Western
UNIVERSITY · CANADA

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, June 29, 2023
Time: 10:30 a.m. – 12:30 p.m.
Place: Western Interdisciplinary Research Building, Room 3000/Zoom

Members of the community who wish to attend 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 Meeting of April 27, 2023	Approval	
	2.3	Business Arising from the Minutes		
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Agenda

4.0	Committee and Senate Reports			
	4.1	Report of the Property and Finance Committee		
	4.1(a)	Capital Projects Update	Information	10
	4.1(b)	Government Approved Tuition Anomaly Adjustments	Approval	10
	4.2	Report of the Senior Policy and Operations Committee		
	4.2(a)	Annual Report on the Code of Student Conduct	Information	10

Lunch (12:30-1:30 p.m.); Closed Session (1:30 – 3:30 p.m.)

ITEM 1.0 - Land Acknowledgement

ACTION: ☐ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

Stephen Poloz will offer a land acknowledgement or reflection.

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 Meeting of April 27, 2023

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

RECOMMENDED: That the open session minutes of the meeting held April 27, 2023, be approved, as circulated.

ATTACHMENT(S):

Open Session Minutes of the Meeting of April 27, 2023

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

APRIL 27, 2023 – OPEN SESSION

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

PRESENT: Keith Gibbons, Chair
Amy Bryson, Secretary

Kenisha Arora	Stephen Pitel
Susan Bennett	Geoff Pollock
Wade Boye	Stephen Poloz
Arzie Chant	Cecil Rorabeck
Ethan Chen	Effie Sapuridis
Greg Dick	Alan Shepard
Lori Higgs	Sarah Shortreed (Vice-Chair)
Beth MacDougall-Shackleton	Michael Surkont
Marlene McGrath	Sam Trosow
	Ken Yeung

Regrets: Michelle Banik, Susan Clarke, Linda Hasenfratz, Josh Morgan, David Simmonds

By Invitation: Althea Blackburn-Evans, Bill Chantler, John Doerksen, Paul Eluchok, Louise Koza, Lynn Logan, Eric Mallory, Bryan Neff, Jane O'Brien, Jeff O'Hagan, Terry Rice

Secretariat Resource: Bonnie Brown

Chair K. Gibbons called the meeting to order at 10:00 a.m.

Land Acknowledgement

W. Boye offered a land acknowledgement.

K. Gibbons, on behalf of the Board, congratulated E. Sapuridis for being awarded the Graduate Award of Merit by the Senior Women Academic Administrators of Canada. He also spoke to the success of the Engage Western event held April 11, 2023.

BG.23-41 **Adoption of Agenda – Open Session**

Moved by G. Pollock, seconded by S. Shortreed:

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

CARRIED

BG.23-42   **Approval of the Open Session Minutes of the Meeting of February 2, 2023**

Moved by C. Rorabeck, seconded by M. McGrath:

> That the open session minutes of the meeting of February 2, 2023 be
> approved, as circulated.

CARRIED

Business Arising from the Minutes

None.

BG.23-43   **Report of the President**

A. Shepard, President & Vice-Chancellor, reported on recent activities and
events including the Engage Western event and the announcement of the new
electric vehicle battery plant in St. Thomas. With respect to the latter, A.
Shepard highlighted the strength of Western's research as a contributing factor
leading Volvo to locate the plant in St. Thomas.

A. Shepard continued his report by describing the various donations to the
University that have been announced recently.

In concluding, A. Shepard reported on the successful year and noted planning is
already underway for Orientation Week. In response to a question, he
confirmed the plan is to implement similar measures as those in place this past
September.

On invitation of A. Shepard, B. Neff, Vice-President (Research), described
Western's current contribution to the space program.

AGENDA

COMMITTEE AND SENATE REPORTS

REPORT OF THE PROPERTY AND FINANCE COMMITTEE

University Operating and Capital Budgets and Tuition Fees for 2023-2024

On behalf of the Property and Finance Committee, G. Dick presented for
approval Western's operating and capital budgets and tuition fees for 2023-24.

BG.23-44   **2023-24 University Operating and Capital Budgets**
BG.23-45   **2023-24 Program Specific Fees and Other Supplemental Fees**

F. Strzelczyk, Provost & Vice-President (Academic), presented an overview of the 2023-24 operating budget.

F. Strzelczyk provided an overview of the budget context. Contextual factors such as projected student enrolment numbers, provincial operating grants, and domestic/international tuition fees were outlined. She further reported the operating budget was guided by the strategic plan priorities, faculty academic plans, and support unit operational plans. She advised the plan supports students, faculty, and staff; and ensures fiscal health and financial stability.

F. Strzelczyk provided an overview of key budget investments informed by the strategic plan and described their alignment to the three main themes of the strategic plan.

F. Strzelczyk provided a summary of the operating budget outlining the revenues and expenditures for 2023-2024.

L. Logan, Vice-President (Operations & Finance), provided an overview of the capital budget noting it supports Western's Long-Range Space plan and the strategic plan priorities. She described the major capital projects underway, those in the advanced planning phase, those soon to start, and those in various other planning stages.   Expenditures for the 2023-2024 capital budget were outlined.

F. Strzelczyk responded to questions regarding out of province tuition fees, funding for student services, the impact the delay in the issuing of student visas could have on international student enrollment, the corridor funding model, and the role the three-year budget plan played in the 2023-2024 budget.

L. Logan responded to questions regarding plans for 450 Talbot and the strategies in place to monitor debt for the university.

In responding to a question, A. Shepard noted the Government Relations & Strategic Partnerships Office has an individual that covers both Ottawa and Toronto.   F. Strzelczyk further advised the new Vice-Provost (International) will focus efforts on building relations with trade commissioners.

Moved by G. Dick, seconded by G. Pollock:

> That the Board of Governors approve the 2023-24 University Operating and Capital Budgets (Item 4.1(a)(i)) and the proposed Program Specific Fees and Other Supplemental Fees for 2023-24 (Item 4.1(a)(ii)).

CARRIED

BG.23-46   **2023-24 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies**

On behalf of the Property and Finance Committee, G. Dick presented for approval the 2023-24 budgets for student fee funded units, ancillaries, academic support units and associated companies.

Moved by G. Dick, seconded by G. Pollock:

> That the Board of Governors approve the 2023-24 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in Item 4.1(a)(iii), Table 1,
>
> And,
>
> That the ancillary fees collected by the University will be as detailed in Item 4.1(a)(iii), Table 2 for full-time students and Table 3 for part-time students as supported by the Student Services Committee.

BG.23-47   **Annual Report and Recommendations of the Student Services Committee**

The annual report of the Student Services Committee regarding full-time student activity fee rates was received for information in item 4.1(a)(iv).

BG.23-48   **Revisions to By-Law No. 1 and to Rules of Procedure for Meetings**

A. Bryson presented for approval the revisions to By-Law No. 1 and to the Rules of Procedure at Meetings.   The amendments were described.

Moved by M. McGrath, seconded by S. Shortreed:

> That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendments to *By-Law No. 1* as outlined in item 4.2(a)
>
> That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendments to the *Rules of Procedure at Meetings* as outlined in item 4.2(a).

CARRIED

BG.23-49   **Revisions to Presidential Review Protocol**

A. Bryson presented for approval amendments to the Presidential Review Protocol. She advised the Governance and By-Laws Committee will review the Presidential Review Protocol each time after it is used.

Moved by S. Shortreed, seconded by S. Bennett:

> That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendments to *the Presidential Review Protocol* as outlined in item 4.2(b).

CARRIED

BG.23-50 **Revisions to Terms of Reference of the Senior Policy and Operations Committee**

A. Bryson presented for approval revisions to the Terms of Reference of the Senior Policy and Operations Committee. The rationale for the proposed revision was described. In response to a question, it was confirmed the change does not preclude presentations from Communications coming to the Board.

Moved by G. Dick, seconded by M. McGrath:

> That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the Terms of Reference of the Senior Policy and Operations Committee as shown in item 4.2(c).

CARRIED

REPORT OF THE AUDIT COMMITTEE

BG.23-51 **Campus Safety and Emergency Services 2022 Annual Report**

The annual report of Campus Safety and Emergency Services was received for information. There were no questions.

BG.23-52 **Health, Safety and Well-Being Annual Report**

The annual Health, Safety and Well-being report was received for information.

J. O'Brien, Associate Vice-President (Human Resources), responded to questions regarding enhanced mental health benefits. She advised benefit enhancements were part of the negotiations process; she further added that all employee groups have access to EAP and the Wellness team.

L. Koza, Director (Health, Safety & Wellbeing), responded to questions of clarification regarding trends in long-term disability claims and highlighted how Western has achieved shorter claims relative to others in the sector.

In response to a question regarding strain injuries, L. Koza described efforts to proactively reduce workplace strain injuries in Facilities and Hospitality.

BG.23-53   **UNANIMOUS CONSENT AGENDA**

Moved by G. Dick, seconded by A. Chant:

> That the items listed in the consent agenda be approved or received for information by the Board of Governors by unanimous consent, save and except items 5.2(a) and 5.3(a).

CARRIED

ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE

BG.23-54   **New Scholarships, Awards, and Prizes**

The report on the terms of reference approved by the Property and Finance Committee for the new scholarships, awards, and prizes was received for information in item 5.1(a).

BG.23-55   **Western University Standard and Poor's Credit Rating**

The annual Standard and Poor's Credit Rating report for Western University was received for information in item 5.1(b).

BG.23-56   **Investment Committee Membership**

A report advising the Board of Governors on the reappointment of Lee Sienna to the Investment Committee was received for information in item 5.1(c).

ITEMS REFERRED BY SENATE

BG.23-57   **Report of the Academic Colleague**

The report from the February and April 2023 meetings of the COU Academic Colleague was received for information in item 5.4(a).

BG.23-58   **Report of the Subcommittee on Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2022-23**

A report on the recipients of Western's Excellence in Teaching Awards for 2022-23 was received for information in item 5.4(b).

BG.23-59   **Subcommittee on Enrolment Planning and Policy (SUEPP) Report**

The annual report on targets and processes for first-year undergraduate enrolment and overall enrolment projections for Western and its Affiliated University Colleges was received for information in item 5.4(c).

BG.23-60   **Advice re: 2023-24 University Operating and Capital Budgets**

The report advising the Board of Governors on the Senate's review of Western's operating and capital budgets for 2023-27 and their recommendation for approval was received for information in item 5.4(d).

BG.23-61   **Vice-Provost's Annual Report on Faculty Recruitment and Retention**

The annual report on faculty recruitment and retention was received for information in item 5.4(e).

ITEMS REMOVED FROM THE CONSENT AGENDA

BG.23-62   **Fund Raising Quarterly Report (Q3)**

J. O'Hagan presented the fund raising quarterly report as provided in item 5.2(a). J. O'Hagan reported the annual fund raising goal will be exceeded this year with more than $85 million in donations expected by year end.

J. O'Hagan expressed his gratitude to the volunteers, Advancement staff team, deans and all of those involved in the raising of funds for the university.

C. Rorabeck extended appreciation to the University Advancement team.

BG.23-63   **University Discipline Appeals Committee (UDAC) Membership**

The following individuals were nominated to UDAC from the floor. The Board of Governors acclaimed their appointments:

Nicole Voskuil (undergraduate student) for the term July 1, 2023 to June 30, 2024; Stephen Warner (undergraduate student) for the term July 1, 2023 to June 30, 2024; Melody Viczko (Faculty) for the term July 1, 2023 to June 30, 2026.

On the recommendation of the Senior Policy and Operations Committee in the report received in item 5.3(a), the Board of Governors acclaimed the following appointments to UDAC:

Chris Sherrin (faculty) to the role of Chair for the term July 1, 2023 to June 30, 2024; Dana Broberg (graduate student) for the term July 1, 2023 to June 30, 2024; Heidi Steeves (graduate student) for the term July 1, 2023 to June 30, 2024; Randal Graham (faculty) for the term July 1, 2023 to June 30, 2026; and Andrew Walsh (faculty) for the term July 1, 2023 to June 30, 2026.

QUESTIONS FROM MEMBERS FOR THE OPEN SESSION

None.

BG.23-64   **<u>OTHER BUSINESS</u>**

W. Boye shared information on a number of recent and upcoming events including the National Day of Mourning that is recognized in Canada annually on April 28; a recent event held for staff and faculty identifying as Black; and the recent success of Western's synchronized swimming team.

<u>ADJOURNMENT TO CLOSED SESSION</u>

The meeting adjourned at 11:29 p.m.

_____   _____

K. Gibbons   A. Bryson
Chair   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 and Vice-Chancellor, will provide a verbal update.

ATTACHMENT(S):

Report of the President

REPORT OF THE PRESIDENT

To: Board of Governors

From: Alan Shepard

Date: June 22, 2023

Re: President's Report

Dear Members of the Board,

Following are some noteworthy developments since my last written report to the Board of Governors of April 20, 2023.

Celebrating spring convocation: During the past two weeks, we've been celebrating the graduation of more than 8,000 newly minted Western alumni and honouring the outstanding achievements of fourteen honorary degree recipients, including distinguished Western alumni **Joy MacPhail** (BA'77), **Jeff Parr** (BA'82), **Doug Muzyka** (BESc'77, MESc'78, PhD'85), **Andy Chisholm** (MBA'85), **Catherine Karakatsanis** (BESc'83, MESc'91), and **Shelley Niro** (MFA'97). Many thanks go to the dozens of faculty and staff colleagues who helped ensure the success of 20-plus ceremonies and related special events. Including the Class of 2023, Western's global alumni network now includes over 355,000 graduates in approximately 160 countries.

Western remains among top 10 global universities in THE sustainability ranking: Western has placed ninth overall among more than 1,700 universities in the latest Times Higher Education 2023 Impact Rankings which measure universities working toward the United Nations Sustainable Development Goals. Western scored 95.8 out of 100, ranking first in Canada on anti-poverty initiatives, second on decent work and economic growth, and tied for second on industry, innovation and infrastructure. It's encouraging to see this latest recognition and validation of our sustainability work—a reflection of the strong collective commitment our community has to ensuring our teaching, research and campus operations place a priority on addressing global issues.

Ivey executive education ranked tops in Canada: For the fourth consecutive year, the *Financial Times* has placed Ivey's executive education first in its class among Canadian business schools. Ivey finished first in 13 of 14 categories, including excellence in faculty, location, teaching methods, materials, and preparation. The survey places significant weight on feedback provided by corporate clients and program participants.

1

New government funding enables MD expansion: Next fall, our Schulich School of Medicine & Dentistry will begin adding 16 new MD education spots and 22 residency positions. Funded by an investment of $33M over the next three years, the Ontario government is creating a total of 100 new undergraduate medical seats and 154 new postgraduate medical training positions across the province. The expansion will bring Western's total medical enrolment to 187 first-year undergraduate seats (38 of which are at the Windsor campus) and 230 residency positions. On top of additional funding to build a new acute care hospital in Windsor, this will help alleviate the critical shortage of family physicians in Ontario.

Record donation will transform Ivey's Toronto campus: On April 25, we celebrated a $30M gift from alumnus **Donald K. Johnson** (MBA'63, LLD'07) that will support development of a new downtown Toronto campus for the Ivey Business School. Don's gift—the largest ever received by our university from an individual—will be invested into renovation of a 36,000-square-foot facility located in First Canadian Place, effectively tripling the footprint of Ivey's current Toronto location in the Exchange Tower. The new site will double Ivey's classroom and study room capacity, and enhance students' educational experience with the latest classroom technology. A 300-person event space will provide room to host large-scale special events at the downtown location. We are deeply grateful to Don for his enormous generosity and the new facility will be named in his honour.

New research chair focused on urologic cancer: On April 25, we also celebrated the creation of the Chin-Hardie Chair in Urologic Oncology, funded with donations from retired researcher **Bob Hardie** and the **London Health Sciences Foundation**. The $4M-endowed chair is named to pay tribute to both Mr. Hardie and professor emeritus **Dr. Joseph Chin**, a renowned surgeon and cancer researcher whose innovations in robotic technology and other surgical techniques have advanced the treatment of prostate cancer. Dr. Chin and Mr. Hardie once worked as lab partners and both have devoted their careers to improving the lives of men and families affected by cancer. The new research chair will be pivotal in supporting Western's scientists who spearhead the development of innovative diagnostics and therapies for formidable cancers. By bringing together top-tier researchers and driving breakthroughs, Schulich Medicine & Dentistry will reshape the urologic cancer research landscape and continue to profoundly impact patients and their families.

Western Research launches new mentorship network: Co-designed with its participants, the new Western Research Scholars Academy is now offering opportunities for faculty members to develop new skills and to network with colleagues and academic leaders across campus and beyond. The new program aims to build interdisciplinary and international connections among experts while deepening EDI-D principles in research. The inaugural cohort includes twenty Canada Research Chairs, including colleagues who self-identify as members of equity-deserving groups. Participants are paired with senior mentors who are recognized as leaders in their field, including individuals from Harvard, McGill, and the University of Hamburg. The initiative is one of several projects recently supported by the Strategic Priorities Fund.

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

- A team of neuroscientists led by **Ravi Menon** (Medical Biophysics) and **Lisa Saksida** (Psychology and Physiology & Pharmacology) was awarded $24M from the federal *New Frontiers in Research Fund* for the Translational Initiative to De-risk NeuroTherapeutics (TRIDENT) project, which aims to fast-track the development of drugs that treat neurodegenerative diseases such as Alzheimer's and Parkinson's. **Prof. Saksida** and **Tim Bussey** were also awarded $1.46M from the *Canada Brain Research Fund* for their Mouse Translation Research Accelerator Platform which also aims to improve drug development and testing for neurodegenerative diseases.

- **Barb MacQuarrie**, Community Director of Western's Centre for Research & Education on Violence Against Women & Children, awarded a $2M contract with *Employment & Social Development Canada* to improve access to tools aimed at creating safer workplaces and supporting workers who experience violence and harassment.

- An interdisciplinary team led by **Emma Duerden** (Education) awarded a $1.3M grant from the *Canada Brain Research Fund* for their 'SPRINT' project which is exploring how functional near-infrared spectroscopy can be used at bedside in the diagnosis and treatment of brain injury.

- **Joshua Pearce** (Ivey and Electrical & Computer Engineering) awarded $1M from the Weston Foundation Homegrown Innovation Challenge competition, supporting his work to develop tools and technologies related to sustainable farming.

- A total of fifteen projects led by Western faculty awarded over $6.75M in grants from the *Canadian Institutes of Health Research* and various competitions facilitated by the *Natural Sciences & Engineering Research Council*.

- **Alissa Centivany** (FIMS), **Aaron Ward** (Medical Biophysics), **Osvaldo Espin-Garcia** (Epidemiology & Biostatistics, and **Xianbin Wang** (Electrical & Computer Engineering) awarded a total of $1M in grants from Canada's *New Frontiers Research Excellence Fund*.

- **Kathy Hibbert** (Education and Medical Imaging), **Lars Konermann** (Chemistry), **Lorelei Lingard** (Schulich Medicine & Dentistry) and **Andy Sun** (Mechanical & Materials Engineering) named *Western's 2023 Distinguished University Professors*.

- **Katrina Moser** (Geography & Environment), **Beth Hundey** (Centre for Teaching & Learning), **Sara Mai Chitty** (Indigenous Initiatives), **Serena Mendizabal** (Geography & Environment), and artist **Hawlii Pichette** named recipients of *Western's 2023 Vice-Provost (Academic Programs) Award for Excellence in Collaborative Teaching*.

- **Nicole Campbell** (Physiology & Pharmacology) and **Remus Tutunea-Fatan** (Mechanical & Materials Engineering) named recipients of *Western's 2023 Edward G. Pleva Award for Excellence in Teaching*.

- **Heather Gillis** (Physiotherapy), **Joanna Langille** (Law), and **Frank Myslik** (Medicine) named recipients of *Western's 2023 Marilyn Robinson Award for Excellence in Teaching*.

- **Nigel Joseph** (English & Writing Studies) named recipient of *Western's 2023 Angela Armitt Award for Excellence in Teaching by Part-time Faculty*.

- **Elaine Fournier** (Education) named recipient of *Western's 2023 Vice-Provost (Academic Program) Award for Excellence in Online & Blended Teaching*.

- **Isha DeCoito** (Education), **Len Luyt** (Chemistry), **Kaitlynn Mendes** (Sociology), **Marc Moreno Maza** (Computer Science), **Andrew Pruszynski** (Physiology & Pharmacology), **Anthony Skelton** (Philosophy), **Andrea Waters-Rist** (Anthropology), **Fiona Webster** (Nursing), **Shawn Whitehead** (Anatomy & Cell Biology) and **Wade Wright** (Law) named *Western's 2023 Faculty Scholars*.

- **Greg Kopp** (Civil & Environmental Engineering) awarded the Davenport Medal from the International Association of Wind Engineering for his outstanding contributions to the field of wind engineering.

- An interdisciplinary team of sixteen Western faculty and staff members led by **Katrina Moser** (Chair, Geography & Environment) named recipients of the *Desire2Learn Innovation in Teaching & Learning Award* by the *Society for Teaching & Learning in Higher Education* for team's creation of a new course titled *Connecting for Climate Change Action*.

- **Alan MacEachern** (History) named co-recipient of the *2023 Charlottetown Heritage Day Award* for his book *The Summer Trade: A History of Tourism on Prince Edward Island*.

- Anthropology PhD candidate **Tamara Britton** named top-25 finalist of the *Social Sciences & Humanities Research Council's Storytellers Challenge* for her study of people, nonhuman primates, and bamboo in the Pacoche Wildlife Refuge in Ecuador.

- Paper by Psychology MA candidate **Thipiga Sivayoganathan** *(Trends in population characteristics associated with mental health service use among youth and emerging adults in Canada from 2011 to 2016)* named Editor's Choice by Canadian Journal of Public Health.

- Second-year Law students **Anthony Crudo**, **Hannah Herrington**, and **Dylan Romero-Marshall** appointed 2023-25 *Sport Solution Program Managers*, founded by AthletesCAN to support Canada's national team athletes resolve and prevent legal conflicts in sport.

- BMus student **Sophia Daunt** won the Trophy and Open classes in the *London Kiwanis Music Festival*, and was named first-place overall in the Rose Bowl competition.

- HBA student **Molly Chen** awarded a Futures Fund Scholarship from *Canada's Outstanding CEO of the Year*, recognizing her leadership as the co-founder of Expand Youth Society, a non-profit that helps youth gain transferrable skills.

- *The Western Academy for Advance Research* has selected its next two research themes: *Nature-Inspired Solutions for Carbon Transformation*, led by **Chris DeGroot** (Mechanical & Materials Engineering), joined by colleagues **Naomi Klinghoffer** (Chemical & Biochemical Engineering) and **Elizabeth Webb** (Earth Sciences); and *Interdisciplinary Research to Address Technical & Social Barriers in Smart Cities & Communities*, led by **Ayan Sadhu** (Civil & Environmental Engineering), joined by colleagues **Abdallah Shami** (Electrical & Computer Engineering) and **Anabel Quan-Haase** (FIMS). Combined, the two new projects will also engage experts from Italy, Australia, France, and the UK.

- Visiting Elder **Myrna Kicknosway** (Office of Indigenous Initiatives) conferred an honorary Doctor of Laws degree from the University of Windsor.

Leadership update: On April 27, I was delighted to announce **Prof. Penny Pexman's** appointment as Vice-President (Research), beginning September 1. Penny will join us from the University of Calgary, where she is currently the Associate Vice-President (Research) as well as a professor and director of the postdoctoral program in the Department of Psychology. Her research expertise is in cognitive development, psycholinguistics and cognitive neuroscience. As a Western alumna, Penny earned three degrees as a student here while competing as a varsity rower. We look forward to welcoming Penny back to Western this September. We all thank **Bryan Neff** for the key leadership role he has played as Acting VPR since last October.

Meanwhile, work of the selection committee for our next Vice-Provost (Graduate & Postdoctoral Studies) is nearing completion. As well, review/selection committees are currently, or will soon be, underway for the Vice-Provost & Chief Librarian, the Deans of Engineering and the Ivey Business School, and our next Director of the McIntosh Gallery. The search for our next Dean of Arts & Humanities remains on pause till the fall.

ITEM 4.1(a) – Capital Projects Update

**ACTION:**   ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

L. Logan, Vice-President (Operations & Finance), will provide a verbal report on the status of current major capital projects.

ATTACHMENT(S):

Capital Project Sites Map

Overview of Capital Projects

WESTERN CAMPUS PLAN
Capital Project Sites
Summer 2023

Western

- Under Construction
- In Design
- Planning
- City Roadworks (Planning)
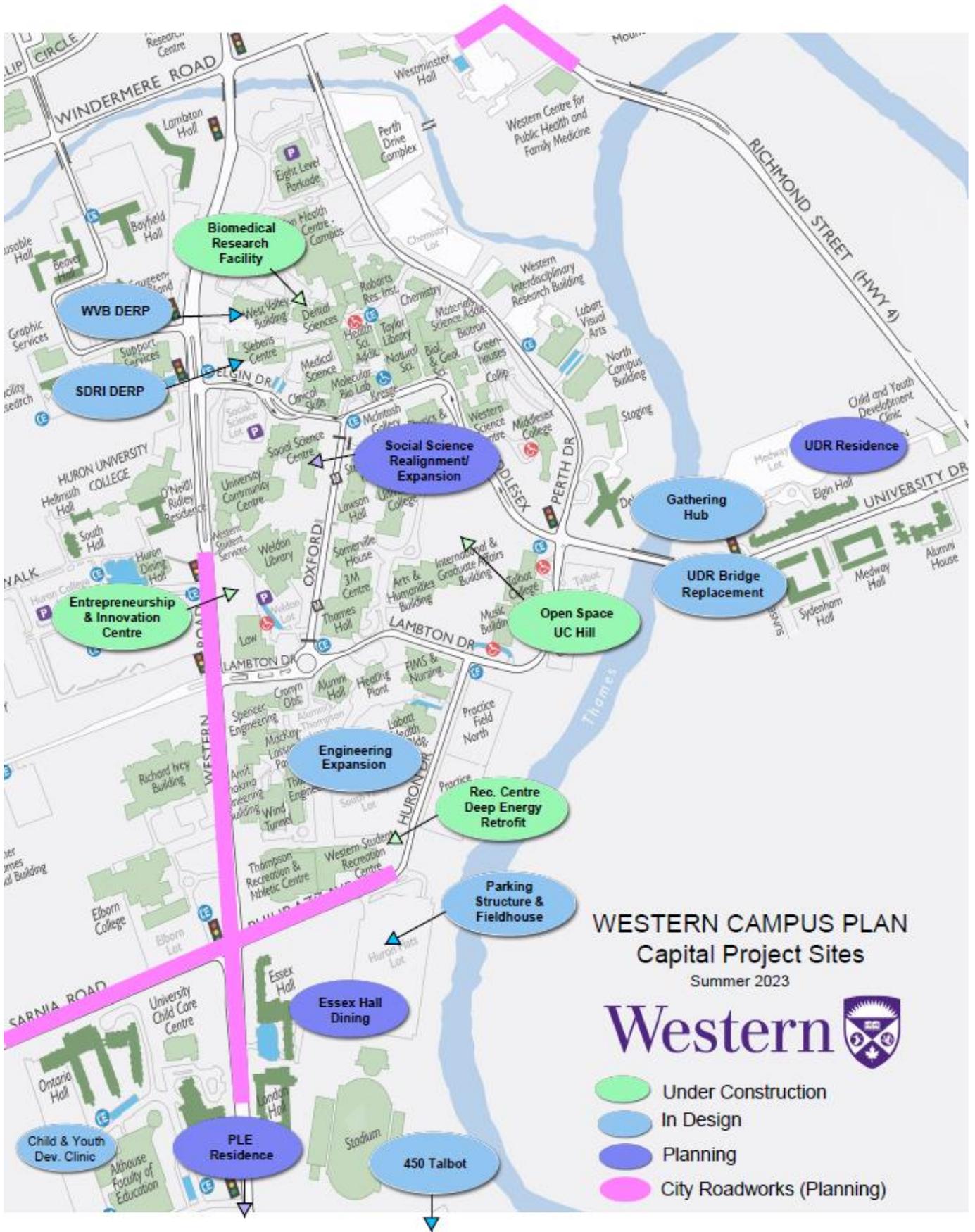
PROJECTS IN PLANNING AND DESIGN PHASE

Bioconvergence Centre
Programming Consultants: HOK
Contractor: TBD
Western Project Manager: Amanda Bettridge

Significant issues and changes from previous project status report:
- Project steering committee has been formed and is co-chaired by the Provost and Vice-President (Operations & Finance).
- Ongoing meetings with the Faculties / Deans to discuss the project process and expectations, creating a high-level planning schedule. A Project Charter is being created and the consultant, HOK, is in the process of defining and organizing the critical elements that will determine the success of the project.
- HOK facilitated a research focused workshop on May 24, with 16 research participants.
- Visioning Session #1 is scheduled for June 7.

