

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 27, 2024
Time: 10:00 a.m. – 12:00 p.m.

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

		Action	Time
1.0	Land Acknowledgement		
2.0	Approval of Agendas and Minutes		5
2.1	Adoption of Agenda – Open Session	Approval	
2.2	Approval of the Open Session Minutes of the Meeting of April 24, 2024	Approval	
2.3	Business Arising from the Minutes		
3.0	Report of the President	Information	20
4.0	Committee and Senate Reports		
4.1	Report of the Fund Raising and Donor Relations Committee		
4.1(a)	Telling the Western Story: Brand Update	Information	20
4.2	Report of the Property and Finance Committee		
4.2(a)	Revisions to MAPP 2.25 – Internal Endowments	Approval	5
4.3	Report of the Senior Policy and Operations Committee		
4.3(a)	Staffing Report	Information	15
4.4	Report of the Audit Committee		
4.4(a)	Annual Report on Information Security	Information	10

	4.4(b)	Health, Safety & Well-Being Annual Report	Information	10
5.0		Unanimous Consent Agenda		5
5.1		Items from the Property and Finance Committee		
	5.1(a)	New Scholarships, Awards, and Prizes	Information	
	5.1(b)	2023-2024 Operating Budget (Preliminary Year-End) as at April 30, 2024	Information	
	5.1(c)	2023-24 Ancillary Financial Report (Preliminary Year-End) as at April 30, 2024	Information	
	5.1(d)	Semi-Annual Ratio Report on Non-Endowed Funds	Information	
	5.1(e)	Report of the Investment Committee	Information	
	5.1(f)	Investment Committee Membership	Information	
	5.1(g)	Dancap Private Equity Chair in Private Equity	Information	
	5.1(h)	Dancap Private Equity Fellowship in Change and Innovation	Information	
	5.1(i)	Hicks Morley Professorship in Labour and Employment Law	Information	
	5.1(j)	Proposed Revisions to Distinguished University Professorships	Approval	
	5.1(k)	Proposed Revisions to Faculty Scholars	Approval	
	5.1(l)	Amendment to the Supplemental Fee Schedule for the Leadership Under Fire Course	Approval	
	5.1(m)	Revisions to MAPP 2.31 – Major Strategic Opportunities Fund	Approval	
5.2		Item from the Audit Committee		
	5.2(a)	Western Retirement Plans Report	Information	
5.3		Items from the Governance and By-Laws Committee		
	5.3(a)	Board Annual Work Plan for 2024-25	Information	

5.3(b)	Terms of Reference Review	
5.3(b)(i)	Governance and By-Laws Committee	Approval
5.3(b)(ii)	Property and Finance Committee	Approval
5.3(b)(iii)	Audit Committee	Approval
5.3(b)(iv)	Fund Raising and Donor Relations Committee	Approval
5.4	Item from the Fund Raising and Donor Relations Committee	
5.4(a)	Fund Raising Quarterly Report (Q4)	Information
5.5	Items from the Senior Policy and Operations Committee	
5.5(a)	University Discipline Appeals Committee (UDAC) Membership	Approval
5.5(b)	Annual Report on the Code of Student Conduct	Information
5.5(c)	Annual Report on Gender-Based and Sexual Violence	Information
5.6	Items Referred by Senate	
5.6(a)	Report of the Academic Colleague	Information
5.6(b)	Academic Administrative Appointments	Information
5.6(c)	School of Graduate and Postdoctoral Studies: Introduction of a Master of Climate Risk Assessment and Opportunity (MCR)	Approval
5.6(d)	New MAPP policy: Policy 7.17 – Establishment, Governance and Review of Core Research Facilities	Approval
5.6(e)	Annual Report of the Vice-President (Research)	Information
6.0	Items Removed from the Consent Agenda	
7.0	Questions from Members for the Open Session	

8.0 Other Business

9.0 Adjournment to Closed Session

ITEM 1.0 - Land Acknowledgement

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Effie Sapuridis 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 24, 2024

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That the open session minutes of the meeting held April 24, 2024, be approved, as circulated.

ATTACHMENT(S):

[Open Session Minutes of the Meeting of April 24, 2024](#)



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

APRIL 24, 2024 – 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	Kelly Meighen
Cameron Bailey	Josh Morgan
Michelle Banik	Stephen Pitel
Susan Bennett	Geoff Pollock
Arzie Chant	Stephen Poloz
Ethan Chen	Cecil Rorabeck
Susan Clarke	Effie Sapuridis
Greg Dick	Alan Shepard
Ed Goehring	Sarah Shortreed (Vice-Chair)
Lee Greenberg	David Simmonds
Lori Higgs	Ken Yeung
Beth MacDougall-Shackleton	
Marlene McGrath	

Regrets: Terry Rice

By Invitation: Althea Blackburn-Evans, Bill Chantler, Ruban Chelladurai, John Doerksen, Paul Eluchok, Lynn Logan, Florentine Strzelczyk, Caroline Whippey

Secretariat Resource: Bonnie Brown

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

1.0 **Land Acknowledgement**

K. Yeung offered a land acknowledgement.

K. Gibbons welcomed new Board member L. Greenberg to the meeting and recognized S. Poloz on his appointment by Prime Minister Trudeau to lead a working group focused on identifying ways to attract more investment into Canada.

K. Gibbons expressed his appreciation to those that have been working diligently to support the Western-Brescia integration.

2.0 **Approval of Agendas and Minutes**

2.1 **Adoption of Agenda – Open Session**

Moved by G. Pollock, seconded by M. Banik:

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

CARRIED

2.2 **Approval of the Open Session Minutes of the Meeting of February 1, 2024**

Moved by C. Rorabeck, seconded by S. Shortreed:

That the open session minutes of the meeting of February 1, 2024 be approved, as circulated.

CARRIED

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

3.0 **Report of the President**

In addition to the written report provided in advance of the meeting, A. Shepard, President & Vice-Chancellor, provided an update on the Brescia-Western integration and extended his appreciation to those involved in the process. Brescia students, staff, and faculty transitioning to Western were welcomed.

A. Shepard continued his report by noting admissions to Western for the fall are strong. He highlighted the various activities that have supported student decisions to attend Western.

A. Shepard concluded his report by commenting on the recent Federal budget that included funding for research and for graduate students. The advocacy efforts for improved funding were highlighted.

There were several questions addressed and comments made pertaining to graduate student funding and pay.

The administration responded to questions of clarification regarding the monitoring of the fire panels.

In responding to questions of clarification, A. Shepard advised on the search for a Dean (Faculty of Arts and Humanities) and described the research going on in Uganda in partnership with various universities and clinical centers.

4.0 **COMMITTEE AND SENATE REPORTS**

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

4.1(a) **University Operating and Capital Budgets and Fees for 2024-2025**

On behalf of the Property and Finance Committee, G. Dick presented for approval Western's operating and capital budgets and tuition fees for 2024-25.

4.1(a)(i) **2024-2025 Operating and Capital Budgets**

F. Strzelczyk, Provost and Vice-President (Academic), and L. Logan, Vice-President (Operations & Finance) presented the 2024-25 operating and capital budgets.

F. Strzelczyk began her presentation by providing an overview of the budget context. Priorities for this cycle and new major investments were outlined.

F. Strzelczyk continued her report by presenting the projected student enrolment and full-time faculty and staff complements budgeted for 2024-25. It was confirmed the numbers include the faculty and staff transitioning to Western from Brescia.

F. Strzelczyk provided information on the numbers of faculty and staff joining Western from Brescia and presented the projected operating budget impact of the Brescia integration over the next two years.

F. Strzelczyk concluded her report by providing a summary of the projected operating revenues and expenditures for 2024-25 and advised it was a balanced budget.

L. Logan described the major capital projects underway, those soon-to-start, those in the advanced planning phase, and those in other various planning stages. She noted the capital projects support Western's Long-Range Space Plan. L. Logan concluded her presentation by outlining the expenditures for the 2024-25 capital budget.

Administration responded to questions of clarification regarding the operational revenues, the ancillary budgets, the operating reserve balance, the international student enrolment projections, the commitments made to faculty hiring, and the impact of the projected decline in operating revenues on potential future capital transfers.

There was a suggestion the Board revisit and potentially raise the minimum reserve balance.

The financial stewardship demonstrated through the budget process was acknowledged.

Moved by G. Dick:

That the Board of Governors approve the 2024-25 University Operating and Capital Budgets (Item 4.1(a)(i)) and the proposed Program Specific Fees and Other Supplemental Fees for 2024-25 (Item 4.1(a)(ii)).

CARRIED

4.1(a)(ii) **2024-25 Program Specific Fees and Other Supplemental Fees**

Presented under item 4.1(a)(i).

4.1(a)(iii) **Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies: 2024-25 Budgets**

On behalf of the Property and Finance Committee, G. Dick presented for approval the 2024-25 budgets for student fee funded units, ancillaries, academic support units and associated companies.

In response to a question, the Administration provided additional information on the changes to the health plan rates for the Society of Graduate Students.

Moved by G. Dick:

That the Board of Governors approve the 2024-25 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.

CARRIED

4.1(a)(iv) **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.

4.1(b) **Bill S-211 – Fighting Against Forced Labour and Child Labour in Supply Chains Act**

L. Logan and E. Mallory, Associate Vice-President (Financial Services) presented, for approval, the draft 2024 public report submission that was prepared in compliance with the requirements of Bill S-211. Also presented for approval was the granting of authority to the President & Vice-Chancellor to attest to the report and approve any editorial changes required to the draft prior to submission.

Moved by G. Dick:

That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the Draft 2024 Public Report submission to comply with Bill S-211; and

Grant the President and Vice-Chancellor the authority to attest to the report and approve, on behalf of the Board of Governors, any editorial changes required to the Draft 2024 Public Report prior to submission.

CARRIED

4.1(c) **Revisions to MAPP 2.8 – Procurement and Materials Services**

L. Logan presented for approval amendments to MAPP 2.8 – Procurement and Materials Services and the corresponding amendments to the Resolution re: Delegation of Authority. The rationale for the proposed amendments was outlined.

E. Mallory advised procurement rules are subject to the Broader Public Sector Act and to the Building Ontario Businesses Initiative Act. He reported MAPP 2.8 is compliant with these Acts.

The administration responded to a question of clarification regarding the increased limits of authority by describing the internal and external environmental scans that were completed to support these new limits.

Moved by G. Dick:

That on the recommendation of the Property and Finance Committee, the Board of Governors approved amendments to MAPP 2.8, and a corresponding amendment to the Resolution re: Delegation of Authority, as outlined in item 4.1(c).

CARRIED

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

4.2(a) **Revision to By-Law No. 1**

D. Simmonds presented for approval a minor amendment to By-Law No. 1 under Section 9.

Moved by D. Simmonds:

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

CARRIED

4.2(b) **Governance of McIntosh Gallery**

D. Simmonds presented, for approval, the dissolution of the McIntosh Gallery standing committee of the Board.

D. Simmonds referred to the materials provided in advance of the meeting noting the review completed of the governance structure of the McIntosh Gallery and the assessment completed of the Board's obligations under the Will of Wilhelmina Morris McIntosh.

Moved by D. Simmonds:

That on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the dissolution of the McIntosh Gallery Committee with the understanding that the governance of the McIntosh Gallery will be overseen by the Provost along with an advisory committee.

CARRIED

4.3 **REPORT OF THE AUDIT COMMITTEE**

4.3(a) **Campus Safety and Emergency Services 2023 Annual Report**

L. Higgs presented, for information, the Campus Safety and Emergency Services annual report that was presented to the Audit Committee at their last meeting.

There were no questions.

5.0 **UNANIMOUS CONSENT AGENDA**

Moved by M. Banik, seconded by A. Chant:

That the items listed in the consent agenda, with the exception of items 5.4(b) and 5.4(f), be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

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

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

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

5.1(b) **Standard and Poor's (S&P) Credit Rating Report**

The annual Standard and Poor's Credit Rating report for Western University was received for information.

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

5.2(a) **Fund Raising Quarterly Report (Q3)**

The quarterly report on fund raising as at January 31, 2024 was received for information.

5.2(b) **Naming Opportunities**

A report advising the Board of Governors on the naming and retirement of various rooms approved by the Naming Sub-Committee of the Fund Raising and Donor Relations Committee was received for information.

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

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

On the recommendation of the Senior Policy and Operations Committee, the Board of Governors acclaimed the following appointments to UDAC:

For the term July 1, 2024 to June 30, 2025: Chris Sherrin (faculty) to the role of Chair; Dana Broberg (graduate student); Cara Davidson (graduate student); Grace Achonu-Johnson (undergraduate student); Stephen Warner (undergraduate student)

For the term July 1, 2024 to June 30, 2027: Mi Song Kim (faculty) and Ken Kirkwood (faculty)

5.3(b) **McIntosh Gallery Committee Appointment**

A report advising the Board on the appointment of Catherine Elliot Shaw, by the Senior Policy and Operations Committee, as a member-at-large to the McIntosh Gallery Committee was received for information.

5.4 **ITEMS REFERRED BY SENATE**

5.4(a) **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.

5.4(c) **Vice-Provost's Annual Report on Faculty Recruitment and Retention**

The annual report on faculty recruitment and retention was received for information.

5.4(d) **Report of the Subcommittee on Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2023-24**

A report listing the recipients of Western's Excellence in Teaching Awards for 2023-24 was received for information.

5.4(e) **Advice re: 2024-25 University Operating and Capital Budgets**

A report advising the Board of Governors on Senate's review of Western's operating and capital budgets for 2024-25 and their recommendation for approval was received for information.

5.4(g) **Honorary Degree Recipients – Spring 2024**

A report listing the Honorary Degree recipients and the Spring 2024 convocation ceremonies at which they were awarded their degree was received for information.

6.0 **ITEMS REMOVED FROM THE CONSENT AGENDA**

5.4(b) **Faculty of Health Sciences: Approval for the Creation of a New School Named the Brescia School of Food and Nutritional Sciences**

J. Garland, Dean (Faculty of Health Sciences), joined the meeting.

There was a suggestion that there be a consistent approach or policy to guide decisions regarding the naming of Programs, Schools, and Departments.

Moved by S. Clarke, seconded by L. Higgs:

That, on the recommendation of Senate, the Board of Governors approve the creation of a new School in the Faculty of Health Sciences named the Brescia School of Food and Nutritional Sciences, effective May 1, 2024, conditional on the closing of the merger as contemplated in the MOA between Western University and Brescia University College approved January 10, 2024.

CARRIED

J. Garland left the meeting.

5.4(f) **Introduction of Master of Teaching and Learning**

D. Kotsopoulos, Dean (Faculty of Education), joined the meeting.

In response to a question regarding the transition from the Bachelor of Education degree to the new Master of Teaching and Learning degree, D. Kotsopoulos described the next steps in the program approval process.

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

That, on the recommendation of Senate, and conditional on the approval by the Ontario Universities Council on Quality Assurance, the Board of Governors approve that effective September 1, 2024, a Master of Teaching and Learning (MTL) be introduced as shown in Item 5.4(f).

CARRIED

D. Kotsopoulos left the meeting.

7.0 **QUESTIONS FROM MEMBERS FOR THE OPEN SESSION**

None.

8.0 **OTHER BUSINESS**

None.

9.0 **ADJOURNMENT TO CLOSED SESSION**

On motion, the meeting adjourned at 11:31 a.m.

K. Gibbons
Chair

A. Bryson
University Secretary

ITEM 2.3 - Business Arising from the Minutes

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

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

ITEM 3.0 - Report of the President

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

A. Shepard, President & Vice-Chancellor, will provide a verbal update.

ATTACHMENT(S):

[Report of the President](#)

REPORT OF THE PRESIDENT

To: Board of Governors
From: Alan Shepard
Date: June 20, 2024
Re: President's Report

Dear Members of the Board,

Following are some noteworthy developments since my last report for the Board meeting of April 24, 2024.

Celebrating spring convocation: During the past two weeks, we've celebrated more than 8,000 new graduates and nine honorary degree recipients, including: **Stephen Baker** and **John Smallwood** (BA'69, DipEd'70, MA'84), **Jay Ingram**, **Mona Nemer**, **John Barford** (BA'78), **Bob Vigars**, **Kyle MacDonald** (HBA'82), **Jeff Westeinde** (BESc'89), and **Randy Boyagoda**. Thank you to the following academic colleagues who provided remarks for selected ceremonies: **Chantelle Richmond**, **Kaitlynn Mendes**, **Stephen Williamson**, **Brad Urquhart**, **Eugene Wong**, **Ken Kirkwood**, **Abe Oudshoorn**, **Christy Bressette/Sara Mai Chitty**, **Laura Lewis**, **Allyson Larkin**, **Jury Gualandris**, and **Sally Kewayosh**. Many thanks to faculty and staff who helped ensure the success of 21 ceremonies and related special events.

Progress on major capital projects: approximately 95% of construction is complete on the *Ronald D. Schmeichel Building for Entrepreneurship and Innovation*, with exterior stone panel being installed, while interior finishings, including furniture installation, are underway. We look forward to the official building opening in September. Several summer construction projects are underway to enhance safety, accessibility, and perform maintenance on buildings and infrastructure. Other renovations or new builds in progress include an addition to the Faculty of Education Building, Phase II renovation of Weldon Library, and a renovation in Elborn College.

Rankings position Western in strong stance:

The [2024 Center for World University Rankings](#) positioned Western as 187 among more than 20,900 universities (top 0.9%), and 7th in Canada. Western scored high for employability and research.

Western was 120th in the [QS 2025 World University Rankings](#) (down slightly from 114th in 2024) and 6th place in Canada. Western is first among Canadian universities for citations per faculty, second for international faculty, and third for both employment outcomes and sustainability.

Western's place in the [2024 Times Higher Education Impact Ranking](#) fell slightly to 21st worldwide, and 6th in Canada. Western scored well in the categories aligned with the Sustainable Development Goals of: Peace, Justice, and Strong Institutions; No Poverty; Decent Work and Economic Growth; Sustainable Cities and Communities; and Industry, Innovation, and Infrastructure.

For the fifth consecutive year, the [Financial Times](#) ranked Ivey's executive education first among Canadian business schools. Ivey ranked first in 12 of 14 categories for custom programs. For open enrolment programs, Ivey ranked first in eight categories.

\$10.2 million gift a catalyst for life-changing ALS research: In a groundbreaking Canadian discovery, a team of researchers led by **Michael Strong** (Schulich) has uncovered a potential path toward a cure for amyotrophic lateral sclerosis (ALS). The breakthrough is the culmination of decades of research supported by the Temerty Foundation. A new \$10.2 million gift from the foundation will enable a possible new treatment to move to clinical trials.

Legacy gift of \$2 million largest ever for Western Libraries: A \$2 million gift from the estate of Halina and James Russell (Rus) Robinson will give students and scholars access to rich resources in military and veterans history. The couple were longtime Western supporters. Rus was Western's first PhD graduate in chemistry and a former faculty member, while Halina was among the team who discovered the anti-cancer drug, Vinblastine, at Western in 1958.

\$2.4 million supports research on brain immune system's role in Alzheimer's: a research team from Schulich Medicine & Dentistry (**Marco Prado, Vania Prado, and Jane Rylett**) and a scientist at McGill University Health Centre's Research Institute (Greg Fonseca) received a \$2.4 million grant from the Krembil Foundation for a three-year project to investigate trigger that causes the brain's immune system to fail to control inflammation that arises in Alzheimer's disease.

Western researchers receive Governor General's Innovation Award: **Lisa Hodgetts** and **Edward Eastaugh** (Social Science) were recognized by Governor General Mary Simon for their work with the *Canadian Archaeological Association Working Group on Unmarked Graves*. This network of 15 Canadian scholars offers training, guidance, and support to Indigenous communities conducting searches for missing children. Created after the discovery of unmarked graves near a former residential school in Kamloops in 2021, the network shares anthropological expertise with Indigenous communities to aid in those complicated and emotional investigations.

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

- **Adrian Owen** (Schulich, Social Science) elected *Fellow of the Royal Society* (UK).
- **Martha Dagnew** (Engineering) named to the *3M 25 Women in Science Program*.

- **Nicole Redvers** (Schulich) appointed Vice President, Research, Association of Faculties of Medicine of Canada.
- **Luke Stark** (Information & Media Studies) appointed *CIFAR Azrieli Global Scholar*.
- **Nicole Campbell** (Schulich) received *the 3M National Teaching Fellowship Award*.
- **Robyn Klein** (Schulich) elected to the *American Association for the Advancement of Science* class of Fellows.
- **Julie McMullin** (Social Science) won the *World Senior Women's Curling Championship* as part of team Canada in Sweden in late April.
- **Heather Woods** (Western Technology Services) celebrated 50 years of working at Western on June 17, 2024. This dedicated staff member started with WTS right out of high school.
- **Shelby Austen** (LLB'05), **George Athwal** (Schulich), **Teresa Chan** (MD'08), **Mark Daley** (Science, Chief AI Officer), **Mark Leonard** (MBA'82), **Tiff Macklem** (MA'84, PhD'89), **Lisa Melchior** (BA'90), **David Shoemaker** (LLB'96), named to *Maclean's 2024 Power List*.
- **Allison Pert** (BSc'24) selected to receive a *3M National Student Fellowship Award*.
- Students **Johnny Tan**, **Alex Rozenberg**, and **Max Zhang** accepted into the *World Association of Symphonic Bands and Ensembles Youth Wind Orchestra*.
- Student **Firuza Huseynova** (HBA'24) selected as a *McCall MacBain Scholar* at McGill University.
- **Alycia Calvert** (HBA '93) named CEO of Ernst & Young.
- **Nicole MacIntyre** (MA'02) appointed Editor-in-Chief of *The Toronto Star*.
- **Catherine Karakatsanis** (LLD'23, MEd'91, BEd'83), **Richard Rooney** (MBA'81, BA'77) **Roslyn Bern** (BEd'82), **Theresa McClenaghan** (LLB'84, BSc'20) awarded honorary degrees from Toronto Metropolitan University.
- **Aaron Pinto** (BA'14), Ontario's Trade & Investment Representative in New York, has been selected to be a *2024/25 Action Canada Fellow* on the future of the resource sector.
- **Brad Barnhum** (BMus'14) selected by Choirs Ontario as the winner of the *2024 Ruth Watson Henderson Choral Composition Competition*.
- **Kant Chong** (BA'03) received the *2024 Spirit of Western Award* in recognition of his outstanding engagement and volunteer commitment.

- **Wendy Rodgers** (MA'88) appointed president and vice-chancellor of the University of PEI.
- **Teresa Chan** (MD'08) named the Founding Dean and Inaugural Vice-President of Medical Affairs at Toronto Metropolitan University's new medical school.

- Congratulations to the following recipients of 2023-24 Western teaching awards:

Edward G. Pleva Award for Excellence in Teaching: **John Paul Minda** (Social Science), **Lauren Tribe** (Engineering), **Eugene Wong** (Science).

Marilyn Robinson Award for Excellence in Teaching: **Tiffany Bayley** (Ivey), **Tyler Beveridge** (Schulich), **Maxwell Smith** (Health Sciences).

Western Award for Innovations in Technology-Enhanced Teaching: **Paul Mensink** (Science).

Vice-Provost (Academic Programs) Award for Excellence in Online Teaching and Learning: **Angela Mendelovici, David Bourget, and Christopher Viger** (Arts and Humanities).

Vice-Provost (Academic Programs) Award for Excellence in Collaborative Teaching
Maatookiying gaa-miinigoowiziying (Sharing our Gifts): Indigenous Learning Bundles led by **Candace Brunette-Debassige** (Education).

Leadership updates:

Nusha Keyghobadi (Science) has accepted an invitation from Provost & Vice-President (Academic) Florentine Strzelczyk to serve as Acting Vice-Provost (Academic Planning, Policy & Faculty) for a one-year term beginning July 2, 2024. This appointment enables portfolio leadership coverage as Margaret McGlynn begins a year of administrative leave.

Review committees are in progress for the Dean of Education and Dean of the Schulich School of Medicine & Dentistry while Selection Committees have been established for the Dean of Health Sciences, Dean of Law, and Dean of Information and Media Studies.

Recruitment is underway for an Associate Vice-President (Research) who will focus on medical and health sciences.

Interviews are in progress for our next Chief Technology Officer.

ITEM 4.1(a) – Telling the Western Story: Brand Update

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Althea Blackburn-Evans, Chief Communications Officer, will provide an overview of Western Communications' progress in launching the new brand story.

ATTACHMENT(S):

[Telling the Western Story: Brand Update](#)

Telling the Western story

June 2024

Althea Blackburn-Evans, Chief Communications Officer
Adele Huffman, Executive Director, Brand Strategy & Integrated Marketing

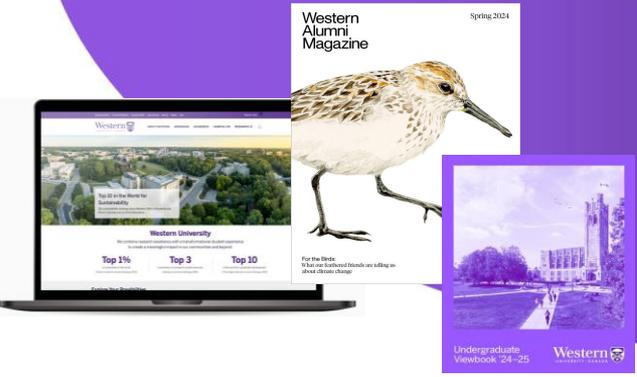
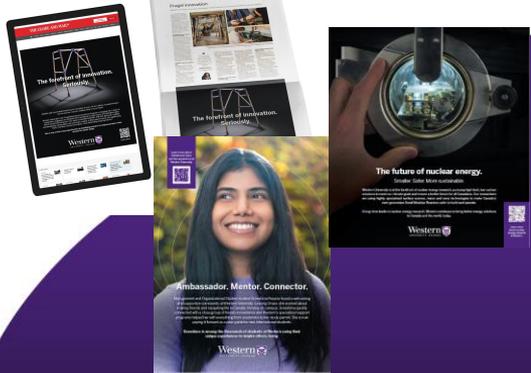
PAID
MEDIA

EARNED
MEDIA

**Telling Western's
New Brand Story**

OWNED
MEDIA

SOCIAL
MEDIA



Part 1:

Western's Brand Story

The goal: An authentic,
differentiated and consistent brand
story for Western

Western's Brand Story:
**A different side
of Western**

Western Story Pillars

Multidimensional Experiences

Western develops original thinkers who draw on their unique backgrounds, learn from one another and explore the full spectrum of interests and passions. From research opportunities and experiential learning to clubs and sport, it is a rich development experience that goes beyond degrees.

Enduring Connections

Western is among a diminishing number of universities offering a close-knit, personal educational experience – an approach that creates a strong sense of community. It is a powerful experience that leads grads to remain connected long after their time on campus. Joining the Western community is an invitation to belong to something bigger than yourself.

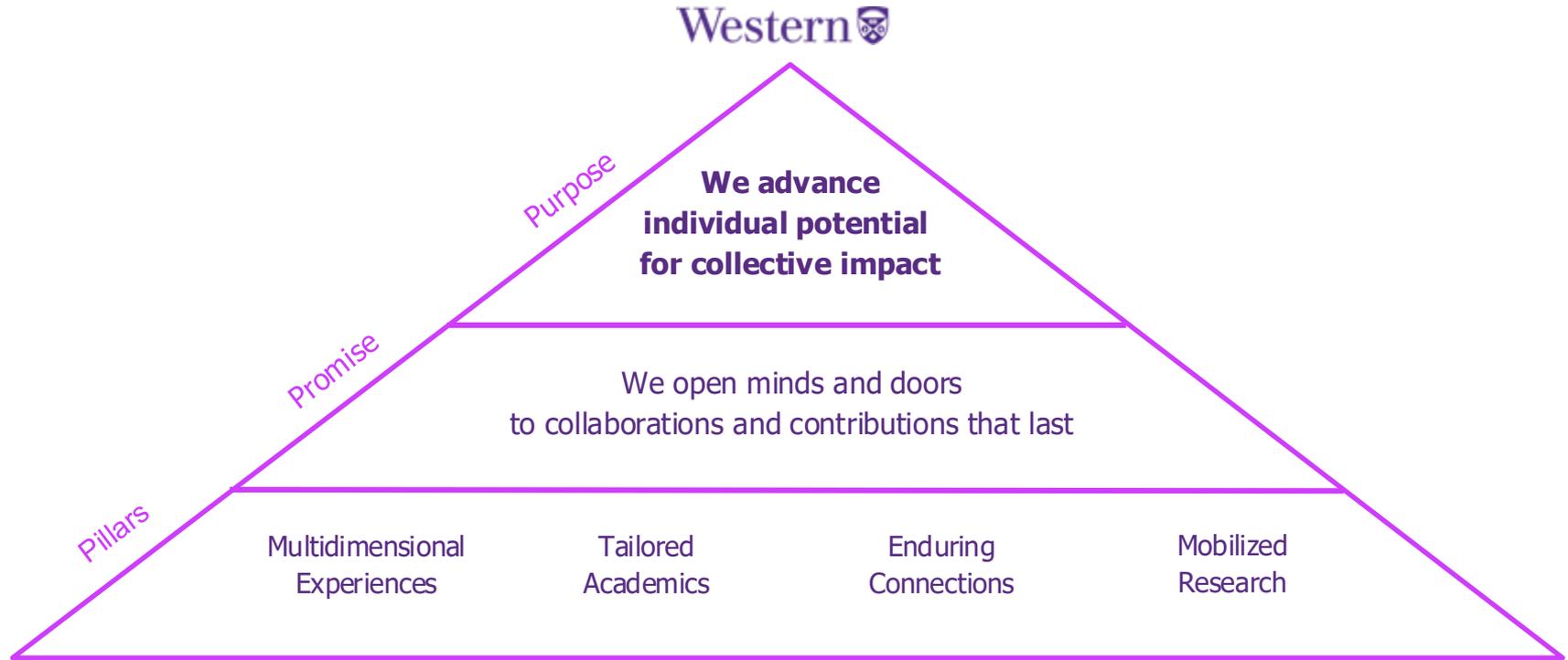
Tailored Academics

Western offers hundreds of combinations of undergraduate modules, graduate degree programs and specializations, and international learning programs – creating great choice and autonomy and fostering multidimensional grads who are curious, confident, and willing to challenge themselves.

Mobilized Research

Western is mobilizing its resources to focus on knowledge and discovery across a broad spectrum of issues facing the world today. Bringing diverse minds and disciplines together, we seek to drive greater impact for people in local communities, across the country, and around the world.

Brand Story Framework



Western's New Brand Story



"I love the focus on **connection, collaboration and belonging.**"
- Community survey respondent

"I love the video! I think it does a **great job of capturing the range of things we do on campus** (teaching, research, athletics) and across the range of disciplines."
- Dean, Faculty of Law

+100,000

video views on YouTube as of June 17, 2024
(45% are full video views)

Western's New Brand Story

Community Share-Outs: Pre-Launch, Fall 2023

3

Open staff & faculty sessions

469

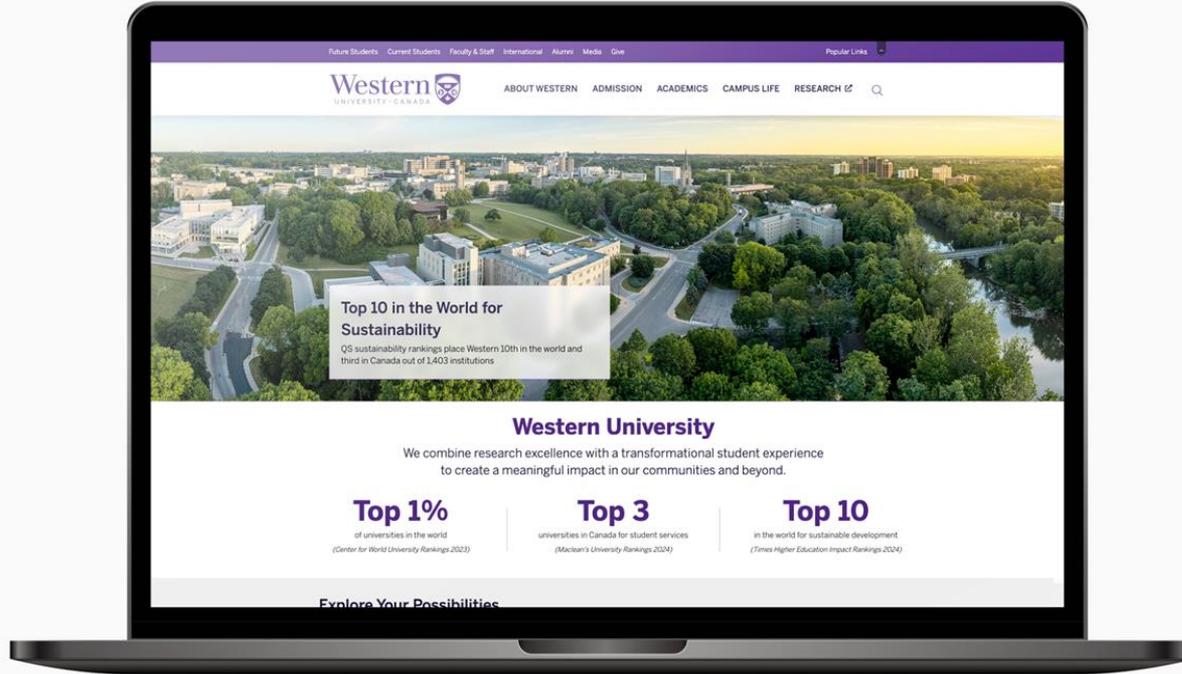
Webinar attendees

109

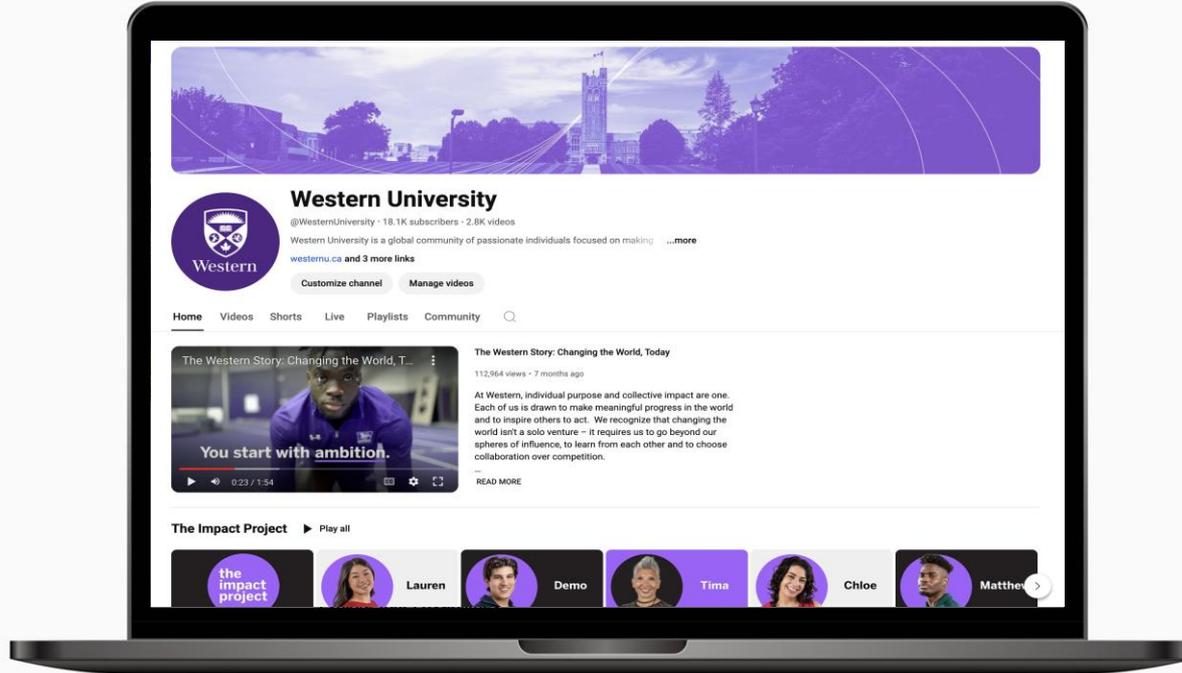
Post-event survey responses

- 79% of respondents agree or strongly agree the session gave them a good sense of the new Western story
- 69% of respondents agree or strongly agree that **the new Western story reflects our campus community**
- 72% of respondents agree or strongly agree that the new story **makes them feel proud to be part of Western**
- 77% of respondents agree or strongly agree that **they are intrigued by the potential of the Impact Project** to tell the new Western story in a compelling way

Redesigned Homepage Collection



Redesigned YouTube Experience



Western's Brand Story:

Telling the new story to prospective students

Learn more about
Matthew's story and
his experiences at
Western University



This is Matthew Dawkins.

Writer. Poet. Creator.

A recent English Literature graduate in the School for Advanced Studies in Arts and Humanities, Matthew Dawkins (BA '23) is taking the literary world by storm. An award-winning author with over 350,000 thousand reads on Wattpad and a debut YA novel, *Until We Break*, Matthew is one of thousands of Western University alumni making their mark in the world.

This is Matthew's story. What will yours be?

MACLEAN'S The Ultimate Guide to Canadian Universities

2024 EDITION

INCLUDES OUR EXCLUSIVE UNIVERSITY RANKINGS

HOW TO GET INTO THE BEST SCHOOL FOR YOU

PLUS TIPS TO PAY FOR IT budgets, scholarships and more

THE MOST IN-DEMAND CAREERS and the top programs for today's jobs



EDITOR'S NOTE

UNIVERSITIES TODAY

Getting into top programs is increasingly competitive. Our *Ultimate Guide to Canadian Universities* is here to help.

MY TEENAGE SON recently spent the fall of his Grade 12 year working on university applications. The process was intense. His hope was to study film production, so he created a list of the top film schools in the country, then set off to explore them. We attended open house events at Toronto Metropolitan University and York University in our home province of Ontario, and we also travelled to check out the University of British Columbia in Vancouver, and Concordia in Montreal.

All the programs are competitive, so he applied to a bunch to increase his odds of getting in. That's when things got complicated. Each application required extra elements on top of his academic transcript. Some schools asked for essays. Two asked

for a résumé. One school wanted a reference letter. Another asked each applicant to make a short film based on a provided theme. Some wanted three-minute portfolio submissions, others wanted five-minute ones. Each school had different deadlines. He used an elaborate spreadsheet to keep track of everything he had to submit and when.

The most daunting request came from a school that asked applicants to provide a three-minute personal video essay—a cinematic memoir in which the teenager tells the story of their life and describes the events that have shaped them. The assignment requires storytelling instincts and video editing skills, not to mention confidence. There's no way I could have pulled it off at his age.

In my role as parent, coach and cheerleader, I observed the process with concern: it's a lot for a teenager to manage.

The editors of the *Maclean's* university guide have created this book to help make the application process easier for students and parents. We provide everything they need to know about post-secondary education in 2024: picking a school, applying for school and paying for school.

There's even a story about how to create supplemental application material, the type of thing my son spent the fall working on. (He would have found this book really useful!)

We also provide information on the best programs, the top schools, how to win big scholarships, the latest trends in higher education (co-op, work-abroad programs, online learning and more). Plus, what students should study if they're thinking about med school or law school down the road.

Because we aim to be on top of the latest trends in education, we also feature a story in this issue about how admission officers are dealing with the use of AI in application essays. (Spoiler alert: not all university administrators think it's such a bad thing.)

Maclean's is uniquely qualified to provide insight and advice on post-secondary education: for decades, we've been chronicling campus life, and since 1991, we've ranked universities using a carefully developed methodology. This guide provides all the resources students will need to make the right choices for their education, submit winning applications and prepare for university life.



Sarah Palford

Sarah Palford
Editor-in-Chief, Maclean's

SIGN UP FOR OUR FREE NEWSLETTER, BEST OF MACLEAN'S, TO GET THE MAGAZINE'S TOP STORIES SENT DIRECTLY TO YOUR INBOX: [MACLEANS.CA/NEWSLETTER](https://macleans.ca/newsletter)

Photograph by Eric Laydon

• THE ULTIMATE GUIDE TO CANADIAN UNIVERSITIES 2024

Learn more about Greeshma's story and her experience at Western University.



Ambassador. Mentor. Connector.

Management and Organizational Studies student Greeshma Rosario found a welcoming and supportive community at Western University. Leaving Oman, she worried about making friends and navigating life in Canada. Arriving on campus, Greeshma quickly connected with a close group of friends in residence and Western's specialized support programs helped her with everything from academics to her study permit. She is now paying it forward as a peer guide for new international students.

Greeshma is among the thousands of students at Western using their unique experiences to inspire others, today.

Western UNIVERSITY • CANADA

Admissions



International Experiences



Western UNIVERSITY - CANADA

World-Class Education

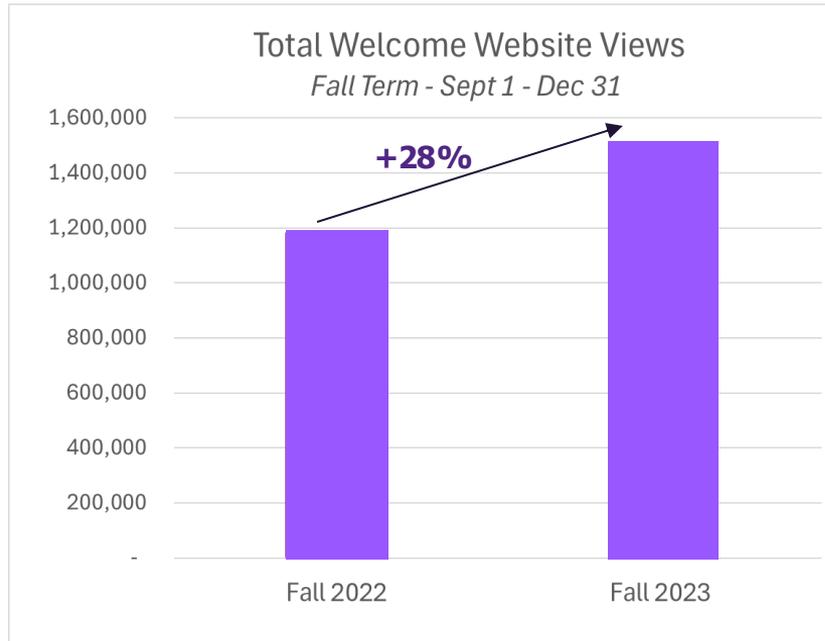
Connected Communities



Residence



Student Recruitment Marketing – Fall 2023 Term



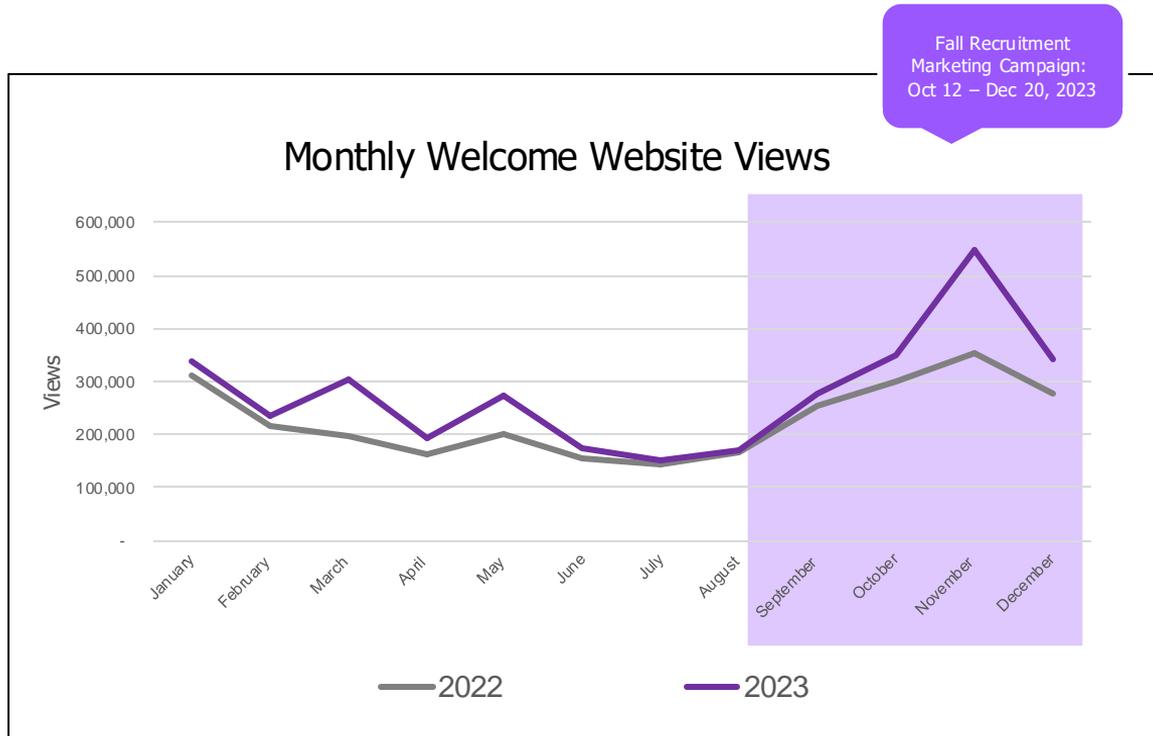
+28% growth

in web traffic between September – December 2023 compared to same period last year

+5.4 million

total recruitment marketing campaign impressions in fall 2023 (up +120% compared to previous year, at ~2.5 million)

Website Performance – welcome.uwo.ca



+3.3 million

total Welcome website views in 2023
(up 23.1% compared to previous year)

+23.7% increase

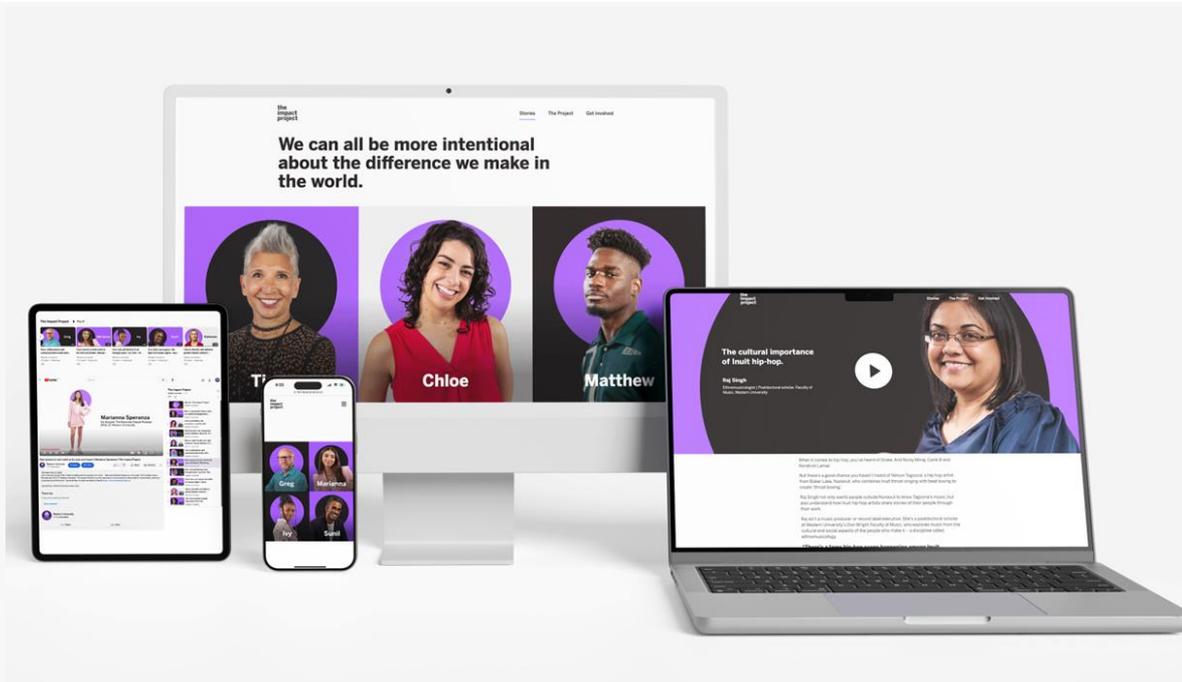
in total applications for Ontario high school applicants compared to last year according to January 2024 OUAC application data

Western's Brand Story:
The Impact Project

The Impact Project

The Impact Project explores the connection between individual action and collective impact. The Project brings together the global Western University community to understand how we can all be more intentional about the difference we make in the world.

