

SENATE AGENDA

1:30 p.m., Friday, December 9, 2016

Arts and Humanities Building, Rm 1R40

1. **Minutes of the Meeting of November 18, 2016**
2. Business Arising from the Minutes
 - Notice of Motion – Land Acknowledgement – **EXHIBIT I** (A. Chakma)
3. Report of the President – **EXHIBIT II** (A. Chakma)
4. Reports of Committees:
 - Operations/Agenda - **EXHIBIT III** (M. Milde)
 - Academic Policy and Awards - **EXHIBIT IV** (S. Macfie)
 - University Planning – **EXHIBIT V** (D. Laird)
 - University Research Board - **EXHIBIT VI** (J. Capone)
5. Report from the Board of Governors – **EXHIBIT VII** (J. Knowles/M. Wilson)
6. Announcements - **EXHIBIT VIII**
7. Discussion and Question Period
8. New Business
9. Adjournment

Senate meetings are scheduled to begin at 1:30 p.m. and normally will end by 4:30 p.m. unless extended by a majority vote of those present.

APPROVAL OF MINUTES

BUSINESS ARISING

Notice of Motion – Land Acknowledgement

REPORT OF THE PRESIDENT

OPERATIONS/AGENDA COMMITTEE

FOR ACTION

Appointment Procedures for Senior Academic and Administrative Officers of the University: Amendment to Title in Section G: Vice-President (Resources & Operations)

Amendments to Senate Election Procedures

Implementation of Recommendations of the Senate *ad hoc* Committee on Renewal

FOR INFORMATION

Convocation Statistics 2016

SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS (SCAPA)

FOR ACTION

Faculty of Health Sciences, School of Health Studies: Revisions to the Admission and Progression Requirements of the Bachelor of Health Sciences (BHSc) Program

Renewal of the Articulation Agreement between Western University and Fanshawe College regarding the transfer of credit for students in the Business-Accounting Diploma Program

Articulation Agreement between Western University, Brescia University College, King's University College, and Lambton College regarding the transfer of credit for students in the Liberal Studies Program

FOR INFORMATION

New Scholarships and Awards

SENATE COMMITTEE ON UNIVERSITY PLANNING (SCUP)

FOR INFORMATION

Budget Planning Guidelines

UNIVERSITY RESEARCH BOARD (URB)

FOR INFORMATION

Annual Report of the Vice-President (Research)

REPORT FROM THE BOARD OF GOVERNORS

FOR INFORMATION

Report on a meeting of the Board of Governors

ANNOUNCEMENTS

FOR INFORMATION

Standard Report

MINUTES OF THE MEETING OF SENATE

November 18, 2016

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

SENATORS: 75

A. Abuhussein	M. Knott	A. Pero
E. Ansari	G. Kopp	M. Pratt
A. Bachman	K. Lawless	D. Rogers
A. Bhatt	R. MacDougall	C. Roulston
I. Birrell	S. MacDougall-Shackleton	B. Rubin
P. Bishop	S. Macfie	J. Rylett
A. Bowlus	E. Macpherson	J. Scarfone
T. Carmichael	L. McKivor	P. Schmidt
A. Chakma	C. Mcleod	V. Schwean
C. Chambers	B. Meharchand	D. Simmonds
A. Chant	J. Michalski	Z. Sinel
K. Clark	L. Miller	A. Singh
K. Cole	D. Moser	W. Siqueira
M. Crystal	S. Mumm	V. Staroverov
C. Davidson	K. Myers	T. Straatman
J. Deakin	P. Nesbitt-Larking	M. Strong
C. Dean	V. Nielsen	D. Sylvester
G. Dekaban	V. Nolte	G. Tigert
P. Doyle	C. O'Connor	J. Toswell
J. Garland	C. Olivier	S. Trosow
C. Hardy	H. Orbach-Miller	T. Tucker
J. Hatch	G. Parraga	M. Viczko
Y. Huang	I. Paul	C. Wang
M. Jadd	B. Paxton	B.A. Younker
C. Jones	W. Pearson	H. Zafari

Observers: A. Bigelow, K. Campbell, E. Chamberlain, J. Doerksen, L. Gribbon, T. Hinan, J. Luker, J. Sadler

S.16-223

LAND ACKNOWLEDGEMENT

The President acknowledged that Western's campus is situated on the traditional territories of the Anishaaabeg, Haudenosaunee, Lenapeewak and Attawandaron peoples, all of whom have longstanding relationships to the land of southwestern Ontario and the City of London. The first Nations communities of our local area include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee Delaware Nation. And in our region, there are 11 First Nations communities as well as a growing indigenous urban population. Western values the significant historical and contemporary contributions of local and regional First Nations and all of the Original peoples of Turtle Island (also known as North America).

Responding to a question regarding the form of the Land Acknowledgement that had been read by the Chancellor at the spring and fall convocation ceremonies, the President explained that the decision to include an oral Land Acknowledgement at spring convocation, in addition to the written acknowledgement in the program which had been planned for earlier, was taken very

close to the start of the ceremonies with little opportunity for anyone to prepare. The abridged oral version of the acknowledgement was worked out in consultation with members of the Indigenous Strategic Initiatives Committee as a temporary step. This was not at the Chancellor's request but at the request of members of the Convocation Coordinating Committee, including the Director of Convocation. It was agreed that once the Indigenous Strategic Plan was approved, a pronunciation tool would be produced for the benefit of all members of the university community who might be called upon to deliver the Land Acknowledgement so that it is delivered properly and with full respect. The full Land Acknowledgement will be read at Spring Convocation 2017.

S.16-224

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of October 21, 2016 were approved as circulated.

