

2013 Pension Plan Annual Report



uOttawa

2013 PENSION PLAN ANNUAL REPORT

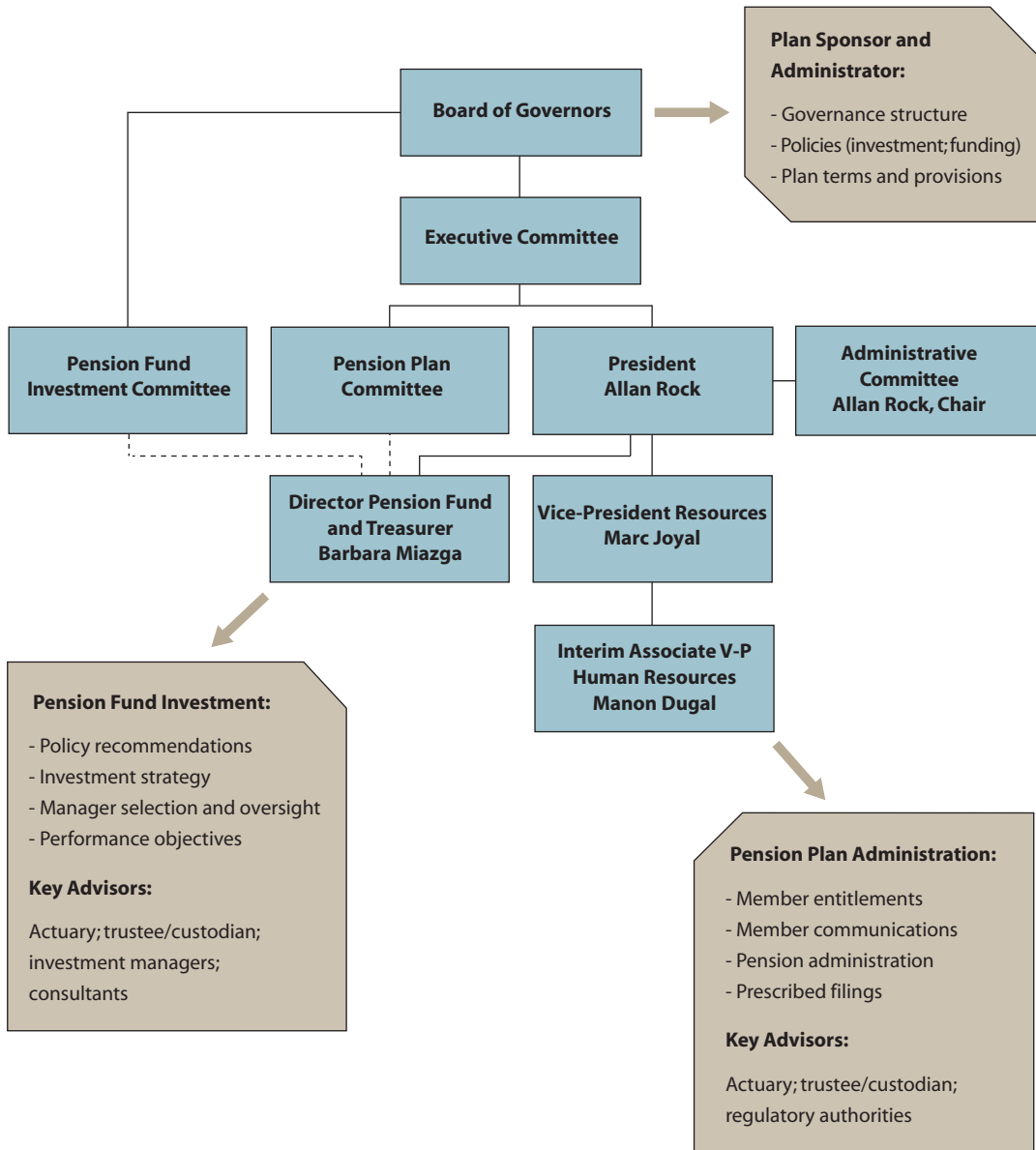
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Organizational Chart of Responsibilities and Reporting Relationships



Pension Plan Governance

The Board of Governors (the “Board”) is the administrator of the pension plan and is ultimately responsible for all aspects of the management and administration of the plan and its related assets. To provide oversight and management of the plan, the Board has established a Pension Governance Structure that delegates certain powers with respect to the administration of the plan to committees of the Board and authorized officers.