The Impact Project - as of April 2024



+1.8 million
total Impact Project impressions to date

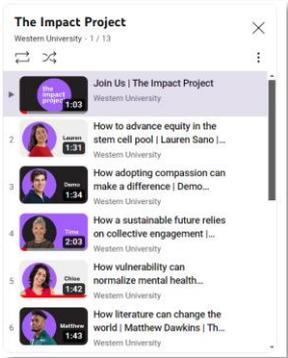
+900,000
engagements
across social & web platforms to date

+225,000
video views
full video views across social platforms to date

Video



YOUTUBE VIDEOS AND ADS



YOUTUBE FEATURED SERIES

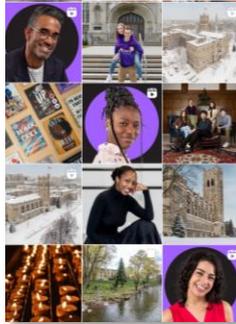
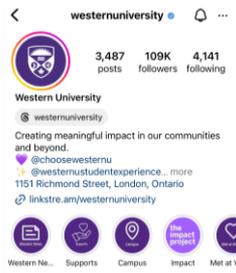
Social



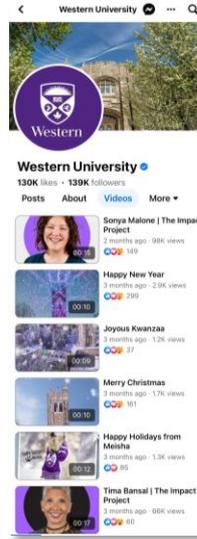
TIKTOK CONTENT



X / TWITTER POSTS



INSTAGRAM POSTS, STORIES, REELS AND ADS

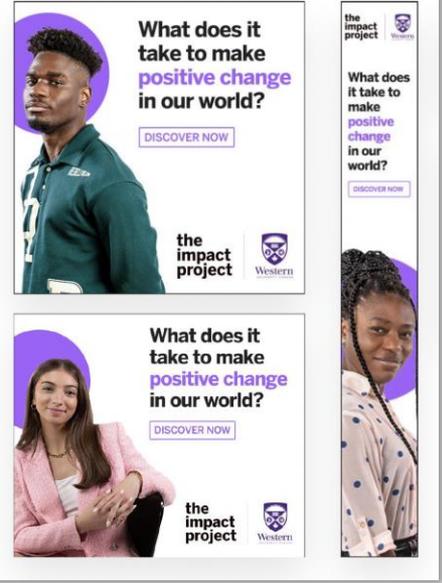


FACEBOOK POSTS, VIDEOS, STORIES AND ADS



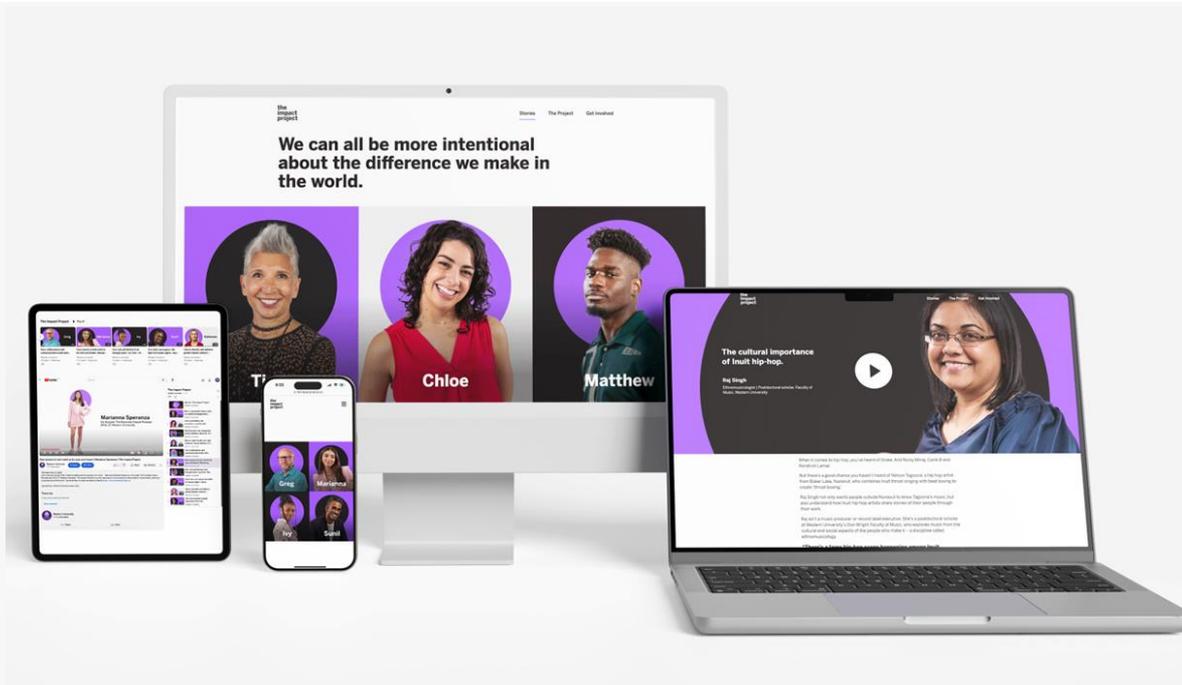
LINKEDIN POSTS AND ADS

NEW in May: Display



GOOGLE DISPLAY NETWORK ADS

The Impact Project - as of May 2024



+12 million
total Impact Project impressions to date

+990,000
engagements
across social & web platforms to date

+243,000
video views
full video views across social platforms to date

The Impact Project



Sunil



Sonya



Tima



Chloe



Matthew



Katreena



Raj



Greg



Marianna



Ivy

The Impact Project



Lauren



Demo



Kalley



Luke



Sheri



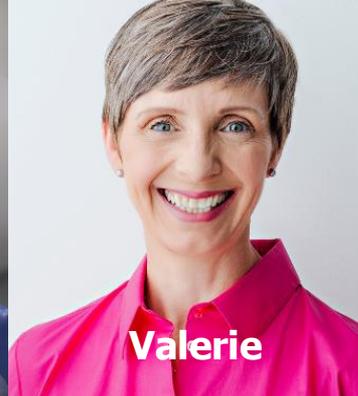
Alissa



Abe



Tarun

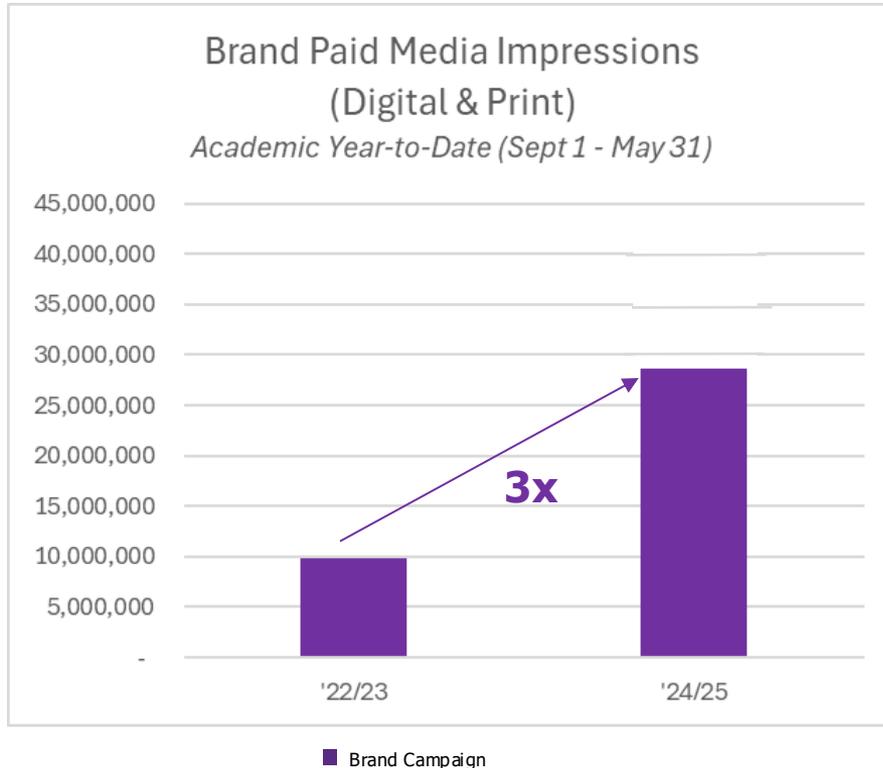


Valerie



Ana

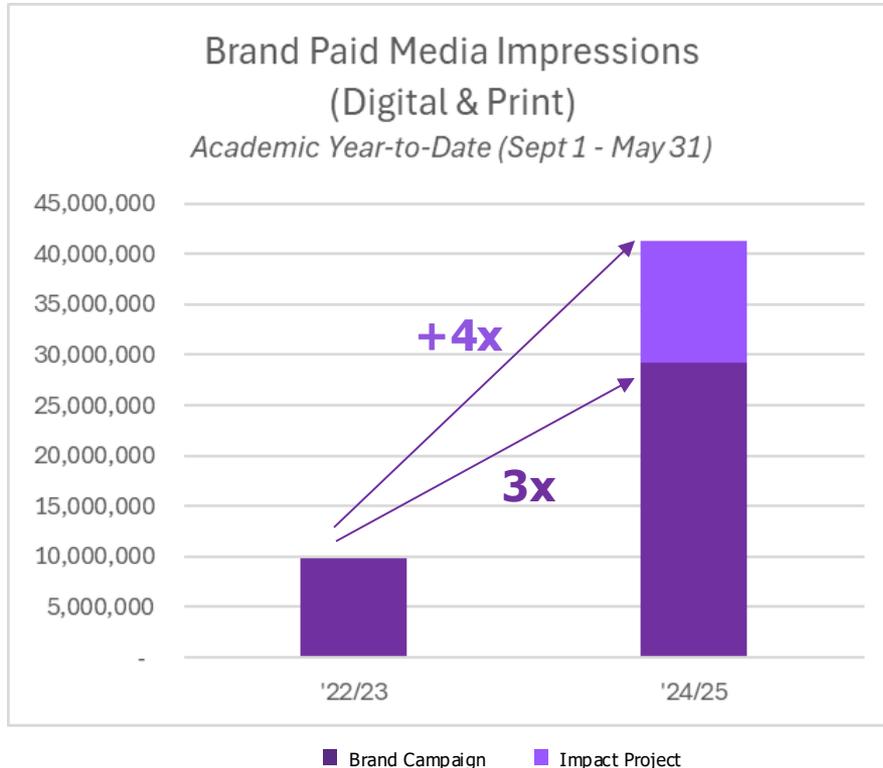
Shifting Brand Perception through Always-On



Layering Impact Project on top of our core brand marketing efforts:

- Consistently telling Western's new brand story across story pillars, faculties and stakeholder groups
- Demonstrating the collective impact of the Western community
- Showcasing Western's impact in the world, today
- Building research profile

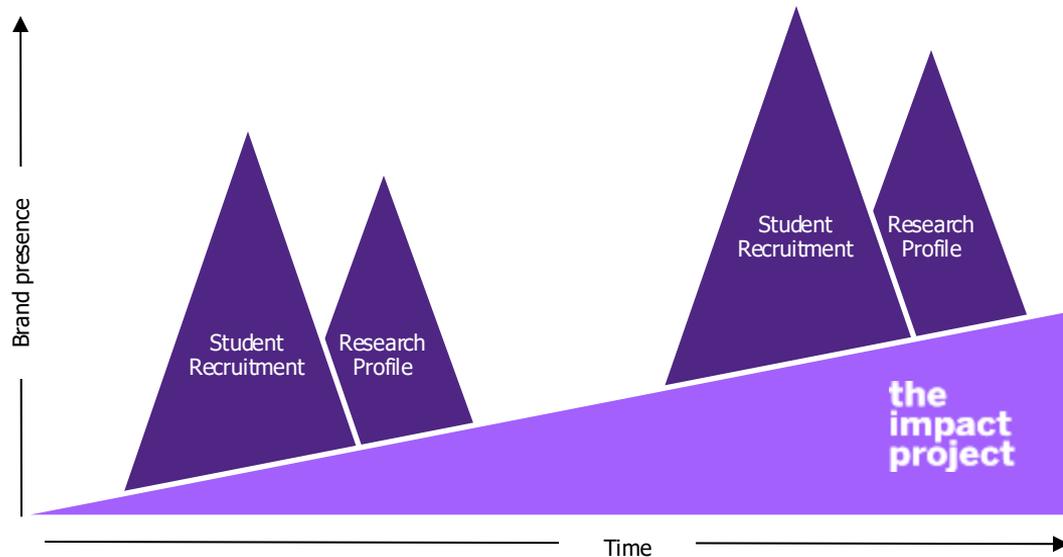
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- Building research profile

Shifting Brand Perception through Always-On



Campaign-based marketing:

- Short “bursts”; pushed for a fixed amount of time
- Best for: Awareness, brand visibility and meeting shorter term goals
- Examples: Research profile building in Globe & Mail, Student features in Maclean's Magazine

Always-on marketing:

- Continuous “drip” approach; consistent presence that lasts indefinitely
- Best for: Engagement, building brand trust and shifting reputation over time
- Example: The Impact Project

Part 2:

Building Western's Research Profile

Building Research Profile:

Targeted Ad Campaigns



Accelerating climate resilience through research and discovery

Stronger homes. Safer cities. A sustainable future.

Western University is working at the forefront of climate research, pursuing solutions to strengthen our homes, our cities, and our future. Western's WindEEE Dome is unique in the world and allows researchers to measure the performance of buildings under extreme weather conditions. Western research is already impacting building practices that will deliver more sustainable cities.

Western is ranked #1 in Canada and #3 in the world for sustainable development, according to the 2022 Times Higher Education Impact Rankings.



Learn more about climate research at Western University

Photo credit: iStock.com/Western University and iStock.com/Western University



Canada is going to the Moon

Western University is leading the way

Western University is driving the science behind Canada's first lunar rover, a historic milestone in Canadian space exploration. Set to touch down on the Moon's south pole in 2026, the rover will collect scientific data, test new technologies and scan the lunar surface for water ice—key to sustaining human life on the Moon and sending astronauts to Mars and beyond.

The lunar rover is one of many cutting-edge initiatives underway at Western University's Institute for Earth & Space Exploration (Western Space), Canada's top research hub for space exploration and training.



Read more



Fall 2023



The forefront of innovation. Seriously.

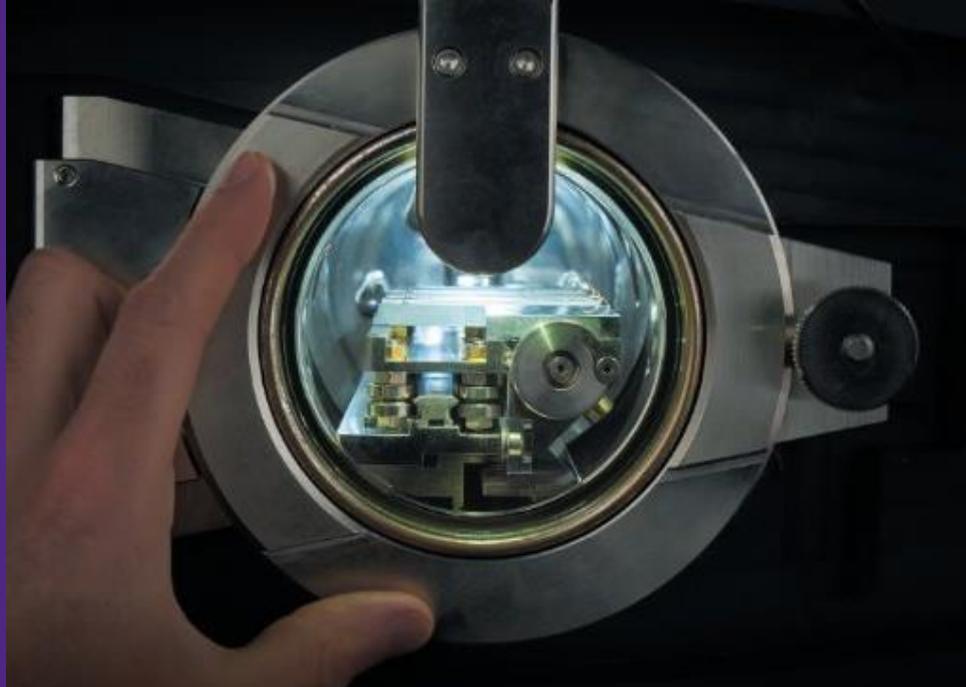
Mobility aids have transformed lives for hundreds of years. Yet, for millions of people living in remote and low-resource settings, they're out of reach.

Western University's new Frugal Biomedical Innovations Program is changing this. A team of researchers, engineers and students have developed an open-source 3-D printable walker which can be built using low-cost, easily accessible materials. With this approach, isolated and developing communities can customize a walker to their specific needs at a significantly lower cost than commercial walkers while eliminating shipping barriers.

This is one of the many ways Western is mobilizing research to improve people's lives around the world, today.



Spring 2024



The future of nuclear energy.

Smaller. Safer. More sustainable.

Western University is at the forefront of nuclear energy research, pursuing high-tech, low-carbon solutions to meet our climate goals and ensure a better future for all Canadians. Our researchers are using highly specialized surface science, micro and nano technologies to make Canada's next-generation Small Modular Reactors safer to build and operate.

A long-time leader in nuclear energy research, Western continues to bring better energy solutions to Canada and the world, today.



Learn more
about nuclear
energy research
at Western.

Globe & Mail Campaign: Featuring Western Research



643k

Estimated print readers

150k

Digital impressions

"Love the ad. Thanks for **championing research** and the Schulich-Engineering collaboration."
- Dean, Schulich School of Medicine & Dentistry

"Love it too, **this project is going incredibly well** and is worth promoting."
- Dean, Faculty of Engineering

"Wow! That is not what I expected at all - but that **does look super good.**"
- Researcher, Frugal Biomedical Innovations

Building Research Profile:

President's Public Engagement Strategy

Behind the Research

Hosted by President Shepard, this social media video series promotes impactful research with leading researchers across Western's social channels. The series captivates new and existing target audiences through a series of conversations that explore innovative research in a format that is engaging and easily consumed.

Behind the Research

VIDEO SERIES 1: COVID-19

June 2023, Featuring:

Eric Arts, Executive Director, Imaging Pathogens for Knowledge Translation Facility & **Kate Choi**, director, Centre for Research on Social Inequality



3
video series

VIDEO SERIES 2: Earth & Space

October 2023, Featuring:

Jan Cami, Director of Hume Cronyn Memorial Observatory & **Sarah Gallagher**, Director of Institute of Earth and Space Exploration (Western Space)



4
videos per series

12
interdisciplinary topics
in three key areas of focus

VIDEO SERIES 3: Neuroscience

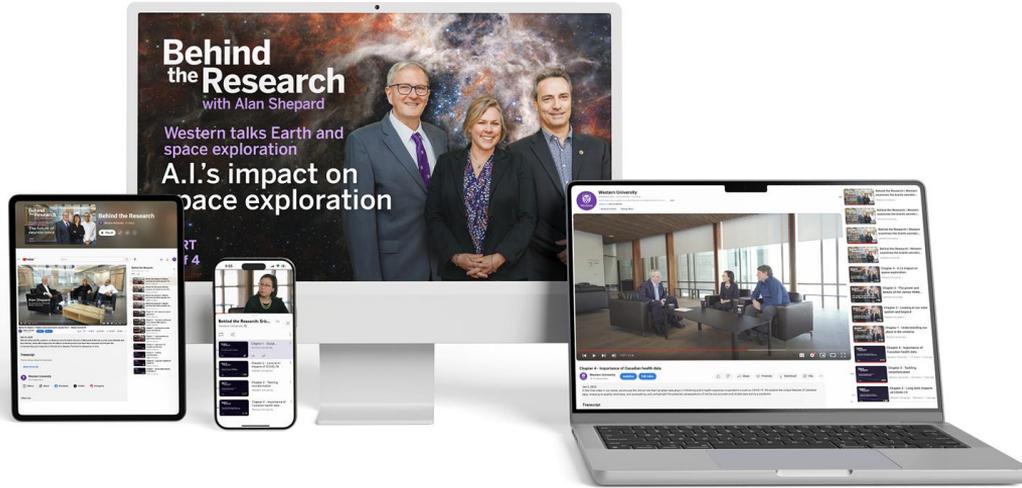
February 2024, Featuring:

Schulich School of Medicine & Dentistry professors and Western BrainsCAN scientific co-directors **Lisa Saksida** and **Ravi Menon**



+38,000
full video views across ⁶³
social platforms to date

Behind the Research



+670,000
impressions

total Behind the Research impressions to date

+400,000
engagements

across social media platforms to date

+38,000
video views

full video views across social platforms to date

64

Building Research Profile:
Media Coverage

Western Research

Media Coverage



September 18, 2023: Western research and experts were featured on the front page of all three major Canadian daily newspapers:

- **Globe and Mail:** Featured a Western collaboration to track satellites
- **Toronto Star:** New Western study that found an increase in the number of teens hospitalized for mental health crises during the pandemic
- **National Post:** A story about masking with Schulich professor Dr. Nitin Mohan quoted as an expert.

Western Research

Media Coverage

The New York Times

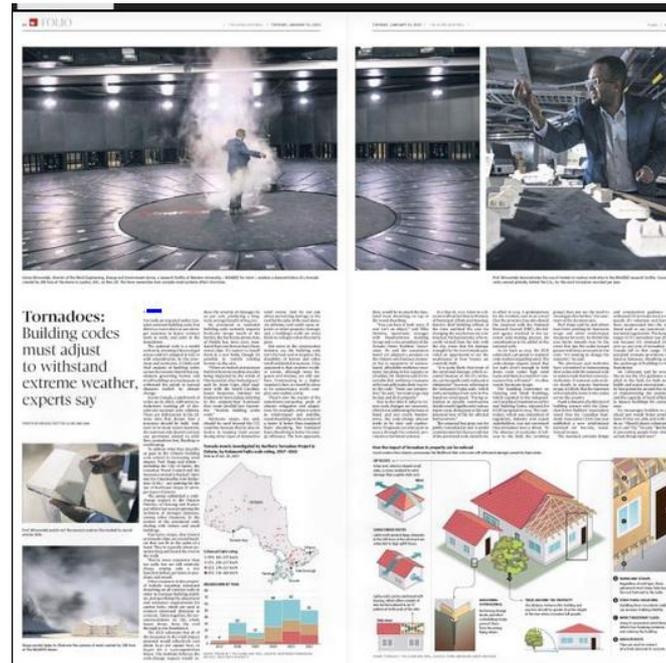


CMK Nov. 2023 03:14.0.008.01-4C.E1 THE NEW YORK TIMES MAGAZINE

Where the Tornadoes Are Tough to Track

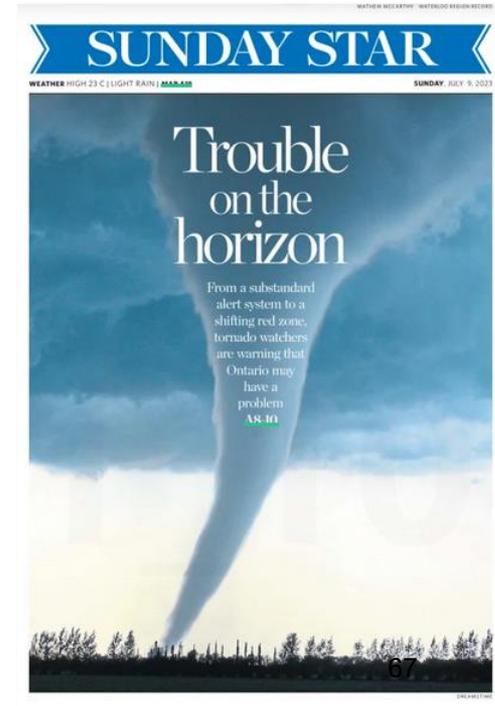
Canada's vast forested landscape is a natural barrier to radar, making it difficult to detect tornadoes before they strike. Experts say that building codes must be adjusted to withstand extreme weather.

THE GLOBE AND MAIL



Tornadoes: Building codes must adjust to withstand extreme weather, experts say

Canada needs to update its building codes to better withstand the impact of tornadoes, experts say. The article includes a map of Ontario showing tornado frequency and a diagram of building structures.



SUNDAY STAR WEATHER HIGH 23 C | LIGHT RAIN | 10:45 AM SUNDAY, JULY 9, 2023

Trouble on the horizon

From a substandard alert system to a shifting red zone, tornado watchers are warning that Ontario may have a problem **A8-A10**

67

Western Research

Media Coverage



SPACE

The Ring Nebula comes into focus, and it's astounding

AUGUST 4, 2023 · 1:40 PM ET
By Bill Chappell



The famous Ring Nebula is seen in brilliant new clarity, thanks to a new James Webb Space Telescope image released by researchers in the JWST Ring Nebula Imaging Project. The image was processed by Roger Wesson, according to Western University in Ontario.

NASA/ESA/CSA

THE GLOBE AND MAIL*

James Webb Space Telescope peers into the Ring Nebula

IVAN SEMENIUK > SCIENCE REPORTER
PUBLISHED AUGUST 3, 2023



Webb telescope captures iconic Ring Nebula in unprecedented detail

By Ashley Strickland, CNN
© 3 minute read · Updated 6:20 PM EDT, Fri August 4, 2023

[f](#) [X](#) [e](#) [s](#)

POPULAR SCIENCE

The Ring Nebula is a glowing gas-filled donut in the latest JWST snap

The planetary nebula about 2,600 light-years away can be seen with backyard telescopes and boasts stunning colors.

BY LAURA BAISAS | PUBLISHED AUG 4, 2023 1:00 PM EDT

SCIENCE

Western Research

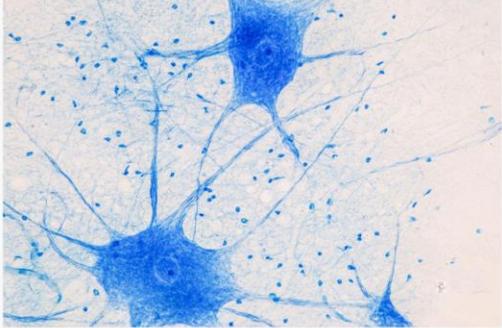
Media Coverage

TORONTO STAR

Ontario researchers make major ALS breakthrough in the race to find a cure. Here's what they found

The researchers believe their treatment can reach clinical trials in just five years. We break down how it works.

Updated May 17, 2024 at 1:10 p.m. | May 17, 2024 | 4 min read



A photo of a motor neuron under the microscope. Researchers from Western University have paved the path to a potential cure for ALS, a terminal disease that breaks down and kills the nerve cells.

Dreamstime

Global NEWS

Western University researchers make breakthrough on possible ALS treatment

By **Emily Passfield** · Global News
 Posted May 13, 2024 4:37 pm · Updated May 15, 2024 10:58 am · 4 min read



Dr. Michael Strong in the laboratory on Western campus. **Megan Morris** / Schulich Medicine & Dentistry

Western Research

Media Coverage



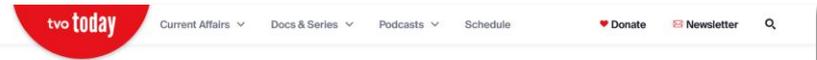
Pearce. "Working with agrivoltaics extends the growing season, reduces water consumption and adds climate resilience."
 The game changer Pearce and his team have brought to agriculture is wooden mounts for the solar panels, which drop the price of the solar installation by up to 75 per cent. Their designs have gone through several iterations in collaboration with researchers around the world. "We make all of our own tools. To make them cheaper, we share them with everybody else. And then everybody else fixes things and feeds them back to us, which is how we get the speed. So the more we share, the more we get back," he said.
 Pearce is appointed to both Western University's Engineering Department and its Ivey Business School, and brings his revolutionarily collaborative approach to both academic fields. It starts with a wholesale rejection of patents.
 "We're showing the next generation of MBA students that this is how you can make money. There are proven business models that actually work, but they're different than the typical 'I'm going to make something then not let anybody else do it for 20 years.' Instead, it's 'I want to make something so good that other people want to join us.' Typically, if you want to commercialize a product, you patent it and license it to a company to manufacture. But Pearce said we should eliminate the software industry, where virtually everything is built on open source code so that different companies can build on each other's work.
 "You get a really fast innovation churn and it drops the cost," he said. Pearce's team also works in the field of medical equipment, where they've developed an EKG machine and a fracture table — a specialized stretcher used for surgery — that can be 3D printed from plans available free online.
 "I can drop the cost of things by a factor of 100, that will be good even here in Canada. But if you're talking about anywhere else in the world that doesn't have much money, that is a way to get to much lower costs, more accessible and still high quality devices."
 Using the design they've devel-

NIHOLE OSBORNE FOR THE TORONTO STAR
 Joshua Pearce prepares to conduct one of Canada's first tests of agrivoltaics, which intersperses rows of solar panels with rows of plants. Rather than forcing you to choose between a solar farm or traditional crops, the practice lets you have both.

THE ENVIRONMENTALISTS

Turning impossible dreams into reality

Protein bars from recycled plastic bottles? An indoor farm on wheels? Western prof gets innovative with green tech to solve human problems



ENVIRONMENT • SCIENCE & TECH

Why solar power and farmers' fields could be the perfect combination

ANALYSIS: Large solar farms can conflict with other land uses — most critically, agriculture. Experts say agrivoltaics could be the answer

Written by John Michael McGrath
 Feb 13, 2024

Share



Agrivoltaics is a relatively new field that involves combining solar photovoltaic panels in agricultural operations. (Tobi Kellner/Wikimedia Commons)

Western Research

Media Coverage



The Telegraph



SCIENCE

Animals Are Avoiding Us

Humans have an image problem. But we might be able to use it for good.

By Ross Andersen



South Africa's Kruger National Park study: Animals fear human voices more than lions

6 October 2023
By Muthoni Muchiri, BBC News



THE  TIMES

T The Times and The Sunday Times @thetimes · 6h
Kangaroos and wallabies are more likely to flee from people's voices than predators' noises, a study has revealed

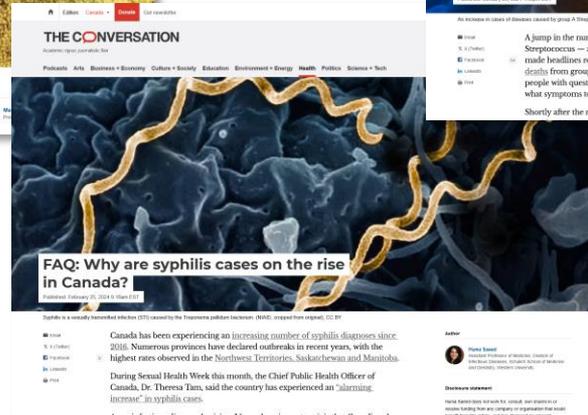
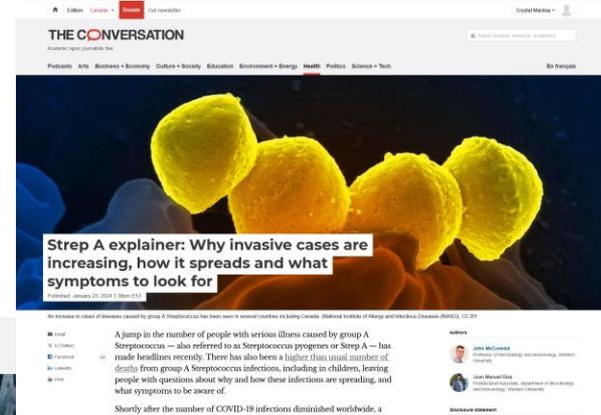
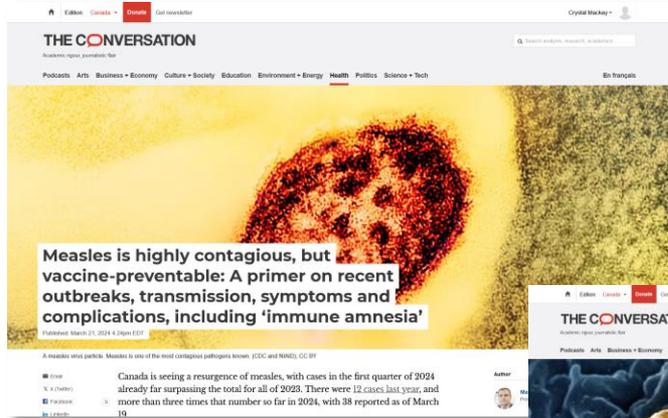


The scariest sound for animals — human chit-chat

From thetimes.co.uk

Western Research

Media Coverage



Building Research Profile:

Western Alumni Magazine

Western Research

Alumni Magazine



Building Research Profile:

Western News

Western Research

More from Western News



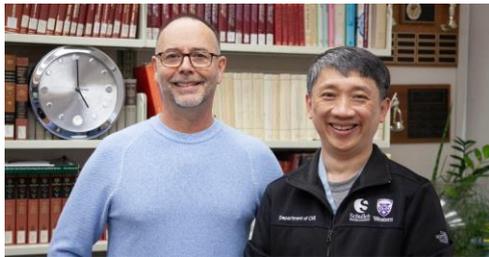
Award-winning work on HIV/AIDS treatment shared at conference



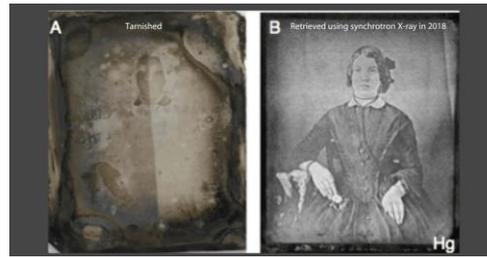
Ivey prof develops strategy to bridge the digital divide



Researchers chart Orion Nebula with James Webb telescope images



First Canadian robot-assisted spinal surgery



Reviving lost images from old, tarnished photographs



Dr. Alp Sener: Andrew Lazarovits Chair in Immunobiology and Transplantation

Western Research

Recent Western News Stories



Analysis shows potential in new Alzheimer's treatment



Western Institute for Neuroscience commits to open science



High-tech indoor farm creates conditions to grow food anywhere, in any season



Researchers enhance detection to prepare for future pandemics



Breakthrough paves way for ALS cure



Martha Dagnev: 3M 25 Women in Science Program 79

Western Research

NEW "Our Warming Planet" Series



2023 was declared the hottest year on record and global temperatures are expected to increase further this year.

"Our Warming Planet" series launched on **Earth Day, April 22**

Stories posted throughout the year featuring experts talking about their research and what a fast-warming planet means for them from the perspective of their respective disciplines such as:

- Weather systems and extreme weather
- Geography and environment
- Biology and zoology
- Policies and urban planning
- Medicine and health care
- Business and industry
- Sociology and culture
- Philosophy and the arts
- Agriculture
- Indigenous communities
- Energy and energy policy

Discussion

ITEM 4.2(a) – Revisions to MAPP 2.25 – Internal Endowments

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the amendments to MAPP 2.25 as outlined in item 4.2(a).

EXECUTIVE SUMMARY:

Internal Endowments are internally restricted funds set aside to generate income for a specific purpose. The University’s existing policy was created in 1997 and has not been renewed since that time. The policy requires updates to account for changes in the size and complexity of the University, as well as formalizing procedures around the creation of internally restricted endowments.

Substantive changes to the policy and the creation of the new procedure are as follows:

- Confirmation that the Board may approve Internal Endowments, which was not explicit in the current policy.
- Increasing the threshold for internal endowments to \$500,000 versus \$100,000 to account for growth in the university over almost 30 years. The annual payout from this level of endowment is approximately \$20,000.
- The administration fee was removed as it wasn’t being applied, and the 5% penalty to unwind an endowment has been removed. The increased minimum threshold should not necessitate needing to apply penalties.
- Enabling language to account for the addition of funds to existing internal endowments that have already been approved.
- Adding the approval procedures, which formalizes the review processes that have developed over time prior to approval.

The procedures are provided for information.

ATTACHMENT(S):

[MAPP 2.25 – Internal Endowments \(revised\)](#) – *for approval*

[Procedures for Policy 2.25 – Internal Endowments \(new\)](#) – *for information.*

POLICY 2.25 – Internal Endowments

Policy Category:	Financial
Subject:	Internal Endowments
Approving Authority:	Board of Governors
Responsible Officer:	Vice-President (Operations & Finance)
Responsible Office:	Financial Services
Related Procedures:	Procedures for Endowing Internal Funds (to be linked)
Related University Policies:	2.11 - Investment Payout Policy 2.22 - Funding of Academic Chairs, Professorships and Designated Faculty Fellowships
Effective Date:	June 27, 2024
Supersedes:	January 23, 1997

I. PURPOSE

The purpose of this policy is to define:

- **the allowable scenarios for endowing internal University funds**
- **the responsibilities and accountabilities associated with endowing internal University funds**
- **the responsibilities and accountabilities associated with revising the purpose and/or provisions of existing internally endowed funds**

II. DEFINITIONS

“Internal Endowment” means an internally restricted endowment composed of funds that the University has set aside to generate income for a specific purpose.

III. POLICY

- 1.00 **Requests** ~~Unless otherwise approved by the Board of Governors, a request~~ to create an internal Endowment requires the approval of the Vice-President (Operations & Finance) and the Provost & Vice-President (Academic) **after receiving the necessary preapprovals as determined by Financial Services.** Decisions of the Vice-Presidents (Operations & Finance) and Provost & Vice-President (Academic) ~~–~~are final and not subject to appeal.
- 2.00 **An Internal Endowment requires a minimum of \$500,000 to be established.**

POLICY 2.25 – Internal Endowments

3.00 Each Internal Endowment will be subject to the University’s Manual of Policies and Procedures.

4.00 Funds to establish or contribute to an Internal Endowment must not be from the basic operating budget, unless otherwise approved by the Board of Governors.

~~3.00 The creation of an internal endowment must not violate any restriction related to the funds in question.~~

54.00 Funds to establish or contribute to an Internal Endowment must be free from external restrictions.

~~6.00 Funds used to capitalize an Internal Endowment are held must be set aside as endowments, in perpetuity.~~

~~57.00 Amounts The purpose for spending can be spent on any academic purpose, as from an Internal Endowment is~~ agreed to at inception.

~~6.00 Initial endowment amounts must be at least \$100,000.~~

87.00 The funds will be subject to A change to the purpose and/or provisions of an Internal Endowment requires the approval of the Vice-President (Operations & Finance) and Provost & Vice-President (Academic). Only in exceptional circumstances, such as University financial hardship, may an Internal Endowment be un-endowed, which shall be treated as a change to purpose and/or provisions.

~~the policies of the Board of Governors with respect to endowed funds, as amended from time to time.~~

~~8.00 Terms can be altered only with the agreement of the Vice President (Academic) and the Vice-President (Operations & Finance).~~

~~9.00 A 1.5% administration fee will be assessed on the capital of all such funds on an annual basis.~~

~~10.00 In order to discourage inappropriate spending of the internal endowments, a 5% penalty will be charged on any payouts from the accounts that are in excess of the payout rate permitted for regular endowments.~~

9.00 A request to add funds to an existing Internal Endowment requires the approval of the Associate Vice-President (Financial Services) or designate.

PROCEDURES FOR POLICY 2.25 – Internal Endowments

1. Request to Create a New Faculty or Department Internal Endowment

- 1.1 Requests for a new Internal Endowment will be obtained by means of the Internal Endowment form through Financial Services.

The form will require the following:

- the amount of funds to be internally endowed
- details of the funding source
- the proposed name of the Internal Endowment
- the purpose and allowable expenditures of the new Internal Endowment
- the approval of the Dean or Budget Unit Head

- 1.2 Financial Services will be responsible for the initial review and approval of each request.

- 1.3 Financial Services will obtain any additional preliminary approvals as appropriate from the Associate Vice-President (Institutional Planning & Budgeting) and/or Legal Counsel.

- 1.4 Once preliminary approvals have been received, Financial Services will be responsible for bringing the request forward to the Vice-President (Operations & Finance) and the Provost & Vice-President (Academic) for final approval.

2. Request to Add Capital to Existing Internal Endowments

- 2.1 Requests to add funding to an Internal Endowment will be obtained by means of the Internal Endowment form through Financial Services.

The form will require the following:

- the amount of funds to be internally endowed
- the details of the funding source
- the purpose and the Internal Endowment
- the existing department and project code
- the approval of the Dean or Budget Unit Head

- 2.2 The Associate Vice-President (Financial Services), or designate, will be responsible for approving additional funding to an Internal Endowment and may consult with the Associate Vice-President (Institutional Planning & Budgeting) and/or Legal Counsel on a case-by-case basis.

3. Request to Change the Purpose and/or Provisions of an Internal Endowment

- 3.1 Requests to change the purpose and/or provisions of an existing Internal Endowment will be obtained by means of the Internal Endowment form through Financial Services.

The form will require the following:

- the department and project codes

POLICY 2.25 – Internal Endowments

- the current capital and expendable balances of the project
 - the source of funding
 - the current terms of the Internal Endowment
 - an explanation of why the current terms no longer meet the needs of the faculty/department
 - the suggested revised terms of the Internal Endowment
 - the approval of the Dean or Budget Unit Head
- 3.2 Financial Services will be responsible for the review and initial approval of the request.
- 3.3 Financial Services will be responsible for bringing the request forward to the Vice-President (Operations & Finance) and the Provost & Vice-President (Academic) for final approval.

ITEM 4.3(a) – Staffing Report

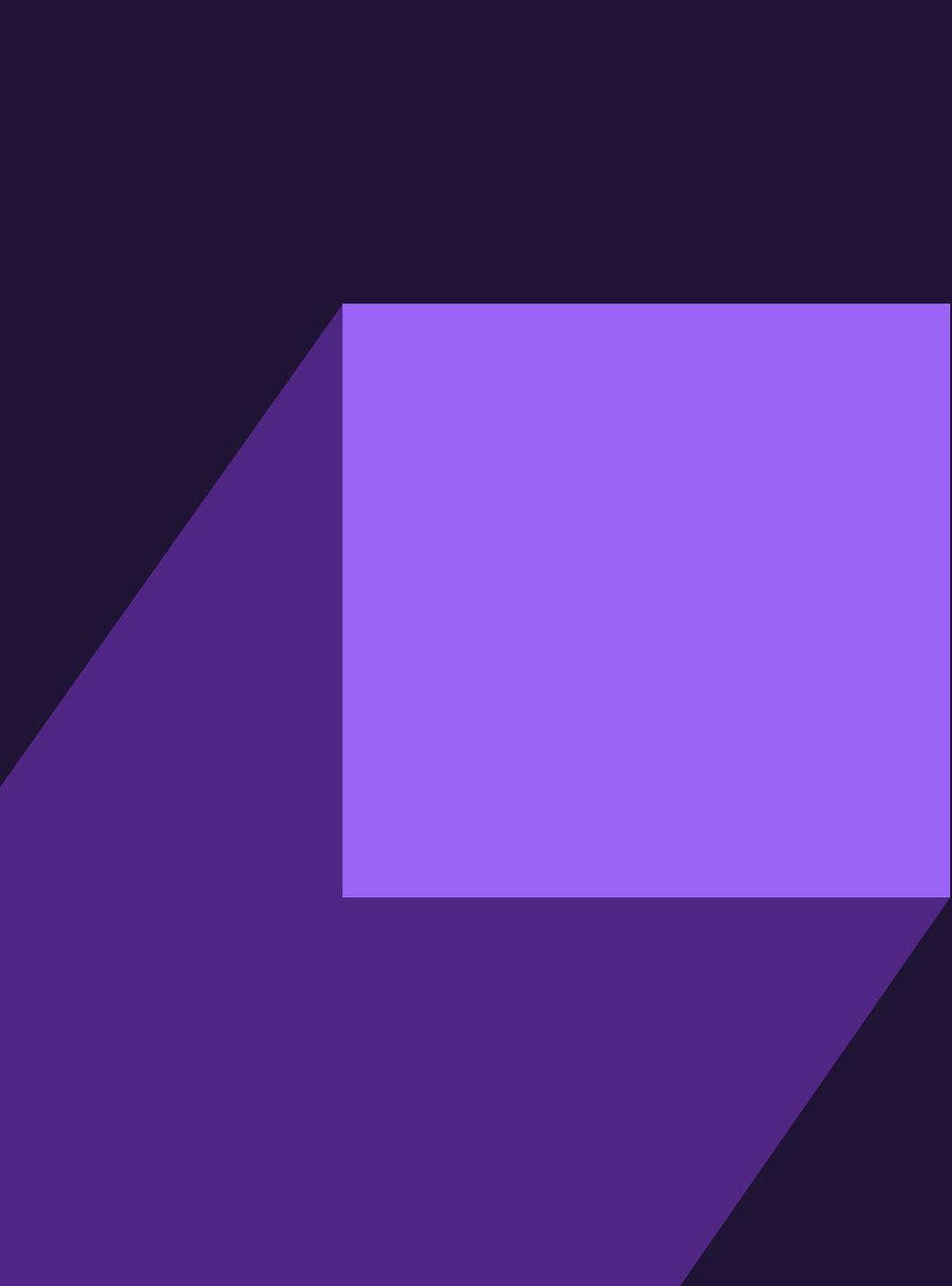
ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Annual Staffing Report for the period from May 1, 2023 to April 30, 2024 is provided for information.

ATTACHMENT(S):

[Western's Staff Talent](#)



Western's Staff Talent

May 2024

Prepared for:
Western's Board of Governors

About this report

This report has been prepared to illustrate the profile of Western University staff.

The staff profile data presented focuses on employees dedicated to staff roles and groups; faculty information is generally excluded except where appropriate (e.g., health and safety data).

The primary source of data is the Human Resources Information System (HRIS) at April 1, 2024 with additional data provided by Western Human Resources employees.

Definitions

Continuing – Regular Full-Time staff, employed year-round; represented by union or association

Sessional – Regular Full-Time staff, employed during fixed period (usually academic year) with a regularly recurring period of absence; represented by union or association

Contract (FT) – Contract Full-Time staff, employed on a fixed-term basis; may be represented by union or association (e.g., UWOSA Term, PSAC Postdoc)

Contract (PT) – Contract Part-Time staff, employed on a fixed-term basis, with variable hours; may be represented by union or association (e.g., CUPE FM or CUPE HS)

Staff Unions & Associations

Group	Description
CUPE 2361 - Facilities Management <ul style="list-style-type: none"> • 368 employees 	Represents employees in Facilities Management who are engaged in the maintenance and service of buildings and grounds at the University.
CUPE 2692 - Hospitality Services <ul style="list-style-type: none"> • 797 employees 	Represents employees in the Hospitality Services at Western.
IUOE 772 - Operating Engineers <ul style="list-style-type: none"> • 12 employees 	Represents Operating Engineers.
OPSEU 102 - Special Constables <ul style="list-style-type: none"> • 15 employees 	Represents employees in the Western Special Constable Service.
PMA - Professional & Managerial Association <ul style="list-style-type: none"> • 1546 employees 	Represents full-time employees engaged on a permanent basis in managerial and professional roles.
PSAC 610 - Graduate Teaching Assistants <ul style="list-style-type: none"> • 2003 employees 	Represents Graduate Teaching Assistants.
PSAC 610 - Postdoctoral Associates <ul style="list-style-type: none"> • 243 employees 	Represents Unionized Postdoctoral Associates.
SAGE - Select Administrative Group Employees <ul style="list-style-type: none"> • 10 employees 	Represents employees engaged in administrative roles that may require access to confidential employment and labour relations information, necessitating their exclusion from the Staff Association bargaining unit.
UWOSA - UWO Staff Association <ul style="list-style-type: none"> • 900 employees 	Represents employees engaged in administrative and research support roles employed on a continuing or sessional (e.g.. academic year) basis. Employees hired temporarily in these roles for eight months or more and working regularly more than 24 hours per week are also represented.

In this report

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**Western's Staff
Profile**

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**Recruitment &
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**Learning &
Engagement**

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4

**Employee
Benefits**

Page 21

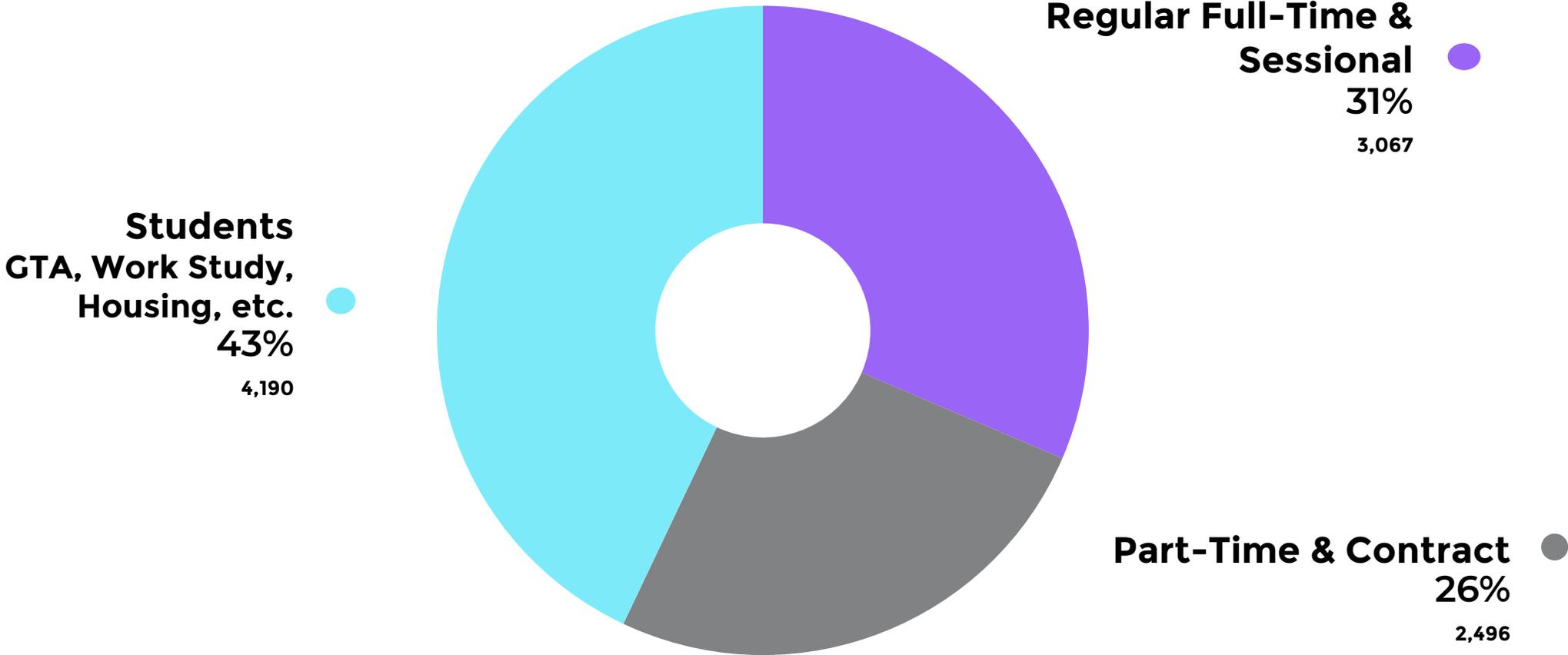
5

**Health &
Well-being**

Page 25

Western's Staff Profile

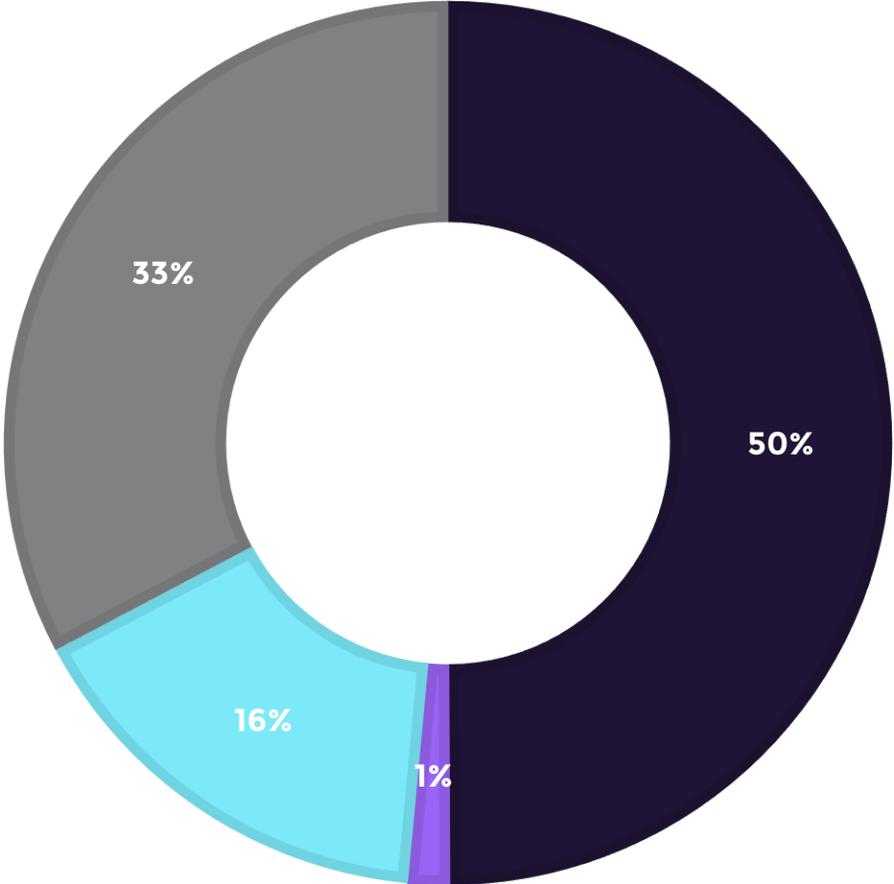
Western Staff Headcount Inclusive of Student Employment



Total Staff Headcount = 9,753

Western Staff Headcount Without Student Employment

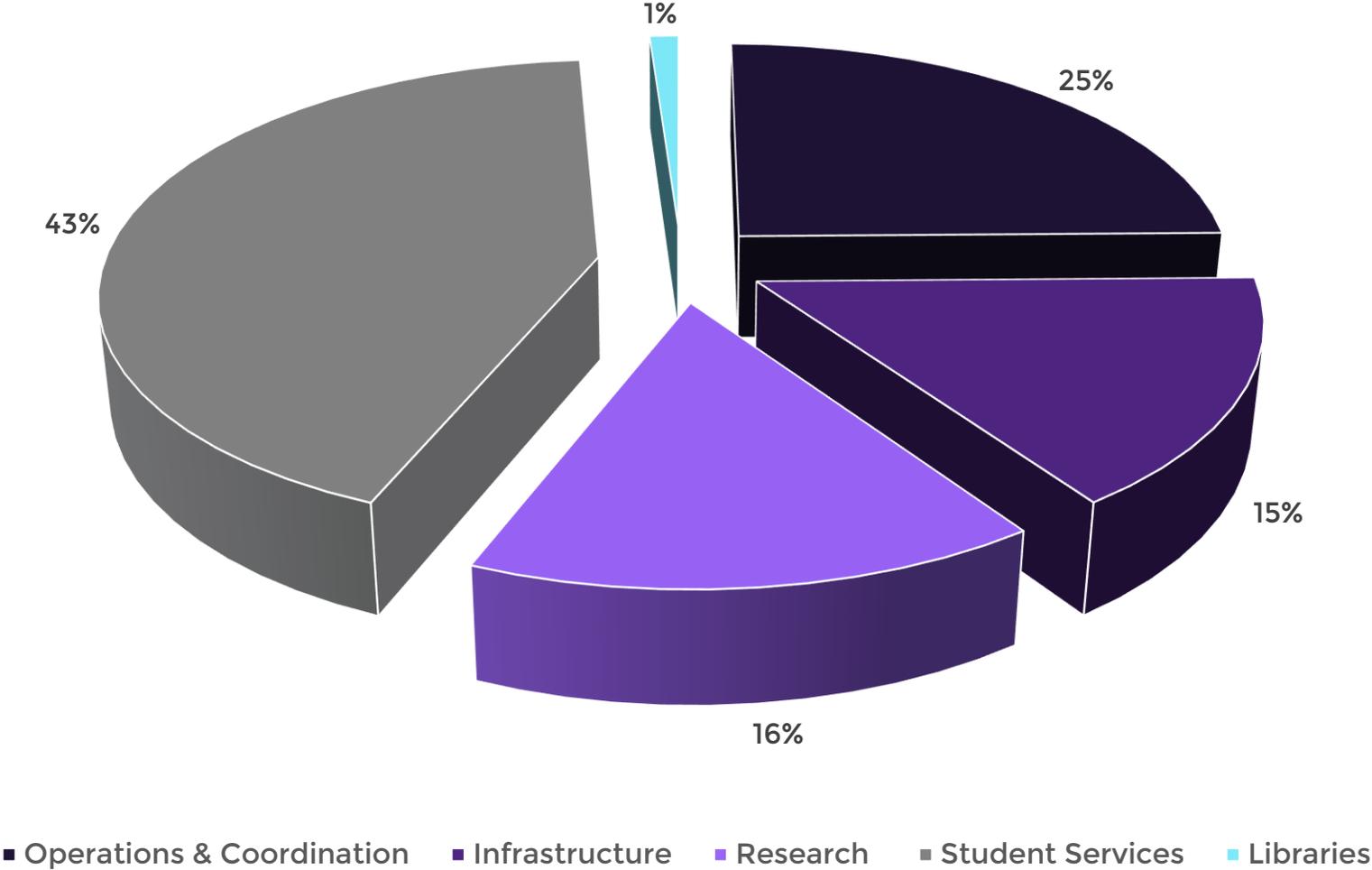
■ Continuing (RF) ■ Sessional ■ Contract FT ■ Contract Hourly (PT)