Dr. Chakma clarified the nature of the Visiting Elder's greeting at the start of the last meeting noting that the presentation and approval of the Indigenous Strategic Plan was a very important moment in this University's history. Elder Myrna Kicknosway was invited specifically to mark the seminal nature of the occasion. Elders providing a traditional opening and remarks at important and historical events is an integral part of Indigenous cultures and Indigenous ways of knowing and is one of many tools intended to redress historical discrimination and colonialism faced by Indigenous communities. It was an appropriate gesture to provide an opportunity for the authentic voice of a distinguished member of the local Indigenous community to be heard on such a historic occasion.

S.16-225

REPORT OF THE PRESIDENT [Exhibit I]

The President's report distributed with the agenda contained information on the following topics: measures by the federal and provincial governments to improve access to and affordability of postsecondary education; anniversary celebrations for the Department of Economics and Robarts Research Institute; new research chairs; progress of various selection committees; Fall Preview Day; and Global Ivey Day.

Focusing on the provincial government's budget update, the President noted that it was hoped that if the government achieved a balanced budget as planned, it would provide opportunity for conversations about new investment in the broader public sector. The government was going to be allocating \$180 million to support local access to university education in new "university led" sites in Milton and Brampton. This was in response to continued pressure for postsecondary access in the GTA. However, concurrent with that, many institutions outside the GTA were being faced with enrolment difficulties as the demographics in their areas changed. Without an increase in overall funding for the postsecondary sector, the funding situation could be worrisome.

Commenting on the notion of demographic decline, a member wondered whether some of the drop in demand could be attributed to the increasing costs of postsecondary education being a deterrent for low income students. The member also suggested that high school students are not the only audience; universities should be looking to other groups, perhaps individuals who did not have the opportunity to pursue postsecondary education when they were younger. The President agreed and noted that he believed government was aware of this.

With respect to the federal government, the President noted that he welcomed recent changes to immigration policy which would make it easier for international students to stay in Canada once they graduate.

The President agreed to report back to Senate on the financial consequences of the new rules on tuition coverage for graduate students who do not have OSAP, given that the funding for the new program seems to be coming, in part, from the elimination of a tuition fee tax credit.

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit II]

S.16-226 **Revisions to the Constitution of the Faculty of Information and Media Studies Council**

Before introducing the recommendation regarding the revisions to the Constitution of the Faculty of Information and Media Studies Council, P. Bishop announced the following revision to Section B, point v: delete the clause *one from the graduate program in Health Information Science* since it is a duplication from earlier in the listing.

It was moved by P. Bishop, seconded by T. Carmichael,

That the Constitution of the Faculty of Media and Information Studies Council be revised as shown in Exhibit II, Appendix 1.

It was moved by A. Chant, seconded by A. Singh,

That the Constitution of the Faculty of Media and Information Studies Council be referred back to FIMS Council with a request that consideration be given to adding front-line staff with voting rights to the Council.

Speaking in support of the motion to refer, A. Chant voiced concern that no front-line staff are on the Council and consideration should be given to allowing them to have voting rights. Currently, all of the staff on the Council are from the management group.

Dean Carmichael noted that he would prefer that Senate approve the revised Constitution as presented with his commitment that he would raise the concern regarding front line staff and voting privileges at the next FIMS Council meeting.

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

The main motion was called and CARRIED.

S.16-227 **Format of Senate Minutes**

At the September meeting of Senate, it had been suggested that speakers' names should be included in Senate minutes going forward. The question was referred to the Operations/Agenda Committee (OAC) for consideration. Senate was advised that it is OAC's view that the current rules provide for an appropriate balance in reporting debate and should not be changed. If a member feels that a comment has been missed or not reflected accurately, there is opportunity to amend the minutes, as has been demonstrated on a number of occasions over the past year. The member who had raised the issue indicated that while he was not entirely satisfied with the response, he was not, at this stage, prepared to present a notice of motion for a change.

S.16-228 **Land Acknowledgement Statement at Senate**

Senate was advised that in keeping with the spirit of the Indigenous Strategic Plan, approved last month, the President and Vice-Presidents have determined that they will begin each official function they attend with a land acknowledgement statement, including Senate meetings.

A member suggested that Senate itself should determine that the land acknowledgement should become a regular part of Senate's proceedings, thus ensuring that it would continue to be the practice regardless of the views of who might be in senior roles at any given time and noted that she would present Notice of Motion to that effect at the end of the meeting.

S.16-229 **Implementation of the Report of the ad hoc Committee on Renewal – Update**

Senate received for information an update regarding the Implementation of the Report of the *ad hoc* Committee on Renewal, detailed in Exhibit II, item 4.

S.16-230 **Senate Election Timetable**

Senate was advised that although in the past the Secretariat has coordinated Senate elections (faculty, staff, students) with the timetable of USC presidential elections, within the last 10 days, the Secretariat was informed that the USC had dramatically changed its schedule for elections in 2017. Given the short notice, it will not be possible to change the schedule already set for Senate elections. The Secretariat will be discussing with the USC the possibility of re-establishing concurrent elections for undergraduate students for future years. Changes to the election procedures to accommodate separate elections would be brought forward to the December meeting of Senate.

REPORT OF THE NOMINATING COMMITTEE [Exhibit III]

S.16-231 **University Research Board - Membership**

S. Stewart (Education) was elected to the University Research Board to replace H. Lagerlund who is on leave (term to June 30, 2017).

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

S.16-232 **School of Graduate and Postdoctoral Studies, Richard Ivey School of Business: Revisions to the MSc in Management – Business Analytics Field**

It was moved by S. Macfie, seconded by P. Bishop,

That effective January 1, 2017 revisions to the MSc in Management – Business Analytics Field be introduced as shown in Exhibit IV, Appendix 1.

