




**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS**

**January 28, 2016**

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

PRESENT: Mr. H. Hassan, Chair  
Ms. I. Birrell, Secretary

Mr. J. Adams  
Dr. S. Armstrong  
Dr. C. Beynon  
Ms. W. Boye  
Dr. J. Capone  
Dr. A. Chakma  
Mr. J. Cowin  
Ms. S. Chrominska   
Ms. K. Cole  
Dr. J. Deakin  
Ms. L. Gainey

Mr. K. Gibbons  
Dr. R. Giffin  
Mr. J. Green  
Mr. P. Jenkins   
Mr. J. Knowles  
Mr. R. Konrad   
Ms. G. Kulczycki  
Mr. T. Sutherland  
Dr. B. Timney  
Dr. J. Toswell  
Mr. M. Wilson

By Invitation: R. Chelladurai, H. Connell, S. Farnell, L. Logan, J. O'Brien, A. Weedon

BG.16-01 **Remarks From The Chair**

Mr. H. Hassan, as incoming Chair, gave a brief statement thanking the Board members for their support and confidence in allowing him to carry out the duties of Chair of Western's Board of Governors.

BG.16-02 **Teleconferencing for Board Meetings**

The Chair reported that early last year the Board had a discussion about various procedural matters, including whether and when members might be able to attend a meeting of the Board by teleconference. There was general support for allowing this for up to two meetings per year and it was proposed that an amendment to the Board's by-law be brought forward for consideration. That was put on hold in the spring as a full scale governance review was required. Several Board members are out of the country for this meeting and, based on the earlier consensus view, they have been allowed to participate by phone. He asked that the By-Laws Committee deal with this issue as soon as possible and bring forward a resolution that can be implemented effective the April meeting of the Board.

BG.16-03 **REPORT OF THE PRESIDENT**

The President's report distributed with the agenda, consisted of the following topics: federal government update, provincial government update, update on the Syrian refugee crisis and leadership update. He noted that the Dean of the Faculty of Science, Charmaine Dean, and the Dean of the Don Wright Faculty of Music, Betty Anne Younker, were both renewed for second five-year terms.

The President announced that Western had raised \$717,000 in its United Way Campaign and is the largest contributor in the region.

He reported that Western has been invited to submit a full proposal in the second round of the Canada First Research Excellence Fund competition and will submit a detailed proposal by the end of March.

As part of the President's report, a brief video with respect to the Truth & Reconciliation Commission was shown and an update was provided on work that is underway at Western with respect to Indigenous peoples' issues.

BG.16-04 **UNANIMOUS CONSENT AGENDA** [Appendix I]

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

That the 17 items listed in Appendix 1, Unanimous Consent Agenda, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.16-05 **Minutes of the Previous Meeting**

The open session minutes of the meeting of November 26, 2015, were approved as circulated.

**REPORT OF THE PROPERTY & FINANCE COMMITTEE** [Appendix II]

BG.16-06 **Increase in Operating Reserve**

It was moved by S. Chrominska, seconded by M. Wilson,

That a new Operating Reserve Policy be approved as follows:

1. Effective with the 2016-17 Budget, the University's Operating Budget Reserve be set at a minimum of \$7.5 million as the target for the final year of this four-year planning period (i.e., target for April 30, 2019); and
2. The Operating Budget Reserve level be reviewed and re-set at the beginning of each subsequent multi-year planning cycle as the target for the final year of that planning period.

R. Chelladurai reported that since the mid-1990s the Operating Reserve has been set at \$2.5 million – one percent of the Operating Revenues. In 2009 the Operating Reserve Policy was reviewed and reaffirmed. In each of the last two budget approval discussions at the Property & Finance Committee meetings the need to review the level of the Operating Reserve was raised by members of the Committee. The 2015-16 Operating Budget projects a revenue level of over \$690 million, and this figure is forecast to surpass \$750 million by the end of the four-year planning period. If the one percent rough-justice rule is applied, the Operating Reserve would reach \$7.5 million by the end of this four-year cycle, however, the actual amount would fluctuate as a function of the operating revenue and there would never be a clearly-defined target figure that could be used for planning purposes.

The purpose of the reserve is two-fold: to cushion the impact on the institution of unforeseen downturns in revenue or increases in expenditures and to allow the University to develop multi-year plans, without being restricted by a requirement that the annual budget must be balanced.

The Operating Reserve is the Board's tool to ensure prudent planning for and management of the Operating Budget by the administration.

In reply to questions, R. Chelladurai noted that operating reserve policies in the university sector vary, but the 1 percent range is quite common. With respect to providing a safety net against government cuts he explained that a cut of 2 percent in government grants would be \$6 million. J. Deakin said the downside of a too large number is that it might be seen to attenuate operating flexibility. Reviewing the Operating Budget Reserve level on a four-year basis allows the administration the opportunity to assess the financial situation based on changes in government funding or tuition revenue.

The question was called and CARRIED.

BG.16-07 **Revisions to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process**

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

That amendments to MAPP 2.10, Scholarships, Awards and Prizes – Definitions and Approval Process Policy (outlined in Appendix II, Annex 1), be approved.

