for Aurora Beedall, Faculty of Arts and Humanities

I, Aurora Beedall, hereby submit my nomination for a standing in the University Discipline Appeal Community. My prior experience working in a funeral home has provided me with wisdom beyond my years and a powerful sense of compassion, and broad-mindedness. I have chosen to Major in Medieval Studies because of my belief in studying history to avoid repeating it. Thus, I am adept at recognizing patterns, and creating measures to resolve current issues, likewise preventing further ones. I believe that this is my opportunity to make a difference and give back to my community. I thank you for your consideration.

ITEM 5.4(a) – Annual Report of the McIntosh Gallery

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The McIntosh Gallery Committee of the Board was dissolved in April 2024 with the understanding that the governance of the McIntosh Gallery would be overseen by the Provost along with an advisory committee.

There was a request that the Annual Report of the McIntosh Gallery continue to be shared with the Board. With the change in governance for the Gallery, the Annual Report is now received by Senate through the Senate Committee on University Planning. It is shared with the Board through Senate, for information.

ATTACHMENT(S):

[McIntosh Gallery Annual Report](#)

McIntosh Gallery Annual Report 2024-2025





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Front cover images (clockwise from top left): Opening reception for *Sasha Opeiko: a movement of darkness on darkness*. Opening reception for *Sanaz Mazinani: From Elsewhere to Here*. Opening reception for *Laura Moore: Memories of the Future*. Participants in *Replanting the Coves* hold letters from Paul Chartrand's living text sculpture.

Director's Report

Taking Stock and Embracing Change

McIntosh Gallery is navigating through an exciting time in its evolution as we recalibrate our practices and our focus in response to the changing world and our changing community. The 2024 – 2025 year was spent Taking Stock and Embracing Transformation. With a focus on developing a new strategic plan, it was a year of deep reflection, active listening, and visionary planning. Working with The Osborne Group, a comprehensive and exhaustive process was initiated that included surveys, interviews, focus groups, and a full day retreat with the Gallery Advisory Committee and staff. We anticipate our new strategic plan (2026 – 2030) will be completed by December 2025.



While engaged in community conversations, we worked behind the scenes conducting an ArtShare inventory and condition report on all 650 pieces from the collection that are placed in 53 departments and various locations around campus, from the D. B. Weldon Library to the Office of the President. This process included many conversations with people who participate in ArtShare as we strive to revitalize and breathe new life into the program and streamline our processes.

We welcomed two new members of the artistic team in 2024—2025. Aaron Guravich joined the McIntosh as Gallery Operations Specialist (Collections, Exhibitions, and Facility), with a significant portion of his role focused on the ArtShare program and contributing to the overall management and registration of the collection. Rachel Deiterding was hired as the Curator of Collections and Special Projects with the goal of conducting a multi-year initiative, Connecting through Collections, which is focused on reinvigorating the McIntosh's critical engagement with the permanent collection and our community.

The project consists of a comprehensive collection audit that includes scrubbing data to ensure its integrity, updating the fair market value of key works, completing an inventory and condition report of all works, and identifying the gaps and strengths of the collection. This work will culminate in an updated collections policy and collecting practices as we work to decolonize and re-focus the collection. We are committed to being transparent and inclusive in this work, and the exhibition and programming framework being implemented will weave the collection review, strategic plan, programming, and decolonizing work together.

Two exhibitions that reflected McIntosh's priorities this year were *In Search of a Loss of Self: The Language of Alterity* co-curated by first and second-generation Muslim-Canadian artists and scholars, Soheila Esfahani and Mélika Hashemi; and *Laura Moore: Memories of the Future* curated by Adam Lauder. Esfahani and Hashemi performed a survey of the McIntosh Gallery permanent collection and failed to see themselves reflected in the collected works or under database search keywords. Consequently, they argue that Islamic art and artists fall into the cracks of collection acquisition practices and, through the exhibition, offered suggestions on how to address these absences. *Laura Moore: Memories of the Future* was the first mid-career survey of Moore's work. The exhibition delivered a poignant reflection on the environmental impact of planned electronic obsolescence, as we consider ways that our exhibition and collecting practices can be more sustainable.



