MINUTES OF THE MEETING OF SENATE

April 12, 2013

The meeting was held at 1:30 p.m. in Room 1R40, HBA Building

SENATORS:

R. Alie
J. Barnett
I. Birrell
J. Boulter
S. Camiletti
J. Capone
T. Carmichael
A. Chakma
K. Clark
S. Connor
A. Conway
K. Coughlin
A. Damji
J. Deakin
C. Dean
J. Dickey
J. Doerksen
A. Edmunds
L. Elliott
J. Garnett
R. Graham
C. Hanycz
C. Harvey
J. Hatch
J. Holmes
J. Hopkins
A. Hrymak
M. Khalkhali
J. Knowles
G. Kulczycki
H. Lagerlund
J. Lamarche
C. Lee
B. Leipert
K. Lovell
S. Macfie
J. Malkin
J. Matthews
S. McClatchie
S. McDonald Aziz
A. McGuire
P. McKenzie
R. Mercer
M. Milde
L. Miller
J. Mitchell
B. Neff
C. Nolan
C. Palmer
M. Rothstein
P. Ryan
V. Schwean
M. Singh
A. Smith
D. Stanford
K. Sullivan
T. Sutherland
D. Sylvester
B. Timney
A. Vainio-Mattila
D. Velasquez
R. Vigars
J. Weese
G. West
P. Whelan
O. Yucel

Observers: B. Butler, L. Gribbon, K. Okruhlik, G. Tigert, A. Weedon

By Invitation: H. Connell, J. McMullin

S. 13-50 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of March 22, 2013 were approved as circulated.

S.13-51 **REPORT OF THE PRESIDENT**

The President reported on the following matters: acting senior administrative appointments, recipients of the Distinguished University Professors and the Western Humanitarian Award. Overhead slides used to highlight his presentation are attached as **Appendix 1**.

Dr. Chakma also reported on a recent fund raising initiative by HBA students, which raised over $100,000 for the United Way. Western's campaign has raised over $400 million to date.

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING [EXHIBIT I]

S.13-52 **2013-2014 University Operating and Capital Budgets**

It was moved by J. Hatch, seconded by S. Macfee,

> That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending approval of the 2013-2014 University Operating and Capital Budgets (Annex 1).

Dr. J. Deakin, Provost, presented the 2013-14 University Operating and Capital Budgets, the third year of the four-year budget cycle, detailed in Exhibit I, Annex 1. Her presentation highlighted the planning and budgetary context, operating revenues for the next four years, new initiatives and priorities, operating revenues, and expenditures, including recommendations for faculties, and support units, university-wide expenditures, one-time expenditures, operating reserve forecast and an overview of the 2013-14 capital budget. She focussed particular attention on new initiatives with respect to research and the investment of the $30 million set aside in last year's budget for research: Western's Research Clusters program, the Western Research Chair Program and the Western Distinguished Scholars in Residence Program. Overhead slides used in the presentation are attached as **Appendix 2.**

Revenues for 2013-14 are projected to be $653.7 million with $662.5 million in expenditures. The operating reserve will be at $44 million at the end of 2012-13 and $35.2 million at the end of 2013-14. The operating reserve is projected to be $6.1 million at the end of the four-year budget cycle, 2014-15, which is above the Board of Governors' mandated requirement of $2.5 million. The tuition framework recently announced by the provincial government had been helpful in that, although fee increases were reduced overall from 5 percent to 3 percent, they had at least been stabilized.

In answer to a question, Mr. Chelladurai explained that the "provision for cost fluctuations" was an annual amount set aside in each budget year to fund costs like salary increases.

With regard to the Operating Reserve, Dr. Deakin noted that the Board-mandated minimum level is $2.5 million. The University can cautiously draw on funds above the minimum level to reduce expenditures, including in-year changes if necessary. Dr. Chakma noted that the reserves allowed us to tolerate the in-year deficit created by the $30 million additional investment in research. In that regard, Western is in a fiscally stronger position than other universities, many of whom are facing budget cuts and are in no position to make such strategic investments.

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [EXHIBIT II]

S.13-53 **Nominating Committee Membership**

The candidates proposed for the Nominating Committee, as outlined in Exhibit II (including the addendum), were elected by acclamation.