CARRIED (By Unanimous Consent)

BG.16-08 **Update on Rapid Transit**

P. Jenkins provided an update on various discussions that had taken place with the city thus far. Western has gone on record as being in support of a rapid transit system servicing the campus but more investigative work is required before being able to support any particular routing. The President provided an overview of the meeting with the Mayor and City Manager noting that the Mayor wants the community to speak with a single voice as he pursues funding from the provincial and federal governments. The President confirmed that the project is important now and for the future development of the campus. The Campus Master Plan calls for infilling space that will have an impact on parking. In on-campus consultation there is an emerging theme: to the campus, not through the campus. He said the Mayor understands the challenges faced in finding an optimal route solution through the campus.

G. Kulczycki provided an overview of two possible routes through the campus, both of which would require University Drive and the bridge to be widened to five lanes. The university is engaging in wide ranging consultations with respect to impacts of the two potential routes. A traffic study is also underway.

BG.16-09 **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:

- Investment Committee Report
- Quarterly Financial Report (Operating Budget)
- Annual Report on Licensees Doing Business with the Western Bookstore
- Revenues, Expenditures and Tuition: By Faculty
- Ancillary Financial Report
- New Scholarships and Awards

**REPORT OF THE BY-LAWS COMMITTEE** [Appendix III]

BG.16-10

**Governance Review Task Force Recommendations - Implementation Plan**

The Board was informed that the By-Laws Committee and the Governance Review Task Force met in December to discuss the implementation plan for the recommendations of the Task Force. Given that the membership of the By-Laws Committee would be reconstituted at the January 2016 Board meeting the deliberations were in the form of advice. Details are contained in Appendix III.

**REPORT OF THE SENIOR OPERATIONS COMMITTEE** [Appendix IV]

BG.16-11

**The University of Western Ontario Act – Proposal to Remove Canadian Citizenship Requirement**

It was moved by J. Toswell, seconded by J. Knowles,

That the Board of Governors endorse the proposal from the Ministry of Training, Colleges and Universities to remove the requirement in the UWO Act that members of the Board of Governors be Canadian citizens.

The Board was advised that the Ministry of Training, Colleges and Universities (MTCU) had approached the University to determine whether it would endorse a proposal to remove from The University of Western Ontario Act the requirement that members of the Board be Canadian citizens. Western is one of only four universities in Ontario to still have this requirement. The other three are being asked to consider the same request. The concern is that the provision may be discriminatory. The window for bringing forward this specific amendment is short – MTCU needs to move it through internal approvals over the month of January to early/mid February at the latest.

The Chair stated that the request would normally have been considered and brought forward from the By-Laws Committee, however, given the timeline from MTCU, it was decided by the Senior Operations Committee (SROPS) that the change be recommended with the understanding that this is the only element that will be considered for change.

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

That the recommendation to remove the requirement in the UWO Act that members of the Board of Governors be Canadian citizens be referred to the By-Laws Committee for review and report to the Board in April.

Speaking in support of his motion to defer, J. Adams said that this was not timely given the governance issues Western has faced in the last year and the review work that is underway. He did not understand the urgency; should the By-Laws Committee and the Board approve the recommendation in April, MTCU can incorporate the amendment to the University's Act at another time.

Dr. Chakma reported that the request from MTCU relates to an incident at the University of Toronto in 2013-14 where an international student was denied the opportunity to run for a seat on its Governing Council because of this particular clause in their Act. The risk of not taking advantage of the option to remove the clause in the UWO Act now could be viewed as a missed opportunity and the potential of reputational damage outweighs the decision to do this outside of the normal processes. He noted that the language of the recommendation makes it clear that the

proposal has come from the Ministry, not from Western and that no additional changes would be contemplated.

B. Timney suggested that a communications plan be developed to explain the unique opportunity to make a change to the UWO Act.

The question on the motion to refer was called and DEFEATED.

The main motion was called and CARRIED.

**REPORT OF THE AUDIT COMMITTEE** [Appendix V]

BG.16-12 **Information Item Reported by the Audit Committee**

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

- Harassment and Discrimination Matters Annual Report

**REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE** [Appendix VI]

BG.16-13 **Fund Raising and Donor Relations Committee Terms of Reference Amendments**

It was moved by L. Gainey, seconded by B. Timney,

That revisions to the terms of reference of the Fund Raising and Donor Relations Committee, described in Appendix VI, Annex 1, be approved.

L. Gainey, Chair of the Fund Raising and Donor Relations Committee (FRDRC) presented slides detailing the “Strategic Mandates of FRDRC”, contained in [Appendix 1](#) to these minutes.

The question was called and CARRIED.

BG.16-14 **Information Items Reported by the Fund Raising and Donor Relations Committee**

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

- Western Fund Allocation
- Fundraising Activity Quarterly Report to October 31, 2015

**ITEMS REFERRED BY SENATE** [Appendix VII]

BG.16-15 **Change in Reporting Structure for Western Sports and Recreation**

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

That the reporting structure for Western Sports and Recreation be changed from the Dean of the Faculty of Health Sciences to the Associate Vice-President (Student Experience), as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.16-16 **Department Of Visual Arts – Proposed Name Change To The Department Of Art History And Studio Art**

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

That effective July 1, 2016, the name of the Department of Visual Arts be changed to the Department of Art History and Studio Art.

