



## **MINUTES OF THE MEETING OF SENATE**

**April 11, 2014**

The meeting was held at 1:30 p.m. in Room 56, University Community Centre

SENATORS: 62

J. Aitken Schermer	G. Hunter	C. O'Connor
N. Banerjee	G. Jim	B. Prajapati
C. Beynon	R. Keirstead	A. Premat
M. Blagrove	G. Kelly	M. Rothstein
J. Burkell	R. Klassen (Ivey)	C. Schnurr
S. Camiletti	J. Knowles	I. Scott
J. Capone	H. Lagerlund	R. Sookraj
A. Chakma	J. Lamarche	M. Strong
M. Clapton	C. Lee	T. Sutherland
A. Conway	A. Leschied	G. Tigert
L. Davies	J. Litchfield	B. Timney
C. Dean	J. Malkin	E. Tithecott
G. Dekaban	S. McClatchie	J. Toswell
J. Dickey	S. McDonald Aziz	N. Wathen
J. Etherington	K. Mequanint	A. Watson
R. Graham	M. Milde	J. Weese
J. Hatch	J. Morgan	G. West
M. Heath	B. Neff	S. Wetmore
E. Hegedues	A. Nelson	C. Wilkins
J. Hopkins	D. Neufeld	P. Woodford
Y. Huang	C. Nolan	

Observers: L. Gribbon, K. Okruhlik, A. Weedon

By Invitation: J. Carson, J. Doerksen

S.14-69

### **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of March 21, 2014, were approved as circulated.

### **BUSINESS ARISING**

S.14-70

#### **2014-15 University Operating and Capital Budget and Western's Financial Statement** [S14-36]

Responding to questions raised by some Senators about the university's budget and the extent of the surplus shown in its financial statements, Dr. A. Weedon explained that the financial statements are an audit of how the university spent its money in the previous year, while the operating budget is a forward-looking document projecting how revenues will be used to support ongoing expenses. A number of the revenue streams shown in the university's financial statements are restricted funds that cannot be used or relied on to support the institution's ongoing operating expenses. They include the revenues of self-funded units as well as income from research grants and contracts. In

addition, some of the funds come in mid-year and are not expended in the financial year covered by the financial statements. Carry-forwards located in the Faculty budgets are also included in the financial statements. Although they are funds that are earmarked for future expenditures (such as the hiring of replacement faculty) they are shown on the financial statements as unspent funds and thus appear as a surplus.

Finally, Dr. Weedon noted that the Faculty Association and the university administration will be discussing renewal of the faculty collective agreement later this year and those discussions routinely involve a review of the university's financial statements.

S.14-71

**REPORT OF THE PRESIDENT**

The President's report consisted of the announcement of the recipients of the 2014 Distinguished University Professors, 2014 Faculty Scholars and the New Canada Research Chairs. Overhead slides used to highlight his presentation are attached as [Appendix 1](#).

He also acknowledged the sudden death of former Minister of Finance, Jim Flaherty, by paying tribute to his accomplishments, noting that Mr. Flaherty had been strongly supportive of post-secondary education and research in Canada.

**REPORT OF THE OPERATIONS/AGENDA COMMITTEE** [Exhibit I]

S.14-72

**Nominating Committee Membership**

The following were elected as Members to the Senate Nominating Committee:

T. Sutherland (Graduate Student)(term July 1, 2014 – June 30, 2015),  
MA. Andrusyszyn (HS), A. Hrymak (Dean/Engg), A. Nelson (SS) (terms July 1, 2014 – June 30, 2016)

The following were elected as Alternates on the Senate Nominating Committee:

J. Aitken Schermer (SS) (term July 1, 2014 – June 30, 2016), C. Niesel (Student)(term July 1, 2014- June 30, 2015)

S.14-73

**Notice of Motion Regarding Research Clusters** [S.14-66]

At the last Senate meeting Professor Amanda Grzyb presented the following Notice of Motion:

That the University Research Board (URB) be directly involved in the review of Letters of Intent and full applications for Western's Clusters of Research Excellence Program, and that they be entrusted to seek appropriate external peer review and consultations with the wider Western community.

