

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

APRIL 24, 2014

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: Mr. C. Shah, Chair
Ms. I. Birrell, Secretary

Mr. J. Adams
Dr. S. Armstrong
Dr. C. Beynon
Mr. J. Bitove
Dr. J. Capone
Dr. A. Chakma
Ms. K. Cole
Dr. R. Darnell
Dr. J. Deakin
Mr. M. Dietrich

Mr. J. English
Ms. L. Gainey
Ms. S. Grindrod
Mr. H. Hassan
Mr. J. Knowles
Ms. G. Kulczycki
Mr. D. Lemieux
Mr. A. Syed
Mr. M. Wilson

By Invitation: R. Chelladurai, J. Carson, L. Logan, A. Weedon

BG.14-21 **REPORT OF THE PRESIDENT**

The President's Report distributed with the agenda included the following topics: new support for university research in the Federal budget, Strategic Mandate Agreements update, leadership update, and the President's activities since the January 30, 2014 Board meeting. In addition, members were updated on recent government funding announcements in support of student entrepreneurship activities and the status of the Strategic Mandate Agreements given the Provincial election call.

BG.14-22 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by J. Knowles, seconded by L. Gainey,

That the 21 items listed in Appendix I, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.14-23 **Minutes of the Previous Meeting**

The open session minutes of the meeting of January 30, 2014, were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [APPENDIX II]

BG.14-24 **2014-15 University Operating & Capital Budget**

It was moved by M. Wilson, seconded by M. Dietrich,

That the Board of Governors approve the 2014-15 University Operating and Capital Budgets, and the proposed Program Specific Fees and Other Supplemental Fees for 2014-15.

J. Deakin provided an overview of the proposed operating and capital budgets. Overhead slides used to highlight her presentation are attached as [Appendix 1](#).

In the ensuing discussion, the following matters were raised:

- A member acknowledged the presence of representatives of the Society of Graduate Students as observers at the meeting and their interest in voicing concerns about graduate students' financial difficulties. While he was in favour of the budget as presented, he urged the administration and the graduate students to work collaboratively to find solutions to the concerns being raised.
- It was noted that there had been comment made at Senate about discrepancies between the numbers in the operating budget and the annual financial statements. L. Logan explained that the two documents are prepared on different accounting bases. The financial statements include all sources of income including endowments, research revenue, etc., are prepared on an accrual basis and are backward looking reflecting actual revenue and expenditures. The operating budget is prepared on a cash basis, and is forward looking. J. Deakin added that the budget reflects funds received from government and tuition upon which the university depends to pay for key expenditures. It is a "dollars in/dollars out" document to deliver the university's education programs.
- In answer to a comment that \$2 million for e-learning seemed a very small amount given the size of the overall budget, J. Deakin noted that while the government is pressing for system-wide e-learning solutions, e-learning is expensive to do well. The budget is dealing with only one year and it is important to match demand with expertise; on a 12-month basis we would not be able to effectively deploy more than is being allocated.
- A member asked for an explanation of the Academic Priorities Fund. J. Deakin explained that each Faculty, in the preparation of its budget makes requests for support from the fund in an ordinal ranking for things like incremental faculty appointments related to the Faculty's strategic plan. The Provost's Office can then deploy additional resources in those areas.

The question was called and CARRIED

BG.14-25 **Student Fee-Funded Units, Ancillaries and Academic Support Units**

It was moved by M. Wilson, seconded by A. Syed,

That the Board of Governors approve the 2014-15 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units summarized in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies".

CARRIED

BG.14-26 **Student Organization Fee Proposals for 2014 - 2015**

It was moved by M. Wilson, seconded by D. Lemieux,

That the organization fees for the University Students' Council for 2014-15 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the 2014-15 organization fees for the Society of Graduate Students shown in table 2 (full-time graduate students – three terms) and Table 3 (part-time graduate students), be approved with the proviso that the fee proposals in 2015 include a long-term, sustainable, balanced budget plan.

That the organization fee for the Honors Business Administration Association for 2014-15 shown in Table 2, note (c) be approved, as requested by the HBAA.

That the organization fee for the Master of Business Administration Association for 2014-15 shown in Table 2, note (b) be approved, as requested by the MBAA.

[Note: The Tables referenced in the motion above are in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (Appendix II, Annex 3).]

In response to a question, G. Kulczycki explained that the proviso in the recommendation for the SOGS fee related to a decision by the organization to expand their travel bursary program despite being in a budgetary deficit position. M. Wilson added that SOGS was funding the increases to the program using one-time money and the Property & Finance Committee had concerns about sustainability.

The question was called and CARRIED.

BG.14-27 **Annual Report and Recommendations of the Student Services Committee**

It was moved by M. Wilson, seconded by L. Gainey,

That the ancillary fees collected by the University be those detailed in Appendix II, Annex 4, as recommended by the Student Services Committee.

