

MEMORANDUM OF AGREEMENT made as of this 23rd day of November,

2009 between The Peter and Melanie Munk Charitable Foundation (the "Donor") and the Governing Council of the University of Toronto (the "University").

Recitals:

- A. International studies is a top academic priority at the University and the University is committed to becoming one of the world's leading institutions for research, study and teaching in this field.
- B. In furtherance of the objective described in recital A (the "Objective"), the University approved the establishment of a new School of Global Affairs (the "School") effective July 1, 2008.
- C. The School will build on the foundation and success of the University's Munk Centre for International Studies (the "Munk Centre").
- D. The University's plan for the School involves an expansion of the programs, faculty, student body and physical facilities of the Munk Centre.
- E. In the 2008 Provincial Budget, the Province of Ontario committed \$25,000,000 (the "Provincial Commitment") to be applied to support the establishment of the School, which sum is expected to be applied as follows: \$13,000,000 is to be used for the renovation of the heritage

mansion at 315 Bloor Street (the "Heritage Mansion") and \$12,000,000 is to be used to establish a reserve fund for a second phase expansion of the School in a planned tower (the "Phase II Tower") to be constructed adjacent to the Heritage Mansion (or in another development to provide expansion space for the School). The University's current plan for the renovation of the Heritage Mansion and the construction of the Phase II Tower (the "Space Plan") is set out at Schedule "A" hereto.

- F. The University has committed to increase the operating budget for the School with total budget investments in an amount equivalent to the income from in excess of \$39,000,000 in new endowments.
- G. The University has adopted a five year plan for the development of the School, the principal elements of which are summarized in the "Critical Path for the School" attached as Schedule "B" hereto.
- H. The Donor enthusiastically supports the Objective and the University's vision and plans for the School and wishes to contribute funds to assist the University in achieving its vision and plans.
- I. The University recognizes the past support and continuing leadership of Peter Munk, Melanie Munk, the Donor, Barrick Gold Corporation, and others associated with Peter Munk in advancing international studies at the University, including their gifts in support of the establishment of the Munk Centre, the creation of a physical facility for the Munk Centre in Devonshire House, the enhancement of the landscaping and gardens at

Devonshire House, the funding of the publication of the Munk Centre Monitor, the establishment of an endowment fund in support of international studies and the establishment of the Robert M. Smith endowed chair in mining engineering.

- J. The parties affirm their mutual commitment to the University's Statement of Institutional Purpose, which includes a commitment to foster an academic community in which the learning and scholarship of every member may flourish, with vigilant protection for the rights of freedom of speech, academic freedom and freedom of research as described in the University's Statement on Freedom of Speech and in article 5 of the Memorandum of Agreement between the University and the University of Toronto Faculty Association.

NOW THEREFORE in consideration of the premises herein contained, the parties

hereto agree as follows:

1. Use of Donations. The University acknowledges and agrees that the donations pledged pursuant to paragraphs 3 and 4 of this Agreement are to be applied toward establishing the funds described in Schedule "C" hereto (collectively, the "Munk Funds").
2. Determination Date. In this Agreement, "Determination Date" means the latest of: (1) the date which is the first anniversary of the death of Peter Munk, (2) January 31 of the calendar year following the year in which the

Independent Review (as hereinafter defined) is completed, and (3) if a Follow-Up Review (as hereinafter defined) is recommended in the report or recommendations of the Independent Review, January 31 of the calendar year following the year in which the Follow-up Review is completed.

3. Annual Gifts. The Donor will donate or cause to be donated to the University the annual sum of \$5,000,000 on or before April 15th in each of the calendar years 2010 to 2012, inclusive and the annual sum of \$1,000,000 on or before April 15th in each of the calendar years 2013 to 2017, inclusive (the "Annual Gifts"). Annual Gifts will be applied by the University toward the funding of the Munk Funds as described in the "Funding Timetable" attached as Schedule "D" hereto.