In response to the notice of motion, Dr. John Capone, Vice-President (Research), provided a detailed explanation regarding the proposed adjudication process for the establishment of the new Research Clusters. The matter was also discussed at the URB meeting on April 1, 2014. Dr. Capone's letter was distributed to Senate as part of the agenda package.

Dean Weese, Chair of the Operations/Agenda Committee, noted that since the Vice-President (Research) and the University Research Board had addressed the issues raised in the notice of motion, OAC had determined that the motion would not be added to the April 11 Senate agenda.

A member indicated that she still had concerns and argued that the motion should be put on the Senate Agenda to ensure URB's decision-making position.

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

That the University Research Board (URB) be directly involved in the review of Letters of Intent and full applications for Western's Clusters of Research Excellence Program, and that they be entrusted to seek appropriate external peer review and consultations with the wider Western community.

In support of the motion, it was noted that transparency of decision making as well as respect for Senate's role were at play.

In response, concern was expressed about the URB having an exclusive role in the decision making process. It was important that the URB be involved in the process but it should not be making the final decisions. Its role should be advisory. Others noted that the motion was redundant given that the response from the Vice-President (Research) included everything requested in the notice of motion.

In response to questions, Dr. Capone said the review committees would make recommendations to the Provost, the Vice-President (Research) and Deans for final decision. With respect to confidentiality and posting applications on the web, executive summaries of the LOIs would be but with care to protect propriety and confidential information of all partners involved.

The motion was withdrawn at the request of the mover and seconder.

#### **REPORT OF THE SENATE NOMINATING COMMITTEE** [Exhibit II]

S.14-74

##### **Committee Membership**

The candidates proposed by the Nominating Committee in Exhibit II were elected by acclamation to the following positions/committees:

- 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
- Board of Governors
- Advisory Committee for the Ombudsperson's Office
- Academic Colleague

#### **REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS** [Exhibit III]

S.14-75

##### **School of Graduate and Postdoctoral Studies: Introduction of the Master of Management of Applied Science (MMASc) Program (Hub and Spoke model)**

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

That, the new Master of Management of Applied Science (MMASc) program be

introduced effective September 1, 2014, as shown in Exhibit III, Appendix 1.

CARRIED

S.14-76 **School of Graduate and Postdoctoral Studies: Introduction of new fields in the Master of Professional Education Program**

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

That effective May 1, 2014, new fields be introduced in the Master of Professional Education program as shown in Exhibit III, item 2, and

That students currently enrolled in the program be allowed to graduate with their current field or to enroll in the appropriate new field.

CARRIED

S.14-77 **Faculty of Health Sciences, School of Kinesiology: Withdrawal of the Honors Specialization in Kinesiology – Physical Education for Teaching module**

It was moved by B. Timney, seconded by J. Weese,

That the Honors Specialization in Kinesiology – Physical Education for Teaching module be withdrawn effective September 1, 2014, and

That students currently enrolled in this module be allowed to graduate by September 1, 2016.

CARRIED

S.14-78 **Faculty of Social Science, Department of History, Huron University College and King's University College: Introduction of the new Subject Area "Jewish Studies" and New Course**

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

That the new subject area "Jewish Studies," detailed in Exhibit III, item 4, be introduced in the Department of History, Huron University College and King's University College effective September 1, 2014, and,

That Jewish Studies 2801 F/G – Introduction to Jewish Studies - be introduced effective September 1, 2014.

CARRIED

S.14-79 **King's University College: Withdrawal of the Specialization in Sociology Module**

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

That effective September 1, 2014, admission to the Specialization in Sociology module be discontinued at King's University College, and

That students enrolled in the Specialization in Sociology module prior to September 1, 2014, be permitted to continue with the understanding that they must complete the requirements prior to September 2018, and,

That effective October 2018, the Specialization in Sociology module be withdrawn and all registration discontinued.

CARRIED

S.14-80 **Policy Revision: Graduation Requirements - Residency Requirements**

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

That effective May 1, 2014, the policy "Residency Requirements" in the Graduation Requirements section be revised as set out in Exhibit III, Appendix 3.

CARRIED

S.14-81 **Revision to the Policy on Academic Records and Student Transcripts**

It was moved by B. Timney, seconded by J. Aitken Schermer,

That effective April 1, 2014 the policy on "Academic Records and Student Transcripts" be revised as shown in Exhibit III, Appendix 4.