University Drive Bridge
Design Consultants: Entuitive + BTE
Contractor: TBD
Western Project Manager: Tucker Morton

Significant issues and changes from previous project status report:
- Consultant work continues to develop the preferred option which is twinning of the bridge.
- This approach utilizes the existing bridge for active transportation and builds a new bridge to satisfy the needs for vehicular transportation.
- The design team is currently focused on developing separate connections to existing transportation networks.
- Floodway modelling of the bridge configurations is being reviewed by the design team.
- Preparation for presentation of options and approvals will follow for Western review and approvals which will be followed by PIC 2.

Gathering Hub
Architectural Consultants: architects Tillmann Ruth Robinson
Contractor: TBD
Western Project Manager: Amanda Bettridge

Significant issues and changes from previous project status report:
- The first phase of planning, defining scope, and budget has progressed.
- Scope, scale of building, and budget is under review by Western.
- Working through budget and schedule implications with IPB, Finance and Ancillary Services within the context of the long-range space plan and debt model.

Engineering Building
Programming Consultants: Perkins Will + Cornerstone
Contractor: TBD
Western Project Manager: Renzo DiBlasio

Significant issues and changes from previous project status report:
- Progressing through Phase 1 of the design process, scope and budget iterations with the faculty and design team.
- Scale of project is firmed up. Working through the space program with the faculty.
- Working through budget implications with IPB, Finance, and Engineering within the context of the long-range space plan and debt model / project funding.

University Drive Residence
Architectural Consultants: architects Tillmann Ruth Robinson
Contractor: TBD
Western Project Manager: Tucker Morton

Significant issues and changes from previous project status report:
- Design process is underway.
- Functional programming is underway.
- Site plan development is underway.

Platt's Lane East Residence
Programming Consultants: Teeple Architects
Contractor: TBD
Western Project Manager: Tucker Morton (new PM)

Significant issues and changes from previous project status report:
- Design process is underway.
- Functional programming is underway.
- Site plan development is underway.

450 Talbot
Architectural Consultants: architects Tillmann Ruth Robinson
Contractor: TBD
Western Project Manager: Steven MacDonald / Tina Agostinis

Significant issues and changes from previous project status report:
- Project on pause to review project scope, budget and programming options.

Parking Building & Fieldhouse
Architectural Consultants: Cornerstone Architecture
Contractor: TBD
Western Project Manager: Tina Agostinis

Significant issues and changes from previous project status report:
- The Western Rd /Phillip Aziz/ Sarnia Rd EA study is accepted by City of London Council.
- Detailed project planning is expected to commence soon and will be incorporated into design of this project.
- Road improvements expected to be constructed over several phases beginning in the 2025 construction season.
- Scope, scale of building, and budget under review.
- Working through budget implications with IPB, Finance, and Ancillary within the context of the long-range space plan and debt model.

Open Space Strategy (Transportation Update)
Strategic Plan Consultants: TBD
Contractor: TBD
Western Project Manager: Mike McLean

Significant issues and changes from previous project status report:
- Current work on University Hill and Music Walk will be completed this summer and then paused while we understand the impact of the University Drive Bridge project and the University Dr. / Perth Dr. / Middlesex Dr. intersection alignment.
- The Open Space Strategy was predicated on the north leg of the City's bus rapid transit initiative coming through campus. BRT for the north or west parts of the city was not approved, and a transit solution for these areas won't likely be clear until the City completes its "Mobility Master Plan" in about 2 years. As a result, there is a need for us to develop a campus transportation strategy that incorporates current thinking on transit, active transportation, and vehicular access. The update will also be mindful of the current municipal road improvement initiatives around campus.

PROJECTS IN CONSTRUCTION PHASE

Biomedical Research Facility
Architect: architects Tillmann Ruth Robinson
Contractor: Norlon Builders London Limited
Western Project Manager: Amanda Bettridge

Total approved project Budget = $56 M
Percentage of Design Complete = 100%
Percentage of Construction Documentation Complete = 100%
Percentage of Construction Complete: 99%
Scheduled completion date: Spring 2023

Significant issues and changes from previous project status report:
- Inspections and deficiencies completion underway. Informal OMAFRA inspections going well. Accreditation / Certification inspections are scheduled for mid-June.
- Building systems startup, commissioning, and testing are underway.
- The project continues to track on budget.

Photo No. 1. South façade:

Photo No. 2. Surgery Suite (Level 2):

Photo No. 3. Animal Holding Room:

Photo No. 4. Stairwell:

Photo No. 5. Mechanical Room (Level 3):

Ronald D. Schmeichel Building for Entrepreneurship and Innovation
Architect: Perkins Will + Cornerstone
Contractor: Hayman Construction
Western Project Manager: Jason McIntosh

Total approved project budget = $56.3 million
Percentage of Design complete = 100%
Percentage of Construction complete = 50%
Scheduled completion date: Fall 2023

Significant issues and changes from previous project status report:
- Fourth floor concrete suspended floor slab has been formed with rebar installation and is ready for poured concrete.
- Exterior wall metal stud framing and sheathing are installed on the first floor and the majority of the second floor.
- Exterior aluminum curtain framing and glazing is being installed on the first and second floors.
- Interior partition metal stud framing is complete on the first floor. Installation continues on the second floor.
- Electrical and mechanical rough ins continue on the second and third floors.
- Sitework - new concrete curbs, sidewalks, and roadways to commence shortly.
- Project is tracking on budget.

Photo 1. Looking northeast:

Photo 2. Looking north from the Law Buidling:

Photo 3. First Floor Central Main Corridor:

Photo 4. First Floor Main Corridor:

Photo 5. Second Floor looking towards Atrium:
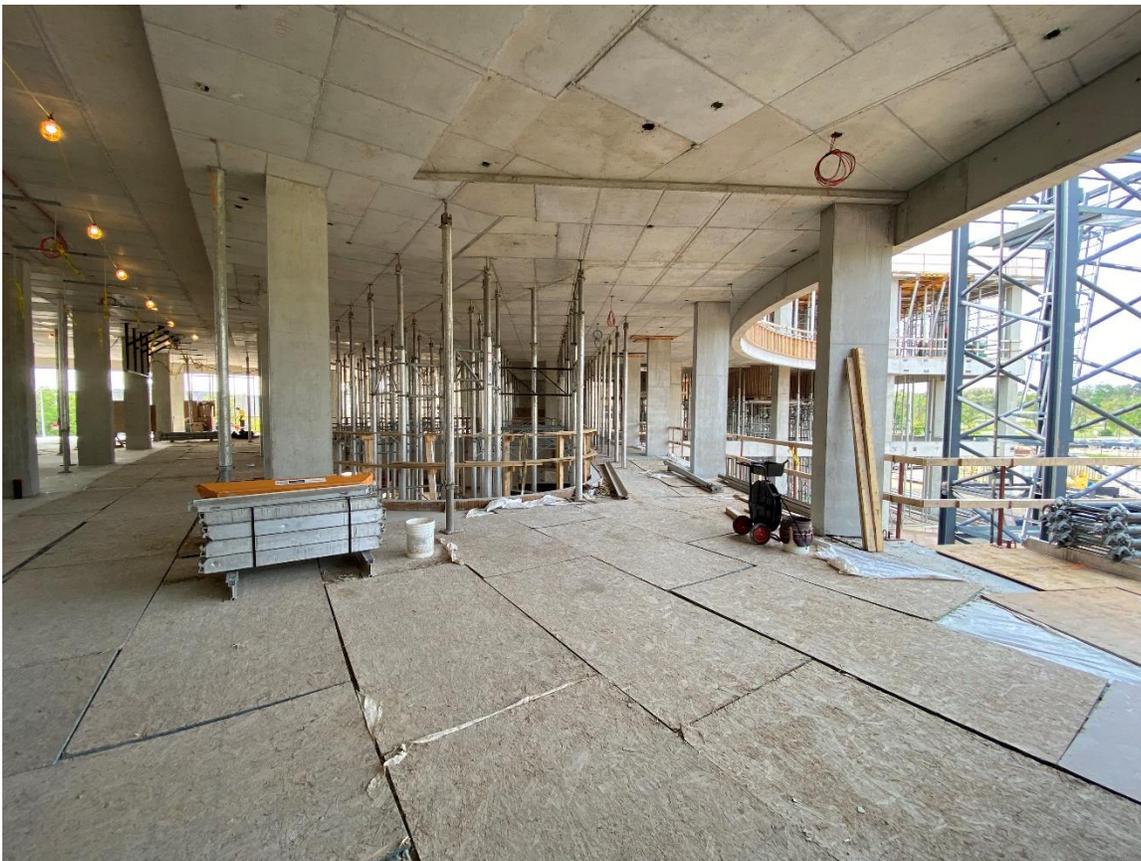
Photo 6. Third Floor roof above courtyard entrance:

Photo 7. Looking west towards the Springett Lot from the 5th floor of Weldon:

Open Space Improvements – University Hill and Music Walk
Architect: DTAH
Construction Manager: Norlon Builders London Limited
Western Project Manager: Renzo Di Blasio

Total approved project Budget = $10.7 M
Percentage of Design Complete = Phase I & II: 100%
Percentage of Construction Complete = Phase 1: 97%
Scheduled completion date: Phase 1 – Main pathways and lighting: Complete
                                                Phase 1 – Feature stairs, LID, landscaping: Spring 2023
                                                Phase 2 – Welcome Plaza & Arboretum Walk – Deferred

Significant issues and changes from previous project status report:
- Limestone bench caps are installed.
- Outdoor furniture (tables, benches) installation completed.
- Pathways nearing completion.
- Limestone stair treads installation underway.
- Landscaping for Phase 1 will be installed shortly.
- The project continues to track on budget.
- Phase 2 is deferred until bridge design and Open Space Strategy (transportation) is completed which will inform the detailed design of the Welcome Plaza and north pathways.

Photo No. 1 – Graduate Square:

Photo No. 2 – Sky Observation Platform:

Photo No. 3 Rain Garden - Ready for Landscaping:

Photo No. 4 New Stair:

Photo No. 5 Talbot College New Gardens and Benches:
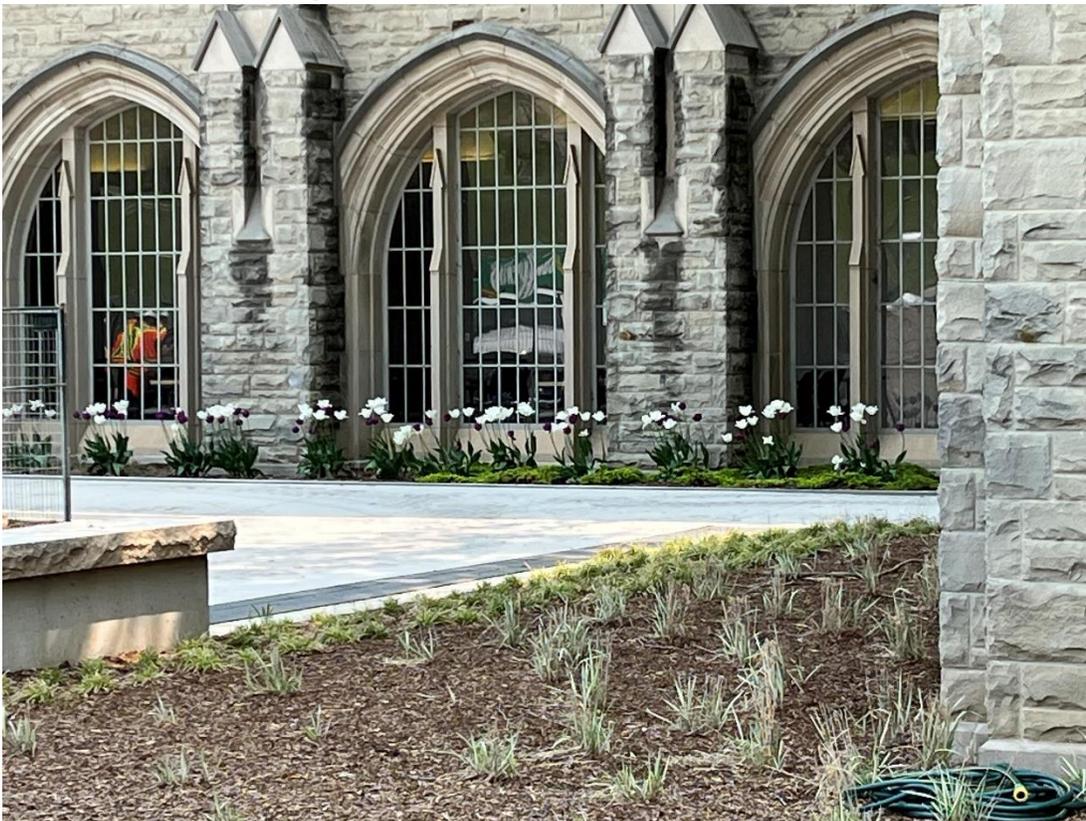
ITEM 4.1(b) –Government Approved Tuition Anomaly Adjustments

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the implementation of tuition rate increases for domestic students in undergraduate Computer Science and undergraduate Management & Organizational Studies (MOS), as follows:

1. As approved by the Province, the allowable 7.5% increase for incoming domestic students be applied in 2023-24 to undergraduate Computer Science and undergraduate MOS tuition rates – resulting in an increase to $6,504 in 2023-24 from $6,050 in 2022-23;

2. Given the late timing of the Government's announcement and in order to allow the University adequate time to communicate to students and develop the necessary procedures/systems for implementation of the increased tuition rates, students will not be charged the increased tuition rates until 2024-25; and

3. The tuition rates for 2024-25 will be determined based on the 2023-24 rates.

EXECUTIVE SUMMARY:

On March 2, 2023, the provincial government released the 2023-24 Tuition Fee Framework which included the following provisions:

- Continue the tuition fee freeze for domestic students at 2022-23 levels (applicable to all years of study).

- Provide institutions the flexibility to increase tuition fees for domestic out-of-province students by up to 5% in 2023-24 (applicable to all years of study).

- *Subject to the submission of an application and ministry approval, tuition fee increases over a multi-year timeframe will be permitted for certain programs with lower-than-sector-average tuition rates for comparable programs (applicable to first year incoming students starting in 2023-24). Tuition adjustments for these programs are referred to as Tuition Anomalies. Universities could propose up to 3 programs and the main requirement was that the difference in tuition fees for the proposed programs must be at least 15% below sector average across comparable programs.*

Based on a review of domestic tuition fee rates at Ontario universities, Western proposed/requested tuition anomaly adjustments for two programs: undergraduate Computer Science where we showed that our tuition rate was more than 32% lower than the sector average and undergraduate MOS where we showed that our rate

was more than 37% lower than the sector average. We did not have any other programs that met the 15% threshold.

After a series of discussions between Western and the Ministry, we received formal notification from the Minister on the decisions:

- Undergraduate Computer Science: current tuition = $6,050; new allowable tuition = $9,108

- Undergraduate MOS: current tuition = $6,050; new allowable tuition = $10,358

In both cases, the increases are limited to a maximum of 7.5% per year until we reach the new allowable tuition levels. It should also be noted that the 7.5% is maximum allowed per year – and that any future "normal" tuition framework related increases cannot be added to the 7.5%. Given the 7.5% annual limit, it will take 6 years to reach the approved level for Computer Science and 8 years for MOS.

As a result of the late timing of the government's announcement, we are proposing that that Board of Governors approve the 7.5% increase for 2023-24 (as "shadow" tuition rates) and that the actual tuition charges to students will be implemented for the 2024-25 fiscal year by applying the allowable increases to the 2023-24 "shadow" tuition rates.

This delay in application of the actual tuition fee charges (to 2024-25) will also allow us to properly communicate our approach to students.

Note: Our proposed approach is similar to the Out-of-Province domestic tuition increases that were approved by P&F and the Board a year ago.

ATTACHMENT(S):

None.

ITEM 4.2(a) – Annual Report on the Code of Student Conduct

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

The Annual Report on the Code of Student Conduct for the period from May 1, 2022 to April 30, 2023 is provided for information.

ATTACHMENT(S):

2022-23 Annual Report on the Code of Student Conduct

Code of Student Conduct Report

Annual Report to the Western University Board of Governors

For the period May 1, 2022 – April 30, 2023

Prepared by Student Support & Case Management on behalf of the Vice-Provost (Students)

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Complaints

Complaints under the *Code of Student Conduct* (the *Code)* may be dismissed, resolved informally, or be formally investigated. Table 1 lists the disposition of *Code* complaints received this year alongside last year's cases.

Table 1: Total Code Complaints

	Number of Complaints in the 2021-2022 Reporting Period (excluding Vaccine Policy compliance cases)	Number of Complaints in the 2022-2023 Reporting Period[1]
Formal Proceedings Resulting in Findings of Misconduct	20	27
Formal Proceedings Resulting in No Findings of Misconduct	40	15
Informal Resolutions	19	15
Cases Dismissed[2]	43	48
Total Complaints	**122**	**110**

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[1] Note that some complaints filed in the 2022-2023 reporting period were not yet resolved as of the date of this report.

[2] "Cases Dismissed" refers to complaints where the University has chosen not to proceed due to anonymity/lack of information, or the complaint has been withdrawn partway through the process.

Origin of Complaint

Table 2 outlines the sources of complaints from each significant source during the last two years. These data help inform the educational and awareness-raising strategy of Student Support and Case Management (SSCM) office.

Table 2: Origin of Complaint

Origin of Complaint	Number of Complaints in the 2021-2022 Reporting Period (excluding Vaccine Policy compliance cases)	Number of Complaints in the 2022-2023 Reporting Period
Students	98	37
Staff/Faculty	9	58
Campus Safety and Emergency Services	5	10
Other[3]	10	5
Total Complaints	**122**	**110**

Investigations, Violations and Sanctions

Table 3 outlines the number of violations of the *Code* by category of misconduct during the 2022-2023 reporting period, including occurrences in the previous three years.

Table 3: Violations of the Code of Student Conduct in 2022-2022

Category of Violation	2019-2020 Reporting Period	2020-2021 Reporting Period	2021-2022 Reporting Period	2022-2023 Reporting Period
Disruption or interference	0	1	0	7
Misconduct against Persons	14	9	11	10
Misconduct involving Property	10	1	4	5
Misrepresentation or False Information	0	1	1	1
Alcohol or Drug Related	2	0	1	0
Improper Use of Dangerous objects and Substances	0	0	0	1
Contravention of University Regulations	2	18	2	2
Contravention of Other Laws	0	0	1	1
Total Violations	**28**	**30**	**20**	**27**

*The table does not include those incidents which were dismissed.

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[3] "Other" refers to complaints received from non-Western community members.

Sanctions are proportionate to the offense. Where possible, sanctions include educational sanctions and restorative measures. Chart 1 displays the total number and type of sanctions imposed during the 2022-2023 reporting period.

Chart 1: Sanctions Imposed 2022-2023

Sanction Type	Count
Educational Sanction	11
Written Warning	6
No Contact	5
No Contact – Distance	4
Prohibition or limitation of employment at the University	4
Loss of Privileges	3
Educational Sanction – General	2
Restitution	2
Termination of Residence Contract	2
Trespass from Campus	2
Exclusion from a Class, Examination Room, or Other Area	1
Probation	1
Residence Relocation	1

Appeals

Students who have been sanctioned under the *Code* may appeal the finding of misconduct and/or the sanctions imposed to the University Discipline Appeal Committee. Of the 27 *Code* proceedings this year where sanctions were issued, one Respondent exercised their right to appeal to UDAC. This appeal was denied.

ITEM 4.2(b) – Annual Report on the Gender-Based and Sexual Violence

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

The Annual Report on Gender-Based and Sexual Violence (GBSV) for the period from May 1, 2022 to April 30, 2023 is provided for information.

EXECUTIVE SUMMARY:

In March 2019, the provincial government mandated post-secondary institutions to provide their Board of Governors with an annual report on work underway to address Gender-Based and Sexual Violence (GBSV).

This report provides the annual update on the progress made from May 1, 2022 to April 30, 2023 (Cycle 6). For reference, previous cycles of data reporting are as follows:

• Cycle 1: January 1, 2017 – April 30, 2018
• Cycle 2: May 1, 2018 – April 30, 2019
• Cycle 3: May 1, 2019 – April 30, 2020
• Cycle 4: May 1, 2020 – April 30, 2021
• Cycle 5: May 1, 2021 – April 30, 2022

The purpose of this report is to outline the preventative programming and responsive care interventions that were provided to students at Western this past year, and to provide a snapshot of how GBSV efforts will continue to be developed.

ATTACHMENT(S):

Annual Report on Gender-Based and Sexual Violence

Gender-Based and Sexual Violence

Annual Report to the Western University Board of Governors

For the period May 1, 2022 to April 30, 2023

Prepared by Student Support and Case Management, on behalf of the Vice-Provost (Students)

Prevention, Education and Training

In Fall 2022, all incoming first-year students completed the "GBSV Response and Prevention Training" online training module, which addressed topics including consent, rape culture on campus, and Western's sexual violence policy. In addition, students in residence and upper-year student leaders (Sophs and Residence Advisors) completed a second module, "Undressing Consent," which was developed by Student Experience, ANOVA, and CREVAWC. These training sessions were led by 42 facilitators.

GBSV educators in the Student Experience portfolio delivered a wide range of programming throughout the year. The popular "ReShape Series" aims to raise awareness and educate the Western community on GBSV prevention. The series featured lectures, keynote speakers, engaging activities and workshops. The team also created short educational videos for Instagram that drew student interest and engagement.

Together with campus and community partners, GBSV educators expanded the reach of GBSV prevention education and initiatives on campus, collaborated on programming planning and development, and supported prevention events and conferences. This programming included Wellness Fairs that raise awareness about the supports available to students, GBSV Education & Support Information Sessions, *We Believe You Day* where students were encouraged to demonstrate allyship and support for survivors by writing messages of hope, healing and love on our '*We Believe You'* board, and Man|Made, a discussion group facilitated by ANOVA to help men find their voice and use it to create change for themselves and their community.

GBSV educators offered customized training sessions to meet the needs of students, staff and faculty who were looking to further their knowledge on GBSV-related topics. These training sessions included guest lectures in courses with material related to GBSV, training with Fraternities and Sororities, specialized training for professional students on handling disclosures, trainings with staff, student groups and graduate students, as well as upstander intervention.

Disclosures

Disclosures included historical incidents of GBSV (e.g., childhood abuse, past intimate partner violence) as well as recent incidents. Disclosures consisted of both on- and off-campus GBSV incidents, with a significant number of incidents involving alcohol use by both survivor and perpetrator.

Disclosures are distinct from complaints. Survivors are not required to file a complaint to seek supports listed in the disclosure form, but they may choose to do so at any point.

Table 1: Disclosure Forms

	Cycle 1 Jan1, 2017 – April 30, 2018	Cycle 2 May 1, 2018 – April 30, 2019	Cycle 3 May 1, 2019 – April 30, 2020	Cycle 4 May 1, 2020 – April 30, 2021	Cycle 5 May 1, 2021 – April 30, 2022	Cycle 6 May 1, 2022 – April 30, 2023
Total Disclosure Forms	No data available	No data available	No data available	74	164	173

Table 2: Disclosure Made to Affiliate Campus Resources

		Cycle 1 Jan1, 2017 – April 30, 2018	Cycle 2 May 1, 2018 – April 30, 2019	Cycle 3 May 1, 2019 – April 30, 2020	Cycle 4 May 1, 2020 – April 30, 2021	Cycle 5 May 1, 2021 – April 30, 2022	Cycle 6 May 1, 2022 – April 30, 2023
Disclosures made to Affiliate Campus Resources	Brescia	0	3	3	18	16	0
	King's	4	4	8	4	28	37
	Huron	0	4	3	4	22	21

Referrals

In the 2022-2023 academic year, the GBSV Case Manager received 182 referrals. In some cases, a single Survivor may be connected to the GBSV Case Manager through multiple referrals and disclosure forms. Since some referrals and disclosures are made without any identifying information regarding the Survivor, it is likely that there is overlap between the number of referrals and number of disclosures received. Moreover, it is up to the individual Survivor to decide to connect with supports, including the GBSV Case Manager. Referrals came from three sources: campus partners (i.e., staff, faculty members, student leaders), community partners (i.e., therapists, physicians, hospital social work, parents and guardians, institutional partners), and survivor self-referrals. These referrals resulted in 101 scheduled meetings with the GBSV Case Manager.

Table 3: New Referrals & Referral Sources

		Cycle 1 Jan1, 2017 – April 30, 2018	Cycle 2 May 1, 2018 – April 30, 2019	Cycle 3 May 1, 2019 – April 30, 2020	Cycle 4 May 1, 2020 – April 30, 2021	Cycle 5 May 1, 2021 – April 30, 2022	Cycle 6 May 1, 2022 – April 30, 2023
Total New Referrals				139	141	321	182
Referral Source	Campus Partner	0	73	65	47	229	94
	Community Partner	0	11	21	11	16	7
	Self-Referral	0	38	32	18	76	81

Formal Complaints

Of the 34 complaints received in the 2022-2023 reporting period, 18 complainants either made complaints anonymously with insufficient information for follow-up, or made the personal decision not to proceed with the resolution of their complaint under the Policy. Of those 34 complaints, 12 proceeded to investigation, and four complaints were resolved via informal resolution. In alignment with trauma-informed principles and practices, the decision to proceed with a complaint is entirely up to the complainant and does not require any justification if they choose to withdraw.

Table 4: Number of Complaints Received

	2021-2022 Reporting Period	2022-2023 Reporting Period
Complaints received by Main Campus	39	34
Complaints received by Brescia University College	2	0
Complaints received by King's University College	5	3
Complaints received by Huron University College	1	5

Table 5: GBSV Complaints by Incident Type

Category of Incident	Cycle 1 May 1, 2017 – April 30, 2018	Cycle 2 May 1, 2018 – April 30, 2019	Cycle 3 May 1, 2019 – April 30, 2020	Cycle 4 May 1, 2020 – April 30, 2021	Cycle 5 May 1, 2021 – April 30, 2022	Cycle 6 May 1, 2022 – April 30, 2023
Sexual Assault	12	21	13	16	29	23
Sexual Harassment	12	7	11	4	19	13
Indecent Exposure	1	1	3	1	2	4
Sexual Exploitation	0	0	2	2	2	3
Cyber Harassment	1	1	2	0	3	5
Voyeurism	N/A	N/A	N/A	N/A	N/A	1
Stalking	N/A	N/A	N/A	N/A	N/A	5
Domestic Violence	N/A	N/A	N/A	N/A	N/A	1

Table 6: Sanctions Imposed in GBSV Complaints by Incident Type

Category of Incident	Sanction Type	Cycle 1 May 1, 2017 – April 30, 2018	Cycle 2 May 1, 2018 – April 30, 2019	Cycle 3 May 1, 2019 – April 30, 2020	Cycle 4 May 1, 2020 – April 30, 2021	Cycle 5 May 1, 2021 – April 30, 2022	Cycle 6 May 1, 2022 – April 30, 2023
Sexual Assault	Anonymous Complaints	4	7	9	5	16	11
	Educational Sanctions	15	15	0	6	9	5
	Restrictions on Campus	6	10	3	4	8	5
	Suspension	0	1	1	4	2	1
	Expulsion	0	0	0	0	1	2
	Informal Resolution	N/A	N/A	N/A	1	1	1

Sexual Harassment	Anonymous Complaints	1	0	4	1	3	5
	Educational Sanctions	8	3	5	0	5	6
	Restrictions on Campus	5	2	2	0	4	6
	Suspension	1	2	0	0	0	1
	Informal Resolution	N/A	N/A	N/A	1	1	3
Indecent Exposure	Anonymous Complaints	1	1	3	0	1	4
	Educational Sanctions	0	0	0	1	0	1
	Restrictions on Campus	0	0	0	1	0	1
	Suspension	0	0	0	0	0	0
	Informal Resolution	N/A	N/A	N/A	1	0	0
Sexual Exploitation	Anonymous Complaints	0	0	1	1	2	2
	Educational Sanctions	0	0	0	1	N/A	1
	Restrictions on Campus	0	0	1	1	N/A	1
	Suspension	0	0	0	1	N/A	1
	Informal Resolution	N/A	N/A	N/A	0	N/A	0
Cyber Harassment	Anonymous Complaints	1	1	1	0	3	4
	Educational Sanctions	0	0	0	2	N/A	1
	Restrictions on Campus	0	0	1	2	N/A	1
	Suspension	0	0	0	1	N/A	1
	Informal Resolution	N/A	N/A	N/A	0	N/A	0
Voyeurism	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	1
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	0
	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	0
	Suspension	N/A	N/A	N/A	N/A	N/A	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0
Stalking	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	4
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	1

	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	1
	Suspension	N/A	N/A	N/A	N/A	N/A	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0
Domestic Violence	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	1
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	0
	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	0
	Suspension	N/A	N/A	N/A	N/A	N/A	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0

1. "Anonymous Complaints" are those in which the complainant does not wish to move forward with a complaint process, or where the alleged respondent was unable to be identified. This also includes situations where a respondent may be identified through a third party, but the survivor chooses no action to be taken.
2. Sanctions above were imposed after a finding that GBSV occurred. This chart does not reflect complaints that were investigated but no finding of GBSV was made.
3. Some complaints submitted during the 2022-2023 reporting year were still under investigation at the time of the report, and therefore they are not captured in the totals above.
4. A single complaint may be subject to multiple types of sanctions imposed (i.e., a Respondent may be both suspended and required to attend education).
5. Educational sanctions include, but are not limited to: written apologies, educational seminars, reflection papers, counselling, and/or awareness and education programming.
6. Informal resolution may include some form of agreed-upon outcome between the parties, such as participation in educational programs and/or leadership or location restrictions on campus
7. "N/A" indicates either an informal resolution was not available at the time, or there were no sanctions imposed involving the category of incident.