Installation view of *In Search of a Loss of Self: The Language of Alterity*, curated by Soheila Esfahani and Melika Hashemi, September 20- December 7, 2024.

In January 2025, Heather Carey joined McIntosh as the Gallery Operations Officer (Administration and Engagement). Heather is focused on building a strategy to increase overall engagement in our programs and activities and developing a plan to streamline our internal systems and update our operations.

As we look to engage more students and increase our impact, new outreach initiatives were piloted in 2024/2025, most notably the R&Art program. Presented in the empty gallery during exhibition changeover, R&Art offered students, faculty, staff, and the public a unique opportunity to connect, create, and explore artistic expression, and to meet fellow students and colleagues in a creative, welcoming environment. Word about the program spread and we began collaborating with Student Wellness & Wellbeing, Campus Recreation, and Western Sustainability to build on the initiative under a new name: Art Thrive.



Many thanks to our friends, donors, funders, volunteers, and staff who contributed to a remarkable and inspiring year. It is an exciting time for the McIntosh as we emerge from this reflective journey with renewed vigor and a bold sense of purpose. We look forward to sharing the new vision for the McIntosh in the coming year. Meanwhile, we continue to work together to cultivate a dynamic space for diverse and powerful narratives in a way that celebrates and uplifts multiple worldviews and forms of knowledge through the transformative power of art.

Lisa Daniels
Director

Collections Report

We are grateful to the artists and donors who acknowledge the importance of the McIntosh's permanent collection with their generous gifts. After many years of capacity limitations, McIntosh Gallery has committed to looking inward at the collection, turning the focus to auditing the collection and planning for its future.

A sculpture that was promised to the McIntosh in 2023 arrived and was accepted into the permanent collection in 2024/2025. *Flow*, a bronze sculpture by American artist Bathsheba Grossman, was commissioned and donated by Bruce Wonnacott and Dr. Paul Wonnacott. The sculpture's form was created using an algorithmically-driven mathematical model inspired by knot theory. Through the combination of coding and 3-D printing with algorithmically driven organic forms, Grossman's sculpture puts contemporary art in dialogue with mathematics. It also commemorates the relationship between the Wonnacott family and Western University.



Images (left to right): Bathsheba Grossman, *Flow*, 2024, Bronze. Members of the Wonnacott family visit *Flow* in the International and Graduate Affairs Building at Western.

A long-overdue inventory of the work that is shared across campus through the ArtShare program began in the summer of 2024. This work took the better part of a full year as there are approximately 650 works in the program. While this inventory was taking place, ways to update and streamline the program, while ensuring the care and safety of the art, began to emerge. The work of consolidating and analyzing the data and feedback gathered through the inventory process is now underway. We expect to address the waitlist and roll out the updated program over the next year.

Since October 2024, work has been focused on developing a plan to better understand the collection and its history through a detailed collections audit and review that will identify gaps, strengths, challenges, and opportunities for change and growth within the collection and the gallery's collecting strategy. This is a multi-year process that will include a physical audit of the collection, an audit of the related collections data, and a thematic, data-centred collections review that will culminate in an updated collections policy, collections procedures, and a collections development plan. Together, this work will inform the direction of the collection moving forward.

In January 2025, work on the collection review began with a quantitative analysis of the collection and its associated data. This work informed the development of the exhibition series *Holding Patterns* which seeks to publicly recognize the internal work focused on the collection. The first iteration of the exhibition series *Holding Patterns: the short view – Recent Acquisitions from the McIntosh Gallery Collection* was mounted in April 2024. Through a selection of recent acquisitions, the exhibition looked to the recent past to reflect on conversations that have been entangled with the collection over the past several years, while also posing critical questions about what it means to collect in the contemporary moment.

Alongside the exhibition, McIntosh launched *Let's Talk Collections*, a bi-annual lecture series that shares the most interesting and challenging developments with the collections audit and review process. The first lecture, *What's Up With the McIntosh Gallery Collection*, was hosted in collaboration with the Art Dealers Association of Canada's *Canadian Art Hop*. It presented the story of collecting at McIntosh Gallery since the 1920s and reflected on how this history has informed recent acquisitions. Future collections-based exhibitions, including the forthcoming *Holding Patterns: the long view – A Look Inside the McIntosh Gallery Collection*, will continue to make visible the work of the collections audit and facilitate public conversation about the collection and what it could look like moving forward.