CARRIED

S.14-82 **Revisions to the Master-level Graduate Diploma (GDip) in Professional Communication and Management**

In May 2013, SUPR-G, SCAPA and Senate approved the introduction of the Master-level Graduate Diploma in Professional Communication and Management. The diploma program was intended to complement the professional Master in Management of Applied Science (MMASc) program and share a few common courses with the MMASc. The diploma program was sent to the Quality Council for approval as a separate proposal; however the Quality Council requested that this proposal be resubmitted along with the new MMASc program proposal.

Minor editorial changes were made to the Graduate Diploma proposal to bring course numbers and titles up to date, as well as to incorporate changes to synchronize the terminology of the GDip with the MMASc proposal. The revised GDip program proposal is available upon request from SGPS.

S.14-83 **New Scholarships and Awards**

Dean Timney reported that SCAPA had approved on behalf of the Senate, for recommendation to the Board of Governors through the President & Vice-Chancellor, the Terms of Reference for the new scholarships and awards as set out in Exhibit III, Appendix 5.

**REPORT OF THE UNIVERSITY RESEARCH BOARD** [Exhibit IV]

S.14-84 **Vice-President (Research) Annual Report 2013**

Dr. Capone presented his 2013 Annual Report distributed as Exhibit IV, Appendix 1 with the agenda. Overhead slides used to highlight his presentation are attached as [Appendix 2](#).

## **ENQUIRIES AND NEW BUSINESS**

### **S.14-85 Western's Emergency Protocols [S.13-142]**

The Student Senators asked what changes and strategies are being implemented in order to better manage future extreme weather events since the tornado warning that occurred on September 11, 2013. Mr. John Carson, Director, Campus Community Police Service, responded that the following improvements have been introduced since that event:

- Updated siren activation procedures have been put in place and a second weather siren installed
- Utilization of building PA systems (24 buildings)
- Strategic scheduling of VISIX screen maintenance
- Better website update capability and utilization of social media
- Paging of EOCG and ERT members
- Email notification of Building Evacuation Team members
- Mass email notification
- Campus Police Vehicle PA announcements

### **S.14-86 Examination Policies [S.13-102e, S.13-152b]**

Western Student Senators asked for an update on the results of the revision to the undergraduate examination policies for conflicts, particularly how the scheduling went and the number of students with conflicts. Dr. Doerksen responded that the revision to the examination policy proved positive and that approximately 100 students had had conflicts.

### **S.14-87 Federal Granting Councils' Policies on Maternity Leave**

Western Student Senators asked for input from the administration on the federal granting councils' new policies regarding maternity leave for students who receive funding from these councils. It was noted that the SSCHR policy was different from CIHR's and NSERC's and they asked if Western should lobby for a policy revision at SSHRC. Dr. Nelson reported that, in his capacity as Western's SSHRC Leader, he had contacted the Vice-President of SSHRC prior to the meeting to seek his input on this issue. Dr. Herbert-Copley reported that SSHRC does have a maternity leave provision for fellowship holders. However, the provision does not extend to students being paid from a faculty member's research grant. Dr. Nelson will follow-up with SSHRC on this matter.

### **S.14-88 Western Student Senators Green Office Program**

The Western Student Senators announced that they had become more "green" in their day-to-day operations and encouraged other campus groups to adopt best practices through Sustainability Western's available resources such as the Green Office Program.

## **ADJOURNMENT**

The meeting adjourned at 3:15 p.m.

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A. Chakma  
Chair

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E. Hegedues  
Associate University Secretary



## President's Report to Senate

April 11, 2014



## 2014 Distinguished University Professors

*Congratulations to...*

- **Cheryl Forchuk**,  
Faculty of Health Sciences
- **Jeremy McNeil**,  
Faculty of Science
- **Michael Rieder**,  
Schulich School of Medicine & Dentistry