The Pension Fund Investment Committee (the “PFIC”) is an expert committee that oversees pension plan investments on behalf of the Board. Key oversight responsibilities include monitoring compliance with asset mix policy and investment manager guidelines, and achievement of performance objectives. The PFIC establishes strategic investment priorities, assesses investment and risk management initiatives, approves investment manager appointments and terminations, and makes recommendations to the Board on the Statement of Investment Policies and Procedures.

PFIC membership is comprised of external representatives, investment industry executives, members of the Board and senior management team, and academic staff. Details on the PFIC mandate and current committee membership are provided in the appendices.

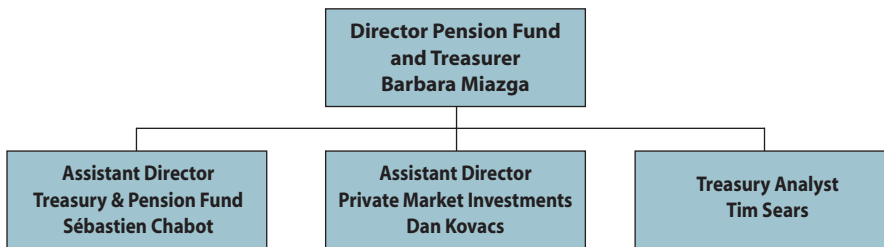
The Pension Plan Committee (the “PPC”) was established to oversee all aspects of pension plan administration on behalf of the Board. Key aspects of this role include monitoring compliance with investment and administrative policies, reviewing proposed plan modifications and making related recommendations, monitoring fees and expenses charged to the plan, and recommending an annual budget for fees and expenses. The PPC also monitors pension plan funding and recommends to the Board on the filing of the actuarial valuation.

The PPC is chaired by a member of the Board and membership is comprised of senior management representatives, academic staff, administrative staff, and retirees. Details on the PPC mandate and current committee membership are provided in the appendices.

Pension Plan Investment Management

The University employs professional investment staff led by the Director Pension Fund and Treasurer (the "Director"). The Director is the principal staff resource for the Board and committees and provides advice and recommendations to the PFIC on all investment matters. The Director is responsible for ensuring that pension plan assets are invested and managed in a manner that is consistent with meeting the University's obligations to pension plan members.

Organizational Chart



The investment staff is responsible for oversight of external investment managers, the custodian, and other external service providers. Manager oversight includes assessing qualitative and quantitative factors to evaluate the team of professionals, strategy execution, adherence to philosophy and style, performance versus objectives, compliance, and firm specific issues. The internal team implements strategy, is responsible for all aspects of operational management, liaises with industry contacts and service providers, and reports to the committees.

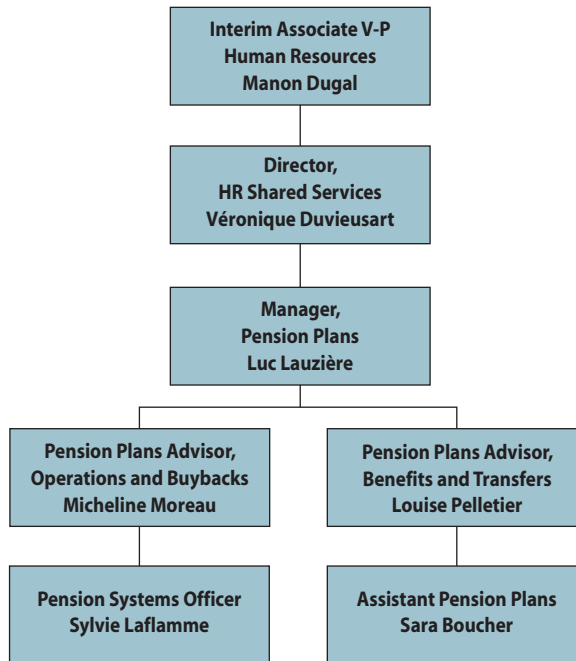
In 2013 the Board approved changes to the asset mix, on the recommendation of the PFIC, to lower the target allocation to equities and increase the target for real return assets (real estate, infrastructure and hedge funds). A lower equity component will lower the exposure of the pension plan to financial market volatility. Monitoring the external managers is ongoing and in 2013 the global equity manager line-up was changed with the addition of a new manager (Walter Scott & Partners Limited). A review of the fixed income manager structure was also undertaken with a view to develop mandate specifications for a new global fixed income strategy.

Implementation of infrastructure and real estate strategies is ongoing and although significant progress has been made the run-up of equity markets in 2013 made it difficult to keep pace. The real estate and infrastructure strategies take time to implement but they form an important part of the real return assets component of the asset mix, which are held for diversification, inflation protection, liability matching and stable cash yields.