Investigations

Of the 34 complaints received this year, 12 complaints proceeded to a fact-finding investigation. Under the Policy, all investigations are to be conducted by an experienced investigator with training in trauma-informed interview techniques. At the end of the investigation, the investigator summarizes the evidence and their findings of fact in a report, provided to the Vice-Provost (Students). The Vice-Provost (Students) reviews the report and determines whether there was a Policy violation, and if so, which sanction(s) would be proportionate in the circumstances. Either party may appeal the finding under the Policy and/or the sanctions imposed, should they meet the limited grounds of appeal set out in the Policy.

The Senior Advisor, GBSV conducted three internal investigations, while nine complaints were referred to an external investigator. The decision to refer complaints to an external investigator is made in consultation with Western's Legal Counsel and the Vice-Provost (Students).

Informal Resolution

The Senior Advisor, GBSV offers informal resolution where appropriate to complainants during the initial intake phase of the complaints process, and successfully resolved four complaints via informal resolution during this reporting period. As described in the Policy, a successful informal resolution requires the participation of both parties in the process. Further, the presence of certain factors, such as complexity, power imbalance, and/or multiple complainants, may render an informal resolution impossible or inappropriate.

Respondent Rehabilitation and Support

The Office of Student Support & Case Management has been providing support to respondents on a free and confidential basis. Case Managers help respondents navigate University resources such as academic counselling, mental health counselling, housing, and financial aid.

For the past two reporting periods, SSCM has also piloted fully-funded external counselling options for respondents as part of a sanction or on a voluntary basis. During the current reporting period, SSCM referred one student respondent to a community-based counsellor who specializes in working with people who have committed sexual violence/harm. Respondents have expressed their appreciation for the private and flexible nature of this program. Student Experience will again include this request for funding as part of its Women's Safety Grant proposal for the 2023-2024 academic year.

ITEM 4.2(c) Revisions to MAPP 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy and Related Procedures

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Senior Policy and Operations Committee, the Board of Governors approve the amendments *to MAPP 1.35 – Non-Discrimination/ Harassment/Sexual Misconduct Policy* as outlined in Item 4.2(c).

EXECUTIVE SUMMARY:

Bill 26 – Sexual Misconduct

Bill 26, *Strengthening Post-secondary Institutions and Students Act, 2022*, recently amended the *Ministry of Training, Colleges and Universities Act* ("*MTCUA*") to require post-secondary institutions to address employee sexual misconduct towards students. Bill 26 obligates post-secondary institutions to develop a sexual misconduct policy.

Pursuant to the amendments introduced by Bill 26, Western is now required to have a sexual misconduct policy that includes, at a minimum: (a) the institution's rules with respect to sexual behavior that involves employees and students of the institution; and (b) examples of disciplinary measures that may be imposed on employees who contravene the policy. Bill 26 stipulates that the sexual misconduct policy may be included as part of another existing policy.

Bill 26 also introduces new requirements under the *MTCUA* relating to discipline and discharge for acts of sexual misconduct. Specifically, Bill 26 stipulates that an employee may be discharged or disciplined if they have committed an act of sexual misconduct, and that the discharge or discipline is determined to be for just cause for all purposes. The employee is not entitled to notice, severance or any other form of compensation as a result of the discharge or disciplinary measure, and no adjudicator or arbitrator is permitted to substitute penalty. Institutions may not re-employ employees discharged or who resign in relation to an act of sexual misconduct toward a student and may not enter into a non-disclosure agreement relating to allegations or complaints relating to an act of sexual misconduct, unless certain conditions are met. There is no requirement to make reference to these additional amendments under the prescribed sexual misconduct policy.

1. **Western Policy Implications**

MAPP 1.35

We have amended Western's existing *MAPP 1.35 – Non-Discrimination/Harassment Policy* and associated Procedures in order to attain compliance with the new requirement imposed by Bill 26 to develop a sexual misconduct policy.

Revisions to the Policy include the addition of a definition of "sexual misconduct" within the Definitions Section, and an example of discipline that may be imposed as a result of contravention of the Policy. The draft revised Policy and Procedures are attached.

Substantive changes to the Policy and Procedures are indicated via Track Changes, while general housekeeping items, and specifically the capitalization of newly defined terms and changes to office names, are not highlighted.

The revised procedures are provided for information.

ATTACHMENT(S):

MAPP 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy

Procedure for Policy 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy

Western
UNIVERSITY · CANADA

POLICY 1.35 – Non-Discrimination/Harassment/Sexual Misconduct Policy

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Policy Category: General

Subject: Discrimination, Harassment <mark>and Sexual Misconduct</mark>

Approving Authority: Board of Governors

Responsible Officer: Vice-President (Operations & Finance)

Responsible Office: Human Rights Office
Associate Vice-President (Human Resources)

Related Procedures: Procedures for Non-Discrimination/Harassment/<mark>Sexual Misconduct Policy</mark>

Related University Policies: Safe Campus Policy

Effective Date: **June XX, 2023**

Supersedes: **July 13, 2017;** November 22, 2012; December 1, 2011; November 27, 2003

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I.   PURPOSE

1.   The purpose of this policy is to confirm the University's commitment to providing a learning and working environment free of <mark>**Discrimination, Harassment and Sexual Misconduct**</mark>.

2.   This policy is in accordance with all applicable federal and provincial legislation related to Discrimination, Harassment **and Sexual Misconduct** such as the Ontario *Human Rights Code.* It also applies to those situations defined as Workplace Harassment under the *Occupational Health and Safety   Act*. The Safe Campus Policy (MAPP 1.46) should be consulted whenever there are concerns   about violence in the workplace or learning environment.

II.   DEFINITIONS

Discrimination means a distinction, intentional or not, based on a prohibited ground, which has the effect of imposing burdens, obligations, or disadvantages on an individual or group not imposed on others, or which withholds or limits access to opportunities, benefits, and advantages available to other members of society.

Prohibited Ground means:

<mark>(a)</mark>   any of the following: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability<mark>; and</mark>.
(b)   such additional grounds as may be designated as prohibited grounds in the Ontario *Human Rights Code* from time to time.

POLICY 1.35 – Non-Discrimination/Harassment Policy

Harassment means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome. Harassment may be related to one or more of the Prohibited Grounds ~~defined at section 2~~, and/or may include conduct and/or behaviours which create an intimidating, demeaning or hostile working or academic environment whether or not it is based on the prohibited grounds. Harassment includes Sexual Harassment **and Personal Harassment**, as defined herein.

Personal Harassment means conduct and/or behaviour which creates an intimidating, demeaning or hostile working or academic environment whether or not it is based on the prohibited grounds defined in the *Human Rights Code*. For the purposes of this policy, Personal Harassment includes Workplace Harassment as defined under the *Occupational Health and Safety Act* as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably known to be unwelcome.

Harassment does not include:
  (a) interpersonal conflict or disagreement;
  (b) the proper exercise of performance evaluation, appropriate managerial direction, delegation, performance management or attendance management; or
  (c) the exercise of expression protected by the UWOFA Article Academic Freedom

Sexual Harassment means:
  (a) engaging in a course of vexatious comment or conduct because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome and/or

  (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the individual and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

This definition of Sexual Harassment is not intended to inhibit bona fide academic discussion or interactions or relationships based on mutual free consent or normal social conduct between individuals.

~~**Personal Harassment** means conduct and/or behaviour which creates an intimidating, demeaning or hostile working or academic environment whether or not it is based on the prohibited grounds defined in the *Human Rights Code*. For the purposes of this Policy, Personal Harassment includes Workplace Harassment as defined under the *Occupational Health and Safety Act* as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably known to be unwelcome.~~

Sexual Misconduct means, in relation to a student of the University:

  (a) ~~P~~physical sexual relations with the student, touching of a sexual nature of the student or behavior or remarks of a sexual nature toward the student by an employee of the University where, ~~,~~

       (i) t~~T~~he act constitutes an offence under the *Criminal Code* (Canada), or
       (ii) t~~T~~he act constitutes a sexual solicitation or advance made by an employee as defined above under Sexual Harassment (b); or

  (b) A reprisal or threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or~~f~~ threated by an employee in a position to confer, grant or deny a benefit or advancement to the student.

III.   POLICY

1. Western is committed to providing a working and learning environment that allows for full and free participation of all members of the community. Discrimination, Harassment **or Sexual Misconduct toward** ~~of~~ individuals, whether as members of any recognizable group or otherwise, undermine these objectives and violate the fundamental rights, personal dignity and integrity of individuals or groups of individuals.

2. This policy applies to all members of the University community in their interaction with other members of the University community. The University community includes employees, students, volunteers and other individuals who work or study at the University.

3. All members of the University community share a responsibility to provide and maintain an environment free of Discrimination, Harassment **and Sexual Misconduct**.

~~3.~~**4. Harassment and Discrimination may encompass Sexual Misconduct.**

~~4.~~ Clause III.1 (above) does not apply to any action or decision based on a bona fide requirement or qualification.

5.

6. For the purposes of determining what limitations may reasonably be imposed in good faith to meet the objective employment or academic requirements, every individual is entitled to individual consideration.

7. This policy shall not infringe upon the implementation of special programs designed to relieve hardship or economic disadvantage or to assist disadvantaged persons or groups to achieve or attempt to achieve equal opportunity.

8. Harassment, Discrimination **and** ~~, including s~~**S**exual ~~m~~**M**isconduct constitute serious offences that may be cause for disciplinary sanctions by the University **up to and including termination of employment, or termination of any other relationship an individual has with the University**.

9. Individuals may seek assistance from the Human Rights Tribunal of Ontario (HRTO) even when taking steps under this policy. If the circumstances giving rise to a complaint under this policy independently give rise to proceedings before Human Rights Tribunal of Ontario or to proceedings in the courts or to the laying of a criminal charge, then any action under this policy may be suspended until such proceedings are concluded.

10. Any reprisals, retaliation or threats of reprisals or retaliation for pursuing rights under this policy, for having participated in its procedures, or for acting in any role under this policy and its procedures are prohibited.

11. The University may take disciplinary action against those who make allegations of Discrimination, Harassment **or Sexual Misconduct** which are reckless, malicious or not in good faith.

12. The University shall not be restricted in fulfilling its responsibilities under the *Human Rights Code*, *Occupational Health and Safety Act*, or other applicable legislation, or where the safety of individuals is threatened or compromised.

13. The Human Rights Office shall make an annual report to the President with a copy to the University community and the Audit Committee of the Board.

PROCEDURE FOR POLICY 1.35 - -Non-Discrimination/Harassment/Sexual Misconduct

I.   General

The Human Rights Office and the Office of the Associate Vice-President, Human Resources (AVP-HR) have primary responsibility for administering the Non-Discrimination/Harassment**/Sexual Misconduct** Policy in accordance with the procedures detailed herein.

The current Prohibited Grounds for discrimination are: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, disability, record of offences, marital status, family status, gender identity, gender expression.

II.   Roles and Responsibilities

The University of Western Ontario and all members of the University community share responsibility for ensuring and promoting a safe and respectful working and learning environment that is free from Discrimination, Harassment **and Sexual Misconduct**. All members shall take proper and reasonable steps to uphold the ─Policy and its procedures.

In addition:

1.1.   The University shall:

   a.   provide Academic and Administrative Leaders and members of the University community with appropriate training regarding Discrimination, Harassment **and Sexual Misconduct**.
   b.   provide supports and resources for the administration of its policies, and programs relating to Discrimination, Harassment **and Sexual Misconduct** including, but not limited to, this policy.
   c.   ensure that in addition to the Director of the Human Rights Office (HRO), at least one additional Human Rights Advisor is appointed to provide education and support pursuant to this policy and procedures and other University policies related to human rights.
   d.   take proper and reasonable steps to prevent systemic discrimination, through avoiding policies and practices that may lead to adverse job or academic consequences.

1.2.   Academic Leaders and Administrative Leaders shall:

   a.   become familiar with and communicate the University's policies regarding Discrimination, Harassment **and Sexual Misconduct** to faculty, staff and students within their Faculty/Department/Unit.
   b.   participate in education relating to Discrimination, Harassment **and Sexual Misconduct**, specifically related to   administrative duties and accountabilities.
   c.   identify training needs and encourage all faculty, staff and students to attend relevant training related to the University's policies and programs relating to Discrimination, Harassment **and Sexual Misconduct**.
   d.   involve the HRO in any unit-based attempts at resolving or mediating potential Discrimination, Harassment **and/or Sexual Misconduct matters**.
   e.   report any incident(s) which may be related to Discrimination, Harassment **and Sexual Misconduct** immediately to the HRO or as otherwise described herein.
   f.   keep detailed records of any instances of Discrimination, Harassment **and Sexual Misconduct** and forward to the HRO and/or AVP-HR as required.

PROCEDURE FOR POLICY 1.35 – Non-Discrimination/Harassment

1.3.   University Community Members shall:

a.   cooperate with the University in its exercise of the duties imposed by the policy and these procedures (e.g., any efforts to resolve and/or investigate matters relating to Discrimination, Harassment **and/or Sexual Misconduct**).

b.   report immediately any instances of Discrimination, Harassment **or Sexual Misconduct** to the HRO in accordance with the applicable procedure.

c.   participate in training as required.

1.4   The Human Rights Office may:

a.   facilitate the development, implementation and ongoing management/coordination of the University's policies and programs relating to Discrimination, Harassment **and Sexual Misconduct** including, but not limited to, this procedure.

b.   provide support, education and advice to Academic and Administrative Leaders with respect to dealing with Discrimination, Harassment **and Sexual Misconduct** issues.

c.   provide information to individuals on the various support programs/mechanisms available to them (e.g. Employee Assistance Program, Student Development Services).

d.   as appropriate, review and address issues of climate and culture concerns, on request of the University (through the office of the AVP-HR).

e.   In June each year, provide an annual report to the President with a copy to the community. This report shall provide a statistical record of incidents occurring, including the results of alternate resolutions and dispositions of complaints.

III.   Violence and Threats to Safety

1.   Where an individual becomes aware of circumstances that might reasonably be interpreted as a threat to the safety of any member of the campus community, or becomes aware that any member of the campus community is a victim or perpetrator of violence, including domestic violence, the individual shall immediately report this information to Western Special Constable Service.

1.01   The HRO may be required by law to release relevant information to law enforcement agencies or to the University regarding threats to safety or potential violence.

IV   Right to advice, representation or support person

1.   Individuals may seek the advice of the HRO in order to discuss situations which may be encompassed by this policy.

1.1   In any meeting or hearing an individual may be accompanied by a representative of their employee group, or by a colleague or other support or resource person of the individual's choosing.

1.2   With respect to matters arising under this Policy, individuals may be represented by legal counsel at their own expense.

V.   No Reprisal or Retaliation

Any alleged reprisal or retaliation or threat thereof shall be grounds for a complaint under the policy and shall proceed directly to a fact-finding investigation as described in section VII, subsection 3 of these procedures.

PROCEDURE FOR POLICY 1.35 – Non-Discrimination/Harassment

VI.   Conflict of Interest

1.   Any person involved in the application of any of the provisions or procedures under this Policy shall, on the grounds of conflict of interest or reasonable apprehension of bias, immediately declare any such conflict of interest or bias to the parties, to the Vice-President (Operations & Finance) or designate and to the employee representative, if applicable. The Vice-President (Operations & Finance) or designate shall forthwith provide a replacement for the person who has made the declaration.

2.   Any party who objects to the participation of any person in the application of the provisions or procedures under this Policy on the grounds of conflict of interest or reasonable apprehension of bias may inform the Vice-President (Operations & Finance) or designate that they wish that person to be replaced, stating their reasons. The Vice-President (Operations & Finance) or designate shall also immediately inform the person named in the declaration, and they shall be given a reasonable opportunity to respond to it. The Vice-President (Operations & Finance) at their sole discretion can appoint a replacement.

VII.   Procedure for Reporting Incidents and Complaints of Discrimination and/or Harassment

1.   Any individual who believes that they have been subjected to, or have witnessed, behavior that is contrary to this policy, should immediately report their concerns to or the incident to the HRO. If the alleged Discrimination, Harassment **or Sexual Misconduct** was by a member of the HRO, the individual shall report their concerns to the AVP-HR.

1.1   If an individual seeks assistance with a matter relating to Discrimination, Harassment **or Sexual Misconduct** from someone other than the HRO, except as otherwise provided for in section VII. 1. above, the person shall be advised to contact the HRO. In addition, the person being asked for assistance should also contact the HRO to advise of the incident reported. The HRO or the AVP-HR, as the case may be, will be responsible for acting on the information received.

1.2   The HRO, or the AVP-HR, as the case may be shall provide a confidential consultation to discuss concerns and/or incidents which may be encompassed by this policy.

1.3   If the HRO, or the AVP-HR, as the case may be determines that the facts alleged, if proven, would constitute Discrimination, Harassment **or Sexual Misconduct** under this policy, the HRO, or the AVP-HR, as the case may be, will advise the individual that they can choose from the following two options:

       a.   Request Alternate Resolution; or
       b.   File a Complaint and Request Investigation

2.   Option A. Request for Alternate Resolution

2.1   Alternate resolution refers, generally, to options *other than* a complaint process. It is a problem-solving approach which has the goal of achieving a resolution satisfactory to all parties. Alternate resolution is generally not appropriate where one of the parties desires a formal procedure which may result in a decision imposing corrective, preventive, remedial or disciplinary consequences.

2.2   Each situation is unique and it is necessary for the HRO, or the AVP-HR, as the case may be to have flexibility in determining the most appropriate options to attempt to reach a resolution. In order for the alternate resolution to proceed, all parties must agree to participate in the process. Some examples of alternate resolution include:
       • Facilitated discussion
       • Mediation
       • Education

PROCEDURE FOR POLICY 1.35 – Non-Discrimination/Harassment

2.3   The HRO, or the AVP-HR, as the case may be retains the discretion to approve a request for alternate resolution based on whether:

    a.   the request is made within 6 months of the date of the last incident;
    b.   the matter is within the jurisdiction of the University, i.e., involves members of the University community; and
    c.   the issues to be addressed through alternate resolution are within the scope of the Policy, i.e., alleging Discrimination, Harassment **or Sexual Misconduct**.

2.4   In addition, there may arise circumstances where, in the opinion of the HRO, or the AVP-HR, as the case may be alternate resolution is not a viable option. Such circumstances include, but are not limited to, situations where:

    a.   there is a safety risk to either or both of the parties;
    b.   there is significant power imbalance between the parties;
    c.   the remedy sought by one party is of a monetary or a punitive nature; or
    d.   the prospects of resolution appear to be unlikely

2.5   The HRO, or the AVP-HR, as the case may be, may, at any time, refuse to continue alternate resolution proceedings based on information or concerns related to the factors outlined at clauses 2.03 and 2.04 of this section. Where alternate resolution is refused or terminated, the HRO, or the AVP-HR, as the case may be shall provide reasons for their decision, if requested.

2.6   Alternate resolution proceedings shall be completed within 20 working days of receiving the request for alternate resolution. This time period may be extended upon agreement among the HRO, or the AVP-HR, as the case may be and involved party(ies), to a maximum of 40 working days.

2.7   If alternate resolution proceedings do not result in settlement of all issues, the HRO, or the AVP-HR, as the case may be shall advise all involved parties of the option to file a Complaint and Request for Investigation.

2.8   If a resolution consistent with the terms of this Policy and any applicable legislation (e.g., the Ontario *Human Rights Code* or the *Occupational Health and Safety Act*) is achieved, all parties shall sign a statement of the terms of resolution. A copy of the terms of resolution shall be retained in the files of the HRO, or the AVP-HR, as the case may be for a period of 5 years and shall not be placed in official student or employee files. Files will be destroyed, in a confidential manner, after the five year period.

3.   Option B: Complaint and Request for Investigation

3.1   A complaint may be submitted within 12 months of the latest alleged incident of Discrimination, Harassment **and/or Sexual Misconduct** directly to the AVP-HR (or designate). If the complaint is against the AVP-HR, it shall be submitted to University Secretary.

3.2   The complaint must be in writing and include:

    a.   the name(s) of the Complainant(s);
    b.   the name(s) of the Respondent(s);
    c.   date, time and place of the incident(s); and
    d.   any relevant information or evidence to the support the allegation including names of witnesses;
    e.   sufficient information for the Respondent(s) to be able to respond.

PROCEDURE FOR POLICY 1.35 – Non-Discrimination/Harassment

3.3   Upon receipt of the complaint, and prior to commencing any investigatory action the AVP-HR (or designate) shall determine whether the complaint may go forward based on the following criteria:

   a.   the complaint was received within 12 months of the latest alleged incident;
   b.   the matter is within the jurisdiction of the University, i.e., involving employees and/or students of the University;
   c.   the allegations are within the scope of this policy; and
   d.   the allegation contains sufficient information for the Respondent(s) to be able to respond.

3.4   Where the AVP-HR, or designate, determines that the complaint may go forward, they shall:

   a.   determine which interim measures, if any, are required during the complaint and investigation process.

   b.   appoint an internal or external investigator, to prepare a fact finding report in which the investigator shall review the complaint and determine whether Discrimination, Harassment **and/or Sexual Misconduct** has been established. In appointing an investigator, the AVP-HR (or designate) is responsible for the ensuring that the investigator has relevant experience in such investigations and does not have a conflict of interest in the matter under review. The fact finding report is provided to AVP-HR (or designate).

3.5   The Employer-approved costs of the External Investigator shall be borne by the Employer.

3.6   Within ten (10) working days of the investigator's appointment, the Respondent shall be provided, by registered mail or equivalent, a copy of the complaint, including any and all allegations.

   The Respondent shall be provided the opportunity to respond to the complaint within ten (10) working days of receipt. Any written reply shall be provided to the Complainant. The Complainant and Respondent will be required to participate in the investigation. Where the Complainant(s) fail(s) to participate in an investigation, the Complaint shall be deemed withdrawn. Where a Respondent fails to participate, the investigation, and any subsequent findings, may proceed in absentia.

3.7   Any information **obtained by the University** about an incident or complaint of Discrimination, Harassment or Sexual Misconduct including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

3.8   Individuals and the University shall maintain the confidentiality of the investigative process and its findings until the imposition of discipline, if any, unless the University has grounds to believe that such confidentiality may put a person at risk of significant harm.

3.9   Individuals contacted by the University during the investigation shall be informed of the confidentiality requirement under Clause VII. 3.8 (above). A request with respect to participation in the investigatory process shall be in accordance with any applicable collective agreement or employment contract.

3.7**3.10**   Where appropriate, discipline will be in accordance with the appropriate collective or employee agreement or the Student Code of Conduct.

3.9**11** An individual who has allegedly experienced Discrimination, Harassment **or Sexual Misconduct**, and the individual alleged to have engaged in Discrimination, Harassment **or Sexual Misconduct**, will be informed or the results of the investigation and of any corrective action that has been taken or that will be taken as a result of the investigation.

VIII.   Retention of Files

All documents relating to a complaint filed according to section VII.3 shall be retained in confidence for ten (10) years in the HRO. Such files in the HRO may only be accessed by the **Director – Human Rights Office,** Human Rights **Advisor** or the AVP-HR **(or designate)**. Files will be destroyed, in a confidential manner, after the ten-year period.

ITEM 4.2(d) – Introduction of Electronic Monitoring Policy and Related Procedures

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Senior Policy and Operations Committee, the Board of Governors approve the Electronic Monitoring Policy as outlined in Item 4.2(d).

EXECUTIVE SUMMARY:

Bill 88 – Electronic Monitoring

Bill 88, the *Working for Workers Act*, recently amended Ontario's *Employment Standards Act, 2000* and introduced a requirement that employers ensure they have a written policy in place with respect to electronic monitoring of employees. Such policy must identify whether an employer electronically monitors employees, and if so must include a description of how and in what circumstances such monitoring is used, and the purposes for which information obtained through electronic monitoring may be used by the employer.

Western Policy Implications

Electronic Monitoring Policy

A new draft Electronic Monitoring Policy and associated Procedures are attached. The Policy references existing University policies governing how and in what circumstances the University may electronically monitor employees.

The Procedures are provided for information.

A MAPP number will be assigned to the Policy by the Secretariat following approval.

ATTACHMENT(S):

MAPP X.X – Electronic Monitoring Policy

Procedures for Policy X.X – Electronic Monitoring Policy

Policy X.X - Electronic Monitoring Policy

Policy Category: Personnel – All

Subject: Electronic Monitoring Policy

Approving Authority: President

Responsible Officer: Vice President (Operations & Finance)
                                Associate Vice-President (Human Resources)

Related Procedures: Electronic Monitoring Procedures <mark>(link to be added)</mark>

Related University Policies:
                                MAPP 1.13 Computing, Technology and Information Resources
                                MAPP 1.41 Building Access Control
                                MAPP 1.42 Video Monitoring

Effective Date: June XX, 2023

Supersedes: (NEW)

I.   PURPOSE

1.   Western University (the "University") is committed to transparency with Employees and Assignment Employees so they are informed when and how their work is being monitored.

2.   The purpose of this Electronic Monitoring Policy is to provide information and transparency about how the University electronically monitors the activities of Employees and Assignment Employees. This commitment is reflected in the University's existing related policies:

- MAPP 1.13 Computing, Technology and Information Resources
- MAPP 1.41 Building Access Control
- MAPP 1.42 Video Monitoring

3.   This Policy should be read alongside the University's related policies, collective agreements, individual employment contracts, and any applicable and/or relevant legislation. Individuals should also refer to the University's Procedures for the Electronic Monitoring Policy when reviewing and/or consulting this Policy.

4.   The Electronic Monitoring Policy is not intended to amend or supersede any aspect of any applicable collective agreement, employment contract or University policy. In the

case of conflict between the provisions of this Policy and the provisions of any applicable collective agreement, the collective agreement shall prevail.

5.   This Policy does not create any new privacy rights, nor a right not to be electronically monitored. Nothing in this Policy affects or limits the University's ability to conduct, or use information obtained through electronic monitoring.

6.   This policy applies to all Employees and Assignment Employees of the University.

II.   DEFINITIONS

1.   The following definitions shall apply to this Policy:

1.01   Employee: Staff, faculty, clinical faculty, adjunct faculty, clinical adjunct faculty, managers and leaders, librarians and archivists, post-doctoral associates, graduate teaching assistants or any other individual who is an "employee" for the purposes of the *Employment Standards Act, 2000*.

1.02   Assignment Employee: an employee employed by a temporary employment agency for the purpose of being assigned to perform work on a temporary basis for the University.

III.   POLICY

1.   **<u>University Obligations</u>**

1.01   The University is committed to ensuring that any information collected through electronic monitoring is handled appropriately and in keeping with University policies, collective agreements, individual employment contracts, and any applicable and/or relevant legislation.

1.02   The University collects information through electronic monitoring for a variety of purposes, including ensuring campus safety, as well as protecting the University's technological, legal, financial, academic, research and administrative interests.

1.03   The University uses technological, electronic, or digital means to actively and/or passively monitor the following:

- the safety of individuals, buildings and property;
- physical access to University buildings;
- electronic devices or information systems that are owned, operated, maintained, or contracted by the University;
- University-owned motor vehicles;
- University-provided telecommunication services;
- University-issued payment cards; and
- time-tracking systems for employee payroll.