CARRIED

S.16-233 **School of Graduate and Postdoctoral Studies, Faculty of Law: Introduction of a Graduate Diploma (GDip) in Mining Law, Finance and Sustainability**

It was moved by S. Macfie, seconded by L. Miller,

That, pending Quality Council approval, the new Graduate Diploma (GDip) in Mining Law, Finance and Sustainability be introduced in the School of Graduate and Postdoctoral Studies, effective September 1, 2017 as shown in Exhibit IV, Appendix 2.

Referring to the Admission Requirements, a member asked why specific disciplines were listed rather than having the program open to all. E. Chamberlain, Associate Dean, Academic, Faculty of Law, said the list of relevant disciplines is meant to be illustrative, not exhaustive. Given that the program is a professional diploma, and is designed primarily for those who wish to work in, with, or alongside the mining industry, it is expected that most candidates will come from the disciplines listed. The Faculty of Law is open to any applicant who wishes to make the case that his or her prior discipline or experience is relevant to the program.

Responding to a question regarding Indigenous content, E. Chamberlain said that it is embedded in all the required courses:

- Introduction to Law and Primary Legal Sources includes a module on Indigenous Difference under Canadian Law (includes the Royal Proclamation, Constitutional provisions, treaties)
- Mining Law includes material on the duty to consult with Aboriginal communities, as well as a complex negotiation exercise involving Aboriginal interests in a mining development (led and assessed by Aboriginal leaders)

- The Mining Finance Speaker Series includes speakers who address human rights issues (including the rights of Indigenous peoples in other countries)
- The Seminar on Interdisciplinary and Indigenous Perspectives will make use of existing and new connections we are making with First Nations communities, including through our Indigenous adjunct faculty, alumni, a current visiting fellow, and visiting professors from Australia and New Zealand. We also hope to hire an Indigenous scholar in the near future.

Further, while it might not be obvious from their short course descriptions, all of the “core” courses also include modules relating to Indigenous rights and interests. As an example, such content makes up nearly 1/3 of the Environmental Law course, which addresses issues such as the duty to consult and accommodate, the significance of treaties for environmental regulation and co-management, the interaction of Aboriginal harvesting rights and the regulation of species protection, and the relationship of Indigenous law and epistemologies to ecological vs anthropocentric understandings of nature and the environment.

The question was called and CARRIED

S.16-234 **Schulich School of Medicine & Dentistry: Revisions to the Admission Requirements of the MD and DDS Programs**

S.16-234a **Revisions to the Admission Requirements of the MD Program**

It was moved by S. Macfie, seconded by M. Strong,

That the MD program's Admission Requirements in the Schulich School of Medicine & Dentistry be revised as set out in Exhibit IV, Appendix 3, effective November 1, 2016.

CARRIED

S.16-234b **Revisions to the Admission Requirements of the DDS Program**

It was moved by S. Macfie, seconded by M. Strong,

That the DDS program's Admission Requirements in the Schulich School of Medicine & Dentistry be revised as set out in Exhibit IV, Appendix 4, effective December 1, 2016.

CARRIED

S.16-235 **Faculty of Social Science, Department of Anthropology: Renaming and Revisions to the Major in Bioarchaeological Anthropology**

It was moved by S. Macfie, seconded by C. Wang,

That effective September 1, 2017 the Major in Bioarchaeological Anthropology be renamed Major in Archaeology and Biological Anthropology, and

That changes to the module be approved as shown in Exhibit IV, Appendix 5.

CARRIED

S.16-236 **Faculty of Social Science, Department of History and Western Centre for Continuing Studies: Withdrawal of the Diploma in History**

It was moved by S. Macfie, seconded by A. Bachman,

That effective May 1, 2017, admissions in the Diploma in History be discontinued,

That students currently enrolled in the diploma be allowed to graduate until August 31, 2020, upon fulfilment of the requirements, and

That effective September 1, 2020 the diploma be withdrawn.

CARRIED

S.16-237 **Brescia University College: Introduction of a Diploma in Management Studies and a Diploma in Management Studies with Work Placement**

It was moved by S. Macfie, seconded by M. Jadd,

That effective May 1, 2017 a Diploma in Management Studies and a Diploma in Management Studies with Work Placement be introduced in Brescia University College as shown in Exhibit IV, Appendix 6.

CARRIED

S.16-238 **Undergraduate Sessional Dates**

It was moved by S. Macfie, seconded by V. Nolte,

That Senate approve the following sessional dates:

- Revisions to the Undergraduate Sessional Dates for 2017
- Undergraduate Sessional Dates for 2018
- Sessional dates for the Richard Ivey School of Business HBA program (2017-18)
- Sessional dates for the Faculty of Education, B.Ed. program (2017-18)
- Sessional dates for the Faculty of Law (2017-18)
- Sessional dates for the Schulich School of Medicine & Dentistry's MD and DDS programs (2017-18)

CARRIED

S.16-239 **Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs**

It was moved by S. Macfie, seconded by D. Sylvester,

That effective September 1, 2016, Senate approve and recommend to the Board for approval the renewal of the Articulation Agreement between Brescia University College, Huron University College, King's University College and Western and Fanshawe College regarding the transfer of credit for students in the Child and Youth Care and Social Service Worker Programs as shown in Exhibit IV, Appendix 8, and

That effective September 1, 2016, Senate approve and recommend to the Board for approval the introduction of the Articulation Agreement between Brescia University

College, Huron University College, King's University College and Western and Fanshawe College regarding the transfer of credit for students in the Developmental Service Worker Program as shown in Exhibit IV, Appendix 8.

CARRIED

S.16-240 **Revisions to the Dean's Honors List and Graduation "With Distinction" Policy (Education)**

S. Macfie informed Senate that the effective date of this change in policy is January 1, 2019, not 2017 as shown in the recommendation.

