

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

June 25, 2015

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

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

Dr. S. Armstrong	Mr. H. Hassan
Dr. C. Beynon	Mr. P. Jenkins
Ms. C. Burghardt-Jesson	Mr. J. Knowles
Dr. J. Capone	Mr. R. Konrad
Dr. A. Chakma	Ms. G. Kulczycki
Ms. K. Cole	Mr. B. Powers
Dr. R. Darnell	Mr. T. Sutherland
Mr. J. English	Dr. B. Timney
Dr. J. Deakin	Dr. J. Toswell
Ms. L. Gainey	Mr. M. Wilson
Ms. S. Grindrod	

By Invitation: M. Belanger, S. Farnell, S. Fazilat, S. Jarrett, L. Logan, M. McLean, J. O'Brien

BG.15-56 **REPORT OF THE PRESIDENT**

The President's Report, distributed with the agenda, consisted of the following topics: Spring Convocation 2015, campus consultation, funding formula review, Canada First Research Excellence Fund update: "Imaging for Life", decanal review and selection update and the President's activities since the April 23, 2015 Board meeting.

BG.15-57 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by R. Konrad, seconded by C. Beynon,

That the 22 items listed in Appendix I, Unanimous Consent Agenda, except item 7. Investment Committee Membership, be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.15-58 **Minutes from the Previous Meeting**

The open session minutes of the meeting of April 23, 2015 were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

BG.15-59 **Campus Master Plan**

It was moved by P. Jenkins, seconded by C. Beynon,

That the Board of Governors approve the Campus Master Plan.

Ms. G. Kulczycki provided an overview of the Campus Master Plan, including the composition of the Plan Update Committee and its consultation processes. Much growth and change has occurred since 2007. The key assumption is that the University will continue to grow and that additional floor space will be needed to accommodate that growth. Consideration was given to changes to the flood plain regulations, intensification of the core, parking, and ensuring all remaining land is used appropriately. Overhead slides used to highlight her presentation are attached as [Appendix 1](#).

Dr. Beynon recalled that she conveyed a request, on behalf of aboriginal students, for an outdoor space to be designated for Indigenous ceremonies. Ms. Kulczycki said this request can be accommodated as the landscape development evolves in the plan. Mr. McLean, referring to page 33 of the Plan, stated that this request is already captured because the Campus Master Plan takes a broad view of Western's culture, but suggested that perhaps a photograph could be included on the page. Mr. Shah explained that this is a conceptual document; the intent is not to approve individual building sites.

The Board accepted as a friendly amendment the request that specific mention be included on page 33 regarding space to be designated for Indigenous ceremonies.

The question was called and CARRIED.

BG.15-60 **Tuition Fee Proposal – Graduate Diploma in Business Skills for Actuaries and Financial Professionals**

It was moved by R. Konrad seconded by C. Beynon,

That the Board of Governors approve the proposed 2015-16 tuition fees for the Graduate Diploma in Business Skills for Actuaries and Financial Professionals as follows:

Domestic fee:	\$15,000
International fee:	\$25,813

CARRIED (By Unanimous Consent)

BG.15-61 **Discussion with the City and the LTC Regarding Possible Rapid Transit Routing**

Ms. Kulczycki said that Western has been included in plans by the City to develop a Rapid Transit (RT) system. Although in the preliminary stages, reference to an RT system is included in the Campus Master Plan. Four major corridors of service were identified during the initial planning discussions including: downtown/Fanshawe, downtown/Masonville Mall, downtown/Oakridge, and downtown/Whiteoaks. Student input will be important with respect to developing ways to best accommodate Western students along these routes. Discussions going forward will include impact on University College hill, the removal of trees along the route, volume of buses and expansion of the bridge.

The RT system aims not only to provide faster transit service, but also to find environmentally sustainable ways to move Londoners while creating a city where people will want to live and work. It is expected that existing roadway corridors will be adequately enhanced. Overhead slides used to highlight the presentation are attached as [Appendix 2](#).

BG.15-62 **Investment Committee Membership**

The Board received for information the Investment Committee Membership detailed in Exhibit II, item 8.