1.04   All information collected through electronic monitoring will be securely stored and protected.

1.05   In the event the University collects any personal information, as defined in the *Freedom of Information and Protection of Privacy Act*, through the use of electronic monitoring tools, the University shall collect, use and disclose personal information in accordance with applicable policies and legislation.

1.06   The University may use electronic monitoring tools for monitoring or investigating the behaviour or conduct of an Employee or Assignment Employee, or ensuring compliance in completing required training (e.g., health and safety), subject to any rights an Employee or Assignment Employee may have under any applicable collective agreement, employment contract or University policy. These purposes may include informing decisions to issue discipline in accordance with the University's related policies, collective agreements, individual employment contracts, and any applicable and/or relevant legislation.

2.   **Employee and Assignment Employee Obligations**

2.01   All Employees and Assignment Employees should review and familiarize themselves with this Electronic Monitoring Policy and its related policies, as identified in section I.2. These policies provide the purpose and detailed descriptions of how and in what circumstances the employer may electronically monitor Employees and Assignment Employees.

PROCEDURES FOR POLICY – Electronic Monitoring Policy

I.   General

1.   In these Procedures, reference to the "Policy" shall mean the Electronic Monitoring Policy.

2.   The following Procedures apply to all Employees and Assignment Employees of the University.

II.   Posting, Notice and Retention

1.   All Employees and Assignment Employees will be provided a copy of the Policy in accordance with the *Employment Standards Act, 2000*.

2.   The University will retain a copy of the Policy for three years after it ceases to be in effect.

III.   Amendments

1.   This Policy may be amended from time to time at the University's sole discretion. In the event that the University amends this Policy, it will provide Employees and Assignment Employees with access to the amended Policy in accordance with the *Employment Standards Act, 2000*.

ITEM 4.3(a) – Annual Report of the Working Group on Information Security

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Report of the Working Group on Information Security (WGIS) is provided annually to the Audit Committee and Board for information. The report provides information regarding resolved and ongoing cyber security incidents, resources supporting strategies that manage security risk, and cyber security related initiatives that are being or will be implemented within the organization.

ATTACHMENT(S):

Annual Report of the Working Group on Information Security (WGIS)

The Working Group on Information Security (WGIS)

Annual Report
2022

The Working Group on Information Security (WGIS) is a multi-disciplinary team representing a broad cross-section of the University community. The primary role of WGIS is to pursue proactive strategies designed to manage security risk within our information systems and the technologies that safeguard them. Further, WGIS has provided valuable advice and access to distributed resources to Western Technology Services (WTS) on implementing cyber security initiatives within the organization.

WGIS provides guidance and oversight on a number of information security-related initiatives, including increasing general awareness, coordination of activities during Cyber-Awareness month in October, assistance of technical risk assessments within Faculties/Departments/Support Units, raising awareness about Western's Data Classification policy, and providing a review function for ongoing cyber security incidents.

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Executive Summary

In January 2022, WTS Leadership transitioned the role of Director Cyber Security as the previous incumbent successfully became Western's newly introduced Chief Data Officer (CDO). Mid-2022, Western also introduced the role of Chief Digital Information Officer (CDIO), to which the Director of Cyber Security is now a direct report. January 2022 was also the beginning of a sustained return to campus after a protracted work-from-home-model for most staff, students, and faculty. The aftermath of the pandemic brought greater numbers of hybrid work location models across campus.

2022 represented a high degree of change and intensification of Western's Information Security program. Early in the year, cyber threat awareness was heightened after Russia invaded Ukraine and threatened retaliatory measures against countries that it perceived as interfering with its Ukraine war effort. Advisories from the Canadian Security Establishment and briefings from across our information security partnerships brought new levels of risk awareness, incident preparedness and investment in proactive protections for Western.

Western University implemented several measures to strengthen its information security posture in 2022. These include the deployment of advanced security technologies, such as over 6,000 licenses of CrowdStrike – Endpoint Detection and Response (EDR) software, extending our Multi-Factor Authentication (MFA) to service identity accounts, and partnerships with external security operation centers. Additionally, the university has conducted regular vulnerability assessments and penetration testing to identify and address potential security weaknesses.

In 2022, Western University worked in coordination with HR and the Registrar's office to prioritize information security awareness among faculty, staff, and students. In pursuit of this goal, we conducted numerous information security training and education sessions, which included 250,000 self-phishing email simulations and completing over 9,000 cyber safety awareness courses. Our efforts to promote security awareness training across the campus community have empowered individuals to better identify, understand, and mitigate security risks.

Also in 2022, the university faced daily localized security incidents, including targeted phishing attacks, account compromises, and routine port scanning. However, the university was able to respond effectively to these incidents, thanks to its preventative measures and incident response plan, which outlines the roles and responsibilities of its security team, incident response team, and other stakeholders.

Western University's information security efforts in 2022 have been successful in improving its overall security posture. However, the ever-evolving threat landscape means that the university must remain vigilant and continue to invest in its information security capabilities to protect its valuable assets and data.

Office of Cyber Security and Business Services

Western University continues to recognize the risk and required investment in information security across the institution. In 2022, Western's Institutional Risk Management Committee ranked Information Security among the highest risks that the university is currently managing, and in response, credits mitigation efforts conducted by WGIS, CyberSmart, TRAC and Western Technology Services (WTS).

Within WTS, the Office of Cyber Security and Business Services works to centrally coordinate information security efforts supporting security operations, IT risk management, cyber security awareness, and outreach across campus. The growth and complexity of threats in our environment raises the importance of engagement, influence, and partnerships within Western Technology Services teams. Our efforts to involve faculty and departmental IT groups, external vendors, and institutional partnerships are critical to strengthening Western's cyber security stance.

Summary of Activities

1. Security Operations

WTS Cyber Security office continually reevaluates Western's security stance and weighs the risks and mitigations required to protect and sustain our operations. Western Technology Services (WTS) has always approached network infrastructure from a segmentation point of view. We maintain segmentation between defined areas of "trusted" and "untrusted" devices based on risk. We continue to prioritize foundational cyber practices, such as multi-factor authentication (MFA), device patching, anti-virus, and malware protection. We continue to prioritize our vulnerability management program, with specific focus on all actively exploited vulnerabilities (CVE) and zero-days threats once they are known. We actively block known malicious ingress internet activities using several threat feeds. The WTS Security Operations Centre (SOC) team actively performs searches through amalgamated data logging to find malicious activity in our environment that may have slipped past initial endpoint and demarcated security defenses. SOC adds these findings to our own threat lists, effectively blocking any more activity from malefactors and specifically looks for tactics, techniques, and procedures by known threat actors.

In 2022 WTS Security Operations invested heavily in new technology, tools and practices to strengthen its security stance.

A. Expansion of Endpoint Detection and Response

At the beginning of 2022 WTS was licensed for 500 Endpoint, Detection and Response (EDR) deployments on campus and had deployed 380. EDR tools provide monitoring of device activity and advanced analytics that provide real-time visibility into the health of licensed devices on campus and alerts the Security Operations Center and our Managed Security Service Provider of events and threats that are escalating or in progress. Throughout 2022 WTS has worked closely with the TUMS IT community to deploy Crowdstrike EDR to over 7,300 endpoints on campus and significantly expanded our visibility into threats across campus and provided the SOC team with actionable intelligence to support response and remediation with our IT partners.

Our intention for CrowdStrike EDR is to continue to expand its coverage on campus and WTS has planned for the cost and management of this responsibility in our 3-year budget submission.

B. Microsoft EOP

Early in 2022, WTS Infrastructure Services introduced Microsoft Endpoint Online Protection (EOP) as a replacement for SpamTrap. SpamTrap (CanIT/Pro) was used for over a decade to manage spam and phishing sent to Western email accounts. The CanIT/Pro software had reached end-of-life and it was recognized that, as a replacement, Microsoft EOP provided the account level spam and phishing-management features required to manage incoming mail including provisioning future enhancements for advanced threat protection.

The Western email account inbox is an important threat surface that is open to accept input from billions of email accounts across the globe. Every time an external email is sent to a Western address, EOP evaluates the email based on its likelihood of being spam, phishing, or malware. Emails that may be spam go to a users Junk Email folder, which is accessed directly from Outlook. Spam that presents a higher risk is held in Quarantine, which is accessed from a separate website similar to Spamtrap. Microsoft EOP and the O365 Security and Admin portals provide WTS teams with the tools needed to evaluate and manage threats delivered to our inboxes.

Overall, the EOP project was a significant success, improved the manageability of spam and phishing at Western for the Help Desk, Infrastructure Services and Security Operations. EOP also delivered a seamless changeover for all email users while simplifying the management of junk mail in their inbox.

C. Multi Factor Authentication for Service Identities

Implementation of DUO as Western's multi-factor authentication platform has proven to be a significant protection for account compromises on all applications where we have deployed it. Service Identities are what would formerly be known as non-person accounts

(NPA), generic accounts, and/or department accounts. On occasion, WTS creates electronic identities for access to central services where use of an individual's personal identity is not appropriate.

As any identity that allows access to data and systems represents a potential risk to Western, it is necessary to ensure that all identity information is properly protected and managed and Service Identities were given an upgrade in 2022 by enabling DUO/MFA in all situations where it was possible. WTS Cyber Security continues to advocate for MFA in-front of all critical systems as an added layer of protection to account credentials.

D. Deeper partnerships to support cyber security

In 2022 WTS Cyber Security extended its prior engagement with CyberClan through a Managed Security Service Provider (MSSP) partnership that allows 24x7 remote monitoring and alerting of Western's endpoint detection and response solution. This relationship has proven its effectiveness throughout the year through several incidents that have been called to SOC's attention for further investigation.

In partnership with CANARIE and ORION/Ontario Cyber Security Higher Education Consortium (ON-CHEC), Western continues to participate in security initiatives offered through CanSSOC RIG Funded Pilot Projects, Research & Education Networks Information Sharing & Analysis Center (REN-ISAC), and as a key member of the Canadian University Council of Chief Information Officers (CUCCIO) Security Special Interest Group (SSIG).

E. Privileged Access Management Project

In 2022, WTS completed a request for proposals for a Privileged Access Management (PAM) solution. PAM software enables WTS to control and monitor privileged or Systems Administrator access to sensitive systems and data by providing granular access controls and activity monitoring. With PAM software, IT teams can restrict administrative access to only those who need it, reducing the risk of unauthorized access and potential data breaches. PAM software also provides an audit trail of all privileged access activities, allowing IT teams to identify and investigate any suspicious or unauthorized access attempts.

This investment in a PAM solution improves our security posture and protects critical infrastructure from insider and external threats. Keydata was awarded the RFP as the integrator who will work with WTS in the new year to implement the CyberArk Endpoint Privilege Manager solution. This solution will be implemented in the first half of 2023 within WTS with the potential to extend this implementation across campus technology infrastructure at a later time.

F. Payment Card Industry (PCI) Compliance

As an institution that conducts substantive commercial activities, both at the point of sale (POS) as well as through ecommerce, Western has obligations to be compliant under the Payment Card Industry Data Security Standard (PCI DSS). Several WTS and WGIS members are actively involved with ensuring Western University remains PCI compliant through activities orchestrated through the Bank Card Committee. Emerging payment technologies, new e-commerce solutions on campus, and a changing payment card security standard require that Western's payment card environment be reviewed regularly to determine the implications to Western's PCI status.

In December 2022, Western once again achieved PCI compliance. The PCI Data Security Standard released a significant update (v4.0) in March 31, 2022 and Western's transition to the new standard by March 31, 2024 will require significant investment in the review and application of changes imposed to maintain compliance. The Bank Card Committee and PCI Working Group will continue to ensure Western remains PCI compliant, review all payment-related processes associated with the Western ONECard, and review the Bank Card Policy.

G. Cyber Security Skills Training

WTS SOC team members annually participate in cyber security skills training from SANS and ISC^2. ISC^2 and SANS are two leading providers of cyber security training in the industry. ISC^2 offers a wide range of certifications for professionals, including the Certified Information Systems Security Professional (CISSP) and Certified Cloud Security Professional (CCSP), which are recognized globally as industry standards. SANS, on the other hand, offers comprehensive training programs that cover various aspects of cyber security, including network security, incident response, and digital forensics. This type of training improves Western's cyber security posture and prepares our SOC team to handle evolving threats in the digital landscape.

2. Campus Cyber Security Awareness

A. Computer Based Training

Beginning in 2020 Western has made several cyber security training modules available through the CyberSmart committee and engagement with HR and the Registrar's office. Our "Cyber Safety Awareness Training" and "Phishing, Spear-Phishing and Whaling" course have been offered through security awareness training partner Fortra's Terranova Security. Unfortunately, at the beginning of 2022, less than 500 staff, students, and faculty had taken advantage of this training.

In 2022, the modules were reintroduced as required training for the institution. Staff and

Faculty were asked to complete the Cyber Safety Awareness Training by November 1st, 2022 and Students have been asked to complete their training by March 1st, 2023. Student participation as of the end of 2022 was below 10%, however, their deadline isn't until the middle of winter term.

Staff and Faculty Completion Rates
Cyber Safety Awareness Training - Dec. 2022

A bar chart showing completion rates by category:
- Full Time Staff: 75.9%
- Part Time or Contract Staff: ~42%
- Full Time Faculty: 49.1%
- Contract Faculty: ~25%
- Full Time Clinical Faculty: 13.0%
- Contract Clinical Faculty: ~5%
- All Staff: 43.1%
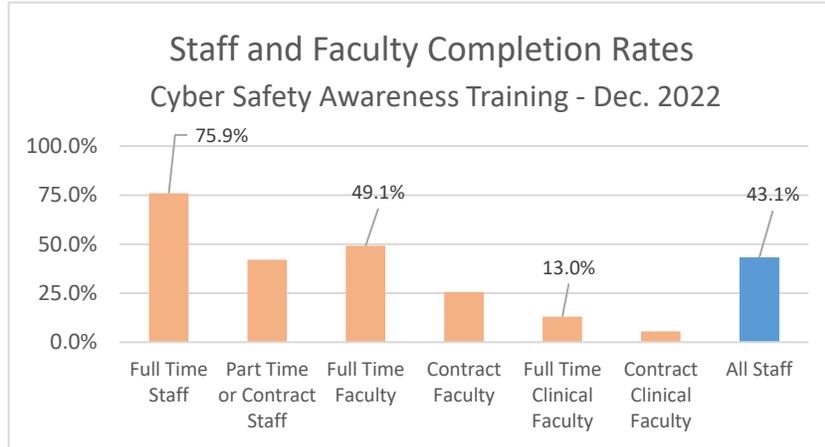
Although the training was communicated as "required", there are currently no penalties for not completing this training. Email and social media campaigns have encouraged the level of participation that we have witnessed at this point, however in the new year alternative approaches are being considered. Plans are currently underway with the Registrar's office to position Cyber Safety Awareness Training as one of the first emails received by first year students after they matriculate, and their email accounts are created. For staff, additional department level reporting and communication is planned, and Cyber Safety Awareness training has been included on the New Hire training page along with other HR onboarding training.

B. Self-Phishing Campaigns

In the second half of 2022 WTS SOC engaged in self-phishing campaigns as an alternative training and awareness program targeting phishing and our most vulnerable users. The simulated phishing email scenarios enticed users to click on fake links and urged them to give up their username and password, emulating real world email phishing events.

The staff and faculty campaign ran between August 8th and August 22nd and included three simulated email phishing scenarios; an Amazon account, a Microsoft suspicious sign-in and a Zoom meeting email. 10,550 emails sent in August and an average of 2.5% of our staff and

faculty attempted to give up their username and password. Staff filling in their credentials on a simulated Zoom phishing email showed the most vulnerability of 5.1%.

The student campaign was run between September 20th and October 3rd and included both undergraduate and graduate students. Across all years, 12.4% were caught by the simulation and attempted to give up their username and password; first year students demonstrated the greatest vulnerability with 23.7% giving up their credentials to a simulated "Password Reset" phishing scenario.

Figure 1 Phishing Simulation Example

The results of our simulated phishing campaigns are both an education vehicle and a statistical baseline for our overall education and awareness program. They serve to inform us of where improvements can be made in our training and where vulnerabilities may exist that require additional attention. WTS SOC intends to regularly simulate phishing to staff, students and faculty each term.

C. CyberSmart and Social Media

Through the work of the Working Group on Information Security (WGIS) Cybersmart subcommittee and the WTS SOC we hope to promote a culture of cyber security awareness throughout the Western community. We aim to empower students, faculty and staff with the knowledge and skills necessary to protect their digital identity, detect potential threats, and respond effectively. Through collaboration and engagement, we ensure that we stay relevant and are well positioned to provide guidance, resources, and training to equip our community with the skills needed to be cyber secure.

Figure 2 CyberSmart Instagram Post

This past year, the work of the CyberSmart committee was operationalized within the SOC team who worked closely with WTS' new Communication Officer and FIMS intern to develop social media content across our social media channels. CyberSmart has a growing presence on Instagram, Facebook, Twitter and LinkedIn to promote general security awareness and promote our cyber security activities regarding phishing, identity protection, and financial fraud. During October Cyber Security Month, campaign posters were made available across campus and reinforced our core messages in alignment with our social media presence.

Figure 3 CyberSmart Facebook Post

Figure 4 CyberSmart LinkedIn Post

D. Technology Risk Assessment Committee (TRAC)

Western's Technology Risk Assessments Committee is a working group that performs the required due diligence to ensure proposed technology solutions or initiatives that collect, manage, manipulate, or store data, are adequately secure and risks and controls are identified and put into place. The TRAC process is an important component of our technology risk mitigation and control procedures as it evaluates the solution technology and data classification involved to ensure that due care is considered, understood, and accepted by the appropriate stakeholders within Western University.

The following administrative, and data and technology stakeholders are represented on TRAC:
- Legal Counsel (Privacy, Contracts, Legal assistant)
- Financial Services (Bank Card Committee, Procurement Services)
- Chief Data Officer
- WTS (Cyber Security, Application Services, and Infrastructure Services)
- Internal Audit
- Registrar's Office
- Research Ethics

In 2022, TRAC closed 38 active requests for risk assessments and carried 13 open requests into 2023. In addition to the TRAC risk reviews completed this year, the committee conducted a process improvement workshop, began work on a pre-assessment form and opened a bi-weekly drop-in session with the Committee Co-chairs to help streamline the requests coming into the committee for review. The two TRAC co-chairs also participated in

a Research Community event in the fall term to increase awareness and answer questions regarding TRAC within the Western Research context.

3. Incident Response

A. Cyber Security Incident Response Plan

Working closely with Western Emergency Management and Continuity of Operations, WTS Cyber Security engaged the services of Mandiant to run a test of Western's Cyber Security Incident Response Plan (CSIRP) through a tabletop exercise. This exercise was run in two sessions; a technical session included the Security Operations Centre in a test of our incident response playbooks, and an executive session which included members of the Cyber Security Emergency Response Team and tested our CSIRP v2.1 published in May 2022.

In their assessment report, Mandiant provided the following high priority recommendations to Western:
- a. Technical CSIRP Tabletop Recommendations
    - i. Enhance log collection scope on endpoints
    - ii. Develop and improve SIEM use cases
    - iii. Expand CMDB Assets information
    - iv. Enhance the Response Team's knowledge of IR Playbooks and Procedures
- b. Executive CSIRP Tabletop Recommendations
    - i. Overhaul the Incident Severity & Escalation Process
    - ii. Develop an Executive-level Ransomware Rapid Response
    - iii. Increase Overall Understanding of Cyber Insurance Coverage
    - iv. Conduct a Crown Jewels Assessment
    - v. Consider Establishing an Incident Response Retainer

At the end of 2022, WTS Cyber Security had initiated a statement of work for an Incident Response Retainer and additional services with Mandiant that cover the highest priority recommendations coming out of the CSIRP tabletop exercise. To address technical CSIRP recommendations WTS Cyber Security has made improvements to the log collection within its SIEM tool (Splunk), and the use case development and monitoring within Splunk and the Microsoft Security Portal. Outstanding recommendations regarding the CMDB development and IR Playbooks are planned in the WTS 3-year budget submission and planned expansion of our managed security service provider (MSSP) agreement.

B. Cyber Insurance Renewal

Working with HR leadership, WTS participated in the underwriting process for Cyber Security Insurance again this year. Cyber Insurance has become increasingly difficult to

qualify for and the requirements placed on higher education applicants have increased in their complexity and cost year over year. Our qualification for coverage in 2022 included pre-requisites that initially limited coverage and foreshadows renewal challenges in subsequent years which has already been experienced by several of our peers. Additional Cyber Security coverage through Canadian Universities Reciprocal Insurance Exchange (CURIE) was also acquired this year.

As the cost of cyber security insurance premiums and deductibles continue to increase and the cost of risk mitigations and prerequisite protections are required to be put in place, there may be a break-even point where insurance is no longer viable to be undertaken. Risk mitigation through the continued investment in cyber security protections and programs, as well as strengthening of our internal incident response framework will be required to mitigate cyber security risks and continuity of operations.

4. Future Plans

WGIS and WTS will focus on the following cyber security initiatives in 2023 and beyond:
- Cyber Security Awareness Training and Social Media Activities will continue and find new ways to reach our staff, faculty, and students.
- A comprehensive review of policies and procedures (MAPP and AUP) associated with technology and security, revise where necessary and add governance and new policies where appropriate aligned with the Western Digital Information Office and Data Office strategies.
- Awareness and support of the Technology Risk Assessment Committee through publishing of its terms of reference as a working group; aligning itself with a steering committee and establishing a firm footing within Western policy this year
- Awareness and support of WTS Cyber Security initiatives that support Campus

The roadmap for WTS Cyber Security and Business Services in 2023 includes several key projects and enhancements to our security posture, including:
- Delivery of CyberArk Privilege Access Management solution into production
- Onboarding of a Cyber Security Incident Response on Retainer
- An update of Western's "Crown Jewels" assessment as it relates to Cyber Security Incident Response preparations
- Cyber Security Insurance Renewal
- Endpoint Detection and Response (EDR) coverage across majority of Western endpoints.
- Expanded use of Managed Service Provider (MSP) capabilities for greater cyber security coverage and extended hours support for critical and time sensitive incident response.
- Continued engagement on Canarie CanSSOC Research Intensive Group pilot projects for Exabeam Shared SOC SIEM Tool and Dark Web Monitoring initiatives.

Appendix A – Current WGIS Members

Andrew Konowalchuk (Chair)	Facilities Management
Hosham Alimorad	Housing and Ancillary Services
Erika Basile	Research Ethics
Ross Beatty	Housing and Ancillary Services
Rob Brennan	Western Technology Services
Colin Couchman	Chief Data Officer
Paul Eluchok	General Counsel
Aleks Essex	Electrical and Computer Engineering
Matthew Feeney	Western Technology Services
Brent Fowles	Western Technology Services
David Ghantous	Western Technology Services
Ed Gibson	Western Technology Services
Lisa Latif	Office of Registrar
Jim Loupos	Internal Audit
Geoff Pimlatt	University Students' Council
Chris Wedlake	Robarts Research Institute
Julie Whitehead	Health Sciences
Alex Van de Vooren (Scribe)	Western Technology Services

ITEM 4.4(a) – Global Engagement Plan

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

RECOMMENDED: That, with the advice of Senate, the Board of Governors approve Western's Global Engagement Plan as set out in Item 4.4(a).

EXECUTIVE SUMMARY:

In 2021, Western launched its Strategic Plan, *Towards Western at 150*, which asked each of us to think creatively and ambitiously about the university's future and how we can amplify our role in serving the public good. Emerging from that plan is an opportunity to strategically align our global engagement efforts, being purposeful in how we imagine ourselves within the global ecosystem of collaborators who are focused on making the world a better place.

Following months of consultations with more than 800 faculty members, students, staff, alumni, community members, and global partners*, Western in the World: Global Engagement Plan 2023-2030* emerged as our global engagement strategy to strengthen and transform Western's internationalization efforts.

Senate, at its meeting on June 9, 2023, reviewed Western's Global Engagement Plan and offered its advice recommending approval of the Plan to the Board.

Following approval of the Plan, an implementation plan will be created to guide the necessary steps to be taken to move the strategy forward.

ATTACHMENT(S):

Western in the World: Global Engagement Plan 2023 – 2030

WESTERN IN THE WORLD:

Global Engagement Plan

Western
UNIVERSITY · CANADA

2023-2030

Western University's strategic plan, *Towards Western at 150*, challenges our campus community to do more to serve the public good. Meeting this challenge requires creative and ambitious thinking about how we align ourselves with others around the globe who share our focus on making the world a better place.

Following five months of consultations with more than 800 faculty members, students, staff, alumni, community members, and global partners, *Western in the World* has emerged as our multi-year global engagement plan to strengthen our internationalization efforts for greater impact, in pursuit of a more sustainable, just, and inclusive society.

We are committed to exploring not just how Western can make a positive difference in the world, but how people around the world can help us cultivate more inclusive, diverse, and sustainable practices.

Our consultations identified four keys to strengthening our global engagement:

1. **Expand Western's global range**
2. **Champion global citizenship**
3. **Amplify Western's global research impact**
4. **Enable Western's capacity for global success**

This plan will continue to evolve as new challenges and opportunities arise. And we are committed to keeping our community informed of timelines, accountabilities, and measures of success as they are defined and refined in the months ahead.

We look forward to engaging our entire community as we elevate Western's place in the world.

Alan Shepard
President & Vice-Chancellor

Florentine Strzelczyk
Provost & Vice-President (Academic)

VISION

Transforming global engagement into impact, towards a more sustainable, just and inclusive society.

MISSION

To positively influence lives throughout the world by:

» Educating global citizens by preparing students, faculty and staff for success and impact around the world.

» Sharing Western's strengths and expertise through international collaborative research and partnerships, enabling others to achieve their goals while collectively learning new ways of knowing, being, and doing.

VALUES

Integrity

Our words and actions are consistent, fostering trust and accountability.

Mutual Respect and Benefit

We acknowledge the space and privilege we occupy and strive to build connections that are respectful of, and welcoming to, what our partners contribute, creating reciprocal benefits that amplify creativity and impact.

Equity and Inclusion

Whenever and wherever we engage, we are respectful of diverse cultures, backgrounds and experiences. We are mindful of past actions that have caused harm and purposeful in our resolve to do and be better.

Sustainability

We are committed to environmentally, socially and economically responsible approaches that align with the United Nations Sustainable Development Goals (SDGs) and consider our long-term impact on the planet, the economy and society.

THEME ONE:
EXPAND WESTERN'S GLOBAL RANGE

Over the past 150 years, Western has earned a reputation as a world-class university that attracts top talent. As a university intent on making a difference in the world, Western will harness its areas of expertise and commit to collaborating and reciprocally sharing knowledge on the global stage.

Western's ability to engage globally has long been grounded in partnerships, such as our strong relationship with Radboud University in The Netherlands or our collaborative connections in East Africa through the Western Heads East project. Whether we are working to increase mobility opportunities, enable Western to become more diverse, or strengthen our research, by strategically focusing on developing new and equitable partnerships across the globe we will continue to co-create innovation pathways to accelerate progress and effect positive change.

WE WILL:

1 Strengthen and expand equitable and reciprocal partnerships across the globe by:

- Supporting established areas of global engagement (e.g., Australia, United States, and Europe) while leveraging opportunities in areas of existing global strength (e.g., Germany, United Kingdom and Sweden).

- Identifying and establishing mutually beneficial and aligned partnerships in new regions of emphasis* (Asia-Pacific, Sub-Saharan Africa, Latin America and the Middle East and North Africa), beginning with countries or regions where Western has an existing connection and then expanding outwards with future opportunities.

- Developing outreach strategies in partnership with trade commissioners for countries of focus to identify new opportunities for mutual growth in teaching, learning, and research.

To achieve this goal, we will create a strategic framework for partnership development that specifies regions and countries of emphasis, principles of engagement, objectives and outcomes, governance, institutional assistance, funding, responsibilities and performance indicators.

This will allow us to target the following measures of progress:

» Establish regional advisory councils for each of the four new regions of emphasis.

» Build two new super partnerships* per year, focusing on the four regions of emphasis.

» Expand Western's global footprint by setting up a pop-up campus* in one of our four regions of emphasis in each of years three, four, and five of the global engagement plan.

Western Heads East connects Western staff, students, and faculty with social enterprise partners in Africa to use probiotic food to support health and sustainable development. More than 150 students have completed internships with the program, and research partnerships have resulted in over 110 publications.