Pension Benefit Administration

The Associate Vice-President Human Resources (the “Associate Vice-President”) oversees pension benefit administration. This includes ensuring compliance with the pension plan bylaws and regulatory filing requirements, management of pension and membership data, record maintenance, oversight of pension benefit payments, and plan member communications. The Associate Vice-President liaises with the pension plan actuary, external benefit service providers, and representatives of the various employee groups.

Organizational Chart



Pension benefit administration functions are carried out by the staff in the Human Resources Pension Sector. Key responsibilities include processing plan member entitlements, managing administrative requirements and submitting annual regulatory filings. The Pension Sector is also the central communication point for pension plan members, providing training and information sessions and advising employees regarding retirement options.

Key accomplishments and activities in 2013 include:

- Development of two electronic pension fact sheets due to new legislative rules
- Developed a new General Portability Administration Manual for transfer of pension service
- Finalized an administrative guide for dealing with benefits payable to minor and incompetent beneficiaries
- Monitoring and impact assessment of the multiple new pension regulations that are being set by the legislators

The above noted documents can be downloaded from the web site under the pension plan section (www.hr.uottawa.ca/).

Benefit Security

The University of Ottawa Retirement Pension Plan (1965) is a contributory defined benefit plan. A defined benefit plan means that retired, deferred retirements and active plan members are guaranteed retirement benefits by the employer. Ontario pension plans are supervised by the Financial Services Commission of Ontario ("FSCO") and retired plan members' benefits are fully protected under existing legislation. Defined benefit pension plans cannot be amended to reduce accrued pension benefits or indexation that is guaranteed under the plan provisions.

The employer is responsible for funding the pension plan and employer contributions must comply with pension legislation and actuarial standards. Further, pension plan assets must be held in a trust fund that is separate from the assets of the employer. Therefore the assets of the pension plan cannot be seized by an employer's creditors.

Pension Plan Information

For the University's pension plan, normal retirement age is 65, with options for both early retirement and deferred retirement. Retirement benefits are based on years of pensionable service and the best 60 months of salaries at retirement and are adjusted thereafter to reflect some or all of the increases in the Consumer Price Index (the "CPI").

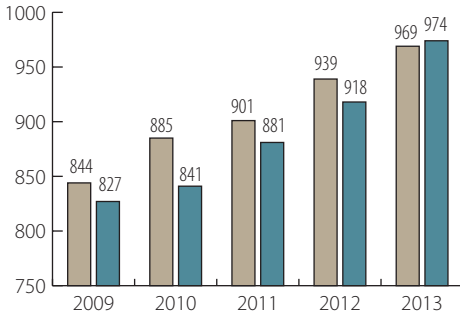
If an active plan member leaves the University, the plan member may elect to transfer the commuted value of the pension benefits already earned, or leave his or her earned benefits in the plan. Earned benefits left in the plan are called deferred pensions.

The pension plan benefits described above do not include benefits that may be provided to employees under the supplemental plan.

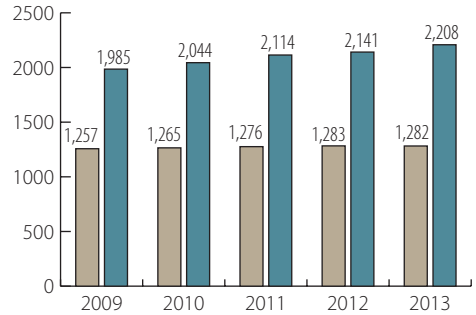
As at December 31, 2013:

■ Academic Staff ■ Administrative Staff

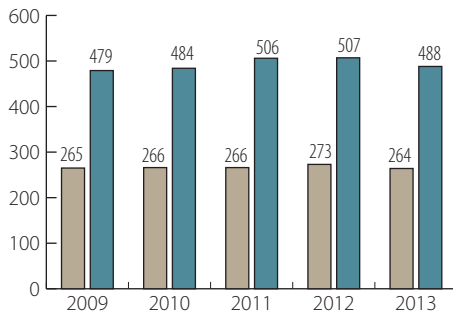
Retirees and Beneficiaries



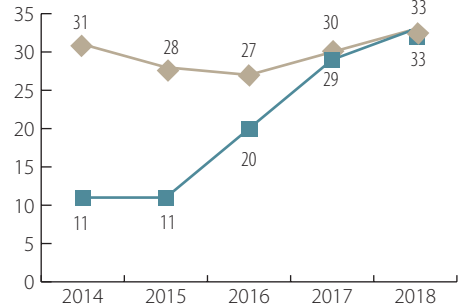
Active Members



Deferred Members



Normal Retirement Projections



Active employees contribute at the rate of 4.25% for salaries up to a value that is adjusted annually in proportion to the Integration Level (the yearly maximum pensionable earnings), as defined in the pension plan by-laws. For salaries above that amount, employees contribute 6.55% of salary.