CARRIED

BG.14-28 **Amendment to Special Resolution No. 4 – Investments**

It was moved by M. Wilson, seconded by J. Knowles,

That Special Resolution No. 4 – Investments be revised, effective April 24, 2014, by the addition of the following new paragraph:

In the case of donated securities, where donors transfer securities to an approved brokerage account in the name of The University of Western Ontario in accordance with Gift Acceptance Policy (2.1) and Gift Valuation Policy (2.28), any one of the following will have authority to issue sell instructions related to those donated securities held in the approved brokerage accounts.

Financial Officer, Finance & Budget (External)
Finance & Budget Analyst (External)
Executive Director, Advancement

CARRIED

BG.14-29 **Information Items Reported by the Property & Finance Committee**

The Report of the Property & Finance Committee, detailed in Appendix II, contained the following items that were received for information by unanimous consent.

- ING Direct Chair in Finance – Name Change to Tangerine Chair in Finance
- Leenders Purchasing Management Association Chair – Name Change to Leenders Supply Chain Management Association Chair
- Dr. Robert Zhong Chair in Translational Transplant Research
- Investment Committee Membership
- Quarterly Financial Report (Operating Budgets)
- Investment Committee Report
- Standard and Poors – Credit Rating
- Revenues, Expenditures & Tuition by Faculty
- Annual Report on Trademark Licensees Doing Business with the University Bookstore
- New and Revised Scholarships and Awards

REPORT OF THE AUDIT COMMITTEE [APPENDIX III]

BG.14-30 **Information Item Reported by the Audit Committee**

The Report of the Audit Committee, detailed in Appendix III, contained the following item that was received for information by unanimous consent:

- 2013 Annual Report – Campus Community Police Service

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE [APPENDIX IV]

BG.14-31 **Information Items reported by the Fund Raising and Donor Relations Committee**

The Report of the Fund Raising and Donor Relations Committee, detailed in Appendix IV, contained the following items that were received for information by unanimous consent:

- Western Fund Allocation
- Quarterly Report on Fundraising

REPORT OF THE SENIOR OPERATIONS COMMITTEE [APPENDIX V]

BG.14-32 **Conflict of Interest Declaration Changes**

C. Shah reported that, currently, Board members are asked to complete a conflict of interest form (detailed in Appendix V, Annex 1) when they first join the Board and only asked to file a new form if anything changes during the course of their membership. Best practice in governance accountability has been evolving and many institutions, including most Ontario universities, are now asking their members to complete a form annually. The conflict of interest policy guidelines issued by the Association of Governing Boards recommends that members be asked at least annually to identify any potential, ongoing conflicts of interest. This practice will be adopted and a question with respect to identification of potential conflicts of interest will be added to each Board agenda.

ITEMS REFERRED BY SENATE [APPENDIX VI]

BG.14-33

Report of the Vice-President (Research)

Dr. Capone, Vice-President (Research), provided an overview of his Annual Report distributed with the agenda (Appendix VI, Annex 1). Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

Discussion included the following issues/questions:

- With respect to progress on the endowed chairs program, Dr. Capone noted that this was a long-term goal and somewhat dependent on opportunities coming available. He was in discussion with a number of organizations and individuals with ideas, such as medical convergence initiatives, that it is hoped will resonate with potential donors. Dr. Deakin added that 14 are complete and additional money has been put into the matching fund to support more. A number of proposals with respect to that fund are well advanced and others have been identified as “eligible.” The endowed chairs program is an important part of the fundraising campaign, the university’s long-term research strategy, and the capacity-building strategy around faculty.
- In answer to a question about income from clinical trials, Dr. Capone noted that clinical trial money was really a flow-through and did not help build institutional capacity.
- With respect to rankings, Dr. Capone acknowledged that there was a long way to go to reach the aspirational targets that had been set. His report was, in a sense, a reality check. Reaching 5th place in Canada would require a cultural shift within the institution to bring all faculties on board – something that will take a lot of mobilization in a complex and diverse institution such as Western

BG.14-34

Information Items Referred by Senate

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- 2014-15 University Operating and Capital Budgets
- Amendments to Appointment Procedures for Senior Academic and Administrative Officers of the University*
- Vice-Provost’s Report on Faculty Recruitment and Retention
- Report of the Academic Colleague
- Honorary Degree Recipients – Spring 2014
- Teaching Award Recipients – 2013-14
- Indigenous Postsecondary Education Council (IPEC) Terms of Reference

**[Secretary’s Note: Board approval of amendments to the Appointment Procedures was received via an e-mail vote prior to this meeting of the Board.]*

QUESTIONS FROM MEMBERS

BG.14-35

Graduate Student Support and Enrolment

A member noted her strong empathy with the position presented by the graduate students who had conducted their silent protest before and during the meeting. She was concerned that the Board was insulated from the realities faced by many graduate students in programs that took longer than four years to complete. The Board talked about increasing research excellence which necessitated enhanced graduate enrolment but did not talk about giving those students a living wage. In her

view, financially-based, humane issues were appropriate for the Board to talk about.