Western enjoys a deep and multi-layered partnership with **Radboud University** that includes:

- Research collaboration between the Donders Institute and Western's Brain and Mind Institute

- Undergraduate exchange programs with the Faculty of Law

- DAN Management Semester Abroad program

- A joint research collaboration fund

2 Leverage the participation of our globally engaged alumni community worldwide by:

- Nurturing and enhancing the strong bond between alumni and the university through global alumni engagement initiatives and strategic volunteer recruitment.

This will allow us to target the following measures of progress:

» Involve alumni in each of our regional advisory councils and other working groups, leveraging their expertise, networks and knowledge to enhance our partnerships and collaborations as well as engage more international students.

» Engage international alumni and local alumni with international backgrounds from across faculties and schools as mentors, connectors, employers, experts and ambassadors for Western, increasing participation levels annually.

See Glossary on page 14

THEME TWO:
CHAMPION GLOBAL CITIZENSHIP

Western is an institution with a rising global reputation. Twenty-five per cent of our faculty members come from outside of Canada and we want to grow and support an equally strong and diverse student body. We will create a more dynamic global campus that embraces diverse cultural norms and values, and thrives by incorporating multiple perspectives into how we teach, learn, and research.

A community rich in cultural diversity will enable the scientists, artists and entrepreneurs of tomorrow to drive social change and contribute to more equitable and sustainable solutions in our increasingly connected world.

WE WILL:

1 Increase, diversify and support Western's international student community by:

- Intensifying recruitment in regions of emphasis,* led by the Office of the Registrar, Western International and our faculties.
- Refining Western's international enrolment and admissions process including websites and digital pathways, as well as orientation and onboarding, to be responsive, informative and easy to navigate.
- Prioritizing fundraising activities and increasing resources to support international students.
- Collaborating with London community leaders, cultural communities, industry and academic partners to create a supportive community environment that welcomes international students and provides inclusive work-integrated learning experiences.
- Providing faculty, staff and international student advisors with the tools, resources and intercultural training they need to fully support international students.

- Strategically engaging current international students as ambassadors in their home country and as transition ambassadors here at Western.

This will allow us to target the following measures of progress:

» Increase international student enrolment to 20 per cent over the next five to seven years across as many programs as possible, focusing undergraduate recruitment efforts increasingly on regions of emphasis*.

» Increase international student enrolment in professional masters programs.

» Dedicate incremental international student tuition to international undergraduate bursaries.

» Make a new-to-Canada transition grant available to international students and postdoctoral scholars who come to Canada for the first time to study at Western.

» Increase international student acceptances, retention, satisfaction and graduation rates.

Western's **global learning programs** provide opportunities for exchange, study abroad, internships, research or participation in faculty-led experiences through more than 170 programs in more than 40 countries.

———

Western's **International Peer Guide Program** has provided 30 years of mentoring, friendship and support to new international students, helping them transition to a warm, welcoming community at Western and in Canada.

2 Offer quality education (SDG #4) that is rich in intercultural and immersive learning, research and community engagement opportunities by:

- Elevating opportunities for all students to participate in international and intercultural learning experiences, research projects, work integrated learning assignments and experiential learning.
- Internationalizing Western's curriculum, integrating intercultural, Indigenous, and global dimensions into new and revised programs and modules.
- Creating technology-enabled and blended global classrooms and learning spaces on campus to provide equitable access to immersive, cross-cultural learning and research experiences.

This will allow us to target the following measures of progress:

» Enable wider access to international experiences by increasing funding for Indigenous, underrepresented, low-income and other equity deserving student groups.

» Expand the number and quality of 'internationalization at home' options for students, including collaborative online international learning and virtual exchanges.

» Create Western Global Learning Micro-Credentials, a suite of learning opportunities to acquire cross-cultural literacies, critical ethical and global engagement skills, and other knowledge needed to live, work, contribute, and lead in an increasingly interconnected world.

3 Expand global mobility experiences for the Western community to spur their professional growth, cultural competency and networking by:

- Increasing the opportunities for faculty, graduate students and postdoctoral scholars to move, teach and conduct research across international borders.
- Fostering more opportunities for staff to broaden their intercultural awareness through Western's international exchange programs.

This will allow us to target the following measures of progress:

» Increase the number of funded faculty exchanges with partner universities.

» Leverage our relationships with international organizations and governments to increase the number of internationally funded postdoctoral scholars at Western.

» Increase the number of Western graduate students and postdoctoral scholars who participate in internationally funded opportunities abroad.

* See Glossary on page 14

THEME THREE:
AMPLIFY WESTERN'S GLOBAL RESEARCH IMPACT

The world continues to face a growing number of existential threats that societies must work collaboratively to solve. Research and innovation will be crucial in responding to environmental, social, economic and health challenges that transcend borders such as climate change, food security, disease management, pandemic preparedness, and social and racial inequalities, as expressed in the UNSDGs.

Fueled by our culture of inquiry and discovery, Western will be a key partner in the international research ecosystem, focused on addressing the most pressing challenges of our time while continuing to nurture and inspire the talent of tomorrow.

WE WILL:

Western Research Parks, one of Canada's leading science and technology parks, is the catalyst for commercialization, partnership development, research translation and entrepreneurial learning opportunities at Western University. For over three decades, Western Research Parks has served as a strong link between academics and commerce and is a key contributor to the movement of an idea or a discovery from concept to the marketplace. Western Research Parks include three locations on a total of 156 acres: Western Discovery Park, Western Advanced Manufacturing Park and Western Sarnia-Lambton Research Park. Western Research Parks currently houses 106 innovative companies, 1,319 knowledge-based employees and contributes nearly $100 million annually to our communities.

1 Advance transformative research and innovation by:

- Pursuing reciprocal and synergistic research collaborations with compatible international partners.
- Engaging in capacity-building research and training projects with new partners, particularly in the Global South.
- Co-creating at least two Global Research Coalitions*, aligned to Western research strengths and global areas of importance.
- Strengthening the translation, commercialization and exchange of research and innovation that Western produces in the four key regions of emphasis through WORLDiscoveries®* support in collaboration with our strategic partnerships group.
- Identifying and pursuing strategic funding opportunities, designed to leverage international granting opportunities.

- Collaborating in and engaging with local, regional and international Indigenous communities on community-engaged research.
- Incentivizing international doctoral training clusters with specific institutions in specific countries that accelerate graduate and postdoctoral training through workshops, mini-conferences and think tanks around specific research areas.
- Positioning Western as a convenor, global hub and talent magnet that attracts international researchers, organizations, governments, and industries to our campus.

This will allow us to target the following measures of progress:

» Increase Western publications that include an international collaborator from 46 to 50 per cent.
» Increase international research awards to 100 awards valued at a total of $15 million per year.

» Develop new opportunities to attract distinguished academics and sponsored visiting faculty and staff to spend time at Western and work with faculty and students on pressing research challenges from multidisciplinary perspectives.
» Increase the number of training opportunities for Highly Qualified Personnel.
» Attract and support two international research or private organizations (e.g., Max Planck Society, Genomics England) to develop a presence in Western Research Parks over the next five years.
» Leverage existing partnerships with foreign governments to attract more collaborations and affiliations (e.g., Ontario-Baden Wuerttemberg partnership.)

2 Facilitate research and innovation in Western's areas of strength and expertise that contributes to advancing the UNSDGs by:

- Continuing to leverage the power of cultural research and creative expression, empowering Western's many diverse local and international communities to co-create transformational change.
- Amplifying Western's role as a thought leader and influential voice on global and local challenges and solutions and contributing to public discourse and policy development related to the UNSDGs.
- Supporting globally displaced students and scholars in conjunction with international and national organizations (e.g., Scholars at Risk Network Canada, World University Service Canada and Scholar Rescue Fund).
- Tracking emerging areas of strength at Western in relation to the UNSDGs for future focus and investment.

This will allow us to target the following measures of progress:

» Rank Top 5 in the U15 for number of publications and publication impact for the UNSDGs with substantial research intensity at Western (Reduced Inequality SDG#10, Gender Equality SDG#5, Affordable and Clean Energy SDG#7, Peace, Justice and Strong Institutions SDG#16).
» Make available public reports detailing emissions, energy use, water use, EDI policy, strategy on sustainable procurement and sustainable investment.
» Support Industry, Innovation and Infrastructure (SDG#9) by achieving Top 5 U15 ranking for research income from business grants.
» Track participation in local, national and international policy consultations.
» Track public outreach and amplification on issues related to the UNSDGs (e.g., contributions to The Conversation).

See Glossary on page 14

Western International provides wrap-around support to more than 5,800 international students through immigration advising, social connection, personal-well-being supports, career development, community links, and more.

Additionally, Western International facilitates **international learning opportunities** (exchange, internships, study abroad, research and more), for more than 2,000 students each year.

THEME FOUR:
ENABLE WESTERN'S CAPACITY FOR GLOBAL SUCCESS

In our increasingly connected world, there are more opportunities than ever to harness global engagement for our collective benefit. For Western to successfully engage on the global stage, we need to strengthen our foundation and capacity here at home. Western will capitalize on its existing internationalization efforts, designing and aligning its governance processes, governing bodies and administrative units to enable students and faculty to participate fully in the opportunities that come from a globally engaged approach to their work.

WE WILL:

1 Invest in people, processes and resources by:

- Empowering Western International to support and enable global engagement activities including outbound and inbound missions, partner and membership stewardship, and advancement of consular/embassy and trade commission relationships.
- Developing a suite of global engagement grants that initiate new global partnerships whose success and growth is mapped and tracked through Western International.
- Streamlining international partnership and internship application and reporting processes to make it easier to establish partnerships.

This will allow us to target the following measures of progress:

» Convene a Global Engagement Working Group, chaired by the Vice-Provost International, that brings together leaders from research, advancement, recruitment, academic programs, and government relations with faculty stakeholders to advise on global engagement initiatives across campus and international opportunities within and beyond our region.

» Work with faculties and schools to create international awards for global engagement in research, teaching or partnership development as part of their faculty awards, to be recognized through Western International at a new annual awards celebration.

2 Invest in value-added technology, systems and infrastructure to advance global engagement by:

- Leveraging our strengths in the Centre for Teaching and Learning to support innovative teaching methods, global instruction and the development of global and cultural competency micro-credentials.
- Building the infrastructure for in-person and digital global hubs and spaces to advance Western's international teaching, research and partnerships, starting with Western International.

This will allow us to target the following measures of progress:

» Develop and maintain dashboards to map, track, analyze and report institutional global activity and data, including partnership memorandum of understanding, international publications, grants, collaborations and student and faculty data.

» Utilize the Centre for Teaching and Learning to increase the number of workshops and participants who received international pedagogy training.

» Implement scalable, integrated technology solutions through our learning management system that enable education, research, global engagement, and the operating models needed to achieve our global engagement goals.

3 Raise awareness at home and abroad about Western's commitment to working with partners across the globe to solve global challenges by:

- Embedding internationalization into the fabric of Western University, including our systems, policies, processes, decision-making, resource allocation, teaching, research, community engagement and relationship building.
- Positioning Western's faculty, scholars and students as leaders and key contributors within international higher education bodies (e.g., Canadian Bureau for International Education, International Association of Higher Education).
- Building our name recognition and reputation around the world by implementing a marketing strategy to highlight signature international programs, partnerships and collaborations.
- Strategically participating in global signature events as speakers and thought leaders such as international conferences and government trade missions and delegations to key regions.

This will allow us to target the following measures of progress:

» Increase the number of times Western is cited (particularly in our existing and future regions of focus), the number of international co-authorships and global reach of citations.

» Track and grow the number and quality of international meetings and conferences that Western hosts or in which Western researchers participate over the next five years.

» Increase the number of signature international venues where Western participates in keynote or speaking opportunities.

GLOSSARY

Global Research Coalition: a coalition that consists of Western plus at least two additional partners from at least two different regions in the world outside Canada. Such a coalition is focused on research, development and extension of technologies and practices that will advance research, innovation and new knowledge in an area of strategic strength for Western.

Pop-up Campus: short-term educational programming as a vehicle to grow interest in and awareness of Western.

Regions of Emphasis:
Regions of emphasis include countries where Western has an existing connection, and the intention to expand outwards as future opportunities arise. These are:

- **Asia-Pacific:** countries that border the Pacific Ocean in East Asia, Southeast Asia and Oceania. Our initial focus will be on China, India, Indonesia, Malaysia, Singapore, South Korea, Taiwan and Vietnam.

- **Sub-Saharan Africa:** regions of the continent of Africa that lie south of the Sahara. These include Central Africa, East Africa, Southern Africa and West Africa. Our initial focus will be on Ghana, South Africa, Nigeria and Uganda.

- **Latin America:** South America, Central America, Mexico and the islands of the Caribbean. Our initial focus will be on Mexico and Brazil.

- **Middle East and North Africa:** A geopolitical region extending from the Atlantic coast of Africa to the borders of Pakistan and Afghanistan in Central Asia and from the Mediterranean littoral to the southern boundaries of the Sahara Desert. Our initial focus will be on Turkey, Oman, UAE, Saudi Arabia and Jordan.

Super Partnerships: a university-wide effort, working with a partner institution and surrounding community partners on research, education, health, wellness, economic opportunities and social change, drawing on our expertise and our passion, to enhance the quality of life and economic opportunity for residents of the region served by that partner institution.

WORLDiscoveries®: the business development arm of London's extensive research network. WORLDiscoveries® helps researchers and local inventors commercialize their discoveries through licensing and new company spinoffs, and acts as the bridge between local invention and global industry. Visit worldiscoveries.ca for more information.

PLANNING PROCESS

The development of *Western in the World* followed a robust, broad and inclusive consultation process that sought feedback from more than 800 students, faculty, staff, alumni, community members and global partners, over a five-month period from January to May 2023. Guided by a Global Engagement Plan Steering Committee, the process sought to engage stakeholders who reflected both the diversity of Western University and of the many initiatives in which we engage internationally.

What emerged in dialogue was open, transparent and thoughtful feedback that has culminated in our 2023-2030 global engagement plan.

Global Engagement Steering Committee

- **Florentine Strzelczyk**
  Provost & Vice-President (Academic) (co-chair)
- **Bryan Neff**
  Acting Vice-President (Research) (co-chair)
- **Temi Akin-Aina**
  Associate Vice-President (Alumni Relations)
- **Isola Ajiferuke**
  Associate Professor, Faculty of Information & Media Studies
- **Althea Blackburn-Evans**
  Chief Communications Officer
- **Stephanie Brooks**
  Chief Administrative Officer, Ivey Business School
- **Jacquelyn Burkell**
  Associate Vice-President (Research)
- **Ruban Chelladurai**
  Associate Vice-President (Planning & Budgeting)
- **Colin Couchman**
  Chief Data Officer
- **Jennifer Davila**
  Director of Administration, Faculty of Education
- **Matt Davison**
  Dean, Faculty of Science
- **John Doerksen**
  Vice-Provost (Students)

- **Jayne Garland**
  Dean, Faculty of Health Sciences
- **Rachel Halaney**
  Executive Director, Dean's Office (Schulich School of Medicine & Dentistry)
- **Nicholas Harney**
  Dean, Faculty of Social Science
- **Silke Klenk**
  Director, Internationalization (Schulich School of Medicine & Dentistry)
- **Lise Laporte**
  Senior Director, Western International
- **Lisa Latif**
  Acting University Registrar
- **Susan Lewis**
  Vice-Provost (Academic Programs)
- **Linda Miller**
  Vice-Provost (Graduate & Postdoctoral Studies)
- **David Muir**
  Associate Vice-President (Innovation & Strategic Partnerships)
- **Jan Plug**
  Acting Dean, Faculty of Arts & Humanities
- **Athanasios Psygkas**
  Associate Professor, Faculty of Law
- **Abdallah Shami**
  Professor, Faculty of Engineering

Consultations with key stakeholders:

- Board of Governors
- Community Conversations
- Deans
- Faculty and Staff
- Housing and Ancillary Services
- Office of Equity, Diversity and Inclusion
- Office of Government Relations
- Office of Indigenous Initiatives
- Office of Institutional Planning & Budgeting
- President's Group
- Office of the Registrar
- Senate
- Senate Committee on University Planning
- Secretariat
- Students
- University Advancement
- Vice-Provosts
- Western Communications
- Western International
- Western Research

Western in the World:
Global Engagement Plan 2023-2030

Western in the World is Western University's multi-year global engagement plan, designed to strengthen and build upon existing internationalization programs and opportunities, such as the Western Heads East project, our International Peer Guide Program, and the Fraunhofer Innovation Platform for Composites Research.

With a more focused, strategic, and purposeful path forward we will reimagine and renew our contributions within the global ecosystem of collaborators who are focused on making the world a better place.

We invite you to read more about our global engagement plan at www.westernu.ca/inserturl and to explore the corresponding strategy map (opposite) that highlights how the specific strategies align to achieve our vision.

Western's International Peer Guide Program has provided 30 years of mentoring, friendship and support to new international undergraduate and graduate students, helping them to transition to a warm, welcoming community at Western and in Canada.

The Fraunhofer Innovation Platform for Composites Research is a joint venture between Western and the Fraunhofer Institute of Chemical Technology in Germany that develops, tests, validates, and characterizes new lightweight materials and advanced manufacturing processes at industrial scale.

Western Heads East connects Western students, staff and faculty with community organizations and academic partners in Tanzania, Rwanda, Kenya and Uganda, through a unique social enterprise model to improve health using probiotic research developed at Western.

Western
UNIVERSITY · CANADA

Western in the World: Global Engagement Plan 2023-2030

Western UNIVERSITY · CANADA

TO ACHIEVE OUR VISION

Transforming global engagement into impact, towards a more sustainable, just, and inclusive society.

ALIGNED TO OUR MISSION

To positively influence lives throughout the world by:

- Educating global citizens: preparing students, faculty, and staff for success and impact around the world.
- Sharing Western's strengths and expertise through international collaborative research and partnerships, enabling others to achieve their goals while collectively learning new ways of knowing, being, and doing.

FOCUSED ON PARTNERSHIPS, STUDENT EXPERIENCE, AND RESEARCH

Expand Western's global range.

1. Strengthen and expand equitable and reciprocal partnerships across the globe.
2. Leverage the participation of our globally engaged alumni community.

Accelerate the value of global citizenship.

1. Increase, diversify and support Western's international student community.
2. Offer an education that is rich in intercultural and immersive learning, research and community engagement opportunities.
3. Expand global mobility experiences for the Western community to spur their professional growth, cultural competency and networking.

Amplify Western's global research impact.

1. Advance transformative research and innovation.
2. Facilitate research and innovation in Western's areas of strength and expertise that contributes to advancing the UN Sustainable Development Goals.

ENABLED BY OUR UNIVERSITY-WIDE CAPACITY

Enable Western's capacity for global success.

1. Invest in people, processes, and resources.
2. Invest in value-added technology, systems, and infrastructure to advance global engagement.
3. Raise awareness at home and abroad about Western's commitment to working with partners across the globe to solve global challenges.

GUIDED BY OUR VALUES

Integrity   **Mutual Respect and Benefit**   **Equity and Inclusion**   **Sustainability**

This strategy map captures the broad themes and goals of Western's multi-year global engagement strategy. For more details please visit **www.uwo.ca/url_to_come**

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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 present.

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).

Scholarships, Awards, and Prizes are funded in two different ways, through donor funding and through operating funding. 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. These scholarships, awards, and prizes are shown in Item 5.1(a).

ATTACHMENT(S):

New Scholarships, Awards, and Prizes

New Scholarships, Awards and Prizes

Athletics

Dr. Janice L. Pasieka Medicine Athletics Award
Awarded annually to full-time undergraduate students making a significant contribution as a member of a varsity team who are registered in the Doctor of Medicine (MD) program, Schulich School of Medicine & Dentistry. Preference will be given to candidates who have not previously received this award. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. Evaluation is based on academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). The Western Athletic Financial Awards Committee will select the recipients.

Value: 1 at $5,000
Effective: 2023-2024 academic year

This award was established by a generous gift from Dr. Janice L. Pasieka (MD '83 & Women's Squash '81-'83). Dr. Pasieka is an endocrine surgeon and Clinical Professor of Surgery and Oncology at the University of Calgary, Alberta. The discipline needed to be a successful varsity athlete while balancing the demands of medical school, provided an invaluable skillset that Janice utilized throughout her surgical career. She was inspired to make this gift in her 40th reunion year.

John Harkins Selectpath Award
Awarded annually 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 any varsity team. Preference will be given to self-identified women. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. Evaluation is based on academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). The Western Athletic Financial Awards Committee will select the recipients. This award was established by Navacord, Selectpath Benefits & Financial and Gore's Purpose Portfolio to honour John Harkins.

Value: 1 at $2,000, awarded annually
Effective: 2023-2024 academic year

Ivey Business School

Seijts HBA Leadership Character Award
Awarded to the graduating HBA student in the Ivey Business School who has demonstrated exemplary leader character throughout their program. Academic achievement will also be considered. In March of each year, the HBA Program Office at Ivey will solicit nominations from both faculty and classmates. The Ivey HBA program, in consultation with the Ihnatowycz Institute for Leadership, will select the recipients.

Value: 1 at $2,000 awarded annually
Effective: 2023-2024 academic year

This award was established by friends and family of Gerard Seijts to recognize his 12 years of extraordinary leadership and commitment as the former Executive Director of the Ian O. Ihnatowycz Institute for Leadership. Gerard's impact and many contributions to the development of leader character is a lasting legacy for the Institute for Leadership.

Seijts MBA Leadership Character Award
Awarded to the graduating MBA student in the Ivey Business School who has demonstrated exemplary leader character throughout their program. Academic achievement will also be considered. A committee in the Ivey Business School will select the recipient. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at $2,000 awarded annually
Effective: May 2023

This award was established by friends and family of Gerard Seijts to recognize his 12 years of extraordinary leadership and commitment as the former Executive Director of the Ian O. Ihnatowycz Institute for Leadership. Gerard's impact and many contributions to the development of leader character is a lasting legacy for the Institute for Leadership.

Faculty of Engineering

Dybenko Future Shaper Award
Awarded to full-time undergraduate students beyond Year 1 in the Faculty of Engineering based on academic achievement. Preference will be given to candidates who self-identify as Black or are Indigenous (First Nations, Inuit or Métis). Online applications are available through the Faculty of Engineering website and must be submitted by September 30. The Faculty of Engineering will select the recipients. This award is funded by Jesse Dybenko (MESc '06) and family in hopes of providing opportunity for others to experience the joy of seeing one's ideas realized.

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

<u>JAMES Family Award in Engineering and Business</u>
Awarded to full-time undergraduate students in a combined Engineering and Honours Business Administration degree program based on academic achievement. The Faculty of Engineering will select the recipients. This award was established by Elliot Scherer (MBA 2003, BESc 2000) and family.

Value: 1 at $2,000, awarded annually
Effective: 2023-2024 to 2027-2028 academic years inclusive

Faculty of Health Sciences

<u>Starkey Genesis Scholarship</u>
Awarded to students graduating from the Speech-Language Pathology program (MClSc) in the School of Communication Sciences and Disorders based on academic achievement. A committee in Communication Sciences and Disorders will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship is made possible by a generous gift from Starkey Canada.

Value: 1 at $4,000
Effective: May 2023 to April 2026 inclusive

Schulich School of Medicine & Dentistry

<u>Dr. Margaret Steele Child and Adolescent Psychiatry Resident Award</u>
Awarded to residents in Psychiatry in the Schulich School of Medicine & Dentistry who have chosen to complete a rotation in Child and Adolescent Psychiatry. Selection will be based on demonstrated excellence in areas such as: leadership in Child and Adolescent Psychiatry, advocacy in the care of children and adolescents with mental health problems, excellence in clinical care and communication with patients and family/caregivers, research, or educational scholarship in Child and Adolescent Psychiatry. The Division of Child and Adolescent Psychiatry will select the recipients.

Value: 1 at $1,000, awarded annually
Effective 2023-2024 academic year

This award was established with a generous gift from Dr. Margaret Steele (BSc 1983, MD 1987). As one of the Division Chairs of Child and Adolescent Psychiatry at Western from 2001 to 2011 and the lead for the Royal College of Physicians and Surgeons application for child and adolescent psychiatry subspecialty in Canada, Dr. Steele has been a strong advocate and leader for child and adolescent psychiatry with the ultimate aim to improve the mental health of children and adolescents. She has served as the President of the Canadian Academy of Child and Adolescent Psychiatry and the Association of Professors of Child and Adolescent Psychiatry of Canada. Dr. Steele is also the first woman child and adolescent psychiatrist who has become a Dean of a Faculty of Medicine in Canada.

Peter Cheski Innovative Research Award
Awarded to a resident in the Department of Otolaryngology - Head and Neck Surgery who is deemed to have the most innovative research project presented at the Department of Otolaryngology - Head and Neck Surgery Residents' Research Day as determined by the event's adjudicators.

Value: 1 at $1,100
Effective: 2022-2023 academic year

Faculty of Science

Frederick Hunt Bursary in Physics and Astronomy
Awarded to full-time graduate students in the Department of Physics and Astronomy based on financial need. A committee in the Department of Physics and Astronomy will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This bursary was established by a generous bequest from the Estate of Dr. Frederick Hunt (PhD 1955, MSc 1952, BSc 1951).

Value: Number and value of bursaries will vary based on funds available
Effective: May 2023

Kenneth Cooper Graduate Bursary
Awarded to full-time Master's or Doctoral students currently enrolled in the Department of Mathematics studying applied and/or pure mathematics, based on financial need. A committee in the Department of Mathematics will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 2 at $1,000, awarded annually
Effective: May 2023

This award was generously established by Kenneth Cooper (M.A.T. '78 Mathematics). Kenneth had a successful 33-year career in mathematics education as a classroom teacher, a department head and as a consultant. He taught at the elementary school and secondary school levels, and at the faculty of education, Western. He conducted many parent/teacher workshops related to mathematics education.

Nasim Bagheri Women in Computer Science Scholarship
Awarded to full-time undergraduate students in the Department of Computer Science, Faculty of Science, based on academic achievement. Preference will be given to candidates who are self-identified women in programs where they are under-represented. The Office of the Registrar will select the recipients. This scholarship is made possible by a generous gift from Dr. Nasim Bagheri (PhD 1988).

Value: 1 at $1,500
Effective: 2023-2024 to 2027-2028 academic years inclusive

Any Undergraduate Program

<u>Ernest Donne Bursary</u>
Awarded to full-time undergraduate students in any faculty based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. This bursary was established by a generous bequest from Ernest Donne.

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Ivey Business School

<u>HBA '92 Karen Crich Memorial Award</u>
Awarded to full-time undergraduate students entering HBA1 at the Ivey Business School based on academic achievement, and an interest in recreational athletics and/or entrepreneurial endeavours. The award will continue in HBA2 provided that recipients maintain full-time status in the HBA program and achieve a minimum 70% average. The Ivey HBA Scholarship Committee will select the recipients. If a recipient does not retain the award in HBA2, a replacement from the same cohort will be selected. This award was established by friends and family of Karen Crich.

Value: 1 at $7,800, awarded annually
Effective: 2023-2024 to 2026-2027 academic years inclusive

<u>Thorpe Family Foundation Award in partnership with The Canadian Foundation for Physically Disabled Persons</u>
Awarded to students with a self-identified disability entering the Honours Business Administration program (HBA1) at the Ivey Business School, demonstrating academic achievement, as well as advocacy and leadership skills. The HBA Scholarship Committee will select the recipients. This award was established with a generous gift from the Thorpe Family Foundation and the Canadian Foundation for Physically Disabled Persons (CFPDP).

Value: 1 at $2,200, awarded annually
Effective: 2023-2024 academic year

Faculty of Engineering

<u>Marcrest Manufacturing Engineering Bursary</u>
Awarded to full-time undergraduate students in the Faculty of Engineering based on financial need. Preference will be given to candidates in Year 2 in the Department of Mechanical and Materials Engineering. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This bursary was established by a generous gift from Marcrest Manufacturing.

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Faculty of Law

Scott Burrows JD/MBA '02 Memorial Bursary
Awarded to full-time undergraduate students in the combined JD/MBA degree program based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.
Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

This award was made possible by generous gifts from the family, friends and colleagues of Scott Burrows (JD/MBA 2002). Scott held the position of Managing Director, Debt Capital Markets at CIBC upon his passing of cancer at age 46 in 2020. Scott was a devoted family man with three young children. He cherished his Winnipeg upbringing, his family and friends from out west, his lifelong friends from Western Law School, the family he created in Oakville Ontario, and anything sports related (go Jets!). Hopefully this award will help a student with as much potential and enthusiasm as Scott had when he entered his first year at Western.

Wildeboer Dellelce LLP Award in Corporate Law
Awarded to full-time undergraduate students in the Faculty of Law based on academic achievement. One award will be given for Corporate Law 1L and one for Corporate Law 2L. The Faculty of Law will select the recipients. This award was established by a generous gift from Wildeboer Dellelce LLP.