It was moved by S. Macfie, seconded by P. Bishop,

That the Education section in the Dean's Honors List and Graduation "With Distinction" policy be revised as shown in Exhibit IV, Appendix 9, effective January 1, 2019.

CARRIED

S.16-241 **Revisions to the Breadth Requirements for Bachelor Degrees Policy (Linguistics)**

It was moved by S. Macfie, seconded by I. Paul,

That the Breadth Requirements for Bachelor Degrees Policy be revised as shown in Exhibit IV, Appendix 10, effective November 1, 2016.

CARRIED

S.16-242 **Revisions to the Adding and Dropping Courses Policy (Approval of Sessional Dates)**

It was moved by S. Macfie, seconded by D. Sylvester,

That the Adding and Dropping Courses Policy be revised as shown in Exhibit IV, Appendix 11, effective January 1, 2017.

CARRIED

The Chair confirmed that a cross reference/separate heading will be included in this policy to refer to Sessional Dates. This will make it easier to find it in the future and will also ensure that Senate has not relinquished its authority over other policy matters included in here. A member also noted that quarter courses during the summer are not included in the add drop date chart which might create confusion for students. The Chair advised that she will follow up about this matter and report back at the next meeting.

S.16-243 **Report of Scholastic Offences**

The Report of Scholastic Offences for the period of July 1, 2015 – June 30, 2016, detailed in Exhibit IV, Appendix 12, was received for information.

S.16-244 **Ivey Student Code of Conduct – Update**

Senate approved changes to the policies regarding the Ivey Honors designation at its September 23, 2016 meeting. As a follow-up, Ivey has now posted the Ivey Code of Conduct on their website <http://www.ivey.uwo.ca/code-of-conduct/> and a link to this page is now included in the footer of every page of the Ivey website.

S.16-245 **New Scholarships and Awards**

SCAPA approved on behalf of the Senate, the Terms of Reference for the new scholarships and awards shown in Exhibit IV, Appendix 13 for recommendation to the Board of Governors through the Vice-Chancellor.

S.16-246 **SCAPA Meetings**

A member asked about the outcome of SCAPA's consideration of the Senate *ad hoc* Committee on Renewal's recommendation with respect to openness of meetings. S. Macfie said that SCAPA has discussed and submitted its response to OAC. SCAPA has agreed that it would prefer that meetings remain closed, with the understanding that the agenda page will be publically posted, and that annotated notes will be included in items brought forward to Senate. Dr. Chakma advised that Senators will have an opportunity to debate and discuss this matter at the December Senate meeting at which the Operations/Agenda Committee would report on all of the standing committees' deliberations.

S.16-247 **REPORT OF THE ACADEMIC COLLEAGUE** [Exhibit V]

The Report of the Academic Colleague on the October 13 meeting of COU Academic Colleagues and the full Council, detailed in Exhibit V, was received for information.

Asked about the renegotiation of the Strategic Mandate Agreements, J. Deakin reported that at this stage, very little was known about the process the government would follow. Once the rules are known, information will be provided to Senate.

S.16-248 **DISCUSSION & ENQUIRY PERIOD**

S.16-248(a) **Academic Policies** (S.16-47, S.16-63)

Responding to the request for an update on the project of synchronizing the Registrar's academic calendar and the Secretariat's policies, G. Tigert advised that it is expected that the project will be completed by mid-January which is when the new academic calendar will be generated. He confirmed that no print copies will be produced.

S.16-248(b) **"We Speak 2017"**

Responding to questions submitted about the "We Speak 2017" survey of faculty and staff that will be undertaken in January 2017, J. O'Brien, Associate Vice-President (Human Resources) said that the cost to run the survey in 2012 was \$90,038 and the cost to run the survey in 2017 will be \$93,200. In 2012 a 40% response rate was achieved which included part-time employees. 75% of the full-time staff responded to the survey. The WE SPEAK Faculty and Staff Survey 2017 will identify what is working well, and where there is opportunity for improvement within groups and across Western. The 2012 WE SPEAK Survey was very helpful to many faculties and departments in starting a conversation and implementing WE ACT plans to improve engagement. Results had been provided to leaders of units for dissemination to their faculty and staff.

S.16-248(c) **Responses to Publicly Controversial Acts**

Senator C. Davidson read a statement he had received from the Organizing Equality Student Coalition, concerning the university's responses to publicly controversial acts and events (such as the "Western Lives Matter" incident). The Coalition had recently produced a report detailing strategies for addressing such issues in a systemic way. He presented the following questions:

Will the Senate take timely and concrete steps to address the systemic and specific harm experienced by marginalized students on campus, by providing funds and other institutional resources to organizations and projects led by students from equity seeking

groups, for equity building activities that involve and benefit them as a priority?

Will the Senate and Administration make designated physical spaces available for such students and groups to foster dialogue, mutual support and caucusing?

Will the Senate and Administration enthusiastically support such student-led initiatives, and thereby send a public message that helps engender safety for such students?

The President noted that the questions were complex and, having just been received, would be brought back to the next meeting.

S.16-248(d) **Ombudsperson**

Noting that the students have recourse to assistance from the Ombudsperson regarding a University-related problem or concern, Senator Chant asked why there was no such option for staff. Equity Services provide one source of support, but not every conflict rose to that level. The President noted that there was no one present who could answer the question and asked that it be submitted for consideration at the next meeting.

S.16-249 **NOTICE OF MOTION**

Senator Toswell presented the following Notice of Motion:

That Senate will begin its meetings with the Land Acknowledgement.

In accordance with Senate's rules of order, the Chair noted that the notice would be referred to the Operations/Agenda Committee for consideration at its December meeting.

ADJOURNMENT

The meeting adjourned at 2:45 p.m.