**DUP public lectures Wednesday, April 23**  
4:00 pm @ Conron Hall (Room 224, University College)



## 2014 Faculty Scholars

*Congratulations to...*

<b>Ashraf El Damatty</b> , Civil & Environmental Engineering	<b>Rob Klassen</b> , Ivey Business	<b>John Nassichuk</b> , French Studies
<b>John Hess</b> , Music Performance Studies	<b>Stefan Kohler</b> , Psychology	<b>Simon Parker</b> , Ivey Business
<b>Marc Joannis</b> , Psychology	<b>Anita Kothari</b> , Health Studies	<b>Chris Roulston</b> , French Studies Women's Studies & Feminist Research
<b>Mandar Jog</b> , Clinical Neurological Science	<b>Desmond Moser</b> , Earth Sciences	<b>Nadine Wathen</b> , Information & Media Studies
<b>Masoud Khalkhali</b> , Mathematics	<b>Kibret Mequanint</b> , Chemical & Biochemical Engineering	<b>Paul Wiegert</b> , Physics & Astronomy



## New Canada Research Chairs

*Congratulations to...*

- **Frank Beier (Tier I)**  
Physiology & Pharmacology, Schulich Medicine & Dentistry
- **Audrey Bouvier (Tier II)**  
Earth Sciences, Faculty of Science
- **Stanimir Metchev (Tier II)**  
Physics & Astronomy, Faculty of Science
- **Lars Stentoft (Tier II)**  
Economics, Faculty of Social Science  
Statistics & Actuarial Sciences, Faculty of Science





## Western's New Strategic Plan

### Achieving Excellence on the World Stage

- **Raising our Expectations:** Create a world-class research and scholarship culture
- **Leadership in Learning:** Provide Canada's best education for tomorrow's global leaders
- **Reaching Beyond Campus:** Engage alumni, community, institutional and international partners
- **Taking Charge of our Destiny:** Generate and invest new resources in support of excellence

Western Research

## Western's New Strategic Plan

### Achieving Excellence on the World Stage

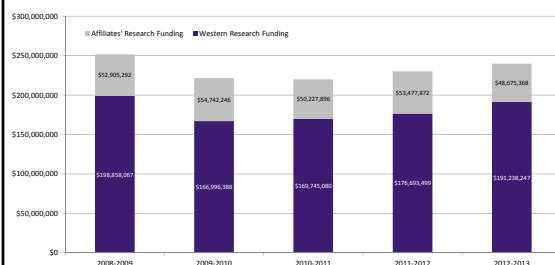
- Invest selectively in interdisciplinary areas of strength
- Increase focus on research inputs
- Increase focus on research outcomes
- Increase national share of Federal Tri-Council funding
- Increase number of faculty members who have won national/international awards
- Recruit and retain senior faculty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

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## Total Research Funding

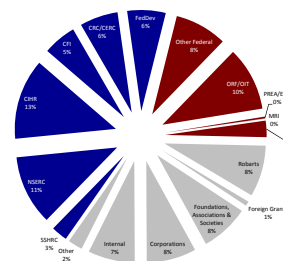
- 2012-13: **\$239,913,615**, up 4.2% over last year
- Western: **\$191,238,247** (up 9%); Affiliates: **\$48,675,368**



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## Western Funding Sources

- Distribution: 45% Federal; 12% Provincial; 43% Other



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## National Funding Rank

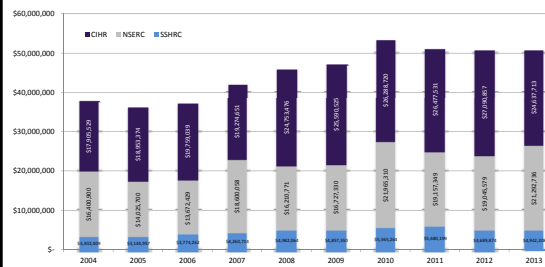
- 10<sup>th</sup>, four of the past five years
- Goal: 2<sup>nd</sup> provincially (6<sup>th</sup> nationally); requires 35% increase

	2008	2009	2010	2011	2012
Toronto	1	1	1	1	1 (\$1,038,390,000)
UBC	3	2	2	2	2 (\$585,154,000)
Montréal	4	4	3	4	3 (\$526,213,000)
McGill	5	5	5	5	4 (\$483,527,000)
Alberta	2	3	4	3	5 (\$412,106,000)
McMaster	6	6	6	6	6 (\$325,156,000)
Laval	7	7	7	7	7 (\$302,763,000)
Ottawa	8	10	9	9	8 (\$302,341,000)
Calgary	9	8	8	8	9 (\$282,771,000)
Western	10	9	10	10	10 (\$241,095,000)
Queen's	12	11	11	11	12 (\$168,025,000)
Saskatchewan	11	13	12	11	13 (\$166,677,000)
Manitoba	13	12	13	12	15 (\$159,763,000)
Dalhousie	16	16	16	17	16 (\$140,099,000)
Waterloo	15	14	15	15	17 (\$137,006,000)