Images (left to right): Installation view of *Holding Patterns: the short view*, curated by Rachel Deiterding. Rachel delivers the first lecture, *What's Up with the McIntosh Gallery Collection*, as part of the ADAC *Canadian Art Hop*.



Collection vault.

Throughout the Winter semester, work on the collection audit and review advanced with support from student interns and volunteers. Natasha Beaudoin, a Master's in Fine Art student, conducted in-depth research on the Portraits of Record to better understand their history and their role within the University and the collection. Liam Bousada, an undergraduate student at Ivey, assisted in gathering valuation information to support an updated collection appraisal that will be completed as part of the collections data audit.

Next steps include conducting a physical audit of over 4,350 artworks. This year we successfully received a Young Canada Works in Heritage Organizations Grant to support the hiring of a Collections Assistant on a one-year contract to execute this process. This role began in June 2025.

In 2025/2026, we will continue to focus on future-oriented collection work to advance the collections audit and review process, while supporting the priorities of the McIntosh Gallery's new strategic plan.

Rachel Deiterding
Curator, Collections & Special Projects

Acquisitions

2024.0003

Grossman, Bathsheba

Flow, 2024

Bronze

180.2 x 66.6 x 69.4 cm

Gift from Western University graduates Ronald Wonnacott (BA 1955), Paul Wonnacott (BA 1955), Thomas Wonnacott (BA 1957), Joy (Wonnacott) Becker (BA 1968) and Alma (Wonnacott) Scovil (BA 1969).



Curator's Report

The 2024-2025 year was marked by an ambitious series of exhibitions that tackled important issues ranging from our relationships with the environment, technology, and the self to a deep investigation into McIntosh Gallery's past collecting practices and what they mean for the future.

The year began with a pair of exhibitions that focused on the importance of environmental stewardship and the potential consequences of ecological carelessness: *The Coves Collective's unclaim. unsettle. belong*, curated by Helen Gregory, and Matt Bahen's *Coming Down the Mountain*, curated by Matthew Ryan Smith. London-based Coves Collective is a group of artists, educators, and activists who share a thoughtful approach to their responsibilities and relationships to and with the land, specifically within the context of the Coves, an Environmentally Significant Area located in the centre of London, Ontario. Their work is informed by Indigenous pedagogy and epistemology and is grounded in a philosophy of reciprocity, kinship, and care towards the land. The exhibition culminated in a beautiful community-based closing event where the letters that comprised Paul Chartrand's living text installation (grown from locally sourced native plant seeds) were planted in the Coves. In contrast, Matt Bahen's solo exhibition of lush impasto landscapes featured acid ponds, forest fires, floods, and other environmental catastrophes, reminding us of the potential consequences of allowing our careless treatment of the environment to remain unchecked. Despite the cautionary nature of the work, the exhibition was stunningly beautiful, very popular, and well-attended.



Installation view of The Coves Collective's *unclaim. unsettle. belong*. curated by Helen Gregory.



Installation view of Sasha Opeiko's *a movement of darkness on darkness*, 2024.

The summer exhibitions featured two graduate student thesis exhibitions, demonstrating our ongoing commitment to supporting students in the Department of Visual Arts. Sasha Opeiko's Ph.D. thesis exhibition *a movement of darkness on darkness* meditated on the notion of melancholy as applied to the ontology of obsolete technology: crumbling found material dimly lit by bare bulbs, glitching found video, scanned 3D objects, and technology on the border of obsolescence created a powerful commentary on the proliferation of waste arising from capitalist systems of production. Brittany/Andrew Forrest's M.F.A. thesis exhibition *Lullaby* featured a series of visceral mixed media sculptures that examined the role of defense mechanisms in our construction of self.

In September 2024, we welcomed a new academic year with two exhibitions that challenged perspectives and assumptions about how we understand and categorize the world. Sanaz Mazinani's timely installation *From Elsewhere to Here*, curated by Helen Gregory, asked us to consider how social and mainstream media, as well as our individual sociocultural backgrounds, influence how we perceive, interpret, and respond to war and geopolitical conflict.