A. Chakma
Chair

I. Birrell
Secretary

For Discussion

Notice of Motion

Recommended: That Senate will begin its meetings with the Land Acknowledgement.



REPORT OF THE PRESIDENT

To: Senators
From: Amit Chakma
Date: December 1, 2016
Re: President's Report to Senate

For the December 9, 2016 Senate meeting, I wish to highlight the following news and developments since the last meeting of Senate on November 18, 2016.

U15 Proposal for 2017 Federal Budget:

Included as an appendix to my Senate report is a copy of the formal ask submitted to the federal government by the **U15 Group of Canadian Research Universities** for consideration in next year's budget. As the government continues to pursue its "Innovation Agenda" in 2017, the U15 is seizing this opportunity to advocate for increased support for fundamental research through four recommendations:

1. establish a national goal of being among the top three OECD countries in the percentage of GDP invested in higher education research;
2. commit to a minimum increase of five percent per year, unfettered, to the federal granting councils until the goal is reached;
3. commit to a minimum increase of 10 percent per year to the Research Support Fund until all institutions have the full costs of research funded;
4. commit to long-term sustainable and predictable funding for the Canada Foundation for Innovation.

A key element of the historical context in which this ask is made includes the fact that, between 2006 and 2014, the percentage of GDP Canada invested in postsecondary research dropped from third to seventh position among OECD countries. To reverse this trajectory, we must ensure that our researchers are equipped and funded to compete with the best in the world.

Royal Society Gala:

On November 19-20, I attended the annual Royal Society Gala in Kingston, where it was my and VPR John Capone's pleasure to host Western's most recent Fellows admitted to the Society. Our new RSC colleagues include: **James Grier** (Music), **Paul Potter** (Classical Studies), **Gregor Reid** (Microbiology & Immunology), **David Shoesmith** (Chemistry), **Xueliang (Andy) Sun** (Mechanical & Materials Engineering)

and **Charles Weijer** (Philosophy and Medicine). At the same event, **Anita Kothari** (Health Studies), **Thy Phu** (English and Writing Studies) and **Rachel Birnbaum** (Social Work, King's University College) were also welcomed as new members to the RSC's College of New Scholars, Artists & Scientists. This multidisciplinary recognition is presented to the emerging generation of Canadian intellectual leadership. In recent years, Western has done exceptionally well in nominating outstanding colleagues who have gone on to receive what are considered among Canada's most prestigious academic honours. Currently, more than 50 active Western faculty members are fellows of the Royal Society and its College of New Scholars.

Board approves Indigenous Strategic Plan:

On November 24, the Board of Governors endorsed the Indigenous Strategic Plan, marking an historic occasion for our University. The Senate- and Board-approved ISP is an important step toward fulfilling a commitment made in [Achieving Excellence on the World Stage](#) to improve accessibility and success in higher education for Indigenous peoples. It also provides direction for how we will respond to the calls to action outlined in the 2015 report issued by the Truth and Reconciliation Commission of Canada. Now that the ISP has been approved by both governance bodies, a Provost's Task Force will be struck and undertake its mandate in the new year to recommend how the Plan's goals are to be implemented. Again, I wish to thank and congratulate members of the Indigenous Strategic Initiatives Committee who consulted with 700 campus and Indigenous community members over the last three years to develop the Plan.

Leadership update:

The work of five senior academic and administrative leadership review/selection committees continues for the Deans of Law, and Arts & Humanities; the Vice-Provost (International); the Vice-President (Research); and the Vice-President (Resources & Operations).



Group of Canadian Research Universities

Regroupement des universités de recherche du Canada

**U15 Budget 2017 Proposal:
Building a Strong Foundation for the
Innovation Agenda**

Fundamental Research: Building a Strong Foundation for the Innovation Agenda

World-class research universities are an essential part of a globally competitive innovation ecosystem. In addition to the intrinsic value of expanding human knowledge, research universities provide commercial and social innovators with an indispensable foundation, built upon an integrated learning and research environment. This environment, and the fundamental research at its core, generates a range of important social and economic benefits, including:

- creating a critical mass of knowledge workers by attracting and training highly qualified personnel;
- making discoveries that social and commercial innovators build upon;
- serving as a hub that connects their region to global knowledge flows; and
- providing expertise that businesses, non-profits and governments use to address their most difficult challenges.

As the federal government moves forward on its Innovation Agenda in Budget 2017, it is essential that it builds that Agenda upon a strong foundation of fundamental research and effective strategies that enable our innovators to turn new discoveries into social and commercial innovation quickly. This requires globally competitive investments in both fundamental science and associated research supports.

Investments in fundamental research are an essential component of any innovation ecosystem. These investments create the discoveries and train the highly qualified personnel upon whom social and commercial innovation is built. Worryingly, between 2006 and 2014, the percentage of GDP Canada invested in higher education research dropped to seventh from third among OECD countries (OECD, 2016). Ensuring that Canada continues to be a world-leading research nation will require that we increase our investments in higher education research to globally competitive levels.

To ensure those investments in research deliver their intended benefits, we also need to maintain underlying research supports. Research supports include regulatory compliance services, intellectual property management, hazardous material management, ethics reviews for studies involving humans, facility maintenance, and many other critical institutional functions. These supports, which are essential for any world-class research university, are generally estimated to cost about 50 percent of the direct costs of research¹ and are partially offset by the federal Research Support Fund (RSF). However, Canada's most research-intensive universities can receive as little as 17 percent of direct costs as a result of the RSF's funding levels and allocation formula. For U15 institutions alone this creates a gap of over \$380 million that needs to be funded from other sources. At the institutional level, funding this gap results in larger class sizes, in increased deferred maintenance and in reduced investment in a number of important student and research supports. Given that other leading countries fund the full costs of research; this gap hinders our ability to compete globally.