Value: 2 at $2,500, awarded annually
Effective: 2023-2024 to 2027-2028 academic years inclusive

Schulich School of Medicine & Dentistry

ALS Society of Windsor-Essex County Medical Bursary
Awarded to full-time undergraduate students in the Doctor of Medicine (MD) program, Schulich School of Medicine & Dentistry, based on financial need. Preference will be given to candidates in Year 2 or above who are studying at the Schulich Medicine Windsor Campus. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 2 at $2,000, awarded annually
Effective: 2023-2024 academic year

The ALS Society of Windsor-Essex County established this bursary to bring awareness of ALS (Lou Gehrig's disease) to medical learners. They hope that this bursary inspires the recipient to research ALS and learn more about how to care for patients living with this disease. One of the bursaries is given in memory of Michael Beattie. Mike was an assistant Crown Attorney with the City of Windsor and died of ALS at the age of 44 in 2005. The Beattie Family began the annual ALS Windsor Walk soon after and the event has raised hundreds of thousands of dollars for ALS research and programs.

Dr. Bishnu Sanwal and Dr. Theodore Lo Chair's Travel Award
Awarded to graduate students in the Department of Biochemistry, Schulich School of Medicine & Dentistry, based on research productivity and potential of travel to further a student's career aspirations. A committee in the Department of Biochemistry will select the recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: Number and value of awards will vary as funds permit
Effective: May 2023

Dr. Robert Hegele Bursary
Awarded to full-time undergraduate students in Year 1 of the Doctor of Medicine (MD) program, Schulich School of Medicine & Dentistry, based on financial need. Preference will be given to candidates who are Indigenous or self-identify as Black or a racialized person of colour. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This bursary was established with a generous gift from Dr. Robert Hegele.

Value: 2 at $4,000
Effective: 2023-2024 academic year

Meds Class of 2017 Memorial Bursary
Awarded to full-time undergraduate students in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Established by the Medicine Class of 2017 on the occasion of their 5th reunion, in memory of their classmate Brent Weiler (1992-2018).

ITEM 5.1(b) – 2022-23 Operating Budget Update (Year-End) as at April 30, 2023

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

The attached table provides the (preliminary unaudited) year-end update on the University's 2022-23 Operating Budget – and compares the updated figures to the budget as presented to the Board of Governors in April 2023. Major changes are as follows:

Revenues (lines 7 to 13)

a. Government grants (line 7) are higher by $3.6 million due to targeted funding for expansion of undergraduate Nursing and the flow of some funding associated with previous year expansion.

b. Tuition Revenue (line 8) is higher by $3.5 million due to higher-than-estimated enrolments across many programs – and largely due to lower-than-projected January term attrition compared to the previous pandemic-impacted years.

c. Lines 9 and 10 show higher revenues from Application Fees through the Ontario University Application Centre (OUAC) and Contract Research Overhead respectively.

d. Miscellaneous Revenues (line 11) – in total – were higher by $2.9 million largely due to gains on foreign exchange ($1.7 million) and unanticipated HST recoveries ($948,000).

e. The net result – including a number of small increases in other revenue items (line 12) – is that total operating revenue is $12.5 million higher than the original budget (line 13).

Expenditures (lines 14 to 22)

f. Targeted Nursing Expansion Funding (line 14) flows through to the Faculty of Health Sciences ($3.7 million).

g. Flowthrough of 85% of the incremental International Medical Programs tuition to the Schulich School was higher by $719,000 (line 15). The tuition revenue is part of the $3.5 million shown in line 8.

h. One-time funding ($797,000) to support the Family Practice Clinic achieve a balanced budget is shown in line 16.

i. Costs associated with Student Orientation activities – in partnership with the University Students Council – resulted in a one-time allocation of $1.3 million (line 17).

j. Funding to offset the impact of currency fluctuations on Library Acquisitions ($745,000) is shown in line 18.

k. Physical Plant Utilities costs (line 19) were higher by $642,000.

l. Net Employee Benefits costs (line 20) were higher by $1.3 million.

m. All Other Expenditures (line 21) – in total – were higher by $2.6 million across a number of university-wide expenditure items.

n. The net result is that total operating expenditures are $11.8 million higher than the April 2023 budget (line 22).

Operating Reserve (line 6)

o. As a result of the above changes in revenue and expenditures, the Operating Reserve is $41.6 million – compared to the $40.9 million shown in the April 2023 budget.

ATTACHMENT(S):

2022-23 Operating Budget Update as at April 30, 2023

Western University
2022-23 Operating Budget Update
as at April 30, 2023
($000)

		As Presented to the Board <d>	(Preliminary) Actual	Increase/Decrease $	%
	<a> Summary				
1	Revenues <b>	875,064	887,559	12,495	1.43%
2	Expenditures <c>	906,452	918,201	11,749	1.30%
3	Surplus / (Deficit)	-31,388	-30,642	746	
4	Operating Reserve -- Beginning of Year	72,269	72,269	0	
5	Surplus / (Deficit)	-31,388	-30,642	746	
6	Operating Reserve -- End of Year	40,881	41,627	746	

	<b> Revenue Changes				
7	Government Grants: Targeted Nursing Expansion			3,636	
8	Tuition Revenue			3,491	
9	Other Revenues: Application Fees			543	
10	Other Revenues: Research Overheads			1,137	
11	Other Revenues: Miscellaneous Revenues			2,930	
12	All Other			758	
13	Total Revenue Changes			12,495	

	<c> Expenditure Changes				
14	Faculty of Health Sciences: Targeted Nursing Expansion			3,655	
15	Medicine & Dentistry: Int'l Medical Tuition Sharing			719	
16	Support for the Family Practice Clinic			797	
17	Student Orientation Activities			1,301	
18	Library Acquisitions			745	
19	Utilities			642	
20	Net Employee Benefit Costs			1,285	
21	All Other			2,605	
22	Total Expenditure Changes			11,749	

<d>　The 2022-23 projected budget was presented to the Board in April 2023.

ITEM 5.1(c) – Ancillary Financial Report as at April 30, 2023

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Ancillary Financial Report is provided semi-annually to the Property and Finance Committee for information.

ATTACHMENT(S):

Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies: Fiscal 2022-23 Preliminary Actual Financial Results (Compared to Fiscal 2022-23 Projections)

Western University

Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies

**Fiscal 2022-23 Preliminary Actual Financial Results
(Compared to Fiscal 2022-23 Projections)**

The attached table compares the 2022-23 preliminary actual financial results for Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies to the projected results presented to the Property and Finance Committee and Board of Governors in April 2023.

Commentary is provided below for major variances from projected results. *Line references correspond to the line numbers appearing in the attached table.*

Family Practice Clinic (Line 23) – The planned operational and financial review of the unit has been completed. The University provided financial support via a one-time allocation ($797,000) to bring the unit to a balanced financial situation at year-end 2022-23. Going forward, the University has committed to an annual operating subsidy of $300,000 in each year of the 3-year planning period – and the unit is implementing operational changes to align expenditures with revenues.

Retail and Hospitality Services (Line 25) - Retail and Hospitality Services operations were significantly impacted through the pandemic (2020-21 and 2021-22). Lower revenues and the continuation of fixed costs resulted in operating deficits. Operations picked up in 2022-23, but Hospitality Services continued to face challenges due to industry-wide shortage of food service personnel, resulting in the closure of some campus eateries. A longer-term strategy for Hospitality Services is underway, including the option of optimizing operations with the food services operations in Housing.

The net position for Retail Services was higher than anticipated due in most part to an increase in the sale of books, general merchandise, and computer products.

Parking Services (Line 26) - The net position for Parking Services was higher than projected because of increased revenue from both visitor parking and parking violations.

Animal Care & Veterinary Services (Line 29) - The net position for Animal Care & Veterinary Services was higher than projected because of a delay in hiring animal care technicians.

Western Continuing Studies (Line 34) – the higher net position for Western Continuing Studies is due primarily to higher professional development course revenue.

Ivey Business School Foundation (Line 38)
The Ivey Business School and the University are in the process of transitioning the operations of the Ivey Spencer Leadership Centre (ISLC) to the University. The lower net position for 2022-23 is due to one-time costs associated with the transition.

Western University

Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2022-23 Preliminary Results Summary ($ 000)

		2022-23 Projected			2022-23 PreliminaryActuals			% Change		Reserve Balances at April 30, 2023	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	**A - Student Fee-Funded Units**										
2	***Student Experience Fee-Funded Ancillary Units***										
3	*Sport & Recreation Pillar*										
4	Recreation	5,425.9	5,337.1	88.8	5,761.8	5,700.4	61.4	6.19%	6.81%	321.7	1,028.5
5	Sport	6,107.7	5,942.8	164.9	6,634.0	6,608.1	25.9	8.62%	11.20%	86.0	
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	1,107.7	1,112.7	-5.0	1,436.8	1,434.8	2.0	29.71%	28.95%	87.5	519.9
7	Spirit & Connection (Spirited Activities & Events)	1,057.6	1,056.9	0.7	1,150.9	1,152.0	-1.1	8.82%	9.00%	68.6	100.0
8	*Wellness & Well-being Pillar*										
9	Health & Wellness	6,626.3	6,481.7	144.6	6,816.8	6,608.5	208.3	2.87%	1.96%	1,337.4	550.3
10	Wellness & Equity Education	709.4	597.8	111.6	726.4	657.4	69.0	2.40%	9.97%	263.1	200.0
11	Student Support & Case Management	511.6	429.4	82.2	515.0	369.4	145.6	0.66%	-13.97%	320.0	82.6
12	*Leadership & Learning Pillar*										
13	Academic Support & Engagement	1,901.2	1,734.2	167.0	1,938.8	1,812.1	126.7	1.98%	4.49%	718.5	
14	Careers & Experience	1,624.1	1,441.9	182.2	1,655.0	1,525.0	130.0	1.90%	5.76%	450.8	
15	***All Other Fee-Funded Ancillary Units***										
16	Financial Aid Office	1,350.8	1,253.3	97.5	1,376.0	1,260.0	116.0	1.87%	0.53%	317.0	
17	International Student Services	560.9	560.3	0.6	567.1	566.9	0.2	1.11%	1.18%	1.6	
18	Indigenous Student Centre	940.3	968.0	-27.7	913.4	960.5	-47.1	-2.86%	-0.77%	377.5	
19	Off-Campus Housing & Housing Mediation Services	518.5	504.1	14.4	546.2	481.6	64.6	5.34%	-4.46%	324.7	
20	Western Foot Patrol	227.2	225.7	1.5	228.2	225.3	2.9	0.44%	-0.18%	69.9	46.4
21	**Sub-Total**	**28,669.2**	**27,645.9**	**1,023.3**	**30,266.4**	**29,362.0**	**904.4**	**5.57%**	**6.21%**	**4,744.3**	**2,527.7**
22	**B - Ancillary Units**										
23	Family Practice Clinic	224.0	603.5	-379.5	1,022.7	538.0	484.7	356.56%	-10.85%	0.0	
24	Housing Services	88,035.6	83,020.2	5,015.4	90,090.6	84,793.6	5,297.0	2.33%	2.14%	62,154.4	
25	Retail and Hospitality Services	25,360.2	24,117.5	1,242.7	25,528.2	23,902.3	1,625.9	0.66%	-0.89%	-2,862.9	
26	Parking Services	6,063.5	6,026.4	37.1	6,639.2	5,983.3	655.9	9.49%	-0.72%	3,531.1	
27	**Sub-Total**	**119,683.3**	**113,767.6**	**5,915.7**	**123,280.7**	**115,217.2**	**8,063.5**	**3.01%**	**1.27%**	**62,822.6**	**0.0**
28	**C - Academic Support Units**										
29	Animal Care & Veterinary Services	8,243.7	7,775.5	468.2	7,121.7	6,395.0	726.7	-13.61%	-17.75%	1,797.1	553.4
30	Boundary Layer Wind Tunnel	1,950.9	1,939.3	11.6	2,072.3	2,059.5	12.8	6.22%	6.20%	613.0	300.0
31	University Machine Services	1,447.6	1,717.8	-270.2	1,418.9	1,689.1	-270.2	-1.98%	-1.67%	0.0	
32	Fraunhofer Project Centre	1,396.2	1,396.2	0.0	1,336.5	1,336.5	0.0	-4.28%	-4.28%	0.0	146.8
33	Surface Science Western	1,941.3	1,941.1	0.2	2,009.2	1,979.9	29.3	3.50%	2.00%	300.0	724.3
34	Western Continuing Studies	3,233.2	3,026.6	206.6	3,407.7	2,914.5	493.2	5.40%	-3.70%	1,507.1	
35	**Sub-Total**	**18,212.9**	**17,796.5**	**416.4**	**17,366.3**	**16,374.5**	**991.8**	**-4.65%**	**-7.99%**	**4,217.2**	**1,724.5**
36	**D - Associated Companies**										
37	Western Research Parks (incl. ADEISS & AMP)	5,624.7	4,657.4	967.3	5,543.4	4,384.9	1,158.5	-1.45%	-5.85%	4,731.2	
38	Ivey Business School Foundation	36,062.4	31,090.1	4,972.3	36,942.5	35,123.4	1,819.1	2.44%	12.97%	18,478.2	
39	Ivey Business School Asia Limited	3,267.5	3,193.6	73.9	3,424.0	3,188.6	235.4	4.79%	-0.16%	-1,174.1	
40	**Sub-Total**	**44,954.6**	**38,941.1**	**6,013.5**	**45,909.9**	**42,696.9**	**3,213.0**	**2.13%**	**9.64%**	**22,035.3**	**0.0**
41	**Grand Total**	**211,520.0**	**198,151.1**	**13,368.8**	**216,823.3**	**203,650.6**	**13,172.7**	**2.51%**	**2.78%**	**93,819.4**	**4,252.2**

ITEM 5.1(d) - 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 March 31, 2023, the ratio is 1.26 and exceeds the target ratio.

The attached report shows the non-endowed fund activity from 2009/2010 to March 31, 2023. The balance in the Undistributed Investment Returns Account at March 31, 2023 was $168.2 million. At March 31, 2023, the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.26 (column 10), well above the target ratio of 1.08.

- Net returns (column 1) amounted to $16.8 million for the period.

- Allocations to accounts (column 2), represents income distributed to the non-endowed funds. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period January – March 2023 was 3.18%. In the case of Robarts, in accordance with the operating agreement, the long-term portion of their fund balance earned the rate of return generated by the Operating & Endowment portfolio.

- The allocation to the operating budget (column 3) for fiscal 2023 is zero as approved by the Board.

- Other Allocations (column 4) for the period ending March 31, 2023 were $0.6 million.

- The non-endowed investments decreased $38.1 million (column 6).

- The total market value of the non-endowed fund's portion of the externally managed portfolio at March 31, 2023 amounted to $740.8 million (column 7).

- The obligations of the portfolio amounted to $572.6 million at March 31, 2023 (column 8).

- The ratio of investments to obligations stood at 1.29 (column 9) at March 31, 2023.

ATTACHMENT(S):

Semi Annual Ratio Report on Non-Endowed Funds

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)
2009/2010	10.5	(0.7)	0.0	(0.6)	(3.6)	5.7	219.1	181.2	1.21	1.20
2010/2011	6.9	(0.5)	0.0	(0.4)	(1.0)	5.1	234.5	174.5	1.34	1.22
2011/2012	1.2	(0.2)	0.0	(0.4)	9.9	10.6	260.9	194.4	1.34	1.30
2012/2013	10.7	(0.8)	0.0	(0.9)	3.7	12.7	315.1	223.7	1.41	1.37
2013/2014	15.4	(1.0)	0.0	(1.6)	8.8	21.6	384.4	240.4	1.60	1.46
2014/2015	14.2	(0.9)	0.0	(0.9)	(2.8)	9.7	446.0	254.3	1.75	1.60
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										
July 2018 Q1	21.8	(0.5)	0.0	0.0	5.5	26.8	609.1	305.5	1.99	1.94
October 2018 Q2	(19.2)	(0.5)	0.0	0.0	(7.5)	(27.2)	581.9	298.0	1.95	1.95
January 2019 Q3	10.7	(0.6)	0.0	0.0	(15.2)	(5.1)	576.8	282.8	2.04	1.97
April 2019 Q4	34.6	(4.3)	0.0	(4.4)	1.3	27.2	604.0	284.1	2.13	2.00
2019/2020										
July 2019 Q1	5.1	(0.9)	0.0	(255.0)	259.9	9.1	613.1	544.0	1.13	1.96
October 2019 Q2	15.6	(1.8)	0.0	0.0	(4.3)	9.5	622.6	539.7	1.15	1.92
January 2020 Q3	31.6	(1.9)	0.0	0.0	(13.9)	15.8	638.4	525.8	1.21	1.86
April 30 2020 Q4	(50.2)	6.6	0.0	(4.9)	(12.3)	(60.8)	577.6	513.5	1.12	1.77
2020/2021										
July 2020 Q1	38.1	(0.7)	0.0	0.0	21.6	59.0	636.6	535.1	1.19	1.70
October 2020 Q2	4.3	0.0	0.0	0.0	(2.4)	1.9	638.5	532.7	1.20	1.62
January 2021 Q3	64.6	0.0	0.0	0.0	(13.5)	51.1	689.6	519.2	1.33	1.53
April 2021 Q4	46.5	(7.0)	0.0	(72.3)	50.6	17.8	707.4	569.8	1.24	1.47
2021/2022										
July 2021 Q1	48.9	(2.3)	0.0	0.0	26.0	72.6	780.0	595.8	1.31	1.42
October 2021 Q2	28.1	0.0	0.0	0.0	(10.1)	18.0	798.0	585.7	1.36	1.37
January 2022 Q3	3.4	(1.9)	0.0	0.0	(3.7)	(2.2)	795.8	582.0	1.37	1.31
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
Mar 2023 Q4	16.8	(2.8)	0.0	(0.6)	(51.5)	(38.1)	740.8	572.6	1.29	1.26

General notes:

[A] For 2009/2010 through to 2017/2018 the figures are the average for the four quarters.

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

Notes:

(1) Net investment returns, including changes in unrealized capital gains, net of consulting and investment management fees. This total includes returns on internally managed funds and other sundry investment earnings less overdraft interest and interest paid to employee benefit accounts.

(2) Allocations from the fund to all accounts and associated companies, except the Operating budget and Other allocations (column 4) in 2022 the allocations primarily nclude 2.1 to the supplemental pension accounts and and .6 to Robarts fund balances

(3) Allocations to the Operating budget.

(4) April 2022 includes the following: allocation of investment income to MSOF and Sinking Funds (21.7); special allocation to capital (0.8), special allocation and mark to market adjustment on RBC Swap interest agreement and debenture cost to carry (1.5)

(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(e) - 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 quarterly.

As at March 31, 2023, the University had $2.75 billion (2022 – $2.75 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 68% of the AUM.

The Fund is managed for long-term performance with 5-, 10- and 20-year returns of 8.0%, 9.2% and 8.3%, 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 March 31, 2023:

Asset Portfolio	Market Value ($M)
Short-Term Portfolio	**690.1**
Mid-Term Portfolio	**198.8**
Operating Portfolio:	
Obligations	572.6
Surplus	168.2
Total Operating Portfolio	740.8
Endowment Portfolio	1,116.3
Total Operating & Endowment Fund	**1,857.1**
Jarislowsky Fraser Seg. Investment	**2.9**
Total Investments	**2,748.9**

Update on Investment Committee Activities:

- The current interest rate environment is favorable for low-risk interest bearing products. Over the last fiscal year, the Short-Term Portfolio (STP) has earned approximately $26.7 million from interest bearing products that have added to undistributed investment returns.
- The University just closed a US$20 million investment in a U.S. real estate mandate. The original requested commitment of US$30 million was reduced as the fund was oversubscribed. Management is continuing its due diligence on the second U.S. real estate mandate, with an expected commitment of US$30 million. The mandates are expected to be funded over the next three years.
- Management is reviewing the currency hedging program of the Operating & Endowment Fund and looking to optimize it in light of portfolio changes and market conditions.
- The University just closed on the two US$20 million commitments to private equity impact investing strategies previously announced, after completing final due diligence. The investment strategies focus on environmental impact (climate action, sustainable living, conservation, food and agriculture, etc.) as well as social impact (education, healthcare, financial services, etc.). These investments will support the University's goal of having 10% of the Fund invested in sustainable opportunities
- Management is evaluating infrastructure investment opportunities in the renewable energy space which will also contribute to the Fund's commitment to

sustainable opportunities.

- The University is continuing to roll out its private equity program as a result of the 2020 strategic asset allocation review. The Private Equity Working Group (a sub-committee of the Investment Committee) has approved a fourth private equity commitment, for US$15 million. Total commitments of US$55 million have been made so far to four private equity managers. Additional commitments are expected throughout 2023. Including the private equity impact investing funds, the University has now made US$95 million in private equity commitments through its new program.

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

- Management has incorporated the responses of its ESG manager survey questionnaire into its external manager reviews. Management uses the responses to engage investment managers with respect to gaps in diversity, equity and inclusion practices, climate change, stewardship and disclosure. Work on the 2023 survey has started, with some improvements made to the questionnaire, based on feedback received. The 2023 questionnaire is expected to be rolled out in June 2023.
- Western is continuing its collaboration with [UNIE (The University Network for Investor Engagement](#)) with respect to engagement and stewardship of portfolio companies. Efforts so far have focused on understanding and influencing climate change strategy. Western is one of four institutions who have also joined the UNIE Advisory Committee, a committee providing guidance to the collaborative program. UNIE is an initiative of SHARE (Shareholder Associate for Research and Education). Western management recently participated with a group of institutional investors to an engagement call with an external investment manager to discuss topics such as: the firm's stewardship framework, its efforts around racial equity and indigenous reconciliation, climate change targets and human and labour rights.
- Western representatives recently hosted a virtual UNIE member gathering that focused on knowledge sharing and best practices in relation to climate change strategies.
- Western has started its work on its third total carbon footprint measurements to track progress on our decarbonization commitments. Results are expected in the fall of 2023.
- Investments and commitments to sustainable investment strategies have been US$110 million to date. Total investments and uncalled commitments now represent 8.1% of the 10% target allocation.
- Management is currently reviewing the requirements to become a PRI Signatory and gathering the necessary data.

Financial Performance Metrics

Mid-Term Portfolio:

The performance related to the Mid-Term Portfolio at March 31, 2023 is as follows:

Account/Group	Ending Market Value CAD	Ending Weight	Policy Weight	One Month	Three Months	One Year	Three Years	Five Years	Ten Years	Inception to Date	Inception Date
				% Rate of Return					
University of Western Ontario	198,803,771	100.00		0.98	1.83	1.35	5.50	-	-	3.62	08/08/2019
Policy Index UWO				1.84	3.93	-0.68	4.48	-	-	3.34	08/08/2019
Excess Return				-0.86	-2.10	2.03	1.02	-	-	0.28	08/08/2019
FTSE 91-Day T-Bills + 300 bps				0.66	1.86	5.89	4.13	-	-	4.30	08/08/2019
Excess Return				0.32	-0.03	-4.53	1.37	-	-	-0.68	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 March 31, 2023 the portfolio has met its objective over the 3 year period. 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 March 2023	5 Year March 2023	Since Inception
Fixed Income	-0.3%	3.4%	7.0%
Equities:			
Canadian	-3.1	8.7	9.0
US	2.5	12.1	10.2
International	10.6	5.8	6.8
Global	-0.5	-	-1.4
Private Equity	-2.1	24.3	20.8
Real Estate	10.6	12.6	10.1
Infrastructure	12.3	10.5	11.7
Absolute Return	6.5	7.4	8.0
Currency Hedging	-5.5	-0.3	-0.3
Money Market & Cash	2.0	1.3	1.1
Total Fund Return	-0.3%	8.0%	8.5%
Benchmark Return	2.8%	7.1%	8.0%
Total Fund Real Return	-4.6%	4.8%	5.6%

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 3.2% per year for the five-year period.

For the five years ending March 31, 2023, the annualized real return was 4.8%.

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 March 31, 2023, the actual annualized return for the Fund was 8.0% and the return generated by the market indices for the portfolio was 7.1% (benchmark return).

Asset Mix

The table below provides the classification and market value of the assets held in the Operating & Endowment Fund at March 31, 2023:

	Market	Target Asset Mix			Actual Asset
	Value	Minimum	Target	Maximum	Mix
Equities					
Canadian	224,946,328	7.5%	12.5%	17.5%	12.1%
US*	135,018,799	2.5%	7.5%	12.5%	7.3%
EAFE*	138,190,496	2.5%	7.5%	12.5%	7.4%
Global*	385,455,252	15.0%	20.0%	25.0%	20.8%
Private	186,422,490	7.5%	12.5%	17.5%	10.0%
Total Equities	**1,070,033,365**	**52.5%**	**60.0%**	**67.5%**	**57.6%**
Fixed Income					
Core Fixed Income	73,586,896	0.0%	5.0%	10.0%	4.0%
Commercial Mortgages	95,570,111	0.0%	5.0%	10.0%	5.1%
Private Debt	121,540,190	0.0%	5.0%	10.0%	6.5%
Total Fixed Income	**290,697,197**	**7.5%**	**15.0%**	**22.5%**	**15.6%**
Real Assets					
Real Estate	113,824,657	5.0%	10.0%	15.0%	6.1%
Infrastructure	191,735,463	5.0%	10.0%	15.0%	10.3%
Total Real Assets	**305,560,120**	**12.5%**	**20.0%**	**27.5%**	**16.4%**
Diversifiers					
Cash & Money Market	135,782,545	0.0%	0.0%	10.0%	7.4%
Absolute Return Strategies, Market Neutral Strategies	54,093,794	0.0%	5.0%	10.0%	2.9%
Total Diversifiers	**189,876,339**	**2.5%**	**5.0%**	**12.5%**	**10.3%**
SSgA Dynamic Strategic Hedging	**920,414**				**0.1%**
Grand Total	**1,857,087,435**				**100.0%**

*the Global Equities Target Asset Mix of 20% was previously allocated equally to US and EAFE Equities.

Appendix 1

The tables below provide performance data on the Operating & Endowment Fund at March 31, 2023

Total Fund Performance

Total Fund Value Added - For Rolling Periods Ending March 31, 2023

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	-0.3	6.0	13.0	8.4	8.0	7.9	8.7	7.6	8.3	9.2	8.3
Total Fund Benchmark	2.8	5.6	11.5	7.3	7.1	7.1	7.9	6.7	7.2	7.9	7.6
Excess Return	-3.1	0.4	1.5	1.1	0.9	0.8	0.8	0.9	1.1	1.3	0.7

	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)	2014 (%)	2013 (%)
Total Fund	-0.3	12.7	28.3	-4.2	6.5	6.9	14.0	0.4	14.1	17.7	10.4
Total Fund Benchmark	2.8	8.4	24.5	-4.4	6.4	6.9	13.1	-1.7	11.5	14.6	10.1
Excess Return	-3.1	4.3	3.8	0.2	0.1	0.0	0.9	2.1	2.6	3.1	0.3

Total Fund Real Returns - For Rolling Periods Ending March 31, 2023

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	-0.3	6.0	13.0	8.4	8.0	7.9	8.7	7.6	8.3	9.2	8.3
CPI	4.3	5.5	4.4	3.5	3.2	3.0	2.8	2.6	2.5	2.4	2.1
Real Return	-4.6	0.5	8.6	4.9	4.8	4.9	5.9	5.0	5.8	6.8	6.2

	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)	2014 (%)	2013 (%)
Total Fund	-0.3	12.7	28.3	-4.2	6.5	6.9	14.0	0.4	14.1	17.7	10.4
CPI	4.3	6.7	2.2	0.9	1.9	2.3	1.6	1.3	1.2	1.5	1.0
Real Return	-4.6	6.0	26.1	-5.1	4.6	4.6	12.4	-0.9	12.9	16.2	9.4

Source: Mercer Investment Monitoring Review

ITEM 5.1(f) – Faculty Scholar Awards

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve an addition of four (4) Faculty Scholar awards as outlined in item 5.1(f).

EXECUTIVE SUMMARY:

After a review of the distribution of the Faculty Scholar awards, it is proposed that there be an additional four (4) awards to account for growth in some Faculties. The increase respects the limits on numbers imposed by the terms of the award while also accounting for planned growth.

Each Faculty Scholar Award is $15K a year for 2 years.