CARRIED (By Unanimous Consent)

BG.16-17 **Articulation Agreement for Admission of Graduates of Lambton College's Two-Year (Accelerated) Liberal Studies Diploma to Huron University College's Faculty of Arts and Social Science**

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

That effective February 1, 2016, graduates from Lambton College's Two-Year (Accelerated) Liberal Studies Diploma be admitted to Huron University College's Faculty of Arts and Social Science with block transfer credits, as shown in the Articulation Agreement set out as Appendix VII, Annex 2, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.16-18 **Vice-President (Research) 2015 Annual Report**

The Board received for information the Vice-President (Research) 2015 Annual Report contained in Appendix VII, Annex 4. J. Capone provided an overview of his annual report by highlighting several slides contained in Appendix VII, Annex 4.

BG.16-19 **Report on Faculty Recruitment and Retention**

The Board received for information the Report on Faculty Recruitment and Retention detailed in Appendix VII, Annex 5. A. Weedon highlighted several slides regarding the part-time faculty issue noting that the use of part-time faculty on university campuses has been a matter of debate across North America. The narrative has been that the number of part-time faculty has been on the rise, that this cohort is in a precarious employment position because of the attempt to put together several jobs to make a full-time occupation and income and because of the uncertainty as to whether contracts would be renewed from one year to the next, and that increasing numbers of students and courses are being taught by part-time faculty rather than by tenured professors. Dr. Weedon remarked that the data provided in his presentation showed that, at Western, this narrative does not hold true and he noted the following:

- The number of part-time faculty has remained flat over time.
- There is also no significant change in either the number of courses or number of students being taught by part-time faculty.
- Most part-time faculty at Western hold the rank of Lecturer or Assistant Professor, with the distinction being that the latter must have a doctorate.
- 70 percent of part-time instructors at Western would not be eligible to make the transition to a probationary/tenured position because of the lack of a doctoral degree.
- A significant proportion of part-time instructors at Western are either graduate students or, in the professional faculties, professionals in full-time occupations who teach a course at Western.
- Most part-time faculty at Western do not teach for more than a year or two and are not teaching more than one course. The small proportion who have been teaching for many years and who also carry heavier teaching loads are concentrated in Social Sciences and Arts and Humanities.

- Over the past 15 years the number of courses and the number of students taught by part-time faculty and by probationary and tenured faculty has not changed significantly. Growth in the number of probationary and tenured Faculty has coincided with the growth in the doctoral student cohort and represents an increase in supervisory and research capacity. Growth in undergraduate student enrolment has been accommodated by an increase in the number of limited-term full-time faculty. The growth in the number of limited-term faculty is partly attributable to agreements with UWOFA that see long-term part-time positions converted to full-time Limited-Term appointments.

Asked why women take longer to achieve tenure and full professorship, A. Weedon suggested that a number of issues could be considered such as maternity leaves. Data is not collected for maternity leaves although both men and women take parental leaves. Women take longer to get tenure from first hire but not from time of degree to first hire. Women are more likely to be in disciplines where they are hired straight from PhD rather than after completing a postdoc appointment.

BG.16-20 **Interim Report of the Senate ad hoc Committee on Renewal**

The Interim Report of the Senate *ad hoc* Committee on Renewal, contained in Appendix VII, Annex 8, was received for information.

BG.16-21 **Information Items Reported By Senate**

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

- Revisions to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process
- Western Libraries Annual Report
- Report of the Academic Colleague
- Announcements

*The meeting adjourned to the confidential session.*

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H. Hassan  
Chair

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I. Birrell  
Secretary

## Strategic Mandates of FRDRC

Presented to the Board  
January 28, 2016



### Strategic Mandate 1: Double Alumni Engagement

- Grow alumni engagement with priority on meaningful engagement
  - Launched new “Coffee with” Program
    - [10K Coffees Facebook advertisement](#)
  - Alumni Association Board is developing new strategic plan
  - Alumni survey planned



### Strategic Mandate 1: Double Alumni Engagement

- Target – Grow from 50,000 alumni engaged annually to 100,000 by 2018
  - 67,000 alumni in 14/15
  - 97,000 alumni as at November 30/15
- FRDRC to monitor progress quarterly



### Strategic Mandate 2: Surpass \$750 million Campaign Goal

- \$750 million Campaign Target
  - \$617 million at Dec 31/15 (82%)
- Grow endowments to \$500 million by 2018
  - Achieved target; Identifying possible stretch target for 2018
- Add 100 research chairs, 50 endowed
  - 36 research chairs (36%), 19 endowed (38%)
- FRDRC to identify 2-3 other key targets and monitor progress quarterly





**Strategic Mandate 3:**

**Build sustainable development operation  
of \$100 million annually**

- Review organization structure and systems to support future growth
- Implement new database system
  - System Selection Committee is formed
  - Timing of Selection: Summer 2016
- Develop transition plan for end of campaign to sustain/grow operations