¹ CAUBO. "Indirect Costs of Research: Results of a joint survey administered by CAUBO/CAURA", 2013. P. 22

For Canada to be a leading innovation nation, we must ensure that our researchers are equipped to compete with the best in the world. Accordingly, The U15 recommends Budget 2017 strengthen the foundation of our research and innovation system by:

- **establishing a national goal of moving into the ranks of the top three OECD countries in the percentage of GDP invested in higher education research;**
- **committing to a *minimum* increase of five percent per year, unfettered, to the federal granting councils until we have reached our GDP goal. In Budget 2017 that would represent a minimum increase of about \$127 million;**
- **committing to a *minimum* increase of 10 percent per year to the Research Support Fund until the full costs of research are funded and the largest research performers are no longer required to offset unfunded costs associated with federal grants. In Budget 2017 this would represent a minimum increase of about \$34 million; and**
- **committing to long-term sustainable and predictable funding for the Canada Foundation for Innovation.**

This long-term commitment to being a leading international research nation will ensure that Canadian innovators have a strong foundation upon which to build.

Unleashing Innovation at the Frontiers of Knowledge

As we think about how to fuel innovation in Canada, it is critical that we recognize that a well-functioning innovation ecosystem requires different contributions from various sectors. For example, the contributions that fundamental research makes to an innovative country is different from, but equally essential to, the contributions a robust business R&D environment makes. If Canada is to be a leading innovation nation, we need to develop symbiotic relationships among all parts of the innovation ecosystem. Among other things, achieving this goal requires leveraging our investments in fundamental research to help our commercial and social innovators succeed.

Over the last number of years, U15 institutions, both individually and collectively, have been redoubling their efforts to create these symbiotic relationships. These efforts include expanding entrepreneurship supports, increasing federal decision-makers' access to experts, conducting more than \$650 million in research for businesses, conducting a further \$950 million in research for non-profits and undertaking a wide range of other activities. Although these activities have played an important role in helping fuel social and commercial innovation in Canada, a concerted effort across all sectors could increase benefits to Canada. Although U15 institutions have taken the lead in building many of these synergies and will continue to do so, we are always pleased to contribute to initiatives others are undertaking.

Conclusion

The U15 believes that Budget 2017 provides an exciting opportunity to push the frontiers of knowledge while simultaneously developing new ways to mobilize our research from discoveries into innovation. By recommitting ourselves to being a world-leading research nation, and then systematically leveraging those investments through both new and scaled-up knowledge mobilization initiatives, we will give our innovators a significant advantage.

REPORT OF THE OPERATIONS/AGENDA COMMITTEE

Appointment Procedures for Senior Academic and Administrative Officers of the University: Amendment of Title in Section G: Vice-President (Resources & Operations)

Amendments to Senate Election Procedures

Recommendations of the Senate *ad hoc* Committee on Renewal

Convocation Statistics for 2016

FOR APPROVAL

1. **Appointment Procedures for Senior Academic and Administrative Officers of the University: Amendment of Title in Section G: Vice-President (Resources & Operations)**

Recommended: That the title of the Vice-President (Resources & Operations) in the Appointment Procedures for Senior Academic and Administrative Officers of the University (Section G) be changed to Vice-President (Finance & Operations).

Background:

The President and the Senior Policy & Operations Committee of the Board have a concern that the current title of the position is confusing, and not reflective of the important place that financial matters hold in the portfolio. Before proceeding with the search for a new Vice-President they would like to have the title be more clearly representative of the portfolio's responsibilities. Members will recall that a selection committee was struck at the September meeting of Senate.

The Appointment Procedures can be found here:

http://www.uwo.ca/univsec/board/appointment_procedures.html

2. **Amendments to Senate Election Procedures**

Recommended: That the amendments to the Senate Election Procedures, attached as **Appendix 1**, be approved.

Background:

Senate was informed at the last meeting that the 2017 undergraduate student elections cannot be held in conjunction with the USC because the USC has changed its election schedule dramatically to have nominations open on December 5. Amendments to the Senate Election Procedures are needed to accommodate a separately administered election for the constituency in 2017. Following the election, the Secretariat will consult with the USC to determine whether, going forward, the two elections can be held in conjunction in future.

The second major amendment to the Procedures provides that campaigning in graduate student elections will be held under the supervision of the SOGS CRO and their Appeals Commission. For some years, graduate students have raised concerns about being subjected to the rules and oversight of the USC. They have now agreed to run their presidential elections in sync with the Senate elections. The provisions with respect to their oversight and the ability to appeal to the Secretary of Senate in the event of disqualification are identical to those in place for undergraduate students through the USC.

3. **Recommendations of the Senate *ad hoc* Committee on Renewal**

As has been reported at Senate in the last two months, the Operations/Agenda Committee has continued to work on the implementation of recommendations contained in the Report of the Senate *ad hoc* Committee on Renewal.

Although much of the report attached as [Appendix 2](#) is in the nature of a progress report at this time, there are some recommendations that are ready for discussion and vote at Senate, most of which concern how Senate's standing committees function. Those are as follows.

3a. **Open or Closed Committee Meetings**

Recommended: That meetings of Senate's standing committees and subcommittees remain closed.

Background:

The Operations/Agenda Committee asked the standing committees to provide their advice on the question of open or closed meetings. That advice is summarized in the attached report for Senate's consideration. We note that the *ad hoc* Committee did not suggest that committee meetings should be opened but that Senate should consider the question. As their chairs and members will attest, each of the standing committees discussed the matter at length before reaching the conclusion that their deliberations should remain closed.