Dr. Toswell noted that it appears that several membership terms end at the same time and suggested that terms should be staggered so not as many members rotate off at the same time.

Mr. Shah agreed to forward her concern to the Committee. Ms. Kulczycki reassured the Board that, even though terms might be close together, there is not a lot of membership turnover on this Committee.

BG.15-63 **Investment Committee Report**

Mr. Jenkins reported that because the member who had asked the question about the Investment Committee Report was not present, it will be deferred to the September meeting.

BG.15-64 **Information Items Reported by the Property & Finance Committee**

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

- Canada Research Chairs – Name Change to Edith Schulich Vinet Chair in Human Genetics and the Dr. Brian W. Gilbert Chair in Primary Health Care
- Chair in Evidence-Based Perioperative Clinical Outcomes Research (EPiCOR)
- Angus D. McLachlin Professorship in Surgery
- Heart & Stroke Chair – Renaming and New Terms of Reference
- Quarterly Ratio Report on Non-Endowed Funds
- New Scholarships/Awards/Prizes
- Late Ancillary Fees

REPORT OF THE SENIOR OPERATIONS COMMITTEE [Appendix III]

BG.15-65 **Governance Review**

The Board received, as preparation for the discussion concerning the governance review, a set of questions and issues for consideration, detailed in Appendix III, Annex 1.

Members presented the following points/concerns during the discussion:

- The Review Committee should have broad representation from amongst the Board membership and self-nominations are encouraged
- All Board members have responsibility for due diligence
- There should be a balance of internal and external Board members
- The nominations should be filled by at least 1 faculty, 1 student and 1 staff member of the Board; eligibility will include those on the Board on June 1st and thereafter
- The Review Committee will elect its own chair
- It was agreed that nominations would be forwarded to the Board for approval or election via email so that the Committee could begin its work over the summer. The Committee should report to the Board by the end of 2015

BG.15-66 **Amendments to the Code of Student Conduct**

It was moved by M. Wilson, seconded by B. Timney,

That the Board of Governors approve the proposed amendments to the Code of Student Conduct detailed in Appendix III, Annex 2A.

Mr. S. Jarrett said that a provision in the Code provides for a five-year review. It was determined that since a new AVP (Student Experience) was recently appointed it would be inappropriate at this time to make any major changes until she has an opportunity to become familiar with the Code. However, he advised that a number of editorial changes were needed to comply with recent court rulings and changes in nomenclature.

The question was called and CARRIED.

BG.15-67 **Appointments to the University Disciplinary Appeals Committee (UDAC)**

The Board received for information the appointments/reappointments to the University Disciplinary Appeals Committee (UDAC) detailed in Appendix III, item 3.

REPORT OF THE AUDIT COMMITTEE [Appendix IV]

BG.15-68 **Safe Disclosure Policy** (MAPP1.43)

It was moved by J. Knowles, seconded by R. Konrad,

That the revised MAPP 1.43 – Safe Disclosure Policy – be approved effective June 25, 2015.

CARRIED

BG.15-69 **Retirement Income Fund Financial Statement for the Year Ended December 31, 2014**

Approval of the Retirement Income Fund Financial Statement for the year ended December 31, 2014, was deferred to the September Board meeting.

BG.15-70 **Information Items Report by the Audit Committee**

The Report of the Audit Committee, detailed in Appendix IV, contained the following items that were received for information by unanimous consent.

- Western Retirement Plans – Report to the Audit Committee for the Year Ended December 31, 2014
- Western Retirement Income Fund – KPMG Audit Findings Report

FUND RAISING AND DONOR RELATIONS COMMITTEE [Appendix V]

BG.15-71 **Information Item Reported by the Fund Raising and Donor Relations Committee**

The Report of the Fund Raising and Donor Relations Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent.

- Fundraising Activity Quarterly Report to April 30, 2015

ITEMS REFERRED BY SENATE [Appendix VI]

BG.15-72 **Revisions to the Appointment Procedures for Senior Academic and Administrative Officers**

It was moved by R. Konrad, seconded by C. Beynon,

That the Appointment Procedures for Senior Academic and Administrative Officers be revised effective July 1, 2015 to include the Associate Vice-President (Student Experience) position as outlined in Appendix VI, Annex 1.