Faculty	Total	Current distribution	Based on 3% of current faculty	Proposed Distribution
A&H	114	3.0	3.4	3.0
Education	49	1.0	1.5	2.0
Engineering	104	2.0	3.1	3.0
FIMS	31	1.0	0.9	1.0
Health Sciences	96	3.0	2.9	3.0
Law	33	1.0	1.0	1.0
Music	34	1.0	1.0	1.0
Science	173	5.0	5.2	5.0
Social Science	191	5.0	5.7	6.0
Ivey	97	2.0	2.9	3.0
Schulich	179	5.0	5.4	5.0
Total	**1101**	**29.0**	**33.0**	**33.0**

ATTACHMENT(S):

Faculty Scholars

Faculty Scholars	

Effective Date: June 28, 2022

Supersedes: May 6, 2004

_____

Objective: To honour and celebrate outstanding scholarly achievements at a critical point in the career of a Faculty Member at Western

Program: The Award includes:
- The title of "Faculty Scholar" for two years.
- A stipend of $15,000 each year to be used for scholarly activities.
- A citation to be presented at an appropriate occasion.
- The total distribution of Faculty Scholars will be about 2-3% of full-time or probationary faculty, i.e.:
  - Arts and Humanities   3
  - Business **(Ivey)**   ~~2~~**3**
  - Education   ~~1~~**2**
  - Engineering   ~~2~~**3**
  - Health Sciences   3
  - Information and Media Studies   1
  - Law   1
  - Medicine & Dentistry **(Schulich)**   5
  - Music   1
  - Science   5
  - Social Science   ~~5~~**6**
  - *Total*   ~~29~~**33**

The total allocation to Medicine & Dentistry will reflect discussions about the eligibility of clinical faculty for this award and whether a specific allocation should be made for that group.

Rationale: The University is served well by recognizing scholarly achievements at critical points of a Faculty member's career. This award will recognize outstanding contributions in research, teaching or service reflecting sustained excellence in all scholarly activities. This award recognizes the complete scholar who has recently achieved prominence in a select domain.

Process:

- There will be an annual nomination and selection cycle.
- Each Faculty will establish internal processes for nomination and selection of preferred candidates that will use a Faculty Selection Committee.
- The Faculty Selection committee will make recommendations to the Faculty Scholar Selection Committee based on the criteria:
  - A recent, outstanding research achievement that has had international impact in the field of research and that identifies the individual as a leading member of that research community
    - **and/or**
  - A considerable record of excellence in teaching of undergraduates and/or supervision of graduate students and training of highly qualified personnel
    - **and/or**
  - A marked contribution of service to the University and the research community in general through serving on committees, participating in governance and contributing to peer review at the local, provincial, national or international level
    - **While**
  - Maintaining an excellent record in teaching and research.
- A Faculty Scholar Selection Committee will be created, consisting of the following members:
    The Provost or designate
    The Vice-President (Research) or designate
    One senior scholar from another research-intensive
        university or institution, appointed by the Provost
    Four senior scholars at Western, elected by Senate.
  The Selection Committee will be chaired by the Provost or designate. Members will be appointed for two-year terms (once renewable) commencing July 1.
- This committee will review the Faculty nominations to ensure consistency of quality in all nominations and make final recommendations to the President.

Restrictions: To ensure excellence in these select awards

- The selection criteria must be strict
- Any or all nominations may be rejected in any given year
- The total number of active Faculty Scholars may be less than the quota assigned and cannot exceed the quota
- Awards can be made to other award holders – including CRC's, Hellmuth Prize Winners, Pleva Award Winners,

Industrial Chairs, Endowed Chairs and named Professors.
- The award is not renewable and may only be held once in a career.

Impact: The ongoing awarding of Faculty Scholars will:
- Recognize outstanding scholarly achievements when they occur
- Contribute to an attractive scholarly environment at Western, which will assist recruiting and retention efforts at all levels
- Provide a program that is managed at the Faculty level but held to Institutional Standards
- Contribute to Faculty morale
- Provide an opportunity to celebrate scholarly achievement at the mid-career stage of individuals who will be the leaders in their field
- Provide a vehicle for demonstrating the success of Western's faculty internally and externally

ITEM 5.2(a) - Western Retirement Plans Report

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

This report covers the calendar year January 1 to December 31, 2022 and was prepared using data as of December 31, 2022. The Academic and Administrative Staff Pension Boards are responsible for the administration and oversight of two pension plans (the Academic Staff Pension Plan and the Administrative Staff Pension Plan). The Pension Boards are accountable to the Board of Governors to ensure all fiduciary and statutory requirements relating to the pension plans are met. They report annually to the Board through the Audit Committee.

ATTACHMENT(S):

Western Retirement Plans Report to the Audit Committee June 2023

Western Retirement Plans Report to the Audit Committee June 2023

1. Plan Overview

- Contributions defined through collective bargaining and allocated to investment funds at the member's direction
- Huron University College and Brescia University College also participate in the respective plans for their faculty and administrative staff, contribution rates vary
- $1,239 million in assets in total
- 7,679 member accounts in total
- Pension income for members is based on their accumulated balance of investments and flexible income vehicles at retirement
- Thirteen (13) investment options

**Pension Member Performance
As at December 31, 2022**

Member Historical Median Returns
- 1 year: -10.0%
- 3 year: 3.4%
- 5 year: 4.2%

Individual Account One Year Returns
- Maximum: 7.5%
- Average: -9.6%
- Median: -10.0%
- Minimum: -24.7%

Plan Overview cont.
Distribution of Plan Assets
As at December 31, 2022

Total	**$1,231.76**	**100.0%**

Balanced Funds	**$422.91**	**34.3%**
Balanced Growth	$366.67	86.7%
Balanced Income	$56.25	13.3%

Diversified Equity Fund	**$634.45**	**51.5%**
Canadian Equity	**$123.86**	**19.5%**
BG Fundamental Canadian Equity (AM)	$62.15	9.8%
CC&L Canadian Equity Q Growth	$61.71	9.7%
US Equity	**$62.23**	**9.8%**
BlackRock US Equity (Reg Only)	$62.23	9.8%
Non North American Equity	**$65.43**	**10.3%**
AllianceBernstein International Value (AM)	$33.15	5.2%
MFS International Equity	$32.28	5.1%
Global Equity	**$316.60**	**49.9%**
BlackRock MSCI ACWI Ex Canada Index	$63.33	10.0%
Fidelity Global Low Volatility Equity	$65.06	10.3%
Fiera Capital Oakmark Global	$79.52	12.5%
T. Rowe Price Global Growth Equity	$78.57	12.4%
Arrowstreet Capital Global Small Cap (AM)	$30.11	4.7%
Emerging Markets Equity	**$66.32**	**10.5%**
CC&L Q Emerging Markets Equity	$33.46	5.3%
William Blair Emerging Markets	$32.85	5.2%

Diversified Bond Fund	**$279.29**	**22.7%**
AB Core Plus Advanced Bond (AM)	$96.72	34.6%
AB Global Plus Fixed Income	$64.95	23.3%
BlackRock Universe Bond Index	$67.17	24.1%
Romspen Mortgage Investment Fund (AM)	$50.45	18.1%

Canadian Bond Fund	**$12.37**	**1.0%**
BlackRock Universe Bond Index	$12.37	100.0%

Long Term Bond Fund	**$13.22**	**1.1%**
BlackRock Long Bond Index	$13.22	100.0%

Canadian Equity Fund	**$77.57**	**6.3%**
BG Fundamental Canadian Equity (AM)	$38.92	50.2%
CC&L Canadian Equity Q Growth	$38.65	49.8%

US Equity Hedged Fund	**$41.85**	**3.4%**
WindWise S&P500 Index Hedged	$41.85	100.0%

US Equity Unhedged Fund	**$54.49**	**4.4%**
BlackRock US Equity Index (Reg Only)	$54.49	100.0%

Non North American Fund	**$27.00**	**2.2%**
AllianceBernstein International Value (AM)	$13.68	50.7%
MFS International Equity	$13.32	49.3%

Socially Responsible Global Equity Fund	**$18.51**	**1.5%**
MFS Responsible Global Research	$18.51	100.0%

Note: Amounts are in Millions and Balanced Funds are not included in the University of Western Ontario total plan market value.

(SFR) Suggested For Removal
(AM) Additional Monitoring   (W) On Watch

Money Market Fund	**$48.30**	**3.9%**
SLF Money Market Fund	$48.30	100.0%

Sun Life GDIA	**$24.71**	**2.0%**
Sun Life GDIA	$24.21	98.0%
SLFT GDIA	$0.50	2.0%

Investment management fees
Fees have remained stable from the prior year, at 0.44% on average. Managing fees helps members to grow their savings more efficiently.

As At December 31, 2022

	Western's Calculations 2022			
Western Pension Fund	**Investment Management**	**Custodian**	**Fund Operating Expense**	**Expected Avg. Fee**
Balanced Income	0.36%	0.02%	0.07%	0.45%
Balanced Growth	0.43%	0.02%	0.06%	0.51%
Diversified Bond	0.30%	0.02%	0.08%	0.41%
Diversified Equity	0.49%	0.02%	0.05%	0.56%
Money Market	0.02%	0.02%	0.04%	0.09%
Canadian Bond	0.06%	0.02%	0.03%	0.11%
Canadian Long Term Bond	0.06%	0.02%	0.08%	0.16%
Socially Responsible Global Equity	0.46%	0.02%	0.08%	0.57%
Canadian Equity	0.25%	0.02%	0.04%	0.32%
US Equity Hedged	0.08%	0.02%	0.06%	0.17%
US Equity Unhedged	0.06%	0.02%	0.04%	0.11%
Non-North American Equity	0.66%	0.02%	0.09%	0.77%
Total	0.35%	0.02%	0.06%	0.44%

2. **Key Updates**

Discharge of Prior Defined Benefit Program

In November 2022 the University applied to the *Financial Services Regulatory Authority of Ontario* for a discharge of all historically defined benefit liabilities under both the Academic and Administrative Plans, allowing the University to simplify its pension filing requirements and proceed as purely defined contribution pension plans.

Prior to July 1970 (Academic) and March 1974 (Administrative Staff), the University pension plans were a defined benefit design: annual pension income at retirement promised based on a formula. Defined benefit pensions to former faculty and staff or their surviving spouses were underwritten by annuity contracts with The Canada Life Assurance Company (annuity provider, part of the Great-West Life Assurance Company).   In 2021, the final defined benefit entitlement under the Administrative Staff Pension Plan settled to the last active employee from the general assets of the plan that had been set aside by the university to fund defined benefits. The balance as of December 31, 2021, of approximately $228,500.   In 2022, the Administrative Board recommended these general funds be used towards benefit improvements for retired members and the surviving spouses' of these members and to pay the expenses associated with administering the discharge of defined benefit obligations.   On December 31, 2022, the Administrative Plan was settled.

Responsible Investing and the Western Pension Plans

The Board continued its own education, engagement with plan members, engagement with investment managers, and consultant-supported review of investment strategies. As plan fiduciaries, the Board acts in the best interest of plan members and is aligned with the evolving pension regulation and best practices in these activities.

The current Socially Responsible Global Equity Fund, offered to plan members since 2008, is a divestment-oriented fund, which aims to exclude investment in targeted industries, including alcohol, tobacco, and weapons. With the evolution of responsible investment in recent years, most investment managers now address environment, social, and governance (ESG) factors in some manner and divestment has been replaced by integration as the dominant approach across all investments, not only those with an ESG mandate. There has also been recent growth in thematic or "impact" funds which focus on long-term growth and making a positive impact.

In June 2022, Sun Life, on behalf of the Pension Boards, administered a survey of Western plan members to learn more about how members feel about ESG factors being considered in the context of the investment of their retirement savings. The survey revealed that members preferred to have the option to invest in a sustainability-focused fund that invests in companies making a positive impact, ahead of investing in a fund that avoids certain sectors or having all funds integrate ESG without the member having a choice. The survey also revealed that 18% of respondents did not want to see ESG factors considered at all in the investment process.

The Board, applying the insights from plan members and guided by their seven principles for plan management which include offering choice and being responsive to member preferences, explored the approaches for responsible investing and, in 2023, has undertaken a manager search for an Impact fund to replace the current Socially Responsible Global Equity Fund.

The Board also considered the inquiry from Muslim employees wanting to participate in the pension plans in accordance with their religious beliefs. These members have, in some cases, used the Socially Responsible Global Equity Fund as the closest alternative available as some of the exclusions align with the principles of Islamic finance. The 2022 member survey included 7% of respondents who were strongly interested in investing according to Islamic investment principles. In 2022, Sun Life introduced an Islamic Global Equity Fund, a passive index fund managed by BlackRock, which aligns with the principles of Islamic finance and can be added to the Western member options without a minimum investment. Since the Board's review of alternatives is likely to see the current exclusion-focused fund replaced by an impact-oriented fund, the Board moved ahead with approving the addition of the Islamic Global Equity Fund to the line-up effective June 1, 2023.

The Board continues to monitor and engage with all investment managers to understand how they are considering the financial impact of ESG factors on risk and return as they make their security selections for the portfolios with the goal of ensuring that material ESG risks and opportunities are properly considered and managed. A comprehensive survey of all investment managers was completed in 2022.

Romspen Mortgage Investment Fund

Romspen Mortgage Investment Fund has been a mandate within Western's Diversified Bond Fund since 2012. They are one of three investment managers managing one of the four underlying strategies for Western's Diversified Bond Fund. The Diversified Bond Fund also represents 70% of the Balanced Income Fund and 30% of the Balanced Growth Fund. On April 30, 2023, Romspen manages 17.1% of the Diversified Bond Fund (approximately $48 million). This is above the target 10% (range +/- 5%). Romspen has achieved an average return of 8.4% per year for the 10 years ending December 31, 2022 (gross of fees). They invest primarily in short-term commercial mortgages throughout North America. Its lending is at higher interest rates and non-performing loans are anticipated with the strategy, which is expected to compensate investors with higher returns over time. In 2022, Romspen restricted redemptions to help protect against volatility in the market. There have been no changes to the liquidity of Western's Diversified Bond Fund, Balanced Growth Fund, or Balanced Income Fund. The Joint Pension Board receives regular updates on Romspen.

Alignment of Plan Provisions to Support Retirement Outcomes

Western has been negotiating with various unions and associations since 2021 to align the provisions of the pension plans with the best practices for member outcomes. This has been focused in three key areas:

i)   Remove the option for regular, full-time Administrative staff employees to defer their participation in the plan until it is mandatory at 5 years of service;
ii)   Remove the historical contribution formula of 6%-CPP Contributions;
iii)   Add automatic enrolment for members other than full-time employment.

In 2021, UWOSA and CUPE 2361 agreed to these changes and, in 2022, PMA and CUPE 2692 adopted the same. In addition, in 2022 the Administrative Staff Pension Board approved for all non-represented administrative staff employees to be automatically enrolled, with the option to opt out.

Western continues to propose similar proposals to the remaining groups as collective bargaining permits.

3. **Member Decisions:**

o   **Plan Asset Mix** – allocation of assets between cash, fixed income and equities has continued to reflect the relative movement of the markets and not active trading by plan members.

	2022
Cash	6%
Fixed Income	25%
Equities	69%

o   **Member investment choices** – although the average number of funds used per member remains low (2.15 funds) and is declining year over year, the built-in diversification of the most frequently used options ensures members are benefitting from broad diversification. Most plan members are not actively selecting their investments. With this, participation in the Balanced Growth Fund, as the default option, continues to grow. In 2022, the Balanced Growth Fund was not only the fund with the most investors, but also became the fund with the most assets; previously this was the Diversified Equity Fund. Based on member behaviour, the Balanced Growth Fund is expected to continue to attract the most members and assets going forward.

4. **Communication and Education**

In 2022 Sun Life released *My Plan*, customized and consolidated content on the Western plan expressed in plain language within the plan member site. This has made it easier for members to find information about their plan and to link directly to take action. With this, we see the above benchmark use of key tools including those supporting asset allocation decisions and retirement readiness planning.

Members have access to various tools, reports, and materials to assist them in the monitoring of their retirement funds. These resources include online access to detailed investment performance and analysis through the partnerships *Sun Life* has with *Morningstar*. Members can access comprehensive and up-to-date performance information through Sun Life, and customized point-in-time messaging from Sun Life.

Each January members receive a comprehensive and personalized annual statement for the prior year. Quarterly, electronic statements are posted to a plan members' account. New members in each quarter receive a reminder about the important steps to take to set up for success, including naming beneficiaries, selecting investments, and electing additional voluntary contributions. Throughout the year members receive prompts to take action, reminders of customized retirement planning/projection tools, and details on relevant workshops.

Members can access investment decision-making support from a licensed consultant and receive account management support by phone on business days from 8 a.m. to 8 p.m. Three times per year Western and Sun Life offer members the option to meet one-on-one with a licensed Education Consultant. The Education Consultants offer the same services as are available by phone, but face-to-face on campus. Members who are closer to retirement can contact a Sun Life Retirement Consultant at any time to arrange a personal consultation. Consultations were delivered virtually during the pandemic. In the fall of 2022 plan members were provided with the option to meet in person or via Zoom; more than half of the meetings occurred via Zoom at the member's request.

On-going Education Opportunities
- On demand, custom recordings for Western plan members:
  - Understand the Value of your Western Pension Plan
  - Investing: The Essentials
  - Choosing your Investments
  - Rebalancing your Pension Plan Investment Mix (new)
  - Becoming Retirement Ready (series)- Part 1: Assessing your Retirement Readiness; Part 2: Planning for Retirement Risks; Part 3: Living your Retirement Plan

- Sun Life Wellness Webinar Series: www.sunlife.ca/mymoney

- One-on-One support:
  - All members through the Sun Life Client Care Centre, 8 am to 8 pm on business days
  - Members within 5 years of retiring, support from a Sun Life Retirement Consultant (by appointment)

Education Initiatives in 2022
- **February 2022- Winter Wellness** with live webinars and personal (virtual) consultations with a Sun Life Education Consultant.

- **Spring 2022- Annual Reporting from the Board** with live webinars and on-demand Annual Member Update (investment review and plan member decisions) and personal (virtual) consultations with a Sun Life Education Consultant.

- **Summer 2022 Pre-Retiree Engagement** with outreach by Sun Life to 1604 plan members aged 56-70 to offer one-on-one retirement planning support from the specialized team of Sun Life Retirement Consultants.

- **November 2022- Financial Literacy Month** with live webinars and personal consultations offered virtually and in-person with Sun Life Education Consultants (for anyone) and Sun Life Retirement Consultants (for pre-retirees).

5. **Projects Underway as at December 31, 2022**:
   - Investments:
     - A manager search is underway to explore an allocation to real assets (real estate and/or infrastructure) within the Diversified Equity Fund.
     - A manager search is underway to replace the current socially responsible option.
     - A manager search is underway to replace the current International Value Equity mandate.
     - Addition of the Islamic Global Equity Segregated Fund effective June 1, 2023 as a stand-alone investment option.

   - Communications:
     - Report on Responsible Investing and the Western Pension Plans (released January 2023).
     - Launched access to 360 Plan Advice, providing all members with access to licensed consultants who can support holistic financial planning (April 2023).
     - Updated navigation of the Sun Life plan member site (May 2023).

   - Governance:
     - Pension Plan Provisions: enrollment and contribution provision changes are to be reviewed and approved as required.

6. <u>Pension Governance and Operations</u>

Each of the pension boards consist of 7 members: 4 elected by the membership and 3 appointed by the University. These boards work jointly in the design of investment, communication, and administrative policy (Joint Pension Board). The design and implementation of policy is completed with significant assistance from staff in human resources and financial services.

Joint Pension Board (2022-2023):

Elected Academic Board Members
- Stephen Foerster, Professor, Ivey and Chair of the Academic Pension Board (since 2008)
- Saurin Patel, Associate Professor, Ivey (since 2021)
- Joseph Shaw, Lecturer, Geography & Environment (since 2022)
- Shahbaz Sheikh, Professor, DAN Management (since 2021)

Elected Administrative Board Members
- Ab Birch, Director, Financial Systems (since 1997)
- Rachel Halaney, Executive Director, Office of the Dean, Schulich School of Medicine and Dentistry (since 2020)
- Jim Loupos, Director, Internal Audit, Financial Services and Chair of the Administrative Pension Board (since 2009)
- Katey Senese, Financial Officer, Faculty of Education (since 2021)

University Appointed Members (common to both Boards)
- Louise Koza, Director, HR & Digital Operations, Secretary, Academic Pension Board and Administrative Pension Board (since 2003)
- Eric Mallory, Associate Vice-President, Financial Services (since 2019)
- Jane O'Brien, Associate Vice-President, Human Resources (since 2000)

Staff Supporting the Pension Program:
- Louise Koza, Director, HR Digital & Operations
- Martin Belanger, Director Investments
- Cara Bourdeau, Senior HR Consultant, Total Rewards
- Tahir Aziz, Investment Associate
- Ibad Cheema, Manager, Finance and Administration (HR)
- Kyle Digby Benefits Specialist
- Tom Keenleyside, Associate Director, Investments
- Bekki Ollson Total Rewards Consultant

Service Providers:

Provider	Services
Sun Life Financial	Pension: custodian, record keeping, education and financial advice Other: Preferred provider of Retirement Income Fund (RIF/LIF)
Mercer Canada	Investment Consulting
Brown Mills Klinck Prezioso LLP	Legal counsel
KPMG	Auditors
TELUS Health (previously LifeWorks)	Actuarial valuation, Member education

ITEM 5.2(b) – Annual Report on the Non-Discrimination/Harassment Policy

ACTION: ☐   APPROVAL   ☒   INFORMATION   ☐   DISCUSSION

EXECUTIVE SUMMARY:

The Non-Discrimination/Harassment Policy report is provided annually to the Board of Governors through the Audit Committee for information in accordance with the Audit Committee Terms of Reference. The report provided outlines work conducted by Western's Human Rights Office and the Office of the Associate Vice-President, Human Resources in respect of harassment and non-discrimination from May 1, 2022 to April 30, 2023.

ATTACHMENT(S):

Annual Report on the Non-Discrimination/Harassment Policy May 1, 2022 to April 30, 2023

Human Rights Office

Annual Report

On The Non-Discrimination/Harassment Policy

May 1, 2022 to April 30, 2023

The Human Rights Office prepares this annual report as per the *MAPP 1.35 Non-Discrimination/Harassment Policy*. The report focuses on harassment and discrimination matters addressed by the Human Rights Office and the Office of the Associate Vice-President, Human Resources.

About the Human Rights Office (HRO) at Western

The services of the HRO are available to all members of Western's community. Under the Policy, the HRO facilitates the development, implementation and ongoing management/coordination of Western's policies and programs relating to discrimination and harassment. Western's policies comply with the Ontario Human Rights Code and Occupational Health and Safety Act.

The HRO offers the following services:

- Confidential consultation, support, and information to all campus members related to matters that involve harassment and discrimination on campus
- Education and advice to Administrative leaders and Academic leaders
- Training and presentations

The Office of the Associate Vice President's role under the Policy is primarily the administration of any formal complaint and request for an investigation process.

Western University sits on traditional territory. The Human Rights Office acknowledges the Attawandaran (Neutral) peoples who settled the Southwestern Ontario region alongside the Algonquin and Haudenosaunee people, as well as the three other longstanding Indigenous groups of this region: the Anishinaabe Peoples, the Haudenosaunee Peoples and the Leni-Lunaape People.

Contacts to the HRO

Over the past academic year, the HRO recorded **492 direct contacts** via the office's online reporting tool, email, phone calls and walk-ins. A very small 3% increase from the previous reporting year. The numbers and trends have stayed relatively consistent over the past few years.

Two hundred and sixty-one of these contacts were from individuals who indicated they either directly experienced behaviour(s) related to discrimination or harassment or they were unsure whether the issue fell into either category.

Other contacts were:

- **96** third parties - including friends, colleagues, leaders, parents seeking assistance to support others. Individuals who chose "Witness/Made Aware" on the online reporting form are considered third parties for the purposes of this report.
- **135** general requests for information – including Academic and Administrative leaders, student leaders, faculty members, seeking clarification on processes, referring individuals, request for reviewing materials to ensure compliance with human rights principles.

Individual Contacts

Chart 1 and **Table 1** below illustrate the issue(s) of concern for the **492 contacts** made to the HRO.

Chart 1: Nature of Concerns of Individual Contacts
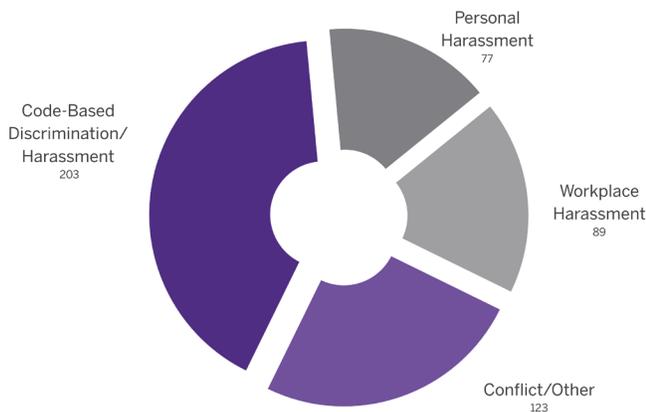
Table 1: Code-Based Discrimination and Harassment Grounds from Individual Contacts

Grounds	Contacts
Creed (incl. accommodation)	26
Family	2
Sexual Orientation	8
Gender Identity/Expression	18
Disability (incl. accommodation)	40
Race	74
Sex (harassment and discrimination)	50

Individuals often raise multiple concerns to the HRO. In addition to harassment and discrimination (code-based, workplace and personal), individuals may report other types of conflict that do not fall within the scope of the Policy. Examples here include interpersonal issues, misunderstandings about role or job clarity, academic grading concerns, challenges with organizational structure, etc. The HRO recognizes that unresolved conflict(s) can affect the workplace and academic

environment. In such cases, the HRO will collaborate with and/or refer to Western's network of support services.

If the concern(s) falls within the scope of the Policy, individuals have the option to request alternate resolution or to file a formal complaint and request investigation. Individuals may also attempt to resolve the situation themselves and/or consult with other resources, such as employee group/ union representatives

Chart 2: Individual Contacts Received by Their Role at Western
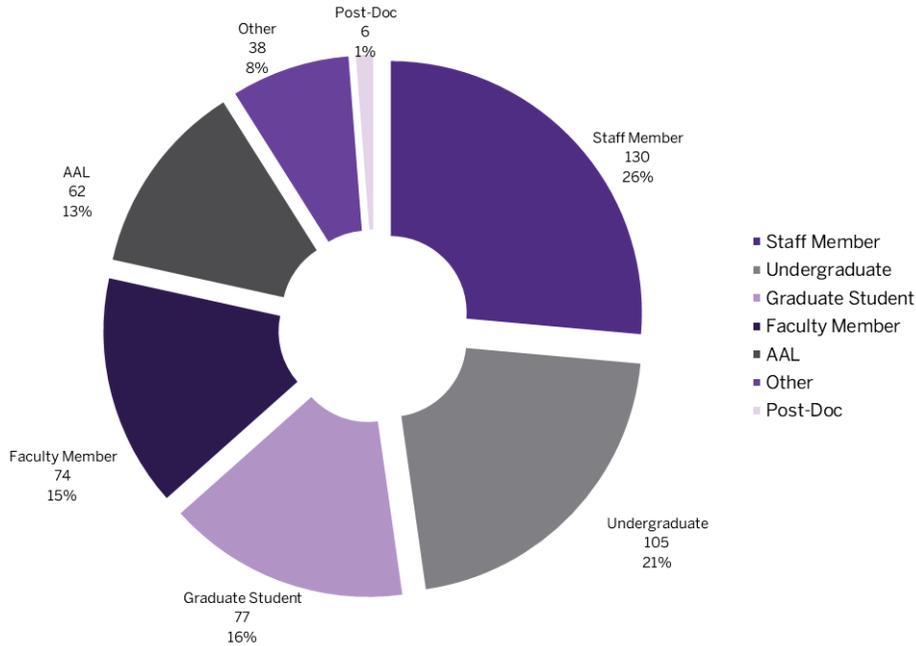
Chart 2 displays the role individuals occupy at Western when contacting our office. The HRO supports all members of Western – students, staff and faculty. We also receive inquiries from alumni, affiliated colleges, and community members and we endeavor to make proper referrals for these individuals. The issues being reported sometimes intersect with multiple grounds. For example, a single concern can be related to both race and sexual orientation.

The HRO offered some form of alternate resolution in relation to **32** matters. Alternate resolution includes mediations, facilitations, and HRO-led inquiries to support the proper application of the Policy.

This past year, the AVP-HR received **46 complaints**. Of these, **37** were investigated and 14 are ongoing under investigations as of May 2023.