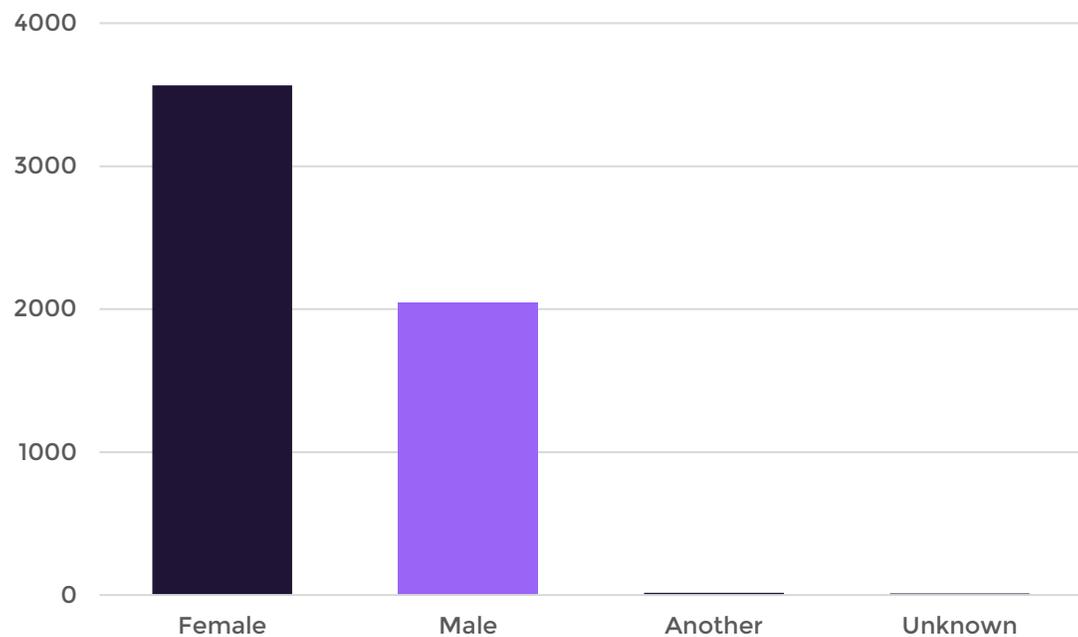
Headcount = 5,563

Employment by Mission/Family

Mission/Family	Examples
Operations & Coordination	People and Process Coordination; Finance; Communications; HR
Infrastructure	IT Services; Caretaking & Facilities; Housing Operations
Research	Postdoctoral Associates; Faculty Research Support; Western Research
Student Services	Faculty Program Support; Advising; Student Experience; Residences
Libraries	User Services; Content Management; Research, Teaching & Learning

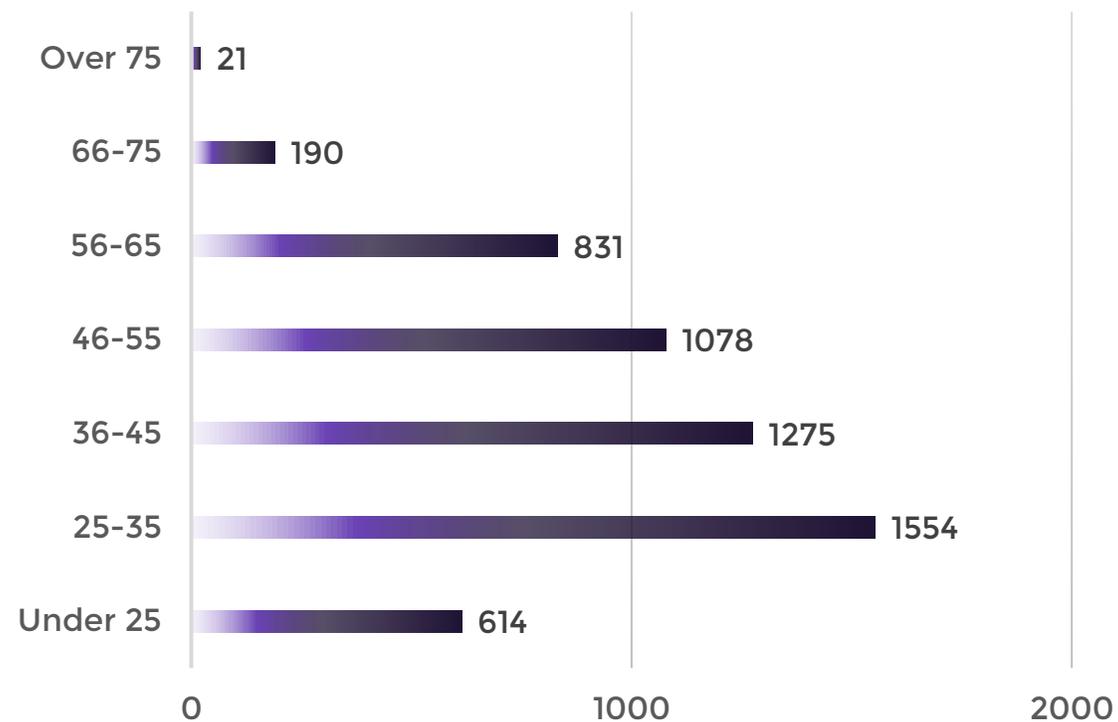


Gender Identity¹



¹Data from HRIS system

Age Cohort²

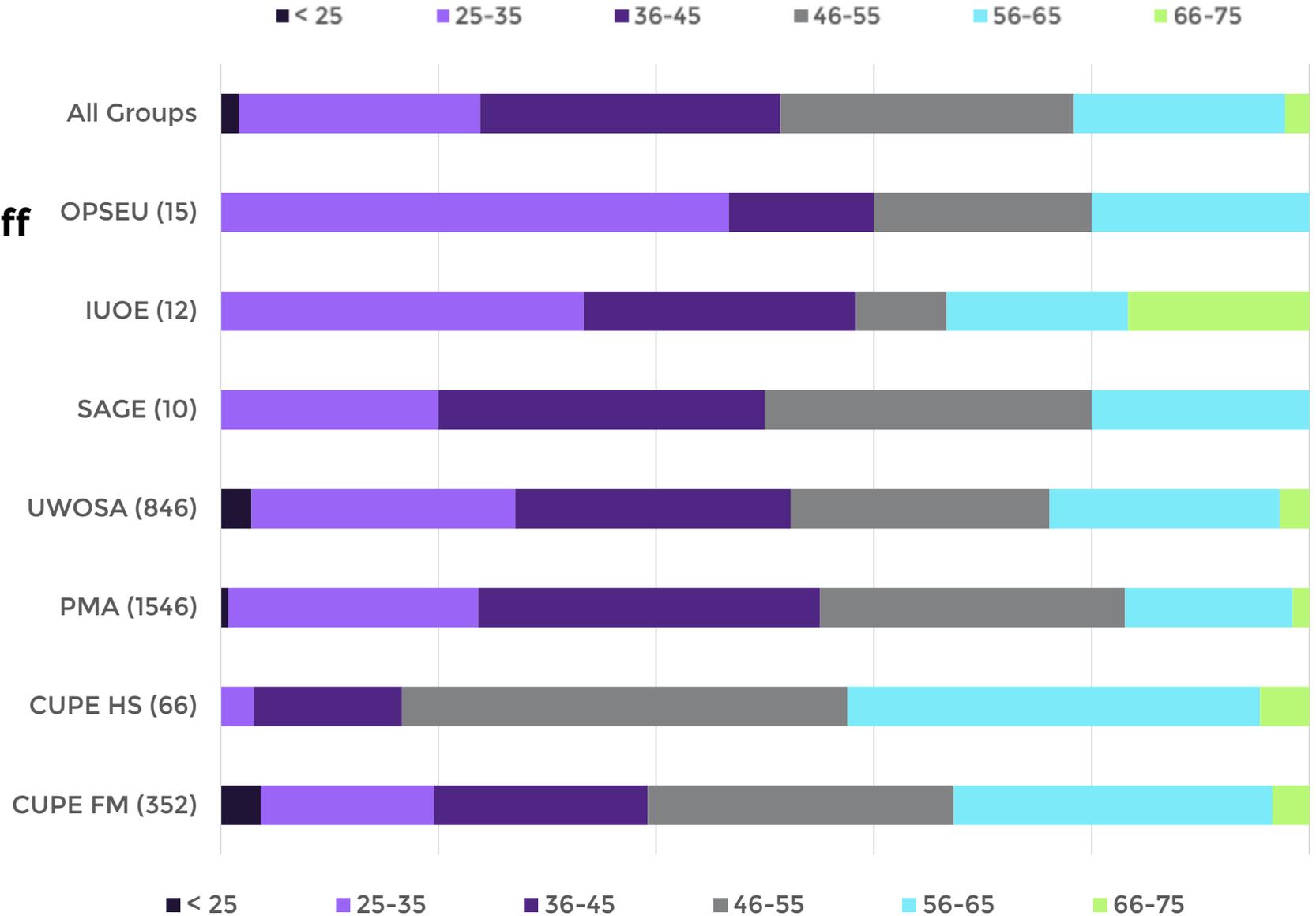


²Prior to 2007, number of staff above 65 was 0 due to mandatory retirement; currently 73% of Continuing and Sessional employees aged 56-65 are eligible for early retirement with post-retirement benefits

Age Cohort

Continuing & Sessional Staff

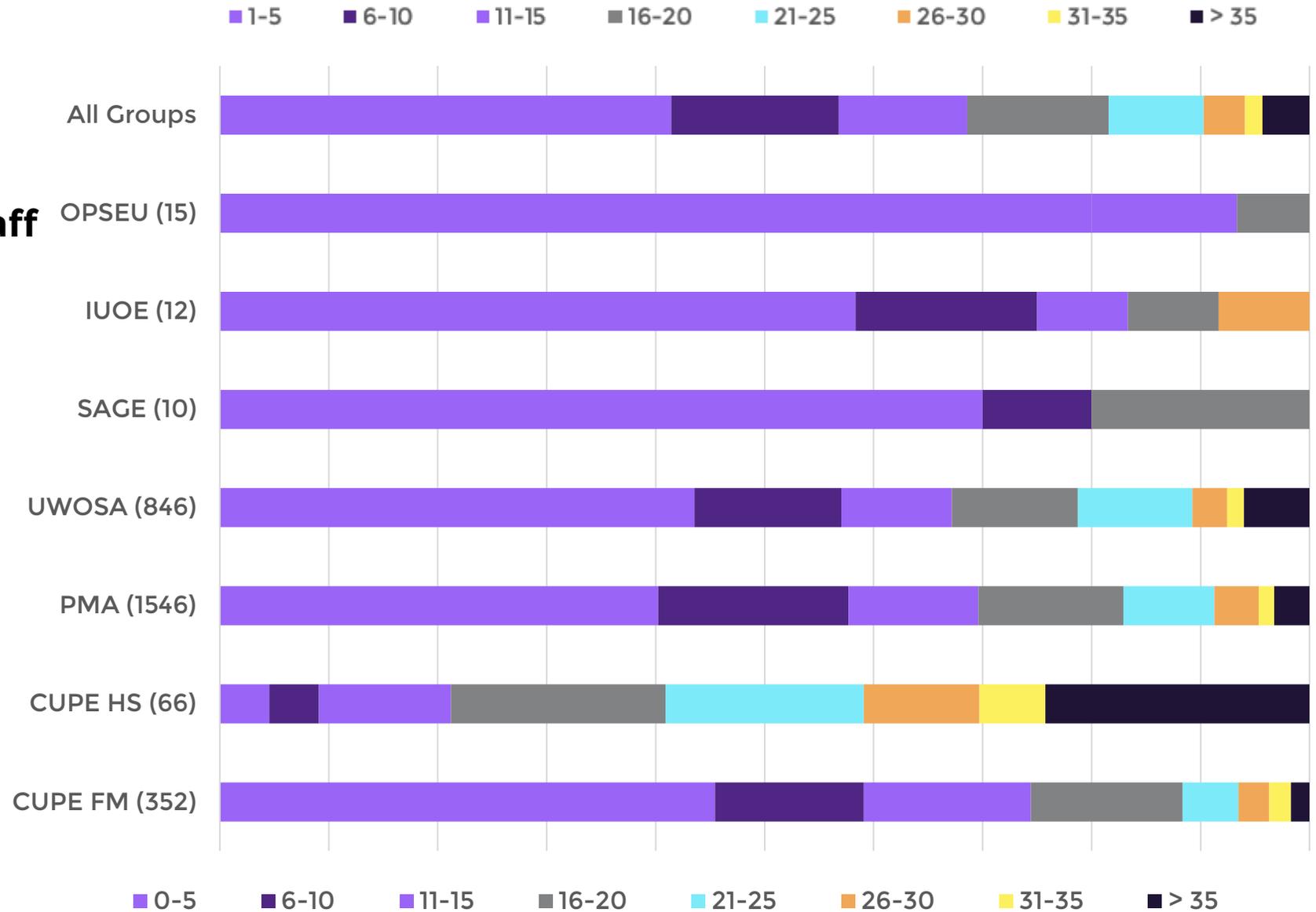
By Group



Years of Service

Continuing & Sessional Staff

By Group



Recruitment & Retention



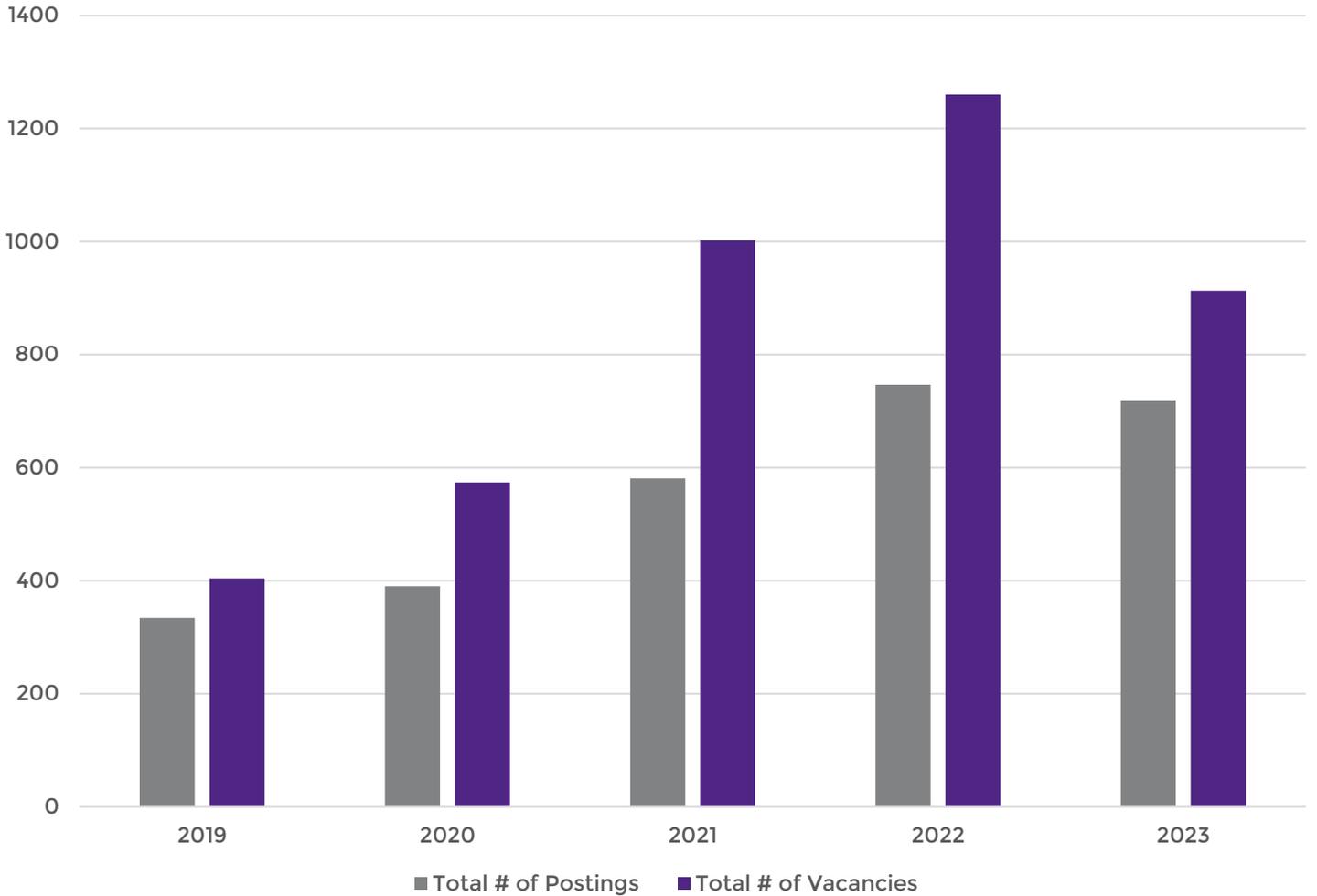
Staff Recruitment³

Postings & Vacancies

2019-2023

26.7

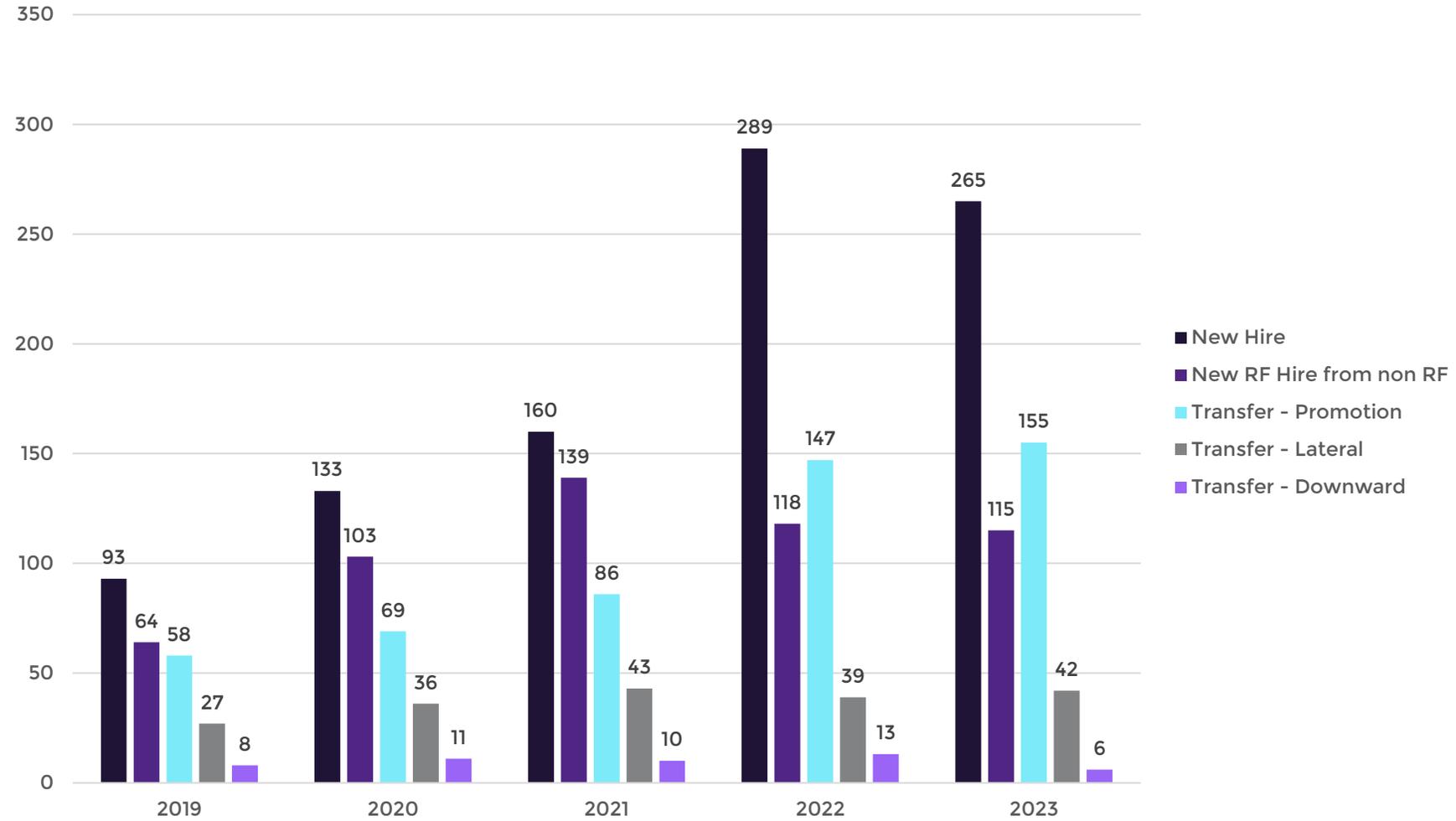
Average days to fill



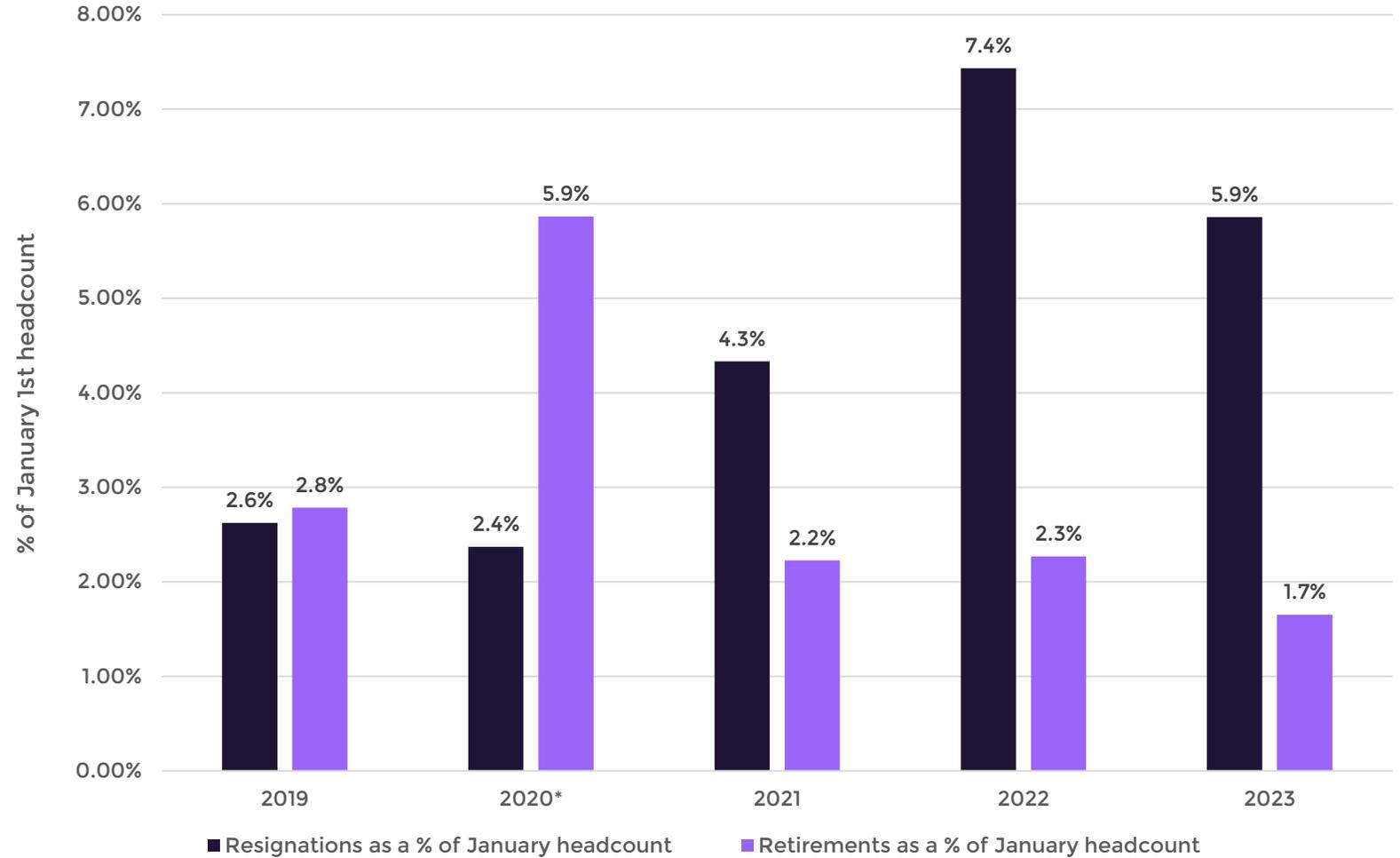
³ Multi-vacancy postings for high-volume recruitments include Culinary Support, Caretaker, Residence Safety Assistant

Staff Recruitment

Hires and Transfers 2019-2023



Staff Terminations By Reason (RF) 2019-2023



*Note: Voluntary retirement incentive packages in 2020

Learning & Engagement



Fostering a Positive Workplace Culture





Investing in Our Leaders

Western HR continues to expand the development of academic and administrative leaders in 4 competency areas: Leading Self; Leading People and Teams; Leading Programs; and Leading Innovation and Change:

- 56 workshops offered, with several new options
- 1073 records of completion
- 400 unique participants (17% academic leaders)

Two additional events tailored specifically to Western leaders included a New Leader Welcome in January 2024 and Western Operational Leader Meetings (offered quarterly).

In June 2024, we will celebrate 48 leaders who have earned an Excellence in Leadership Program Certificate for having completed nine or more workshops in the program.

955

Investing in Our Operations/Coordination Staff

Western's Operational Excellence Program continues to expand learning opportunities for administrative staff to understand finance and human resource processes. In 2023, there were:

- **955** records of completion
- 51 workshops across 25 topics
- 474 unique participants
- And in January 2024, 62 administrators earned a Program Certificate for completing 5 or more workshops

Employee Benefits

Benefits

All Employees

Career & Workplace \$8,441,000

Professional Allowance \$2,739,000*
Scholarships \$2,423,000
Educational Assistance \$1,012,000

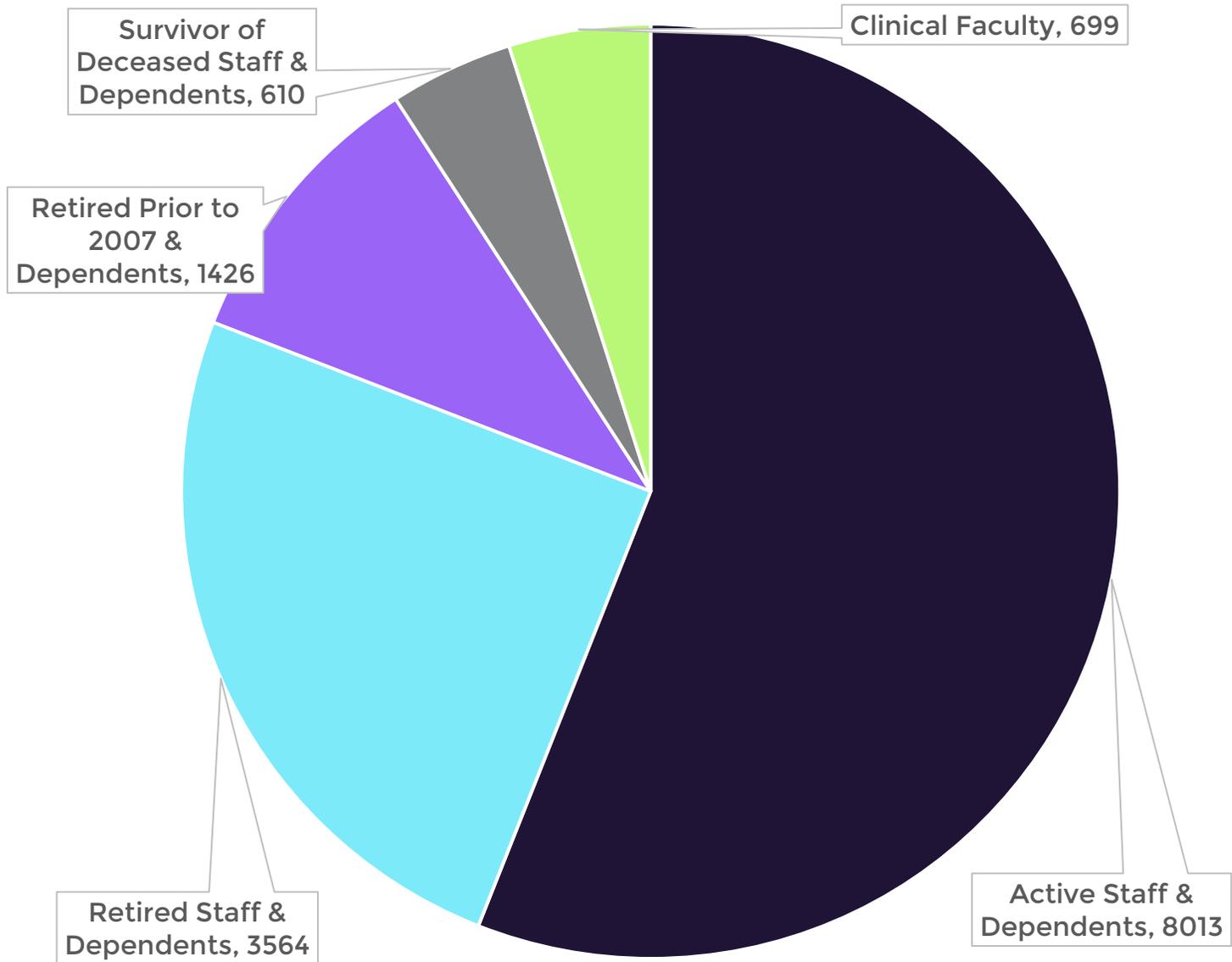
Financial Security & Retirement \$58,327,000

Pension \$46,416,000
Disability \$8,471,000
Maternity/Adoption \$2,936,000

Health & Wellness \$34,445,000

*Directed by employees from flex credits

Total # Enrolled in Health & Dental Coverage = 14,312



Health & Dental Benefits Coverage

All Employees

Employee Group Negotiations

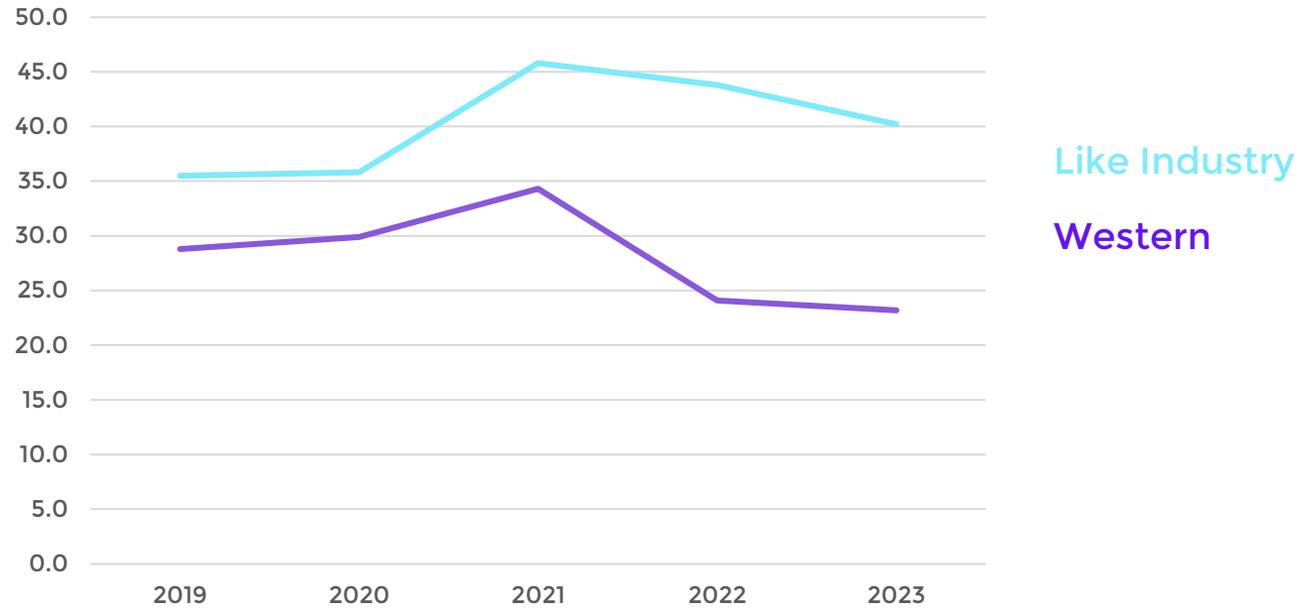
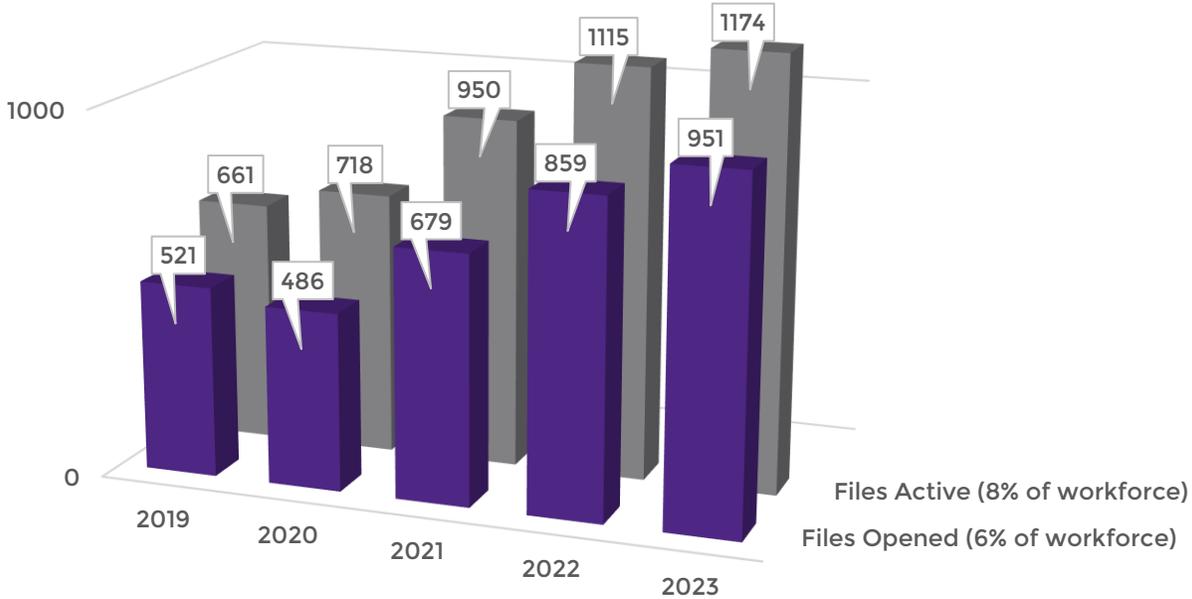
Group	Status
CUPE 2361 – Facilities Management <ul style="list-style-type: none"> • 368 employees 	Contract end June 30, 2024; negotiations commenced
SAGE – Select Administrative Group Employees <ul style="list-style-type: none"> • 10 employees 	Contract end June 30, 2024
UWOSA – UWO Staff Association <ul style="list-style-type: none"> • 900 employees 	Contract end June 30, 2024; negotiations commenced
PMA – Professional & Managerial Association <ul style="list-style-type: none"> • 1546 employees 	Contract end October 31, 2025
PSAC 610 – Postdoctoral Associates <ul style="list-style-type: none"> • 243 employees 	Contract end December 31, 2025
CUPE 2692 – Hospitality Services <ul style="list-style-type: none"> • 797 employees 	Contract end June 30, 2026
IUOE 772 – Operating Engineers <ul style="list-style-type: none"> • 12 employees 	Contract end June 30, 2027
OPSEU 102 – Special Constables <ul style="list-style-type: none"> • 15 employees 	Contract end June 30, 2027
PSAC 610 – Graduate Teaching Assistants <ul style="list-style-type: none"> • 2003 employees 	Contract end August 31, 2027

Health & Well-being



Employee Case Files

Short- & Long-Term Disability



LTD Claims Duration

(Months)

80%

Return to Work Resolution

80% of medically-able employees engaged in a return-to-work (RTW) plan supported by Western Employee Well-being were successful at re-entering the workplace

Like industry = ~40-50%

Employee & Family Assistance Program

TELUS Health⁴

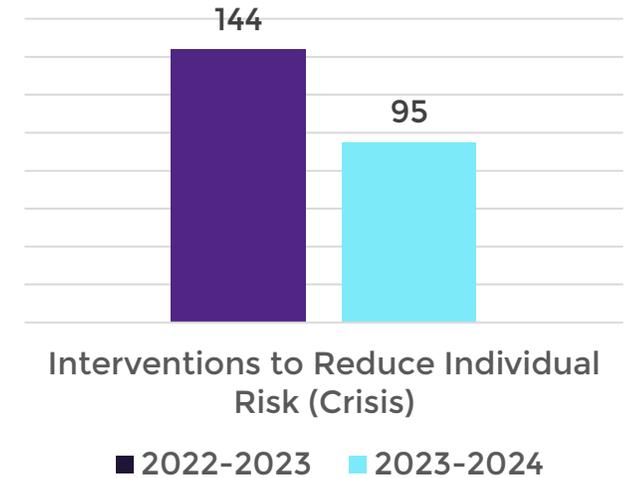
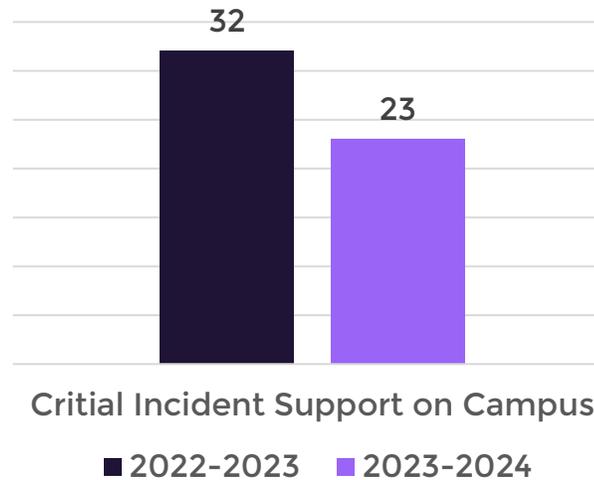
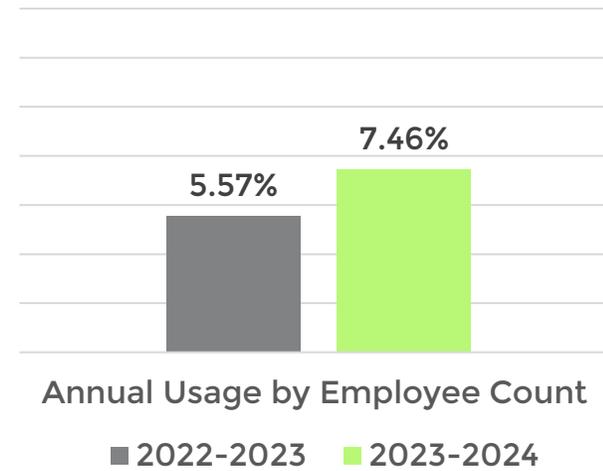
Confidential EAP services are available to all employees and their families at no cost. Help is available by phone, video or online chat and in-person counselling.

Top Issues in Workforce (2022-2023)

1. Personal stress
2. Anxiety
3. Communications/conflict

Top Issues in Workforce (2023-2024)⁵

1. Personal stress
2. Relationships - general
3. Parenting



⁴ LifeWorks acquired by TELUS Health in January 2023

⁵ Reporting year ends August 31; 2023-2024 at May 2024

Program Profile

Living Well @ Western

Living Well @ Western provides free wellness activities that span the seven domains of wellness intended to maintain and improve employee well-being.

By the numbers:

- 322 activities in 2023 including:
 - Weekly yoga, workout and pilates classes
 - Wellness bingo
 - Campus Walking Tour Challenge
 - Financial literacy
- 41 Wellness Champions across campus
- Health Fair with ~450 employee attendees and 41 vendors
- 3557 web bookings from 523 unique participants
- Popular internal rewards for program participation allows employees to earn points towards monthly prize draws





ITEM 4.4(a) – Annual Report on Information Security

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

An annual report on information security is provided 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

2023

The Working Group on Information Security (WGIS) is a multi-disciplinary group 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 of Western's Data Classification policy, Technology Risk Assessment Process and providing a review function for ongoing cyber security incidents.

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Executive Summary

Working Group on Information Security (WGIS) annual cybersecurity report illuminates Western's response to the prevailing landscape of cyber threats within Canadian higher education institutions. As technology permeates every aspect of academia, WGIS and WTS Cybersecurity play a pivotal role in coordinating information security efforts, fostering cyber security awareness, and forging partnerships across campus and beyond.

Amidst the growth and complexity of cyber threats, Western University remains steadfast in its commitment to bolstering its cyber security stance. Security Operations at WTS are fortified through vigilant monitoring, proactive risk mitigation measures, and the adoption of advanced technologies. The implementation of Endpoint Detection and Response (EDR) tools, such as CrowdStrike, empowers the Security Operations Centre (SOC) to swiftly identify and respond to evolving threats across campus.

Moreover, strategic partnerships with managed security service providers (MSSPs) augment Western's cyber defense capabilities, enabling 24x7 remote monitoring and alerting. Collaboration with industry initiatives such as CANARIE's CanSSOC and the Canadian Centre for Cyber Security reinforces Western's proactive approach to threat intelligence sharing and collective defense.

Western's cybersecurity resilience extends beyond technological fortifications to encompass robust training and awareness programs. Through initiatives like simulated phishing campaigns and Cyber Safety Awareness Training, Western fosters a culture of cyber vigilance among staff, faculty, and students. However, the advent of new technologies, including Generative AI and Machine Learning, introduces unprecedented challenges. AI-driven phishing attacks leverage sophisticated algorithms to bypass traditional detection mechanisms, underscoring the need for continuous adaptation and innovation in cyber defense strategies.

Western University's multifaceted approach to cybersecurity, encompassing technological fortifications, awareness programs, strategic partnerships, and incident response readiness, underscores its commitment to safeguarding the integrity, confidentiality, and availability of critical assets within the academic ecosystem. As cyber threats continue to evolve, Western remains poised to adapt and innovate, ensuring resilience in the face of emerging challenges.

Cyber Security

Within WTS, the portfolio 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. WTS extends its cyber security reach through faculty and department technology staff across campus, students, external vendors, and institutional partnerships that are critical to strengthening Western's cyber security stance.

Summary of Activities

Security Operations

On a daily basis the WTS Security Operations Centre monitors and evaluates threats to Western University's information security and deploys tools and approaches to mitigate risk and respond to vulnerabilities as required to protect and sustain our operations. Western Technology Services (WTS) has always approached network infrastructure from a segmentation point of view and are working towards a Zero-Trust Networking approach that will increase our security stance on campus. We continue to promote foundational cyber practices, such as multi-factor authentication (MFA), device patching, next generation anti-virus protection, and security incident event monitoring.

The WTS Security Operations Centre (SOC) team is responsible for our Cybersecurity Awareness program on campus and provides online training courses and simulated phishing events for all staff, students and faculty. WTS SOC hosts Operational Excellence courses, student orientation and in-year events to build awareness. We also cultivate content for multiple social media channels and collaborate with campus-wide social media groups to increase cyber security awareness on campus.

In 2023 WTS Security Operations elevated its investment in new technology and tools by engaging with third party partners who provide incident management and response readiness on retainer and managed security services (MSSP) which extend our capabilities to a 24x7x365 model in core monitoring and alerting activities.

Further development of our Endpoint Detection and Response

WTS SOC has significant coverage of Western owned desktops and servers that are currently running the CrowdStrike Endpoint, Detection and Response (EDR) next generation antivirus tool on campus. 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. With over 7,400 endpoints on campus we have 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.

Throughout 2023 we have continued to onboard department and faculty IT partners to self-manage their CrowdStrike implementations with SOC oversight. This change has improved our monitoring and speed of incident response. Additionally, our monitoring and alerting capabilities have been extended to our MSSP relationship increasing our coverage and monitored response to cyber incidents.

Refinement of Microsoft EOP Capabilities

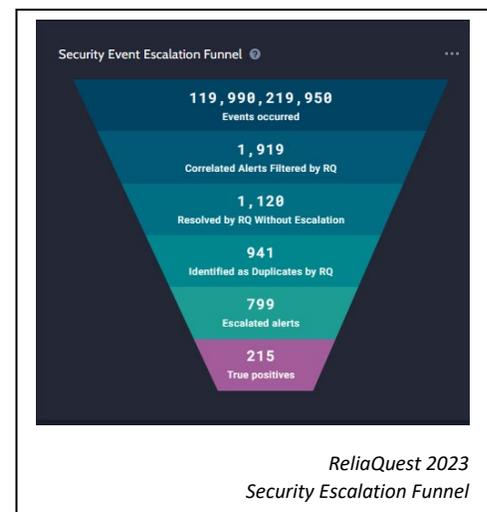
The Western email account inbox is an important threat surface that is open to accept input from billions of email accounts across the globe. Microsoft Endpoint Online Protection (EOP) provides email account level spam and phishing-management features required to manage incoming mail and includes provisions for security operations monitoring and alerting along with capabilities for advanced threat protection as we expand on the Microsoft365 platform

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. Microsoft EOP and the O365 Security portal provide WTS teams with the tools needed to evaluate and manage threats.

In 2023, new features were evaluated for rate limiting the number of emails that an account can send across our mail environment. This work balanced the operational need to send mail on campus against the protection of mass spam and phishing campaigns that were observed over the last 18 months. By the end of the year, new parameters were set that reduce the growth, complexity and threat of phishing in our inboxes.

Partnership with Security Communities

In 2023 WTS Cyber Security entered into a new 5-year agreement with ReliaQuest as Western’s Managed Security Service Provider (MSSP) to provide 24x7 remote monitoring and alerting on Western information security data. ReliaQuest’s Greymatter solution was implemented within WTS SOC and correlates data collected through our CrowdStrike EDR and Splunk SIEM tool with ReliaQuest’s own threat intelligence sources. This relationship has proven its effectiveness throughout the year by threat-finding in our data and alerting on developing issues early while escalating for WTS Security’s attention.



Western continues to participate in security initiatives offered through CANARIE’s CanSSOC, 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).

CanSSOC Research Intensive Group (RIG) Funded Projects include shared and integrated tooling for Dark Web monitoring and two shared SIEM (Security Information and Event Management) environments that investigate security events across Western and its peers as an early warning system for active and developing security threats.

The Western Security team also participates in the Canadian Security Establishment's (CSE) Canadian Centre for Cyber Security program and participated in their 2023 GeekWeek security workshop and biweekly security updates on emerging and active threats observed at a national and international level.

Payment Card Industry (PCI) Compliance

Western conducts substantive commercial activities, both at the point of sale (POS) as well as through ecommerce and 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.

Western remains PCI compliant and is working toward PCI Data Security Standard v4.0 which was announced mid-2022. WTS Security team is represented on Western's Bank Card Committee and PCI Working Group to ensure Western remains PCI compliant in all payment-related processes.

Cyber Security Skills Training

WTS SOC team members annually participate in cyber security skills training from SANS and ISC². SANS and ISC² are two leading providers of cyber security training in the industry.

ISC² 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 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.

Western continues to work closely with the Fanshawe College Cyber Security Co-Op program and extends our staffing complement with Co-Op students each term. Western participates in Fanshawe's Cyber Security Program focus group and actively provides feedback on workforce readiness developed through this initiative.

We were also represented at the Canadian Centre for Cybersecurity's 2023 GeekWeek workshop in Ottawa. This event pulls together representatives from critical incident response teams across Canadian industries, infrastructure, academia, and international partners to innovate and collaborate on cyber security projects and topics.

Campus Cyber Security Awareness

Computer Based Training

Western “Cyber Safety Awareness Training” and “Phishing, Spear-Phishing and Whaling” course have been offered through security awareness training partner Fortra’s Terranova Security. Western has several cyber security modules available through the CyberSmart website and requires that all staff, faculty, and students complete this training.

Completion rates for this training continue to be better for full-time staff over any other group; with over 80% of staff completing their Cyber Safety Awareness Training and HR putting this on the mandatory training list during onboarding.

In an effort to catch the attention of incoming students in 2023, an invitation to complete the training was emailed in August prior to the start of classes. This approach was successful and over 1,500 students completed the training at the beginning of the Fall term. We will continue to be part of the 2024 student onboarding and orientation. Overall student completion of Cyber Safety Awareness Training continues to run under 20%. To compensate for this low completion rate two simulated phishing campaigns were planned and conducted for all enrolled students in the Fall and Winter term. Student who do not recognize simulated phishing emails as threats in their inbox are directed towards our cyber security training course.

Simulated-Phishing Campaigns

In 2023 Western conducted several simulated phishing campaigns as an alternative training and awareness program. This form of training places email scenarios in staff, faculty and student email inboxes in a safe and protected manner that simulates real-threat emails that they may experience through the year.

WTS SOC’s simulated phishing emails enticed users to click on fake links and urged them to give up their personal information, username, and password, emulating real world email phishing events. The simulation does not actually compromise any information given and only captures the successful and unsuccessful actions that were taken before providing feedback and training materials on recognizing phishing attempts.

Staff and faculty simulated phishing campaigns were conducted in January and August last year and are continuing to show good awareness of phishing indicators and the risks that threaten Western’s cyber security defenses.

2023 Simulated Phishing Campaigns				
Date conducted / Campaign Group	Link Clicked	Credentials Submitted	Simulated Phishing Scenarios	
January	Staff and Faculty	6.6%	1.9%	eTransfer, O365 Password Change, MS file share
August	Staff and Faculty	8.7%	5.0%	HR Pay System Change
March	UGS & GRS	15.6%	6.1%	Microsoft information, T2202A Tax Slip, Job Scam
September	UGS & GRS	15.0%	8.7%	Gift Card, Job Scam, Course De-enrollment

Higher negative responses in the later campaigns demonstrate that the context, complexity, and quality of phishing scenarios can drastically increase the threat. In the case of the “HR Pay System Change” and the “Student Course De-enrolment” simulated phishing scenarios, the emails were well written and well timed making them more difficult to detect. Artificial Intelligence (AI) tools have increased the threat of real phishing scenarios by decreasing our abilities to easily detect them. WTS Security will be adding new training materials and social media content to address how AI is affecting cyber security on campus.

CyberSmart and Social Media

Through the work of the Working Group on Information Security (WGIS) Cybersmart subcommittee, the WTS Communications team and SOC we continue to promote cyber security awareness throughout the Western community. CyberSmart continues to grow its presence on Instagram, Facebook, Twitter, and LinkedIn to promote general security awareness, generate shareable content covering phishing, identity protection, and fraud.

Poster Campaign



During October Cyber Security Month, campaign posters were made available across campus and reinforced our core messages in alignment with our social media presence. Content generated for our online presence was also used in our networking events on campus this year; International Student Orientation, USC live events, and Staff Wellness event.



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. To improve campus awareness of our risk assessment processes, the TRA Committee updated its terms of reference, launched a new biweekly information session, and re-launched its website (<https://trac.uwo.ca>) this year.

The TRAC process is a vital 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 that risk is 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

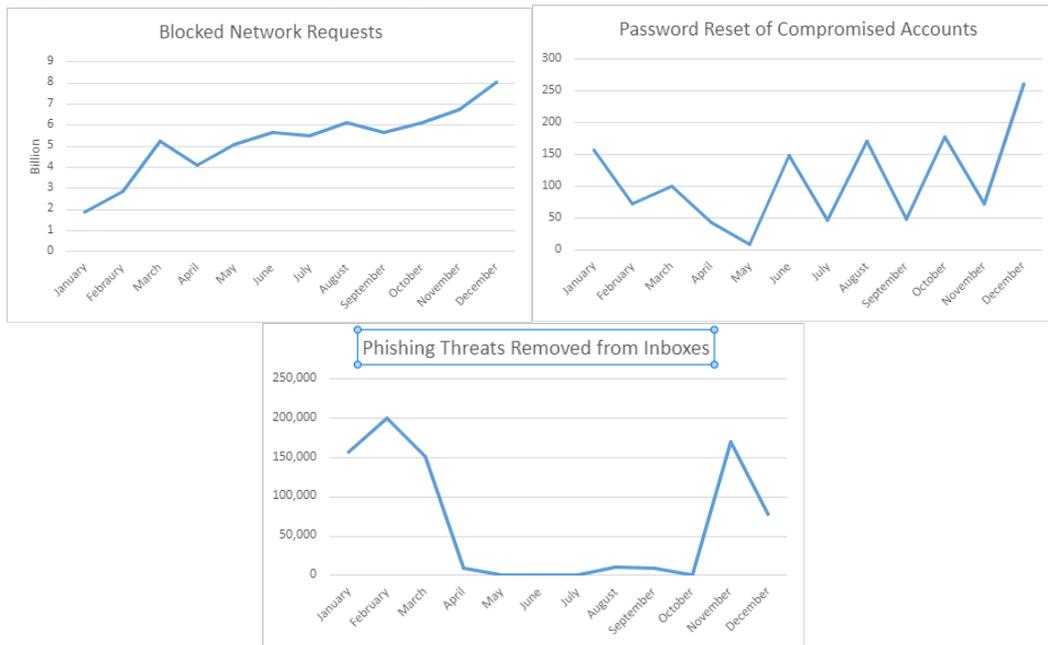
In 2023, TRAC closed 26 active requests for risk assessments and carried 13 open requests into 2024. In addition to the TRAC risk reviews completed this year, the TRAC co-Chairs along with the Privacy Officer reviewed 50 solutions that were presented at bi-weekly information sessions. This approach filtered out items for the TRA Committee and allowed individuals who had low risk solutions or research proposals to move ahead without delay.

Incident Response

Significant Incidents in 2023

- **AudienceView**
On February 21, 2023, Western's event ticketing vendor AudienceView reported a security incident that exposed potentially impacted 46 customers and resulted in 2 reported cases of fraudulent card activity which were resolved. In response Western's use of AudienceView was taken offline for several months while the vendor underwent extensive compliance reviews and took corrective actions.
- **Papercut Server Compromise**
On April 25th, 2023 four servers supporting Western's Papercut service were confirmed as compromised. All services were taken offline and replaced with updated versions of the software later that afternoon. Ability for faculty, staff and student printing was impacted for seven hours. There were no signs of additional compromise outside of the four servers identified.