4. Additional Gift. In addition to the Annual Gifts, the Donor will donate or cause to be donated to the University the sum of \$15,000,000 (the "Additional Gift") within twelve months of the Determination Date if the Donor determines that the University has achieved the Objective. In making this determination, the Donor will have regard to the reports of the Independent Review and, if applicable, the Follow-Up Review, but the determination of whether the University has achieved the Objective shall be solely that of the Donor and the Donor's determination shall be conclusive and binding on the University. The Additional Gift will be applied by the University toward the funding of the Munk Funds as described in the "Funding Timetable" attached as Schedule "D" hereto.

5. Acceleration of Donations. The Donor may at any time accelerate, in whole or part, any of the donations contemplated in this Agreement.

6. Form of Donations. Donations under this Agreement may be made in cash, in marketable securities listed for trading on a North American stock exchange or in the form of other securities acceptable to the University, or a combination of any of them. In valuing marketable securities under this Agreement, such securities shall be valued at the closing market price on the date the University gains dominion and control of the securities. Other securities acceptable to the University shall be valued in such manner as the Donor and the University shall agree upon.

7. Tax Receipts. Once an amount has been paid to the University under this Agreement, the University shall promptly issue an official income tax receipt to the donor and the donor shall not have any right to have the amount of such payment or any part thereof or income therefrom returned or paid to or for its benefit in any circumstance whatsoever.

8. Donations from Third Parties. Any donations received by the University from any person, corporation, foundation or otherwise and designated in advance by the donor as being made pursuant to this Agreement shall be credited by the University against the Donor's donation commitments hereunder.

9. Budget and Financial Covenants. The University hereby covenants and agrees with the Donor that, in order to augment the strategic impact of the

donations pledged in this Agreement, it will increase the operating budget for the School in the manner and in the amounts described in Schedule "E" hereto. The University hereby covenants and agrees that it will at all times ensure that the CIC will pay market rent or otherwise provide financial support to the School in an amount that is commensurate with its use of space at the School. For greater certainty, any rent paid by the CIC to the University shall be applied by the University exclusively to meet expenses of the School or to augment the School's revenues.

10. University's Covenant Regarding the Director of the School. The University hereby covenants and agrees with the Donor that all appointments to the position of the Director of the School will be conducted in accordance with the University Policy and Procedures for Academic Appointments, and will be occupied by an individual having a highly distinguished background in international studies, the capacity to engage the broader informed community and the leadership and reputation necessary to ensure that the School becomes, and retains its status as, one of the world's leading schools for the study of international relations.

11. University's Covenant Regarding the Munk Centre Monitor. The University covenants and agrees with the Donor that it will continue the publication of the Munk Centre Monitor and that the cost of such publication shall be borne by the University.

12. University's Covenants Regarding the School's Brand. The University covenants and agrees that it will at all times refer to the faculty, staff, interns, fellows, publications, seminars, lectures, debates of and at the School under the main heading of the Munk School of Global Affairs. The University covenants and agrees with the Donor to undertake a comprehensive and sophisticated branding strategy for the School, which will include those elements described in the "Rebranding Strategy for the School" attached as Schedule "F" hereto. The University agrees to enhance and further develop the profile of international studies at the University and the status of the School and, to that end:
- (a) To ensure that at all times there is strict adherence by the faculty and administration of the University to new graphic specifications for the School;
 - (b) To continue to evaluate the national and international impact of the teaching and scholarship conducted at the School by a process of regular internal performance assessments and periodic external peer reviews;
 - (c) To engage, in consultation with the Donor (or the Donor's designate), a recognized and independent media tracking service to evaluate the progress of the School's branding strategy and to provide to the Donor the results and data generated by such media tracking and to undertake such measures and actions as suggested

by this evaluation to be most effective in further enhancing the impact and reputation of the School; and

- (d) To consult with the Donor (or the Donor's designate) on the development of graphic specifications for the School.