CARRIED (By Unanimous Consent)

BG.15-73 **Brescia University College, Foods and Nutrition Program and Centennial College: Articulation Agreement for the Admission of Graduates of the Food and Nutrition Management Program at Centennial College into the Bachelor of Science (Foods and Nutrition) Honors Program**

It was moved by R. Konrad, seconded by C. Beynon,

That the articulation agreement, outlined in Appendix VI, Annex 2 regarding the transfer credit for graduates of the Food and Nutrition Management Program at Centennial College to the Bachelor of Science (Foods and Nutrition) Honors program at Brescia University College, be approved effective June 1, 2015, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.15-74 **Brescia University College, Foods and Nutrition Program and Fanshawe College: Articulation Agreement for the Admission of Graduates of the Food and Nutrition Management Program at Fanshawe College into the Bachelor of Science (Foods and Nutrition) Honors Program**

It was moved by R. Konrad, seconded by C. Beynon,

That the articulation agreement, outlined in Appendix VI, Annex 3 regarding the transfer credit for graduates of the Food and Nutrition Management Program at Fanshawe College to the Bachelor of Science (Foods and Nutrition) Honors program at Brescia University College, be approved effective June 1, 2015, as recommended by Senate.

CARRIED (By Unanimous Consent)

BG.15-75 **Information Items Referred by Senate**

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

- Campus Master Plan
- Reports of the Academic Colleague
- Report of the Honorary Degrees Committee
- Summary of Internal Funding Program Allocations for Fiscal Year 2014
- Annual Report on Promotion and Tenure
- Introduction of the Western Award for Innovations in Technology-Enhanced Teaching
- Creation of the Senate ad hoc Committee on Renewal

The meeting adjourned to the confidential session.

C. Shah
Chair

I. Birrell
Secretary



Campus Master Plan Committee

- John Capone, Vice-President (Research)
- Neil Carruthers, Chief Administrative Officer (Huron University College)
- Ruban Chelladural, Associate Vice-President (Planning, Budgeting, and Information Technology)
- Helen Connell, Associate Vice-President (Communications & Public Affairs)
- Saher Fazilat, Executive Director (Facilities Development & Engineering)
- Susan Grindrod, Associate Vice-President (Housing & Ancillary Services)
- John Hatch, Associate Dean (Faculty of Arts), Past Chair (Senate Committee on University Planning)
- Gitta Kalczykcki, Vice-President (Resources and Operations)
- Lynn Logan, Associate Vice-President (Finance & Facilities)
- Michael McLean, Manager, Planning & Design (Facilities Development & Engineering) (Chair)
- Kevin Wamsley, Associate Dean (Faculty of Health Sciences)
- Alan Weedon, Vice-Provost (Academic Planning, Policy and Faculty)
- Betty Anne Younker, Dean (Don Wright Faculty of Music), Chair (Senate Committee on University Planning)

Western University logo and Campus Master Plan 2015 text at the bottom.

Focus and Initiatives

- Accommodate Western's growth over the next 25-30 years
- Intensification of the Core Campus
- Improvement to the Pedestrian Environment of Western Road
- Promote Parking Management Alternatives
- Improve Campus Connectivity
- Creation of High Quality Public Spaces
- Identification of Campus Gateways


Western University logo and Campus Master Plan 2015 text at the bottom.

Planning the Future

- For future space needs, assume general trends of the recent past (i.e. growth in the range of 100,000 to 120,000 square meters per decade)
- This Campus Master Plan does not set any specific targets/projections in terms of enrolments or space
- It identifies where the physical space growth can take place, the capacity of the identified development areas, and the design principles that should guide future building


Western University logo and 2015 Draft Campus Master Plan text at the bottom.