Operational Incident Reporting



Incident Response Retainer

In 2023 WTS SOC signed a 3-year Cyber Security Incident Response Retainer agreement with Mandiant (a Google Company) to act as our incident response partner in the event of a major security incident. Mandiant had previously worked closely with WTS on a test of Western’s Cyber Security Incident Response Plan (CSIRP) through a tabletop exercise in 2022.

At the discretion of the WTS Director of Cybersecurity the Mandiant incident response team can be called in to assist with a major cybersecurity incident. As part of the Mandiant engagement the following services will be provided by Mandiant to prepare for a major event:

- Incident Response Preparedness Service (completed Fall 2023)
- Crown Jewels Assessment (Initiated December 2023)

In the event that support for a major incident is not enacted additional services may be acquired from Mandiant including table-top exercises, vulnerability assessments, penetration testing, and training & education services.

Crown Jewel Assessment

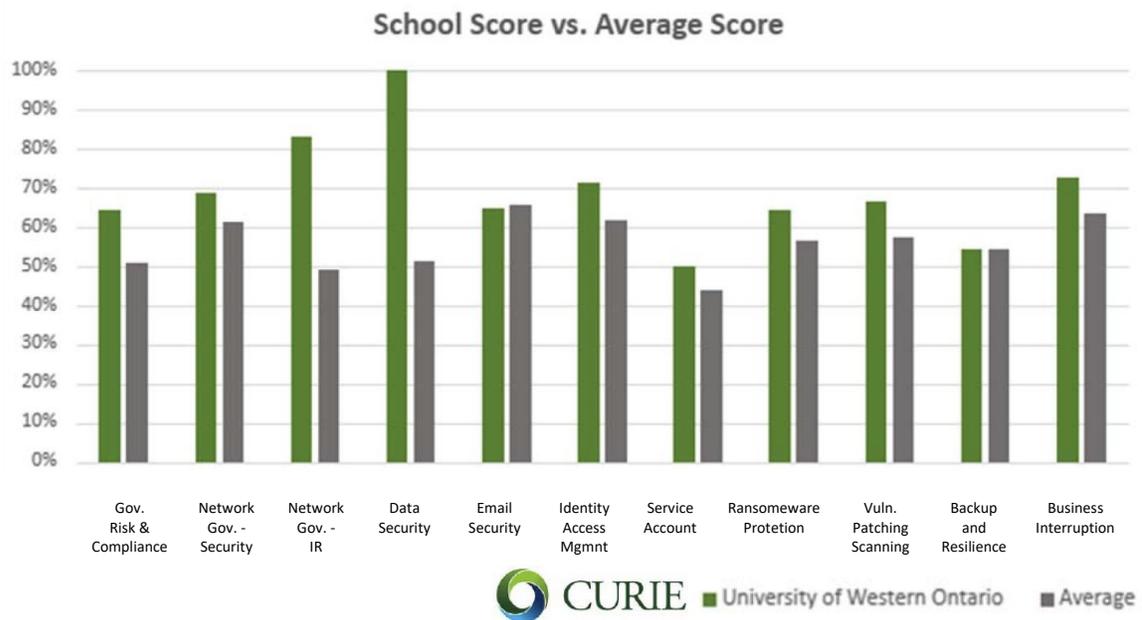
In December 2023 through our incident response retainer with Mandiant, WTS SOC initiated the Crown Jewel Assessment which will run through the first quarter of 2024. This assessment will conduct a series of interviews across Western’s administration, faculty and

research to validate the most critical information and data assets with the highest potential for adverse impact to Western if they were compromised. Through 30 interviews with over 150 participants Mandiant will document the tools, data and processes that are most critical to our operations, conduct a countermeasures analysis of our security controls and provide a focused and prioritized approach to protect Western assets. Recommendations and action plans will be presented back to Western Leadership and form the foundation of our cybersecurity protections roadmap.

Cyber Security Insurance

Working with HR leadership, WTS participated in the underwriting process with Beazley for Cyber Security Insurance again this year. Additional Cyber Security coverage is also acquired through Canadian Universities Reciprocal Insurance Exchange (CURIE).

Investments that Western has made in cyber security awareness training, protection tools, monitoring and analysis software, and partnerships over the past two years have improved our cyber security stance overall. This was recognized by CURIE in moving Western from a Silver to a Gold rating this year; lowering our claim deductibles.



Future Plans

WGIS and WTS will focus on the following cyber security initiatives in 2024 and beyond:

- Over the next 18 months, WTS Cyber Security will continue to follow its roadmap of increasing cybersecurity awareness on campus, expanding our IT asset inventory and coverage of security tools, and deepening our trusted security partnerships.
- By the start of 2024-25, we will be entering Year 2 of our managed security service

provider agreement with ReliaQuest. This partnership has replaced and expanded tools that we use to monitor and manage security threats and added 24x7 coverage to Western's capabilities beginning in Year 1. We will be continuing to invest in ReliaQuest's GreyMatter SOAR (Security Orchestration, Automation, and Response) platform by expanding the data ingested into that environment for monitoring and alerting and building out automated response capabilities where we are confident that AI and Machine Learning tools can effectively manage routine decisions and actions for our operations. A 3-year investment in the CrowdStrike Falcon platform is a supporting part of our Next Generation AV and XDR solution; we will be continuing to increase our coverage of this tool on campus while divesting in older, outdated antivirus and malware platforms.

- At the start of Year 2, our Incident Response Retainer with Mandiant will be fully defined and revisions suggested for our internal incident response playbooks and the Cyber Security Incident Response Plan (CSIRP). We will have received the results of Mandiant's Crown Jewel Assessment by mid-year and expect to be acting on the recommendations made to ensure the availability, confidentiality and integrity of our key organizational assets and information. It is expected that additional tools will be required that give insight into the use of SaaS (Software as a Service) and Cloud/IaaS (Infrastructure as a Service) platforms that we are observing through the TRAC process as growing and expanding our threat landscape. Cloud Access Security Broker and SaaS Management platforms will need to be part of our investments in Year 2 and 3 to keep pace with the movement of applications into the cloud.
- WTS investments in Year 2 and 3 into infrastructure cloud will require additional cyber security training and tools as we expand our monitoring and alerting on external platforms. Investments in the cloud will need to be met with an expansion of our SIEM investment in Splunk Software to also include Microsoft Sentinel for Cloud and allow us to participate fully in CanSSOC RIG Shared SIEM pilot projects with our RIG U15 partners.
- WTS Security will be work closely with the WTS Network Infrastructure team on the rollout of Zero-Trust-Networking technologies and policies, and the evaluation of next generation firewall, VPN, SASE and CASB solutions as older technologies are retired.
- In 2024 WTS's agreement with Terranova as our supplier of Cybersecurity Awareness Training and Simulated Phishing platform will expire and we anticipate the need for an RFP to replace this vendor. New offerings in the marketplace provide updated training and campaign material that is better suited to a diverse campus environment where we need better penetration into staff, student, and faculty Cyber Security Awareness Training. We have started to evaluate updated offerings in the marketplace including MetaCompliance, KnowBe4 and Microsoft.

Appendix A – Current WGIS Members

WGIS Member	Role	Department Faculty
Andrew Konowalchuk	<i>WGIS Chair, Associate Vice-President</i>	Facility Management (FM)
Brent Fowles	<i>Director, Cyber Security and Business Services</i>	Western Technology Services (WTS)
Matthew Feeney	<i>Manager of Information Security, Security Operations Centre</i>	Western Technology Services (WTS)
Rob Brennan	<i>Director, Application Services</i>	Western Technology Services (WTS)
Dave Ghantous	<i>Director, Infrastructure Services</i>	Western Technology Services (WTS)
Ed Gibson	<i>Associate Director, Infrastructure Services</i>	Western Technology Services (WTS)
Aleks Essex	<i>Associate Professor</i>	Electrical and Computer Engineering (ECE) Engineering (ENG)
Chris Wedlake	<i>Support Services Team Leader</i>	Schulich School of Medicine & Dentistry (SSMD)
Colin Couchman	<i>Chief Data Officer (CDO)</i>	Office of Institutional Planning & Budgeting (IPB)
Dorukhan Turan	<i>Internal Auditor</i>	Internal Audit (IA)
Erika Basile	<i>Director, Research Ethics and Compliance</i>	Office of Human Research Ethics (ORE)
Geoff Pimlatt	<i>Senior Manager, Information Systems</i>	University Students' Council (USC)
Hosham Alimorad	<i>Director, Information Technology Housing & Ancillary Services</i>	Housing and Ancillary Services (HAS)
Jim Loupos	<i>Director, Internal Audit</i>	Internal Audit (IA)
Paul Eluchok	<i>University Legal Counsel</i>	President's Office (OOP)
Ross Beatty	<i>Manager of Software Development, HAS Information Technology</i>	Housing and Ancillary Services (HAS)
Alex Van de Vooren	<i>WGIS Scribe, Security Engineer, Security Operations Centre</i>	Western Technology Services (WTS)

ITEM 4.4(b) – Health, Safety and Well-being Annual Report

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

This report is provided annually to the Audit Committee for information in accordance with the Audit Committee’s Terms of Reference.

It is provided to the Board of Governors for information.

ATTACHMENT(S):

[Health, Safety and Well-being Annual Report](#)



Western University

Health, Safety and Well-being

Annual Report 2023



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Opening Comments and Background

This report covers the calendar year January 1, 2023 to December 31, 2023 and was prepared by the Health, Safety and Employee Well-being teams.

The University commits in our mission to provide a safe environment in which to study and to work. The University strives to foster the development of a safety consciousness in all members of the University community for the purpose of minimizing the risk of injury to persons or damage to property or facilities. As safety standards change the University is committed to keeping abreast of these changes, to communicating these standards within the campus, and to ensuring compliance with all applicable Federal, Provincial and Municipal statute, regulations, Ministry guidelines, directives, collective agreements and other employment contracts. Our work and the work of others focused on safety on campus is guided by the University policies & procedures including:

[3.1. Health and Safety](#)

[1.11 Transportation of Dangerous Goods](#)

[1.14 Emergency Service Reduction or Closure](#)

[1.16 Policy on Smoking, Vaping & Tobacco Use](#)

[1.31 Hazardous Chemical Waste Policy](#)

[1.34 Storage and Dispensing of Flammable and Combustible Liquids in Laboratories](#)

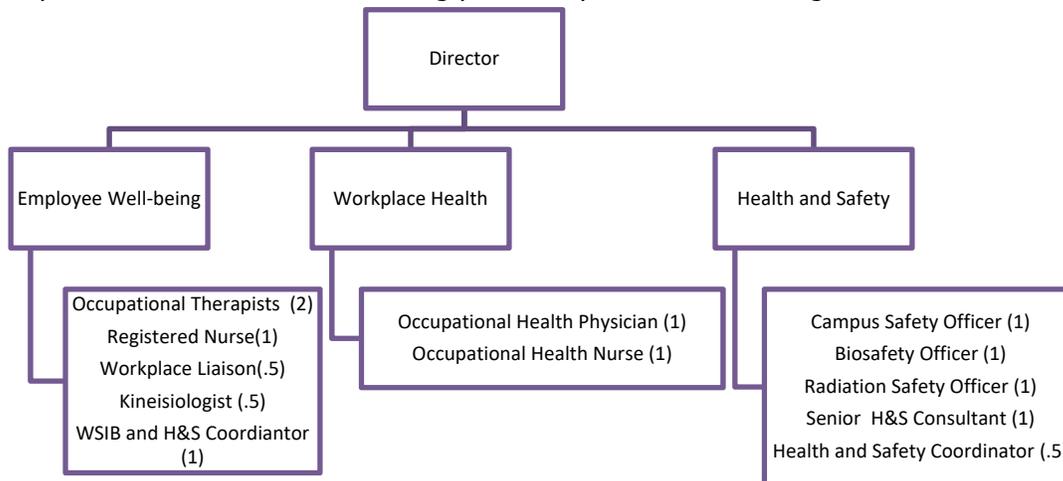
[1.35 Non-Discrimination and Harassment, sexual misconduct](#)

[1.46 Safe Campus Community](#)

[1.48 Environment and Sustainability](#)

[3.11 The Use of Cannabis, Alcohol and other Substances](#)

We are a team of 13 professionals, working together with faculty, supervisors and business partners to address compliance issues and recommending proactive preventative strategies.



I am very proud to report on the work of this team for the 2023 calendar year.

Louise Koza

Director, Health, Safety and Employee Well-being

Complexity of Western's Working Environment



Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Chonnocton (Neutral) peoples, 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 (First Nations, Métis, and Inuit) whom we recognize as contemporary stewards of the land and vital contributors of our society.

The physical footprint on which people do work for Western is large and has grown by approximately 125,000 square meters and 11 buildings over the past 10 years, including the most recently acquired Brescia University College. 57% of the major non-residential buildings were built before 1980 and there is on-going renovation and new

construction projects. There are plans in the short term for 5 major capital projects including a new Pathogen Research Centre facility which will be engaging in highly sensitive, containment level 3 biological agent research and a new engineering building which include several new laboratories.

There are close to 1,000 unique jobs at Western, each with a set of physical and psychological hazards which could impact the ability of each worker to continue productive work. In addition to the over 14,000 employees, our team must be aware of the work being done on campus by thousands of independent contractors, volunteers, visiting co-op students/interns, visiting researchers, guest speakers and performers, to name a few.

There is some very complex and high-profile research conducted both on and off campus with very specialized work procedures to manage risks, including work done at the *ImPaKT Lab*, *ICFAR*, *Fraunhofer Advanced Manufacturing Centre* and research being conducted at centres all over Canada including field trips to the arctic. Our Health, Safety and Well-Being teams work with leaders in these areas to ensure the controls established will significantly mitigate the risk of any worker injury or illness.



As progress is made on a number of Western's priorities, including tactics laid out in the Towards Western at 150, the Indigenous Strategic Plan, The Research Strategic Plan, new potential hazards are identified and work methods to control for the hazards must be developed and tested. For example, increased use of cookouts and smudging to support our Indigenous Initiatives team require new safety procedures to be developed.



The recruitment of a new researcher working on West Nile virus requires amendments to biosafety, biosecurity and licensing with the Public Health Agency of Canada. As the university embarks on reduced emissions, new equipment and procedures for workers in our Power Plant require review. As our outdoor environment changes, there is increased risk of tick bites, goose attacks and heat waves, all which require new or revised safety precautions.

In addition to what we can see as a potential hazards relating to the work, our team of health and safety professionals are regularly supporting individual employees through very significant crises including homelessness, financial stresses, grief, anxiety and depression.

With each challenge presented by an employee, union representative or leader, our team takes in what comes to us and collaborates to find solutions, while keeping the utmost confidentiality. We can confirm that we are meeting our accountabilities to ensure workers receive the required training, the workplace is inspected, the Joint Health and Safety Committee and other committees are supported and there is timely reporting to various regulators. However, there is not much cadence in our work – every day is different as we respond to unanticipated activities. This report on activities in 2023 is designed to communicate the diversity and impact of our work.



Mitigation of Risks to Workers

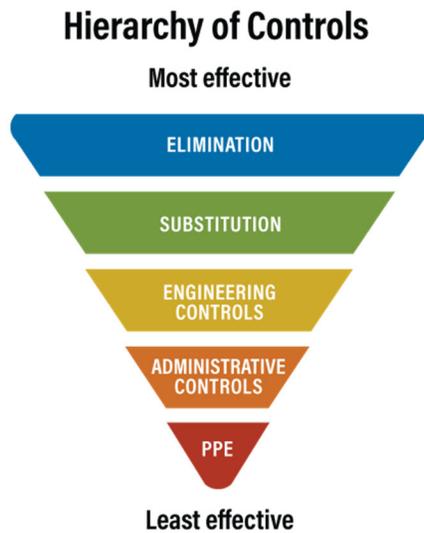


Figure 1

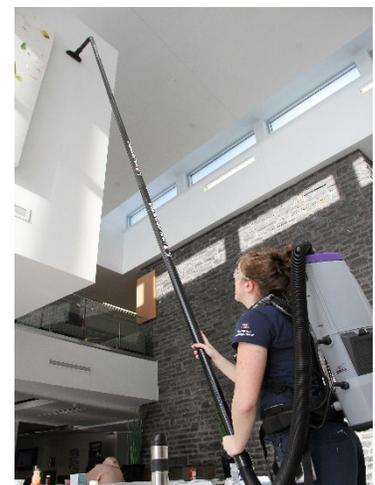
With each new challenge, our teams consider controls for hazards using the framework illustrated in Figure 1. Our preference is to work with supervisors and workers to eliminate any risk of injury or illness by either changing procedures or substituting a procedure with an alternative approach with less risk. For example, if work involves the elevation and movement of a heavy object, we work with the department to ask: why does the object need to be lifted and moved? Perhaps there are storage or delivery solutions to eliminate the risk of injury associated with this task to the worker. Alternatively, we may suggest that the object's weight be reduced or the use of a forklift to move the object as a substitute for the worker.

There are conditions and environments associated with all work which present hazards or potential risk of injury or illness to the worker. Some conditions include working with chemicals, radioisotopes, biological agents and animals. Some environments include a potential exposure to designated substances such as asbestos, benzene or silica. These conditions and environments noted above are strictly regulated. The documentation of work procedures, personal protective equipment, training and

reporting on any related workplace issues is highly scrutinized by multiple stakeholders. The environmental hazards associated with working outdoors, in confined spaces, driving, and conducting varied research all present potential risks to the worker. Our safety programs are designed to identify and document potential hazards and identify controls to either eliminate or significantly reduce the risk to the employee. This may include engineering controls such as regular testing and monitoring, for example the use of specialized equipment to measure air quality, radiation levels, and noise levels. Training and reporting of close calls and potential issues are examples of key administrative controls to avoid injury. Our team works very closely with the *Facilities Management* professionals to address any concerns regarding the physical environment for our workers. A wide variety of personal protective equipment (respirators, safety glasses, shoes, gloves) is also recommended by our team to further mitigate the risk to workers.

Western Special Constables Services are also key partners in mitigating risk to our workers. Their communications team and supervisors work hard to provide timely messaging regarding injured parties and referral to our teams. A large portion of workers on campus are also students and so our teams also collaborate with the *Student Health and Wellness*, *Student Experience* and *Housing* teams to find potential solutions to keep workers safe.

Western has consistently been recognized by our employees completing the engagement surveys as an employer who cares about their safety and well-being. We have earned this reputation by paying close attention to the potential risks and taking swift action to mitigate chance of injury. This in turn has boosted employee confidence, productivity and morale.





Since 2021 Western has been recognized by the Ontario Workplace Safety Insurance Board (WSIB) under the Health and Safety Excellence Program for making our workplace safer, while earning rebates on our WSIB premiums. Through the program we have been recognized for reducing the risk of injuries and illnesses and have improved the University's reputation by showing our commitment to health and safety of our workers.

Support for Proactive & Preventative Well-being

By integrating preventive, primary, and tertiary measures, we have created a comprehensive framework that supports the well-being of all employees, ensuring a healthier, more productive, and more engaged workforce.

Preventative Measures

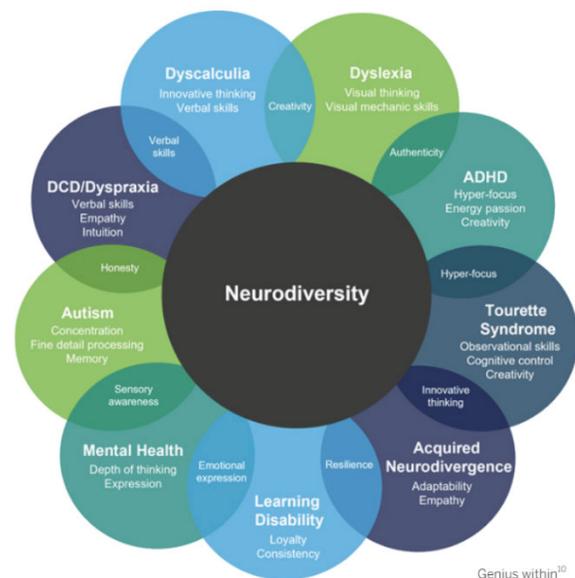
Our team continues to implement preventive measures aimed at creating a work environment that minimizes potential stressors and health risks before they arise. We have organized multiple **flu and vaccination clinics** to enhance community immunity. We conduct **regular health check-ups** and surveillance programs to monitor and promote employee health. Initially focusing on education and establishing baseline testing for future reference (i.e., audiogram, spirometry, chest x-rays, bloodwork). Employees that work with potentially hazardous substances are followed annually with immunizations, **health screening and testing** done as needed. This allows for education, the opportunity to look for any changes and follow-up and investigations where needed.



We provide education and resources on **ergonomic practices** to prevent physical strain and injuries. This includes regular safety audits, resources to assist with proper workstation setup, assistance with navigating requests for equipment, and education on proper footwear.

We complete individual job coaching, departmental risk assessments and update **job demands analysis**.

We promote a culture of respect, inclusion, and open communication. This year, we focused on psychological health and safety through initiatives like the **Healthy Minds program**. We implemented resources, guides, and supports on **neurodiversity toolkits**, digital accessibility, and community resource guides as well as educational handouts on topics such as Mindfulness, Gratitude, Sleep Hygiene, Pacing and Energy Conservation. Our team continues to champion previously implemented resources such as the mental health module and the *Make Kindness Count* initiative.



Genius within[®]



Our Living Well programs encourage healthy lifestyles through **free programming**. Initiatives over the last year include on-site fitness activities, tours of **onsite wellness facilities**, **board game cafés**, **ice skating**, **cooking classes**, **paint nights**, education and workshops on such topics as Gut Health, Effective Communication, The Sandwich Generation, wellness challenges, as well as a health fair and wellness weeks. It includes an internal wellness rewards program for participation.

These programs help **prevent chronic illnesses** and improve overall employee health that span all domains of wellness. It also encourages employees to be active in their own health and well-being. Our team continues to foster **collaboration of wellness activities and resources between our on-campus partners**, such as Sustainability, GBSV education, Faculty of Music, and other Western teams including Talent & Learning and Employee Relations has been crucial in these initiatives. We have seen continued growth of wellness offerings, both **onsite and virtual**, ranging in topics, intensity, modalities, as well as the strengthening of **Wellness Champions network**.





Primary Care and Early Intervention

Our team is able to address well-being issues as they arise, providing immediate support to maintain employee health.

Our **Occupational Health Physician** and **Occupational Health Nurse** provide real-time care for employees at work, allowing them to remain safely at work. This can include providing first aid (including sutures), non-pharmacological pain management, requisitions for imaging, completion of bloodwork, and other community referrals to address health concerns resulting from such incidents as falls, lacerations, needlesticks, chemical exposures, or animal bites. Protocols are in place with community healthcare partners to provide after-hours instructions to support employees.

We collaborate closely with our **Employee Assistance Program (EAP)** provider to ensure service requirements are met, and they continue to adapt service models to meet our communities' changing needs. EAP is our free and confidential support with mental, physical, financial, and emotional well-being for the employees and their families. Help is available 24/7, 365 days a year, via phone, video or chat. In-person counselling is also available. The program offers comprehensive online resources and coaching for career development, nutrition, health, legal support and more.

We have provided a step-by-step guide on how to find a mental health provider, and regularly facilitate workshops on stress management, mindfulness, and resilience.

When there are critical incidents on campus or in our community, our team assists in facilitating timely mental health crisis debriefing for those impacted.

Our **Employee Well-being Consultants** provide stay-at-work programs and short term support to address immediate well-being concerns. Consultants work to assist with accommodations, developing onsite and community resources and supports, and arrange for treatment to keep people at work, in a safe way.

Recovery and Return to Optimum Functioning



Our teams deliver occupational-specific surveillance programs to monitor and promote employee health. **Surveillance and consultation** following health and safety concerns/incidents.

We assist in the design, implementation, and evaluation of **functional rehabilitation programs** for employees returning from illness or injury; we facilitate rehabilitation programs that include modified duties, gradual reintegration plans, work hardening, and ongoing medical support to ensure a safe and timely return to work.

Our teams have developed several processes to allow seamless and timely support once an accessibility issue is identified. This can be related to digital accessibility, a physical or other environmental barrier. This involves seeking input, and **collaboration of campus partners** including Facilities Management, Western Technology Services, Western Libraries and the EDI office.

We offer **training for managers and staff** on recognizing signs of distress and understanding how to support a colleague's return effectively. This training is delivered through online modules, in-person, and virtual sessions, fostering a supportive community where employees look out for one another.

In 2023 we created a **Workplace Liaison role** to focus solely on those employees nearing the end of paid short term sick leave and/or currently receiving Long Term Disability (LTD) benefits, in efforts to prevent or mitigate the impact of LTD claims. We established partnerships with a group of service providers in our community to expedite referrals to resources and to provide short-term and acute treatment to assist with a return to work.

We collaborated with our disability insurance carrier, Manulife, to identify sub-optimal treatment plans and interceded in order to move forward, enabling return to work planning with the employee. In these cases, we often identified and had subsequent discussions with the employee and their department to resolve any workplace issues that may be present, enabling a successful and sustainable return to the workplace.

As an illustrative example, the Workplace Liaison was informed by the Well-being Consultant of an employee nearing the end of their paid sick leave and who had not previously accepted any offers of support for access to treatment or accommodation. Following discussions with the employee, the Workplace Liaison referred the employee to short term treatment at the beginning of the LTD claim approval to address challenges and develop strategies to cope with departmental communication issues reported by the

employee. Additional treatment was arranged by the Workplace Liaison to minimize the impact of the challenges reported by the employee during the return-to-work period. This resulted in a successful and sustained return to work at the conclusion of a 7-week gradual return.

LTD Duration Annually (Months)						
Diagnosis category	01-Jan-2021 to 31-Dec-2021		01-Jan-2022 to 31-Dec-2022		01-Jan-2023 to 31-Dec-2023	
	Western	Industry	Western	Industry	Western	Industry
Mental & Nervous Disorders	27.8	35.2	25.6	37.1	23.4	40.1
Musculoskeletal	46.1	44.7	10.0	49.7	33.4	39.0
Overall	32.5	44.6	24.1	43.7	23.0	40.1

The impact of this new role has been remarkable. By the end of 2023, **80.4% of all LTD claims made in the year resulted in a return to work.** The average duration in months for all of Western’s LTD claims resolved over the last 3 years was 23.0 months which is significantly lower than average for the education industry (40.1 months). We believe the efforts we make to address early support needs has significantly mitigated the cost of continued disability coverage. The University **LTD insurance rates dropped by 13.1%** as a result, a savings of approximately \$1,074,000 for the next fiscal year.

Safety Programs in areas with unique hazards

Chemical and Biological Laboratories

There are around 430 active research labs at Western. Many of these are conducting high risk activities involving chemical, biological and nuclear substances, equipment such as x-ray, laser and “one of a kind” unique pieces of apparatus or research facilities. All of these labs have unique safety considerations to mitigate the risk they present to workers. Our team works with researchers, often in collaboration with Facilities Management, Procurement Services and external regulators to help them comply with complex regulations.

In 2023 the inventory of all chemicals on campus was reconciled and loaded onto a new administrative platform, “Work Safe at Western”. There are 312 chemical owners (primarily Principal Investigators) with approximately 83,000 chemicals in 580 locations across the campus and at research centres off campus.

Safe handling of chemicals queries is routine for our team and in some cases requires on-site follow-up and consultation with other professionals on our team. For example, a pregnant worker was concerned with the chemicals used in her lab. Although the lab was well set up and she was working safely, our Occupational Health Physician was available to review her work and the health effects of the chemicals. Our Health and Safety Coordinator then followed up by fitting her with a respirator to increase the comfort level in doing her daily work.

In 2023, we converted the chemical inventory to the Worksafe at Western platform and modified the procedures for tracking new chemicals received and the disposal of chemical waste. We are tracking over 82,000 chemicals with 503 users monitoring this inventory closely. This conversion and reconciliation identified areas where the controls, safety data sheets and other important work methods could be improved.

Western’s labs have thousands of pieces of electrical equipment costing from a few hundred to many thousands of dollars. Regardless of cost they all must be approved for use in Canada. The Electrical Safety Authority (ESA) inspects the equipment in campus buildings under the guidance of Facilities Management. There have been a number of incidents of non-approved equipment, resulting in entire building reviews by the ESA. In 2023 our team worked with Facilities Management, Procurement Services, the ESA and our laboratory/facilities coordinators to bring the buildings into compliance in the timeframe expected by the ESA. Steps were taken to reduce non-compliance by inspecting and educating the community and facilitating experts to certify unique pieces of equipment.

Laser, X-Ray and Radiation

Western is home to a diverse group of innovative researchers and educators, many who require the use of lasers, X-ray equipment, radioactive materials and equipment. If these specialized equipment and materials are not handled properly, they present a significant hazard to the health of our workers and our community. Our team tracks all nuclear energy workers, ensuring they have received specialized training on work procedures and proper handling of materials and waste in and around the equipment and materials. Over 600 workers (including most of our dental students working in the clinics) are required to wear dosimeters to report on radiation exposure levels over time.

We work closely with the Principal Investigators who are leading their research teams in the use of these specialized materials and equipment, in compliance with the University's licenses with the Canadian Nuclear Safety Commission (CNSC) and as regulated by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). Permits are issued to each Principal Investigator outlining the safe work requirements, wipe test requirements, records management, emergency contacts, inventory, equipment servicing, and calibration. All labs and equipment is inspected at least annually. At any time the CNSC or the Ministry of Labour may inspect our laboratories, equipment, training records and permits to ensure compliance.

There are **165 Nuclear Energy Workers** in 75 different labs on campus

All non-medical X-ray equipment requires approval of the MLITSD for installation and transfer to a new location. The application for approval includes the development and submission of floor plans of the room containing the X-ray and its exact location, the structural details of the room and documentation of the use of the adjacent areas both horizontally and vertically.

There are **310 X-ray and Lasers workers** in 97 different locations

Our Radiation Safety Officer works with colleagues in Facilities Management on the floor plans (architectural design), modifications to the room (Facilities Engineering) and the permit holder to ensure the safe installation and operation of the X-rays.

Biohazards

There are 184 active Biological Agent Permit Applications (BAPAs) held by 171 Principal Investigators who are focused on detailed research involving human pathogens and toxins. This work is regulated by the Public Health Agency of Canada and must be implemented in accordance with the Canadian Biosafety Standards and Guidelines (which were updated in 2023). The majority of BAPAs are for work in containment level (CL) 2 laboratories, which is a classification to indicate work with moderate individual risk and low community risk biological agents and hazards, genetically modified organisms, animals and plants. When hazards are slightly elevated, they receive a designation of CL 2+ and the work must take place in mandated space with certain additional precautions and work procedures. We also have work being performed on campus that is designated CL 3 which involves research on organisms that can be highly lethal and carry contamination risks including SARS-CoV-2, Mycobacterium tuberculosis, and West Nile Virus.



Number of Permits by
Containment Level:

CL 1:	54
CL 2:	96
CL 2+:	22
CL3:	12

The Biohazards Subcommittee, a group of individuals with various areas of expertise including virology, bacteriology, immunology, fungi and human health, meets monthly to review work procedures outlined in the BAPAs. 79 BAPAs were reviewed in 2023 which included 20 new applications, 48 renewals of permits and 11 modifications of existing permits. In August 2023, Western

hired Courtney Voss as the new Biological Safety Officer to oversee the Biosafety Program at the university. Courtney is a skilled researcher and her fresh set of eyes on potential hazards and existing processes has helped us to see opportunities for improvement in controls.

In November 2023, the Public Health Agency of Canada inspected Western's containment level 3 facility, Imaging Pathogens for Knowledge Translation (ImPaKT), with only minor deficiencies noted. As a result, Western's Human Pathogens and Toxins Act (HPTA) License for work involving Risk Group 3 agents was renewed, with a new expiration date of June 3, 2025.

The recent hire of two new Principal Investigators, Dr. Robyn Klein and Dr. Miguel Quiñones-Mateu, necessitated a change to Western's Biosafety Program to include Risk Group 3 Security Sensitive Biological Agents and Foreign Animal Disease pathogens. This program upgrade began in the fall of 2023 and license approval is still pending. It involves consultation with two external regulating bodies: the Public Health Agency of Canada and the Canadian Food Inspection Agency. The corresponding BAPAs were reviewed by the Biohazards Subcommittee for safe work practices, and Workplace Health reviewed the pathogens for potential vaccines available to offer to personnel who will be working with the new agents.

Dental Clinics



Western is home to various dental clinics in which students and professional dentists deliver services to the community. Approximately 300 undergraduate and graduate students are enrolled in the professional program, and they will all be part of the servicing in the dental clinics or their simulation lab over their time with the School. The hazards in this workplace are numerous and controls need to be in place to mitigate the impact of radiation, biological, ergonomic, infectious disease, cuts, needlesticks and other risks.

A recurring theme in 2023 were a number of needlestick and exposure incidents and injuries to students. In the Dental Clinics, our students use specialized equipment/tools (needles, burs, scalers, spoon excavators, etc.) which if used

incorrectly put them at risk for potential biohazard exposure and human exposure. 17 incidents were reported related to needlesticks and exposure type injuries. Our Occupational Health Physician, Dr. Sonya Malone, researched this spike in incidents and made a comparison to other like schools of dentistry. She found that needlestick incidents were in fact routinely under reported and wanted to make sure barriers for reporting were addressed so that the students and others involved received the treatment they required in a timely manner. Dr. Malone worked with the School leadership and other resources to develop a confidential survey of students to understand their concerns if and when they report injuries. The survey results

indicated that there was fear of academic implications as well as a perception of inadequate professional techniques, putting their practicum success at risk. To address some of these concerns, Dr. Malone prepared an educational session for the clinic workers, in collaboration with the academic leaders, regarding the importance to their health and community that these incidents be reported.



Asbestos Workers

New and updated processes were implemented to ensure information sharing and collaboration among Western's Workplace Health, Employee Well-being, Facilities Management, Western Technology Services, the employees, and others.



Our Health, Safety and Well-being team completed training in the Asbestos inventory database – a resource developed by external consultants to document and identify locations of asbestos containing materials across campus. This training and resource coordinated by Facilities Management is available to all of the Western community, making them aware of potential hazards. Until the mid-1980's asbestos was used in ceiling and floor tiles. As long as the tiles are not damaged, the asbestos is not dangerous, but an awareness of this potential hazard is important, particularly as our colleagues and external contractors embark on building maintenance and renovations.

In 2023, 28 employees completed the on-line Comprehensive Asbestos Training, and 131 employees and graduate students completed the on-line Asbestos Awareness Training. Our team provides training and respirator fit-tests to employees who are at risk of asbestos exposure on a regular basis.

Facilities Management

Our team regularly supports the Facilities Management (FM) group in various safety and well-being initiatives. We collaborate to review and update policies and procedures, ensuring these documents continue to align with regulatory requirements. These policies pertain to many FM workers, external contractors and other groups on campus, in navigating this complex work. A few examples include working with asbestos, clean-up of hazardous spills, Lock-out/Tag-out of power sources, working at heights and fall protection.

Our team assists in the delivery of training courses to educate and train workers on the specific hazards and how to control for the hazards in their complex work. These in-person training sessions include ladder safety, confined space entry, self-contained breathing apparatus, ergonomics, fall protection, and laboratory safety.



FM workers are regular participants in Western's Transitional Accommodation Program (TAP) in promoting safe and early return to work to support operations. In 2023, 54% of all Western reported accident/incidents to WSIB occurred from the FM group. This includes both lost time and no lost time type claims. Of the 22 lost time occurrences, only 4 incidents resulted in a WSIB lost time claim. This is in part a result of the collaboration with our office, and FM leaders in support of the safe and early return to work process.

An example of the collaborative approach of our teams involves a worker who fell at work resulting in a lower body injury that impacted their ability to ambulate. This worker visited our office to be seen by our Occupational Health Physician, and was connected with the Well-being office. In doing so we were able to identify restrictions, to promote this individual's ability to continue to work, collaborating with FM leaders to identify safe and suitable work. This mitigated the risk of a lost time WSIB claim. It also permitted us to put early supports in place to help expedite recovery. At the same time, the Health and Safety consultants were able to investigate and collaborate with FM supervisors to develop an action plan for improvements in controls to reduce any future risk of injury. This occurrence was also reviewed at the FM safety committee to promote awareness and foster ideas for change in other areas of campus, utilizing a continual improvement approach to worker health and well-being.



Hospitality Services

In 2023, through the implementation of specialized training, interdisciplinary coordination, environmental scans, needs assessments, and review of health trends, various supports were put in place to support Hospitality Services.

At the end of 2023, there were 873 Hospitality workers, the bulk of them represented by the CUPE union. 42.83% of these workers have been at Western for less than 1 year, and 276 employees are under the age of 25.



Hospitality Services shared with our team an action plan to support new and young staff which includes more fulsome training and orientation provided to all CUPE 2692 employees at the start of the 2024-2025 academic year, addressing food handling and safety and allergy awareness. Their action plan included consistent follow-up to ensure mandatory training is completed by all staff.

Our team has assisted Hospitality Services with specialized training on Knife Safety, mitigation of Thermal Burns and Ergonomics for manual material handling.

Supervisors have been instructed to include these training modules as part of the corrective action on Accident Incident / Injury Reports (AIIRs), as well as to have the employee revisit the training if an incident occurs specific to any of these hazards.

All Hospitality Services Supervisors receive training on the completion of AIIRs, including modified work offers to promote Western's TAP following an occupational injury. This is completed annually during the start-up orientation and on an as-needed basis for refresher training or discussion during the year.

In 2023, 34% of all Western reported accident/incidents to WSIB occurred with workers the Hospitality group. This includes both lost time and no lost time type claims. Of the 23 lost time occurrences, only 5 incidents resulted in a WSIB lost time claim. This is partly a result of collaboration with our office and HS leaders supporting the safe and early return to work process.

Throughout 2023, our Health, Safety and Well-being teams collaborated with colleagues in Housing and Ancillary Services to provide resources and supports, including:

- Supporting the Ukrainian Work/Learn staff during their orientation to campus by providing education on accessing Employee Assistance Program (EAP) resources, as well as coordinating more specialized mental health supports for the staff and their families.

Specialized Training in 2023:

Knife Safety – 651 workers

Thermal Burn Safety – 544 workers

Manual Materials Handling – 150 workers

- Supporting the Hospitality Health and Wellness fair by providing information on Employee Well-being supports and resources, wellness strategies, handouts about common medical conditions and their effects at work and promoting Living Well programming.
- Collaboration with the Hospitality Services Dietician on developing allergy signage to promote awareness of severe allergies and appropriate response the event of a reaction to support the safety of employees while at work.
- A Footwear Guideline and Support document was developed in collaboration with Hospitality leadership, union executive, and the Hospitality Health and Safety Committee to help Hospitality employees make informed decisions on their choice of footwear. The resource now lives on all Health and Safety Boards within Hospitality Services Eateries.
- Engaged Western Special Constable Services (WCS) to provide education and support to Hospitality leadership and individual teams on personal safety and managing aggressive behaviour in the workplace, following reports of increased presence of non-Western community members within Hospitality eateries.
- Assessed ergonomic risks in two key work areas new eateries on campus and residence dining dish rooms.

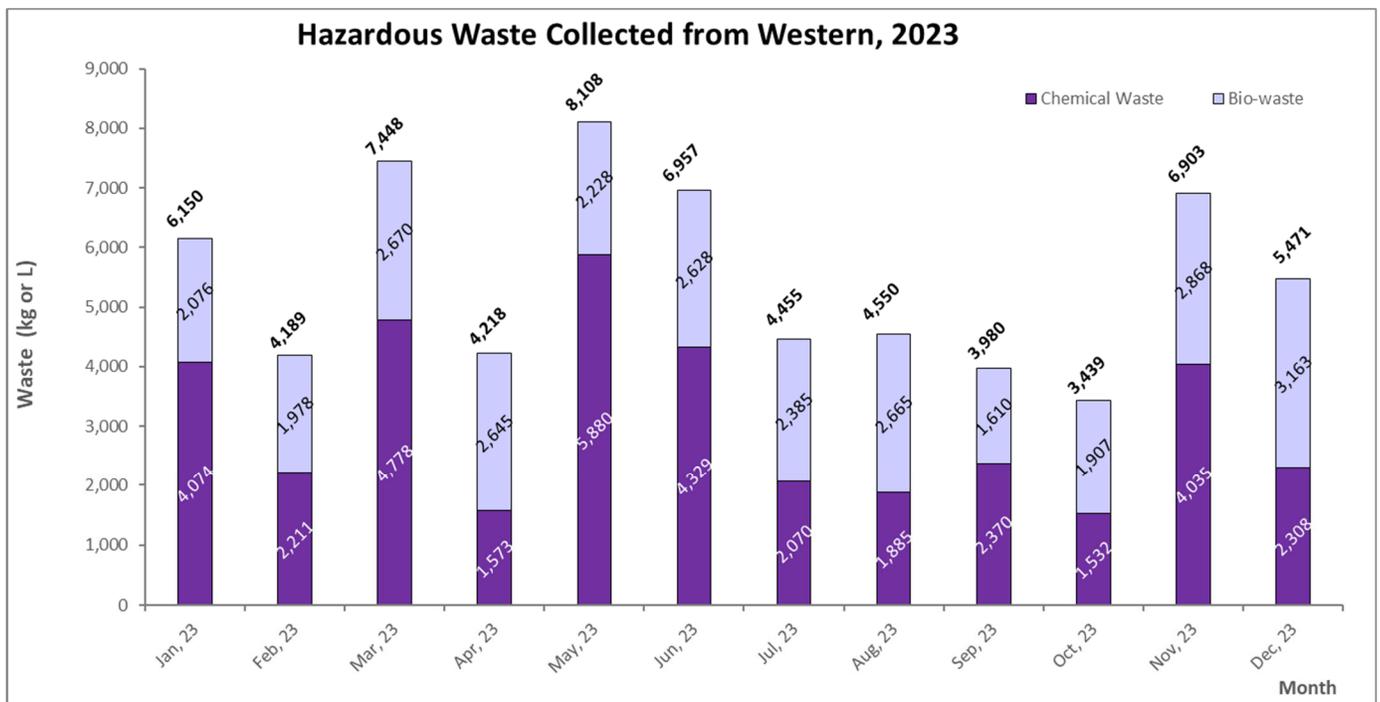
An example of how our teams work in collaboration with each other, the worker and the department to mitigate risks to workers includes an incident where the worker had a reaction while cleaning dishes during their shift. The Employee Well-being case manager immediately identified safe and suitable modified work to avoid a lost time WSIB claim and referred the worker to Workplace Health to review options for Personal Protection Equipment, work precautions/limitations and treatment supports. A Health and Safety Consultant completed a worksite visit to understand the source of allergen, reviewed the WHMIS Safety Data Sheet and determined which units have used this cleaning agent. The worker was fitted by our team for a N-95 mask to be used while cleaning and the Employee Well-Being consultant referred the worker to short term care in the medical community which would ensure comprehensive support, all contributing to the employee staying at work.



Hazardous Waste

In 2023, Western responsibility disposed 65800 kg of hazardous products in the waste management program as part our ongoing commitments to environmental sustainability and regulatory responsibilities. Within this program our team supports research teams with waste profiles, co-ordination of special pick up, and lab clean outs to reduce the risks of waste materials being stored for extended durations.

Our teams work closely with the Sustainability team in Facilities Management to identify locations of service required for waste batteries and fluorescent tubes and bulbs for environmentally responsible disposal of these materials.



In May 2023, a mechanical failure occurred at WINDEEE during equipment servicing resulting in a major hydraulic fluid spill. Our team coordinated response for the spill cleanup with unit representatives, the contactor on site and the waste service vendor to remove the contaminated materials. The event also involved the reporting on a workplace incident to ensure that documentation was correctly completed.

Application of Technology

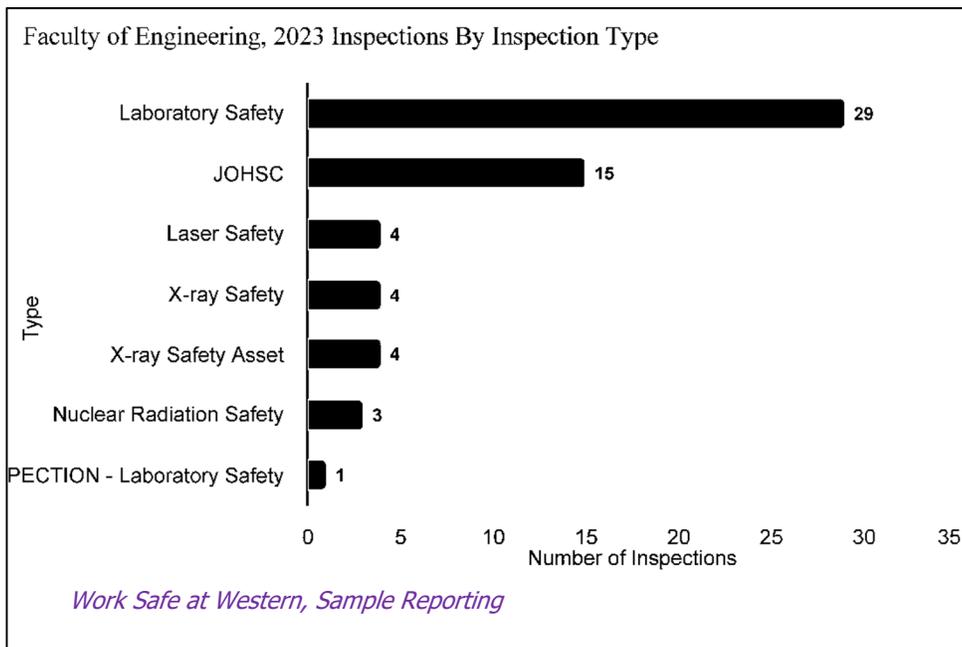
In the work that we do, accuracy of records and inspection follow up as well as robust metrics and analytics are important to assess whether the controls are sufficient to mitigate the risk of injury. In 2023 we put into production a new administrative platform, **Work Safe at Western** which has been deployed across campus for all stakeholders to be aware of the equipment and materials in their areas and to support all stakeholders in the assessment of controls.

The Asset inventory module tracks a number of assets, their building and room location including x-ray, laser, gamma cells, biosafety cabinets, autoclaves, spill kits, first aid kits, fire extinguishers, eye wash stations, safety showers, and radiation detectors.

We have prepared for distribution (to be completed in 2024) QR codes for each asset so that any member of the community looking for information on the equipment (e.g. emergency contact, when last serviced etc.) can be accessed quickly with the scan with their phone camera. We will be using this information as a foundation to further document the insurance risks for highly specialized equipment in support of the corporate insurance program. As this platform has been rolled out across campus, other areas looking for similar records and functionality on their special equipment (e.g. Dental Clinics) have asked to leverage the Work Safe at Western platform.

The next module we implemented in 2023 was the Inspections module. All campus inspections, including the Joint Occupational Health and Safety Committee inspections, laboratory inspections, x-ray, laser and radiation source inspections are being completed and documented on this new platform. The system development involved the creation of revised checklists for supervisors, lab managers, principal investigators and the inspector to assess compliance requirements and controls. As the inspection is completed, a report

is prepared on any corrective actions – some items flowing directly to the Facilities Management service desk and others landing in the inbox of the area supervisor, including time lines for corrective actions and follow up reminders. This has allowed us to efficiently review and check back that corrective actions have been completed and to report on the effectiveness of controls across campus.



We will continue leverage this technology to deliver functionality to allow the workers, supervisors, inspectors and others to track the safe work practices and report on incidents. We are close to finalizing a Radiation safety module which will track individual researchers’ possession limits relative to our license with the CNSC as well as manage the half-life calculations and management of radioactive waste, including very closely managed uranium inventory reporting to the regulators. Next we plan to use the application to accept permit applications (radiation, x-ray, laser, biological agents) which will flow to respective safety officers and committees for review and approval.

Our Employee Well-Being and Workplace Health teams require well-designed case management and charting systems to easily identify daily priorities, follow ups and to keep detailed notes in accordance with their respective professional colleges’ requirements and guidelines. In 2023 we evaluated our existing case management and charting systems, a new health records system being used for student health and wellness teams and also evaluated additional modules available to us under the current *Parklane* and the *Work Safe at Western* systems. This will be important work to continue in 2024 to find the best technology solutions for our teams.

Incidents and Investigations

In 2023, our team reviewed and updated the Accident/Illness/Incident Report (AIIR) Form, a key tool to provide timely communication when there are injuries or unsafe work conditions. Thankfully, this form is not completed regularly by workers and supervisors and so it has often been submitted incomplete, containing vague reporting information. The revised form more closely aligns with the information required for reporting to WSIB. The questions on the AIIR encourages a more collaborative approach to the health, safety and well-being of all our employees. Collaboration begins with the employee and supervisor thinking about the incident and how to mitigate the risk of reoccurrence. The "Action Plan" section prompts the Supervisor to reflect on the "what, why and how" the incident occurred, and to identify ways to mitigate the same risk going forward. This reminds the supervisor to be actively engaged in work activities staff perform. Both the Employee Well-being Consultants and the Health & Safety Consultants review this section to determine if the recommendations proposed are suitable for risk mitigation and provide further direction as appropriate.

Refresher education is delivered regularly to supervisors on the University obligations to the WSIB in offering modified work when an employee has potential lost time from work due to their injury/illness. The revised AIIR now includes a section that prompts the supervisor that modified work must be offered and whether or not the employee accepted or declined the modified work.

The annual data and metrics regarding accidents and incidents can be found in Appendix A. The size of our workforce at any given time during the year fluctuates between 12,000-14,000 employees. In addition to these

employees, we consider all students working on fellowships, co-op and internships as well as independent contractors "workers" for the purpose of reporting incidents and accidents to the WSIB. A total of 371 incidents were reported for the calendar year, with 64 resulting in lost time from work. We consider this a low volume given the complexity of the work and our workplace but high enough to never stop working on initiatives to mitigate risk of incidents.

Section 2. Investigation Report	
<u>Immediately investigate if any of the following occur:</u> Fatalities, Critical Injuries, Lost Time, Occupational Illness, Property Damage, Fire or Environmental Release.	
Part E	
Contributing Factors (Check all that apply)	
<input type="checkbox"/> Did not Understand the Work/Task Instructions	<input type="checkbox"/> Lack of Training/Information/Instruction about PPE
<input type="checkbox"/> Excessive Noise	<input type="checkbox"/> Lack of Training/Information of Supervisors
<input type="checkbox"/> Failure of Material/Equipment	<input type="checkbox"/> Not Guarded/Inadequately Guarded
<input type="checkbox"/> Failure to Detect/Correct Known Hazard(s)	<input type="checkbox"/> Not Wearing proper PPE
<input type="checkbox"/> Failure to Implement Recommendations from JHSC	<input type="checkbox"/> Poor Housekeeping/Hazardous Arrangement
<input type="checkbox"/> Failure to Secure/Warn	<input type="checkbox"/> Poor Weather Conditions
<input type="checkbox"/> Hazardous Method/Procedure Used	<input type="checkbox"/> Slippery, Dusty or Untidy Surfaces
<input type="checkbox"/> Improper Position/Posture (Ergonomics)	<input type="checkbox"/> Training/Job Instruction Inadequate
<input type="checkbox"/> Inadequate Enforcement of Safety Rules	<input type="checkbox"/> Unauthorized Task/Operation
<input type="checkbox"/> Inadequate Personal Protective Equipment	<input type="checkbox"/> Unsafe Design/Construction
<input type="checkbox"/> Incorrect/Defective/Unavailable Tool(s)	<input type="checkbox"/> Workstation Layout is Faulty
<input type="checkbox"/> Inexperience of Person in the Task	<input type="checkbox"/> Other (specify in box below – be specific)
Actions and Follow Up to Prevent Recurrence (Check all that apply):	
<input type="checkbox"/> Actions to Improve Design/Procedures	<input type="checkbox"/> Obtain Proper Tool/Equipment
<input type="checkbox"/> Contact Facilities Management for Assistance	<input type="checkbox"/> Order Job Safety Analysis to Completed
<input type="checkbox"/> Contact Occupational Health & Safety for Assistance	<input type="checkbox"/> Refer to Employee Well-being
<input type="checkbox"/> Correct Congested Area	<input type="checkbox"/> Reinstruct Person Involved and/or Provide Coaching
<input type="checkbox"/> Improve Personal Protective Equipment	<input type="checkbox"/> Repair/Replace Tool/Equipment
<input type="checkbox"/> Improve Preventive Maintenance Program	<input type="checkbox"/> Request Ergonomic Assessment
<input type="checkbox"/> Install Guard or Safety Device	<input type="checkbox"/> Update Training
<input type="checkbox"/> Other (specify in box below – be specific)	

WSIB Claims and Costs

When a worker is injured in the workplace, the University must report the incident to the Ontario Workplace Safety Insurance Board (WSIB) who will use the information to assess costs and modify future premiums if necessary. If a worker is approved by the WSIB for benefits during their recovery time period, or even if Ontario medical professionals are required to treat an injury, these costs will get passed on in the form of premiums or surcharges. Some of the incidents are suspect and perhaps related to factors outside of the work accountabilities. In these cases our team may appeal a WSIB claim decision to mitigate the future costs of that claim to the University.

Details of claims and costs over the past 3 years can be found in Appendix B.

Proactive Administrative Controls

Our team supports many different departments across campus implementing controls in a proactive manner. In the hiring phase, roles that more physically demanding are highlighted and assessed to determine if any changes can be made to reduce the physical nature of the position, to promote worker well-being along with reducing injury rates and potential WSIB claims. Our team coordinated physical assessments ahead of hiring to ensure candidates are physically able to meet the demands of a role, with the goal of setting individuals up for success.