Academic and Administrative Leader Support

Table 3 and Table 3A below display the Code-Based and non-Code-Based issues reported by 62 Academic and Administrative Leaders over the past year. Understanding the issues that leaders are facing assists our office in designing and delivering support and resources.

Table 3: Code-Based Grounds reported by Academic and Administrative Leaders

Code-Based Grounds	Contacts
Race	6
Disability (incl. accommodation)	5
Sex (harassment and discrimination)	5
Gender Identity/Expression	3
Creed (incl. accommodation)	1
Family	-
Sexual Orientation	1

Table 3A: Non-Code-Based Grounds reported by Academic and Administrative Leaders

| Non-Code-Based Grounds	Contacts
Workplace Harassment	4
Personal Harassment	8
Conflict/Other	29
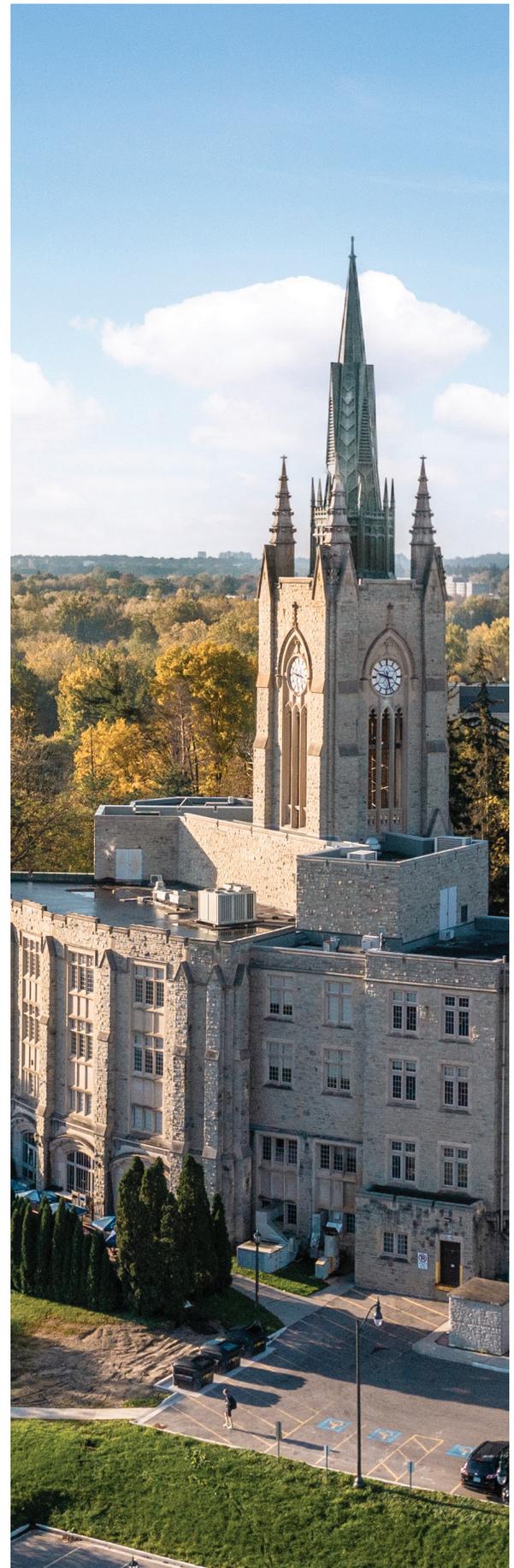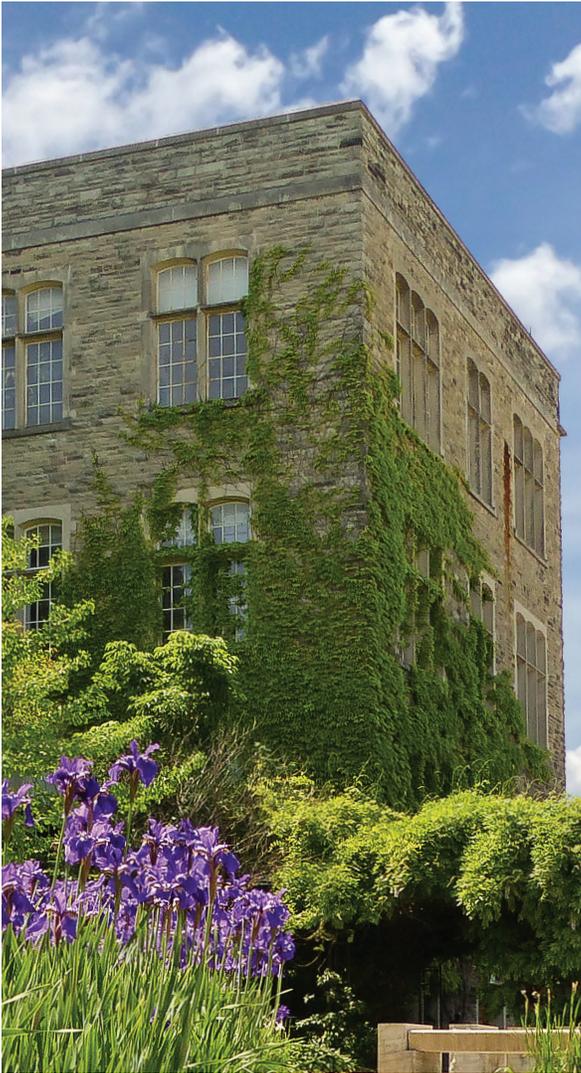
Online Reporting Form

The online reporting form is available to any persons in order to support the reporting of discrimination and/or harassment. There is the option to report anonymously. From May 1st, 2022 to the end of the reporting period (April 30, 2022) a total of **174 online reports** were made. **Fifty-one** of these were anonymous reports, with the individual only indicating their University affiliation.

Table 4 indicates the number of individuals submitting a reporting form on conduct they have directly experienced or conduct that they have witnessed or been made aware of. **Chart 3** further breaks down the university affiliations of the individuals that have submitted direct reporting forms.

Table 4: Number of individuals submitting a reporting form on conduct they have directly experienced or conduct that they were third party

Nature of Reporting	Contacts
Direct Individual Reporting	117
Third Party Reporting ("witnessed" or made ware of)	57

Chart 3: Direct Reporting Forms Received by University Affiliations

Legend:
- Faculty Member
- Graduate
- Staff Member
- Undergraduate
- Post-Doc
- Other

Other 9 8%
Faculty Member 7 6%
Post-Doc 4 3%
Graduate 26 22%
Staff Member 24 21%
Undergraduate 47 40%
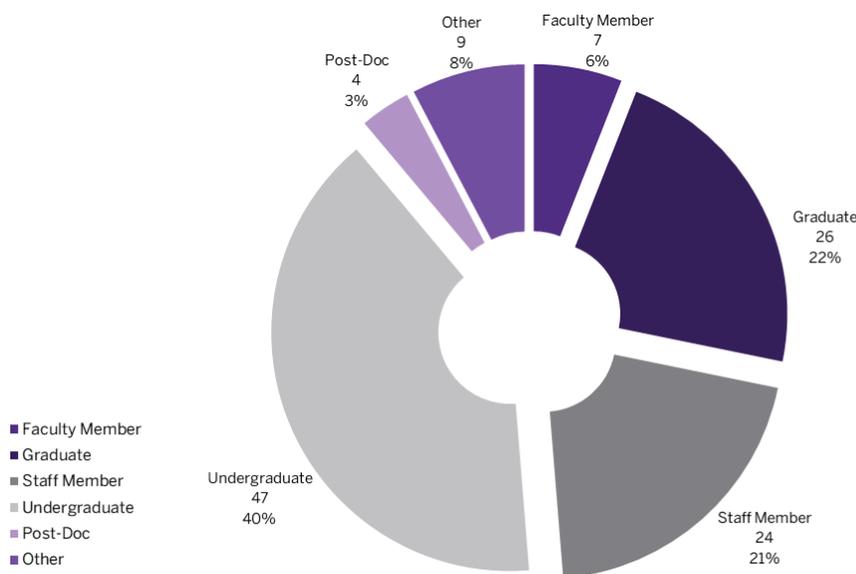
Safety and Domestic Violence

Where a concern is shared with the HRO that suggests potential violence or threats to individuals' safety, the HRO refers or reports the concern to Campus Safety and Emergency Services (CSES), Special Constables. The HRO referred to, or contacted, CSES on **6 occasions** this past year.

Education and Outreach

The HRO conducts workshops, lends materials, and engages in outreach to colleagues and groups across campus. This year, the HRO provided **15** education and training sessions to academic and administrative leaders, employee groups and students.

We routinely provide training related to the Non-Discrimination and Harassment Policy to students, staff, faculty and leaders through workshops, and presentations to departments and groups.
We also provide one on one education sessions to individuals that are referred to the HRO for sanctioning purposes under the Student Code of Conduct, Residence Contract or a collective agreement.

Trends and Highlights

The HRO continues to provide steady support to all members of the University community both online via Zoom and in person:

- The total number of contacts increased by approximately **3%** from the previous reporting year.

- An increase in requests of in person meetings and direct walk-ins by individuals looking for immediate support is due to the more accessible location of the office in Somerville House.

- An increase in concerns being reported related to all of the human rights related code grounds include:

  - The increase in creed related code-grounds attributed to concerns associated with the University's. vaccination policy as well as accommodation issues associated with religious holidays during exam season.

  - Ongoing concerns about accommodation for in-person classes and work

- We continue to receive concerns related to behaviours in the social media realm

  - Such concerns present uncertainty and complexity as they relate to the HRO's and the University's jurisdiction in addressing the concerns under the University's Non-Discrimination and Harassment Policy, as well as related policies such as the Freedom of Expression Policy and Academic Freedom provisions in the collective agreement.

- Number of consultations regarding race-related code grounds has increased since last year.

  - This is reflective of the number of concerning reports received from students regarding the conversations that are taking place amongst peers in the social media realm, specifically using platforms such as WhatsApp to connect with classmates for class work.

These issues continue to reflect the importance of continued conversations within the larger Western community relating to building a more equitable and inclusive community.
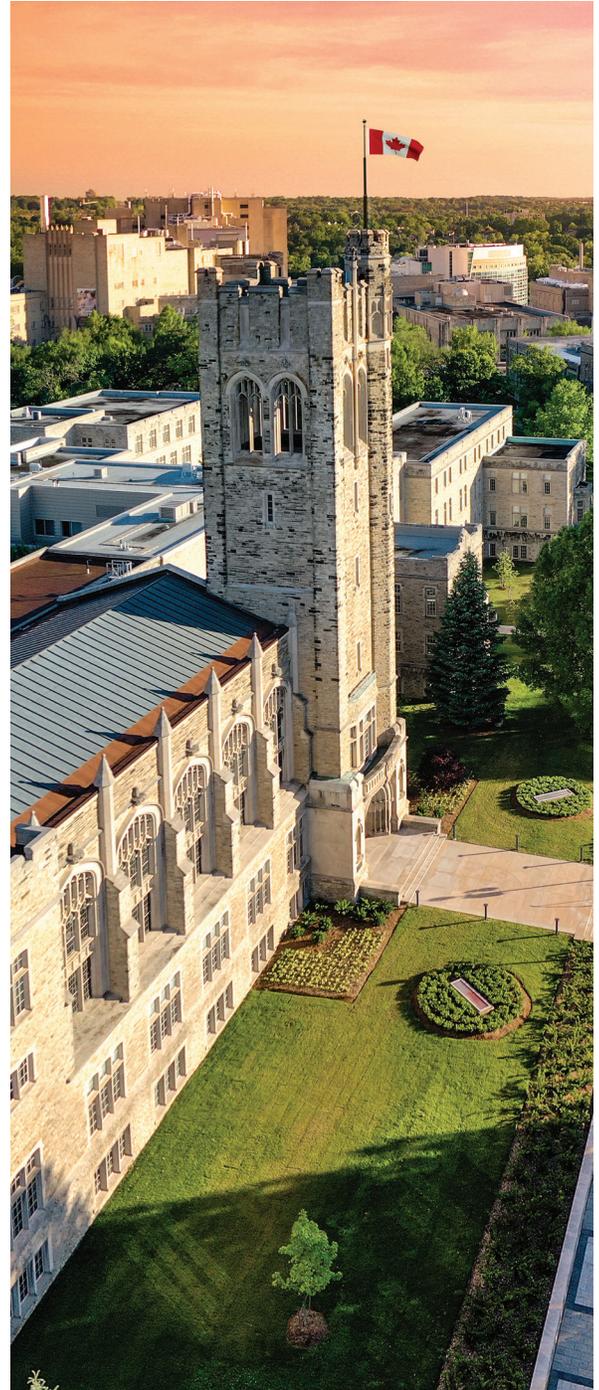
Conclusion

As the University returns to its pre-pandemic functions and activities the HRO also continues to provide steady support to all members of the University community. Academic and administrative leaders, student leaders, and union leadership continue to reach out for advice and support on issues they are navigating with their own specific stakeholders. The outreach numbers reflect the importance of the dedicated supports and resources provided by the HRO.

We welcome members of our community to continue to engage and seek out supports from our office. We will continue to work towards a campus that aims to create a welcoming and inclusive environment for all individuals.

We express our sincere appreciation to all those who have entrusted us with their experiences and sought our assistance toward resolving matters. We also wish to thank our campus partners who continue to consult with our office in their commitment to support and practice equity and inclusion.

Human Rights Office

Room 2319, Somerville House

London, ON N6A 3K7

humanrights@uwo.ca

westernu.ca/hro

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

ACTION: ☒ APPROVAL   ☐ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

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.

The Chair shall be appointed annually.

Current Elected Members:

Terms continuing to June 30, 2024:

Chair: Chris Sherrin (Law)
Faculty: Mi Song Kim (Edu), Jane Toswell (AH),
Graduate Students: Dana Broberg (Schulich), Heidi Steeves (AH)
Undergraduate Students: Nicole Voskuil (Law), Stephen Warner (Law)

Terms continuing to June 30, 2025:

Faculty: Aaron Hodgson (Music), Amy Horton (HS)

Terms continuing to June 30, 2026:

Faculty: Randal Graham (Law), Andrew Walsh (SS), **Melody Viczko (Education)**

Required: One (1) graduate student (term to June 30, 2024)

Nominees: Joel Welch (Law)   (Student, GRAD)   Term to June 30, 2024

Required: Three (3) undergraduate students (terms to June 30, 2024)

Nominees: _____(Student, UNDG)   Term to June 30, 2024
                _____(Student, UNDG)   Term to June 30, 2024
                _____(Student, UNDG)   Term to June 30, 2024

UDAC Committee Member Biography

Joel Welch	*Graduate Student, Faculty of Law*

Joel Welch is a second year PhD candidate with Western Law and is currently writing a dissertation where he is using science fiction to explore emerging issues in space and technology law. He is a lawyer and previously served in the Royal Canadian Mounted Police as an investigator for 15 years before retiring at the rank of Sergeant. He has been serving on the Western Senate since June of 2022. Joel is a Western alumnus having received his Master of Arts in Journalism (2000) and his Juris Doctor (2010) from Western University.

ATTACHMENT(S):

None.

ITEM 5.4(a) – Honorary Degree Recipients- Spring 2023

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

The list of Honorary Degrees recipients and the Spring 2023 Convocation ceremonies at which they will be awarded their degree was announced to Senate on April 26. It is included for information below.

Dr. Garnette Sutherland, LL.D. (Wednesday June 7, 2023, 9:30am)

Manjushree Thapa, D. Litt (Monday June 12, 2023, 3:00pm)

Merna Forster, LL.D. (Tuesday June 13, 2023, 10:00am)

Vijaya Kumar Murty, D.Sc. (Tuesday June 13, 2023, 3:00pm)

Joy MacPhail, LL.D. (Wednesday June 14, 2023, 10:00am)

Jeff & Shelley Parr, LL.D. (Wednesday June 14, 2023, 3:00pm)

Darryl White, LL.D. (Thursday June 15, 2023, 10:00am)

Andrew Chisholm, LL.D. (Thursday June 15, 2023, 3:00pm)

Douglas Muzyka, LL.D. (Friday June 16, 2023, 10:00am)

Catherine Karakatsanis, LL.D. (Friday June 16, 2023, 3:00pm)

Shelley Niro, LL.D. (Wednesday June 21, 2023, 10:00am)

Tricia Smith, LL.D. (Thursday June 22, 2023, 3:00pm)

Julie Nesrallah, D.Mus. (Friday June 23, 2023, 3:00pm)

ATTACHMENT(S):

None.

ITEM 5.4(b) – Annual Report of the Office of Academic Quality and Enhancement (OAQE)

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

Academic quality assurance is a shared responsibility between the Ontario Universities Council on Quality Assurance and Ontario's publicly assisted universities. This collaboration ensures a culture of continuous improvement and support for a vision of a student-centred education based on clearly articulated program learning outcomes. Quality assurance processes result in an educational system that is open, accountable, and transparent.

Established in the summer of 2021, Western's Office of Academic Quality and Enhancement (OAQE) has been tasked with the further enhancement of all protocols in relation to Western's Institutional Quality Assurance Process (IQAP). More broadly, its role is to ensure that Western meets all expectations of the Ontario Universities Council on Quality Assurance.

Attached is the first annual report of the OAQE.

ATTACHMENT(S):

Annual Report – Office of Academic Quality and Enhancement (OAQE)

Annual Report

Office of Academic Quality and Enhancement (OAQE)

Supporting Academic Excellence and Innovation
Through Continuous Program Enhancement

Western

Established in the summer of 2021, the Office of Academic Quality and Enhancement (OAQE) has been tasked with the further enhancement of all protocols in relation to Western's Institutional Quality Assurance Process (IQAP). More broadly, to ensure that Western meets all expectations of the Ontario Universities Council on Quality Assurance.

While the terms "quality assurance" and "program review" often bring to mind notions of evaluation and accountability, fundamentally the accountability is to the members of the program community itself – students, faculty and staff. This is central to the ethos of the OAQE – leveraging program development and review opportunities as a scaffolded and supported catalyst to listen, collect data, analyse, interpret, reflect, discuss, vision and plan toward well-designed, innovative and inclusive academic programs. Recognizing that it is not possible to effectively achieve this in isolation, the OAQE aims to foster and support a collaborative process that benefits from a multiplicity of perspectives. Be they the varied voices within a program, the myriad campus partners who work to support Western's academic programs, faculty and students, or the community of expert peers who serve as external reviewers.

Expanding on the excellence of existing work that supports the quality of Western's academic programs, this year saw a few noteworthy changes. Firstly, the revision of Western's IQAP document. Working from the version initially written in 2011, this revision has brought this guiding document in line with the province's new Quality Assurance Framework and has woven in the more enhancement-oriented ethos that underpins program review and development work. Secondly, the pilot offering of Western's Quality Assurance Academy which recruited and trained student leaders to serve as internal reviewers as part of cyclical and new program reviews. While only in its first year, this initiative proved effective at engaging students in formal quality assurance processes leading to the integration of important student insights into the continuous improvement of academic programs.

With one year in this role, I have witnessed the passion of members of the university community who offer outstanding and innovative programing. I can easily attest to the commitment of, and significant effort contributed by, the many valuable partners in academic quality here at Western. In particular, those of the Office of the Vice-Provost Academic Programs, the School of Graduate and Postdoctoral Studies (SGPS), the Centre for Teaching and Learning (CTL), the University Secretariat, and finally the members of the Subcommittees on Program Review (SUPR-U/G). This dedication bodes well for the sustained quality of Western's academic programs and the success of our students.

Looking to the year ahead, the focus of the OAQE will continue to be on the renewal of the resources that accompany all IQAP protocols. The goal – to make program review and development ever more reflective, collaborative, strategic and sustained.

Jovan Groen, Ph.D.
Director of Academic Quality and Enhancement

New Program Approvals

CONSENT AGENDA - ITEM 5.4(b)

Undergraduate

Creative Arts and Production
Artificial Intelligence Systems Engineering

Graduate

Primary Healthcare Nurse Practitioner
Engineering Leadership and Innovation

14 Undergraduate Programs
(13 completed | 1 in progress)

3 @ Brescia   3 @ KING'S

2 @ Huron   6 @ Western

19 Graduate Programs
(11 completed | 8 in progress)

Cyclical Program Reviews

Major Modifications

44 Across All Programs

40% Changes to Course/Program Requirements

31% Addition of New Specialization, Field, or Minor Module

22% Program Closures

7% Program Name Changes

Institutional Origin of This Year's 51 External Reviewers

Western's Academic Quality & Enhancement Team

Artie Harricharran | Administrative Coordinator | Office of Academic Quality and Enhancement

aharric3@uwo.ca   ☎ Ext. 84944

Alicia Kemp | Administrative Coordinator | Office of the Vice-Provost Academic Programs

ahitchc2@uwo.ca   ☎ Ext. 83335

Candace Loosley | Administrative Coordinator | School of Graduate and Postdoctoral Studies

cloosley@uwo.ca   ☎ Ext. 85257

Jovan Groen | Director | Office of Academic Quality and Enhancement

jovan.groen@uwo.ca   ☎ Ext. 84327

Visit the OAQE website by [clicking here](#)

Key Partners

- School of Graduate and Postdoctoral Studies
- Office of the Vice-Provost Academic Programs
- Centre for Teaching and Learning
- University Secretariat
- Office of the Registrar
- Office of Institutional Planning and Budgeting
- Western Libraries
- Office of Equity, Diversity & Inclusion
- Office of Indigenous Initiatives
- Western Alumni

Western's OAQE works to ensure the quality of the University's undergraduate and graduate academic programs by leading quality assurance and enhancement processes in partnership with academic leaders and administrators across all departments, faculties, schools, and support units.

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2021-2022 Final Assessment Reports

As part of this year's roster of cyclical program reviews, it was evident that programs put good effort into their self-studies – leveraging this exercise for reflection and planning. Ever more, programs undertook surveys of current and recently graduated students to shed light on the student experience and how this aligned with program goals. Facilitated by the CTL, programs undertook curriculum mapping initiatives reflecting on the alignment of program-level outcomes across courses and the nature and distribution of assessments. The SGPS scaffolded the self-study of graduate programs via the population of a myriad of tailored data tables followed by consultations to support the interpretation of data and reflection on implications.

With over 50 external reviewers participating in virtual visits this past year, a diverse set of disciplinary and pedagogical expertise further engaged program reflections, enhancements, and visioning. Prompted by the new strategic plan, a greater number of questions about how programs are prioritizing equity, diversity, inclusion, and decolonization was observed. Overall, reviewers were quite complimentary of program efforts in relation to continued program enhancement, development, and innovation. As the OAQE continues to support the program review and approval processes, we will learn from this past year as we further optimize quality assurance processes, practices and supporting resources.

The following list of programs were those reviewed during this academic year. The full versions of each of the Final Assessment Reports (FARs) can be found on the OAQE website, by using the hyperlinks embedded in the program names below.

Cyclical Program Reviews

Faculty of Arts & Humanities

    I. Department of Languages and Cultures, BA
    II. Theatre Studies, BA
    III. Comparative Literature, MA, PhD
    IV. Linguistics, MA

Faculty of Education

    I. Professional Programs, Education, MPEd, EdD

Faculty of Engineering

    I. Mechanical and Materials Engineering, MEng, MESc, PhD
    II. Civil and Environmental Engineering, MEng, MESc, PhD (still in progress)
    III. Electrical and Computer Engineering, MEng, MESc, PhD (still in progress)
    IV. Chemical and Biochemical Engineering, MEng, MESc, PhD (still in progress)

Faculty of Health Sciences

    I. Kinesiology, BA and BSc
    II. Communication Sciences & Disorders, MSc
    III. Health & Rehabilitation Sciences, MSc, PhD

    IV. Kinesiology, MA, MSc, PhD
    V. Physical Therapy, MPT
    VI. Occupational Therapy, MSc
    VII. Advanced Health Care Practice, MClSc

Faculty of Law

    I. Juris Doctor (JD) Program

Faculty of Science

    I. Planetary Science and Exploration – Collaborative Specialization, MSc, PhD (still in progress)
    II. Computer Science, MSc, PhD (still in progress)

Schulich School of Medicine and Dentistry

    I. Neuroscience, BSc
    II. Epidemiology & Biostatistics Program, BMSc
    III. Family Medicine, MClSc, PhD
    IV. Neuroscience, MSc, PhD (still in progress)
    V. Orthodontics, MCID (still in progress)

Ivey Business School

    I. Business, MBA, PhD (still in progress)

Brescia University College

    I. Food and Nutritional Sciences, BScFN
    II. Philosophy and Religious Studies, BA
    III. French, BA

Huron University College

    I. East Asia Studies, BA
    II. French, BA (still in progress)

King's University College

    I. Sociology & Criminology, BA
    II. Management and Organizational Studies, BMOS
    III. Economics, BA

Newly Approved Programs

- Creative Arts and Production (CAP), BA
- Artificial Intelligence Systems Engineering (AISE), BESc
- Primary Healthcare Nurse Practitioner, GDip
- Engineering Leadership and Innovation, GDip

ITEM 5.4(c) – Report of the Academic Colleague

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Academic Colleagues met on May 16 and 17, 2023.

The May 16 meeting included a presentation from Dr. Tracy Vaillancourt, Professor and Tier 1 Canada Research Chair, Faculty of Education, University of Ottawa, on "Supporting COVID-era University Students." Dr. Vaillancourt presented several studies by her group and others on mental health in Canadian children and youth: the pre-COVID situation was not good, and the pandemic likely exacerbated existing problems. Mental health issues often begin in adolescence and so the pandemic's legacy will be with universities for some time to come. For further reading, Dr. Vaillancourt recommended a paper by Abdelrahman ElTohamy et al. on links between post-secondary course delivery mode and student mental health.

The May 17 meeting included a presentation from Dr. David Trick (David Trick and Associates, formerly of HEQCO, Government of Ontario, University of Guelph-Humber) on "Trends and Developments in the Private Postsecondary Landscape." Private universities in Ontario include two satellite campuses of US institutions (Northeastern, Niagara); two institutions with religious affiliations (Redeemer, Tyndale); and two independent institutions (Yorkville, International Business University). They are generally relatively small and/or offer a limited range of programs. There are numerous private colleges, with a major public-private difference being that international students who graduate from private career colleges may not be eligible for a post-graduation work permit.

COU initiatives previously discussed (blue ribbon panel, working group on international education, task force on university space transformation) continue.

ATTACHMENT(S):

None.

ITEM 5.4(d) – Academic Administrative Appointments

ACTION: ☐ APPROVAL   ☒ INFORMATION   ☐ DISCUSSION

EXECUTIVE SUMMARY:

Faculty Relations advised of the following academic administrative appointments as of May 2023.

Start Date	End Date	Name	Department	Admin. Appointment
2023-01-01	2025-06-30	Ajiferuke,Isola	Info & Media Studies	Assistant Dean
2023-01-01	2023-06-30	Wei,Sharon	Music - Office of the Dean	Acting Assistant Dean
2023-01-01	2023-06-30	Babenko-Mould,Yolanda Brenda	Health Science - Dean's Office	Acting Associate Dean (Grad, PostDoc)
2023-01-01	2023-06-30	Campbell,Craig	Paediatrics	Interim Clinical Department Chair
2023-01-01	2023-06-30	Fuller,John	Anesthesia-Perioperative Med	Interim Clinical Department Chair
2023-01-01	2023-06-30	Ott,Michael	Oncology	Interim Clinical Department Chair
2023-01-01	2023-06-30	Singh,Ram	Paediatrics	Interim Clinical Department Chair
2023-01-01	2023-06-29	Nicholls,Christopher	Law - Office of the Dean	Acting Dean
2023-01-01	2028-06-30	Johnsrude,Ingrid	Psychology	Department Chair
2023-01-01	2028-06-30	Shaw,Lynn	Occupational Therapy	School Director
2023-01-01	2026-06-30	Smye,Victoria	Nursing-Office of the Director	School Director
2023-01-01	2024-12-31	Isaacs,Tracy L	Provost & VP Acad Office	Special Advisor
2023-02-16	2025-06-30	Rykse,Harriet	Office of the Chief Librarian	Associate Chief Librarian
2023-02-16	2023-04-30	Zoricic,Christina	WL - Content Mgmt (CMDA)	Library Head
2023-05-01	2028-04-30	Carson,Kimberley	WL - Teaching and Learning	Library Head
2023-05-01	2028-04-30	Cassady,Samuel	WL - Content Mgmt (CMDA)	Library Head
2023-05-01	2026-04-30	Fyfe,Bruce	WL-User Experience Student Eng	Library Head
2023-05-01	2028-04-30	Zoricic,Christina	WL - Content Mgmt (CMDA)	Library Head

ATTACHMENT(S):

None.

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.