13. University's Covenants Regarding the Blue Ribbon Review. The University covenants and agrees with the Donor that, with a view to assessing the success of the School in achieving its objective of becoming one of the world's leading institutions for international studies, it will undertake in the 2015/2016 academic year, a rigorous and independent review of the School (the "Independent Review"). The process to be followed in conducting the Independent Review is described in the document titled "Blue-Ribbon Panel Review of the School" attached as Schedule "G" hereto. If the review panel determines that the School is not in the top tier of the world's leading schools of international studies, the review panel will make recommendations for improvement. The University covenants and agrees with the Donor that it will, at its expense, take all steps possible to implement the panel's recommendations with a view to achieving top tier status. If the review panel determines that the School is not in the top tier of the world's leading schools of international studies by any of the measurement criteria set out in Schedule "G" hereto, the panel will be invited back for a follow-up review (the "Follow-Up Review") within three years of the completion of the Independent Review to assess the extent and quality of improvement. The University

covenants and agrees with the Donor that it will take all steps necessary, at its expense, to implement the recommendations, if any, made by the review panel on the Follow-Up Review. Copies of any reports generated by the review panel will be provided by the University to the Donor forthwith following the University's receipt of such reports.

4. Naming and Signage. Subject to paragraph 20 of this Agreement and in accordance with the University's Policy on Naming, the School shall be known in perpetuity as the Munk School of Global Affairs. All exterior signage on the Heritage Mansion shall reflect this name and shall be of a quality, size and prominence to reflect clearly the new name and the importance of branding for the School, as expressed above. There shall be no conflicting or competing permanent signs affixed anywhere on the facade of the Heritage Mansion with the exception of the CIC signage at the side of the main entrance or otherwise with the Donor's approval. All wayfindings and signage for the Heritage Mansion (and in the Phase II Tower or other expansion space for the School) shall be in a form, design and location approved by the Donor. The CIC may be identified in some materials as the CIC at the Munk School of Global Affairs, using language to be agreed among the University, the CIC and the Donor. Except in partnerships negotiated by the Munk School, the University will not otherwise permit the use of University names or trademarks, including the Munk School of Global Affairs word-mark or logo. Any signage for the CIC at the Heritage Mansion will not reference the School or compete

with the School's signage anywhere in the Heritage Mansion. In accordance with the University's Policy on Naming, the Donor shall be permitted to name the endowed directorship, the endowed chairs and the endowed fellowships to be established with the donations made hereunder.

15. Space Plan. The parties acknowledge that the Space Plan is, necessarily, a preliminary document and that elements of the Space Plan may be subject to change as the University undertakes the detailed process of planning the renovation of the Heritage Mansion and the construction of the Phase II tower or future facilities for the School. The University agrees to consult with the Donor (or the Donor's designate) in connection with any material changes to the Space Plan.

16. Annual Progress Reports. The University shall provide to the Donor in each year a detailed written report indicating, from the date of the last such report, the progress of the School, all financial information relevant to the matters contemplated by this Agreement and a description of the program, initiatives and activities of the School. The Director of the School shall meet annually with the Donor's Board of Directors at a mutually convenient date following the delivery of the written report to discuss the programs, activities and initiatives of the School in greater detail and to describe the progress of the School in realizing the vision of the global preeminence in international studies.

17. Announcement and Publicity. All announcements and publicity concerning the School and the donations made hereunder shall be made in consultation with the Donor.

18. Celebratory Event. A public event to celebrate the establishment of the School will be planned by the University to take place on a mutually agreeable date, in consultation with the Donor, with such event to be announced with an appropriate size advertisement in the major media outlets.

19. Program and Curriculum Matters. For greater clarity, all aspects of program and curriculum development and research allocations at the University and the School remain under the sole authority of the University.

20. Unfavourable Determination on Determination Date. If, in accordance with paragraph 4, the Donor determines that the University has failed to achieve the Objective, all obligations and covenants of the Donor and the University shall cease and this Agreement shall terminate. For greater certainty, however, no donations made to the University under this Agreement prior to the Determination Date or any part thereof or income therefrom shall be paid, returned or otherwise applied for the benefit of a donor in any circumstance whatsoever.