In 2023 we supported multiple departments, including Hospitality Services, Facilities Management and Animal Care to update job demand descriptions for various roles. We collaborated on a large recruitment effort specific to Hospitality Services in hiring upwards of 100 student candidates. We coordinated the Post Offer Employment Test (POET) onsite, allowing students to easily access this recruitment testing.

Footwear Guideline and Education: Many of our workers spend a lot of their day on their feet, primarily in Hospitality Services and Facilities Management. These groups are at a greater risk of developing musculoskeletal type injuries including the lower kinetic chain (back, hips, knees and feet). During 2023 our team developed and provided a Footwear Guideline and Education tool and presented this to multiple departments to help these workers to make informed decisions about their footwear. This guideline supported by Facilities Management and Hospitality leadership is being incorporated into department policy and procedures, aimed at reducing musculoskeletal injuries, and promoting worker well-being.

Western's Personal Protective Equipment (PPE)

Our office continues to support Western's community with the training, selection, care and use of PPE. Further data and metrics regarding education, training and PPE is provided in Appendix C.

New Initiatives in 2024

Hearing Conservation program

In 2024 our teams are focused on updating the Hearing Conservation Program pertaining to the compliance with Ontario Regulation 381/15 including hazard identification, assessment, training, and controls utilizing the Hierarchy of Controls to promote worker health and safety. In the past the Hearing Conservation Program at Western was focused on the needs of Facilities Management workers; the updated program will encompass employees in any Faculty or Business Unit across campus.

Hospitality Services Support

We will continue to support wellness initiatives put on by Hospitality Services, as well as the incoming cohort of Ukrainian Work/Learn Staff. We will continue to increase allergy awareness prior to the start of the 2024-2025 academic year.

Reporting Critical Injuries

Working with the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), our team has identified improved processes for the reporting of potential critical injuries and incidents requiring healthcare support. We are working with the Western Special Constable Services to implement improvements to notification and investigation processes which in turn allows for MLITSD notification and investigation to be completed.

Slip and Fall Mitigation

Our team will be collaborating with multiple experts internal and external to campus to review and document hazards and potential controls to mitigate the slips and falls incidents. A key business partner will be the landscaping and grounds crew, who respond to maintenance issues very quickly. Another business partner is an external provider of quality footwear.

Job demands updates

The documentation of the physical demands of certain jobs requires updating – so that all physical hazards are understood and work procedures are appropriately updated. This work has begun for all animal care workers but will also focus on the caretaking workers in 2024.

Recognizing and Managing Burnout

Our teams are developing an online learning module to provide education and resources including an overview of burnout, strategies to mitigate burnout, and supports available.

Continue to support an accessible workplace

Our teams will be involved from the planning stage for new buildings and major renovations to comment on the accessibility, safe working around hazards and best practices for worker ergonomics.

Continue to leverage technology

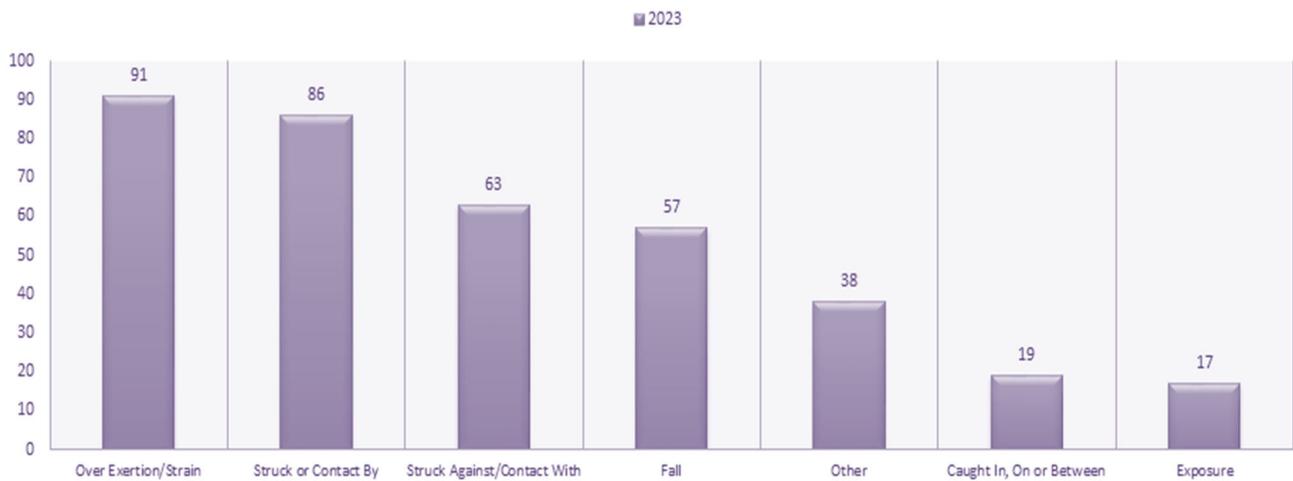
More functionality will be deployed on Work Safe at Western. We are updating the attributes and parameters used in the case management applications and will be identifying a new charting system for Workplace Health. Working with colleagues servicing students in Western Libraries and Western Technology Services we will be making assistive technology recommendations to accommodate workers as required.

Appendix A: Accident and Incidents for 2023

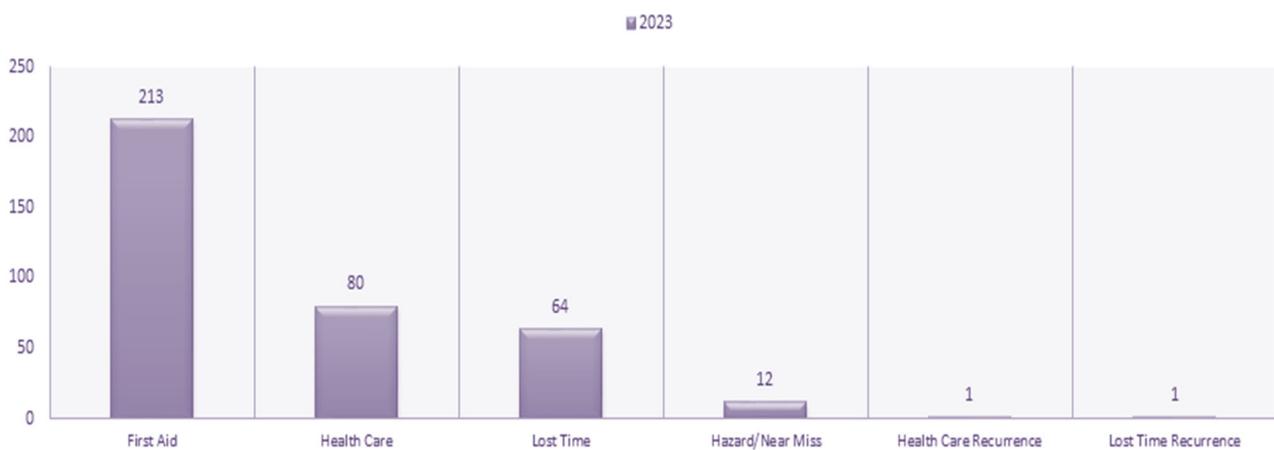
Incident Totals by Month and Year



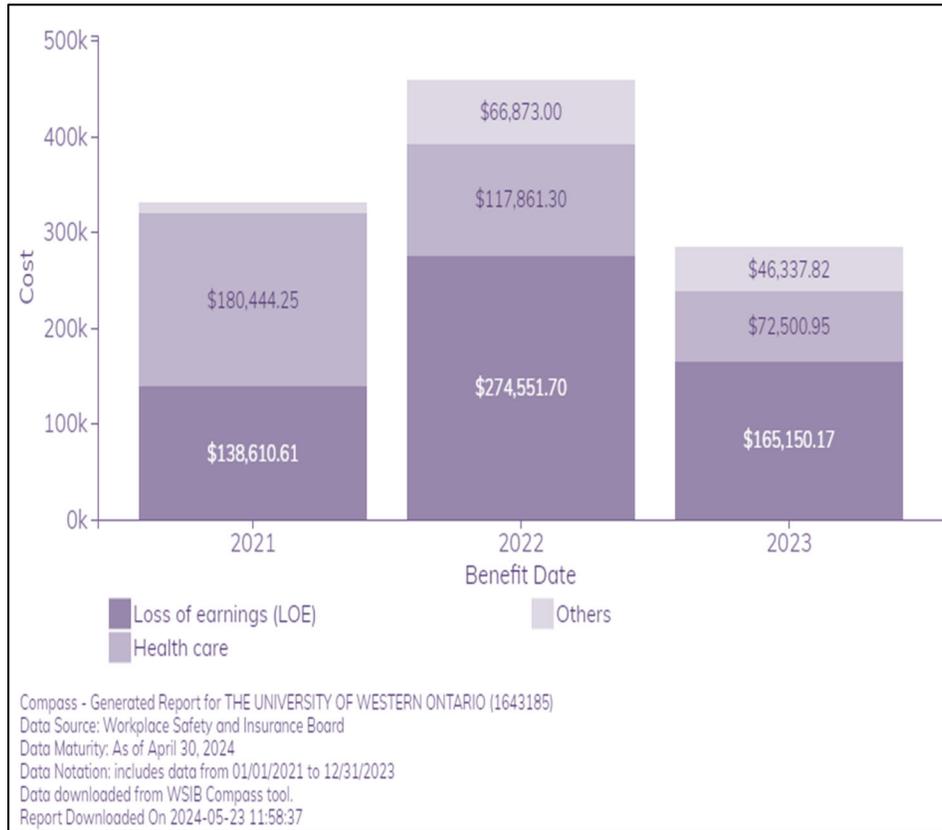
Incident Totals by Type and Year



Incident Totals by Class and Year

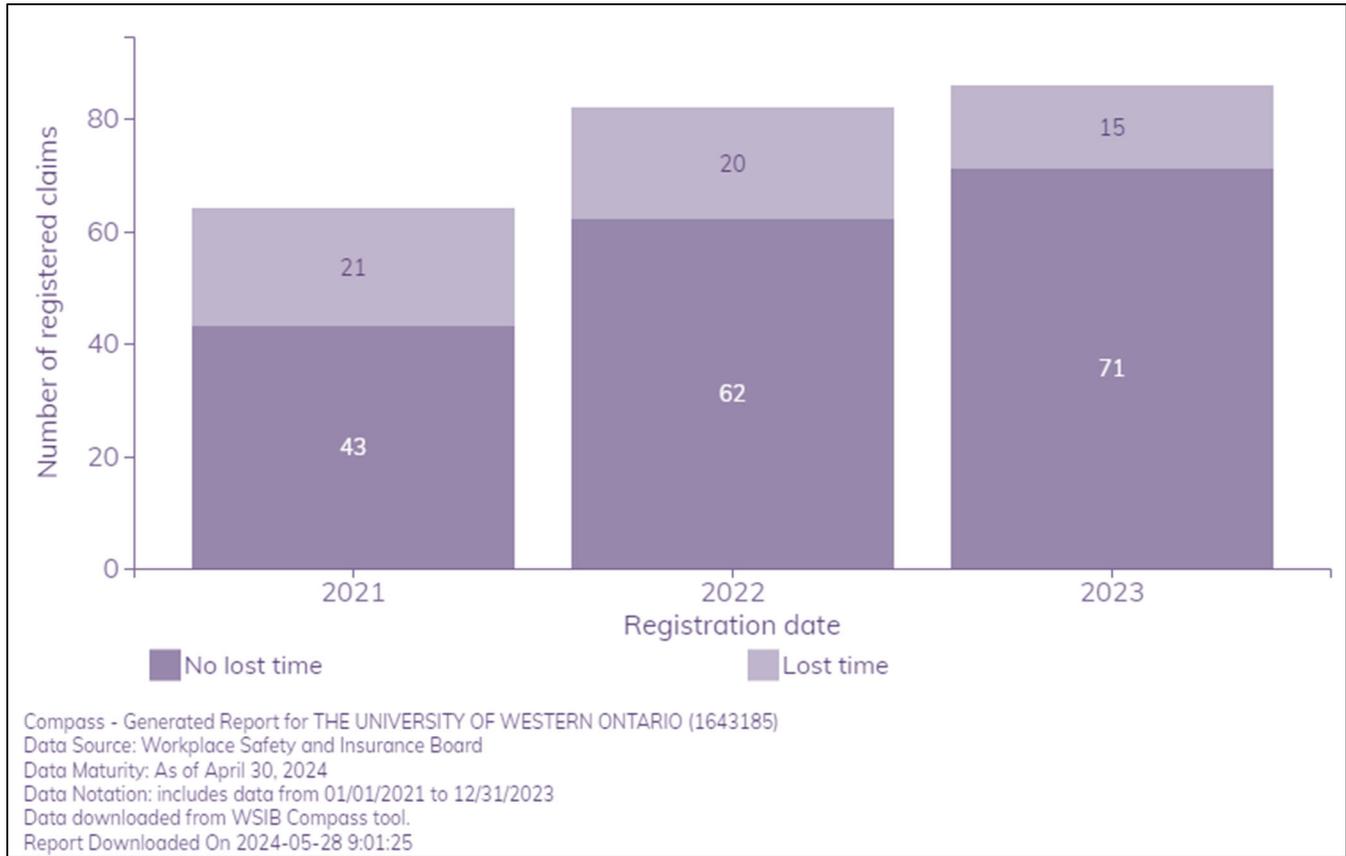


Appendix B: WSIB Claims and Costs (over 3 years)



Nature of injury Category	Total cost	Average cost per claim
Sprains and strains	\$65,346	
Fractures	\$38,825	
Concussion	\$28,700	
COVID-19 novel coronavirus	\$27,944	
Bruises, contusions	\$3,055	
Burns multiple, unspecified, NEC	\$1,467	
Cuts, lacerations, punctures	\$435	
Abrasions, scratches and other superficial injuries	\$393	
Traumatic injuries, disorders, complications, unspecified, NEC	\$350	
Tendonitis	\$295	
Burn or scald (heat)	\$246	
Not coded	\$171	

Compass - Generated Report for THE UNIVERSITY OF WESTERN ONTARIO (1643185)
 Data Source: Workplace Safety and Insurance Board
 Data Maturity: As of April 30, 2024
 Data Notation: includes data from 01/01/2021 to 12/31/2023
 Data downloaded from WSIB Compass tool.
 Report Downloaded On 2024-05-28 8:53:15



Net WSIB Premiums Paid by Western, after rebates		
Fiscal 2021/22	Fiscal 2022/23	Fiscal 2023/24
\$ 1,120,192	\$750,065	\$1,290,482

Appendix C: Administrative Controls Metrics

Completion of Required Training

Training Program	# Workers completing training in 2023
Asbestos Awareness (Comprehensive)	37
Asbestos Awareness (Basic)	138
Accessibility in Service (AODA)	1,877
Biological Safety Awareness	752
Biosafety Training for Lab Personnel	489
Building Inclusivity Through Anti-Racism	4,795
Burn Safety Training	344
Confined Space	25
Cyber Safety Awareness	2,321
Golf Cart Training	66
Electrical Awareness	111
Ergonomics	242
Fall Protection	16
First Aid/CPR	49
Gender Based Sexual Violence	1,769
Health & Safety Awareness	2,217
Knife Safety	290
Laboratory Safety	707
Ladder Safety	74
Laser Safety	134
Lock-Out Tag-Out	76
Personal Protective Equipment	198
Radiation Safety	100
Respirator Fitting	62
Safe Respectful Campus	1,954
Transportation of Dangerous Goods	24
WHMIS	2,692
X-Ray Safety	100

Personal Protective Equipment Support in 2023

Regular Safety Glasses fittings:	38
Prescription Safety Glasses requests:	194
Total University Expenditures for PPE in Fiscal 2024:	\$162,300
Respiratory Program Participants:	627
Number of Respiratory Fit Tests in 2023:	281

Employee Well-being Caseloads

Case files opened in 2023 = 951

Total active in 2023 = 1174

	2019	2020	2021	2022	2023
Case Files opened in year	521	486	679	859	951
Total active	661	718	950	1115	1174

Number of Accessibility Concerns

Type of Concern	2022	2023
Digital accessibility	6	16
Adaptive aides	10	19
Physical barriers accessibility	36	97
Wayfinding (cognitive)	2	3

Health, Safety and Well-being

Suite 4159, Support Services Building
1393 Western Road
London, Ontario, Canada
N6A 3K7



Western

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(E) hsu@uwo.ca

www.uwo.ca/hr/safety

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).

The operating-funded scholarships, awards, and prizes are provided for information in 5.1(b).

ATTACHMENT(S):

[New Donor-Funded Scholarships, Awards and Prizes](#) (*approved by Property and Finance Committee*)

[New Operating-Funded Scholarships, Awards and Prizes](#) (*for information*)

New Donor-Funded Scholarships, Awards and Prizes

Any Undergraduate Program

Catherine Juster Bursary

Awarded to full-time undergraduate students in any faculty based on financial need. Preference will be given to candidates from Quebec. 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 award was established by Catherine Juster (BA '70).

Value: 1 at \$2,000 awarded annually

Effective: 2024-2025 to 2028-2029 academic years inclusive

Schulich School of Medicine & Dentistry

Dr. Cason King Graduate Student Award

Awarded to PhD students in the Department of Microbiology and Immunology, Schulich School of Medicine & Dentistry based on academic achievement. Preference will be given to candidates who have been first author of a paper which has made a scientific contribution to the field of Microbiology and Immunology. A committee in the Department of Microbiology and Immunology will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$1000 awarded annually

Effective: May 2024

Dr. Cason King was a gifted communicator, highly intelligent mentor and charismatic collaborator who developed strong collegial relationships in his work and teaching. Cason displayed true strength and character when passionately undertaking projects and personal causes. His exceptional level of motivation, productivity and self-confidence were a continuous inspiration to his family, friends and colleagues; through all of his successes, he remained humble. This award was established by Cason's family as a tribute to their beloved son and his many achievements at Western University. It is their hope that the recipient of this award will respect and reflect the qualities of Cason they most value.

Athletics

Beth Johnson Women's Basketball 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 the women's basketball team. 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 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established to honour Beth Johnson's many contributions to the Western Mustangs Women's Basketball team.

John W. Davis Football 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 the Football team. 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 \$2,500 awarded annually
Effective Date: 2024-2025 to 2028-2029 academic years inclusive

London Community Football 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 the Football team. 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 awarded annually
Effective Date: 2024-2025 to 2026-2027 academic years inclusive

Mary Riezebos Women's Basketball 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 the women's basketball team. 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 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established to honour Mary Riezebos' many contributions to the Western Mustangs Women's Basketball team.

Rose Johnston Women's Basketball 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 the women's basketball team. 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 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established to honour Rose Johnston's many contributions to the Western Mustangs Women's Basketball team.

Faculty of Arts and Humanities

Samit & Reshma Sharma Scholarship in Philosophy

Awarded to full-time graduate students, affiliated with the Rotman Institute of Philosophy, based on academic achievement and outstanding research excellence with significant practical impact. A committee in the Rotman Institute of Philosophy will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award was established by Samit & Reshma Sharma Foundation to celebrate excellence at Rotman Institute of Philosophy at University of Western Ontario, and to enhance scientific & philosophical analysis to address complex & socially relevant interdisciplinary questions.

Value: 1 at \$4,000 awarded annually
Effective: May 2024

Faculty of Education

London Executive Sedan Service Award in Education

Awarded to full-time undergraduate students in the Faculty of Education based on academic achievement. Preference will be given to candidates who show exemplary teaching skills during their practicum. The Faculty of Education will select the recipients.

Value: 1 at \$1,500, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established by a generous gift from Drazen Ivanisevic (B.A '10) to honour a student teacher about to embark on their teaching career.

Faculty of Engineering

Canadian National Energy Alliance Engineering Innovation Scholarship

Awarded to full-time undergraduate students in the Artificial Intelligence Systems Engineering (AISE) program, Faculty of Engineering based on academic achievement. Preference will be given to candidates in Chemical Engineering and Artificial Intelligence Systems Engineering option or the Civil Engineering Artificial Intelligence Systems Engineering option. The Faculty of Engineering will select the recipients.

Value: 1 at \$3,400 award annually
Effective: 2024-2025 to 2026-2027 academic years inclusive

This award was established with a generous gift from the Canadian National Energy Alliance (CNEA), a private-sector consortium that represents some of the world's most experienced nuclear and engineering firms – AtkinsRéalis, Jacobs and Fluor.

Samit & Reshma Sharma Scholarship in Civil and Environmental Engineering

Awarded to full-time graduate students in the Department of Civil and Environmental Engineering, Faculty of Engineering, based on academic achievement and outstanding research excellence with significant practical impact. A committee in the Department of Civil and Environmental Engineering will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award was established by Samit & Reshma Sharma Foundation to celebrate excellence in Civil and Environmental engineering at the University of Western Ontario, and to encourage research in infrastructure impact and environment.

Value: 1 at \$4,000 awarded annually
Effective: May 2024

Faculty of Health Sciences

Nina Wichman Memorial Bursary in Nursing

Awarded to full-time undergraduate students in any degree program in Nursing, including the Western-Fanshawe program, Faculty of Health Sciences, based on financial need. Preference will be given to candidates who are Mature students. 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 \$2,000 awarded annually
Effective Date: 2024-2025 academic year

Nina Wichman (BScN'72) came to Western later in life, as a mature student, to fulfill her lifelong dream of becoming a nurse. She was respected by all, demonstrated excellent communication skills, and was a gifted caregiver - the drive behind her passion to help others. We hope this bursary will help unlock the ambitions of nurses for generations to come.

Pat Brandao Memorial Bursary

Awarded to full-time undergraduate students in the Faculty of Health Sciences based on financial need. Preference will be given to candidates in any degree program in Nursing, including the Western-Fanshawe program. 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 \$3,000, awarded annually (or as funds permit in the final year)
Effective: 2024-2025 to 2030-2031 academic years inclusive

Pat Brandao was a Portuguese-immigrant who vehemently believed holding a nursing degree opened doors to a better life than that of her underprivileged upbringing. She succumbed to a brain tumour in 2018, but her legacy to embrace the power of higher education will endure through this bursary.

Faculty of Law

Khalid Mahdi JD'20 Memorial Bursary

Awarded to full-time undergraduate students in the Faculty of Law based on financial need. Preference will be given to candidates with a disability. 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 \$2,000 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This bursary is in honour of Khalid Mahdi, a remarkable and resilient young lawyer who passed away in 2023 from Duchenne Muscular Dystrophy. It was Khalid's passion for

social causes that fuelled his perseverance to overcome insurmountable challenges and odds to finish his BA, MA, and JD from Western Law. Although Khalid was an inspiration to everyone he crossed paths with, he will be remembered for his infectious smile and uplifting spirit.

Faculty of Science

Canadian National Energy Alliance Chemistry Innovation Scholarship

Awarded to full-time undergraduate students in the Department of Chemistry, Faculty of Science based on academic achievement. Preference will be given to candidates in Year 3 or Year 4 who excel in materials science and chemistry courses. The Faculty of Science will select the recipients.

Value: 1 at \$3,400 award annually

Effective: 2024-2025 to 2026-2027 academic years inclusive

This award was established with a generous gift from the Canadian National Energy Alliance (CNEA), a private-sector consortium that represents some of the world's most experienced nuclear and engineering firms – AtkinsRéalis, Jacobs and Fluor.

Schulich School of Medicine & Dentistry

Dr. Kevin Kuo Family Bursary in Medicine

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 who self-identify as belonging to any equity-deserving group. Online financial assistance applications are available through Student Center and must be submitted by Oct 31. The Office of the Registrar will select the recipients.

Value: 1 at \$2,000, awarded annually

Effective Date: 2024-2025 to 2028-2029 academic years inclusive

This bursary was established with a generous gift from Dr. Kevin Kuo (MD'05), to support equity-deserving students attending medical school. Kevin was a first-generation immigrant, and first from his family to attend medical school. His gratitude for the support he received during his studies reflects a deep sense of appreciation and a desire to pay it forward.

Charles Yee M.D. Meds Class of 1990 Award

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 and academic achievement. Preference will be given to candidates in the Doctor of Medicine (MD) program, Windsor Campus. The award will continue in Years 2-4 of the MD program provided that the recipient demonstrates financial need each year. Online financial assistance applications are available through Student Center and must be submitted by September 30. The Office of the Registrar will select the recipients. Only one student may hold this award in any given year.

Value: 1 at \$8,000 continuing for four years
Effective Date: 2024-2025 academic year

This award was established by Charles Yee, MD, in honour of the Meds Class of 1990.

Samit & Reshma Sharma Scholarship in Medical Biophysics

Awarded to full-time graduate students in the Department of Medical Biophysics, Schulich School of Medicine & Dentistry, based on academic achievement and outstanding research excellence with significant practical impact. A committee in the Department of Medical Biophysics will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award was established by Samit & Reshma Sharma Foundation to celebrate Canada's first biophysics department at The University of Western Ontario in 1946, and to encourage research in quantitative studies of biological & physiological processes.

Value: 1 at \$4,000 awarded annually
Effective: May 2024

Any Undergraduate Program

Mark E. Brown Scholarship

Awarded to an international student entering the first year of any undergraduate program at Western University based on academic achievement. Preference will be given to candidates with Ivey Advanced Entry Opportunity (AEO) status. The Office of the Registrar will select the recipients.

Value: 1 at \$4,000 awarded annually
Effective: 2024-2025 to 2033-2034 academic years inclusive

This award was established by the Alumni Association, in recognition of Mark Brown's (MBA 1995) contributions as President of the Alumni Association from 2020 to 2022.

Athletics

2002 Men's Hockey 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 the Men's Hockey team. 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 the 2002 Men's Hockey team.

Value: 1 at \$2,320

Effective: 2024-2025 to 2028-2029 academic years inclusive

Jeff Fischer Memorial Football 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 the Football team. 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 \$2,000, awarded annually, or as funds permit in the final year

Effective: 2024-2025 to 2028-2029

Jeff Fischer was a fantastic person who consistently did meaningful things for his family, friends, and community. He worked tirelessly to bring others joy and to help those in need. Jeff was always happy to talk with people and spend time with them. If a person needed a lift and Jeff knew it, he would provide it. He was an unbelievable optimist who encouraged hard work, belief in oneself and loyalty. It didn't matter to Jeff that he was dealt tough hands; more reason to smile and work hard to rise above the challenge. Jeff passed away on October 15, 2022, after bravely battling cancer. Even during this fight, he strongly supported Mustang Football. The Jeffrey Fischer Memorial Award will yearly help the football players who most closely resemble Jeff's hustle, humility, contagious positivity, and others-first attitude. This award was established by the family and friends of Jeff Fischer.

Leeswood Men's Rugby Award

Awarded to full-time undergraduate or graduate students in any year of any degree program at Western, including the Affiliated University Colleges, who are making a significant contribution as a member of the Men's Rugby team. 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 Richard Mulvale (BA'01).

Value: 1 at \$5,000 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

Faculty of Arts and Humanities

Patch Novice-to-Varsity Rowing 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 the rowing team. Preference will be given to candidates moving from the novice team to the varsity team in their first year. 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: Number and value to be determined annually based on funds available
Effective: 2024-2025 academic year

This award was established by family and friends of David Patchell-Evans. Patch brought a passion for living to Western and Western nurtured that passion. This award recognizes an individual who carries that spirit forward. They should show great determination in their athletic goals, while diving into work, entrepreneurship, school and being there for family and friends. Plus, they and their collaborators must have a lot of fun while doing so.

Writing Prize for Young Adult Fiction

Awarded to full-time undergraduate students in the Faculty of Arts & Humanities who exhibit a developing talent for creative writing based on a submission of young adult fiction that has not so far been published or won an award in any other competition. Submissions must be made to the Faculty of Arts & Humanities by March 31. The Faculty of Arts & Humanities will select the recipients. This award was established by Kelly Rowan.

Value: 1 at \$1,500 or 2 at \$750, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

Faculty of Education

Education Student Council Bursary

Awarded to undergraduate students in the Faculty of Education based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31st. One bursary will be for a first-year student and the

second bursary for a second year student. The Office of the Registrar will select the recipients. This bursary was made possible by the 2023/2024 Education Student Council.

Value: 2 at \$1,250

Effective: 2024-2025 to 2033-2034 academic years inclusive

Education Student Council EDI Bursary

Awarded to undergraduate students in the Faculty of Education based on financial need. Preference will be given to candidates who self-identify as belonging to any equity deserving group. Online financial assistance applications are available through Student Center and must be submitted by October 31st. One bursary will be for a first-year student and the second bursary for a second year student. The Office of the Registrar will select the recipients. This bursary was made possible by the 2023/2024 Education Student Council.

Value: 2 at \$1,250

Effective: 2024-2025 to 2033-2034 academic years inclusive

Faculty of Engineering

Canadian Society for Civil Engineering Outstanding Student Award

Awarded to an undergraduate student graduating from a degree program in the Department of Civil and Environmental Engineering who demonstrates leadership through involvement in the Western Society for Civil Engineering or other civil engineering activities, as well as academic achievement. An award application must be completed online through the Engineering Undergraduate Services Web site (<http://www.eng.uwo.ca/undergraduate>) by April 30. In the event that a candidate meeting the criteria is not identified, the award may be given to a student graduating from a degree program in the Department of Civil and Environmental Engineering who demonstrates academic achievement. Recipients will be selected by the Scholarship and Awards Committee in the Faculty of Engineering, on the recommendation of the Department of Civil and Environmental Engineering.

Value: 1 at \$1,000

Effective: 2024-2025 academic year

This award was established by a generous donation from the London and District Section of the Canadian Society for Civil Engineering to celebrate student leaders who have enhanced the learning and extracurricular experiences of their peers in civil and environmental engineering.

Engineering BESC Class of 1983 Legacy Award

Awarded to full-time undergraduate students in the Faculty of Engineering based on academic achievement. Preference will be given to candidates who demonstrate extracurricular or community involvement. 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.

Value: 1 at \$2,120, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established by the alumni from the Class of 1983 in celebration of their 40th anniversary since their graduation from Western Engineering.

Tim Kwan International Scholarship in Engineering

Awarded to full-time international undergraduate students in the Faculty of Engineering based on academic achievement. The Office of the Registrar will select the recipients. This award was established by a generous gift from Jane Kwan and Tim Kwan (BESc '73).

Value: 1 at \$5,000
Effective: 2024-2025 to 2028-2029 academic years inclusive

WSIB Software Engineering Continuing Award

Awarded to full-time undergraduate students entering Year 3 Software Engineering, Faculty of Engineering, based on academic achievement and their career interest in Software Engineering. Candidates must be Canadian citizens or eligible to work in Canada. The award will continue in Year 4 provided that recipients maintain a 70% average and full-time status in Software Engineering. If a recipient does not qualify to maintain the award, a replacement recipient in the same year will be selected. Recipients will have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB. An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Engineering (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee made up of representatives from the Faculty of Engineering will shortlist applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, a member of Engineering Undergraduate Services, Chair of Electrical & Computer Engineering, and the Director of the Software Engineering Program, or their designates. Final selection of recipients will be made by the Faculty of Engineering. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 1 at \$7,500, awarded annually, continuing for 2 years
Effective: 2024-2025 to 2029-2030 academic years inclusive (final new recipients selected in 2028-2029)

Faculty of Health Sciences

Lois Frances Leatham Scholarship in Nursing

Awarded to full-time undergraduate students in the Faculty of Health Sciences based on academic achievement. Preference will be given to candidates in any degree program in Nursing, including the Western-Fanshawe program. The Arthur Labatt Family School of Nursing will select the recipients.

Value: 1 at \$5,000 awarded annually

Effective: 2024-2025 to 2028-2029 academic years inclusive

This scholarship was established by Lois F. Leatham, Reg. N., D. PHN (UWO 1963) and Professor T. R. Balakrishnan (Sociology). Lois and Bala hope to inspire and recognize a commitment to clinical excellence and patient-centered care. Lois enjoyed a rewarding career devoted to community nursing and management of maternal child health programs.

Nursing Class of 1974 Legacy Award

Awarded to full-time undergraduate students in the Faculty of Health Sciences based on academic achievement. Preference will be given to candidates in Year 3 or Year 4 of any degree program in Nursing, including the Western-Fanshawe program.

The Scholarship and Awards Committee in the Arthur Labatt Family School of Nursing will select the recipients.

Value: \$1,650

Effective: 2024-2025 to 2033-2034 academic years inclusive

This Award was established with generous gifts from the Nursing Class of 1974 on the occasion of their 50th reunion, in recognition of students' commitment to professionalism and dedication to the Nursing profession.

WSIB Continuing Award in Occupational Therapy

Awarded to full-time graduate students entering Year 1 of the MSc Occupational Therapy graduate program in the Faculty of Health Sciences based on academic achievement and their career interest in Occupational Therapy. Candidates must be Canadian citizens or eligible to work in Canada. The award will continue in Year 2 provided that recipients maintain a 70% average in the MSc Occupational Therapy graduate program. If a recipient does not qualify to maintain the award, a replacement recipient in the same year will be selected. Recipients will have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB. An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Health Sciences (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee in the

School of Occupational Therapy will shortlist applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, the Dean of Health Sciences, and the Director of the School of Occupational Therapy or their designates. Final selection of recipients will be made by the selection committee in the School of Occupational Therapy. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 2 at \$7,500, awarded annually, continuing for 2 years (\$15,000 per student)
Effective: May 2024 to April 2030 inclusive (final new recipients selected in May 2028 to April 2029)

Ivey Business School

Business Leader Dinner HBA Bursary

Awarded to full-time HBA1 students at the Ivey Business School based on financial need. Preference will be given to a first-generation student. Online financial need assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 10 at \$10,000
Effective: 2024-2025 to 2028-2029 academic years inclusive

IWIL (Ivey Women Investing in Leadership) HBA Award

Awarded to full-time self-identified women who are entering HBA1 at the Ivey Business School based on financial need and academic achievement. Preference will be given to First-Generation students with consideration given to demonstrated community leadership. Online financial assistance applications are available through Student Center and must be submitted by September 30. The Office of the Registrar will determine financial need eligibility and the HBA Scholarship Committee will make the final selection of the recipient. The award will continue to HBA 2 provided the recipient successfully completes HBA 1 and continues to demonstrate financial need. If a recipient is not eligible to retain the award, a replacement from the same year will be selected.

Value: 6 at \$17,500 (continuing)
Effective: 2024-2025 to 2027-28 academic years inclusive

L. Darlene Vincent, HBA '73 Bursary

Awarded to full-time undergraduate students entering HBA1 in the Ivey Business School who are self-identified women from Ontario based on financial need. Preference will be given to students that are First Generation and students outside of the GTA (Greater Toronto Area). The bursary will continue in HBA2 provided that the recipient continues to demonstrate financial need. Only one student may hold this bursary in any given year. 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 \$20,000, awarded annually
Effective: 2024-2025 to 2029-2030 academic years inclusive

Vice Admiral D A (Alan) Collins Research Fund

Awarded to a student entering the PhD program at the Ivey School of Business based on academic achievement (minimum 80% average) and research excellence. Preference will be given to students conducting research in the area of logistics or supply chain management. The Director, PhD Program, at the Ivey Business School will select the recipients in consultation with a committee of which at least one representative holds current membership in the School of Graduate and Postdoctoral Studies. This award was established by David B. Collins in honour of his father Vice Admiral D A (Alan) Collins.

Value: 3 at \$7,000
Effective: May 2024

Don Wright Faculty of Music

Gail Males Continuing Award in Music

Awarded to full-time undergraduate students in Year 1 of the Don Wright Faculty of Music based on academic achievement. The award will continue for up to four years provided that the recipient maintains full-time status in the Don Wright Faculty of Music and a minimum 70% average. Only one student will hold this award in any given year. The Don Wright Faculty of Music will select the recipient. If the recipient does not meet eligibility requirements, another student from the same cohort will be selected.

Value: 1 at \$10,000 (The recipient receives \$2,500 annually for up to four years)
Effective: 2024-2025 to 2027-2028 academic years inclusive

This award was established by Gail Males (nee Meal) in recognition of the Meal family's lifelong love of music and fiddle playing.

Moccio Award for Artistic Excellence

Awarded to full-time undergraduate students in the Don Wright Faculty of Music based on academic achievement. Preference will be given to candidates in Music Performance or Music Research and Composition. The Don Wright Faculty of Music will select the recipients.

Value: 1 at \$2,000 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established with a generous donation from Dr. Stephan Richard Moccio (B.Mus.A 1994, Doctor of Music 2019) to recognize students exhibiting exceptional artistic talent and potential, who are deeply committed to their craft.

Schulich School of Medicine & Dentistry

Dr. John Bubanovich Bursary in Dentistry

Awarded to a full-time undergraduate student in any year of the Doctor of Dental Surgery (DDS) program at the Schulich School of Medicine & Dentistry who demonstrates financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31st. The Office of the Registrar will select the recipient. This bursary was established by a generous gift from Dr. John Bubanovich, DDS'98.

Value: 1 at \$3,000

Effective: 2023-2024 to 2027-2028 academic years inclusive

Dr. Michael Jurkiewicz Resident Award

Awarded to residents in the in the Department of Medical Imaging, Schulich School of Medicine & Dentistry, based on academic achievement. Preference will be given to candidates who demonstrate exceptional proficiency, leadership, and dedication in the field of Medical Imaging. The Schulich School of Medicine & Dentistry will select the recipients in consultation with the Department of Medical Imaging.

Value: 1 at \$2,450 awarded annually, or as funds permit in the final year

Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established by Dr. Michael Jurkiewicz's friends and colleagues at the Schulich School of Medicine and Dentistry. Dr. Jurkiewicz was a highly skilled and subspecialized pediatric neuroradiologist in the department of Medical Imaging. He joined the department in 2018 after completing multiple sub-specialized fellowships at the University of Pennsylvania. Prior to this Dr. Jurkiewicz completed both his M.D. and PhD degrees at the University of Toronto. In sickness and in health, Dr. Jurkiewicz kept gratitude and compassion at the forefront of his personal life and his work. He prioritized patient care above all else. However, his passion for patient care extended well beyond his own clinical work. Indeed, Dr. Jurkiewicz took great pride in his role as an educator and researcher. Few things brought him more joy in his work than sparking genuine passion and curiosity in a collaborator or student. Dr Jurkiewicz died in 2023. His legacy of teaching, and care will always be cherished and remembered.

Meds Class of '74 MD+ Award

Awarded to students who have been accepted into the Doctor of Medicine (MD) program based on academic achievement. Preference will be given to students in the MD+ track who are pursuing a Master of Public Health. In the case that there is no eligible recipient in MD+ track, a student in any year of the Medicine (MD) program with academic achievement will be selected. A committee including the Dean of the Schulich School of Medicine & Dentistry, or their designate will select the recipients. At least one representative of the committee must hold current membership in the School of Graduate and Postdoctoral Studies. This award is made possible by a generous gift from the Meds Class of '74.

Value: 1 at \$7,000
Effective Date: 2024-2025 academic year

Faculty of Science

Dylan Foley Memorial Bursary

Awarded to full-time undergraduate students in the Faculty of Science 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 \$2,500, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established with a generous gift from the family and friends of Dylan Foley in recognition of his significant contributions as a 24-year employee in Western University's Housing & Ancillary Services.

Helen Battle and David Wilson PhD Entrance Scholarship in Biology

Awarded to full-time graduate students entering a PhD degree program in the Department of Biology, Faculty of Science, based on academic achievement. Preference will be given to candidates who are citizens or permanent residents of Canada. A committee in the Department of Biology will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award was established by David Foster (BSc'60, MSc'62) and Marilyn Foster.

Value: 1 at \$2,000 awarded annually
Effective: May 2024

Herbert Blades Graduate Entrance Scholarship for Inorganic and Materials Chemistry

Awarded to full-time graduate students in the Department of Chemistry, Faculty of Science, based on academic achievement. Preference will be given to candidates studying inorganic or materials chemistry. A committee in the Department of Chemistry will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$2,800 awarded annually
Effective: May 2024

Herbert Blades Graduate Entrance Scholarship for Organic and Biological Chemistry

Awarded to full-time graduate students in the Department of Chemistry, Faculty of Science, based on academic achievement. Preference will be given to candidates studying organic or biological chemistry. A committee in the Department of Chemistry will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$2,800 awarded annually
Effective: May 2024

Janice Bosley Graduate Award in Global Change Biology

Awarded to full-time graduate students in the Department of Biology, Faculty of Science based on academic achievement. Preference will be given to candidates who are conducting research in global change biology. A committee in the Department of Biology will select recipients. 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 2024 to April 2029 inclusive

This award was established with a generous gift from Janice Bosley who wanted to support students interested in continuing their work in climate change.

WSIB Computer Science Continuing Award

Awarded to full-time undergraduate students entering Year 3, Department of Computer Science, Faculty of Science based on academic achievement and their career interest in Computer Science. Candidates must be Canadian citizens or eligible to work in Canada. The award will continue in Year 4 provided that recipients maintain a 70% average and full-time status in Computer Science. If a recipient does not qualify to maintain the award, a replacement recipient in the same year will be selected. Recipients will have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB. An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Science (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee made up of representatives from the Faculty of Science will short list applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, a member of Science Undergraduate Services and the Chair of Computer Science or their designates. Final selection of recipients will be made by the Faculty of Science. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 1 at \$7,500, awarded annually, continuing for 2 years
Effective: 2024-2025 to 2029-2030 academic years inclusive (final new recipients selected in 2028-2029)

WSIB Master of Data Analytics Award

Awarded to graduate students in the Master of Data Analytics program, Faculty of Science based on academic achievement and their career interest in data analytics. Candidates must be Canadian citizens or eligible to work in Canada. Recipients will

have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB. An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Science (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee made up of representatives from the Faculty of Science will shortlist applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, a member of Science Graduate Studies and the Director of the MDA program or designate. Final selection of recipients will be made by the Faculty of Science. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 1 at \$10,000 awarded annually

Effective: May 2024 to April 2029 inclusive (final new recipients selected in May 2028 to April 2029)

WSIB Statistical and Actuarial Sciences Continuing Award

Awarded to full-time undergraduate students entering Year 2 in the Department of Statistical and Actuarial Sciences, Faculty of Science based on academic achievement and an interest in pursuing a career in actuarial sciences or advanced analytics. Preference will be given to candidates in an Actuarial Sciences program, although students in Financial Modelling, Data Science, or another program in Statistical and Actuarial Sciences are also eligible. Candidates must be Canadian citizens or eligible to work in Canada. The award will continue in Years 3 and 4 provided that recipients maintain a 70% average and full-time status in one of the eligible programs. If a recipient does not qualify to maintain the award, a replacement recipient in the same year will be selected. Recipients will have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB.

An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Science (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee made up of representatives from the Faculty of Science will shortlist applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, a member of Science Undergraduate Services and the Chair of Statistical and Actuarial Sciences or their designates. Final selection of recipients will be made by the Faculty of Science. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 4 at \$7,500, awarded annually, continuing for 3 years

Effective: 2024-2025 to 2030-2031 academic years inclusive (final new recipients selected in 2028-2029)

WSIB Statistical and Actuarial Sciences Graduate Award

Awarded to graduate students in any MSc program in the Department of Statistical and Actuarial Sciences, Faculty of Science based on academic achievement and an interest in pursuing a career in actuarial sciences or advanced analytics. Preference will be given to candidates in the Actuarial Sciences MSc, although students in Financial Modelling, or Statistics MSc are also eligible. Candidates must be Canadian citizens or eligible to work in Canada. Recipients will have an opportunity to interview for a work term or internship with WSIB. Students are not guaranteed a work term or internship with WSIB. An offer of full-time employment with WSIB may also be extended pending successful completion of the program and work term, at WSIB's sole discretion. A recipient is not obligated to participate in the work term or accept employment with WSIB following graduation to receive or retain the award. Students must complete an application form in accordance with the deadline announced annually by the Faculty of Science (approx. September 30). A limited number of applicants will be chosen to participate in an interview. A selection committee made up of representatives from the Faculty of Science will short list applicants for the award. Short-listed candidates will be interviewed by a representative from WSIB, a member of Science Graduate Studies and the Chair of Statistical and Actuarial Sciences or their designates. Final selection of recipients will be made by the Faculty of Science. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This award is made possible by a contribution from the Workplace Safety & Insurance Board (WSIB).

Value: 2 at \$10,000 awarded annually

Effective: May 2024 to April 2029 inclusive (final new recipients selected in May 2028 to April 2029)

Faculty of Social Science

Gibson F. George Miller Memorial Bursary

Awarded to full-time undergraduate students in the Faculty of Social Science based on financial need. Preference will be given to candidates in the Department of Economics. 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 \$2,000, awarded annually

Effective: 2024-2025 to 2028-2029 academic years inclusive

This bursary is made possible by generous gifts from the family of Gibson Miller (BA'13, BA'21) in memory of Gibson. Gibson overcame health and financial hardship to achieve his goal to graduate in Economics, Western University and to work in Finance. Gibson and his family sincerely wish the recipients of this award future success.

New Operating-Funded Scholarships, Awards and Prizes

Any Undergraduate Program

Continue in Canada Admission Scholarship

Awarded to international students completing high school in Canada on a study permit. Candidates must apply directly from high school for first year full-time studies in any first-entry undergraduate program at Western Main Campus and pay international student tuition and fees. This scholarship is renewable for up to four years provided recipients maintain full-time status (minimum 3.5 course load), achieve an 80% average and continue to pay international student tuition and fees. As part of the scholarship, students will be guaranteed four years in residence. Consideration for this scholarship is automatic and no application is required.

Value: \$40,000 (payable \$10,000 per year for four years of undergraduate studies)

Effective date: 2024-2025 academic year

Welcome to Canada Admission Scholarship

Awarded to International students who are completing school outside of Canada, or who are transferring from a post-secondary institution within Canada. Students completing high school within Canada are not eligible for consideration. Candidates must apply for first year full-time studies in any first-entry undergraduate program at Western Main Campus and pay international student tuition and fees. Consideration for this scholarship is automatic and no application is required.

Value: \$10,000

Effective date: 2024-2025 academic year

Brescia Continuing Bursary

Awarded to students holding a continuing bursary who have integrated from Brescia University College to Western University main campus. To qualify for the renewal of the bursary, recipients must be registered at Western University main campus, meet the requirements set by the terms of their bursary and continue to meet financial need every academic year (September – April).

Effective date: 2024-2025 academic year

Brescia Continuing Scholarship

Awarded to full-time students holding a continuing scholarship who have integrated from Brescia University College to Western University main campus. To qualify for the renewal of the scholarship, recipients must be registered at Western University main campus, achieve an average of 80%, have a full-course load (minimum 5.0 courses) every academic year (September – April) and scholarship not held for more than 4 years.

Effective date: 2024-2025 academic year

ITEM 5.1(b) – 2023-24 Operating Budget (Preliminary Year-End) as at April 30, 2024

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

A preliminary (unaudited) year-end update on the University’s 2023-24 Operating Budget is provided.

ATTACHMENT(S):

[2023-24 Operating Budget Update \(Year-End\) as at April 30, 2024](#)

2023-24 Operating Budget Update (Year-End)
As at April 30, 2024

The attached table provides the (preliminary unaudited) year-end update on the University's 2023-24 Operating Budget – and compares the updated figures to the budget as presented to the Board of Governors in April 2024. Major changes are as follows:

Revenues (lines 7 to 10)

- a. Government grants (line 7) are higher by \$7.2 million due to targeted funding for expansion of undergraduate Nursing and the flow of some funding associated with previous years expansions.
- b. Tuition Revenue (line 8) is lower by \$1.6 million due to slightly lower-than-estimated enrolments – and largely due to modestly higher January term attrition compared to the previous years.
- c. The net result – including a number of small increases in other revenue items (line 9) – is that total operating revenue is \$6.4 million higher than the original budget (line 10).

Expenditures (lines 11 to 15)

- d. Legal Expenses were higher-than-estimated by \$1.4 million – largely due to costs associated with Brescia-Western Integration (line 11).
- e. Funding to offset the impact of currency fluctuations on Library Acquisitions (\$984,000) is shown in line 12.
- f. The recent Board-approved agreement with Graduate Student Teaching Assistants provided retroactive one-time adjustments at a cost of \$3.3 million (line 13).
- g. All Other Expenditures (line 14) – in total – were higher by \$0.6 million across a number of university-wide expenditure items.
- h. The net result is that total operating expenditures are \$6.3 million higher than the April 2024 budget (line 15).

Operating Reserve (line 6)

- i. As a result of the above changes in revenue and expenditures, the Operating Reserve is \$51.6 million – compared to the \$51.4 million shown in the April 2024 budget.

Western University
2023-24 Operating Budget Update
as at April 30, 2024
(\$000)

<a> Summary

		As Presented to the Board <d>	(Preliminary) Actual	Increase/Decrease	
				\$	%
1	Revenues 	911,860	918,297	6,437	0.71%
2	Expenditures <c>	902,077	908,331	6,254	0.69%
3	Surplus / (Deficit)	9,783	9,966	183	
4	Operating Reserve -- Beginning of Year	41,627	41,627	0	
5	Surplus / (Deficit)	9,783	9,966	183	
6	Operating Reserve -- End of Year	51,410	51,593	183	

** Revenue Changes**

7	Government Grants: Targeted Nursing Expansion			7,180	
8	Tuition Revenue			-1,557	
9	All Other			814	
10	Total Revenue Changes			6,437	

<c> Expenditure Changes

11	Professional Fees: Legal Expenses			1,433	
12	Library Acquisitions: Exchange Rate related Adjustment			984	
13	GTA Agreement: Retroactive Salaries			3,284	
14	All Other			553	
15	Total Expenditure Changes			6,254	

<d> The 2023-24 projected budget was presented to the Board in April 2024.

ITEM 5.1(c) – 2023-24 Ancillary Financial Report (Preliminary Year-End) as at April 30, 2024

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

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

ATTACHMENT(S):

[Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies: Fiscal 2023-24 Preliminary Actual Financial Results \(Compared to Fiscal 2023-24 Projections\)](#)

Western University

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

**Fiscal 2023-24 Preliminary Actual Financial Results
(Compared to Fiscal 2023-24 Projections)**

The attached table compares the 2023-24 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 2024.

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

Sport & Recreation (Lines 4-7) – Revenues and expenses exceeded projections in Student Experience’s Sport & Recreation pillar due to higher-than-anticipated activity in fundraising, recreational programming, sporting events and community/school youth programs.

Parking Services (Line 27) – Revenues exceeded projections due to a change in procedure for unclaimed hang-tag deposits as well as increases in citations and visitor parking revenue.

Boundary Layer Wind Tunnel (Line 31) – The higher net position for Boundary Layer Wind Tunnel is due to higher than projected commercial contract activity.

**Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2023-24 Preliminary Results Summary (\$ 000)**

	2023-24 Projected			2023-24 Preliminary Actuals			% Change		Reserve Balances at April 30, 2024		
	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital	
1	A - Student Fee-Funded Units										
2	<i>Student Experience Fee-Funded Ancillary Units</i>										
3	<i>Sport & Recreation Pillar</i>										
4	Recreation	5,747.4	5,753.6	-6.2	6,260.6	6,219.6	41.0	8.93%	8.10%	362.1	1,328.5
5	Sport	7,713.6	7,731.4	-17.8	8,156.4	8,108.5	47.9	5.74%	4.88%	133.9	50.0
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	1,292.7	1,282.0	10.7	1,280.7	1,271.7	9.0	-0.93%	-0.80%	96.5	719.9
7	Spirit & Connection (Spirited Activities & Events)	1,626.6	1,625.6	1.0	1,892.0	1,875.0	17.0	16.32%	15.34%	83.1	100.0
8	<i>Wellness & Well-being Pillar</i>										
9	Health & Wellness	7,114.8	7,014.5	100.3	7,282.8	7,249.7	33.0	2.36%	3.35%	1,356.8	550.3
10	Wellness & Equity Education	746.1	624.0	122.1	756.5	679.4	77.1	1.39%	8.88%	340.1	200.0
11	Student Support & Case Management	538.6	508.9	29.7	543.1	558.1	-15.0	0.84%	9.67%	304.9	82.6
12	<i>Leadership & Learning Pillar</i>										
13	Academic Support & Engagement	2,031.2	1,967.2	64.0	2,049.1	2,055.0	-5.9	0.88%	4.46%	712.7	
14	Careers & Experience	1,707.1	1,600.5	106.6	1,828.1	1,812.5	15.6	7.09%	13.25%	466.4	
15	<i>All Other Fee-Funded Ancillary Units</i>										
16	Financial Aid Office	1,456.4	1,447.2	9.2	1,450.8	1,357.0	93.8	-0.38%	-6.23%	410.7	
17	International Student Services	595.2	594.8	0.4	599.3	600.4	-1.1	0.69%	0.94%	0.5	
18	Indigenous Student Centre	1,022.1	889.3	132.8	1,072.8	904.6	168.2	4.96%	1.72%	545.6	
19	Off-Campus Housing & Housing Mediation Services	579.8	503.1	76.7	592.2	470.9	121.3	2.14%	-6.40%	446.1	
20	Western Foot Patrol	231.8	227.2	4.6	232.0	231.2	0.8	0.09%	1.76%	70.7	57.4
21	Sub-Total	32,403.4	31,769.3	634.1	33,996.4	33,393.6	602.8	4.92%	5.11%	5,330.1	3,088.7
22	B - Ancillary Units										
23	Employee & Family Health Clinic	638.2	604.1	34.1	640.4	651.5	-11.1	0.34%	7.85%	-11.1	
24	Housing Services	98,520.5	87,591.3	10,929.2	98,051.0	87,058.8	10,992.2	-0.48%	-0.61%	73,146.4	
25	Retail and Hospitality Services	28,271.8	29,711.3	-1,439.5	27,708.1	29,416.5	-1,708.4	-1.99%	-0.99%	-4,580.5	
26	Spencer Leadership Centre	7,099.1	6,509.4	589.7	7,072.3	6,541.2	531.1	-0.38%	0.49%	481.1	
27	Parking Services	6,438.9	6,243.3	195.6	7,583.7	6,229.1	1,354.6	17.78%	-0.23%	4,885.6	
28	Sub-Total	133,869.4	124,150.0	9,719.4	133,983.2	123,355.9	10,627.3	0.09%	-0.64%	73,440.4	0.0
29	C - Academic Support Units										
30	Animal Care & Veterinary Services	7,798.8	7,924.6	-125.8	7,560.2	7,433.3	126.9	-3.06%	-6.20%	1,924.0	344.7
31	Boundary Layer Wind Tunnel	2,232.1	2,218.8	13.3	2,607.1	2,146.3	460.8	16.80%	-3.27%	1,061.1	300.0
32	University Machine Services	1,696.2	1,696.2	0.0	1,803.7	1,803.7	0.0	6.34%	6.34%	0.0	
33	Fraunhofer Innovation Platform	1,317.0	1,317.0	0.0	1,196.8	1,196.8	0.0	-9.13%	-9.13%	0.0	146.8
34	Surface Science Western	2,287.3	2,286.9	0.4	2,092.0	2,086.7	5.3	-8.54%	-8.75%	305.3	724.3
35	Western Continuing Studies	3,866.2	3,272.7	593.5	3,860.0	3,124.9	735.1	-0.16%	-4.52%	2,242.3	
36	Sub-Total	19,197.6	18,716.2	481.4	19,119.8	17,791.7	1,328.1	-0.41%	-4.94%	5,532.7	1,515.8
37	D - Associated Companies										
38	Western Research Parks (incl. ADEISS & AMP)	5,875.2	4,864.0	1,011.2	5,854.9	4,635.3	1,219.6	-0.35%	-4.70%	5,950.7	
39	Ivey Business School Foundation	36,466.8	34,276.2	2,190.6	37,420.8	34,570.7	2,850.1	2.62%	0.86%	19,137.7	
40	Ivey Business School Asia	3,110.4	3,108.3	2.1	2,602.4	2,999.7	-397.3	-16.33%	-3.49%	-1,573.5	
41	Sub-Total	45,452.4	42,248.5	3,203.9	45,878.1	42,205.7	3,672.4	0.94%	-0.10%	23,514.9	0.0
42	Grand Total	230,922.8	216,884.0	14,038.8	232,977.5	216,746.9	16,230.6	0.89%	-0.06%	107,818.1	4,604.5

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, 2024 the ratio is 1.30 and exceeds the target ratio.