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## Tri-Council Funding

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



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## 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

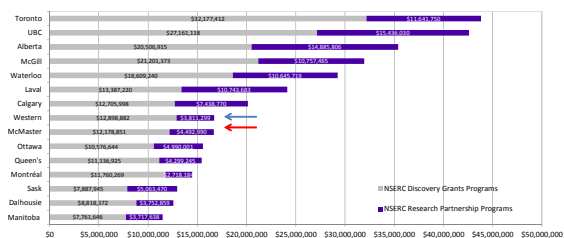
	2011	2012	2013
CIHR	26.5 (3.7)	27 (3.9)	24.7 (3.6)
NSERC	19.2 (2.8)	19.1 (2.7)	21.3 (2.8)
SSHRC	5.7 (3.5)	4.7 (3.3)	4.9 (3.4)
Total	51.4 (3.35)	50.8 (3.3)	50.9 (3.25)
FFICR	9.3M	9.1M	9.0M
CRC	66	66	66

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## U15 NSERC Awards

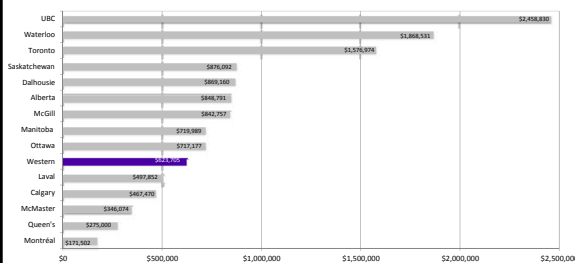
- 2012-13 research-based NSERC awards: **\$16,710,181**
- Discovery: \$12,898,882; Partnership: \$3,811,299
- Goal: 3<sup>rd</sup> in Ontario, 9<sup>th</sup> nationally



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## U15 NSERC Engage

- 2012-13 NSERC Engage awards: **\$623,705**
- 10<sup>th</sup> nationally, 4<sup>th</sup> in Ontario




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## 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
<b>Western</b>	<b>107,498,562</b>	<b>34,192</b>

U5 average award = 45K; this is ~30% higher than Western's average award.

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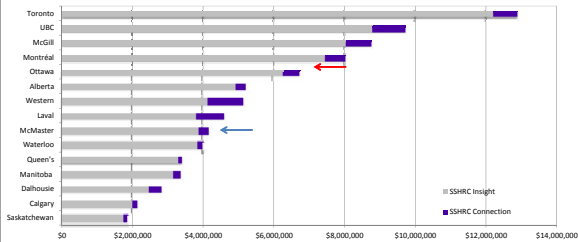


**Western Research**  
**Social Sciences & Humanities Research Council**

- SSHRC funding 2012-13: **\$4,942,208**
- Up 5.4% over 2011-12; 49.7% over 10 years
- \$8,625 per eligible researcher (10th in U15)
- 7th in U15, 2nd in Ontario
- 2013-13 application rates 46/122 (38%)

## SSHRC Awards

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



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## 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
<b>Western</b>	<b>1,900,000</b>	<b>20.3</b>	<b>73</b>	<b>146,000</b>
		<b>20.1</b>		<b>180,000</b>
York	4,800,000	27.7	94	184,000
Ryerson	1,900,000	25	32	237,000
		<b>21.6</b>		<b>188,000</b>

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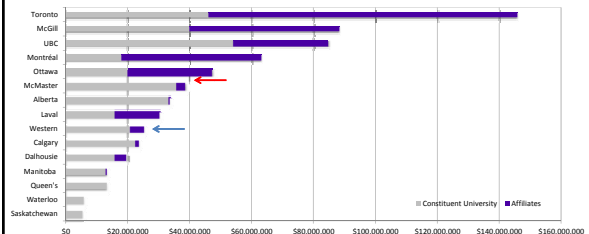