S.13-54 **Senate Membership – Faculty Constituencies**

It was moved by T. Carmichael, seconded by S. McClatchie,

> That the following nominees be appointed to Senate for the term of July 1, 2013 – June 30, 2015 in accordance with the Senate election procedures for the filling of vacancies:

Arts and Humanities	Jacques Lamarche* (French)
Brescia University College	Coleen Gobert
Education	Alan Leschied
Engineering	Kibret Mequanint (Chem & Biochem)
Health Sciences	Dan Belliveau (Health Studies)

	Mary Anne Andrusyszyn (Nursing)
Huron University College	Mark Blagrave*
Info and Media Studies	Jacquie Burkell
King's University College	Sauro Camiletti*
Law	Mysty Clapton
Schulich	Bertha Garcia* (Pathology)
Music	Paul Woodford
Science	Yining Huang (Chemistry)
	Neil Banerjee
Social Science	Lorraine Davies* (Sociology)

*Reappointment

CARRIED

S.13-55 **Senate Membership – Administrative Staff Constituency**

It was moved by T. Carmichael, seconded by S. McClatchie,

That Josh Morgan (Department of Political Science) be appointed to Senate for the term of May 1, 2013 – June 30, 2014 to replace Shari Nemirovsky, who resigned from the university.

CARRIED

S.13-56 **Senate Membership – Graduate Student Constituency**

It was moved by T. Carmichael, seconded by S. McClatchie,

That Shannon Mischler (Psychology) and Eric Sadowski* (PhD Health Sciences) be elected by Senate to represent the Graduate Student constituency (term July 1, 2013 to June 30, 2014).

*Reappointment

CARRIED

The Vice-Chair of Senate, Professor Tom Carmichael, assumed the Chair of Senate for the remainder of the meeting.

REPORT OF THE SENATE NOMINATING COMMITTEE [EXHIBIT III]

S.13-57 The candidates proposed by the Nominating Committee in Exhibit III (including the addendum), were elected by acclamation to the following positions/committees:

- Decanal Selection Committee – Faculty of Engineering
- Vice-Chair of Senate
- Operations/Agenda Committee
- Senate Committee on Academic Policy and Awards
- Senate Committee on University Planning
- University Research Board
- University Council on Animal Care
- Honorary Degrees Committee
- Senate Review Board Academic
- Distinguished University Scholars Selection Committee
- Faculty Scholars Selection Committee
- Nominating Subcommittee to Nominate a Senator from the General Community
- McIntosh Gallery Committee

REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS [EXHIBIT IV]

S.13-58 **Faculty of Engineering: Engineering Leadership and Innovation Certificate**

It was moved by B. Timney, seconded by D. Stanford,

> That the Engineering Leadership and Innovation Certificate (described in Exhibit IV) be introduced as an interdisciplinary program in the Faculty of Engineering, effective September 1, 2013.
>
> CARRIED

S.13-59 **Faculty of Science: Revisions to the Admission Requirements of Physics and Astronomy Modules**

It was moved by B. Timney, seconded by O. Yucel,

> That effective September 1, 2013, the admission requirements for Groups 1, 2 3 and 4 of the Physics and Astronomy modules be revised as set out in Exhibit IV, Appendix 1.
>
> CARRIED

S.13-60 **Faculty of Social Science and Richard Ivey School of Business: Introduction of Combined Degrees: Honors Specialization in Geography and Business and Honors Specialization in Urban Development and Business**

It was moved by B. Timney, seconded by T. Sutherland,

> That the combined degrees of Honors Specialization in Geography and Honors Business Administration, and Honors Specialization in Urban Development and Honors Business Administration, be introduced in the Faculty of Social Science and the Richard Ivey School of Business, effective September 1, 2013, as set out in Exhibit IV, Appendix 2.
>
> CARRIED

S.13-61 **Brescia University College: Introduction of the Diploma in Dietetic Education and Practical Training**

It was moved by B. Timney, seconded by D. Stanford,

> That effective May 1, 2014, a Diploma in Dietetic Education and Practical Training be introduced at Brescia University College, as set out in Exhibit IV, Appendix 3.
>
> CARRIED

S.13-62 **Articulation Agreement Between Western's Faculty of Social Science (Aubrey Dan Program in Management and Organizational Studies) and Fanshawe College (Business-Accounting Diploma Program)**