Installation view of *Sanaz Mazinani: From Elsewhere to Here*, curated by Helen Gregory.

In Search of a Loss of Self: The Language of Alterity, curated by Soheila Esfahani and Mélika Hashemi, provided a forum in which the curators surveyed the McIntosh Gallery Permanent Collection in search of Islamic representation. Employing the “punk” curatorial methodology of bricolage, they brought together seemingly disparate ideas, ephemera, and objects into a post-Orientalist re-storying of works from the collection. This project also critiqued the limitations of database search keywords used to locate and describe works in the collection.

Our winter exhibition featured an ambitious mid-career retrospective of the work of Laura Moore. *Memories of the Future*, curated by Adam Lauder, provided a timely exploration of the wastefulness of planned electronic obsolescence, asking what future archaeologists might make of the mountains of discarded personal devices that define the current era. The exhibition was accompanied by an interdisciplinary panel discussion between Laura Moore, Dr. Alyssa Centivany (Assistant Professor in the Faculty of Information and Media Studies at Western University, researching technology policy, law, and ethics), and Dr. Kirsty Robertson (Director of Museum and Curatorial Studies and Director of the Centre for Sustainable Curating). This thought-provoking discussion covered topics such as memory, technology and waste, planned obsolescence, and the legal and ethical implications of the right to repair movement.



Alize Zorlutuna shares a Çay (tea) service with visitors to their exhibition
Above Borders, Beneath Words, April 2025.

In April, mounted adjacent to *Holding Patterns: the short view – Recent Acquisitions from the McIntosh Gallery Collection*, Alize Zorlutuna's *Above Borders, Beneath Words*, curated by Helen Gregory, invited viewers to consider our relationship to land and water beyond geopolitical borders and national identities. Arranged around a central installation of Turkish kilims, pillows, and hand-crafted rugs that encouraged conversation, the exhibition provided a tranquil space within an institutional context where we might engage in generative discourse about how we might live responsibly together. The exhibition opened with a tea service and conversation guided by Zorlutuna in which guests were invited to reflect on what it means to be a guest on Indigenous land.

Through our exhibitions and curatorial programs, McIntosh Gallery contributes to vital discussions about important social and environmental issues that will impact us in the years to come. We look forward to continuing this work in the upcoming year.

Helen Gregory
Curator

Exhibitions

McIntosh exhibitions were highlighted in several online journals this year. Paul Walde's exhibition *Glacial Resonance* was reviewed by Rashana Youtzy in *Public Journal*. Laura Moore's exhibition *Memories of the Future* was written about by Vincent Cherniak for *Centred.ca*, and by Matthew Ryan Smith for issue #141 of *Espace Art Actuel*. The Western Gazette released a six-and-a-half-minute video profiling the Gallery and offering a behind-the-scenes look at the work of the Gallery.

Title: *unclaim. unsettle. belong*

Artists: The Coves Collective: Kristin Bennett, Paul Chartrand, Reilly Knowles, Sheri Osden Nault, and Michelle Wilson

Dates: April 1 – June 1, 2024

Curator: Helen Gregory

Title: *Coming Down the Mountain*

Artist: Matt Bahen

Dates: April 1 – June 1, 2024

Curator: Matthew Ryan Smith

Title: *a movement of darkness on darkness*

Artist: Sasha Opeiko

Dates: June 13 – July 20, 2024

Curator: PhD Thesis exhibition

Title: *Lullaby*

Artist: Brittany/Andrew Forrest

Dates: August 6 – September 6, 2024

Curator: MFA Thesis Exhibition

Title: *In Search of a Loss of Self: The Language of Alterity*

Artists: Ronald Langley Bloore, David Bolduc, Michael Durham, Jamelie Hassan, Stephen Livick, Johnnene Maddison, William Blake Richmond, Thelma Rosner, Robert Wolfe