The President remarked that Western directs more operating dollars to graduate student support than any other Canadian university. He agreed that in an ideal world it would be highly desirable to do more. However, relying on the central university is a model that no longer works. Funding for scholarships is a central pillar of the fundraising campaign and that will help, but changes need to be made to the way in which graduate students are funded. McGill University, which is very graduate studies intensive, spends half the money that Western spends on support because more of their students arrive with significant scholarship support and because the institution receives more research funding, which has a direct impact on the ability to support graduate students.

BG.14.36

Falling Enrolment in Arts & Humanities

A member noted that the Faculty of Arts & Humanities is the only faculty with two departments in the QS100 rankings, yet the Faculty's enrolment is falling. He asked whether there were any initiatives underway to counter this. Dr. Deakin remarked parenthetically that, in fact, Social Science also has two departments (Economics and Psychology) in the same ranking. She pointed out that the enrolment situation in Arts & Humanities at Western is not unique; it is a North American trajectory. The establishment of the School for Advanced Studies in the Arts & Humanities is one initiative that has been undertaken. She stressed, however, that the overall situation requires support from academic colleagues in articulating the value of arts and humanities programs, the skills students receive from completion of those degrees and how those skills will serve them in future careers. There is also need to identify new courses or programs that will spark interest and embrace new pedagogies that will attract top students.

The meeting adjourned to the *confidential* session.

C. Shah
Chair

I. Birrell
Secretary

2014-15 Operating and Capital Budgets

Board of Governors Meeting
 April 24, 2014



External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in “Small Chunks”**
 - Policy Levers, International Student related recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases Constrained at 3%** (overall cap)
 - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
 - Program Tuition Threshold Changes
 - Other Tuition/Fee Related Changes
 - Billing Timelines, Deposits, Deferral Fees



Estimated Impact of the “Cuts in Small Chunks” (\$M) (Constituent University Only)

	Base Reduction: 2016-17 over 2011-12
Policy Levers	4.4
International Student Related Recoveries	2.3
B.Ed. Program Funding Reduction	1.8
Reductions to Student Aid Programs	3.9
Total	12.4



Estimated Impact of Other Tuition-related Proposals (\$M) (Constituent University Only)

	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
Total	2.2

Total Revenue Reduction \$14.6M

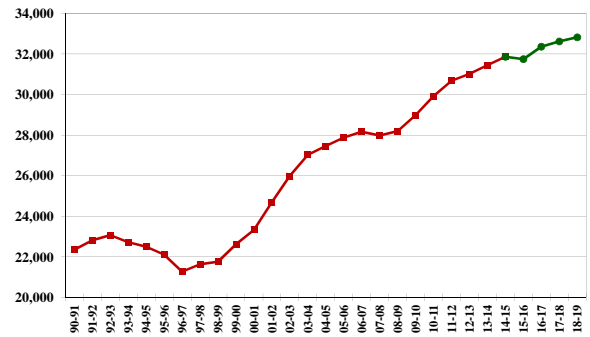


Western's Planning Parameters

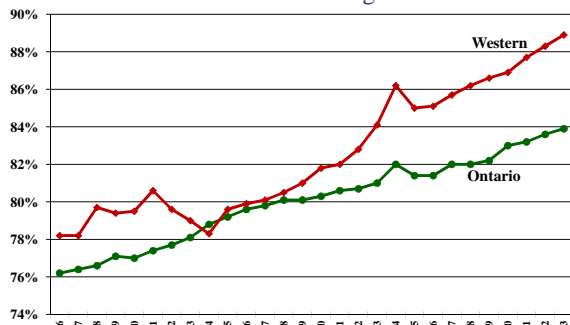
- Moving to Final Year of Four-Year Plan in 2014-15
- Enrolments
 - Undergraduate: First-Year Class of 4925 (575 Int'l)
 - Graduate: as per Faculty Plans
- Recommendations Guided by New Strategic Plan
- Tuition Rates
 - Domestic Rates at Max of 3% Overall
 - Undergrad Int'l: still moving towards Ontario-U15 levels



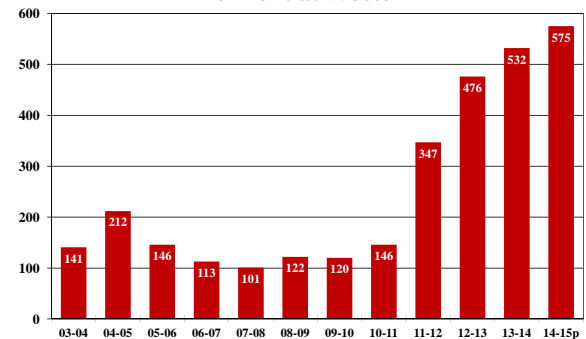
Western: Total Constituent FTE Enrolment (Full-Time plus Part-time FTEs)