3b. **Posting Committee Agendas**

Recommended: That the agenda page for standing committee meetings be posted publicly when the full agenda package is provided to members on OWL, effective with the January 2017 meeting cycle.

Background:

Posting agendas of committees will provide more information to Senators and to the wider university community about issues under discussion before they get to the Senate floor. Depending on the matter to be discussed, some agenda items in some committees will need to be identified in a generic way on the public agendas.

3c. **Consent Agenda**

Recommended: That a consent agenda process be piloted for the January and February 2017 meetings of Senate.

Background:

A consent agenda is a tool commonly used by governing bodies to allow items of business that are anticipated to be non-controversial or that are minor in nature to be voted upon in block, thus freeing time for more strategic discussion. The key to using the consent agenda successfully is to ensure that any member is able to have an item removed from the consent agenda with ease. Information about the consent agenda process drawn from Sturgis (Senate's parliamentary authority) and about how it works in practice is appended to the report as [Appendix 2, Annex 1](#). The Operations/Agenda Committee is suggesting that the process be tested in the January and February 2017 meetings. Consideration can then be given to whether it should become a permanent feature of Senate meetings.

3d. **Nominating Committee Terms of Reference**

Recommended: That the terms of reference of the Nominating Committee be revised as shown in [Appendix 2, Annex 2](#).

Background:

There were a number of concerns identified with respect to a lack of clarity or understanding as to how the Nominating Committee functions. The changes to the terms of reference are intended to address those concerns.

3e. **Nominations from the Floor of Senate**

Recommended: That the practice of immediately circulating a paper ballot when a slate put forward by the Nominating Committee is contested from the floor of Senate be discontinued and an electronic vote be conducted after the meeting.

Background:

Concern was expressed that, when Senators are asked to vote on a contested seat at a Senate meeting, they do so with no knowledge of the relative merits of the candidates put forward by the Nominating Committee and those nominated from the floor. While nominations from the floor will continue the process of balloting will be amended such that an electronic vote will be conducted following the meeting. If this recommendation is approved, amendments to the Adopted Policies and Procedures of Senate will be brought forward to the January 2017 meeting of Senate to put it into effect.

FOR INFORMATION

4. **Convocation Statistics 2016**

See [Appendix 3](#).

SENATE ELECTION PROCEDURES

The University of Western Ontario Act (1988) defines in Sections 24 and 25 the composition of Senate, general provisions for election of members, including eligibility for candidacy and voting, the establishment of a staggering of terms at the time of first elections, and a provision for the designation of constituencies within units.

A. CONSTITUENCIES: FACULTY, ADMINISTRATIVE STAFF, UNDERGRADUATE STUDENTS, GRADUATE STUDENTS**A.1 General**

1. The Secretary of the Senate shall be the Chief Returning Officer.
2. The schedule for calling of nominations, publication of candidates' names, and time lines for balloting shall be as published by the Secretary of the Senate.
3. Elections of faculty from the Affiliated University Colleges are conducted by each Affiliated University College, with the winners' names being forwarded to the Secretary of Senate.
4. With the exception of faculty elected from the Affiliated University Colleges, candidates for election must be nominated by means of an official nomination form available from the Secretary of the Senate and accessible on the Secretariat's website: <http://www.uwo.ca/univsec/>
5. Nomination forms for staff and students must be signed by 10 persons eligible to vote in the constituency concerned. A nominator may not nominate more candidates than there are seats to be filled in the constituency.
6. Nomination forms for faculty from the Constituent University shall be signed in one of the following ways:
 - (a) by 10 members eligible to vote in the academic unit or constituency to be represented; or
 - (b) by the Nominating Committee of the Council of the Faculty or School through the Chair of the Nominating Committee or the Dean.
7. Nominees must declare on the nomination form:
 - (a) that they are willing to stand as candidates for election and to serve if elected; and
 - (b) that they meet the eligibility requirements for the constituency.
8. Any person nominated who is not available to sign the nomination form is permitted to notify the Secretary of Senate by mail, fax or email of his/her intention to be a candidate up until the final deadline for call for nominations.
9. Nominees may submit with the nomination form a biographical statement or other comments up to a limit of 75 words and/or a digital photograph for publication. The Secretary shall have discretion in restricting the published statement to 75 words should that submitted be in excess of this limit. The statement and/or the digital photograph of the candidate will be posted on the election website and linked to the ballot, and by submitting the statement and/or photograph, candidates agree to such posting.
10. Errors or irregularities on a nomination form constitute grounds for rejection of the nomination by the Secretary of the Senate.
11. When only sufficient nominations to fill the vacancies for any unit or constituency are received, the Secretary of Senate shall declare the person or persons nominated elected by acclamation.

12. Except where election is by acclamation, election shall be by secret ballot by those eligible to vote in the constituency concerned.
13. Balloting will be conducted during a designated period at an election site linked to Western's homepage : <http://www.uwo.ca>
14. Where more than one seat is vacant in any constituency, voters may vote for candidates up to the maximum number of seats available. Candidates with the most votes will be the winners and will fill the vacant seats in order of plurality.
15. If in any election there is a tie vote, the election shall be determined by lottery conducted by the Secretary of Senate in the presence of the candidates concerned or their agents.
16. An election shall not be invalidated by any irregularity which does not affect the outcome of such election. Notification of any irregularity must be received by the Secretary of Senate within five business days of the closing of the polls.
17. The results of the election shall be announced as soon as possible after the close of balloting. The number of votes received by each candidate will be made public.
18. All election data will be retained for a period of thirty days following publication of the election results, and then destroyed if no appeal is pending.
19. A list of voting results, validated by the Secretary of Senate, shall be retained for a period of two years.
20. In accordance with the UWO Act, the following pertains with respect to terms for the various constituencies represented on Senate:
 - (a) Faculty, Administrative Staff and Members of the General Community are elected to two-year terms. They may serve two consecutive terms, following which they are not eligible for further election until a lapse of two years.
 - (b) Students are elected to one-year terms. They may serve four consecutive terms, following which they are not eligible for further election until a lapse of two years.
 - (c) When an individual is elected to complete the term of another Senator, that time is not included in the individual's eligibility to serve in his/her own right.
 - (d) Eligibility for re-election to Senate is unaffected by a Leave of Absence taken during a regular membership term. That is, the period of Leave shall not be construed as a break in the continuity of a regular membership term.