21. Agreement Binding. This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and future administrations.
22. Headings. The headings used in this Agreement are for convenience only and are not to be considered a part of this Agreement and do not in any way limit or amplify the terms and provisions of this Agreement.
23. Whole Agreement. This Agreement and the attached schedules constitute the entire agreement between the parties to this Agreement.

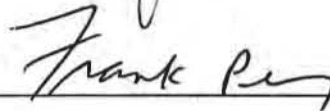
IN WITNESS WHEREOF this Agreement has been duly executed by the parties.

THE PETER AND MELANIE MUNK
CHARITABLE FOUNDATION

By: _____




By: _____

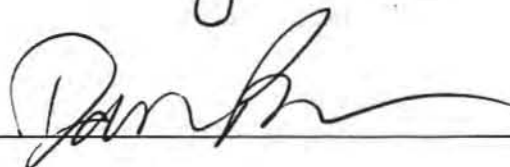


THE GOVERNING COUNCIL OF THE
UNIVERSITY OF TORONTO

By: _____



By: _____



Schedule "A" Space Plan

School Headquarters at the Heritage Mansion

The University will house the expansion of the School in the Heritage Mansion. The Heritage Mansion will house the School's executive offices, faculty and fellows offices, board and meeting rooms, seminar rooms, a reading room/library, dining room and servery. The University will also provide offices to the Canadian International Council ("CIC"), housing the CIC director and his assistant and four fellows and six staff supporting the CIC's publications and programs. The CIC will share meeting rooms and reception areas of the Heritage Mansion for functions and receptions.

The exact configuration of space, including offices, meeting rooms and support functions will be determined by the University's Space and Facilities Department in accordance with the University's Standard Planning Guidelines. It is intended that the School will occupy not less than 75% of the space in the Heritage Mansion with the CIC taking up the balance of the space.

The main entrance of the Heritage Mansion will be a formal entrance reserved only for senior staff and visitors to the School and the CIC. Usual and customary traffic for any occupants of any future developments adjoining the Heritage Mansion will be through one or more entrances on Devonshire Place.

It is intended that the Phase II Tower or any development, once constructed, will include an entrance through an internal atrium or lobby linking the Heritage Mansion and the new space. It is expected that the renovation of the Heritage Mansion will be completed by July 2011, including the design development process and construction period.

The University intends to use the Provincial Commitment for the renovation of the Heritage Mansion and the Phase II Tower or other development to provide expansion space for the School. However subject to government approval, the University may use any part of the Provincial Commitment not required for capital expansion or renovation to support other

priorities of the School. In addition, the University will ensure that, at a minimum, the expansion space for the School will be commensurate with the proportion that the amount of the Provincial Commitment applied toward the Phase II Tower (or other development to provide expansion space for the School) is to the total cost of the Phase II Tower or other development and in no event less than 15,000 square feet of additional space.

Adjoining Development

The University is currently exploring the feasibility of constructing the Phase II Tower on the property immediately to the south of the Heritage Mansion within the next five years. It is intended that the Phase II Tower may house a variety of University academic units. Financing for this or similar developments on Devonshire Place adjacent to the Heritage Mansion will be independent of the School expansion. As discussed above, in the proposed Phase II Tower or in a nearby location appropriately situated and outfitted, the University agrees to provide access to additional space as needed for future School expansion beyond the existing Munk Centre site on Devonshire and the Heritage Mansion. The University also commits that, if the Phase II Tower project is developed, it will be a building of architectural distinction which will complement the Heritage Mansion.

Schedule "B" Critical Path for the School

The University approved the establishment of the School effective July 1, 2008. It is the intention of the University to proceed aggressively on the following transformative agenda. The School will seek to be one of the world's very best schools for international studies.