ATTACHMENT(S):

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

Semi-Annual Ratio Report on Non-Endowed Funds

The attached report shows the non-endowed fund activity from 2009/2010 to March 31, 2024. The balance in the Undistributed Investment Returns Account at March 31, 2024 was \$275.4 million. At March 31, 2024, the 12-quarter moving average of non-endowed investments to the obligations of the portfolio was 1.30 (column 10), well above the target ratio of 1.08.

- ❑ Net returns / (losses) (column 1) amounted to \$51.1 million.
- ❑ Allocations to accounts (column 2), represents income distributed to the non-endowed fund balances. The non-endowed rate is based on the 30-day Treasury bill rate less administrative and management fees of 0.42%. The rate is adjusted quarterly and is applicable to non-endowed fund balances with the exception of Robarts. The non-endowed rate for the period January – March 2024 was 4.62%. In the case of Robarts, in accordance with the operating agreement, the long-term portion of their fund balance earns the rate of return generated by the Operating & Endowment portfolio.
- ❑ The allocation to the operating budget (column 3) was zero as approved by the Board.
- ❑ Other Allocations (column 4) for the period ending March 31, 2024 were \$1.3 million.
- ❑ The non-endowed investments increased \$36.3 million (column 6).
- ❑ The total market value of the non-endowed fund's portion of the externally managed portfolio at March 31, 2024 amounted to \$864.0 million (column 7).
- ❑ The obligations of the portfolio amounted to \$588.6 million at March 31, 2024 (column 8).
- ❑ The ratio of investments to obligations stood at 1.47 (column 9) at March 31, 2024.

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
Apr 2023 Q4	30.2	(4.6)	0.0	(14.3)	(55.4)	(44.1)	734.8	568.7	1.29	1.26
2023/2024										
July 2023 Q1	19.9	(5.4)	0.0	(1.1)	46.8	60.2	795.0	615.5	1.29	1.27
Oct 2023 Q2	5.2	(6.5)	0.0	(1.2)	(11.2)	(13.7)	781.3	604.3	1.29	1.28
Jan 2024 Q3	60.0	(6.3)	0.0	(1.0)	(6.3)	46.4	827.7	598.0	1.38	1.28
Mar 2024 Q 4	51.1	(4.1)	0.0	(1.3)	(9.4)	36.3	864.0	588.6	1.47	1.30

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 account fund balances and associated companies, except the Operating budget and Other allocations (column 4)
- (3) Allocations to the Operating budget.
- (4) April 2023 includes allocation of investment income to MSOF and Sinking Funds (12.1); special allocation to capital (0.7), 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 report of the Investment Committee is provided to the Property and Finance Committee in accordance with its Terms of Reference. It is provided to the Board of Governors for information.

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, 2024:

Asset Portfolio	Market Value (\$M)
Short-Term Portfolio	759.5
Mid-Term Portfolio	213.7
Operating Portfolio:	
Obligations	588.6
Surplus	<u>275.4</u>
Total Operating Portfolio	864.0
Endowment Portfolio	1,252.4
Total Operating & Endowment Fund	2,116.4
Jarislowsky Fraser Seg. Investment	3.3
Total Investments	3,092.9

Update on Investment Committee Activities:

- Management is reviewing potential non-core real estate mandates in Canada and sustainably focused European real estate options with the goal of making one commitment of \$10 million to \$20 million, in order to reach the Operating & Endowment Fund 10% target allocation for real estate assets.
- Management is evaluating re-upping with Brookfield Global Transition Funds by making a commitment in the Brookfield Global Transition Fund II, which will contribute to the Fund’s 10% 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. Eight private equity commitments to primary funds have been made so far, for a total of US\$130 million. Two US\$25 million commitments to secondary funds have also been made.
- The Committee is reviewing investing in absolute return strategies, with the aim of finding strategies that generate returns uncorrelated to public markets. The Committee made the decision to focus on music royalties and combine additional work with the next Operating & Endowment Fund asset mix review.

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 is currently updating the ESG manager survey questionnaire with the expectations of sending it in June 2024.
- Investments and commitments to sustainable investment strategies have been US\$110 million to date. Total investments and uncalled commitments now represent 7.4% of the 10% target allocation for sustainable opportunities (as of March 31, 2024). With the addition of a US\$45 million commitment to BGFT II, total investments and uncalled commitments would represent 10.3% of the portfolio.
- Management is currently finalizing the 2023 Responsible Investing Report. It is anticipated that it will be released shortly.
- A process to audit the proxy votes made by Western external managers is currently being developed. The process will track votes by each individual manager, provide vote-by-vote comparison and benchmarking of individual voting practices and understand whether proxies are voted according to principles and priorities. The main goal of the audit is to improve manager engagement.

Financial Performance Metrics

Mid-Term Portfolio:

Performance

The performance related to the Mid-Term Portfolio at March 31, 2024 is as follows:

Account/Group	Ending Market Value CAD	Ending Weight	Policy Weight	% Rate of Return							Inception to Date	Inception Date
				One Month	Three Months	One Year	Three Years	Five Years	Ten Years			
University of Western Ontario	213,672,981	100.00		1.52	2.92	7.48	4.05	-	-	4.43	08/08/2019	
Policy Index UWO				1.49	2.81	8.66	3.18	-	-	4.46	08/08/2019	
Excess Return				0.03	0.12	-1.18	0.87	-	-	-0.02	08/08/2019	
FTSE 91-Day T-Bills + 300 bps				0.61	1.99	7.98	5.70	-	-	5.07	08/08/2019	
Excess Return				0.91	0.94	-0.50	-1.65	-	-	-0.64	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, 2024 the Mid-Term portfolio did not meet its objective over the 3-year period. This is primarily due to the asset mix, which is 70% fixed income and 30% equity. Rising interest rates have the effect of negatively impacted fixed income mandates.

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 2024	5 Year March 2024	Since Inception
Fixed Income	10.3%	4.3%	7.1%
Equities:			
Canadian	12.9	10.1	9.1
US	39.0	17.3	11.0
International	14.0	8.5	7.0
Global	21.0	-	5.0
Private Equity	7.4	19.9	19.8
Real Estate	1.8	10.8	9.5
Infrastructure	11.7	11.7	11.7
Absolute Return	3.6	6.3	7.6
Money Market & Cash	5.4	1.7	1.5
<i>Total Fund Return</i>	15.1%	9.7%	8.7%
<i>Benchmark Return</i>	14.4%	8.7%	8.2%
<i>Total Fund Real Return</i>	12.2%	6.3%	5.8%

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 3.4% per year for the five-year period.

For the five years ending March 31, 2024, the annualized real return was 6.3%.

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, 2024, the actual annualized return for the Fund was 9.7% and the return generated by the market indices for the portfolio was 8.7% (benchmark return).

The Fund is managed for long-term performance with 5, 10 and 20 year returns of 9.7%, 9.0% and 7.9%, respectively, and has met its objectives over these periods.

Asset Mix

The table below provides the classification and market value of the assets held in the Operating & Endowment Fund at March 31, 2024:

	Market	Target Asset Mix			Actual Asset
	Value	Minimum	Target	Maximum	Mix
Equities					
<i>Canadian</i>	253,946,300	7.5%	12.5%	17.5%	12.0%
<i>US*</i>	231,000,000	2.5%	7.5%	12.5%	10.9%
<i>EAFE*</i>	157,562,893	2.5%	7.5%	12.5%	7.4%
<i>Global*</i>	466,482,064	15.0%	20.0%	25.0%	22.0%
<i>Private</i>	205,394,686	7.5%	12.5%	17.5%	9.8%
Total Equities	1,314,385,943	52.5%	60.0%	67.5%	62.1%
Fixed Income					
<i>Core Fixed Income</i>	129,325,606	0.0%	5.0%	10.0%	6.1%
<i>Commercial Mortgages</i>	102,211,619	0.0%	5.0%	10.0%	4.8%
<i>Private Debt</i>	139,529,966	0.0%	5.0%	10.0%	6.6%
Total Fixed Income	371,067,191	7.5%	15.0%	22.5%	17.5%
Real Assets					
<i>Real Estate</i>	117,500,440	5.0%	10.0%	15.0%	5.6%
<i>Infrastructure</i>	209,938,796	5.0%	10.0%	15.0%	9.9%
Total Real Assets	327,439,236	12.5%	20.0%	27.5%	15.5%
Diversifiers					
<i>Cash & Money Market Absolute Return Strategies, Market Neutral Strategies</i>	49,580,106	0.0%	0.0%	10.0%	2.3%
	53,943,657	0.0%	5.0%	10.0%	2.6%
Total Diversifiers	103,523,763	2.5%	5.0%	12.5%	4.9%
Grand Total	2,116,416,135				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 September 30, 2023

Total Fund Value Added - For Rolling Periods Ending March 31, 2024

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	15.1	7.1	9.0	13.5	9.7	9.2	8.9	9.5	8.4	9.0	7.9
Total Fund Benchmark	14.4	8.5	8.4	12.2	8.7	8.3	8.1	8.7	7.5	7.9	7.1
Excess Return	0.7	-1.4	0.6	1.3	1.0	0.9	0.8	0.8	0.9	1.1	0.8

	2024 (%)	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)	2014 (%)
Total Fund	15.1	-0.3	12.7	28.3	-4.2	6.5	6.9	14.0	0.4	14.1	17.7
Total Fund Benchmark	14.4	2.8	8.4	24.5	-4.4	6.4	6.9	13.1	-1.7	11.5	14.6
Excess Return	0.7	-3.1	4.3	3.8	0.2	0.1	0.0	0.9	2.1	2.6	3.1

Total Fund Real Returns - For Rolling Periods Ending March 31, 2024

	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)	6 Yrs (%)	7 Yrs (%)	8 Yrs (%)	9 Yrs (%)	10 Yrs (%)	20 Yrs (%)
Total Fund	15.1	7.1	9.0	13.5	9.7	9.2	8.9	9.5	8.4	9.0	7.9
CPI	2.9	3.6	4.6	4.0	3.4	3.1	3.0	2.8	2.6	2.5	2.2
Real Return	12.2	3.5	4.4	9.5	6.3	6.1	5.9	6.7	5.8	6.5	5.7

	2024 (%)	2023 (%)	2022 (%)	2021 (%)	2020 (%)	2019 (%)	2018 (%)	2017 (%)	2016 (%)	2015 (%)	2014 (%)
Total Fund	15.1	-0.3	12.7	28.3	-4.2	6.5	6.9	14.0	0.4	14.1	17.7
CPI	2.9	4.3	6.7	2.2	0.9	1.9	2.3	1.6	1.3	1.2	1.5
Real Return	12.2	-4.6	6.0	26.1	-5.1	4.6	4.6	12.4	-0.9	12.9	16.2

Source: Mercer Investment Monitoring Review

ITEM 5.1(f) - Investment Committee Membership

ACTION: APPROVAL INFORMATION DISCUSSION

On the recommendation of the Investment Committee, the Property and Finance Committee reappointed to the Investment Committee, Doug Greaves for a one-year term ending August 2025.

EXECUTIVE SUMMARY:

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

The Investment Committee has recommended the proposed reappointment.

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

Appointed by the Property and Finance Committee

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

Ex-Officio

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

Investment Committee Membership Recommendation

Background:

Doug Greaves

Doug was Vice-President Pension Fund and Chief Investment Officer with Canada Post. He has extensive investment management experience in bonds, equities and alternative investments. Joining the organization at the inception of Canada Post's pension plan in 2000, Doug was responsible for developing and implementing the Plan's investment strategy, hiring employees and establishing the plan's administration and investment operations. Prior to joining Canada

Post, he held senior investment positions with Workers' Compensation Board, Ontario Municipal Employees Retirement Board and North American Life Assurance Company.

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

Doug was appointed to the Investment Committee for an initial five-year term ending August 2017. This reappointment will extend his membership to August 2025.

ITEM 5.1(g) – Dancap Private Equity Chair in Private Equity

ACTION: APPROVAL INFORMATION DISCUSSION

The Property and Finance Committee, on behalf of the Board of Governors, approved the renaming of the Dancap Private Equity Chair in Change and Innovation to the Dancap Private Equity Chair in Private Equity in DAN Department of Management and Organizational Studies in the Faculty of Social Science.

EXECUTIVE SUMMARY:

Approval Process

MAPP Policy 2.22 Appendix 2 provides both an open and a confidential process for the approval of academic positions. University Advancement is utilizing the open process in respect of this Chair.

Under the open process, the proposal is submitted to the committee for recommendation to Senate. It will then be brought to the Property and Finance Committee of the Board for approval on behalf of the Board.

Donor and Funding

The Dancap Private Equity Chair in Private Equity replaces the Dancap Private Equity Chair in Change and Innovation in the Faculty of Social Science. The endowment that will support the Chair was created in 2017 with a \$1,500,000 contribution from the donor and a contribution of \$1,500,000 from Western through the Matching Chair Program. Consent to amend the Chair has been signed by the Donor.

Effective Date

July 1, 2024

Purpose

This Dancap Private Equity Chair in Private Equity in the Faculty of Social Science will have a proven research record in the field of private equity and the global private equity market.

It is expected that the Chair will have the credentials to apply for and secure tri-council funding/grants. The success with tri-council funding will form one of the criteria for renewal of the chair.

Criteria

Appointments to the position will be conducted according to the University's relevant Policies and Procedures and according to Policy 2.22 – Funding of Academic Chairs, Professorships and Designated Faculty Fellowships of the University.

(https://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp222.pdf)

Appointments will normally be for a period of five years, renewable.

Allowable Expenses

Funds available will be used to support salary and benefits and/or research expenditures that directly support the work of the Chair.

The Dean of the Faculty of Social Science or their designate(s), will be responsible for allocating and spending.

Reporting

The University agrees to report annually to the donor regarding the activities of the Chair.

Background

Aubrey Dan is a Canadian businessperson, Tony-Award winning producer (Memphis), impresario and philanthropist. In 2002, Dan founded Dancap Private Equity, a private firm that invests its own funds in mid-market Canadian businesses and acts as a co-investment partner for medium to large-sized international businesses. In recognition of his generous gifts to Western, in June 2017 the DAN Department of Management & Organizational Studies was named. Dan is the recipient of an honorary degree from Western and the Order of Canada.

Reputational Risk

As part of its due diligence process in respect of prospective donations, University Advancement reviews public information regarding donors and their related entities from the perspective of reputational risk to the University. Reputational risk is assessed as low, medium or high and is determined as agreed among the Vice-President (University Advancement), the Dean(s) of the Faculty to which the academic position is appointed, and the Provost and/or Vice-President (Research) as appropriate.

Risk Assessment: Low

ITEM 5.1(h)– Dancap Private Equity Fellowship in Change and Innovation

ACTION: APPROVAL INFORMATION DISCUSSION

The Property and Finance Committee, on behalf of the Board of Governors, approved the establishment of the Dancap Private Equity Fellowship in Change and Innovation in DAN Department of Management and Organizational Studies in the Faculty of Social Science.

EXECUTIVE SUMMARY:

Approval Process

MAPP Policy 2.22 Appendix 2 provides both an open and a confidential process for the approval of academic positions. University Advancement is utilizing the open process in respect of this Fellowship.

Under the open process, the proposal is submitted to the committee for recommendation to Senate. It will then be brought to the Property and Finance Committee of the Board for approval on behalf of the Board.

Donor and Funding

An endowment of \$1,090,964 to support the Dancap Private Equity Fellowship in Change and Innovation has been created by merging three endowments previously established with contributions from the Donor in 2006 and 2017. Consent to amend the terms of those prior agreements has been signed by the Donor.

Effective Date

July 1, 2024

Purpose

The Dancap Private Equity Fellowship in Change and Innovation in the Faculty of Social Science will have a proven research record in the general area of understanding organizational change and innovation. This field of study comprises multiple and interdisciplinary perspectives that may include the managing of change and innovation at any level or stage of organizational development, managing consumer attitudes, developing and introducing new consumer products, implementing organizational sustainability and improved environmental practices, or managing change in corporate governance policies, procedures, or structures.

Criteria

Appointments to the position will be conducted according to the University's relevant Policies and Procedures and according to Policy 2.22 – Funding of Academic Chairs, Professorships and Designated Faculty Fellowships of the University.

(https://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp222.pdf)

Appointments will normally be for a period of one year, renewable.

Allowable Expenses

Funds available will be used to support salary and benefits and/or research expenditures that directly support the work of the Fellow.

The Dean of the Faculty of Social Science or their designate(s), will be responsible for allocating and spending.

Reporting

The University agrees to report annually to the donor regarding the activities of the Fellow.

Background

Aubrey Dan is a Canadian businessperson, Tony-Award winning producer (Memphis), impresario and philanthropist. In 2002, Dan founded Dancap Private Equity, a private firm that invests its own funds in mid-market Canadian businesses and acts as a co-investment partner for medium to large-sized international businesses. In recognition of his generous gifts to Western, in June 2017 the DAN Department of Management & Organizational Studies was named. Dan is the recipient of an honorary degree from Western and the Order of Canada.

Reputational Risk

As part of its due diligence process in respect of prospective donations, University Advancement reviews public information regarding donors and their related entities from the perspective of reputational risk to the University. Reputational risk is assessed as low, medium or high and is determined as agreed among the Vice-President (University Advancement), the Dean(s) of the Faculty to which the academic position is appointed, and the Provost and/or Vice-President (Research) as appropriate.

Risk Assessment: Low

ITEM 5.1(i) – Hicks Morley Professorship in Labour and Employment Law

ACTION: APPROVAL INFORMATION DISCUSSION

The Property and Finance Committee, on behalf of the Board of Governors, approved that the existing Hicks Morley Professorship in International Labour Law established in 2017 at the Faculty of Law be renewed and renamed the Hicks Morley Professorship in Labour and Employment Law.

EXECUTIVE SUMMARY:

Approval Process

MAPP Policy 2.22 Appendix 2 provides both an open and a confidential process for the approval of academic positions. University Advancement is utilizing the open process in respect of this Professorship.

Under the open process, the proposal is submitted to the committee for recommendation to Senate. It will then be brought to the Property and Finance Committee of the Board for approval on behalf of the Board.

Donor and Funding

The Professorship is being renewed through a new contribution totaling \$75,000 from Hicks Morley Hamilton Stewart Storie LLP. The firm and its partners have contributed more than \$260,000 toward Western Law’s Labour Law program, including more than \$160,000 towards the Professorship.

Effective Date

June 30, 2024

Purpose

The Professor will be a visiting, internationally recognized scholar or practitioner in labour and/or employment law who will teach a course and engage with the Faculty of Law community. The Professorship has been funded for the 2025/26, 2027/28 and 29/30 academic years.

Criteria

Appointments to the position will be conducted according to the University’s relevant Policies and Procedures and according to Policy 2.22 – Funding of Academic Chairs, Professorships and Designated Faculty Fellowships of the University.

(https://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp222.pdf)

Appointments will normally be for a period of one year, renewable.

Allowable Expenses

Funds available will be used to support travel, housing/accommodation, and support costs while at Western, in addition to providing an honorarium.

The Dean of the Faculty of Law, or their designate(s), will be responsible for allocating and spending.

Reporting

The University agrees to report annually to the donor regarding the activities of the Professor.

Background

Law firm, Hicks Morley Hamilton Stewart and Storie LLP's giving to Western Law is approaching 40 years since it began. In 2017, in honour of Western's long-standing relationship with the firm, Law requested and the naming of the position the firm renewed was approved as a Professorship in keeping with similarly named positions funded through endowments.

Reputational Risk

As part of its due diligence process in respect of prospective donations, University Advancement reviews public information regarding donors and their related entities from the perspective of reputational risk to the University. Reputational risk is assessed as low, medium or high and is determined as agreed among the Vice-President (University Advancement), the Dean(s) of the Faculty to which the academic position is appointed, and the Provost and/or Vice-President (Research) as appropriate.

Risk Assessment: Low

ITEM 5.1(j) – Proposed Revisions to Distinguished University Professorships

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve amendments to the Distinguished University Professorships as shown in item 5.1(j).

EXECUTIVE SUMMARY:

In addition to several housekeeping amendments, the proposed revisions to the Distinguished University Professorships provide clarifying language regarding the intent of the award.

Also included in the criteria for the award is a demonstration of an ongoing commitment to equity, diversity and inclusion in the individual’s scholarship, teaching and/or service.

ATTACHMENT(S):

[Distinguished University Professorships \(revised\)](#)



Distinguished University Professorships

Effective Date: **TBD** ~~June 28, 2022~~

Supersedes: **June 28, 2022;** May 6, 2004

Objective: To honour and celebrate outstanding scholarly careers at Western by conferring on a select group of the best scholars the title of “Distinguished University Professor”.

Program: Award includes:

- Honorary title of “Distinguished University Professor” while employed at Western, ~~but~~ **This** will change to “Distinguished University Professor Emeritus” at retirement from Western.
- A one-time award of \$20,000 to be used for scholarly activities at any time.
- A citation presented at an appropriate occasion.
- The Distinguished University Professor will be asked to use the title in official documents, including papers, business cards and similar venues.
- The total number of ‘active’ Distinguished University Professorships at any given time is capped at 3% of the full-time, **probationary**, tenured or **continuing status** ~~probationary~~ faculty members at Western.

Rationale: The University is served well by recognizing the most outstanding members of their community. This award will recognize sustained excellence in scholarship over a substantial career at Western, **as well as contributions to service to the community**. Scholarship is broadly defined to include research and teaching, but cannot exclude either ~~as well as contributions to service to the community~~. Thus, this is not a recognition solely of research excellence, which is the purpose of the **Western Research Excellence Awards and the Hellmuth Prize**, nor is it a recognition solely of teaching excellence, which is the purpose of the **Edward G. Pleva Award for Excellence in Teaching**. The Distinguished University Professorship ~~will~~ **recognizes** sustained excellence as a complete scholar, and ~~will~~ **fulfills** the commitment in **the 2001 University Strategic Plan “Making Choices”** to develop a program of recognition for **faculty** ~~Faculty (Section 2.10)~~.

Process:

- There will be an annual nomination and selection cycle.
- A Distinguished University Professor Selection Committee will be created. This committee will consist 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.
- The Selection Committee will make recommendations to the President based on the criteria:
 - Outstanding and sustained **research** record **of scholarship that has** ~~have~~ had international impact in the field ~~of research~~ and that identifies the individual as a leader,
and
 - A sustained record of excellence in teaching of undergraduates and/or supervision of graduate students and training of highly qualified personnel,
and
 - A demonstrated history 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,
and
 - **A demonstrated ongoing commitment to Equity, Diversity and Inclusion in their scholarship, teaching and/or service.**

Restrictions:

- To ensure excellence in these select awards
- The selection criteria must be strict
 - All nominations may be rejected in any given year
 - The total number of active Distinguished University Professors may be less than 3%
 - Awards can be made to other award holders – including **Canada Research Chairs** ~~CRC's~~, **Western Research Excellence Awards**, Hellmuth Prize Winners, **Edward G. Pleva Award for Excellence in Teaching** Winners, Industrial Chairs, Endowed Chairs and named Professors.

- Decisions will be made without consideration of the relative distribution of the Distinguished University Professors across the disciplinary units of the University.

Impact:

Awards of Distinguished University Professors will

- Reinforce a culture of recognizing and celebrating excellence
- Celebrate the achievements of individuals who balance their scholarly activities while managing to be excellent at each activity
- Promote the spirit of participation in all activities of importance to the function of a healthy, research intensive University
- Provide a vehicle for demonstrating the success of Western's faculty internally and externally.

Note: These awards are available for Constituent University Faculty.

ITEM 5.1(k) – Proposed Revisions to Faculty Scholars

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the amendments to Faculty Scholars as shown in item 5.1(k).

EXECUTIVE SUMMARY:

In addition to several housekeeping amendments, the proposed revisions to the Faculty Scholars specifies the Faculty Scholar is to provide an opportunity to recognize scholarly achievements at the mid-point of a faculty member’s career.

Also included in the criteria for the award is a demonstration of an ongoing commitment to equity, diversity and inclusion in the individual’s scholarship, teaching and/or service.

ATTACHMENT(S):

[Faculty Scholars \(revised\)](#)



Faculty Scholars

Effective Date: **TBD** ~~June 29, 2023~~

Supersedes: **June 29, 2023;** June 28, 2022, May 6, 2004

Objective: To honour and celebrate outstanding scholarly achievements ~~at a critical point in the career of a Faculty Member~~ **of mid-career faculty members** 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, **tenured or continuing** faculty, **distributed as follows i.e.:**
 - Arts and Humanities 3
 - **Ivey Business School** ~~(Ivey)~~ 3
 - Education 2
 - Engineering 3
 - Health Sciences 3
 - Information and Media Studies 1
 - Law 1
 - **Schulich School of Medicine & Dentistry*** 5
~~(Schulich)~~
 - Clinical Academics 3
 - **Don Wright Faculty of Music** 1
 - Science 5
 - Social Science 6
 - Total* 36

*excluding Clinical Academics

Rationale: The University is served well by recognizing scholarly achievements at **the mid-point** ~~critical points~~ of a **Faculty faculty** member’s career, **normally defined as 7-20 years post-PhD**. This award will recognize outstanding contributions in research, teaching **and** ~~or~~ service reflecting sustained excellence in all scholarly activities. ~~This award recognizes the~~

~~complete scholar who has~~ **along with the** ~~recently achieved~~
achievement of prominence in **one area** ~~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** ~~committee~~ will make recommendations to the Faculty Scholar Selection Committee based on the criteria:
 - ~~A recent, An~~ outstanding research achievement **or**
evidence of international research impact in the last
3-5 years ~~that has had international impact in the field of~~
~~research and~~ that identifies the individual as a leading member of ~~that~~ **their** research community
and/or
 - A considerable record of excellence in **classroom**
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
and
 - **A demonstrated commitment to Equity, Diversity and Inclusion in their research, teaching and/or service**
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, **but not limited to, Canada Research Chairs** ~~CRC's~~, **Western Research Excellence Awards**, Hellmuth Prize Winners, **Edward G. Pleva Award for Excellence in Teaching** 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:
- **Provide an opportunity to celebrate scholarly achievement at the mid-career stage of individuals who will be the leaders in their field**
 - Recognize outstanding **all-round contributions to academic life at Western** ~~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 5.1(I) – Amendment to the Supplemental Fee Schedule for the Leadership Under Fire Course

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve an amendment to the Supplemental Fee Schedule to include a \$500 program-related fee for the Leadership Under Fire Course.

EXECUTIVE SUMMARY:

As part of the budget approval process (in April 2024), Property and Finance and the Board approved a list of program-related fees. Due to an operational error, the list excluded the fee for the Leadership Under Fire course.

Leadership Under Fire is an elective course hosted by the Ian O Ihnatowycz Institute for Leadership in the Ivey Business School's HBA and MBA Programs. This full credit course is designed to bring the insights of good leadership developed over generations of military service to the students at the Ivey Business School. The course aims to increase awareness of "leadership of self" with a specific focus on leadership character and commitment to the role of leadership.

The course is conducted off-site at the Robert Land Academy. The instruction of the course is conducted by experienced military leaders both recently retired from and currently serving in the Canadian Armed Forces. The lessons embedded in the activities do not have military tactics involved in them, but rather focus on the competencies, character, and commitment that are required on the part of successful business leaders.

The Ivey School has proposed a program-related fee of \$500 for 2024-25. The revenue from the fee will be used to cover externally contracted program delivery costs and off-site facility rental costs.

ATTACHMENT(S):

None.

ITEM 5.1(m) – Revisions to MAPP 2.31 – Major Strategic Opportunities Fund

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the amendments to MAPP 2.31 as outlined in item 5.1(m).

EXECUTIVE SUMMARY:

The Major Strategic Opportunities Fund (MSOF or the Fund) was established in July 2019 for the ‘strategic use and long-term benefit of the University’. The policy outlines the purpose of the Fund, as well as the mechanisms for allocation, contribution and growth.

Section 9 of MAPP 2.31 mandates a review of the policy at least every five years (2024). This is an appropriate review cycle given the long-term strategic purpose of the Fund.

There are no substantive changes requested for the policy at this time. The policy is relatively new, and the Fund is functioning as intended. During a recent annual report to Property and Finance Committee, it was noted that the policy could clarify that annual allocations are not required. As such, the following has been added to section 5.00:

- For clarity, there is no requirement for an annual allocation from the Fund.

There are no other changes proposed. The Policy will next be reviewed by 2029.

ATTACHMENT(S):

[MAPP 2.31 – Major Strategic Opportunities Fund \(revised\)](#)

POLICY 2.31 – Major Strategic Opportunities Fund

Policy Category: Financial
Subject: Major Strategic Opportunities Fund
Approving Authority: Board of Governors
Responsible Officer: Vice-President (Operations & Finance)
Responsible Office: Financial Services
Related Procedures: N/A
Related University Policies: N/A

Effective Date: ~~June 27, 2019~~ **June 27, 2024**

Supersedes: ~~(NEW)~~ **June 27, 2019**

I. PREAMBLE

Western has been investing in its future by allocating one-time resources in support of various strategic initiatives for a number of years. Such investments are essential for Western’s aspirational goals of achieving global excellence.

With the ever-increasing pace of change facing the universities, it will also be necessary for Western to be strategic as well as entrepreneurial, and to seek and seize new major initiatives which have the potential of having transformational impact on the institution. Without limiting the scope of such transformational opportunities, the following are illustrative examples which could fall into such categories:

- Securing a major national or international research facility of significant scope,
- Establishing strategic and deeper collaborative academic and research partnerships with international partner; and funding of research initiatives,
- Strategic acquisition of properties.

Through prudent fiscal management of its non-endowed funds, Western has a unique opportunity to establish a Major Strategic Opportunities Fund in support of new transformative opportunities. The Fund will NOT be used to support the general operations of the university including the routine strategic initiatives supported through the operating budget.

Although the Fund will not be endowed, it will be managed similar to an endowment so that the fund continues to support major strategic opportunities in perpetuity. Like an endowment, efforts will be made to maintain the purchasing power of the Fund over the long-term. Efforts will be made to gradually grow the Fund so that it can respond to future opportunities requiring larger investments. Allocations from the Fund will be subject to an annual limit and a minimum reserve requirement. Major investments that exceed the annual spending limit will be funded through multi -year allocations. Only under rare and exceptional circumstances will allocations be allowed that take the Fund below the minimum capital reserve on temporary basis. Such “temporary encroachment” on capital will have to be made up within a defined and reasonable period of time.

II. PURPOSE AND SCOPE

The purpose of this policy is to document the principles and guidelines for the establishment, use and ongoing funding of a Major Strategic Opportunities Fund (the “Fund”). The Fund will be established with a portion of the cumulative net returns from the investment of non-endowed funds in the University’s various investment pools, invested in accordance with the Statement of Investment Objectives, Policies and Governance (MAPP 2.26). The Fund will be for “the strategic use and long-term benefit of the University”.

In 1984, the Board of Governors established an investment policy, which called for the core portion of non-endowed funds to be invested in the same manner as the endowed funds. Non-endowed funds include specific purpose donations, ancillary revenues (such as the Residences and Hospitality Services), government grants, capital revenues, tuition fees and research grants and contracts. Although particular fund sources are expended over time, at a macro level they are replaced with new funds through ongoing activities. As a result, Western has a significant base or “core portion” of non-endowed funds that can be invested. This allows Western to earn returns on the non-endowed funds that exceed the returns that would have been earned by investing all non-endowed funds in short term money market instruments over time.

This policy is expected to demonstrate prudent long-term management of the Fund and provide a framework for supporting the strategic objectives of the University. The authority and responsibilities for decision-making for allocations from the Fund rests with the Board of Governors.

III. POLICY

- 1.00 The Fund will be invested as outlined in the University’s Statement of Investment Objectives, Policies & Governance (MAPP 2.26).
- 2.00 The cumulative balance of the Fund will be segregated within Internally Restricted Net Assets (IRNA) to support the strategic objectives of the university as identified in the University’s Strategic Plan, as may be amended from time to time.
- 3.00 The Fund will receive its pro-rata share of the annual returns/losses from the investment of non-endowed funds in the University’s Operating & Endowment Portfolio. If available, the amount of any additional contribution to the Fund will be determined by the Board of Governors (based on a recommendation from the President) on an annual basis, on or before April 30th.
- 4.00 The Fund will be subject to a minimum reserve requirement of \$100 million and annual allocations from the Fund will be limited to a minimum of \$10 million and a maximum of \$50 million.
- 5.00 All allocations from the Fund will require approval of the Board of Governors. Requests must be recommended by/and have the prior approval of the President, the Vice-President (Academic) and the Vice-President (Operations & Finance) before proceeding to the Board of Governors. **For clarity, there is no requirement for an annual allocation from the Fund.**
- 6.00 Where applicable, the allocation and spending of the Fund will be done in accordance with the approval process applicable to the intended allocation and use of the Fund, such as the capital project approval process (MAPP Policy 2.15).
- 7.00 Allocations from the Fund will not be made to fund general operations of the University.
- 8.00 A summary report on allocations, contributions, reserve level and remaining Fund balance will be completed on an annual basis as at April 30.

- 9.00 The Major Strategic Opportunities Fund Policy will be reviewed at least every five years. Any changes to this policy will require approval of the Board of Governors.

ITEM 5.2(a) - Western Retirement Plans Report

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

This report covers the calendar year January 1, 2023 to December 31, 2023 and was prepared using data as of December 31, 2023. 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.

ATTACHMENT(S):

[Western Retirement Plans Report to the Audit Committee June 2024](#)

Western Retirement Plans Report to the Audit Committee June 2024

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 participated in the respective plans for their faculty and administrative staff, contribution rates vary.
- \$1,364 million in assets in total.
- 8,059 member accounts in total.
- Pension income for members is based on their accumulated balance of investments and flexible income vehicles at retirement.
- Fourteen (14) investment options.

**Pension Member Performance
As at December 31, 2023**

Member Historical Median Returns

- 1 year: 11.8%
- 3 year: 4.5%
- 5 year: 7.6%

Individual Account One Year Returns

- Maximum: 28.1%
- Average: 11.7%
- Median: 11.8%
- Minimum: -4.9%

Plan Overview cont.

Distribution of Plan Assets
As at December 31, 2023

TOTAL	\$1,364.66	100.0%
Balanced Funds	\$486.34	35.6%
Balanced Income	\$431.24	88.7%
Balanced Growth	\$55.10	11.3%
Diversified Equity Fund	\$707.39	51.8%
Canadian Equity	\$143.45	20.3%
BG Fundamental Canadian Equity (AM)	\$72.11	10.2%
CC&L Canadian Equity Q Growth	\$71.34	10.1%
US Equity	\$69.75	9.9%
BlackRock US Equity (Reg Only)	\$69.75	9.9%
Non North American Equity	\$71.18	10.1%
Alliance Bernstein International Value	\$35.61	5.0%
MFS International Equity	\$35.57	5.0%
Global Equity	\$351.86	49.7%
BlackRock Global Equity Index	\$70.20	9.9%
Fidelity Global Low Volatility Equity	\$70.72	10.0%
Fiera Capital Oakmark Global Pooled	\$87.85	12.4%
T. Rowe Price Global Growth Equity	\$87.98	12.4%
Arrowstreet Capital LP Global Small Cap (AM)	\$35.11	5.0%
Emerging Markets Equity	\$71.14	10.1%
CC&L Q Emerging Markets Equity	\$35.60	5.0%
William Blair Emerging Markets (AM)	\$35.54	5.0%
Diversified Bond Fund	\$300.68	22.0%
AB Core Plus Advanced Bond (AM)	\$105.90	35.2%
AB Global Plus Fixed Income	\$70.94	23.6%
BlackRock Universe Bond Index	\$73.64	24.5%
Romspen Mortgage Investment Fund (AM)	\$50.20	16.7%
Canadian Bond Fund	\$15.09	1.1%
BlackRock Universe Bond Index	\$15.09	100.0%
Long Term Bond Fund	\$15.75	1.2%
BlackRock Long Bond Index	\$15.75	100.0%
Money Market Fund	\$37.97	2.8%
SLF Money Market Fund	\$37.97	100.0%
Sun Life GDIA	\$37.05	2.7%
Sun Life GDIA	\$36.08	97.4%
SLFT GDIA	\$0.97	2.6%

Canadian Equity Fund	\$82.98	6.1%
BG Fundamental Cdn Equity (AM)	\$41.71	50.3%
CC&L Canadian Equity Q Growth	\$41.26	49.7%

US Equity Hedged Fund	\$49.04	3.6%
WindWise S&P500 Index Hedged	\$49.04	100.0%

US Equity Unhedged Fund	\$63.47	4.7%
BlackRock US Equity (Reg Only)	\$63.47	100.0%

Non North American Fund	\$30.85	2.3%
Alliance Bernstein International Value	\$15.44	50.0%
MFS International Equity II	\$15.42	50.0%

Socially Responsible Global Equity Fund	\$22.93	1.7%
MFS Responsible Global Research	\$22.93	100.0%

Islamic Global Equity Fund	\$1.46	0.1%
BlackRock MSCI ACWI Islamic Equity Index	\$1.46	100.0%

Note: As of December 31, 2023. Amounts are in Millions and Balanced Funds are not included in the University of Western Ontario total plan market value.

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

Investment management fees

Fees have remained stable from the prior year, at 0.47% on average. Managing fees helps members to grow their savings more efficiently.

As At December 31, 2023

Western Pension Fund	Western's Calculations 2023			
	Investment Management	Custodian	Fund Operating Expense	Expected Avg. Fee
Balanced Income	0.36%	0.02%	0.09%	0.47%
Balanced Growth	0.43%	0.02%	0.08%	0.53%
Diversified Bond	0.30%	0.02%	0.10%	0.43%
Diversified Equity	0.49%	0.02%	0.07%	0.58%
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%	0.09%	0.58%
Islamic Global Equity	0.18%	0.02%	0.64%	0.85%
Canadian Equity	0.25%	0.02%	0.04%	0.32%
US Equity Hedged	0.08%	0.02%	0.07%	0.18%
US Equity Unhedged	0.06%	0.02%	0.03%	0.11%
Non-North American Equity	0.65%	0.02%	0.11%	0.78%
Total	0.37%	0.02%	0.07%	0.47%

2. Key Updates

Islamic Global Equity Fund

Effective June 2023, plan members were offered a new investment option. The Islamic Global Equity Fund provides an investment option that is in compliance with Islamic investment principles. As a diverse and inclusive employer this is an important option which enables more members to fully participate in the pension plans. Prior to this fund option, some members invested in the Socially Responsible Global Equity Fund, as some of the investment exclusions aligned with the prohibited investments under Islamic finance. This option is aligned with the Board's principles of being responsive to plan member preferences and in offering members choice.

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.

Following member engagement in 2022, including a survey of plan members, in 2023 the Board first reviewed responsible investment fund options with the Board's investment consultant, and then engaged a third-party firm for a global manager search. In October 2023 the Board approved to hire Mirova and offer their Sustainable Global Equity Fund as a stand-alone investment option available to plan members. The fund was opened for investment effective February 1, 2024, and the previous Socially Responsible Global Equity Fund was closed on April 3, 2024.

The objective of the Mirova Sustainable Global Equity Fund is to achieve long-term financial outperformance with greater sustainability impact by:

- investing in companies whose economic activity contributes a positive impact to the achievement of one or more of the United Nations Sustainable Development Goals (“SDGs”) and/or reduces the risk of not achieving one or more of the SDGs;
- prioritizing a positive social and environmental impact in the investment process while ensuring that the portfolio companies follow good governance practices;
- actively engaging with companies to encourage strategies in line with the SDGs;
- seeking portfolio alignment with a 2 degree Celsius global warming scenario.

The closing fund (Socially Responsible Global Equity Fund) sought to screen out investment in companies whose principal business (the manufacture of alcoholic beverages, tobacco products, or the manufacture or sale of armaments; the operation of gambling casinos or the production or trade of pornographic materials), employment practices, or operations had a negative impact related to environmental, social, and governance factors, while also properly assessing the risks related to ESG factors for the remaining stocks in the portfolio.

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.

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 the 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, 2024, Romspen manages 16.7% (vs. 17.1% as of April 2023) of the Diversified Bond Fund (approximately \$50 million). This is above the target weight of 10% and outside the permissible range of 5% to 15%. Romspen has achieved an average return of 7.8% per year for the 10 years ending December 31, 2023 (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. Redemptions remain suspended in the fund and are expected to remain suspended over the next 12 months. To address the overweight position in the fund, the board approved the decision to stop the dividend reinvestment program effective September 26, 2022. The fund’s current distribution rate is \$0.02/unit. 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.

Plan ID Split

In August 2023 Sun Life made an administrative change to the set up of the Academic and Administrative Pension Plans. They were originally under one Sun Life plan ID number, which resulted in combined reporting. The split involved moving members of the Academic Plan to a new Plan ID. The unique ID numbers facilitate reporting, metrics, and communications by plan, benefitting both administration and the members. No action was needed by Members. Members received advance communications from Western and Sun

Life beginning in June 2023 and Sun Life provided point in time messaging to support the change within the member website until April 2024.

3. Member Decisions:

- **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.

	2023
Cash	5.5%
Fixed Income	24.3%
Equities	70.2%

- **Member investment choices** – although the average number of funds used per member remains low (2.08 funds) and is declining year over year, the built-in diversification of the most frequently used option (Balanced Growth Fund) 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. The Fund has the most assets and the greatest number of investors. Based on member behaviour, the Balanced Growth Fund is expected to continue to attract the most members and assets going forward.
- **Plan participation rates-** beginning in 2021 the University has been working to negotiate changes to the participation provisions to more strongly support enrolment:
 - Most regular, full-time Staff and all Faculty are required to join the plan from data of hire and there is currently a 100% participation rate.
 - Most non-regular full-time Staff who are eligible to join the pension plan are now automatically enrolled, with an option to waive participation. For employees who are eligible for auto-enrolment, there is a 97% participation rate. For employees who are eligible to opt-in to the plan there is a 17% participation rate.

4. Communication and Education

Following the release of *My Plan* content in 2022, which raised the profile of the retirement planner tool, more members engaged with the tool and completed customized details to track their personal retirement readiness. In 2023 Sun Life launched 360 Plan Advice, which connects plan members of any age with Financial Services Consultants able to create a fulsome financial plan using Sun Life’s *One Plan* tool. Members closer to retirement continue to have access to Retirement Consultants who are specialists in the decumulation phase. All support is provided from salaried, licenced consultants within the Group Retirement Services division.

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 and how to access support.

On-going Education Opportunities

- On demand, custom recordings for Western plan members (updated and re-branded in 2023):
 - 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
 - New topics have been added and recordings of sessions are being rolled out to expand access.
- One-on-One support:
 - All members for general account management through the Sun Life Client Care Centre;
 - All members for detailed financial planning with a Financial Services Consultant;
 - Members within 5 years of retiring, for detailed retirement planning support from a Sun Life Retirement Consultant;
 - All support is available from 8 a.m. to 8 p.m. on business days.

5. Projects Underway as at December 31, 2023:

- Investments:
 - Implementation of the new socially responsible investment option approved by the Board.
 - Implementation of a new allocation to real assets (real estate and/or infrastructure) within the Diversified Equity Fund.
 - Implementation of a new International Equity manager.
 - Board education on fixed income in preparation for a detailed review.
- Communications:
 - Communication to plan members of investment changes being implemented in early 2024.
 - Release of Sun Life's *One Plan* financial planning tool for members.
- Governance:
 - Brescia Integration: Brescia was a participating employer in the Western Pension Plans until May 1, 2024. Employees of Brescia who accepted employment at Western as part of the Integration provisions will have uninterrupted membership and their continuous service in the plan recognized.
 - Pension Plan Provisions: enrollment and contribution provision changes are to be reviewed and approved as required.
 - Transition of support within the BMKP Law team included capacity building within the team in planning for the retirement of pension lawyer Lisa Mills.

6. Pension Governance and Operations

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

Joint Pension Board (2023-2024):

Elected Academic Board Members

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

Elected Administrative Board Members

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

University Appointed Members (common to both Boards)

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

Staff Supporting the Pension Program:

Human Resources

- Cara Bourdeau, Senior HR Consultant, Total Rewards
- Kyle Digby Benefits Specialist
- Louise Koza, Director, HR Digital & Operations
- Bekki Ollson Total Rewards Consultant

Finance

- Tahir Aziz, Associate Director, Pension Investments
- Martin Belanger, Director Investments
- Tom Keenleyside, Associate Director, Investments

Service Providers:

Provider	Services
Sun Life Financial	Pension: custodian, record keeping, education and financial advice. Other: Preferred provider of Retirement Income Fund
Mercer Canada	Investment Consulting
Brown Mills Klinck Prezioso LLP	Legal counsel
KPMG	Auditors

ITEM 5.3(a) – Board Annual Work Plan for 2024-25

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Board's annual work plan has been reviewed by the Governance and By-Laws Committee. It is presented to the Board of Governors for information.

ATTACHMENT(S):

[Board Annual Work Plan](#)

BOARD ANNUAL WORK PLAN

September 26, 2024
Audit <ul style="list-style-type: none">- Audited Financial Statements for the Year Ended April 30, 2024 (approval)- Financial Statements Related Corporations (information)- Non-Discrimination/Harassment Policy Annual Report (information)- Corporate Insurance Annual Report (information)*
Property and Finance <ul style="list-style-type: none">- New Scholarships, Awards, Prizes (information)
Fund Raising and Donor Relations <ul style="list-style-type: none">- Quarterly Report on Fund Raising (Q1) (information)- Naming Opportunities (information/approval)*- Gift and Pledge Activity Summary (information)*
Governance and By-Laws/Senior Policy and Operations <ul style="list-style-type: none">- Board Evaluation Survey Results (information)* [may come to the Nov mtg]
Senate <ul style="list-style-type: none">- Academic Administrative Appointments (information)- Report of the Council of Universities (COU) Academic Colleague (information)
November 21, 2024
Property and Finance <ul style="list-style-type: none">- Report on Underwater Endowments (information)- Semi-Annual Ratio Report on Non-Endowed Funds (information)- New Scholarships, Awards, Prizes (information)- Investment Committee Report (information)- Semi-Annual Report on Capital Debt (information)*
Senate <ul style="list-style-type: none">- Academic Administrative Appointments (information)- Report of the Council of Universities (COU) Academic Colleague (information)- Honorary Degree Recipients – Fall 2024 (information)- Annual Report of the McIntosh Gallery (information)
February 6, 2025
Audit <ul style="list-style-type: none">- Ombudsperson Annual Report (information)
Property and Finance <ul style="list-style-type: none">- Quarterly Report Operating Budget (information)

- Key Financial Indicators (information)
- Annual Report on Trademark Licences (information)
- Ancillary Financial Report (information)
- New Scholarships, Awards, Prizes (information)
- Investment Committee Report (information)
- Expenditure Report – Capital Projects over \$2.5M (information)*

Fund Raising and Donor Relations

- Fund Raising Quarterly Report (Q2) (information)
- Gift & Pledge Activity Summary (information) *
- Naming Opportunities (information/approval)*

Governance and By-Laws

- 2025-2026 Board and Committee Meeting Schedule (information)*

Senate

- Annual Report of the University Librarian (information)
- Academic Administrative Appointments (information)
- Report of the Council of Universities (COU) Academic Colleague (information)
- Annual Report of the Office of Academic Quality and Enhancement (OAQE)

May 1, 2025

Audit

- Campus Safety and Emergency Services Annual Report (information)
- Health, Safety & Well-being Annual Report (information)

Property and Finance

- 2025-26 University Operating and Capital Budgets and Tuition Fees (approval)
- Annual Report and Recommendations of the Student Services Committee (approval)
- New Scholarships, Awards, Prizes (information)
- Standard and Poor's Credit Rating Report (information)
- Semi-Annual Report on Capital Debt (information)*

Fund Raising and Donor Relations

- Fund Raising Quarterly Report (Q3) (information)
- FY2026 Fund Raising Target (approval)*
- Gift and Pledge Activity Summary (information)*
- Naming Opportunities (information/approval) *

Governance and By-Laws

- Standing Committee Terms of Reference (approval) [may come to June mtg]

Senate

- Advice re: 2025-26 University Operating and Capital Budgets

- Vice-Provosts' Annual Report on Faculty Recruitment and Retention (information)
- Subcommittee on Enrolment Planning and Policy (SUEPP) Report (Information)
- Report of the Subcommittee on Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2024-2025 (information)
- Academic Administrative Appointments (information)
- Report of the Council of Universities (COU) Academic Colleague (information)

June 26, 2025

Audit

- Annual Report on Information Security (Information)
- Western Retirement Plans Report (information) [may come to the Sept mtg]
- Internal Audit Annual Report (information)*
- Internal Audit Annual Plan (information)*
- Enterprise Risk Management Update (information)*
- Reappointment of External Auditors (information)* [every 5 years]

Property and Finance

- 2024-2025 Operating Budget Update (Year-End) as at April 30, 2025 (information)
- Semi-Annual Ratio Report on Non-Endowed Funds (information)
- Ancillary Financial Report (information)
- Investment Committee Report (information)
- New Scholarships, Awards, Prizes (information)

Fund Raising and Donor Relations

- Quarterly Report on Fund Raising (Q4) (information)
- Gift and Pledge Activity Summary (information)*
- Naming Opportunities (information/approval)*

Governance and By-Laws

- 2025-26 Board Work Plan (information)

Senior Policy and Operations

- Annual Report on the Code of Student Conduct (information)
- Annual Report on Gender-Based and Sexual Violence (information)
- University Discipline Appeals Membership (UDAC) (information/approval)
- Staffing Report (information)
- Committee Assignments (approval)*

Senate

- Academic Administrative Appointments (information)
- Report of the Council of Universities (COU) Academic Colleague (information)
- Honorary Degree Recipients – Spring 2025
- Annual Report of the Vice-President (Research)

*Items typically presented in closed session

ITEM 5.3(b)(i) – Terms of Reference Review: Governance and By-Laws Committee

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the *Terms of Reference: Governance and By-Laws Committee* as presented in item 5.3(b)(i).

BACKGROUND:

In reviewing its Terms of Reference, the Governance and By-Laws committee are proposing the following amendments, in addition to several editorial revisions:

- Inclusion of a statement regarding the importance of being mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling the responsibilities of the committee.
- Removal of item 3.0. Per MAPP 1.51, Section III, Item 2.03 this authority is prescribed to the University Secretary.