Dates: September 20 – December 7, 2024

Curators: Soheila Esfahani and Mélika Hashemi

Title: *From Elsewhere to Here*

Artist: Sanaz Mazinani

Dates: September 20 – December 7, 2024

Curator: Helen Gregory

Title: *Memories of the Future*

Artist: Laura Moore

Dates: January 17- March 15, 2025

Curator: Adam Lauder

Title: *Above Borders, Beneath Words*

Artist: Alize Zorlutuna

Dates: April 5 – May 30, 2025

Curator: Helen Gregory

Title: *Holding Patterns: the short view - Recent Acquisitions from the McIntosh Gallery Collection*

Artists: Soheila Esfahani, Angela Grauerholz, and Meryl McMaster

Dates: April 5 – July 11, 2025

Curator: Rachel Deiterding

Publications

The Botanical Turn

Essay by Giovanni Aloï

Additional text by Helen Gregory

Exhibition dates: September 23 - December 11, 2021

ISBN: 978-0-7714-3203-3

In Search of a Loss of Self: The Language of Alterity

Essay by Soheila Esfahani and Mélika Hashemi

Exhibition dates: September 20 – December 7, 2024

ISBN: 978-07714-3201-9

Paul Walde: Glacial Resonance

Essays by: Mark Cheetham and Stephanie Smith

Additional text by: Charo Neville and Paul Walde

Exhibition dates: January 21 – April 1, 2024

ISBN: 978-1-895497-90-6

Impact & Outreach Report

While much of our energy and focus this past year was on rebuilding the team, taking stock of current programs and processes, and planning for the future, our commitment to presenting engaging community outreach programs continued.

As we continue to explore creative ways to engage and have an impact in the lives of our community, Reilly Knowles was hired on a part-time, limited-term contract to develop and offer a series of outreach programs and projects. After hosting a booth at Western's Science Rendezvous and the Health & Wellness fair, Reilly developed and offered weekly tours of current exhibitions and the sculpture garden, as well as creative hands-on art activities to the children participating in the many summer camps offered at Western.

The first of three *R&Art* programs was delivered in September of 2024 with over 100 students participating. Designed to offer students a creative social space to meet up with fellow students, and try their hand at unique art activities, a total of three sessions were offered at the Gallery over the course of the 2024/2025 academic year. As word about the program spread, we began exploring how we could work with Student Health & Wellness. At the same time, Western Student Recreation Centre requested two sessions during exam time in April to offer students another outlet to relieve stress.



With growing interest in the program, we successfully applied for funding through the Western Sustainability Fund and will launch *Art Thrive: Elemental Forces* in September 2025. Building on the *R&Art* program, *Art Thrive: Elemental Forces* is a social and creative space where connection and creativity is paramount. Through video art, moving images, and a unique and fun artistic activity led by local artists, each event celebrates an elemental theme—earth, wind, fire, and water. Through a series of seven thematic video art drop-in programs presented at various locations across Western's campus, each event is designed to reduce feelings of anxiety, stress, and social isolation in the participants, all of which are associated with the rise of Eco-distress in young people aged 18 – 25.

For the second year in a row, McIntosh participated in the 2025 Canadian Art Hop which is organized by the Art Dealers Association of Canada. Focusing on the exhibition *Holding Patterns: the short view*, the day began with a short tour of the exhibition before transitioning to a public forum to discuss collecting and its future. Other outreach initiatives that started in 2024/2025 included Art + Green Walks. In partnership with Western Sustainability, McIntosh will co-lead walking tours of campus that include stops at some of McIntosh's sculptures around campus.

We are always grateful to the Art & Travel committee, a group of passionate art lovers who organize excursions to museums, galleries, and cultural sites world-wide. In addition to offering inspiring, art-focused trips, they support the collection with an annual donation for the acquisition of artwork.



Participants at the inaugural *Art + Green Walk*, in collaboration with Western Sustainability, Spring 2024.

Public Programs

Student Internships

Ongoing

Providing experiential learning opportunities for undergraduate and graduate students in the Department of Visual Arts and Faculty of Information and Media Studies, and other faculties.