Average Entering Grade of Full-Time First-Year Students from Ontario High Schools



Full-Time Year 1 Undergraduate International Enrolment at Western



Our Priorities and New Initiatives

Ongoing Priorities – Identified in Last Three Budgets

- Enhancing our Research/Scholarship Profile
- Graduate Expansion

New Priorities in this Budget

- Student Innovation and Entrepreneurship Initiatives
- Student Collaborative and Study Spaces
- E-Learning
- Strategic IT Initiatives
- Modernization of University College
- CFI Matching Funds
- Fundraising – Endowed Chairs Matching Program

Summary of the Operating Budget

Summary of the 2014-15 Operating Budget (Table 2)

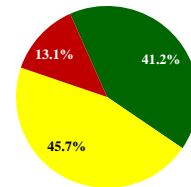
- Revenue Forecast = \$ 679.2M
– Increase of 3.1%
- Expenditure Plan = \$ 689.2M
– Increase of 3.9%
- Projected In-Year Deficit = \$ 10.1M
– Due to \$38M One-Time Allocation for Priority Initiatives
- Projected Operating Reserve = \$ 32.1M

Operating Revenues

2014-15 Operating Revenues (Table 3)

- Government Grants are Lower by \$5.0M
– Net of Reductions and Targetted Increases
- Tuition Revenues Increase by \$22.2M
– Due to Rate Increases and Enrolment Growth, including additional International Students
- All Other Revenues Increase by \$3.2M – over a number of Revenue Lines

Projected 2014-15 Operating Revenues (Total = \$679.2M)



■ Govt Grants ■ Tuition ■ All Other

Operating Expenditures

Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- Overall Base Increase of \$7.8M – to \$441.7M
- Faculties also receive \$8.2M in One-Time Funding – as shown in Table 8

**Scholarships and Bursaries
(Table 5)**

- Total of \$29M in 2014-15
- Major Changes
 - Tuition Re-Investment increases by \$490K
 - Privately-Funded Awards Increase by \$100K
 - Govt’s “Aim for the Top” Declines by \$600K
- Faculties now responsible for Graduate Support
 - \$54M Projected for 2014-15



**Recommendations for Support Units
(Table 6)**

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
 - Including Teaching Fellows Program
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- Additional Support for our Fundraising Campaign
- Overall Increase of \$140K – to \$87.9M
- Support Units also receive \$4.3M in One-Time Funding (shown in Table 8)



University-wide Expenditures (Table 7)

- Total of over \$65M
- Major items:
 - Utilities (\$18.2M)
 - Library Acquisitions (\$13.9M)
 - MMI Transfer (\$13.3M)
 - IT Infrastructure (\$8.3M)

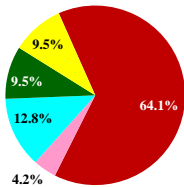


One-Time Allocations (Table 8)

- Total of nearly \$52M
- Major Priority Items
 - Endowed Chairs Matching (\$12M)
 - Strategic IT Initiatives (\$10M)
 - Student Collaborative and Study Spaces (\$8M)
 - CFI Matching Funds (\$3M)
 - E-Learning Initiatives (\$2M)
 - Modernization of University College (\$2M)
 - Student Innovation and Entrepreneurship Initiatives (\$1M)



2014-15 Operating Expenditures (Total = \$689.2M)



■ Faculties ■ Schol/Burs ■ Support Units ■ University-Wide Exp ■ All Other

The Capital Budget

Overview of the 2014-15 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Upcoming Major Projects
 - New Academic Building to House FIMS and Nursing
 - Delaware Hall Residence Renovations
 - Modernization of University College
 - Interdisciplinary Research Building
 - Secondary IT Data Centre at the AMP
 - University-wide Infrastructure Projects
 - Parking-related Projects

Overview of the 2014-15 Capital Budget

- Total Spending of \$103.6M (Table 15)
 - \$30.4M for New Construction (Table 18)
 - \$5.2M for Major Renovations (Table 18)
 - \$68.0M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing Renovations



Western's New Strategic Plan

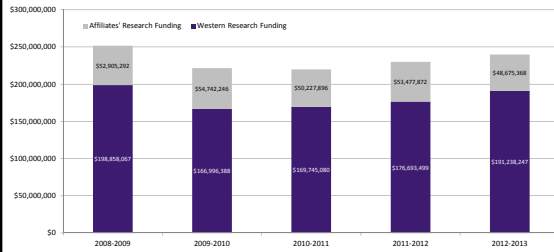
Achieving Excellence on the World Stage

- Invest selectively in interdisciplinary areas of strength
- Increase focus on research inputs
- Increase focus on research outcomes
- Increase national share of Federal Tri-Council funding
- Increase number of faculty members who have won national/international awards
- Recruit and retain senior faculty
- Address societal needs for Highly Qualified Personnel
- Partner with other institutions and communities
- Celebrate our colleagues' successes
- Bring the world to Western