ATTACHMENT(S):

[Terms of Reference: Governance and By-Laws Committee \(Revised\)](#)

Terms of Reference: Governance and By-Laws Committee

Effective Date: ~~September 21, 2021~~ **April 24, 2024**

Supersedes: **September 21, 2021**, June 23, 2016; June 29, 2004

Date of Next Review: Spring ~~2024~~ **2027**

1. The Governance and By-Laws Committee is a standing committee of the Board with responsibility for oversight of ~~corporate~~ governance policies and practices. In developing such policies and practices, and in their ongoing review, the Committee has a responsibility to be aware of and apply best practices in higher education governance. Effective governance policies and practices will:

- (a) ~~be consonant~~ **comply** with the Board's responsibilities under the Act;
- (b) provide means by which Board members can fulfill their fiduciary duties;
- (c) enhance transparency and the Board's ability to make decisions effectively;
- (d) include accountability measures for Board decisions;
- (e) allow for the effective and efficient flow of business to the Board;
- (f) delegate authority appropriately to Board Officers (as defined in By-Law No. 1), committees appointed by the Board, the President & Vice-Chancellor, and Senior Academic and Administrative Officers of the University (as defined in the Appointment Procedures for Senior Academic and Administrative Officers of the University); and
- (g) promote effective communication and interaction with Senate to **foster and** sustain the principles of shared governance.

2. In carrying out its responsibilities, the Committee shall:

- (a) recommend to the Board processes for periodic Board performance reviews and implement those processes;
- (b) design and implement orientation and on-going member education processes;
- (c) establish and implement processes for the periodic review of governance documents, policies, procedures, special resolutions and by-laws, and make

- recommendations to the Board, **as warranted**, with respect to amendments. ~~to those instruments as warranted;~~
- (d) advise on and make recommendations to the Board on the structure of Board agendas and meeting processes;
 - (e) recommend to the Board and periodically review roles **descriptions** for the Board, its Officers, committee chairs, Board members and non-Board members of committees;
 - (f) oversee periodic reviews of the Board's standing committees' Terms of Reference and make recommendations to the Board with respect to amendments as warranted by those reviews and as recommended by each standing committee;
 - (g) make recommendations and provide advice to the Board with respect to new or restructured standing committees, as may be proposed from time to time by the Committee or by a standing committee;
 - (h) periodically review guidelines for the filling of vacancies on the Board, which include the requirement for a needs analysis and processes for identifying potential Board members, and make recommendations to the Board with respect to amendments as warranted;
 - (i) oversee electoral policies and procedures, including recommending changes to the Board as warranted, and adjudicating issues forwarded by the Chief Returning Officer for Board elections;
 - (j) oversee and periodically review conflict of interest policies and practices for members of the Board and its committees and make recommendations to the Board with respect to amendments as warranted;
 - (k) maintain a process for periodic review of the ~~university's~~ **University's** administrative policies and monitor the implementation of that process;
 - (l) advise the Board with respect to the Board's relationship with Senate and recommend the establishment or amendment of practices and procedures to enhance that relationship as appropriate;
 - (m) review these Terms of Reference at least every three years, and recommend amendments to the Board ~~of Governors~~ as necessary;
 - (n) annually review its own performance as measured against these Terms of Reference; ~~and~~
 - (o) develop an annual work plan; **and**

(p) in fulfilling its responsibilities, be mindful of the principles of equity, diversity, inclusion, and decolonization, particularly the ways in which procedural rules and decisions can either foster or hinder the advancement of these principles.

~~3. On behalf of the Board, the Committee has delegated authority to make amendments of a non-substantive or editorial nature to policies.~~

MEMBERSHIP AND PROCEDURE

4. The membership of the Committee shall be:

Chair of the Board

Vice-Chair of the Board

President & Vice-Chancellor or ~~Designate~~ designate

Six members of the Board, appointed by the Board, which must include two external members, one member of faculty, one member of the administrative staff, one student, and one member from any constituency

University Secretary (non-voting)

5. The Chair of the Committee shall be designated from among the Committee's members by the Board annually, as set out in By-Law No 1. (section 42). The Chair must be an external Board member. The Vice-Chair of the Board shall be the Vice-Chair of the Committee. The University Secretary shall be Secretary of the Committee.

6. The membership of the Committee shall be determined by the Board annually, as set out in By-Law No. 1 (section 42).

7. The Committee shall normally meet in advance of each regular meeting of the Board. Special meetings of the Committee shall be held as agreed by the Committee or as called by the Chair of the Committee or of the Board.

8. Pursuant to By-Law No. 1 (section 47), the quorum for meetings shall be a majority of the voting members. [*Quorum based on current membership: five voting members*]

ITEM 5.3(b)(ii) – Terms of Reference Review: Property and Finance Committee

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the *Terms of Reference: Property and Finance Committee* as outlined in Item 5.3(b)(ii).

EXECUTIVE SUMMARY:

The Property and Finance Committee reviewed its terms of reference. The only substantive change to the Terms of Reference for the Property and Finance Committee is the inclusion of a statement regarding the importance of being mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling the responsibilities of the committee.

ATTACHMENT(S):

[Terms of Reference: Property and Finance Committee \(Revised\)](#)

Terms of Reference: Property and Finance Committee

Effective Date: ~~September 21, 2021~~ TBD

Supersedes: **September 21, 2021**, June 23, 2016; November 30, 2000; September 28, 2000; June 27, 1991

Date of Next Review: Spring ~~2024~~ **2027**

-
1. The Property and Finance Committee is a standing committee of the Board constituted for the review and approval of policy and decision-making in respect of the property and financial resources of the University.
 2. The Committee makes recommendations to the Board with respect to the following:
 - (a) campus planning and development, including the use of land, buildings and facilities and the acquisition or disposal of land or property;
 - (b) construction and maintenance projects and associated activities in accordance with Board policy [\[Policy 2.15\]](#);
 - (c) annual and long-term financial planning and budgeting, including operating, capital and ancillary budgets;
 - (d) long-term debt strategies and assumption of debt with appropriate debt instruments;
 - (e) investment policies and governance as recommended by the Investment Committee (a subcommittee of the Committee established pursuant to section 41 of By-Law No. 1);
 - (f) the fixing of **student** fees in accordance with Board policy [\[Policy 2.4\]](#);
 - (g) policy related to intellectual property;
 - (h) policy ~~y~~ies concerning the use of space and facilities; and
 - (i) policy related to the use of the University's name, coat of arms, logos and marks.

3. On behalf of the Board, the Committee has **the** delegated authority to:
 - (a) authorize the expenditure of funds and/or approve contracts for operating purposes in accordance with Board policies;
 - (b) exercise authority delegated to it by the Board with regard to approval of individual construction and maintenance projects [[Policy 2.15](#)];
 - (c) approve the establishment of scholarships, fellowships, prizes, bursaries and other awards, as may be recommended by the Senate and in accordance with Board policies;
 - (d) approve the establishment of designated chairs, professorships, and faculty fellowships, as may be recommended by the Senate and in accordance with Board policies; and
 - (e) authorize the issuance of debt instruments, in accordance with Board decisions as needed.

4. Additional responsibilities of the Committee are to:
 - (a) establish, in consultation with the Vice-President (Operations & Finance), a schedule for regular review of policies within its purview;
 - (b) review these Terms of Reference at least every three years, and recommend amendments to the Board as necessary;
 - (c) evaluate annually the effectiveness of the Committee against these Terms of Reference; ~~and~~
 - (d) develop an annual work plan in consultation with the President and Vice-Presidents; **and -**
 - (e) **be mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling its responsibilities.**

MEMBERSHIP AND PROCEDURE

5. The membership of the Committee shall be:

Appointed by the Board:

At least six members of the Board

Ex officio (voting):

Chair of the Board

Vice-Chair of the Board
Chair of the Audit Committee
President & Vice-Chancellor

Ex officio (non-voting):

Provost & Vice-President (Academic)
Vice-President (Operations & Finance)
Vice-President (Research)
Vice-President (University Advancement)
Chair of the Senate Committee on University Planning
University Secretary

Resource (non-voting):

Associate Vice-President (Financial Services)
Associate Vice-President (Facilities Management)
Associate Vice-President (**Institutional** Planning & ~~Budgeting and Information-~~
~~Technology~~)
Director, Capital Projects

6. The Committee shall have a Chair and a Vice-Chair, appointed annually by the Board, as set out in By-Law No. 1 (section 42). The Chair must be an external Board member. The University Secretary (or designate) shall be Secretary of the Committee.
7. The membership of the Committee shall be determined by the Board annually, as set out in By-Law No. 1 (section 42).
8. The Committee shall normally meet in advance of each regular meeting of the Board. Special meetings of the Committee shall be held as agreed by the Committee or as called by the Chair of the Committee or of the Board.
9. Pursuant to By-Law No. 1 (section 47), the quorum for meetings shall be a majority of the voting members. [*Quorum based on current membership: 6 voting members*]

ITEM 5.3(b)(iii) – Terms of Reference Review: Audit Committee

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the *Terms of Reference: Audit Committee* as outlined in Item 5.3(b)(iii).

EXECUTIVE SUMMARY:

The Audit Committee reviewed its terms of reference and concluded the terms of reference reflect the mandate of the Committee, and that the composition of the Committee was appropriate.

A statement regarding the importance of being mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling the responsibilities of the committee was added.

ATTACHMENT(S):

[Terms of Reference: Audit Committee \(Revised\)](#)

Terms of Reference: Audit Committee

Effective Date: ~~September 21, 2024~~TBD

Supersedes: September 21, 2021, September 2018; November 2016; June 2014

Review Date: April 2024

Date of Next Review: Spring 2027

1. The Audit Committee is a standing committee of the Board responsible for ensuring that appropriate controls and accountabilities exist within the University with respect to finance and areas of material risk. The Committee's primary responsibilities are to ensure that the University's financial reporting processes are sound; that the internal and external audit functions are competently performed; and that appropriate processes are in place to identify, report, and control areas of significant risk to the University. The Committee also provides an avenue of communication among the external auditors, management, the internal audit function, and the Board.

2. In carrying out its primary responsibilities, the Committee shall:

Financial Statements, Financial Management and Reporting

- (a) review the University's annual combined audited financial statements and recommend them for approval to the Board;
- (b) review significant findings or recommendations submitted by the external auditors;
- (c) review analyses prepared by management and the external auditors setting forth significant financial reporting issues and judgments made in connection with the preparation of the financial statements, including analyses on the effects of alternative GAAP methods or new GAAP developments on the financial statements;
- (d) determine whether appropriate accounting principles and auditing standards are being applied;

External Auditors

- (e) approve annually on behalf of the Board the appointment of the external auditors, who shall report directly to the Committee; review and accept the external auditors' engagement letter; and approve the external auditors' annual plan;
- (f) review and approve on behalf of the Board estimated and actual annual audit fees, and audit fees for services in accordance with Board policy;
- (g) monitor the independence of the external and internal audit functions and establish procedures for the pre-approval of services not included in the annual audit plan to be provided by the external auditors, ensuring that such services do not affect the independence of the external auditors;

- (h) meet with the external auditors to determine any problems encountered by the auditors, any restrictions on their work, the co-operation received in the performance of their duties, and their audit findings; review the external auditors' management letter and the administrative response to the letter, and satisfy itself that the recommendations are acted upon where appropriate; and where recommendations from the external auditors are not acted upon, satisfy itself that this is acceptable;
- (i) ensure that it is informed on a timely basis of any serious difference of opinion between administration and the auditors, whether or not the difference has been resolved; and ensure that it is informed of any case in which the administration has sought accounting advice on a specific issue from an accounting firm other than the one appointed as external auditors;

Internal Audit Department

- (j) review and approve the internal audit charter and annual work plan and review internal audit long-range plans;
- (k) review internal audit reports, significant findings and recommendations concerning the adequacy of internal controls in the University, and satisfy itself that the administration is addressing the issues raised where appropriate;
- (l) ensure that the Chair of the Committee meets annually with internal audit to discuss the annual proposed internal audit work plan and any problems encountered in completing the work plan during the current year;
- (m) provide advice regarding the appropriate level of resources for the internal audit department, including plans developed by the administration for accommodating any temporary voluntary re-assignment or leave of absence of the head and/or staff of the internal audit department;
- (n) review and, if warranted, veto the appointment, replacement, dismissal or involuntary re-assignment of the head of internal audit by management;
- (o) ensure that internal audit has direct access to the Committee through an *in camera* session to discuss private matters, if requested by internal audit or the Committee;

Risk Management

- (p) ensure that appropriate processes are in place to identify, report and control areas of material risk or instances of possible fraud, including internal controls within the financial systems;
- (q) receive regular reports from management on areas of significant risk to the University, for example but not limited to legal claims, environmental issues, health, safety, information security, cyber security, and other internal and regulatory matters;
- (r) receive regular reports from management on the levels of insurance coverage;

Other

- (s) review the audited financial statements of the pension plans administered by the Academic and Administrative Staff Pension Plan Board;
- (t) monitor or review such other matters as the Committee deems appropriate to carry out its primary responsibilities;

- (u) with the consent of the Chair of the Board (which shall not be unreasonably withheld or delayed), when it considers it to be necessary or desirable to do so, retain independent professional advisors at the expense of the University to assist the Committee in the performance of its duties;
- (v) meet with the external auditors and management in separate *in camera* sessions to discuss any matters the Committee or these groups believe should be discussed privately with the Committee;
- (w) review these Terms of Reference at least every three years, and recommend amendments to the Board of Governors as necessary;
- (x) evaluate annually the effectiveness of the Committee against its Terms of Reference;
- (y) develop an annual work plan in consultation with the Vice-President (Operations & Finance); and
- (z) **be mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling its responsibilities.**

MEMBERSHIP AND PROCEDURE

3. The Committee is primarily a technical committee whose members are appointed on the basis of their expertise and interest in accounting, law and business administration.
 4. The membership of the Committee shall be:

Chair of the Board
Vice-Chair of the Board
Chair of the Property and Finance Committee
At least five members, all external to the University, appointed by the Board, at least three of whom must be members of the Board*
- * To ensure that the Committee has the necessary expertise to fulfill its responsibilities, the Board may appoint up to two members who are not members of the Board. Such members are appointed annually and may serve on the Committee for up to eight consecutive years.
5. At least one member of the Committee must be a financial expert, defined as an individual who is a professional accountant or auditor, a principal financial officer, comptroller, or principal accounting officer of a company, or an individual who holds or has held a senior executive position involving the performance of similar functions.
 6. The Chair and Vice-Chair of the Committee must be members of the Board and shall be appointed annually by the Board, as set out in By-Law No 1. (section 42). The University Secretary (or designate) shall be Secretary of the Committee.
 7. The membership of the Committee shall be determined by the Board annually, as set out in By-Law No. 1 (section 42).

8. The Committee may request or require the presence of members of staff or the senior administration, including but not limited to one or more of the following, at meetings of the Committee:
 - President & Vice-Chancellor
 - Vice-President (Operations & Finance)
 - Associate Vice-President (Human Resources)
 - Associate Vice-President (Financial Services)
 - Director of Internal Audit
 - Controller
 - University's Legal Counsel
 - External Auditor
 - University Secretary
9. The Committee shall normally meet in advance of each regular meeting of the Board. Special meetings of the Committee shall be held as agreed by the Committee or as called by the Chair of the Committee or of the Board.
10. Pursuant to By-Law No. 1 (section 47), the quorum for meetings shall be a majority of the voting members. [*Quorum based on current membership: 5 voting members*]

ITEM 5.3(b)(iv) – Terms of Reference Review: Fund Raising and Donor Relations Committee

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the *Terms of Reference: Fund Raising and Donor Relations Committee* as outlined in Item 5.3(b)(iv).

EXECUTIVE SUMMARY:

In addition to minor housekeeping amendments, added to the Terms of Reference is a statement regarding the importance of being mindful of the principles of equity, diversity, inclusion, and decolonization in fulfilling the responsibilities of the committee.

ATTACHMENT(S):

[Terms of Reference: Fund Raising and Donor Relations Committee \(Revised\)](#)

Terms of Reference: Fund Raising and Donor Relations Committee

Effective Date: ~~September 21, 2021~~ TBD

Supersedes: **September 21, 2021**, April 26, 2018; June 23, 2016; January 28, 2016; June 24, 2010;
September 24, 1998; March 25, 1993; March 27, 1992

Date of Next Review: Spring 2024⁷

-
1. The Fund Raising **and** Donor Relations Committee is a standing committee of the Board constituted for the purpose of ensuring active involvement of the Board of Governors in setting policy ~~for~~, providing strategic guidance ~~for~~, and directly supporting ~~the~~ ongoing generation of philanthropic dollars for the University. **In addition, the Committee provides** ~~and providing~~ oversight and support to the relationship between the University and its donors. The Committee has **a** responsibility to educate and engage the Board with respect to its roles and responsibilities in helping to achieve fund raising success.
 2. The principal responsibilities of the Committee are to:
 - (a) guide the Board in its leadership of Western's philanthropic culture as an integral support of the University's mission;
 - (b) set a policy framework that encourages philanthropy that is donor focused and ensure that fund raising activities support the mission and strategic priorities of the University;
 - (c) provide policy guidance, strategic guidance and oversight to all fund raising and donor relations programs;
 - (d) recommend long-term institutional fund raising plans to support the academic strategy of the University, and to recommend annual financial targets for fund raising to the Board;
 - (e) monitor and evaluate progress at least quarterly in meeting fund raising financial targets and plans and to report openly and regularly to the University community on the impact, efficiency and efficacy of fund raising activities;
 - (f) ensure appropriate volunteer resources are mobilized to support fund raising activities and that the appropriate staff resources and functions are in place to support volunteer activities;

- (g) ensure that adequate budgetary resources are allocated to support institutional fund raising and to set standards for and monitor the total cost of raising funds, providing accountability to donors and the University community in the efficiency and effectiveness of fund raising efforts;
- (h) set, monitor and evaluate policies, criteria, standards and activities for donor relations and stewardship of gifts made to the University, serving as the principal volunteer body to lead and participate in donor relations activities;
- (i) establish criteria for the recognition of donor gifts to the University, including the naming of physical spaces, endowments, academic positions and programs to recognize donors' gifts, and to approve and/or recommend naming to the Board in accordance with Board policies;
- (j) ensure that marketing, communications and branding programs and activities are in place to support the University's philanthropic objectives;
- (k) review these Terms of Reference at least every three years, and recommend amendments to the Board as necessary;
- (l) evaluate annually the effectiveness of the Committee against these Terms of Reference; ~~and~~
- (m) develop an annual work plan in consultation with the President & Vice-Chancellor and the Vice-President (University Advancement); **and**
- (n) **in fulfilling its responsibilities, be mindful of the principles of equity, diversity, inclusion, and decolonization.**

MEMBERSHIP AND PROCEDURE

3. The membership of the Committee shall be:

Chair of the Board
Vice-Chair of the Board
Chancellor
President & Vice-Chancellor
President of the Alumni Association (or designate)
Chair of the Ivey Development Committee (or designate)
Campaign Chair (or designate) (when applicable)
At least five members of the Board, appointed by the Board
Four additional members, who are not members of the Board, appointed by the Board
Vice-President (University Advancement) (non-voting)
University Secretary (non-voting)

4. The Committee shall have a Chair and Vice-Chair, appointed annually by the Board, as set

out in By-Law No. 1 (section 42). The Chair must be an external Board member. The University Secretary shall be Secretary of the Committee.

5. The membership of the Committee shall be determined by the Board annually, as set out in By-Law No. 1 (section 42), except that the terms of the four additional members who are not members of the Board shall be two years, renewable.
6. The Chair of the Committee and the Vice-President (University Advancement) will determine, from time to time, which staff from the division of University Advancement shall be assigned to the Committee as non-voting resource persons.
7. The Committee shall normally meet four times annually. Special meetings of the Committee shall be held as agreed by the Committee or as called by the Chair of the Committee or of the Board.
8. Pursuant to By-Law No. 1 (section 47), the quorum for meetings shall be a majority of the voting members. [*Quorum based on current membership: 10 voting members*]

ITEM 5.4(a) – Fund Raising Quarterly Report (Q4)

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Fundraising Quarterly Report shows continuity year-over-year on pledge commitments owing at the beginning of each fiscal year, in addition to net new gift and pledge activity received throughout the fiscal year and payments made on prior year pledge commitments, for an ending balance of future pledge commitments outstanding.

Fundraising results were higher than our targeted amount and payments on prior year pledges slightly lower than anticipated due to outright gifts of cash in prior years. Pledge upgrades on new and prior year pledges totalled \$1.7M and pledge cancellations on same of \$1.1M. Expenses remain consistent.

Cost-per-dollar raised, and return-on-investment are within industry standards with 3-year averages of \$0.13 on every dollar raised and \$5.76 received for every dollar spent.

ATTACHMENT(S):

[Fund Raising Quarterly Report \(Q4\)](#)



FUND RAISING QUARTERLY REPORT
as at April 30, 2024
(with comparative figures for Fiscal Year 2022 and 2023)

PLEDGE DATA¹

	May 1, 2023 to Apr 30, 2024 (000's)			Fiscal Year 2023 (000's)		Fiscal Year 2022 (000's)	
	Target	Actual	Actual as a % of Target	Target	Actual	Target	Actual
Pledges outstanding May 1st	93,271	93,271	N/A	73,009	73,009	86,866	86,866
New Gifts & Pledges (Gross)	85,000	91,742	107.9%	75,000	93,301	67,500	83,815
Pledges cancelled/amended on new/prior pledges ₂	(2,750)	669	-24.3%	(5,094)	(3,604)	(1,633)	(2,969)
Net New Pledges/Gifts	82,250	92,411	112.4%	69,906	89,697	65,867	80,846
Contributions received in payment of pledges/gifts ₃	71,461	60,501	84.7%	74,236	69,435	63,652	94,703
Net Pledges Outstanding	104,060	125,181	120.3%	68,679	93,271	89,081	73,009

COST PER DOLLAR RAISED

	May 1, 2023 to Apr 30, 2024 (000's)			Fiscal Year 2023 (000's)			Fiscal Year 2022 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Total Expenses/Cost Per Dollar Raised	91,742	11,047	\$0.12	93,301	11,074	\$0.12	83,815	10,587	\$0.13
3-Year Average Cost Per Dollar Raised₄	89,619	10,902	\$0.12	86,977	10,749	\$0.12	73,848	10,212	\$0.14

RETURN ON INVESTMENT

	Revenue	Expenses	Return on	Revenue	Expenses	Return on	Revenue	Expenses	Return on
	Cash Received		Investment	Cash Received		Investment	Cash Received		Investment
Total Return on Investment	56,571	11,047	\$5.12	63,914	11,074	\$5.77	67,782	10,587	\$6.40
3-Year Average Return on Investment	62,756	10,902	\$5.76	66,493	10,911	\$6.09	64,149	10,242	\$6.26

¹ Includes total activity of:

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

² FY23 adjustments exclude \$2M pledges written off in FY23 related to outstanding pledge balances that were not included in the opening balance. This was due to pre-2005 pledges that were identified as data conversion errors when migrating to BBRCM.

³ Represents all contributions including cash, gift in kind and gift in purchase discounts entered in BBRCM within reporting period and may differ from the general ledger reporting period.

⁴ Three-Year Rolling Average - reflects the major gift factor and the post campaign period. Return on Investment and Cost per Dollar raised are included on April 30th Quarter reports.

ITEM 5.5(a) – University Discipline Appeals Committee (UDAC) Membership

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

There are several student vacancies on the University Discipline Appeals Committee; there is one graduate student nominee to put forward at this time.

Information on the composition of the committee is provided below and the biography of the nominee is provided for reference.

Composition:

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, 2025:

Chair: Christopher Sherrin (Law)
Faculty: Aaron Hodgson (Music), Amy Horton (HS)
Undergraduate: Grace Achonu-Johnson (SS), Stephen Warner (Law)
Graduate: Dana Broberg (Schulich), Cara Davidson (HS)

Terms continuing to June 30, 2026:

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

Terms continuing to June 30, 2027:

Faculty: Mi Song Kim (Edu), Ken Kirkwood (HS)

Required: Three (3) undergraduate students (terms from July 1, 2024 to June 30, 2025) – no nominees identified at this time

Required: One (1) graduate student (term from July 1, 2024 to June 30, 2025)

Nominee: Pedro Marinho (Schulich) (Student, GRAD)

UDAC Committee Member Biography

Pedro Marinho

Graduate Student, Schulich School of Medicine &
Dentistry

I'm a PhD student in Anatomy and Cell Biology. I received a double bachelor's degree in Biology and Education and worked as an assistant Biology teacher in High School. Besides classes, I was involved in other school activities, such as planning and evaluation meetings, curriculum reformulation and recruiting new teachers. Since my undergrad, I've been developing research in the field of Teaching in Science, with projects being granted by government agencies. I have taken relevant courses, such as Politics and Management in Education, Didactics, Education and Social Inclusion, and Assessment of Learning.

ATTACHMENT(S):

None.

ITEM 5.5(b) – 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, 2023 to April 30, 2024 is provided for information.

ATTACHMENT(S):

[Code of Student Conduct Report](#)

Code of Student Conduct Report

Annual Report to the Western Board of Governors for the period of May 1, 2023 – April 30, 2024.
Prepared by Student Support & Case Management on behalf of the Vice Provost (Students).

Complaints

Complaints under the *Code of Student Conduct* (the *Code*) may be resolved informally, formally investigated, reviewed with supports or referrals provided, or dismissed. Table 1 lists the total number of *Code* complaints over the last three years. Cases are categorized by type of process applied.

The Code of Student Conduct unit within Student Support and Case Management Office has focused efforts on prevention, education, supports, and resolving disputes informally wherever appropriate. Training, outreach, and collaboration in this area will continue to be developed and expanded over the next reporting period.

Table 1: Total Code Complaints

Type of Process	Number of Complaints in 2021-2022 Reporting Period (excluding Vaccine Policy cases)	Number of Complaints in 2022-2023 Reporting Period ¹	Number of Complaints in 2023-2024 Reporting Period
Formal Proceedings Resulting in Findings of Misconduct	20	27	20
Formal Proceedings Resulting in No Findings of Misconduct	40	15	14
Informal Resolutions	19	15	15
Cases Reviewed with Assistance/Supports Provided, or Dismissed ²	43	48	47
Cases Pending (ongoing investigations) ³	N/A	N/A	7
Total Complaints	122	110	103

¹ Note that some complaints filed in the 2022-2023 reporting period had commenced but had not resolved, and therefore carried over to the 2023-2024 period.

² “Assistance/Supports Provided” includes, but is not limited to, cases that did not require investigations or informal resolutions, but involved the provision of consultations/coaching with staff/faculty, coordinating responses with campus partners, and providing supports and referrals. “Cases Dismissed” refers to complaints where the University has chosen not to proceed for reasons of jurisdiction, anonymity/lack of information, or the complainant has withdrawn the complaint.

³ Newly added category reflects investigations that have commenced and remain in progress during the reporting period.

Origin of Complaint

Table 2 outlines the most common sources for *Code* complaints during the last three years. These data help inform the educational, support, and prevention 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	Number of Complaints in the 2023-2024 Reporting Period
Students	98	37	46
Staff/Faculty	9	58	21
Campus Safety and Emergency Services	5	10	14
Other ⁴	10	5	22
Total Complaints	122	110	103

Investigations, Violations and Sanctions

Table 3 outlines the number of violations of the *Code* by category of misconduct during the 2023-2024 reporting period, as well as the prior four years. (Note, that one *Code* complaint can involve more than one misconduct category).

Table 3: Violations of the Code of Student Conduct by type*

*The table does not include incidents that were dismissed

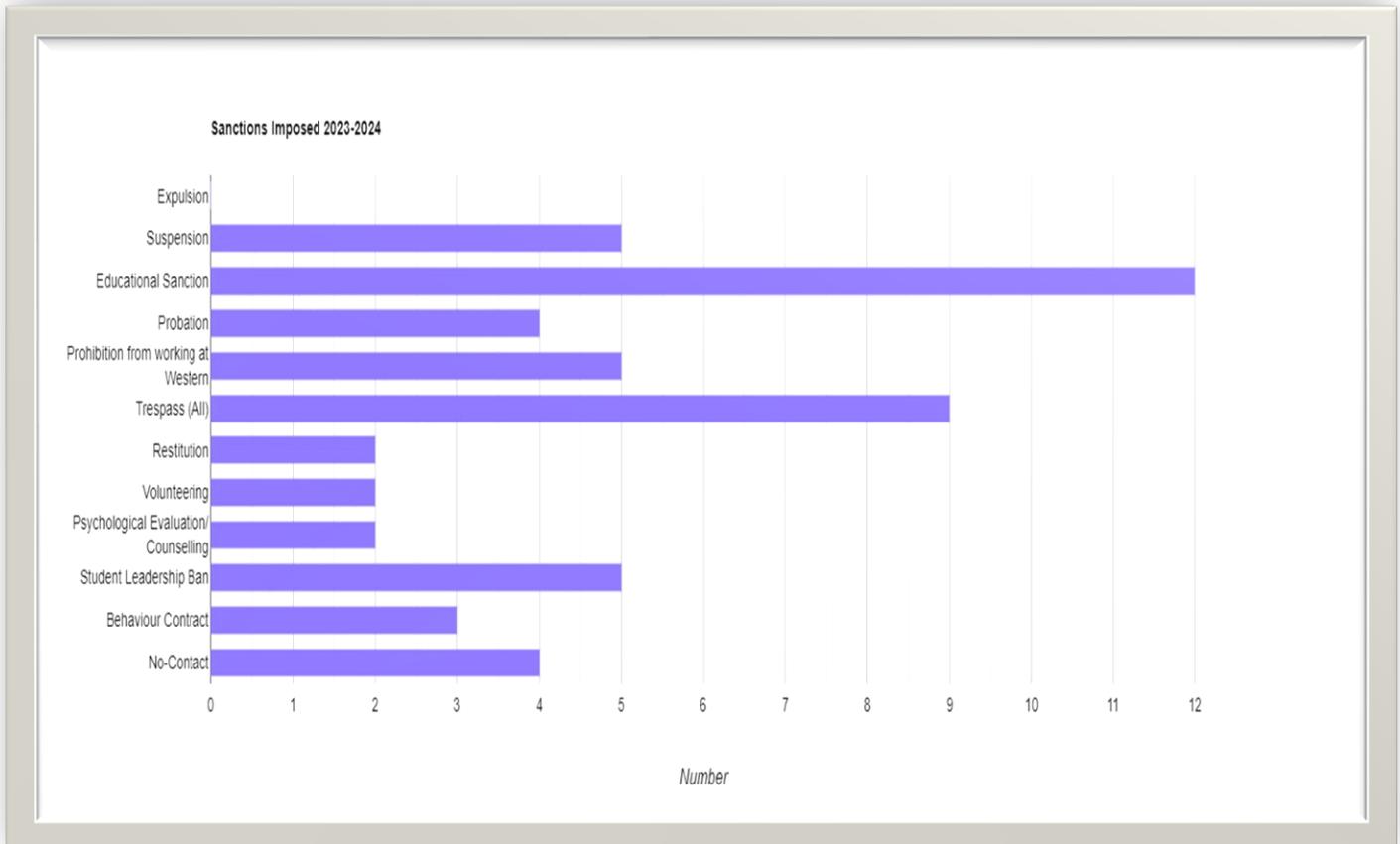
Category of Violation	2019-2020 Reporting Period	2020-2021 Reporting Period	2021-2022 Reporting Period	2022-2023 Reporting Period	2023-2024 Reporting Period
Disruption or interference	0	1	0	7	4
Misconduct against Persons	14	9	11	10	18
Misconduct involving Property	10	1	4	5	6
Misrepresentation or False Information	0	1	1	1	1
Alcohol or Drug Related	2	0	1	0	0
Improper Use of Dangerous objects and Substances	0	0	0	1	0
Contravention of University Regulations	2	18	2	2	2
Contravention of Other Laws	0	0	1	1	1
Total Violations	28	30	20	27	32

⁴ “Other” refers to complaints received from non-Western community members.

Sanctions

Sanctions are proportionate to the offense. Where possible, sanctions include educational and restorative measures. Chart 1 displays the total number and type of sanctions imposed during the 2023-2024 reporting period.

Chart 1: Sanctions Imposed 2023-2024



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 20 *Code* proceedings this year where sanctions were issued, two Respondents exercised their right to appeal to UDAC. Both appeals are currently in progress.

ITEM 5.5(c) – 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, 2023 to April 30, 2024 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, 2023 to April 30, 2024 (Cycle 7). 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
- Cycle 6: May 1, 2022 – April 30, 2023
- Cycle 6: May 1, 2023 – April 30, 2024

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 & Sexual Violence
 2023-2024 Board Report**

Section One: Prevention, Education & Training

As has been done for the past two years, the GBSV Prevention Education Team continued to offer the suite of trainings for our incoming first years, now titled ‘Mustangs for Consent’. This national precedent setting program provided over 2.5hrs of asynchronous and small group skills-based training to over 5600 first year students prior to their arrival on campus. The team also provided a variety of trainings for targeted upper year populations.

Amongst the monthly events organized to showcase various elements of GBSV prevention, there were two culture setting events run by the team that are worthy of showcasing. For the second year in a row, the team hosted the Sexual Wellness Fair in February 2024 as a space for students to gain valuable information and resources regarding their sexual health, consent, and safer sex practices. Over 400 students attended the event with educational games, free sexual health products, and campus and community partners.

Art therapy can offer a unique opportunity for survivors of sexual violence to work on their healing through the process of creating art. This year, the GBSV Prevention Education Team offered 125 art kits to undergraduate and graduate students at Western to encourage healing across our student population.

The team took Q4 to undertake a redesign of our trainings and our approach, now having in place a scaffolded learning plan with specific tailored training programs for our athletes, student leaders, experiential learners, graduate students, international placements and respondents.

Incoming First Year Students	Part A e-learning asynchronous (required for all incoming students)	8539 students
	Part B Zoom live small group sessions (required for all students living in residence) - 91% agreed it was a valuable learning experience - 98% agreed that it met the learning objectives stated	5683 students (97% completion rate)
Student Leaders	Sophs, Dons, Peer Guides etc.	1149 students
All Trainings	All other populations (e.g. professional programs, international experiential learners)	1227 students
Outreach	Events, Information Sessions, Booths	1941 students

Section Two: Responsive Care

Referrals received by the Gender-Based Violence & Survivor Support Case Managers included both historical incidents and recent incidents of gender-based violence. There was also representation among survivors who experienced both historical and recent incidents of gender-based violence. Trends identified this academic year by Survivor Support Case Managers included an increase in cases of stalking and harassment. These incidents involved survivors experiencing harassment and stalking by ex-partners, acquaintances, and peers. The Survivor Support Case Managers also noted increased rates of students seeking support related to intimate partner violence. Comparable to last academic year, referrals continue to include alcohol and drug facilitated sexual assaults.

Survivor Support Case Managers recognize that survivors access support and heal in different ways. In addition to direct support meetings, the Survivor Support Case Managers also piloted a survivor workshop series this past academic year in collaboration with the GBSV Education Team. The workshop series included psychoeducation topics such as the impacts of trauma, the importance of self-compassion, and navigating intimacy with others. The Survivor Support Case Managers continued their partnership with Fanshawe College and offered Trauma Informed Yoga sessions.

Survivor Support Case Managers provided 245 advocacy letters to survivors this past academic year. Additionally, the Survivor Support Case Managers provided training to 1,125 employees and student leaders on the Disclosure Protocol during this academic year.

Referrals

In the 2023-2024 academic year, the Survivor Support Case Managers received 180 referrals. These referrals resulted in 122 student survivors scheduling initial meetings with the Survivor Support Case Managers. Additionally, 162 disclosure forms were submitted this academic year in accordance with Western’s Notification of Disclosure Protocol. In addition to new referrals, the Survivor Support Case Managers also provided support to 104 students who were still connected from past academic years. In total, Survivor Support Case Managers provided 354 support meetings within this reporting period.

Table 1: Disclosure Forms

	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7
	Jan 1, 2017 – April 30, 2018	May 1, 2018 – April 30, 2019	May 1, 2019 – April 30, 2020	May 1, 2020 – April 30, 2021	May 1, 2021 – April 30, 2022	May 1, 2022 – April 30, 2023	May 1 2023- April 30, 2024
Total Disclosure Forms	No data available	No data available	No data available	74	164	173	162

Table: Student Classification

		Cycle 1 Jan 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	Cycle 7 May 1, 2023- April 30, 2024
New Students Who Accessed Services		90	122	118	76	151	117	122
Student Classification	Domestic	0	114	111	67	137	92	106
	International	0	8	7	9	14	25	16
	Undergraduate	0	112	101	62	126	89	98
	Graduate	0	10	17	14	25	28	24
Academic Year	1 st Year	0	32	33	19	47	28	36
	2 nd Year	0	45	23	22	32	19	24
	3 rd Year	0	19	26	13	23	22	23
	4 th Year	0	16	19	8	24	20	15
	Graduate Student	0	10	17	14	25	28	24
Registration of Student	Main Campus	0	97	107	68	144	107	108
	Affiliate Campus	0	25	11	8	7	10	14

3. Starting in Cycle 3, the decision was made to implement discrete tracking to better understand the specifics of referrals being made.

4. In Cycle 3, the number of referrals received and the number of unique students seen were tracked in anticipation of the Notification of Disclosures policy being implemented in Cycle 4.

Section Three: Formal Complaints & Investigations

Formal Complaints

Of the 28 complaints received in the 2023-2024 reporting period, 10 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 28 complaints, seven proceeded to investigation, and three 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 their complaint and/or participation from the process.

Table 4: Number of Complaints Received

	2022-2023 Reporting Period	2023-2024 Reporting Period
Complaints received by Main Campus	34	28

Complaints received by Brescia University College	0	0
Complaints received by King's University College	3	2
Complaints received by Huron University College	5	3

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	Cycle 7 May 1, 2023 – April 30, 2024
Sexual Assault	12	21	13	16	29	23	16
Sexual Harassment	12	7	11	4	19	13	13
Indecent Exposure	1	1	3	1	2	4	4
Sexual Exploitation	0	0	2	2	2	3	6
Cyber Harassment	1	1	2	0	3	5	8
Voyeurism	N/A	N/A	N/A	N/A	N/A	1	0
Stalking	N/A	N/A	N/A	N/A	N/A	5	5
Domestic Violence	N/A	N/A	N/A	N/A	N/A	1	3

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	Cycle 7 May 1, 2023 – April 30, 2024
Sexual Assault	Anonymous Complaints	4	7	9	5	16	11	5
	Educational Sanctions	15	15	0	6	9	5	1
	Restrictions on Campus	6	10	3	4	8	5	1

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

Voyeurism	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	1	0
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	0	0
	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	0	0
	Suspension	N/A	N/A	N/A	N/A	N/A	0	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0	0
Stalking	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	4	1
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	1	1
	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	1	1
	Suspension	N/A	N/A	N/A	N/A	N/A	0	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0	0
Domestic Violence	Anonymous Complaints	N/A	N/A	N/A	N/A	N/A	1	0
	Educational Sanctions	N/A	N/A	N/A	N/A	N/A	0	1
	Restrictions on Campus	N/A	N/A	N/A	N/A	N/A	0	1
	Suspension	N/A	N/A	N/A	N/A	N/A	0	0
	Informal Resolution	N/A	N/A	N/A	N/A	N/A	0	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 where no finding of GBSV was made.
3. Some complaints submitted during the 2023-2024 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.

Table 7: Sanctions imposed for complaints submitted during the 2022-2023 Reporting Year

Sanction Type	Cycle 7 May 1, 2023 – April 30, 2024
---------------	--------------------------------------

Educational Sanctions	5
Leadership Restrictions	5
Probation	4
Restrictions on Campus	1
Suspension	3

Some complaints submitted during the 2022-2023 reporting year were still under investigation at the time of the Cycle 6 report and therefore are captured in the table above.

Investigations

Of the 28 complaints received this year, seven 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 investigation techniques (including trauma-informed interviewing). 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 either 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 two internal investigations, while five 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 three 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 three reporting periods, Student Experience 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, Student Experience referred nine student respondents to a community-based counsellor who specializes in working with people who have committed sexual violence/harm. This is a significant increase in referrals compared to previous years, partly due to respondents seeking private and flexible educational programs. Student Experience will again include this request for funding as part of its Women's Safety Grant proposal for the 2024-2025 academic year.

ITEM 5.6(a) – Report of the Academic Colleague

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

April 3-4, 2024 Meeting:

The COU Academic Colleagues met on April 3 and 4, 2024. The April 3 meeting included a presentation on University Governance with Cheryl Foy, President of [Strategic Governance Consulting Services Ltd.](#), who spoke on the relationship between university governance, shared governance as a system, the roles of boards and academic governing bodies, and the role of faculty associations in governance. Ms. Foy stated that ineffective university governance is a threat to autonomy (failures invite provincial governments to step in), and that universities have an important democratic role to play in protection against the tyranny of ideas. University governance differs from corporate governance, with its complex relationship between Boards and Senates, the large number of people involved, and an academic culture that prizes individual professors' autonomy. It's critical for members of governing bodies to understand their roles within governance as a system.

Discussion around the presentation centered on the role of equity, diversity, and inclusion in university governance, and how governance might need to change to foster decolonization. Several members pointed out that an important role for faculty associations is in supporting members of marginalised groups to engage with university governance.

Information shared by Colleagues at the April 4 meeting included news about budgets, labour relations, and free expression at universities across Ontario.

COU's President, Steve Orsini, discussed the provincial budget: the \$1.26 billion of new funding for the post-secondary sector included \$93M to universities for STEM programming above enrolment corridors (1 year), \$700M to colleges and universities for base operating funding (3 years, details unknown), and \$203M for institutions in significant financial difficulty (3 years, details unknown). Tuition is frozen for an additional three years, and international enrolment at universities frozen at current levels. Negotiations for the fourth round of strategic mandate agreements (SMA4) begin soon, and COU expects that a press for additional operating funding will likely happen then.

Other instances of public attention toward university campuses include discussions of contentious topics, safety on campus, and research security, the last of particular interest to the federal government. Newly introduced Ontario Bill 166 requires institutions to produce reports on student mental health, disclosures of fees and costs, and anti-hate efforts.

The 317th meeting of Council on April 4 included a transition of COU to a new governance structure as required by the Ontario Not-for-Profit Corporations Act. The Council and its Constitution were dissolved, and reconstituted under new by-laws that enshrine the rights of voting members of COU – Executive Heads and Academic Colleagues – and the shift of all fiduciary responsibilities and liabilities to the COU Board of Directors.

May 14-15, 2024 Meeting:

The COU Academic Colleagues met on May 14 and 15, 2024. The May 14 meeting included a presentation on University Governance with Charmaine Dean, Vice President Research, and Justin Nankivell, Director, Research Security, University of Waterloo, who spoke on the federal and provincial governments' new research security policy. (Please see previous Western Senate minutes for presentations with further details).

The Ontario Council on University Research (OCUR) has established a Safeguarding Research Working Group to ensure the security of the Canadian research enterprise, including the development of guidelines for securing Canadian research advice on protecting research data and outcomes and sharing best practices. They are working to engage government officials about what research actually involves; there is opportunity to do this through research security officers now working at most member universities. The Working Group is particularly concerned with the effects of this policy on researchers and students at Ontario institutions who are originally from China, Iran, or Russia, and with ensuring that government officials engage with researchers via institutional offices and not individually. Institutions are also assisting researchers affected by the policy to find replacement sources of funding.

Discussion around the presentation centered on concerns about academic freedom, conflicting security demands from the federal and provincial governments, scope creep (e.g. expanding lists of areas or institutions of concern), and possible confounding between research security issues with calls for boycotts, sanctions and/or divestment.

Information shared by Colleagues at the May 15 meeting included news about budgets, protest encampments, and campus safety at universities across Ontario. Encampment and/or protest situations vary widely, with several colleagues noting concerns about the risk of non-student involvement.

COU's President, Steve Orsini, discussed increases to university applications, particularly from Ontario high school students. Many universities are reducing their numbers of unfunded (above the enrolment corridor) students and thus access will likely become more of a public concern. COU expects to forecast enrolment growth as part of advocacy. With Strategic Mandate Agreement 3 ending in March 2025, new sector advocacy with government will be focused on SMA4 and on increasing both numbers of funded students and funding per student. The Bill 166 requirement for accountability on

how universities deal with student mental health may also be an opportunity for advocacy. Universities already spend a total of nearly \$1.6B annually on student services, a spending increase of nearly 27% over the past 5 years but wait times (e.g. for mental health services) are often lengthy and coordination with local health systems could be improved.

ATTACHMENT(S):

None.

ITEM 5.6(b) – Academic Administrative Appointments

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Faculty Relations advised of the following academic administrative appointments as of May 2024.

Start Date	End Date	Name	Department	Admin. Appointment
June 10, 2024	December 31, 2025	Marshall, Elizabeth	D.B. Weldon Library	Library Director

ATTACHMENT(S):

None.

ITEM 5.6(c) – School of Graduate and Postdoctoral Studies: Introduction of a Master of Climate Risk Assessment and Opportunity (MCR)

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That on the recommendation of Senate, and conditional on approval by the Quality Council, the Board of Governors approve that effective September 1, 2024, a Master of Climate Risk Assessment and Opportunity (MCR) be introduced as shown in Item 5.6(c).

EXECUTIVE SUMMARY:

The proposed program is a Master of Climate Risk Assessment and Opportunity (MCR). This new graduate program will build upon learners’ discipline-specific undergraduate or graduate degree in Engineering, Science, Business, or Social Science with an in-depth, advanced skill set that will enhance learners’ knowledge and employability in respective application areas of climate risk. This program builds on the Graduate Diploma (GDip) in Climate Risk Assessment and Opportunity currently offered by Western University.

Board of Governors approval is required for the introduction of the MCR degree designation.

SUPR-G requested an external review of the program per Western’s Institutional Quality Assurance Process (IQAP) for the introduction of new programs. The Final Assessment Report from the external review is attached.

ATTACHMENT(S):

[*Extracted from the Brief for the Proposal for a Master of Climate Risk Assessment and Opportunity*](#)

[Final Assessment Report](#)

Extracted from the Brief for the Proposal of a New Professional Master's Program: Master of Climate Risk Assessment and Opportunity (MCR)

Overview of the Program

The proposed program is a Master of Climate Risk Assessment and Opportunity (MCR). This new graduate program will build upon learners' discipline-specific undergraduate or graduate degree in Engineering, Science, Business, or Social Science with an in-depth, advanced skill set that will enhance learners' knowledge and employability in respective application areas of climate risk. This program builds on the Graduate Diploma program in Climate Risk Assessment and Opportunity offered by Western University.

The proposed program is a Professional Master's Program in that it (i) is a stand-alone, direct-entry program, that does not lead to entry into a doctoral program, (ii) there is a great deal on real-world application including the completion of a project or work-related learning, and (iii) is designed to meet the needs of a cohort of learners characterized by their need for lifelong, applied climate risk education.

Learners will be required to complete seven courses and a project or work-related learning component. The program will be offered fully online and the majority of it asynchronously to attract participants from a variety of demographics around the globe.

This Climate Risk program uses a multidisciplinary model showcasing that climate risk is a large problem that needs to be tackled through both interdisciplinary and multidisciplinary methods. In order to better understand climate change, an assessment of potential risks to the climate from multiple professional viewpoints is needed. This program will promote a proactive approach to climate change and will train individuals to better assess the associated risks and develop solutions to mitigate the impact of this global issue.

The proposed program will be housed in the Faculty of Engineering at Western University. Due to the multidisciplinary and collaborative nature of the program, four Western Faculties are partnering to develop and offer the program; these are the Faculty of Engineering, Faculty of Science, Faculty of Social Science, and Ivey School of Business. These four Faculties collaborated in developing the 'Areas of Specialization in climate risk that the learners will pursue. These specific areas of specialization are (i) Climate Risk and Infrastructure Resiliency (Faculty of Engineering), (ii) Climate Risk and Financial Modelling (Faculty of Science), (iii) Climate Change Governance (Faculty of Social Science), and (iv) Business and Climate Impact (Ivey School of Business).

Climate change is already having a significant effect on Canada and other parts of the world. Losses due to extreme weather (i.e., rain/flood, high wind, hail, wildland fire) have been growing at an alarming rate across the globe. The changing climate, including increased frequency and intensity of extreme weather events and the creeping changes in climate parameters, force consideration of potential changes over the long-

service-life of assets and resources. The uncertainty of future climate changes requires consideration of a risk-based approach, where past climate indicators and data will no longer represent a stationary system for infrastructure, economic activities, and societal aspects. Climate change is impacting all aspects of life and hence, there is an imminent need in various sectors for appropriate tools and knowledge to develop and adapt policies, strategies and processes to mitigate the climate risk. However, currently, there is a scarcity of graduate educational programs to educate professionals in advanced knowledge of climate risk assessments. Traditional graduate training has not been updated to reflect the need to formally educate future working professionals about relevant issues and topics related to climate risk in diverse disciplines covering science, engineering, business and social science. Hence, at present, learners are expected to educate themselves about most of these topics outside of their formal training. The proposed multidisciplinary MCR fills in this gap and aims to produce professionally literate graduates that can make informed and responsible decisions related to climate risk.

Climate change and climate risk are growing sectors in the industrial, business and professional landscapes. Many programs have been developed that target climate change and sustainability, but there are few programs that focus on climate risk and the proactive approach to assess and adapt to the expected impacts of climate change. A better understanding of climate risks can help companies plan for expected risks that may impact business and help mitigate the issues climate change can cause. Such skill enhancement requires the knowledge advancement aspect different from the traditional field of environment and sustainability. Since the proposed program targets climate risk specifically, it showcases some new and emerging aspects that employers are looking for. The MCR supports learners in their employability not only in the novel topics covered in the curriculum, but in the additional skill development and learning throughout the program.

Thus, the purpose and overall objective of the MCR is to provide opportunities for learners to develop advanced skills in areas of climate risk, in a discipline specific context referring to the specific area of specialization the learner will pursue, and to prepare learners for impactful careers relating to societal risks and adaptation to climate change. This degree is unique in that it is specifically targeting working professionals in diverse areas including engineers, urban planners, climate scientists, data analysts, sociologists, policy makers, financial analysts, business managers, entrepreneurs, etc., who are working in a range of sectors including building, insurance, financial, municipal, and government sectors.

Evidence to support the introduction of the program

There has been tremendous growth in programs broadly in the areas of climate change and sustainability in the past few years at Canadian Colleges and Universities. Many of these programs are Master's programs concentrating in a specific area of specialty, primarily regarding environmental sustainability, climate change or associated aspects.

Climate risk, on the other hand, focuses on the climate change issue from a different perspective compared to sustainability. While sustainability addresses how to mitigate climate change using a reactive approach to what is already present, climate risk addresses the expected risks that are associated with the growing issue of climate change. The knowledge of climate risks can be used proactively to help companies plan for expected risks that may impact their business or industry and help mitigate the issues climate change can cause. At governmental level, the climate risk assessment would assist in developing policies to support businesses, industries, and people in their efforts to mitigate the risks due to climate change and their impact. Such skills enhancement requires the knowledge advancement aspect different from the traditional field of environment and sustainability.

At present, programs specifically focused on climate risk are minimally available. There are numerous programs worldwide across institutions that tackle environmental science and sustainability, however most of these programs are in-person 2-year Master's Programs. Therefore, there is a global need for graduate programs that can educate learners on the risks associated with climate change through both the knowledge advancement and the skills enrichment needed for climate risk analysts.

Western currently offers a 1-year full-time professional course-based Master's in Environment and Sustainability within the Faculty of Science. This program is focused on pillars of environment and sustainability including ecosystem health and environmental management. There is also a Collaborative Specialization in Environment and Sustainability which is an add-on option for research-based graduate students in faculties of Science, Engineering, Social Science, Law, Education, Schulich School of Medicine & Dentistry, and Ivey School of Business. These programs effectively target the sustainability aspect of climate change, however there is no current program within Western that specifically targets climate risk.

The proposed Master's Program is a unique offering of part-time and full-time studies in a multidisciplinary climate risk concept which is offered online to target learners of all locations, ages, and stages in their career. This program will specifically target the risks associated with climate change which is different from the sustainability programs already offered at Western. This program would be an added benefit to the already established Environment and Sustainability graduate programs offered at Western.

Unique and Innovative Features

One of the main unique features of the proposed Master's Program in Climate Risk Assessment and Opportunity is the collaboration between four Faculties (Engineering, Science, Social Science, and Ivey Business School) to develop this multidisciplinary Master's program with distinct areas of specialization related to Climate Risk. This allows for learners to choose their area of specialty that is most relevant to their desired field.

In addition, this Master’s program will target working professionals and be offered outside of traditional working hours to ensure that all learners who want to participate in this program will be able to attend the courses. To allow this flexibility, courses will be designed completely online and will be offered mostly, if not fully, asynchronously. This means that learners can participate in this program in any location with flexible learning option to accommodate a diverse learners’ population.

A Capstone requirement, met by completing a major research project, will allow students to apply their knowledge to a specific topic of interest or through a work integrated learning experience. These components will help prepare students for the work force and enhance their marketability.

Fields of Research in the Program

The MCR will have 4 unique fields appearing on the parchment and transcripts (Engineering, Ivey Business, Science, Social Science) which a student will choose one of when they apply to the program. The participating fields are outlined below along with the required and elective courses required to complete the MCR degree.

Business and Climate Impact (Ivey Business School)

The Business and Climate Impact specialization equips working professionals in a wide range of sectors with decision-making frameworks and tools to identify, assess and mitigate risks in a business context. Just as important, this specialization prepares professionals to explore and shape business opportunities to make purposeful and strategic contributions to solving one of the most pressing issues facing business and society.

Required Courses:

CLMTRISK 9001 – Multidisciplinary Concepts of Climate Risk

CLMTRISK 9101 – Finance for Climate

CLMTRISK 9102 – Embedding Climate Strategies in Business

CLMTRISK 9103 – Environmental, Social, and Governance In-Action

Required Electives: Additional 3 courses from other areas based on each student’s academic background and approval from the program director.