Primary Development Opportunities



- A - Springett / FRAM Site
- B - Weldon Library Site
- C - Elgin Entrance
- D - Social Science Site
- E - Perth Drive Sites
- F - Westminster Hall Site
- G - South Valley Site
- H - Western Road Development Site 1
- I - Western Road Development Site 2
- J - Advanced Manufacturing Park
- K - Discovery Park

Figure 18: Primary Development Sites

Western  Campus Master Plan 2015

A. Springett / Fram Site



Figure 21: Conceptual Rendering: Springett / Fram Site

Yield Calculations: 60,000 - 80,000 m²

Design Opportunities:

- A: Re-purpose the eastern section of Springett Lot for one academic building fronting Western Road and additional academic buildings and provide active street frontage along Western Road
- B: A shared road has been created to service Huron University College, the FRAM lands, and Springett Lot. See pages 80-85 of this document for further information
- C: Consider using undeveloped lands west of new Springett Lot for future academic uses
- D: Provide parking to the rear of new academic buildings, respecting existing agreements

Western  Campus Master Plan 2015

C. Elgin Entrance Site





Figure 27: Conceptual Rendering: Elgin Entrance Site

Yield Calculations: 36,000 - 58,000 m²

Design Opportunities:

- A, B: Use development to frame and formalize the central Campus entrance and maximize the height of academic buildings fronting Western Road
- A: Develop a building connected to Siebens Drake Research Institute
- B: Develop a building that maximizes height along Western Road and retains a service road
- C: Parking spaces in the social sciences lot will be lost. Underground parking could be considered but further study would be required prior to development.
- D: Develop a building connected to Dental Science building, Medical Science building and Siebens Drake Research Institute
- E: Potential to reconfigure existing UCC loading dock for future expansion and landscape improvements (maintain service access to UCC)

Western  Campus Master Plan 2015

D. Perth Drive Sites



Figure 25: Conceptual Rendering: Perth Drive Site

Yield Calculations: 56,000 m²

Design Opportunities:

- A: Future opportunity for multi-level parking structure
- B: Construct two academic buildings that maximize opportunities to open onto the Thames River
- C: Relocate the Greenhouses to an appropriate location respecting academic need and construct an academic building
- D: Create a new building with a plaza and parking on the existing Middlesex Lot without obstructing views to the iconic Middlesex College clock tower
- E: Redevelop the existing Staging building site

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E. Westminster Site



Figure 26 Conceptual Rendering Westminster Site

Yield Calculations: 33,000 - 37,000 m²

Design Opportunities:

- A Construct new buildings to infill site
- B Create new quads and a commons framed by new buildings
- C Design a new promenade parallel to the Thames River
- D Provide new surface parking lot



Campus Master Plan 2015

G. South Valley Site



Figure 25 Conceptual Rendering, Option 2 Access Road - South Valley Site

Yield Calculations: 41,000 - 50,000 m²

Design Opportunities:

- A Provide new academic buildings
- B New building for FIMS and Housing
- C Develop new academic buildings
- D Provide a flexible use open space that fronts onto a new internal road
- E Develop a new parking structure to replace the South Valley Lot and provide additional parking for core campus



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H. Western Road Development Site 1



Figure 28 Conceptual Rendering Western Road Development Site 1

Yield Calculations: 11,000 - 13,000 m²

Design Opportunities:

- A Construct new buildings west and south of Ivey Business School
- B Retain surface parking
- C Design should consider future development on current Ebborn site



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Campus Core: Potential Academic Space



Potential New Academic Space on Main Campus:
288,000 - 359,000 m²

The total amount of space required by the University is driven by enrolment as well as research and other specialist demands. Since the pressures on the University, both internal and external, for these kinds of activities are likely to increase, an addition of between 100,000 and 120,000 sq. m. per decade, is considered the best planning indicator of future growth.