McIntosh Gallery Art & Travel Committee Trips and Lectures

Ongoing

Organized by a committee of volunteers, the Art & Travel Committee hosts several lectures and day trips to museums and galleries each year. Some highlights from 2024-2025 included a trip to the AGO to see exhibitions *Making Her Mark: A History of Women Artists in Europe, 1400-1800* and *Tissot, Women and Time*; the Aga Khan Museum to see the popular exhibition *The Moon: A Voyage Through Time*; a trip to Hamilton to see the Dan Lawrie International Sculpture Collection at the Royal Botanical Gardens and *Heather McNicoll: An Impressionist Journey* at the Art Gallery of Hamilton.

Tours

Ongoing

Throughout the year, McIntosh curatorial staff develop tours at the request of faculty from across the University as well as local community groups.

ArtHop

Let's Talk Collections: What's Up with the McIntosh Gallery Collection

May 3, 2024 (Annual)

Joining over 100 galleries and Art Centres from across Canada, Curator of Collections & Special Projects and Museum and Curatorial Studies alumna, presented a look inside ongoing work to review the McIntosh Gallery collection and the many questions and challenges that accompany this project.

Science Rendezvous

Tree Ring Printmaking: Mother Nature Cards

May 11, 2024

Highlighting the "A" in "STEAM", Science Rendezvous is part of a nationwide initiative coordinating science and art activities for kids and community members of all ages.

REACH Sculpture Garden Tours

May 2024

These participatory tours of the McIntosh Gallery Sculpture Garden were geared towards at-risk youth and introduced them to ways to enjoy art, and to critically analyze and talk about art in a university setting.

Summer Camp Collaborations

Summer 2024

McIntosh provided participants in the Western summer camps tours of exhibitions and the Sculpture Garden as well as thematically related art workshops.

Replanting the Coves

June 1, 2024

Participants were led by members of The Coves Collective on a guided community walk through the Coves where native plants grown in artist Paul Chartrand's living text sculpture were transplanted on the land around which the exhibition centred.

R&Art

September 11, 2024, December 9, 2024, March 19, 2025

The program invited students into the Gallery during exhibition turnover to rest, relax, and participate in an artmaking activity. Run three times in 2024/2025, the program inspired a collaborative version of R&Art with Western Sport and Recreation Services and Student Health and Wellness in April 2025 that occurred off-site at the Rec Centre.

Sanaz Mazinani: Artist Talk

November 14, 2024

This virtual artist's talk with Sanaz Mazinani, in support of her exhibition *From Elsewhere to Here*, was presented in collaboration with the Department of Visual Arts course Art Now!

Panel Discussion: Memories of The Future

February 26, 2025

This event put artist Laura Moore's work in conversation with the research of Dr. Kirsty Robertson (Director, Centre for Sustainable Curating) and Dr. Alissa Centivany (Professor, Faculty of Information and Media Studies, and specialist in the Right to Repair movement). The discussion addressed memory, technology and waste, planned obsolescence, and the right to repair.



Panel Discussion: Memories of the Future, 2025.

Art+Green Walking Tours

March 27, 2025

Presented in partnership with the Office of Sustainability and Western Health & Wellness, this event integrated opportunities for wellness-based reflection and interaction with public sculpture around campus. The intention of the walk was to encourage participants to slow down and experience art on campus, positioning art as a tool to help improve wellbeing.

Leaving the Table: çay service and guided conversation

April 5, 2025

Part performance, part guided conversation, *Leaving the Table* has been part of Alize Zorlutuna's practice since 2019. Over tea and Baklava, the artist asked participants to gather in a space that acknowledges the challenge of reconciling the ongoing legacies of colonial histories with the reality that this place has been a refuge for many.

Around the Reference Table: Study Along

April 9 – April 23, 2025

Timed during exam season, this program used the reference table installed in *Holding Patterns: the short view*—a study table populated with resources that illustrate ongoing research into the collection—to invite students to study in the exhibition space. Study opportunities were open on a drop-in basis and at scheduled weekly facilitated study sessions. It addressed the need to be together during the busy time of exams and the constant need for new workspaces on campus, and encouraged students to enter the Gallery who may not have otherwise.





Updated signage in front of the gallery.