The employer's contribution rate for 2013 is 14.82%; this rate was determined by the most recent actuarial valuation filed with regulatory authorities, which is the valuation effective January 1, 2013 (actuarial valuations must be filed at least once every three years). The employer's rate is the difference between the total current cost and the employees' contributions. This does not include the employer's deficit funding payments.

Actuarial Valuation

An actuarial valuation report must be filed with the regulators at least once every three years and the next required filing date for the pension plan is as at January 1, 2016. The University of Ottawa prepares an annual actuarial valuation to monitor the funding position of the pension plan and may file a valuation report earlier than required if it is advantageous to the University.

The most recent actuarial valuation filed with the Canada Revenue Agency (CRA) and FSCO was effective January 1, 2013 and filed in August 2013 showing a net deficit of \$110 million on a going concern basis and \$289 million on a solvency basis. These deficits are being funded by the University with special payments to the plan. In accordance with funding relief measures the existing deficit payment schedule is \$8.2 million for 2013 and \$11.9 million for 2014 to 2016.

The solvency basis excludes the value of future indexation, which is for funding purposes only and does not change the obligations of the pension plan in an actual wind-up situation. The hypothetical wind-up deficit as at January 1, 2013 is \$929 million.

General economic market conditions can be volatile from one year to the next and they changed substantially for the better from January 1, 2013 to January 1, 2014. Consequently the pension plan's funding position showed a significant improvement over this period and the University could lower its contributions to fund the pension plan for the next three years if a valuation report is filed early. The actuarial valuation as at January 1, 2014 will be tabled to the Board on June 23, 2014.

Funding Relief

The University applied for funding relief pursuant to the Ontario Regulation 178/11 Solvency Funding Relief for Certain Public Sector Pension Plans, which was approved by the Provincial government authorities in June of 2013. The January 1, 2013 valuation report was filed in accordance with the funding relief resulting in reduced deficit payments for the 2013 to 2016 calendar years as indicated above. Without the relief the University would have been legally obligated to fund the solvency deficit over a five-year period in the amount of \$62 million per annum.

Pension Reform

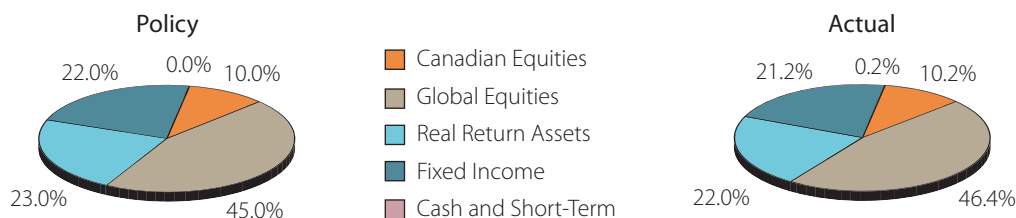
The University has negotiated, with most of its employees, an increase to the employees' share of the current service cost that takes effect on January 1, 2015 and January 1, 2016 at a blended rate of 0.8% on each date. Ratified changes cover a large majority of pension plan members and collective bargaining continues with the intent that the revised contribution formula will apply to all pension plan members. The revised contribution formula will be short of the provincial government's guidance on moving to 50/50 employer/employee cost sharing for public sector pension plans. However, it is expected that the savings achieved for the University through revised contribution sharing will meet the minimum target pursuant to the provincial funding relief.

As indicated under Benefit Security above, the benefits of retired members of the pension plan are fully protected under existing legislation. Therefore, changes to employer/employee cost sharing and future plan design changes will not impact retired members, who are not subject to reductions in their pension benefits.

Statement of Investment Policies and Procedures

The Statement of Investment Policies and Procedures (the “SIPP”) provides the objectives, guidelines, and procedures to manage the assets of the pension plan. Investment objectives and risk tolerance are reflected in the asset mix, strategic ranges for asset classes, and diversification policies.

Differences between policy and actual asset mix are expected due to market value fluctuations; the asset mix is in compliance with SIPP guidelines. Asset mix at December 31, 2013:



A portion of the foreign currency exposure is hedged. Hedging is intended to reduce risk by reducing the volatility from the pension plan’s holdings of foreign currency denominated investments through use of currency futures and forward contracts.