2009-2010 Academic Year:

- The School has applied for admission as one of a select group of thirty schools worldwide to be accredited by the Association of Professional Schools in International Affairs.
- The University will immediately strike a Search Committee and mount a world-wide search for the Director of the Munk School. The University is seeking a scholar of international reputation, with proven leadership skills, fundraising ability, and a capacity to engage publicly nationally and internationally to brand the School. A search of this importance usually takes one to two years.
- The Director of the School will strike a Search Committee to search for the first Junior or Senior Munk Fellow.
- The Director of the School, in consultation with the Donor or its representative and the Council of Deans, will launch a rebranding exercise of the Munk School, to be completed by July 2010.
- The new Doctoral Program in Global Change began July 1 2008 and the first Munk Doctoral Fellows began their program of studies in the academic year 2008-2009.
- The University has initiated the project planning and approval process for the renovation of the Heritage Mansion including a detailed plan for appropriate housing of the new faculty members and fellows of the School until the Heritage Mansion is available for occupancy.
- The Director of the School has appointed three new faculty members as cross-appointments to the School and will appoint an additional seven new faculty members as cross-appointments to the School.
- The new Masters in Global Affairs, the signature professional degree of the new School has been approved by the University and the province and has secured approval for the deregulation of tuition fees.
- The University, in consultation with the Council of Deans and the Director of the School, will create the External Advisory Board of the School.
- The Council of Deans, in consultation with the Director of the School, has created the Academic Advisory Board.

2010-2011 Academic Year:

- The first class of students in the new Masters in Global Affairs will start in the Fall 2010.
- Renovation of the Heritage Mansion.
- The Director of the School will appoint ten additional faculty members as cross-appointments to the School.
- The External Advisory Board and the Academic Advisory Board will meet once or twice annually, as appropriate.
- The Director of the School will put in place new international partnerships and opportunities for students at the School for international exchange and experience.

2011-2012 Academic Year:

- The Academic Programs of the School will all be fully staffed and a full complement of students will be admitted.
- The Council of Deans, in consultation with the Director of the School, will strike a Search Committee to mount a world-wide search for the first of the Chairs. A search for this kind of prestigious Chair normally takes one to two years.
- The Director of the School will appoint ten additional faculty members as cross-appointments to the School.
- The External Advisory Board will be renewed as the terms of the first Board members expire.
- Projected completion of renovation of the Heritage Mansion in July 2011 and opening of north campus of the School.

2012-2013 Academic Year

- The Council of Deans, in consultation with the Director of the School, will strike a Search Committee to mount a world-wide search for the second of the Chairs. A search for this kind of prestigious Chair normally takes one to two years.
- The Director of the School will strike a Search Committee to appoint the second Fellow.

2013-2014 Academic Year

- The Council of Deans, in consultation with the Director of the School, will strike a Search Committee to mount a world-wide search for the third of the Chairs. A search for this kind of prestigious Chair normally takes one to two years.

2015-2016 Academic Year:

- The University will appoint a Review Committee, composed of external reviewers from outside Canada to compare the School to the very best schools in the world and to benchmark its progress.

Schedule "C"
Description of the Munk Funds

The donations pledged in paragraphs 3 and 4 of this Agreement will be used to support the purposes of or establish the following funds:

1. An endowed directorship fund in the amount of \$5,000,000 (the "Directorship Fund"). The Directorship Fund will establish a prestigious directorship for the School, which will be competitive with equivalent positions at the major international studies schools of Europe and the United States. As an endowed fund, the capital of the Directorship Fund will be held in perpetuity and the distributable income therefrom will be applied to meet the salary and benefit costs of the Director of the School.
2. Six endowed chairs' funds in the aggregate amount of \$18,000,000 (the "Chairs Funds"). The University intends to hire six high profile Chairs to anchor the School, including one Chair to be associated with the expansion of undergraduate international studies programs at Trinity College. The capital of the Chairs Funds will be held in perpetuity and the distributable income therefrom will be applied to meet the salary and benefit costs of the Chairs.
3. A fellowship fund supporting five endowed senior and junior fellowships in the aggregate amount of \$10,000,000 (the "Fellowship Fund"). These funds will be established to attract visiting Senior Fellows from top international universities to be resident at the School and to work with faculty and graduate students. These funds will also help attract outstanding diplomats at home and abroad, journalists, public servants and corporate leaders as resident Fellows. Junior Fellows will be recruited early in their careers to come to the School before proceeding to permanent placements elsewhere, to build platforms for future international collaboration and partnerships. The capital of the Fellowship Fund will be held in perpetuity and the distributable income therefrom will be applied to meet the salary and benefit costs of the Senior and Junior Fellows.
4. An expendable communications and programming fund in the amount of \$2,000,000 (the "Branding Fund"). This fund will be established to enhance the ongoing communications and programming presence and strategy of the School. This fund will be used to support programming (for example, conferences, research projects, etc.) that will bring the School to the attention of wider audiences, both public and scholarly, nationally and internationally. This fund will also be used to assist the

Schedule "D"
Funding Timetable

The Annual Gifts will be applied toward the funding of the Munk Funds on the following schedule:

2010	-	\$3,000,000 for the Directorship Fund
	-	\$1,750,000 for the Fellowship Fund
	-	\$250,000 for the Branding Fund
2011	-	\$2,250,000 for the Chairs Funds
	-	\$2,000,000 for the Directorship Fund
	-	\$500,000 for the Fellowship Fund
	-	\$250,000 for the Branding Fund
2012	-	\$3,000,000 for the Chairs Funds
	-	\$1,750,000 for the Fellowship Fund
	-	\$250,000 for the Branding Fund
2013	-	\$750,000 for the Chairs Funds
	-	\$250,000 for the Branding Fund
2014	-	\$750,000 for the Chairs Funds
	-	\$250,000 for the Branding Fund
2015	-	\$750,000 for the Chairs Funds
	-	\$250,000 for the Branding Fund
2016	-	\$750,000 for the Chairs Funds
	-	\$250,000 for the Branding Fund
2017	-	\$750,000 for the Chairs Funds
	-	\$250,000 for the Branding Fund

The Additional Gift will be applied toward the funding of the Munk Funds on the following basis:

- \$9,000,000 for the Chairs Fund
- \$6,000,000 for the Fellowship Fund

School to collaborate with major print media, governments and international universities to enhance its profile.

The Directorship Fund, the Chairs Funds and the Fellowship Funds will be administered in accordance with the University's Long Term Capital Appreciation Pool Policy and Policy for the Preservation of Capital of Endowment Funds, as such policies may be amended from time to time.

Schedule "E"
University Investment in the School

The University intends to leverage the Donor's commitment of \$35,000,000 by committing substantial new resources to the expansion of the current Munk Centre. The budget investments described below are equivalent to the income from more than \$39,000,000 in new endowments, above and beyond the \$60,000,000 in endowment equivalents currently supporting the Munk Centre. The figures below do not include the value associated with the Heritage Mansion, which has been committed to house the new headquarters and expansion of the School facilities; as well, the figures below do not include the costs for relocating the current occupant of the Heritage Mansion, the University's Department of Admissions and Awards. The figures below also do not include the value associated with the University's deregulation of the tuition for the Masters in Global Affairs. The initial tuition for Masters in Global Affairs will be \$15,000 and it is expected that there will be approximately 80 students enrolled within the first two years of the program. This enhanced tuition funding of approximately \$1,200,000 annually will expand the School's ability to achieve the Objective through increased investment in faculty appointments, research, programs and students.

The Heritage Mansion

The current facilities for the Munk Centre on Devonshire Place are at full capacity. A new, prominent facility close to the current site is required to provide needed space to accommodate the expanded programming and staff. The University will situate the new headquarters of the School at the Heritage Mansion. This site contains one of the University's most beautiful heritage properties - the former Dominion Meteorological Building and Observatory - which will be renovated to house a significant expansion of the School's facilities.