Communications Report

While this has been a year of transformation, 2024-25 offered many opportunities for analysis and introspection, providing greater insight into McIntosh’s audience. As part of the strategic planning process, a total of four campus-wide and community surveys were distributed and provided useful insights into our audience. The results helped clarify who our audience is, when and why they attended, and what would keep them coming back. Results of the survey’s confirmed that most of our visitors came to see the exhibitions, but there was a clear indication that interest in attending ancillary and outreach programming was on the rise. Many participants cited that the opportunity to experience new things, together with increased publicity, would entice them to visit more frequently.

McIntosh’s social media presence and mailing list continued to grow throughout the year. Developing printed materials to reach new members of our campus community has proven to be an effective way to keep our visitors interested and encourage return visits. Growth in awareness has also been accelerated through continued collaborations with other departments, and an increased presence on campus.



Images (left to right): Instagram reel made by communications volunteer Xue Sha. Gallery Attendant, Karam Bhuee participates in reel to promote R&Art collections workshop. Staff and volunteers receive a tour of *Holding Patterns: the short view* from curator Rachel Deiterding.

There has been a significant increase in volunteer inquiries over the past year, specifically from students who are interested in collection work, and in supporting communications through social media collaborations and networking with their peers. As we develop our communication plan alongside our volunteer program, meaningful student engagement opportunities will be key to continued expansion of our student audience and overall impact on campus.

Data from the strategic plan surveys provided the information needed to begin to refocus and think about new strategies to reach a broader audience. In May, we implemented new data collecting protocols to ensure we had sufficient information to support decision making, grant reporting, fundraising, and community engagement. We are excited to work with our student volunteers and interns to develop impactful marketing and creative communication strategies that will help us to achieve our new strategic priorities.

Heather Carey,
Gallery Operations Officer (Administration & Engagement)

Donor Report

In 2024/2025 McIntosh gratefully accepted \$180,061.00 in donations from monthly and annual donors, as well as from one-time contributions through two legacy pledges. These donations are essential to our operations and support our exhibitions, programs, and collection work.

Thank you to our 2024/2025 donors.

Dr. Elaine Bjorklund Philbrick
Dr. Florentine Strzelczyk
Dr. Linda Miller and Dr. Chris Lee
Dr. Nancy Geddes Poole
Dr. Rod Willis and Mrs. Faye Willis
Anonymous (x5)
Mr. Douglas McAndless
Mr. Duncan de Kergommeaux
Mr. Ian McIntosh
Mr. Ian Tripp
Mr. John Murphy
Mr. Paul Walde and Mrs. Christine Walde
Mrs. Judith Rodger and Dr. Wilson Rodger
Mrs. Thelma Rosner and Professor David Rosner
Mrs. Viola Weil
Ms. Catherine Elliot Shaw
Ms. Elizabeth King
Ms. Judith Shaw
Ms. Roberta Cory
Professor Jan Shepherd McKee and Reverend Keith McKee
Professor Joel Faflak
Professor Patrick Mahon and Ms. Barbara Mahon
Yayoi Shionoiri

Gallery Advisory Committee

Linda Miller, Faculty, Past Chair

Catherine Elliot Shaw, Past Curator/Acting Director McIntosh Gallery

Joel Faflak, Faculty Arts & Humanities

Lyn Purdy, Faculty Ivey Business

Ruth Skinner, Staff SASAH

Geoffrey Little, Vice Provost & Chief Librarian

Shelli Cassidy-McIntosh, Alumni Co-oner/Director Olga Korper Gallery

Richard Nixon, Alumnus, Partner DLA Piper Law Firm & Art Collector

Karam Kaur Bhuee, Student, Arts & Humanities/SASAH

Rawan El Moghrabi, Student, Engineering Computer Science

Patrick Mahon, Artist

Jessica Karuhanga, Artist

Ex-Officio

Florentine Strzelczyk, Provost & Vice President (Academic)

Christy Bressette, Vice Provost & Associate Vice President Indigenous Initiatives

Alena Robin, Chair, Department of Visual Arts

McIntosh Gallery Team

Staff

Lisa Daniels, Director

Heather Carey, Gallery Operations Officer (Administration & Engagement)

Helen Gregory, Curator

Rachel Deiterding, Curator Collections & Special Projects

Aaron Guravich, Gallery Operations Specialist (Collections, Exhibitions, Facility)