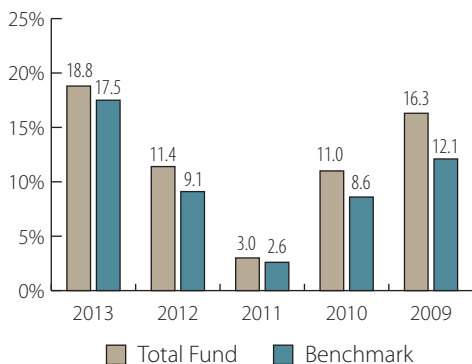
The real return asset component may include real return bonds, real estate, and infrastructure that are held for long term inflation protection, and hedge funds. Significant progress has been made to continue the build out of the real estate and infrastructure portfolios, which are key long-term strategies to meet the real return objective established in the SIPP.

Investment risk exposures largely arise from market risk that is comprised of price, currency and interest rate risks, credit risk and liquidity risk. Complete details of the investment risk exposures as at December 31, 2013 and steps taken to mitigate these risks are provided in the audited financial statements and accompanying notes.

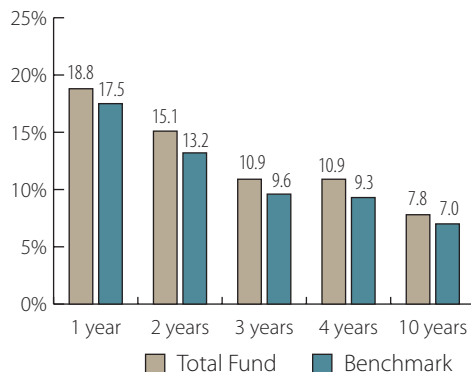
Investment Performance

Investment performance is evaluated against a benchmark that is comprised of a combination of market indices. Total fund return for periods ending December 31 compared to benchmark:

Annual



Annualized



Returns relative to the investment benchmark have been consistently strong over the past four consecutive years. Performance is well above the benchmark for 2013 calendar year and exceeds the benchmark on an annualized basis over four and 10-year periods. Performance is also well in excess of the SIPP value added objective of 0.50% after expenses paid from the fund. Expenses include investment management and administrative expenses, which are detailed in Appendix C.

SIPP performance objectives include a real return objective that is measured over 10 years. As at December 31, 2013 the real return objective has been met.

For Periods Ending December 31

	1 Year	4 Years	10 Years
Total Fund Return	18.8%	10.9%	7.8%
Benchmark Return	17.5%	9.3%	7.0%
Value Added	1.3%	1.6%	0.8%
Less: Expenses	0.6%	0.6%	0.5%
<i>Value Added After Expenses</i>	0.7%	1.0%	0.2%
<i>SIPP 4-year Objective</i>		0.50%	
<i>Objective Met?</i>		Yes	
Total Fund Return	18.8%	10.9%	7.8%
Less: Inflation (CPI)	1.2%	1.7%	1.7%
Real Return	17.6%	9.2%	6.0%
Less: Expenses	0.6%	0.6%	0.5%
<i>Real Return After Expenses</i>	16.9%	8.7%	5.5%
<i>SIPP 10-year Objective</i>			3.75%
<i>Objective Met?</i>			Yes

The PFIC establishes long-term investment strategies and evaluates results versus the performance objectives. Due to the long-term nature of the investment strategies, periods of extreme market volatility may result in a divergence between investment expectations and results.

Individual investment managers have performance objectives tailored according to the unique aspects of their investment mandate. Investment manager performance is monitored on an ongoing basis and appropriate actions are taken to address any shortfall in meeting performance objectives.

Market Value of Assets

RBC Investor Services Trust, the trustee/custodian, holds the pension plan assets in trust. As at December 31, 2013, the market value of assets held by the trustee/custodian was \$1,728 million (December 31, 2012 - \$1,462 million).

Ariel Pension Administration System

The Ariel pension administration system is an application that compiles member information and data on individual contributions and service. It also provides benefit calculations. Active members can access their personal data in this system through the web based retirement planning tool.

Effective Date

The information in this report is as of December 31, 2013, unless indicated otherwise.

APPENDIX A

Glossary of Terms

Active member: An eligible employee who has completed the necessary enrolment forms and is entitled to benefits or rights under the University of Ottawa Pension Plan (the “UOPP”).

Actuarial value: A figure used to calculate transfer-out/-in estimates or final transfer amounts. It’s based on factors like your pension plan provisions, projected mortality rates, inflation rates and market interest rates.

APUO: The Association of Professors of the University Of Ottawa.