Western Research

Total Research Funding

- 2012-13: **\$239,913,615**, up 4.2% over last year
 - Western: **\$191,238,247** (up 9%); Affiliates: **\$48,675,368**
 - Goal: 300M by 2017 = 6% yearly increase



Western Research

National Funding Rank

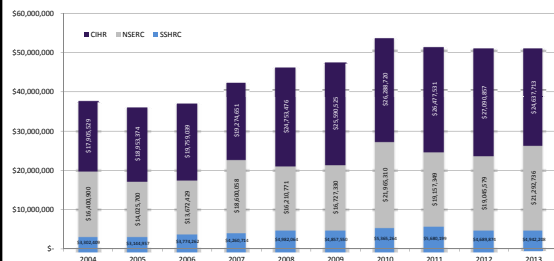
- 10th, four of the past five years
 - Goal: 2nd provincially (6th nationally); requires 35% increase

	2008	2009	2010	2011	2012
Toronto	1	1	1	1	1 (\$1,038,390,000)
UBC	3	2	2	2	2 (\$585,154,000)
Montreal	4	4	3	4	3 (\$526,213,000)
Ac-coll	<	<	<	<	4 (\$481,629,000)
Alberta	2	3	4	3	5 (\$452,156,000)
McMaster	6	6	6	6	6 (\$325,156,000)
Laval	7	7	7	7	7 (\$302,783,000)
Ottawa	8	10	9	9	8 (\$302,341,000)
Calgary	9	8	8	8	9 (\$282,771,000)
Western	10	9	10	10	10 (\$241,091,000)
Queen's	12	11	11	13	12 (\$168,025,000)
Saskatchewan	11	13	12	11	13 (\$166,677,000)
Manitoba	13	12	13	12	15 (\$159,763,000)
Bathhouse	16	16	16	17	16 (\$140,099,000)
Waterloo	15	14	15	15	17 (\$137,006,000)

Western Research

Tri-Council Funding

- Total Tri-Council Funding, 2012-13: **\$50,872,657**
 - Up 0.9% over 2011-12, 35.3% over 10 years



Western Research

Tri-Council Funding & %Share

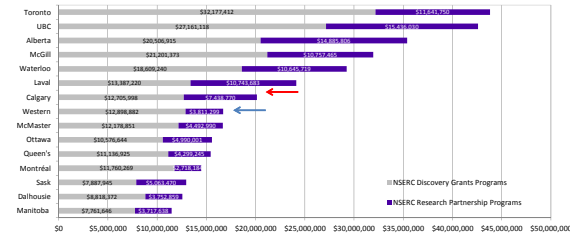
- Goal: 4.5% of national share
 - 0.5% increase in national share = 10 additional CRCs and \$1.5M in FFICR funding

	2011	2012	2013
CIHR	26.5 (3.7)	27 (3.9)	24.7 (3.6)
NSERC	19.2 (2.8)	19.1 (2.7)	21.3 (2.8)
SSHRC	5.7 (3.5)	4.7 (3.3)	4.9 (3.4)
Total	51.4 (3.35)	50.8 (3.3)	50.9 (3.25)
FFICR	9.3M	9.1M	9.0M
CRC	66	66	66

Western Research

U15 NSERC Awards

- 2012-13 research-based NSERC awards: **\$16,710,181**
 - Discovery: \$12,898,882; Partnership: \$3,811,299
 - Goal: 3rd in Ontario, 7th nationally



Western Research

ON-U6 NSERC Funding, '09-13

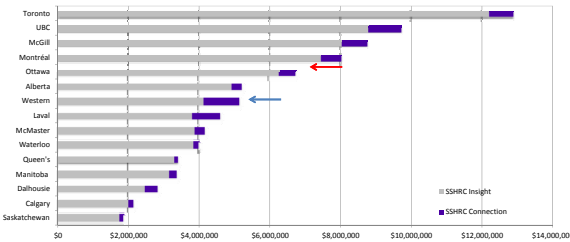
	Total Funding	Average Award (per year)
Toronto	329,918,626	42,002
Waterloo	208,413,439	41,525
Queen's	140,790,542	54,401
McMaster	132,251,875	45,541
Ottawa	114,972,976	42,269
Western	107,498,562	34,192

US average award = 45K; this is ~30% higher than Western's average award.