**Western Research**  
**Canadian Institutes of Health Research**

- CIHR funding 2012-13: **\$24,637,713**
- Down 9.1% over 2011-12; up 37.6% over 10 years
- \$107,120 per eligible researcher

## CIHR Awards

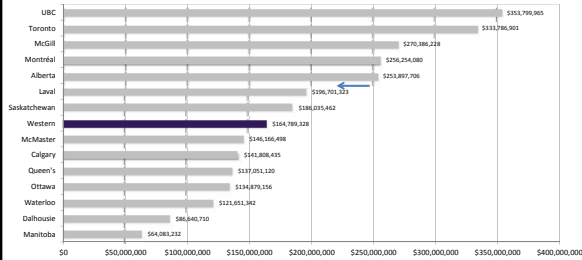
- Research-based CIHR awards 2012-13: **\$25,235,139**
- Western: \$20,782,224 (7<sup>th</sup>), Affiliates: \$4,452,915 (7<sup>th</sup>)
- **Goal:** 2<sup>nd</sup> in Ontario/4<sup>th</sup> nationally: 65% increase in funding



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## U15 CFI Funding

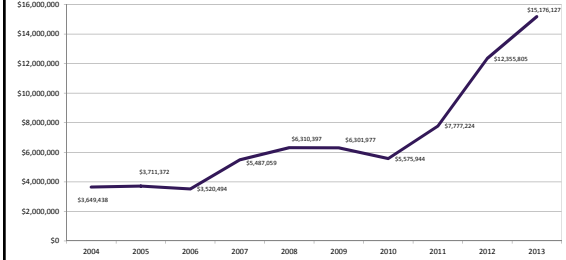
- CFI funding since inception: **\$164,789,328**
- 2<sup>nd</sup> in Ontario, 8<sup>th</sup> nationally; Goal: 6<sup>th</sup> nationally (unlikely to change significantly)



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## Funding from Corporations

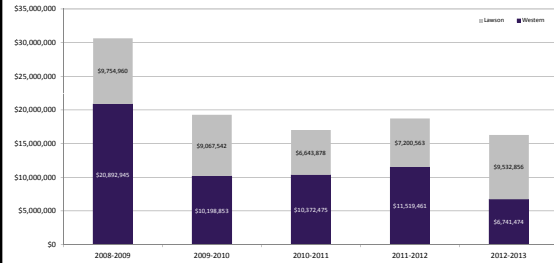
- Funding from corporations, 2012-13: **\$15,176,127**
- Up 22.8% from 2011-12, 315.8% over 10 years



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## Contract Research

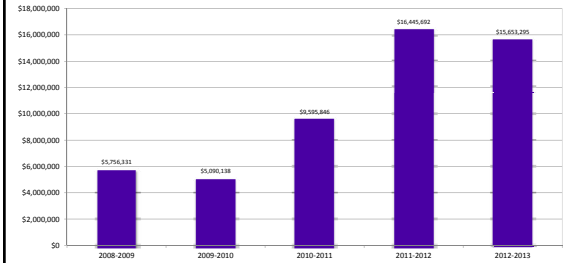
- Total 2012-13 Contract Research: **\$16,274,330**
- Western: \$6,741,474; Lawson: \$9,532,856



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## Clinical Trials

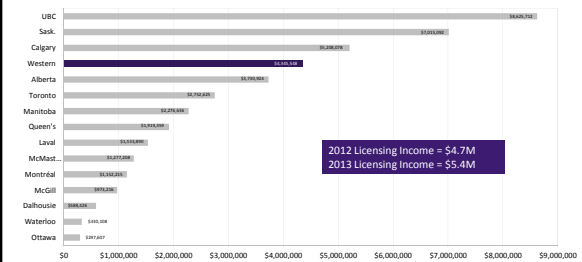
- Total 2012-13: **\$15,653,295** (Western Only)
- Up 172% over five years as economy has recovered



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## U15 Technology Transfer

- 2011 licensing income: **\$4,345,548** (4<sup>th</sup> in U15)