Commutated value: Means the “converted” or “adjusted” value of a person’s pension benefits and other benefits under the UOPP, determined according to bases adopted by the administrator and in compliance with the *Pension Benefits Act*.

Credited service: Refers to the days, months and years that you contribute to the UOPP, including service you transferred from a previous employer or service you accumulated while receiving benefits from the University’s long-term disability plan.

Deferred member: A former University of Ottawa employee who has left his pension rights in the UOPP.

Defined-benefit pension plan (DB): In a DB pension plan, the pension benefit you receive at retirement is determined or “defined” by a formula that is usually based on your years of service and/or earnings. Different formulas can be used to calculate your benefit. The formula used in your plan should appear in the pension plan documents you receive when you are hired or become eligible to join the plan.

Indexation: A percentage increase in your pension benefits granted on January first each year to reflect changes in the Consumer Price Index applicable to Canada and as published by Statistics Canada. The increase for the UOPP is determined in accordance with paragraph 8.5.2. in the Plan Text.

Interest: An amount added to the value of your contributions to the UOPP. The rate of interest credited in each year from 1987 on, is at least equal to the rate prescribed under the *Pension Benefits Act*. Interest on contributions accrues from the end of the month following the month in which the contributions were made.

Locked-in: Refers to the portion of the available transfer amount that can be used solely for a retirement benefit, meaning it can never be commuted, surrendered, assigned or alienated (transferred) during the member’s lifetime.

Pension adjustment (PA): A formula established by the Canada Revenue Agency (CRA) and used to estimate the value of the benefits you accumulate under the UOPP each year. This value appears on your taxation slip and reduces your annual RRSP contribution limit.

Pensionable earnings: Means the compensation of the plan member recognized by the University, in respect of service rendered to the University, which the Board of Governors classifies as Pensionable Earnings for purposes of this Plan and which is in accordance with subsection 147.1(1) of the *Income Tax Act*.

Pensionable service: See subparagraph 7.2 of the UOPP Plan Text.

PIPSC: The Professional Institute of the Public Service of Canada for the Group of Information Technology Professionals of the University of Ottawa (ITPUO).

RRSP: Registered retirement saving plan

Service with a prior employer: Any period of pensionable service under a registered pension plan of a previous employer with whom the University does not have a reciprocity agreement.

SSUO-OSSTF: The Support Staff University of Ottawa (SSUO) of the Ontario Secondary School Teachers' Federation (OSSTF).

IUOE: The International Union of Operating Engineers representing this bargaining unit.

APPENDIX B

External Service Providers

Actuarial and Benefit Consulting Services

Mercer

Pension Administration System

Morneau Shepell

Trustee/Custodian and Securities Lending

RBC Investor Services Trust

External Auditor

KPMG

Investment Consulting

Pavilion Advisory Group

Towers Watson

Performance Measurement Services

BNY Mellon Asset Servicing

External Investment Managers and Advisors:

Jarislowsky Fraser Ltd.	Canadian Equities
Advisory Research Inc.	U.S. Small/mid Cap Equities
Mondrian Investment Partners	International Small Cap Equities
Tweedy, Browne Company	Global Equities
Axiom International Investors LLC	Global Equities
Walter Scott & Partners Limited	Global Equities
Letko, Brosseau & Associates Inc.	Canadian Fixed Income (Active)
Canso Investment Counsel Ltd.	Canadian Fixed Income (Active)
BlackRock Inc.	Canadian Fixed Income (Passive)
Cliffwater (Advisory)	Hedge Funds
University of Ottawa Internal	Real Estate and Infrastructure

APPENDIX C

Administration Fees

	Notes	2009	2010	2011	2012	2013
Investment Management		4,413,101	5,436,472	5,779,911	6,096,975	7,481,655
Custodian		220,515	268,588	306,780	301,405	348,754
Investment Consulting	1	124,674	146,105	93,907	203,257	119,765
External Audit		34,663	36,673	51,136	39,042	35,539
Actuarial Services	2	270,031	392,000	378,826	406,333	293,949
Pension Administration	3	219,514	184,592	159,136	177,288	207,029
Other Professional	4	54,312	109,938	66,304	149,233	111,342
Other Administration	5	499,346	686,005	811,363	945,335	1,064,086
TOTAL	6	\$5,836,156	\$7,260,373	\$7,647,363	\$8,318,868	\$9,662,118

Notes:

1. Investment consulting includes fees for fund evaluation, performance measurement services, and special projects such as manager searches. The year-over-year decrease for 2013 is due to lower external consulting fees paid for the real estate and infrastructure fund manager searches.
2. These expenses include actuarial valuations, consulting for special projects, as well as ongoing actuarial services. The year-over-year decrease is mainly related to an asset liability study that was completed in 2012 (typically done once every 3 to 5 years). Special projects for 2013 include the review of actuarial assumptions and administrative policy development.
3. Pension administration reflects external fees paid for the Ariel pension administration system; it includes costs related to producing employee benefit statements.
4. Other professional fees include legal fees and the costs incurred for 2013, as for prior years, are attributable to legal work required on documentation for real estate and infrastructure investments. These strategies are still in the portfolio building stage and the associated legal costs, largely one-time in nature, will remain high until implementation is complete.
5. Other administration includes internal charges from the University of Ottawa, governance costs (pension committee expenses), and amounts paid to the Pension Commission of Ontario. University of Ottawa internal charges are largely comprised of salaries and benefits for investment management and pension benefit administration staff.
6. Total administration fees for the year were within the approved budget. Many individual items are variable and in general, the differences between budget and actual for 2013 were due to activity level. Investment management fees are contractual and based on market value of assets so actual costs may vary significantly from year to year. The total cost increase of \$1.3 million over the prior year is due to higher investment management fees due to the increase in market value of assets.
7. Certain figures have been restated to reflect the rules with respect to accounting for the HST.

APPENDIX D

Mandate of Pension Plan Committee

Save and except the powers to appoint the members of the committee, modify the pension plan, and appoint the trustees and investment managers of the pension fund which are under the exclusive jurisdiction of the Board of Governors, the Pension Plan Committee has been delegated all of the powers necessary for the interpretation of the pension plan and the administration of the pension fund.

In accordance with and without limiting the above, the Pension Plan Committee shall:

1. Monitor the administration of the pension fund so as to ensure compliance with the terms of the Plan bylaws, the pension fund expense policy and the Statement of Investment Policies and Procedures. In order to fulfill this function, the PPC shall receive all relevant information including a copy of the Plan documents, the Annual Information Return and the related Statement of Investment Policies and Procedures, the reports of the Director, Pension Fund in respect of fees and expenses charged to the fund and the relevant parts of the minutes of the meetings of the PFIC.
2. Monitor any proposed plan benefit modifications and advise the Board or one of its committees with respect to these modifications and on any other matters on which the PPC has been asked by the Board or one of its committees to advise.
3. Monitor member communications so as to ensure an appropriate dissemination of Plan matters to the Plan members through the Director, Human Resources, as required.
4. Monitor the funding of the Plan, at least annually, and comment as appropriate. In order to fulfill this function, the PPC will receive the Plan's audited financial statements and the actuarial reports. The PPC will also receive the reports of the Pension Fund Investment Committee to the Board of Governors.
5. Monitor compliance with legislation through receipt of copies of legislated reports/filings and of annual compliance reports from each of the Director, Pension Fund and the Director, Human Resources.
6. Interpret, when required, any matters relating to the Plan bylaws, the methods to be employed for the calculation of benefits and the determination of a right to a benefit.
7. Review and recommend on the actuarial valuation in a timely manner.
8. Review and recommend on policies relating to the administration of the pension fund, including the pension fund expense policy.
9. Review and recommend on the proposed annual budget of fees and expenses to be charged to the pension fund prepared by the Director, Pension Fund. The budget shall include an allowance for external assistance for the PPC as is necessary for the exercise of its mandate.

10. Request, through the Chair of the PPC, external assistance when necessary for the PPC to exercise its mandate, subject to the approved annual budget, and subject to the pension fund expense policy for unbudgeted amounts.

With respect to the SIPP, the PPC will review and comment on the SIPP prior to any recommendation by the PFIC to the Board. If there are differences between the PPC and the PFIC after the PFIC has provided a response to the PPC on its comments and recommendations, a meeting between the PPC and the Chair of the PFIC will take place if requested. On those parts of the SIPP where there is still a disagreement following such a meeting, the PPC will make its own recommendation to the Board of Governors.

The PPC shall report to the Board at least annually or more often as requested, on relevant pension issues within its mandate.