Western Research

SSHRC Awards

- Research-based SSHRC awards 2012-13: \$4,942,208
 - Insight: \$4,153,382 – 7th in U15
 - Connection: \$1,021,178 – 1st in U15
 - Goal: 2nd in Ontario/ 5th nationally; 35% increase in funding



Western Research

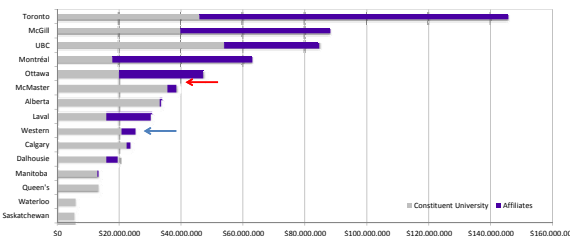
ON-U6 SSHRC Insight 2012

	Total Awarded	Success Rate	Total Applications	Average Award (total)
McMaster	943,000	7.8	51	235,000
Ottawa	3,400,000	23.7	76	189,000
Queen's	2,200,000	24.6	61	147,000
Toronto	9,900,000	29.4	214	157,000
Waterloo	1,900,000	14.8	61	211,000
Western	1,900,000	20.3	73	146,000
		20.1		180,000
York	4,800,000	27.7	94	184,000
Ryerson	1,900,000	25	32	237,000
		21.6		188,000

Western Research

CIHR Awards

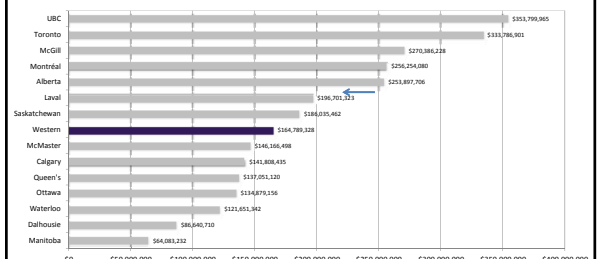
- Research-based CIHR awards 2012-13: **\$25,235,139**
 - Western: \$20,782,224 (7th), Affiliates: \$4,452,915 (7th)
 - Goal: 2nd in Ontario/4th nationally; 65% increase in funding



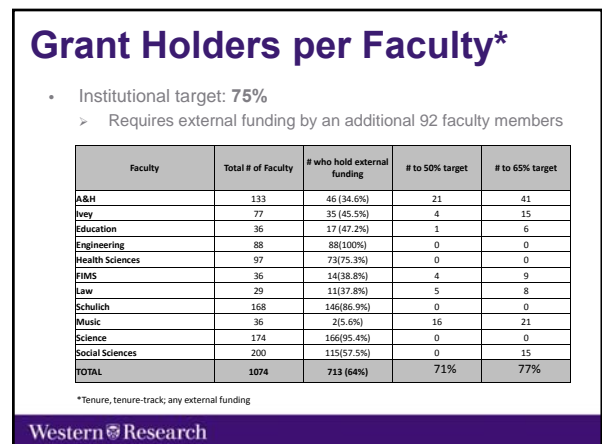
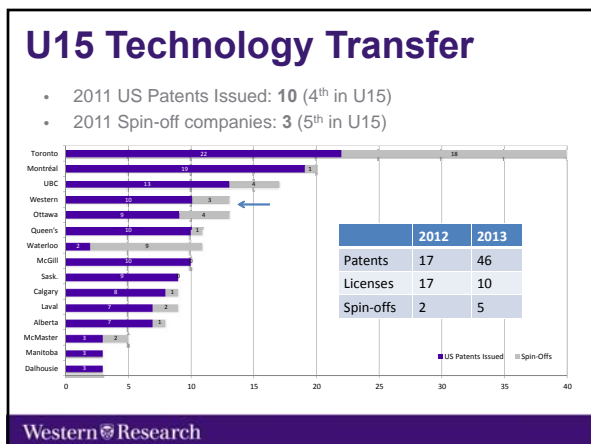
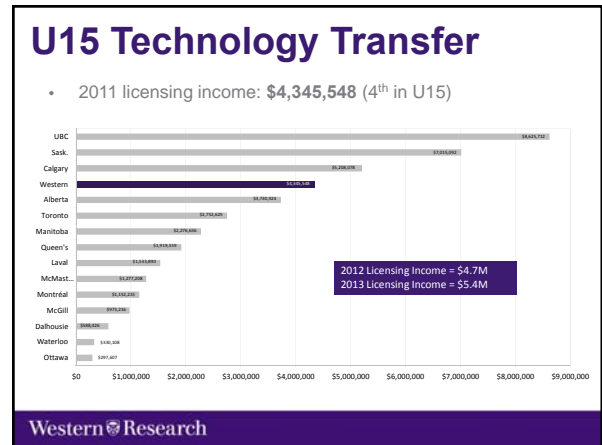
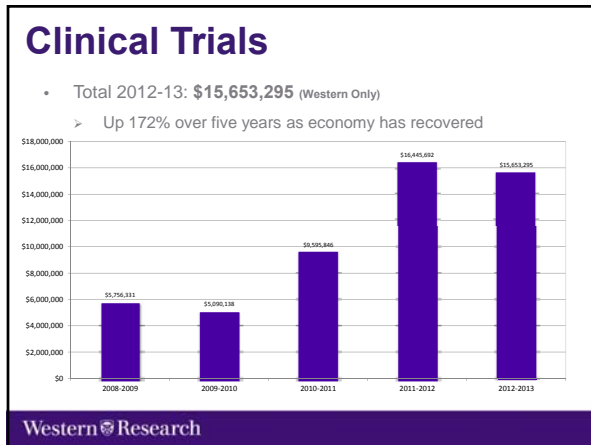
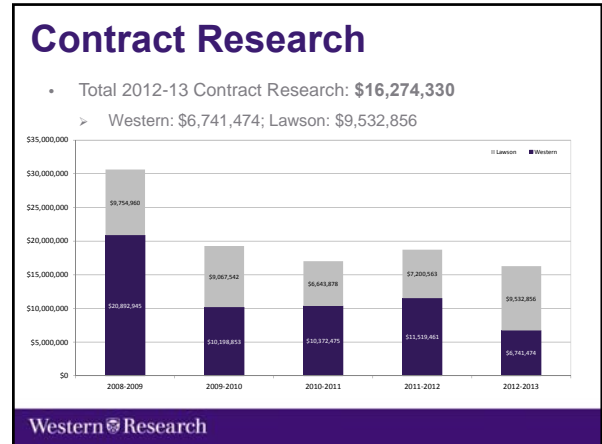
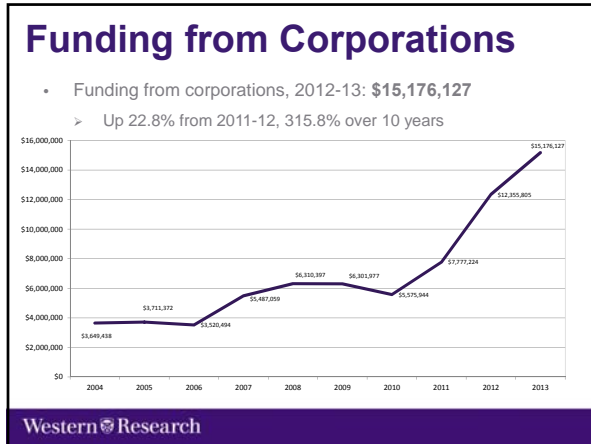
Western Research