Campus Master Plan 2015

Secondary Development Sites

- Primary Development Sites**
 - A - Springett / FRAM Site
 - B - Weldon Library Site
 - C - Elgin Entrance / Social Science Site
 - D - Social Science Building
 - E - Perth Drive Sites
 - F - Westminster Hall Site
 - G - South Valley Site
 - H - Western Road Development Site
 - I - Western Road Development Site 2
 - J - Advanced Manufacturing Park
 - K - Discovery Park
- Secondary Development Sites**
 - L - Allhouse
 - M - Elborn
 - N - TRAC/Engineering Site
 - O - FRAM lands Site
 - P - Ivey Spencer Leadership Centre Site
 - Q - Bank of Montreal (BMO) Site
 - R - Bayfield Hall Site

Figure 11: Primary and Secondary Development Sites

Western Campus Master Plan 2015

Public Realm: Priority Improvement Sites

1. Western Road
2. Alumni Circle
3. Oxford Drive
4. Social Science Plaza
5. Kent Drive
6. University Hill
7. Engineering / South Valley
8. Perth Drive

Western Campus Master Plan 2015

Western Road: Design Opportunities

Conceptual rendering of design opportunities, Western Road at Springett Parking Lot

Extend landscape improvements, signage and wayfinding, and traffic calming measures along the length of Western Road to create a true campus main street.

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Alumni Circle: Design Opportunities

Conceptual rendering of design opportunities, Alumni Circle

Create a pedestrian oriented arrival commons that extends the unique design of Oxford Drive and defines Alumni Circle as a key entranceway to the heart of Campus.

Western Campus Master Plan 2015

Oxford Drive



Current Site Considerations:

- Oxford Drive should contain distinctive design elements such as paving or signage to define it as the main promenade of the campus
- The Drive should provide more seating or informal gathering areas that would encourage use other than passage
- Existing asphalt and curbs can be replaced with higher quality materials and street furniture
- Well integrated connections can be provided to adjacent public spaces, such as The Concrete Beach and Kent Drive



Campus Master Plan 2015

Oxford Drive: Design Opportunities



Provide distinctive landscaping, wayfinding and paving features to formalize Oxford Drive as a signature shared-use street that is oriented towards pedestrians but accessible to cyclists, the evening bus route and emergency services.



Campus Master Plan 2015

Social Science Plaza



Current Site Considerations:

- The plaza is outdated and in need of improvements to become a significant public space on campus
- The existing outdoor step area could be enclosed to create potential classroom uses or a lobby with informal gathering / lecture spaces
- Existing asphalt and curbs can be replaced with higher quality materials and integrated with the design of Oxford Drive
- The steps and stairs can be replaced to reduce hazard and maintenance issues



Campus Master Plan 2015

Social Science Plaza: Design Opportunities



Create a distinctive arrival plaza and building addition that complements the design for Oxford Drive and provides a variety of interior and exterior spaces for studying, socializing, and informal lectures.



Campus Master Plan 2015

Future Transportation Strategies

Suggested directions for transportation demand management:

- Accommodating parking
- Active transportation
- Rideshare/carpool
- Possible Rapid Transit development



Campus Master Plan 2015

Implementation Strategies

Campus Growth and Development

- The development opportunity sites provide adequate capacity to support required development over the next 25-30 years and ensure the continued expansion of a compact campus in line with university development priorities.
- These sites are not fixed.
- This plan is not intended to restrict choices, but to simply establish a realistic vision within a long-term plan.

Open Space and Landscape Improvements

- Landscape improvements should be implemented over time as opportunities and funding arise and in conjunction with adjacent development.
- They also represent improvements to the movement network, including pedestrian and vehicular circulation, and parking structure investments.



Campus Master Plan 2015

Western's Campus Master Plan: Public Consultation Summary



Campus Master Plan 2015

The Consultation Process

Internal Stakeholder Consultations

PVP, Campus Council, Deans Council, SCUP, Property and Finance, SOGS, USC, Science Dean's Council (by invitation)

External Stakeholder Consultations

City of London, Neighbourhood Associations, Alumni Board, LHSC, LTC, Affiliated University Colleges

Campus Community

Mass Emails to Senators, students, faculty & staff, Western News article, Campus Community Meeting, Online Feedback

London Community

LFP Advertisement, Briefed LFP Editorial Board (resulting in lengthy story), London Community Meeting, Online Feedback



Campus Master Plan 2015

Media Coverage



Feedback: Key Themes

- Parking, transit and traffic
- Green space, open space and landscape
- The importance of recreation and culture on campus
- Greenhouses