Source: Pension Governance Structure (November 2002)

Pension Plan Committee Membership

(As at May 8, 2014)

Representatives of the Board of Governors

Suzanne Morris, Chair	Vice-President and Chief Financial Officer, CBC/Radio Canada
Denis Cossette, Vice Chair	Associate Vice-President, Financial Resources
Micheline Dubé	Assistant Director, Payroll Services

Associate Vice-President, Human Resources

Manon Dugal	Interim Associate Vice-President, Human Resources
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APUO Representatives

Richard Blute	Vice-Dean, Graduate Program Committee, Strategic Evaluation of the Faculty of Science
Jacob Krich	Assistant Professor, Department of Physics - Science
Michel Desjardins	Administrative Director, APUO
Kevin Brand	Associate Professor, Telfer School of Management

Representative of Retired Support Staff

Claude Dufresne	Retiree
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OSSTF Representatives

Eric Cazeault	CO-OP Program Coordinator, Co-Operative Education Programs
Jonathan Degan	Library and Audiovisual Support Specialist, Library
Chantal Béland	Manager, Finance and Human Resources, Faculty of Engineering

PIPSC Representative

Paul Massue-Monat	Associate Systems Manager, Computing and Communications Services
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Representative of Retired Professors

Viateur Bergeron	Retiree
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IUOE Representative

André Romain	Electrician, Physical Resources Service
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Ex-Officio

Allan Rock	President and Vice-Chancellor
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Secretary of Committee

Danielle Grenier	Assistant Director of the University Secretariat, Office of the Vice-President, Governance
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APPENDIX E

Mandate of Pension Fund Investment Committee

The Pension Fund Investment Committee will, after giving proper consideration to the comments and recommendations of the PPC, recommend to the Board of Governors the approval of the Plan's related SIPP. This includes establishing the return on investment objective and risk tolerance including the asset mix policy and strategic ranges for class assets.

Within the parameters of the approved SIPP, the PFIC will be given the exclusive power to:

1. Approve criteria for investment manager selection and performance.
2. Monitor investment manager performance and compliance with SIPP and applicable legislation.
3. Approve the adoption of any investment manager mandates related to the Plan.
4. Approve the adoption of any securities lending agreements related to the Plan.
5. Approve the appointment, removal or retention of the investment managers.

The PFIC shall report to the Board of Governors at least semi-annually or more often as requested, on relevant pension issues within its mandate.

(Textual excerpt from the *Pension Governance Structure, November 2002*, approved by the Board of Governors of the University of Ottawa, and revised on May 28, 2012)

Pension Fund Investment Committee Membership

(As at May 8, 2014)

Chair, External Member*

Gordon Thiessen, Chair Former Governor of the Bank of Canada

Member of the Board of Governors

Sheila Frame Vice-President, Specialty Business, Bristol-Myers Squibb Canada

External Members*

Stephen A. Cotsman Former Managing Director/CEO, CBC Pension Plan
Andrew Smith Corporate Director and Former Investment Consultant

Ex-Officio

Marc Joyal Vice-President, Resources

APUO Representatives

William F. Rentz Professor, School of Management, University of Ottawa
Tyler Chamberlin Assistant Professor, Telfer School of Management, University of Ottawa

Member of the Plan

Lucie H. Mercier-Gauthier Associate Vice-President, Student Services

Secretary of Committee

Danielle Grenier Assistant Director of the University Secretariat, Office of the
Vice-President, Governance

* An external member is a person who is neither employed by the University of Ottawa, nor a member of the Board of Governors, nor a member of the Plan.

APPENDIX F

Contacts and Additional Information

Pension Fund Investment Contacts

Barbara Miazga	Treasurer/Director Pension Fund	613-562-5953
Sébastien Chabot	Assistant Director, Pension Fund and Treasury	613-562-5800 extension 8756
Dan Kovacs	Assistant Director, Private Market Investments	613-562-5800 extension 7122
Tim Sears	Treasury Analyst	613-562-5800 extension 2842

Pension Plan Administration Contacts

Luc Lauzière	Manager, Pension Plans	613-562-5800 extension 1539
Micheline Moreau	Pension Plans Advisor, Operations and Buybacks	613-562-5800 extension 1206
Louise Pelletier	Pension Plans Advisor, Benefits and Transfers	613-562-5800 extension 1747

Address:

550 Cumberland, Room 019
Ottawa, ON K1N 6N5

Fax: 613-562-5296

E-mail: pension@uottawa.ca

Web site and Pension Plan Web Planner: www.hr.uottawa.ca

Additional Information

Additional information on the pension plan and the link to the web based retirement planning tool can be found on the Human Resources website (www.hr.uottawa.ca) or through the Pension Sector of the Human Resources (phone: 613-562-5375 or e-mail: pension@uottawa.ca).

The website provides an important communications tool for active employees and retired pension plan members. The index on the home page directs active staff members (with a special sub-section for employees nearing retirement) and retired members to the forms and information that matter most to them. Visit the web site for Plan Information, Forms and Guides, Activities, Planning, Publications, Plan Management, Contacts and Contribution/Pension Benefit Simulators.