U15 CFI Funding

- CFI funding since inception: **\$164,789,328**
 - 2nd in Ontario, 8th nationally; Goal: 6th nationally (unlikely to change significantly)



Western Research



2013 Scimago Rankings

- Measure of research output and quality (number of papers and citations)
- Rank 7th overall in output (180th, globally)
 - Normalized impact (% citations over mean) ranks 11th in U15; High Quality % ranks 10th

University	Country Rank	World Rank	Norm Impact	Rank
Toronto	1	9	1.82	2
UBC	2	35	1.77	3
McGill	3	67	1.64	4
Alberta	4	69	1.45	8
Calgary	5	138	1.55	6
McMaster	6	145	1.98	1
Western	7	180	1.36	11
Waterloo	8	186	1.41	10
Montréal	9	209	1.56	5
Ottawa	10	217	1.54	7
Laval	12	305	1.44	9
Queen's	13	319	1.45	8
Manitoba	14	318	1.34	12
Dalhousie	15	351	1.41	10
Saskatchewan	16	384	1.13	13

Western Research

Publications & Impact, 2008-11

- Based on Leiden Rankings
- U15 Ranking (All sciences, including social sciences & humanities)

	Western	McMaster	Queens	Toronto
Total Publications	6 (108)*	7 (121)	12 (235)	1 (2)
Mean Citation Score	12 (316)	4 (143)	10 (285)	1(74)
Proportion top 10%	14 (329)**	5 (210)	11 (293)	1(88)
Collaboration (inter-institutional)	15	2	14	
Collaboration with industry	14	3	10	
International Collaboration	14	4	11	

*Numbers in brackets represent world rankings (of 500 universities)

**The proportion of the publications of a university that, compared with other publications in the same field and in the same year, belong to the top 10% most-frequently cited

Western Research

Strategic Goals

Invest selectively in interdisciplinary areas of strength

- Major new initiatives:
 - Western Clusters of Research Excellence
 - Western Research Chairs
- Multi-million-dollar investment to further develop strategic areas of research excellence to achieve and sustain global prominence and impact, and to attract established, leading researchers
- The first Cluster of Excellence, *Cognitive Neuroscience*, has been established, and the first WRC recruited
- A call for proposals for additional Clusters has been issued, and new Clusters will be identified over the next few months

Western Research

Strategic Goals

Increase national share from each Federal Tri-Council Agency

- Re-purposed internal funding programs for better alignment, flexibility and focus with institutional strategic priorities and outcome objectives
- Eligibility directly tied to success in acquiring Tri-Council funding (and/or from other major, peer-reviewed agencies)
- Overall objective of increasing research funding, intensity, relative success rates and total number of eligible faculty members holding peer-reviewed funds and multiple grants