It was moved by B. Timney, seconded by S. McClatchie,

> That Senate approve the Articulation Agreement between Western's Faculty of Social Science (Aubrey Dan Program in Management and Organizational Studies) and Fanshawe College (Business-Accounting Diploma Program), as set out in Exhibit IV, Appendix 4, effective September 1, 2013.
>
> CARRIED

S.13-63 **Articulation Agreement for Admission from the Fanshawe College Business-Accounting Diploma Program into Year 3 of Management and Organizational Studies (Specialization in Accounting) at Huron University College**

It was moved by B. Timney, seconded by S. McClatchie,

> That Senate approve and recommend to the Board of Governors through the President and Vice-Chancellor, the Articulation Agreement regarding transfer credit for students in the Fanshawe College Business-Accounting Diploma Program for admission into Year 3 of the Management and Organizational Studies (Specialization in Accounting) Program at Huron University College, effective September 1, 2013 as set out in Exhibit IV, Appendix 5.
>
> CARRIED

S.13-64 **Articulation Agreement for Transfer of Credit by Graduates of the Police Foundation Diploma Program at Fanshawe College to King's University College and Western**

It was moved by B. Timney, seconded by S. McClatchie,

> That Senate approve and recommend to the Board of Governors through the President and Vice-Chancellor, the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Fanshawe College to programs at King's University College and Western, as set out in Exhibit IV, Appendix 6, effective April 1, 2013.
>
> CARRIED

S.13-65 **Articulation Agreement for Transfer of Credit by Graduates of the Police Foundation Diploma Program at Lambton College to King's University College and Western**

It was moved by B. Timney, seconded by S. McClatchie,

> That Senate approve and recommend to the Board of Governors through the President and Vice-Chancellor, the Articulation Agreement regarding the transfer of credit by graduates of the Police Foundations Diploma Program at Lambton College to programs at King's University College and Western, as set out in Exhibit IV, Appendix 7, effective April 1, 2013.
>
> CARRIED

S.13-66 **Examination Policy Revisions**

S.13-66.a Revisions to the Policies on the Scheduling of Examinations, Tests and Assignments

It was moved by B. Timney, seconded by C. Palmer,

> That the following policies be revised as shown in Exhibit IV, Appendix 8, effective September 1, 2013:
>
> Scheduling of Examinations
> Scheduling Tests/Examinations
> Final Examinations – Intersession, Summer Evening and Summer Day
>
> CARRIED

S.13-66.b Revisions to the Policy on Examination Conflicts

It was moved by B. Timney, seconded by C. Palmer,

> That the policy on Examination Conflicts be revised as shown in Exhibit IV, Appendix 9, effective April 1, 2013.
>
> CARRIED

S.13-67 **New Scholarships, Awards and Bursaries**

SCAPA has approved on behalf of Senate, for recommendation to the Board of Governors through the President and Vice-Chancellor, the terms of reference for the new scholarships and awards set out in Exhibit IV, Appendix 9.

S.13-68 **Faculty of Arts and Humanities: Change in Effective Date for the Introduction of the Major in Italian Language and Culture**

The effective date to introduce this module was changed to January 1, 2013 to allow students to graduate with this module in the Fall 2013.

REPORT OF THE UNIVERSITY RESEARCH BOARD [EXHIBIT V]

S.13-69 **Re-Profiling Research Funds**

Dr. J. Capone provided a review on re-profiling internal research funds. He noted that the funds amounted to about $3-4 million per year and the intent of the changes was to deploy them more effectively. The three new boards that had been established were structured to align with the tri-council agencies and the hope was that this would lead to greater leveraging of the funds. The matching requirement by the Faculties would allow a more active role for the Faculties in enhancing research as well as increasing the total amount of funding available. For Faculties without current capacity to provide matching funds, that requirement would be waived. Faculty research development envelopes would be based on previous uptake of internal funding. In answer to a question, he noted that for Arts & Humanities, for example proportionally more funds could be available given their uptake in the past.

Dr. Capone stressed that these were trial processes. If they proved unworkable or if they appeared to be excluding groups of faculty, they could be revised as needed. He noted that Western performed very well in obtaining large grants but fared less well at the individual level. The issue is not a monetary one, it is participatory.

S.13-70 **Academic Development Fund New Research and Scholarly Initiatives Award – Major Grant**

Senate received for information the report on the 2013-14 Academic Development Fund New Research and Scholarly Initiatives Award Major Grants Competition, detailed in Exhibit V, item 2.