Climate Risk and Infrastructure Resiliency (Faculty of Engineering)

The overall purpose of this specialization is to introduce engineers to methods to conduct climate risk assessments for infrastructure and building design. The courses in this area cover (i) basic concepts in climate change and climate hazard, (ii) methods for conducting climate and extreme weather risk assessments, and (iii) a project to implement

and learn these tools, develop an understanding of uncertainty, and communicating climate risk assessments to various groups.

Required Courses:

CLMTRISK 9001 – Multidisciplinary Concepts of Climate Risk

CLMTRISK 9201 – Climate Hazards for Engineers

CLMTRISK 9202 – Climate Risk Assessments of Infrastructure Systems

CLMTRISK 9203 – Applied Climate Risk Assessment

Required Electives: Additional 3 courses from other areas based on each student's academic background and approval from the program director.

Climate Change and Financial Modelling (Faculty of Science)

The specialization area of Climate Risk and Financial Modelling addresses environmetrics, financial management, and quantitative modeling of climate risks and natural disasters to tackle critical environmental and sustainability challenges. The program will deliver insurance and quantitative finance tools to tackle climate risk in multiple sectors. After taking this program, learners will understand the different elements and mechanisms of climate change, be able to assess the impact that climate change will have on their operations and infrastructure, and be trained to quantify the financial elements required to mitigate and manage that risk. The specialization in Climate Risk and Financial Modelling will enable learners to create a net-zero plan from start to finish that will address the criteria for Canada's Net Zero initiative.

Required Courses:

CLMTRISK 9001 – Multidisciplinary Concepts of Climate Risk

CLMTRISK 9301 – Understanding Climate and Climate Change

CLMTRISK 9302 – Impact Forecasting and Management of Natural Catastrophes and Climate Change

CLMTRISK 9303 – Financial Climate Risk Management

Required Electives: Additional 3 courses from other areas based on each student's academic background and approval from the program director.

Climate Change Governance (Faculty of Social Science)

Climate change governance occurs at multiple levels of government and includes private sector and civil society organizations. Acute impacts of climate change and severe weather will be particularly intense in urban environments placing municipalities in a pivotal role for adaptation strategies. Municipal governments can be central agents of positive change for both carbon reduction and justice.

Required Courses:

CLMTRISK 9001 – Multidisciplinary Concepts of Climate Risk

CLMTRISK 9401 – Climate Risk Justice

CLMTRISK 9402 – Climate Risks and Energy Transition

CLMTRISK 9403 – Governance and Climate Change

Required Electives: Additional 3 courses from other areas based on each student's academic background and approval from the program director.

Graduate Degree Level Expectations

Upon successful completion of the Master of Climate Risk Assessment and Opportunity, learners will be able to:

- a) **Develop** an understanding of the concepts of critical thinking and critical analysis, and how these approaches relate to climate risk and potential solutions
- b) **Explain** the diverse modelling tools that allow us to assess risks and opportunities related to climate change across disciplines
- c) **Appraise** the scope and complexity of the body of knowledge in climate risk and climate change
- d) **Recognize** the value of a multidisciplinary approach to find solutions to diverse, complex problems, like climate change and associated risks
- e) **Critically** evaluate scholarly and popular literature in climate risk to formulate and defend evidence-based arguments in creative and engaging formats
- f) **Communicate** climate risks and ways to mitigate and adapt to these risks in oral and written forms to diverse audiences
- g) **Synthesize** complex knowledge in a rapidly evolving climate risk environment
- h) **Formulate** informed and convincing arguments within interprofessional and multidisciplinary teams

Learning outcomes for each Area of specialization can be found below.

Engineering - Climate Risk and Infrastructure Resiliency

1	Identify climate-related risks to buildings and systems involved in infrastructure stability
2	Analyze climate-related extremes and hazards data using state-of-the-art methods
3	Conduct a climate risk assessment for a building and/or infrastructure systems
4	Identify approaches to adapt to risks faced by buildings and infrastructure systems due to climate change

Ivey - Business and Climate Impact

1	Explain how climate change fits within the wider set of Environmental, Social, and Governance (ESG) factors that drive an organization’s risks and opportunities with respect to sustainability
2	Distinguish between alternative business models and operation structures that enable climate change mitigation and adaptation
3	Describe key climate reporting and climate disclosure frameworks for business investors and external stakeholders
4	Calculate the broad climate and societal impacts of an organization by leveraging established measurement frameworks
5	Develop a robust climate transition plan, informed by climate risks, opportunities, and viable operational alternatives that deliver desirable economic and societal outcomes

Social Science - Climate Change Governance

1	Assess societal causes, impacts and injustices of extreme weather and climate risk
2	Explain the possibilities for mitigating the spatial and social inequalities of climate risk
3	Describe the challenges associated with climate risk and energy transition communication
4	Assess the variety of governance strategies for managing energy transitions and climate risk
5	Create policy briefs and other climate risk-related communications to both technical and non-technical audience

Science - Natural Hazards and Risks

1	Evaluate climate-environmental hazards and explain their risks to people, buildings, and infrastructure
2	Analyze climate-environmental hazard data using modern data science and statistical approaches
3	Evaluate and synthesize the quality of information on climate-environmental hazards
4	Develop a workable plan for risk mitigation and management with a socio-economic impact of the proposed actions
5	Understand the quantitative methods for identifying past climate change and construct and evaluate models that predict future climate change scenarios

PROGRAM REQUIREMENTS

Master of Climate Risk Assessment and Opportunity (MCR) | Project-based

Expected Duration: 3 terms (full-time progression) up to 9 terms (part-time progression)

Courses (3.5 Total Credits)

REQUIRED COURSES (0.5 Credits)				
Subject	Course #	Length (in terms)	Course Title	Course Weight
CLMTRISK	9001	1	MULTIDISCIPLINARY CONCEPTS OF CLIMATE RISK	0.5

REQUIRED ELECTIVE COURSES (3.0 Credits)			Students must select 6 courses; 3 courses from the area of specialization and 3 courses from other areas.		
Subject	Course #	Length (in terms)	Course Title	Course Weight	Area of Specialization
CLMTRISK	9101	1	FINANCE FOR CLIMATE	0.5	Business
CLMTRISK	9102	1	EMBEDDING CLIMATE STRATEGIES IN BUSINESS	0.5	Business
CLMTRISK	9103	1	ENVIRONMENTAL, SOCIAL, AND GOVERNANCE IN-ACTION	0.5	Business
CLMTRISK	9201	1	CLIMATE HAZARDS FOR ENGINEERS	0.5	Engineering
CLMTRISK	9202	1	CLIMATE RISK ASSESSMENTS OF INFRASTRUCTURE SYSTEMS	0.5	Engineering
CLMTRISK	9203	1	APPLIED CLIMATE RISK ASSESSMENT	0.5	Engineering
CLMTRISK	9301	1	UNDERSTANDING CLIMATE AND CLIMATE CHANGE	0.5	Science
CLMTRISK	9302	1	IMPACT FORECASTING AND MANAGEMENT OF NATURAL CATASTROPHES AND CLIMATE RISKS	0.5	Science

CLMTRISK	9303	1	FINANCIAL CLIMATE RISK MANAGEMENT	0.5	Science
CLMTRISK	9401	1	CLIMATE RISK JUSTICE	0.5	Social Science
CLMTRISK	9402	1	CLIMATE RISKS AND ENERGY TRANSITION	0.5	Social Science
CLMTRISK	9403	1	GOVERNANCE AND CLIMATE RISK	0.5	Social Science

Students must select the three courses that correspond to their area of specialization.

Students must also select three additional courses outside of their area of specialization based on availability and their personal academic background. These courses will be from any of the three other areas of specialization. For example, one from science, once from business, and once from social science.

Milestones (3)

MILESTONES	Each milestone must be completed by all students
Academic Integrity Module	
Professional Development	
Capstone (MRP)	

The MRP will be completed within the last two terms of the program and will be an individual research project on a topic area of interest. Students will start this capstone at the beginning of their second last term. For example, if a full-time student starts in the Fall term (Sept) then they will start their capstone in the Winter term (January). An advisor will be assigned to the MRP milestone where students will have regular meetings throughout the MRP, and the instructor will provide effective feedback on their project. Students will submit a proposal to the instructor within 1 month of starting the MRP and submit an outline of the report within 2 months of starting the MRP. Students will then have regular meetings with the instructor until they submit their final work which must be completed within two terms (or eight months) of the MRP start date.

ADMISSION REQUIREMENTS

Applicants must possess a four-year bachelor’s degree or equivalent from a recognized university, college or institute. The School of Graduate and Postdoctoral Studies requires at least a 70% average (North American equivalent) across courses taken in the last two full-time years of the latest degree. Equivalent qualifications may be considered based on the standards of the discipline or profession. The qualifications listed below are options for equivalent qualifications that will be accepted for this Graduate Program in each area of specialization.

	Education Qualifications
1	4-Year Bachelor’s Degree in Area of specialization
2	3-Year Bachelor’s Degree in Area of specialization + 2 years of relevant work experience
3 (For Social Science and Business ONLY)	College Diploma in Area of specialization + 3 years of relevant work experience

For learners who require the relevant work experience, a signed letter from their employer stating the company name, learner’s current/ relevant role, and years of service in current/ relevant role, will need to be included in the admissions documentation. Alternative documentation that showcases relevant work experience can be submitted to the admissions committee for approval into the program. These materials will be reviewed by the admissions committee.

The required documents for admission consideration are:

- One official transcript for each degree and/or institution attended, in English.
- One official transcript for each degree and/or institution attended in the Native Language (if different from English).
- One official certificate of proof of diploma/degree in English.
- One official certificate of proof of diploma/degree in the Native Language (if different from English).
- Two letters of references (preferably academic for new graduates and professional for individuals working professionally for a number of years).
- Proof of Canadian citizenship or Permanent Residency (if applicable).
- A signed letter from employer stating the company name, learner’s current/ relevant role, and years of service in current/ relevant role (if applicable).

For each of the areas of specialization, the recommended background requirements are as follows:

Climate Risk and Infrastructure Resiliency (Faculty of Engineering)

- Undergraduate degree in Engineering or equivalent work experience

Natural Hazards and Risks (Faculty of Science)

- Undergraduate degree in a science discipline
- Basic financial and statistical knowledge
- A working knowledge of programming languages (Python, R, C, C++, R, or Matlab, etc.).

Climate Change Governance (Faculty of Social Science)

- Undergraduate degree in Social Science or allied discipline

Business and Climate Impact (Ivey School of Business)

- Undergraduate business degree or have previously taken a pre-Ivey business skills course

English Language Proficiency

Applicants whose first language is not English must furnish evidence of their proficiency in the use of the English language by a satisfactory* achievement within the last two years in one of the following:

- The Test of English as a Foreign Language (TOEFL). iBT (internet-Based Test): The minimum acceptable score is 86, with no individual score below 20. PdT (Paper-delivered Test): The minimum acceptable total score is 65, with no individual score below 20. Please note that some programs require a higher minimum and/or band score. [Western's TOEFL ID is 0984].
- The International English Language Testing Service (IELTS Academic). The minimum acceptable score is 6.5 out of 9. The IELTS is offered in 6 test centres in the US and 3 in Canada.
- The Duolingo English Test. Applicants must attain a minimum score of 115.
- The Canadian Academic English Language Assessment (CAEL Assessment). The minimum acceptable score is 60. The CAEL Assessment is offered in several countries throughout the world as well as Canada.
- Western English Language Centre. The requirement is successful completion of the High-Advanced level.
- Fanshawe College's ESL Program. The requirement is graduation from Level 10, English for Academic Purposes, with a minimum 80% in all components.

Students who are required to present evidence of proficiency in English must make their own arrangements to write the TOEFL, IELTS, or CAEL and to have the official results sent directly to the School of Graduate and Postdoctoral Studies by the testing agency. Those graduates from Fanshawe College's ESL Program must provide official proof of graduation.

Degree Timeline

The Master of Climate Risk Assessment and Opportunity program can be completed as a full-time or part-time online program. The full-time program is completed in 1 year (3 terms), however a part-time student can complete this program within 3 years (9 terms). Learners will complete at least one course per term and a major research project will be completed in tandem with course work.

Progression requirements

Students are required to maintain a cumulative average of 70% or above to continue in the program. Failure to meet the progression requirements may result in withdrawal from the program. Progression is evaluated on a course-wise basis, and ensuring all

Master’s students are enrolled in at least one course each term to progress towards their degree.

Part-time Studies

This program will be offered as a 100% part-time online program in addition to the full-time online program option. The intended target population for this Master’s program is working professionals and recent graduates. Thus, it is anticipated that the majority of students in this Master’s program will be part-time students. A part-time student would be expected to complete the Masters within three years of starting the program and to register in at least two courses in a year unless permission by the Program Director has been granted. Failure to meet the progression requirements may result in withdrawal from the program.

All Graduate Courses to be Offered in the Program

The course offerings in the program will be scheduled in a way that part-time students will be able to complete the program in three years regardless of the entry term. The courses will also be scheduled in a way that students can complete the Master’s program in 1 year full-time studies.

Course Catalog Number	Course Title
CLMTRSK 9001	Fundamentals of Climate Risk and Climate Change
CLMTRSK 9101	Finance for Climate
CLMTRSK 9102	Embedding Climate Strategies in Business
CLMTRSK 9103	Environmental, Social, and Governance In-Action
CLMTRSK 9201	Climate Hazards for Engineers
CLMTRSK 9202	Climate Risk Assessments of Infrastructure Systems
CLMTRSK 9203	Applied Climate Risk Assessment
CLMTRISK 9301	Understanding Climate and Climate Change
CLMTRSK 9302	Impact Forecasting and Management of Natural Catastrophes and Climate Risks
CLMTRISK 9303	Financial Climate Risk Management
CLMTRSK 9401	Climate Risk Justice
CLMTRSK 9402	Climate Risks and Energy Transition
CLMTRSK 9403	Governance and Climate Risk

All courses in the proposed program were newly developed for the diploma program and will also be used in the MCR program.

Master of Climate Risk Assessment and Opportunity
Final Assessment Report & Implementation Plan
April 2024

Faculty / Affiliated University College	Faculties of Engineering, Science, Social Science and the Ivey School of Business	
Degrees Offered	MCR	
Date of Introduction	September 1, 2024	
Fields of Study	Climate Risk and Infrastructure Resiliency Business and Climate Impact Climate Risk and Financial Modelling Climate Change Governance	
External Reviewers	Dr. Daniel Scott, Department of Geography and Environmental Management University of Waterloo	Dr. Mathieu Boudreault, Department of Mathematics, Université du Québec à Montréal
Internal Reviewer	Dr. Anabel Quan-Haase, Associate Dean Graduate and Postdoctoral Faculty of Information and Media Studies	Jennifer Guo, PhD Candidate Anatomy and Cell Biology
Date of Site Visit	March 8, 2024	
Date Review Report Received	March 20, 2024	
Date Program/Faculty Response Received	Program: April 16, 2024 Faculty: April 26, 2024	
Evaluation	Approved to Commence	
Approval Dates	SUPR-G: May 13, 2024 ACA: May 29, 2024 Senate:	
Year of Next Review	2031-2032	
Progress Report	June 2027	

Overview of Western’s Cyclical Review Assessment Reporting Process

In accordance with Western’s Institutional Quality Assurance Process (IQAP), the Final Assessment Report (FAR) provides a summary of the new program proposal, report prepared by external reviewers, internal responses, and assessment and evaluation of the Master of Climate Risk Assessment and Opportunity to be delivered by the Faculty of Engineering (as host Faculty).

This FAR considers the following documents:

- the program’s proposal brief;
- the external reviewers’ report;
- the response from the academic unit; and
- the response from the Dean, Faculty of Engineering

This FAR identifies the strengths of the proposed program and opportunities for program enhancement and improvement, and details the recommendations of the external reviewers – noting those recommendations to be prioritized for implementation.

The Implementation Plan details the recommendations from the FAR that have been selected for implementation, identifies who is responsible for approving and acting on the recommendations, specifies any action or follow-up that is required, and defines the timeline for completion.

The FAR (including Implementation Plan) is sent for approval through the Senate Graduate Program Review Committee (SUPR-G), ACA and Senate. Following institutional approval, it is then submitted for approval to the Ontario Universities’ Council on Quality Assurance.

Executive Summary

The proposed professional Master’s Program provides broad multidisciplinary knowledge related to climate risk and allows learners to develop in-depth knowledge in one of the four areas of specialization (Engineering, Business, Science and Social Science) enabling them to gain discipline-specific expertise in climate risk assessment, adaptation, and mitigation. The proposed Master’s Program is a unique offering of part-time and full-time studies in a multidisciplinary climate risk concept which is offered online to target learners of all locations, ages, and stages in their career. The proposed program can be completed via eight courses and a project or work-related learning component to promote the self-paced and specific needs of the individual.

Full-time intake is expected to be five students for 2024-25, working up to 15 in 2029-30. Part-time intake is expected to be 10 students for 2024-25, working up to 25 in 2027-28.

Strengths and Innovative Features Identified by the Program

- Internationally recognized expertise in natural hazards, infrastructure engineering, energy policy, financial risk modeling, urban climate, and public administration.
- Specifically targeting working professionals in diverse areas including engineers, urban planners, climate scientists, data analysts, sociologists, policy makers, financial analysts, business managers, entrepreneurs, etc.
- Collaboration between multiple Faculties (Engineering, Business, Science and Social Science) to create a holistic multidisciplinary program with courses geared towards discipline-specific climate risk topics.
 - Uses a multidisciplinary model showcasing that climate risk is a large problem that needs to be tackled through both interdisciplinary and multidisciplinary methods.
- Offered outside of traditional working hours, mostly asynchronously, to ensure that all learners who want to participate in this program will be able to attend the courses.
- Flexible learning pathway and milestone options that will accommodate a diverse learner population.

Proposal Preparation and Review Process

A team was established to include members of each of the participating Faculties, the Centre for Teaching and Learning, and the faculty members participating in the development of the course content. Termed the Program Development Committee, this group meets as needed to plan and work through all aspects of the Program Development. In support of the initial stages of the committee’s work, Leger, a

Canadian market research firm, conducted two surveys to gauge the need of the program from both the students' and employers' perspectives.

Subsequently, in May and June of 2023, the proposed Master's Program was discussed with the:

- Faculty Council of Engineering
- Social Science Graduate Council
- Social Science Chairs
- Relevant programs in the Faculty of Science
- Ivey School of Business, Curriculum and Program Review Committee

Following approval to proceed with an external review, a review committee was struck comprising two external reviewers, one internal reviewer and one student reviewer. Reviewers were provided with the program proposal brief in advance of the scheduled review and then met in-person over one day with the:

- Vice-Provost, The School of Graduate and Postdoctoral Studies
- Associate Vice-Provost, The School of Graduate and Postdoctoral Studies
- Associate Vice-Provost, Academic Planning, Policy & Faculty
- Director of Academic Quality and Enhancement
- Decanal Team (Deans from partnering Faculties)
- Associate Dean Engineering, Research & Graduate
- Climate Risk Program Director
- Program Committee
- Faculty members
- Associate Chief Librarian

Following the site visit, the external reviewers produced a comprehensive external reviewer report with recommendations which was sent to the academic unit and to the Dean of the Faculty of Engineering for review and response. These formative documents, including the new major proposal document, the external reviewer report, and the Program and Faculty responses, have formed the basis of this assessment report of the proposed Master of Climate Risk Assessment and Opportunity (MCR).

Summative Assessment – External Reviewers’ Report

External reviewers shared that “... we found the set of proposed courses very interesting and the applied focus on the types of problems and approaches specific to professions to be an excellent approach to upskilling mid-career as well as those continuing on from an undergraduate program.”

Strengths and/or Unique Aspects of the Program

- Flexibility of an asynchronous/synchronous fully online program will be attractive to mid-career professionals who are the key market segment this program is designed for.
- Applied focus of courses and the types of problems and approaches specific to professions.
- Development of online courses with CTL experts is noted and important for effective online delivery.
- Newly created courses could be offered to students in other existing programs.
- The program’s learning objectives, structure and admission requirements are well articulated and aligned with Western’s conventions.

Opportunities for Program Improvement Mentioned by Reviewers

- Inclusion of the term “Opportunity” in the program name may engender confusion. (*Embedded in Recommendation #2*)
- The requirements to take elective courses in Engineering or Science might be restricted for some Business / Social Science students (and vice-versa).
 - Course sequencing may need further consideration. This will have implications for enrolling in courses outside of a student’s specialization.
- Further reflection and consensus on the vision for the program is recommended – particularly on the focus and integration of climate change.
- Possible barriers to elective options for some students based on the level of numeracy and required background knowledge.
- Careful monitoring of student engagement and originality of student work will be needed to ensure academic integrity. (*Embedded in Recommendation #6*)
- Provision of greater clarity around: 1) how projected enrollment numbers were derived; 2) the provision of administrative support; 3) job prospects for graduates; 4) how Master’s Research Project (MRP) milestones will be graded and consistency will be achieved in terms of scope, student workload, level of supervision and grading criteria across the 4 specializations; 5) the involvement of the Program Director in approving applications on behalf of all 4 Faculties.

While the opportunities for improvement noted above are not all explicitly mentioned as part of the formal recommendations made by the external reviewers, they remain suggestions for consideration by the Program.

Summary of the Reviewers’ Recommendations and Program/Faculty Responses

The following are the reviewers’ recommendations in the order listed by the external reviewers.

Reviewers’ Recommendation	Program/Faculty Response
<p>Recommendation #1 Consider development of an MRP course to support instruction and supervision.</p>	<p>Program: As suggested, once the enrollment of the program reaches a significant level, e.g., five in each specialization, an MRP course will be created and an instructor will be hired as the coordinator for the MRP course. At low enrollment levels, the program director will act as the coordinator for the MRP milestone. The annual retreat will provide opportunities to discuss ideas for MRP. The revised brief will clarify the eligibility of each instructor for supervising MRP.</p> <p>Faculty: The program response is reasonable and a course instructor, or an interdisciplinary group of part-time instructors will be established between the involved faculties, once required by high enrollment.</p>
<p>Recommendation #2 Clarify and/or reconsider the name of the program</p>	<p>Program: The Program appreciates the reviewers’ perspectives on the name of the program; however, declines to change the name of the program based on the following considerations:</p> <ol style="list-style-type: none"> 1. The word “opportunity” in the program name conveys explicitly a sense of optimism that solutions are possible to move toward carbon neutrality and business opportunities will arise from such solutions. 2. A Graduate Diploma (GDip) program with the same name is planned to be launched in September, 2024. Using the same name for this program and the GDip aids in maintaining a strong link and effective advertising of these two programs. <p>Faculty: Aligning the program’s name with the corresponding GDip is a reasonable justification to keep the name as is.</p>
<p>Recommendation #3 Clarify that all aspects of the program will be asynchronous.</p>	<p>Program: All courses offered by the Ivey Business School are designed to be synchronous as this is central to the learning process and pedagogy at Ivey. The Ivey courses have been scheduled to be workable for all time zones in Canada as domestic students are considered the main target audiences of these courses. The courses offered by the other three faculties as well as the common course to all specializations are all asynchronous. The synchronous/asynchronous aspect of the program will be clarified in the proposal brief and program descriptions.</p> <p>Faculty: The program has synchronous and asynchronous elements. The target market for this program is Canadian professionals, hence scheduling of the synchronous activities will take time zone variation from Eastern to Western Canada into consideration.</p>

<p>Recommendation #4 Clarify how EDI-DIA will be incorporated in the program.</p>	<p>Program: The common course CLMTRISK 9001 has incorporated EDI components in the context of climate change and impact. Knowledge in EDI-DIA principles and experience in incorporating these principles in their teaching will be a key consideration in selecting the instructor for CLMTRISK 9001. The program committee will work with the Course instructor to incorporate decolonization, indigenizing and just transition aspects into the course. EDI-DIA will also be implemented in other aspects of the program, e.g. the program admission process will take due considerations of special circumstances associated with equity-deserving groups and Indigenous applicants.</p> <p>Faculty: The program’s response to address this recommendation is adequate.</p>
<p>Recommendation #5 Consider incorporating interdisciplinary language into the program core course</p>	<p>Program: The different concepts of “risk” in different disciplines and how these concepts are related to the IPCC terms will be emphasized in the common course CLMTRISK 9001. Familiarization with the interdisciplinary language is a learning outcome of this course.</p> <p>Faculty: The program’s response to address this recommendation is adequate.</p>
<p>Recommendation #6 Address how the online program will monitor and adjust to evolving advances in generative AI to maintain the integrity of student assessment.</p>	<p>Program: Each course offered in the program will have its specific policy on the use of generative AI. The instructor for the course must indicate in the course outline whether the use of generative AI tools/software/apps is acceptable, permitted in specific situations, or unacceptable in their course. Instructors may refer to the Centre for Teaching and Learning for resources on the use of generative Artificial Intelligence in courses.</p> <p>Faculty: Common policy and language for course outlines with respect to AI have been proposed by the Graduate Education Academic Policy Committee to be approved by the Graduate Education Council (GEC) effective of May 14, 2024. This program will follow above mentioned policy.</p>
<p>Recommendation #7 Consider diversifying the professional development courses available to students not taking the project management option.</p>	<p>Program: The Program will coordinate with the John M. Thomson Centre for Engineering Leadership and Innovation (CELI), the Own Your Future program offered by the School of Graduate and Postdoctoral Studies (SGPS) and Western’s Centre for Teaching and Learning to explore the possibility of incorporating additional modules on topics such as leadership, innovation commercialization and intellectual property into the program.</p> <p>Faculty: The program’s response is reasonable and incorporating existing modules will be evaluated.</p>

Implementation Plan

The Implementation Plan provides a summary of the recommendations that require action and/or follow-up. In each case, the Program Chair, and the Dean of the Faculty are responsible for enacting and monitoring the actions noted in Implementation Plan.

All recommendations presented by the external reviewers have been prioritized for implementation, with the exception of recommendation #2. A justification for not moving this recommendation forward has been provided in the recommendation summary table above.

Recommendation	Proposed Action and Follow-up	Responsibility	Timeline
<p>Recommendation #1 Consider development of an MRP course to support instruction and supervision.</p>	<ul style="list-style-type: none"> • Discuss and develop a plan of action for the management of the MRP at the upcoming annual retreat. • Monitor program enrollment, once enrollment exceeds about five students per specialization, create an MRP course and hire an instructor to coordinate; or, establish an interdisciplinary group of part-time instructors from the involved faculties. • Revise program proposal brief to clarify the eligibility of each instructor for supervising MRPs. 	<p>Program Director</p>	<p>By Sept 2026</p>
<p>Recommendation #3 Clarify that all aspects of the program will be asynchronous.</p>	<ul style="list-style-type: none"> • Explicitly clarify the synchronous/asynchronous aspects of the program, including on a per Faculty basis, in the program proposal brief, with particular consideration of aspirations to the recruitment of international students. • Schedule synchronous activities in accordance with time zone variation from Eastern to Western Canada. 	<p>Program Director</p>	<p>By June 2024</p>
<p>Recommendation #4 Clarify how EDI-DIA will be incorporated in the program.</p>	<ul style="list-style-type: none"> • Ensure that knowledge in EDI-DIA principles and experience in incorporating these principles in instruction will be a key consideration in selecting the instructor for CLMTRISK 9001. • The program committee will work with the CLMTRISK 9001 course instructor and all course instructors to ensure the incorporation of EDI, decolonization, and indigenization. • Integrate EDI-DIA considerations into the program admission process. Consider special circumstances associated with equity-deserving groups and Indigenous applicants. <ul style="list-style-type: none"> ○ Indicate what information will be used and how. 	<p>Program Director</p>	<p>By May 2025</p>

<p>Recommendation #5 Consider incorporating interdisciplinary language into the program core course</p>	<ul style="list-style-type: none"> Emphasize the different concepts of “risk” in different disciplines and how these concepts are related to the IPCC terms in the common course CLMTRISK 9001. 	<p>Program Director</p>	<p>By May 2025</p>
<p>Recommendation #6 Address how the online program will monitor and adjust to evolving advances in generative AI to maintain the integrity of student assessment.</p>	<ul style="list-style-type: none"> Follow policy and language for course outlines with respect to generative AI once approved (likely spring 2024). Indicate in course outlines the conditions of use of generative AI tools/ software/ apps. Instructors to contact the Centre for Teaching and Learning (CTL) for additional resources regarding the use of generative Artificial Intelligence in their pedagogy and assessment. 	<p>Program Director</p>	<p>By Sept 2024</p>
<p>Recommendation #7 Consider diversifying the professional development courses available to students not taking the project management option.</p>	<ul style="list-style-type: none"> Examine the possibility of incorporating additional modules on topics such as leadership, innovation commercialization and intellectual property into the program. <ul style="list-style-type: none"> Coordinate with the John M. Thomson Centre for Engineering Leadership and Innovation (CELI), Own your Future Program, and the CTL in support of this work. 	<p>Program Director</p>	<p>By Sept 2024</p>

ITEM 5.6(d) – New MAPP Policy 7.17 – Establishment, Governance and Review of Core Research Facilities

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That on the recommendation of Senate, the Board of Governors approve effective July 1, 2024, the new MAPP 7.17 – Establishment, Governance and Review of Core Research Facilities policy, as shown in Item 4.5(a).

EXECUTIVE SUMMARY:

The new MAPP 7.17 – Establishment, Governance and Review of Core Research Facilities was established to address the following:

- Funding requirements and performance
- Enhanced efficiency, access, collaboration and sustainability
- The need for a central repository to promote facilities to partners
- Business development and operational support
- Promotion of interdisciplinarity by improving access
- Facilitation of strategic investment to support major initiatives

The Procedures for MAPP 7.17 – Establishment, Governance and Review of Core Research Facilities are presented for information.

ATTACHMENT(S):

[MAPP 7.17 – Establishment, Governance and Review of Core Research Facilities](#)

[Procedures for MAPP 7.17 – Establishment, Governance and Review of Core Research Facilities](#) (for information)

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities

Policy Category:	Research
Subject:	Establishment, Governance and Review of Core Research Facilities
Approving Authority:	Board of Governors on recommendation of Senate
Responsible Officer(s)	Vice-President (Research)
Responsible Office:	Office of the Vice-President (Research)
Related Procedures:	Procedures for the Establishment, Governance and Review of Institutional Core Research Facilities
Effective Date:	May 17, 2024
Supersedes:	

A. PURPOSE

- 1.00 The University is committed to research excellence and innovation. The University's strengths as a research-intensive institution have derived, in good measure, from the efforts of individual scholars. With ever-increasing needs by scholars for expensive, complex, or specialized research infrastructure, there is a need to enhance the functionality of research facilities, to consider economies of scale, and to ensure a coordinated effort to maximise efficient use and impact within the University. As a result, the University is establishing Core Research Facilities and providing for their governance and review.

B. DEFINITION AND SCOPE

- 1.00 **Core Research Facility (CRF):** A unit within the institution that provides users with access to state-of-the-art research services, analyses, instruments, technology, expertise, resources, and/or training that are typically too expensive, complex, or specialized to be maintained by individual researchers. A CRF typically operates on a fee-for-service basis, supports multiple users, and is available to qualified users without any requirement for

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities

collaboration or co-authorship. A CRF is recognized and supported by the University, has a sustainability plan, and a clear governance and management structure. A CRF provides benefits such as financial savings through economies of scale, expert operators, training opportunities, and reduced duplication of services and effort within the institution.

- 2.00 This policy recognizes two types of CRF: (i) Faculty and (ii) Institutional. A Faculty Core Research Facility (FCRF) receives oversight and administration from a Faculty and/or Department. An Institutional Core Research Facility (ICRF) is primarily administered within its respective Faculty(s), while receiving additional oversight provided by the Office of the Vice-President (Research) through a structured governance framework. The formalized institutional oversight and assessment process can serve as a significant factor for external funding agencies when evaluating large-scale infrastructure proposals (e.g. Canadian Foundation for Innovation (CFI) Major Science Initiatives Fund, Innovation Fund). An ICRF may be defined by the scale and diversity of services it provides, the complexity of equipment, utilization that transcends disciplinary boundaries, or influence on a provincial, national, or international scale.

C. ESTABLISHMENT AND RENEWAL

1.00 Establishment of a Faculty Core Research Facility

Proposals to establish an FCRF are submitted to the relevant Dean(s). The Dean will ensure that the proposed FCRF meets the requirements and is aligned with Faculty interest and priorities. The Dean will also review sources of funding and resource requirements to ensure that requirements can be supported by the Faculty and that liabilities are minimized. For FCRFs to be recognized, once per year the Dean will submit a report to the Vice-President (Research) listing the FCRFs that are currently active within their Faculty, providing for each FCRF: its name, the name and contact information for the director, its website, and a list of services or equipment provided by the FCRF.

2.00 Terms and Renewals for a Faculty Core Research Facility

Terms and renewals for FCRFs are managed by the relevant Dean(s).

3.00 Establishment of an Institutional Core Research Facility

Proposals for ICRFs are submitted to the Vice-President (Research) in accordance with the requirements enumerated in the [Procedures for the Establishment, Governance and Review of Institutional Core Research](#)

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities

Facilities. Proposals will be reviewed by the Core Planning Group (CPG) to assess alignment with the definition and purpose of ICRFs. Proposals that are supported by the CPG will be forwarded to the Vice-President (Research) for approval. Establishment of an ICRF will be reported to the University Research Board (URB) and, through it, to Senate for information.

4.00 Terms and Renewal for an Institutional Core Research Facility

The initial term shall normally not exceed five years. Upon application, additional terms, each normally not exceeding five years in duration, may be granted by the Vice-President (Research) in consultation with the CPG, and subject to the satisfactory review of performance and impact, alignment with the University's strategic research priorities, and the business model of the ICRF. Renewal or expiration of the term of an ICRF will be reported to the URB and, through it, to Senate for information.

D. GOVERNANCE AND REPORTING

1.00 All CRFs are expected to adhere to general practices of good governance with administrative structures that utilize expert advice and which ultimately inform the Faculty Dean(s) and the Vice-President (Research) as to their activities and performance.

2.00 Director

A CRF is led by a Director, who will typically hold a research-eligible appointment at the University (e.g. faculty, adjunct, clinical, institute scientist). The term of the Director of an ICRF will typically coincide with the term of the ICRF. The Director will normally hold an academic appointment and report to the appropriate Dean and Chair with respect to their academic responsibilities. The Vice-President (Research), in consultation with the appropriate Dean(s), will be responsible for the search and appointment of an ICRF Director. The appropriate Dean(s) or Department Chair(s) will be responsible for the search and appointment of an FCRF Director.

3.00 Manager

A CRF will normally employ a Manager, who reports to the Director, and is responsible for supervising the day-to-day operations of the CRF and its staff.

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities**4.00 Advisory Board**

All CRFs are expected to incorporate expert advice to guide their activities. For ICRFs, this advisory process will be formalized through the formation of an Advisory Board, by the Director, as appropriate to the ICRF. The Advisory Board is chaired by the Director and its mandate is to advise on the overall direction and operations of the ICRF. It will meet at least once per year. The Advisory Board will receive an annual report from the Director on the status, progress, and immediate future plans of the ICRF.

E. REVIEW, RENEWALS, RESTRUCTURING OR DISSOLUTION**1.00 Review of Institutional Core Research Facilities**

A renewal application for an ICRF is submitted to the Vice-President (Research) in accordance with the requirements enumerated in the **Procedures for the Establishment, Governance and Review of Institutional Core Research Facilities**.

If the renewal deadline has been reached and no renewal application is forthcoming (and no extension has been approved), the Vice-President (Research), after consultation with the CPG, will inform the URB about the dissolution of the ICRF. Decommissioning of the ICRF may involve consultation with Institutional Planning and Budgeting, the Vice-President (Research), Faculties and other stakeholders as required.

ICRFs will be reviewed by the CPG in accordance with the **Procedures for the Establishment, Governance and Review of Institutional Core Research Facilities**. The CPG will prepare a report for the Vice-President (Research) that summarizes the overall performance of the ICRF and Director and includes recommendations with respect to the renewal, restructuring or dissolution of the ICRF, renewal of the incumbent Director and comments about the proposed plan for a next term. After considering the information presented by the CPG, the Vice-President (Research) will decide whether to renew the ICRF (with specific recommendations to be implemented over the next term); dissolve the ICRF; or restructure the ICRF into an FCRF. If the ICRF is recommended for renewal, the Vice-President (Research) will also assess the details of the term for the Director.

2.00 Re-Appointment of or Search for a Director

If the ICRF is to be renewed, the Vice-President (Research) will either renew the Director's term or launch a search for a new Director.

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities

F. BENEFITS AVAILABLE TO CORE RESEARCH FACILITIES

1.00 CFI John Evans Leaders Fund (JELF)

The CPG is expected to allocate a proportion of Western’s CFI JELF funding for applications from CRFs.

2.00 Internal Assessment of Proposals

CRF status is a factor that will, as appropriate, be considered by internal evaluation committees when considering applications for programs with limited institutional funding (e.g. CFI Innovation Fund).

3.00 Research Support Fund (RSF)

CRF status is a factor that will be considered by Institutional Planning and Budgeting, the Vice-President (Research) or Faculties when allocating RSF funding.

4.00 Western Research Leadership Chairs

ICRF Directors are eligible to be nominated for a Western Research Leadership Chair.

5.00 Alternative Workload

Departments and Faculties may consider alternative workloads for CRF Directors commensurate with the additional administrative responsibilities associated with the CRF.

6.00 Institutional Support

CRF status will, as appropriate, be considered in the allocation of institutional resources, including CFI Infrastructure Operating Funds and funding specifically allocated to support CRFs, as such funding becomes available.

7.00 Personnel Hiring and Retention

Recognition, support, and stability of CRFs will help establish the University as a destination of choice for the Highly Qualified Personnel (HQP) that are critical for the operation of CRFs.

8.00 Budget Unit

An ICRF may request to become an ancillary budget unit, subject to approval from Institutional Planning and Budgeting, the Vice-President (Research), and

POLICY 7.17 – Establishment, Governance and Review of Core Research Facilities

the associated Faculty Dean. Such designation can be used to allocate research overhead in accordance with MAPP 7.7.

9.00 Recognition and Discovery

Information about CRFs will be used to develop a web portal that will enable potential users to identify services available from CRFs.

G. GENERAL CONDITIONS

1.00 Adherence to University Policies

All CRFs are expected to adhere to all applicable University policies and procedures, financial and otherwise.

2.00 Incorporation

Requests for incorporation by a CRF will be entertained only in the most exceptional circumstances and must be approved by the Board of Governors of the University. Should such approval be granted, a formal Affiliation Agreement shall be established between the CRF and the University, the terms of which are subject to the approval of the Board of Governors. In any incorporated entity, the members of the governing board of the CRF shall be approved by the University's Board of Governors, and/or a majority of the members of the governing board of the CRF shall be appointed by the University.

3.00 Fundraising

All fundraising activities proposed by CRFs shall be undertaken in consultation with, and subject to the approval of, the Vice-President (University Advancement) and the Faculty Dean for FCRFs or Vice-President (Research) for ICRFs. All charitable income tax receipts will be issued in the name of the University and by the University.

4.00 Contracts

The University shall be solely responsible for the negotiation and approval of research contracts involving CRFs or their members, unless stipulated otherwise under the terms of a written and active agreement with the University.

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review
of Institutional Core Research Facilities**

A. Establishment

A proposal to establish an Institutional Core Research Facility (ICRF) shall include the information required by Schedule A.

B. Renewal

A renewal application must be submitted to the Office of the Vice-President (Research) three months in advance of the end of the current term of the ICRF. To meet this deadline, ICRFs are advised to begin the review process at least six months prior to the end of the term. A proposal to renew an ICRF shall include the information required by Schedule B.

C. Administrative Responsibilities

The administrative responsibilities of an ICRF include, but are not limited to:

- a) Preparing an annual report. This report is submitted by the Director to the Advisory Board and details the status, progress and immediate plans of the ICRF. Following revision if required, the annual report should be shared with the Dean(s) and Associate Dean(s) Research from the affiliated Faculty(s) and the Vice-President (Research).
- b) Holding an annual meeting of the Advisory Board. This meeting will discuss the status, progress and immediate plans of the ICRF, with meeting notes recorded and included as an appendix in the annual report.
- c) Managing staff. The ICRF is expected to oversee and provide continuing training opportunities for staff that maintain the operational needs of the ICRF.
- d) Maintaining website. Each ICRF should maintain an up-to-date, University-branded website including services and pricing, contacts, and details of the research activities supported.

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
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- e) Performing education and outreach. Participate in educational activities, where appropriate, that benefit the University research community and broader community.
- f) Developing access model. ICRFs are expected to develop fair, equitable and transparent access models that balance the needs of their research communities. Pricing models are expected to incorporate sound budgeting and provide access to internal users at rates that reflect the subsidy provided by institutional support, with rates for external users reflecting the full cost of the services provided. ICRFs are also encouraged to develop guidelines that encourage users to pursue grants for shared equipment, which might include preferred access to that equipment or credits for services at the ICRF.

SCHEDULE A

1. Purpose and Function

- a) Name of the proposed ICRF.
- b) Link to the website.
- c) List of equipment and/or services provided.
- d) Faculties/Departments/Schools or external institutions directly involved in operations (provide documentation indicating support for the ICRF proposal from each unit, as appropriate).
- e) Rationale and justification; potential for impact as it relates to research and, where applicable, teaching, training, and EDI; alignment with the University's strategic research priorities; and anticipated benefits such as financial savings through economies of scale and reduced duplication of services within the University.
- f) Primary objectives, anticipated outcomes, and Key Performance Indicators (KPI) that will be used to measure progress towards those objectives as appropriate for the scope and mandate of the proposed ICRF. Include current KPI benchmarks along with targets.

2. Governance, Administration and Organizational Relationships

- a) Name, affiliation and qualifications of the proposed Director or the plan to identify a Director.

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
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- b) Description and membership of the Advisory Board. Include proposed membership if the Advisory Board is not yet established.

3. Students and Training

- a) Level and type of involvement of undergraduate students, graduate students and postdoctoral associates.
- b) Contribution to training and instructional programs.

4. Physical Requirements

- a) Space requirements at Western: (i) at start-up; (ii) within five years.
- b) Space requirements at other institutions or locations as appropriate (provide documentation of any arrangements in place to secure such space).
- c) Requests for customized supports from university services such as library, security, computing, purchasing, accounting, human resources and payroll.

5. Staffing Requirements

- a) Requirements for administrative, and/or technical personnel support from the University, including descriptions of the expected requirements from supporting units (e.g. Animal Care and Veterinary Services).
- b) Details of all proposed support staffing arrangements, as follows: For each support staff member, indicate: i) proposed source of budget (e.g. University, Faculty, ICRF); ii) role or duties.

6. Business Model and Sustainability

- a) Provide a five-year budget plan. Summary of funding sources, including projected fee-for-service revenue and associated rate cards for internal and external users, in-kind support requested from Faculties/Schools/Departments, central administration of the University, or external sources. In the case of financial/in-kind support from external institutions, provide evidence that necessary agreements

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
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between the University and the external institution are in place or have been submitted for approval and attach a copy of the agreement or proposed agreement.

- b) Where available, a 5-year summary of past financial performance.
- c) Estimated total budget of the proposed ICRF (at start-up and for the first five years of operation).
- d) Anticipated remaining useful life for major equipment, as well as the estimated expenses and source of funds for decommissioning that equipment (e.g. reserved from user fees).
- e) Any proposed deviations from the standard rate and distribution of overhead on contract research as set out in MAPP 7.7 shall be detailed within the context of the overall budget plan.

7. Intellectual Property and Commercialization

- a) Details of proposed arrangements relating to the ownership and/or commercialization of intellectual property created through work undertaken at the proposed ICRF, including a statement recognizing the requirement to follow all guidelines set out by MAPP 7.16, the UWOFA Collective Agreement, and the Postdoctoral Associates Collective Agreement.
- b) Details of proposed arrangements for the conduct of private sector contract research (subject to individual negotiation).

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
Core Research Facilities**

SCHEDULE B

1. Purposes and Function

- a) Name of the ICRF.
- b) Link to the website.
- c) List of equipment and/or services provided.
- d) Faculties/Departments/School or external institutions directly involved in operations (provide documentation indicating support for the ICRF renewal from each unit, as appropriate).
- e) Rationale and justification; potential for impact as it relates to research and, where applicable, teaching, training, and EDI; alignment with the University's strategic research priorities; and anticipated benefits such as financial savings through economies of scale and reduced duplication of services within the University.
- f) Primary objectives, anticipated outcomes, and Key Performance Indicators (KPI) that will be used to measure progress towards those objectives. Include current KPI benchmarks along with targets.
- g) Report on activities since formation or the previous renewal and progress towards objectives (as above) including:
 - i. Progress towards primary objectives, anticipated outcomes and KPI identified for the previous term.
 - ii. Overview/highlights of research productivity.
 - iii. Evidence of impact at the regional, national or international level including details about the organizations, groups and institutions involved.
 - iv. External grant applications and awards in support of the ICRF.
 - v. Overview/highlights of other activities.
 - vi. Feedback / survey responses from ICRF users.

2. Governance, Administration and Organizational Relationships

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
Core Research Facilities**

- a) Name, affiliation and qualifications of the Director.
- b) Description and membership of the Advisory Board.

3. Students and Training

- a) Level and type of involvement of undergraduate students, graduate students and postdoctoral associates.
- b) Contribution to training and instructional programs.

4. Physical Requirements

- a) Space requirements at Western: (i) current; (ii) within five years.
- b) Space requirements at other institutions or locations as appropriate (provide documentation of any arrangements in place to secure such space).
- c) Requests for customized supports from university services such as library, security, computing, purchasing, accounting, human resources and payroll.

5. Staffing Requirements

- a) Requirements for administrative, and/or technical personnel support from the University, including descriptions of the expected requirements from supporting units (e.g. Animal Care and Veterinary Services).
- b) Details of all proposed support staffing arrangements, as follows: For each support staff member, indicate: i) proposed source of budget (e.g. University, Faculty, ICRF); ii) role or duties.

6. Business Model and Sustainability

- a) Provide a five-year budget plan. Summary of funding sources, including projected fee-for-service revenue and associated rate cards for internal and external users, in-kind support requested from Faculties/Schools/Departments, central administration of the University, or external sources. In the case of financial/in-kind support from external institutions, provide evidence that necessary agreements

**PROCEDURE FOR POLICY 7.17 – Establishment, Governance and Review of
Core Research Facilities**

between the University and the external institution are in place or have been submitted for approval and attach a copy of the agreement or proposed agreement.

- b) Total budget of the ICRF (over the previous term and expected for the next five years of operation).
- c) Anticipated remaining useful life for major equipment, as well as the estimated expenses and source of funds for decommissioning that equipment (e.g. reserved from user fees).
- d) Any proposed deviations from the standard rate and distribution of overhead on contract research as set out in MAPP 7.7 shall be detailed within the context of the overall budget plan.

7. Intellectual Property and Commercialization

- a) Details of arrangements relating to the ownership and/or commercialization of intellectual property created through work undertaken at the ICRF, including a statement recognizing the requirement to follow all guidelines set out by MAPP 7.16, the UWOFA Collective Agreement, and the Postdoctoral Associates Collective Agreement.
- b) Details of arrangements for the conduct of private sector contract research.

ITEM 5.6(e) – Annual Report of the Vice-President (Research)

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Vice-President (Research) annually reports to the Senate in accordance with the University Research Board (URB) Terms of Reference. The annual report is provided to the Board of Governors for information.

ATTACHMENT(S):

[Annual Report of the Vice President \(Research\)](#)



Senate Year-in-Review :: 2024

Penny Pexman :: Vice-President (Research)

May 17, 2024

Recognizing Outstanding Researchers



Royal Society
of Canada:
Pierre
Chauveau
Medal & 6
Fellows



Canada
Excellence
Research
Chair: Robyn
Klein



Canada
Research
Chairs: 12
New, 3
Renewed



Early
Researcher
Awards: 10 of
53 Available



CIHR Chair in
Public Health:
Maxwell Smith



Killam
Fellowship:
Ryan
Stevenson



80+
Awards &
Distinctions

Tracking Progress on Major Initiatives



Research
Institutes



Partnership
Development



Research
Security



Core
Facilities



Bioconvergence
Centre



International
Research



Funding Proposals :: 2023-24

2,485

Funding Proposals

326

External Sponsors

1,114

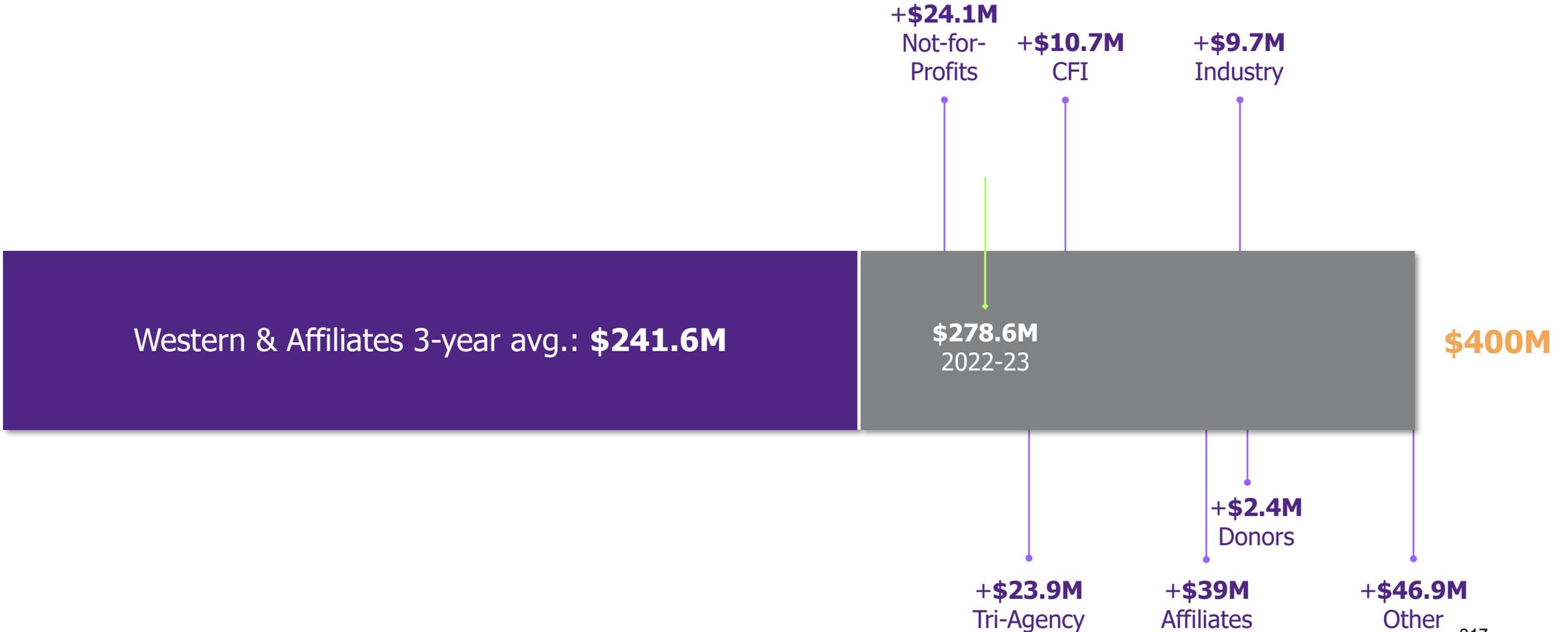
Awards To Date



30%

Increase in proposals
over 2 years

Research Revenue :: Towards \$400M



Pillar II Clusters – Budgets

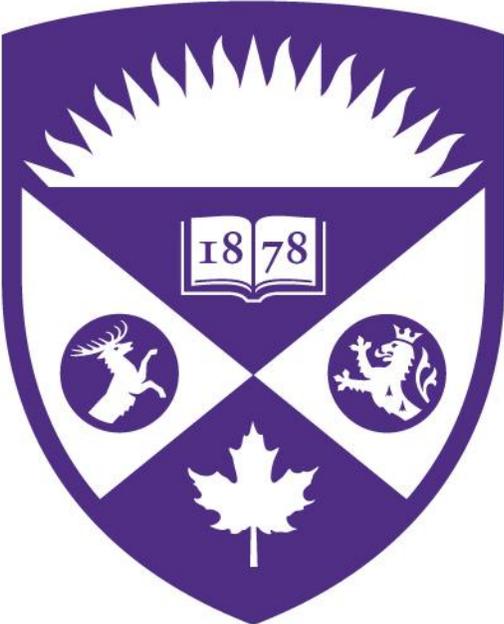
in current prices

Cluster 1	Health	€8.246 billion (including €1.35 billion from NGEU)
Cluster 2	Culture, Creativity & Inclusive Societies	€2.280 billion
Cluster 3	Civil Security for Society	€1.596 billion
Cluster 4	Digital, Industry & Space	€15.349 billion (including €1.35 billion from NGEU)
Cluster 5	Climate, Energy & Mobility	€15.123 billion (including €1.35 billion from NGEU)
Cluster 6	Food, Bioeconomy, Natural Resources, Agriculture & Environment	€8.952 billion
	JRC (non-nuclear direct actions)	€1.970 billion

Clusters are including a budget for Partnerships and Missions
NGEU is Next Generation EU programme – Recovery Fund



Questions or Comments?



Western
UNIVERSITY • CANADA

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.