Western Research

Recent CIHR Results

- Highlights:
 - Highest number of applications of recent competitions
 - Received one of only six national 'large category' grants (\$4M)
 - Successful CIHR grant in Arts & Humanities

Open Competition	Mar-12	Sep-12	Mar-13	Sep-13
Total Funding	\$8.6M	\$7.2M	\$12.3M	\$14.5M
Success Rate	16.80%	12.20%	24%	23%
Nat. Success Rate	17.50%	17.50%	17.80%	15.70%
National Share	3.40%	2.90%	5.00%	5.80%
National Rank	9 th	10 th	6 th	6 th

Western Research

SSHRC Initiatives

- Faculty Research Development Fund (FRDF):
 - New fund established to assist some faculties in promoting SSHRC-related research success and build research capacity
- SSHRC Partnership Program:
 - \$35K/year is provided to each successful Western-led SSHRC partnership grant
 - New Partnership grant funded this year
 - 4 LOIs submitted

SSHRC Insight	Total Funding	# of Grants	% Success rate (vs nat.)	% of nat. funding
2012/13	1,900,000	12	20/21.1	2.2
2013/14	2,600,000 (+38%)	15	26/23	3.0 (estimate)

Western Research

NSERC Initiatives

- **Goal:** Increase success on CRD grants and IRCs, and increase value of Discovery grants
 - 2 IRCs awarded this year, 3 applications pending
 - Goal: #1 in Ontario for IRCs, #3 for CRDs (*most recent)

Institution	CRD	IRC
Waterloo	70	10
Toronto	53	7
McMaster	27	6
Ottawa	26	2
Western	18(26)*	5(7)*

NSERC Discovery	Total Funding	Success Rate (vs nat.)	% national
2012/13	2,733,000	57.7/58.5 (n=82)	4.03
2013/14	2,708,000	68.5% (n=85)*	n/a

Western Research

Strategic Goals

Recruit/retain senior faculty in support of research excellence

- **WRC Program:** External senior recruits through WCRE
 - First WRC recruited: full professor, CIHR-funded (\$2M)
- **CRC Tier 1 Program:** Recruit senior investigators as available
- **Strategic Senior Hires:** Help faculties attract senior investigators
 - 2 new full professors in Schulich, 1 in Engineering, with multi-million \$ in funding
- **Research Chairs:** Help faculties identify and secure IRCs and endowed chairs

Western Research

Strategic Goals

Address societal needs for HQP

- New incentive programs to attract the best graduate students/postdoctoral fellows
 - \$20K research grant to attract Banting Postdoctoral Fellows
 - \$10K research grant to attract Vanier/Trillium/Trudeau graduate students

	2011	2012	2013
Applications	39	82	61
Awards	12	13	15

- \$10K/year for successful, Western-led CREATE grants (currently, 6 programs based at Western; several applications pending)

Western Research

Strategic Goals

Address societal needs for HQP (cont.)

- MITACS funding:
 - Anticipated funding (2012-13): \$2,736,367 (2nd in Canada)
 - 113 Accelerate segments (\$1,631,667)
 - 15 Elevate Fellowships: \$892,500
 - 7 Globalink international interns: \$105,000
 - 268 Step grants: \$107,200
- New campus-linked student accelerator program (proposal recently funded)

Western Research

Strategic Goals

Increase number of national/international faculty awards

- 15 Western Fellows of the Royal Society; Ontario university average is 56
 - **Action:** hired two new staff members to increase applications and success rates for prestigious honours and awards
- Completed the following nominations (partial list) this year:
 - 19 RSC fellow nominations
 - Nominations for Brockhouse and Herzberg awards
 - Five nominations to the Order of Ontario
 - Two Killam Prize nominations

Western Research

Strategic Goals

Partner with other institutions and communities

- London Medical Innovation and Commercialization Network
 - City-wide partnership to develop an integrated platform for medical research, innovation, and commercialization
 - \$45M proposal to FedDev Ontario for Phase 1 submitted
- New partnerships with Fraunhofer institutes around medical imaging, and wind research
- Campus Accelerator for student entrepreneurship with Fanshawe College

Western Research

Strategic Goals

Partner with other institutions and communities (cont.)

- Expansion of WORLDiscoveries Asia to serve as gateway for multiple Ontario institutions into China (5 Ontario Universities have signed-on so far)
- FedDev proposal with University of Toronto, McMaster and Waterloo for student entrepreneurship
- IBM-SOSCIP renewal of FedDev funding
- Institutional partner in two pending CERC programs
- Major industrial partnerships developing around big data, harsh environments, advanced manufacturing, smart campus

Western  Research

Emerging Opportunities

- 2014 CFI competition: Western's cap: \$29M
- ORF-RI and RE
- FedDev Ontario
- NCE application short-listed (\$25M)
- Development and expansion of Western Discovery Park and Advanced Manufacturing Park
- Further Development of the Medical Convergence and Commercialization Network
- New federal and provincial infrastructure programs

Western  Research