Reilly Knowles, Outreach Coordinator (Part-time contract)

Dickson Bou, Preparator (Casual)

Work Study Students

Chrysanthi Balaka

Karam Bhuee

Shayma Masaud-Wahaishi

Naomi Miedinger

Mustafa Raja

Faaiz Abdul-Ur-Rehman

Angela Ryoo

Volunteers & Interns

Liam Bousada

Kylie Copeland

Leena Mohamed Faleel

Densika Ravindiralingam

Natasha Beaudoin (Intern)

Art & Travel Committee

Stefan Andrejicka

Katheleen Brown

Mary Lake Collins

Susan Henderson

Catherine Littlejohn

Sandra March

Mary Redekop

Louise Sabourin

Sophie Skaith

Gabriella Sterescu

Wilda Thomas

Viola Weil

Nancy Wright



Installation view of Sasha Opeiko's *a movement of darkness on darkness*, 2024.

Mission

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

Vision

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



Land Acknowledgement

We remember and acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Chonnonton Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our programs, research, and community service.

Our Supporters and Partners





ITEM 5.4(b) – Report of the Academic Colleague

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

Council of Ontario Universities (COU) – Academic Colleagues Meeting, August 13, 2025

The Council of Ontario Universities (COU) convenes regular meetings of its Academic Colleagues to share information, discuss sector-wide developments, and advance the organization's advocacy priorities. The most recent meeting was held on August 13, 2025 and this report provides Senate with a summary of the presentations and discussions that took place.

The meeting opened with an overview of the governance structure of the COU and the role of Academic Colleagues within that framework. The presentation outlined the Council's mission as a forward-looking organization dedicated to advancing the success of students, strengthening community economic development, driving research and innovation, and contributing to high-value job creation and economic growth. Attention was drawn to the Council's composition of twenty member universities and four associated institutions, as well as the three principal groups that comprise its membership: the universities themselves (non-voting), the Executive Heads (voting), and the Academic Colleagues (voting).

The Council's primary decision-making authority, the Board of Directors, has delegated portions of its responsibility to four standing committees. Academic Colleagues serve on all of these committees except Human Resources. In addition, COU convenes a wide range of advisory and community-of-practice groups, bringing together academic and administrative leaders from across the sector to exchange practices and provide input on policy issues. The presentation also reviewed the frequency and agenda structure of Academic Colleagues and Members meetings and emphasized the Council's four strategic priorities for 2024–2027: strengthening advocacy to support the financial sustainability of Ontario universities; fostering sector-wide leadership and transformation; enhancing essential services to member institutions; and ensuring organizational excellence, engagement, and alignment. A subsequent discussion among Academic Colleagues focused on the ways in which they might most effectively contribute to these strategic goals.

Following this, colleagues shared information about key institutional priorities and current activities. Several institutions reported on the Ministry-initiated Efficiency and Accountability Fund reviews, while others described cost-containment measures introduced to address ongoing fiscal constraints. Updates were also provided regarding leadership changes at the senior administrative level and upcoming collective bargaining processes. These exchanges underscored both the shared challenges faced by Ontario universities and the range of strategies being employed to respond to them.

The meeting also included a sector update on the broader postsecondary landscape and on current COU advocacy activities. Members were apprised of the Ministry of Colleges, Universities, Research Excellence and Security's ongoing review of university governance structures and the provincial funding formula, which included consultation sessions held over the summer months. In addition, particular attention was given to the establishment of a new Artificial Intelligence Task Force, designed to guide the safe and effective integration of AI across university operations. The task force brings together cross-functional expertise from across the membership and will report periodically to Academic Colleagues as its work advances. Finally, members reviewed COU's current advocacy priorities, including the pursuit of increased operating funding, enrolment expansion, and the lifting of the tuition freeze. These advocacy efforts are framed by a strong and consistent message: Ontario's universities are not merely cost centres for government, but strategic investments in the province's economic and social future, especially in times of economic uncertainty.

ITEM 6.0 - Items Removed from the Consent Agenda

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

This is a placeholder for any items removed from consent.