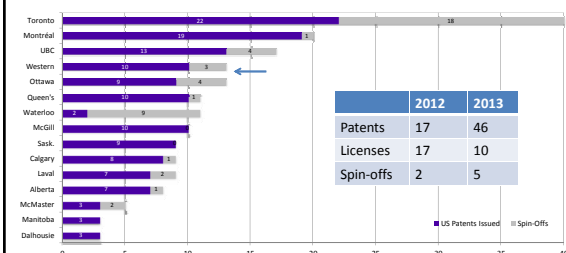


2012 Licensing income = \$4.7M  
2013 Licensing income = \$5.4M

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## U15 Technology Transfer

- 2011 US Patents Issued: **10** (4<sup>th</sup> in U15)
- 2011 Spin-off companies: **3** (5<sup>th</sup> in U15)



	2012	2013
Patents	17	46
Licenses	17	10
Spin-offs	2	5

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## 2013 QS World Rankings

- **Overall World Ranking: 199** (9<sup>th</sup> in Canada)
  - Drop of 40 spots since 2008
  - Arts & Humanities: 197 (10<sup>th</sup> in Canada)
  - Engineering & Technology: 295 (11<sup>th</sup> in Canada)
  - Life Sciences & Medicine: 170 (9<sup>th</sup> in Canada)
  - Natural Sciences: 269 (12<sup>th</sup> in Canada)
  - Social Sciences & Management: 135 (6<sup>th</sup> in Canada)

Western Research

## 2013 QS Department Rankings

- **2013 Top 100** (+ years at least this level)
  - **3 consecutive years:** Accounting, Economics, Philosophy, Psychology (*Top 50, 2012*)
- **2013 Top 150** (+ years at least this level)
  - **3 consecutive years:** English & Literature, History & Archaeology (*Top 100, 2011-12*), Sociology
  - **2 consecutive years:** Communication & Media Sciences, Politics, Medicine, Pharmacy (*Top 100, 2012*)
  - **1 year:** Earth & Marine Sciences, Chemical Engineering

Western Research

## Grant Holders per Faculty\*

- Institutional target: **75%**
  - Requires external funding by an additional 92 faculty members

Faculty	Total # of Faculty	# who hold external funding	# to 50% target	# to 65% target
A&H	133	46 (34.6%)	21	41
Arts	77	35 (45.5%)	4	15
Education	36	17 (47.2%)	1	6
Engineering	88	88(100%)	0	0
Health Sciences	97	73(75.3%)	0	0
FIMS	36	14(38.8%)	4	9
Law	29	11(37.8%)	5	8
Schulich	168	146(86.9%)	0	0
Music	36	2(5.6%)	16	21
Science	174	166(95.4%)	0	0
Social Sciences	200	115(57.5%)	0	15
<b>TOTAL</b>	<b>1074</b>	<b>713 (64%)</b>		

\*Tenure, tenure-track; any external funding

Western Research

## 2013 Scimago Rankings

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

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	1.59	7
<b>Western</b>	<b>7</b>	<b>180</b>	<b>1.36</b>	<b>11</b>
Western	8	186	1.41	10
Montreal	9	209	1.56	5
Ottawa	10	217	1.54	7
Laval	12	305	1.44	9
Queen's	13	310	1.45	8
Manitoba	14	338	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



## Moving Forward

- Want to be counted among the best, and peers of McGill, Toronto, UBC
- Develop global prominence in areas of strength
- Take risks and increase accountability
- Increase synergies between academics, communities, governments, and industry partners
- Direct resources in a strategic manner to achieve mission and goals
- Link resources to key performance measures and expectations

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

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

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:**
  - To increase submission and success rates of SSHRC Partnership grants, \$35K/year is provided to each successful Western-led SSHRC partnership grant
  - New Partnership grant funded this year
  - 1 new partnership grant pending; 4 LOIs submitted

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
<b>Western</b>	<b>18(26)*</b>	<b>5(7)*</b>

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 (2<sup>nd</sup> 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 pending)

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 (compared to 3 last year)
  - 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
- Designation of WindEEE Dome as an international research facility eligible for Horizon 2020 funding
- Campus Accelerator for student entrepreneurship with Fanshawe College

Western Research

## Strategic Goals

### *Partner with other institutions and communities (cont.)*

- Expansion of WORLDDiscoveries Asia to serve as gateway for multiple Ontario institutions into China
- 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

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