S.13-71 **Academic Development Fund New Research and Scholarly Initiatives Award – Small Grant Competition**

The ADF Small Grants Competition Results for Spring and Fall 2012, detailed in Exhibit V, item 3, were received for information.

S.13-72 **ANNOUNCEMENTS AND COMMUNICATIONS**

Announcements & Communications, detailed in Exhibit VII, were received for information.

S.13-73 **REPORT OF THE ACADEMIC COLLEAGUE**

The report of the Academic Colleague regarding the COU meeting held in April 2013 was received for information. Topics reported on included: HEQCO Report: "Quality: Shifting the Focus", and college-university relations.

S.13-74 **ENQUIRIES AND NEW BUSINESS**

A student Senator noted that there had been recent conflict at another Ontario university between student organizations and the administration with respect to the promotion of free speech through an on-line "Free Speech Wall." He asked what Western's reaction might be in similar circumstances. The Provost replied that there would be no intervention from the administration as long as activities were in accordance with the Student Code of Conduct and respectful and as long as there were no safety considerations involved.

On behalf of student Senators, a member offered thanks to the administration on their responsiveness to student concerns this year and for their work on the examination policies. In turn, the Provost thanked the students for their involvement and her colleagues for their work in finding solutions. She cautioned that while some solutions had been found with respect to the spring examination schedule, the December schedule would be more difficult to deal with.

ADJOURNMENT

The meeting adjourned at 3:00 p.m.

A. Chakma
Chair

I. Birrell
Secretary

Western

President's Report to Senate

April 12, 2013

Western

- **Acting senior academic appointments**
  - **Nick Dyer-Witheford (FIMS)**
  - **Carol Beynon (SGPS)**
  - **Robin Keirstead (Libraries)**
- **Distinguished University Professors**
  - **Jane Rylett (Medicine & Dentistry)**
  - **Robert Solomon (Law)**
- **Humanitarian Award**
  - **David Chechetto (Medicine & Dentistry)**

Western

Western

2013-14 Operating and Capital Budgets

Senate
April 12, 2013

Western

External Context

- **Very Uncertain External Environment**
  - Funding for Enrolment Growth?
  - Known Grant Cuts – Policy Levers
    - $2.5M 2013-14 – doubling in 2014-15
    - *Further reductions in BIU funding?*
  - International Student-related Recoveries
    - $720K impact for Western – growing to ~$2M
  - Phase-out of Various Student Aid Programs
  - New Tuition Framework – Lower Increases

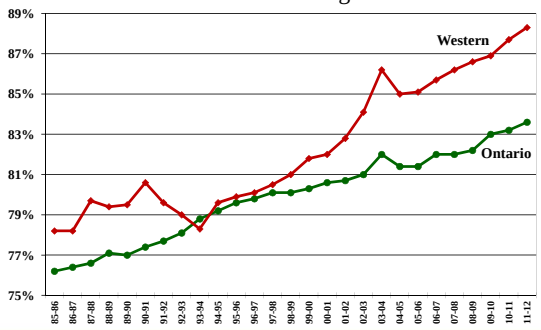
Western

Western's Planning Parameters/Priorities

- Moving to 3rd Year of Four-Year Plan
- Enrolments
  - Undergraduate: First-Year Class of 4900
  - Graduate: as per Faculty Plans
    - High Priority – especially Domestic Enrolments
- Focus on "Enhancing our Research/Scholarship Profile"
  - Recruitment of World-class Faculty
  - Research Clusters