Permanent Funding to Expand Graduate Programs

To help expand the School's graduate programs, the University will commit new permanent baseline operating funding of \$325,000 annually (equivalent to \$8,100,000 of endowed funds) to create fifteen new Munk doctoral fellows for the PhD in Dynamics of Global Change. Full funding to support the fifteen doctoral fellows commenced in 2008. Furthermore,

every few years, the University reviews and makes adjustments to graduate funding to ensure that it keeps pace with inflation in funding at peer institutions.

Growth in Cross-Appointed Faculty

To build on the expansion of the School's programs and faculty, the University will support the growth of cross-appointed faculty through operating budgets from other faculties and departments totalling \$450,000 annually (equivalent to \$11,250,000 of endowed funds).

Cross-appointed faculty members are calculated on an assumption that a minimum of 10% of their time and efforts are directed at Munk School activities. In many cases, the amount of time committed to Munk School activities by cross-appointed faculty is much higher than 10%. Cross-appointed faculty teach Munk School courses, supervise Munk School graduate students, participate in Munk School sponsored research programs and generally are available to the Munk School for the fulfillment of its teaching and research mission. For illustrative purposes, the example used in this agreement is based on an additional thirty cross-appointments and on 10% of an average mid-career compensation package of \$150,000, including salary and benefits, per cross-appointed faculty member. All University salaries and benefits are adjusted periodically according to collective agreements.

Currently there are sixty cross-appointed faculty at the Munk School. The Director of the Munk School estimates a conservative increase of 50% to ninety cross-appointed faculty over the next five years.

Funding the Full Salary Costs for Endowed Chairs

The Director of the School will be seeking senior appointments to fill the six new endowed chairs to be supported by the Chairs Fund. Senior appointments in the field of international relations typically command salary and benefits of \$200,000 or more. As a result, the University must commit to fund the full cost of salary for such senior appointments above the annual distributions from the endowed chairs. It is conservatively assumed that an additional investment of \$90,000 per chair will be required to fill these prestigious and senior positions (\$540,000 annually is equivalent to an endowed fund of \$13,500,000). Chairs will be appointed as the endowment funding becomes available, with the understanding that all endowments must

vest for one year before distributions are available for spending on the purposes of the fund. The timing for these additional salary investments will coincide with the appointments of the chairs; the investments themselves will be embedded in faculty lines of the divisions in which the chairs are primarily appointed (typically, the Faculty of Arts and Science). All University salaries and benefits are adjusted periodically according to collective agreements.

Core Operating Funding Increase

In addition to the above, the University will also increase its core funding for the School by approximately \$250,000 annually (this is equivalent to endowed funds of \$6,250,000) for discretionary operating spending and operating overheads (maintenance, utilities, upkeep, etc.) associated with the School expansion. The University's operating investment in the School will include support for faculty, administration, students, facilities, research programs, overhead and maintenance and professional development.

The School will commence with the annual operating budget of \$400,000 that is currently allocated to the Munk Centre. With the additional investment noted above, the annual operating budget for the School will grow to approximately \$650,000 within five years, including \$550,000 in direct operating support and \$100,000 in overheads associated with the Heritage Mansion's overheads (upkeep, maintenance, utilities costs, etc., carried by the Faculty of Arts and Science).

Total University Investment

The investments above are equivalent to the income generated from \$39,000,000 in new endowment equivalents devoted to the School in addition to the \$60,000,000 in existing endowment equivalents already committed to the Munk Centre.

Schedule “F”
Rebranding Strategy for the School

The Munk Centre will need to rebrand itself as a School of Global Affairs as it enters into a globally competitive market. The School will need to redefine and develop its branding strategy.