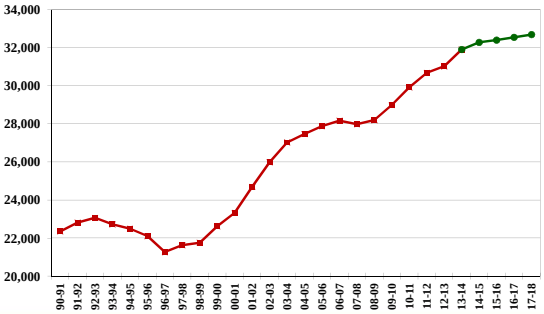
Western

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



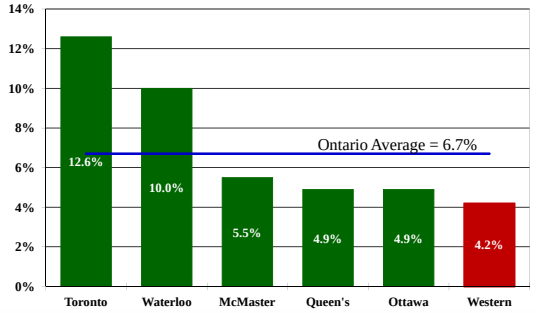
Western

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



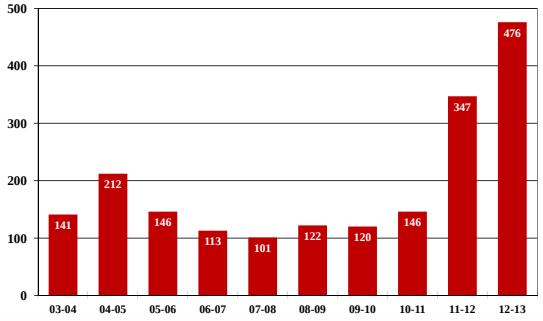
Western

2011-12 Full-Time Undergraduate Enrolments
Percentage International Students



Western

Full-Time Year 1 Undergraduate International Enrolment at Western



Western

Operating Revenues from Remaining 2 Years

- Modest Enrolment Growth Provides Add'l Revenues
- Tuition Fees
  - New Framework – with lower overall increase
- *Against Reductions* in Government Funding
  - Policy Lever Grant Cuts
  - International Student Recoveries
  - -$6.3M in confirmed reductions over next two years

Western

Our Priorities and New Initiatives

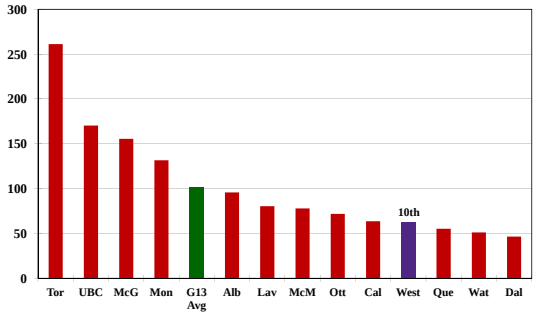
- **Enhancing our Research/Scholarship Profile**
  - Identified as Top University Priority in each Budget of this 4-Year Cycle
  - **Programs resulting from 2012-13 investments**
    - Western Clusters of Research Excellence
    - Western Research Chairs Program
    - Western Distinguished Scholars in Residence Program
- **Graduate Expansion**
- **Educational Pedagogy Enhancements and Faculty Development in Teaching**
  - Teaching Fellows Program

Western

Enhancing our Research/Scholarship Profile

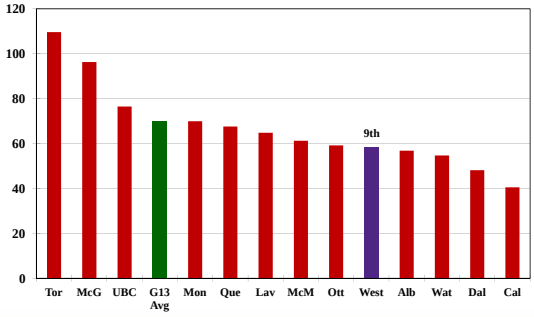
Western

G13 Universities: 2009-10 Total Granting Council Funding ($M) (Grants, Career Awards, and Scholarships)



Western

G13 Universities: 2009-10 Total Granting Council Funding per Eligible Researcher ($000)



Western

Western Clusters of Research Excellence

- **Establish up to Four Clusters – across all disciplines**
- **Funding Support over a 5-Year Period**
  - Recruitment of Senior Faculty
  - Support Personnel, Infrastructure, Facilities
  - Alignment of CRCs with Clusters
  - Support for Endowed Chairs in the Clusters
- **First Cluster – in Cognitive Neuroscience**
- **Subsequent Clusters – to be identified after approval of the New Strategic Plan**

Western

The Western Research Chair Program and The Western Distinguished Scholar in Residence Program

- The Western Research Chair Program
  - Modelled after Tier 1 CRCs
  - Recruitment of New Mid-level or Senior Scholar/Researcher
- The Western Distinguished Scholar in Residence Program
  - Aimed at attracting High-Profile Internationally-recognized Scholars and Leaders
  - Visiting Appointments – for One Term

Western

Summary of the Operating Budget

Western

Summary of the 2013-14 Operating Budget
(Table 2)