- **Accreditation.** The School is seeking accreditation as one of a select group of thirty schools worldwide. The Association of Professional Schools in International Affairs has a rigorous accreditation process. The School has applied for admission.
- **Visual Identity Redesign and Hard Cost Relaunch.** Working with a professional consultant, the University will use the opportunity of the creation of the School to redesign the Munk School’s visual identity and rebrand all of its identifying materials in print and electronic forms.
- **Media Strategy and Media Consultant.** The Munk Centre did not have the resources to contract for the services of a media officer. The School will use a media consultant to develop a media strategy and ramp up media coverage of activity at the School.
- **Comprehensive redesign of the digital platform** to improve its visual identity and upgrading its accessibility. Digital presence is quickly becoming one of the most effective platforms for branding.
- **Upgrade of the digital platform** through enhanced web streaming, video, and podcasting of School programs; the University will invest resources in preparing visually attractive content.
- **Design and launch of an Annual Report** highlighting the achievements of the School.
- **Branding and marketing of the Munk School Distinguished Lecture Series.**
- **Strengthening the policies controlling the use of the brand.** As the Munk Centre has grown in prestige and reputation, organizations not affiliated with the Munk Centre have sought to use its facilities. This has created some confusion around the brand. The University is unwilling to allow use of the brand without quality control, but notification of these programs without the use of the logo has occasionally created confusion. The University will work with a consultant to resolve these issues.
- **Targeted advertising campaign in selected global markets.** The School seeks to attract the highest quality students in a globally competitive marketplace. The University will work with a media consultant to design and place advertisements of the school in media such as the *Economist*, the education issue of *The New York Times*, the *Shanghai Daily Star*, the *Chronicle of Higher Education*, and other appropriate media outlets.

Schedule "G"
Blue-Ribbon Panel Review of the School

The University commissions regular reviews of academic units to ensure that the units are aligned with the University's objective - to achieve excellence at a level of national preeminence and international renown. The University regularly invites Blue-Ribbon Panels of external reviewers from leading institutions internationally to assess the performance of major units. Reviews are timed to precede a Director's end of term. For many faculties, departments, and programs at the University, those peer institutions are drawn from the first rank of public research universities. The School will join a select few other schools at the University which take as their peers not only the very best public comparators but also the very best private institutions-institutions with endowments and resources much larger than the University's.

In this latter respect, the University's goal is that the School will be recognized as one of the top schools of international studies in the world. The Blue-Ribbon Panel will be asked to assess the School in multiple dimensions. However, its overall charge will be to answer a simple question: Is the School among the top few schools worldwide, or is it a very good school in a large pack of contenders trailing the global leaders? *Pari passu*, the reviewers will address whether the School is achieving its goals, what is being done well, what is not being done well, and how the School and its programs compare to the best in the field among international peer institutions. The School will be assessed against international benchmarks and measures of success, such as:

Faculty

- The capacity of the School to attract internationally recognized scholars in partnership with departments. This calibre of scholar is critical to the success of the School, its reputation, and its international standing.
- The ability of the School to attract Distinguished Visitors to teach intensive courses.
- The calibre of the exchange and research collaborations between School faculty and international partners.
- The excellence of the Faculty, as measured by publications and citations, in comparison to the faculty at leading professional schools of international studies.

Student Recruitment

- The size and quality of the applicant pool to the new Collaborative PhD program in the Dynamics of Global Change.
- Success in recruitment for the new professional Masters in Global Affairs that will target mid-career professionals in the public service, the private sector, and the voluntary sector.

Impact

- The multi-disciplinarity of the doctoral program dissertation topics and committees.
- Placement of doctoral students in academic or policy positions.
- As the Masters in Global Affairs comes on stream, the impact of the education on the performance of mid-career students, and the placement of students in the private, public, and voluntary sectors in Canada and globally.
- The School's status as a hub for discussion of policy change.

Reviewers will be explicitly asked to compare the School to leading professional schools of international studies, using a broad set of metrics, and assess its position in the field. The University will provide a solid foundation of information and measures to facilitate this evaluation.