- Revenue Forecast = $653.7M
  - Increase of 3.5%
- Expenditures = $662.5M
  - Increase of 4.9%
- In-Year Deficit = $ 8.9M
  - Due to $30M One-Time Allocation for "Enhancing our Research/Scholarship Profile"
- Operating Reserve = $ 35.2M

Western

Operating Revenues

Western

2013-14 Operating Revenues
(Table 3)

- Government Grants are Lower by $1.7M
  - Net of Cuts and Targetted Increases
- Tuition Revenues Increase by $21.5M
  - Due to Rate Increases and Enrolment Growth
- All Other Revenues Increase by $2.2M – over a number of Revenue Lines

Western

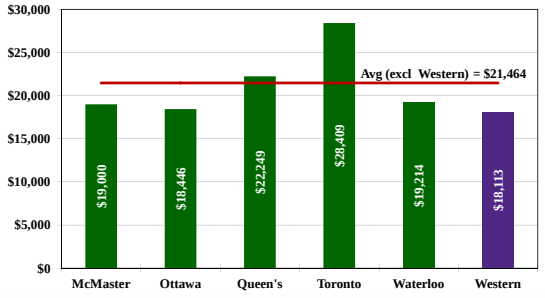
Tuition Recommendations

- **Government Framework for Domestic Students**
  - 3% Overall Increase
  - First-Entry Undergrad: 3% -- All Years
  - All Other: 5% Incoming; 4% Continuing
- **Recommendations at Western: Domestic**
  - First-Entry Undergrad: 3% -- All Years
  - HBA, MBA: 3%
  - Engineering/Law/Med/Dent: 5% / 4%
  - PhD and Category 1 Masters: 2%
  - Category 2 Masters: 5% / 4%
- **International**
  - Undergraduate: 8% / 4%
  - HBA: 3%
  - PhD and Category 1 Masters: 4%
  - Category 2 Masters: 6%

Western

2012-13 International Tuition

Undergraduate Arts



Western

Operating Expenditures

Western

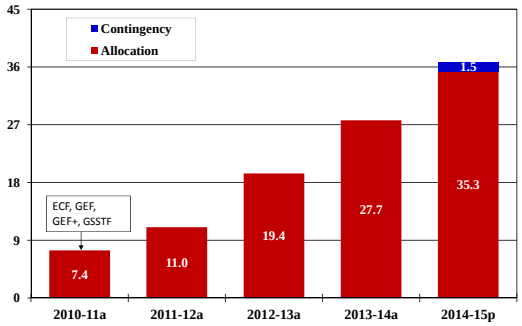
Recommendations for the Faculties

(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
- Faculties also Receive One-time Allocations through the APF
- Overall Base Increase of $7.5M

Western

Revenue-Sharing Allocations ($M)



Western

Scholarships and Bursaries

(Table 5)

- Major Changes
  - Tuition Re-Investment increases by $578K
  - Privately-Funded Awards Increase by $150K
  - Govt's "Aim for the Top" Declines by $859K
- Faculties now responsible for Graduate Student Support
  - $52.9M Projected for 2013-14

Western

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 $460K
- Support Units also receive $4.5M in One-Time Funding

Western

University-wide Expenditures (Table 7) and One-Time Allocations (Table 8)

- University-wide Expenditures
  - Major items include Utilities, Library Acquisitions, MMI Transfer, IT Infrastructure
  - Total of over $65M
- One-Time Allocations
  - $30M for Research Facilities Infrastructure
  - Other Major Items include Doctoral Supervision Grant, Energy Efficiency Initiatives, Support for Fundraising Campaign, Building Security Systems, Classroom Upgrades
  - Total of over $45M

Western

The Capital Budget

Western

Overview of the 2013-14 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Next Set of Major Projects
  - Expansion/Modernization of Talbot College
  - Renewal of Former Ivey Facilities
  - Nursing Space – Addition to the LHSB
  - Centre for Technology Commercialization
  - Delaware Hall Residence Renovations
  - Graduate Student Housing Expansion
  - Artificial Turf Sports Fields
  - Interdisciplinary Advanced Studies Building

Western

Overview of the 2013-14 Capital Budget

- Total Spending of $132.6M (Table 15)
  - $75.3M for New Construction (Table 18)
  - $9.2M for Major Renovations (Table 18)
  - $48.1M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing Annual Renovations

Western