A.2 Elected Representatives – Distribution of Seats**A.2.1 Faculty**

Constituency	Seats
School of Graduate and Postdoctoral Studies (One from each of the following disciplinary groupings: Arts & Humanities/Music; Social Science; FIMS & Business; Education; Health Sciences; Medicine & Dentistry; Engineering; Science. Two from SGPS At-Large)	10
Faculty of Arts & Humanities	5
Schulich School of Medicine & Dentistry (4 from Medicine; 1 from Dentistry)	5
Faculty of Science	5
Faculty of Social Science	5
Faculty of Health Sciences	4
Faculty of Information and Media Studies	2
Faculty of Education	2
Faculty of Engineering	2
Faculty of Law	2
Don Wright Faculty of Music	2
Richard Ivey School of Business	2
Each Affiliated University College	2

A.2.2 Administrative Staff

Two members of the full-time administrative staff elected thereby.

A.2.3 Students

Constituency	Seats
<i>Undergraduate Students:</i>	
Faculty of Social Science	2
Faculty of Science (incl. BMSc yrs 1 & 2)	2
Faculty of Arts & Humanities, Don Wright Faculty of Music and FIMS	1
Faculties of Education, Engineering and Law, and the Richard Ivey School of Business	1
Faculty of Health Sciences	1
Schulich School of Medicine & Dentistry (incl. BMSc yrs 3 & 4)	1
Affiliated University Colleges	2
At-Large	4
<i>Graduate Students</i>	4

A.3 Eligibility**A.3.1 Faculty**

- (a) To be eligible for election to the Senate, a faculty member (includes those holding Clinical Academic appointments) must be a member, either full-time or part-time, at the rank of Assistant Professor or higher, of the academic unit or constituent parts thereof as designated by the Senate or affiliated university college to be represented, and must have held an academic appointment in the University or affiliated university college for at least two academic years.

- (b) To vote for representatives of constituent university Faculties and Schools, members of faculty of the University must be listed as such in the records of the Division of Human Resources. To vote for faculty representatives of affiliated university colleges, members of the faculty of the colleges must be listed as such in the relevant records of the Affiliated University College in question.
- (c) A member of faculty holding an appointment in more than one academic unit (or constituency within that unit) other than the School of Graduate and Postdoctoral Studies may be nominated only in the unit designated as the "Home Faculty/School". Such a member of faculty is, however, eligible to vote in each academic unit in which he or she is a member.

A.3.2 *Administrative Staff*

All employees of the University in full-time continuing positions who are not members of the faculty, and who are listed as such in the records of the Division of Human Resources, are eligible for election and to vote. A member of full-time administrative staff who is registered as a student is not eligible to vote in the undergraduate or graduate student constituencies.

A.3.3 *Students*

Any full- or part-time student who is registered, at the time of the call for nominations, in one of the academic units comprising the constituency is eligible to be a candidate and to vote in the constituency except that those who are otherwise included in a Faculty or Administrative Staff constituency shall not be eligible to be a candidate for election or vote. In any given Senate election, a student may not be a candidate in more than one constituency.

A.4 Procedures

A.4.1 *Faculty and Staff*

- (a) The Secretary of Senate shall call for nominations, normally within the first three weeks of January each year.
- (b) Completed nomination forms must be submitted to the Secretary of Senate not less than seven but not more than 14 consecutive days from the official date of call for nominations. The Secretary of Senate shall then publish official lists of the valid nominations on the Secretariat's website as soon as possible after the close of nominations. The official lists shall be organized by constituency and by last name alphabetically, showing the rank (for faculty), title and academic/administrative unit of each nominee.
- (c) Elections shall be conducted by electronic ballot.
- (d) If at any annual election no nominations are received for a faculty constituency, Senate may appoint a member upon the recommendation of the unit/constituency concerned.
- (e) If at any annual election no nominations are received for the administrative staff constituency, the Secretary of Senate shall issue as soon as possible after the close of nominations a second call for nominations, followed by a by-election. The timeline and procedures for the by-election will be as given in paragraphs (b), (c) and (f) of this section. In the event that a by-election fails to yield a candidate, the seat(s) shall be filled in accordance with the procedures for filling of mid-year vacancies (see section C.7, below).
- (f) The Secretary of Senate shall publish the names of the successful candidates in an official notice of the Senate to be posted at the University Secretariat's Office and on its website, as soon as possible after the close of the balloting. The successful candidates for each unit/constituency shall be those who obtain the largest number of votes in each unit/constituency concerned.

A.4.2 Students

- (a) ~~When possible, elections~~ Elections to the Undergraduate and Graduate Student Constituencies are normally timed to run in conjunction with the USC and SOGS presidential elections. ~~Calls for nomination will be issued in accordance with the posted Election Schedule. The Secretary of Senate will normally issue a call for nominations during the second week of classes in January. Completed nomination forms must be submitted to the Secretary of Senate not less than seven but not more than 14 consecutive days from the official date of call for nominations in the case of undergraduate academic faculty constituencies and graduate student constituencies. In the case of the undergraduate student At Large constituency, the completed nomination forms must be submitted to the Secretary of Senate within 21 consecutive days from the official date of call for nominations.~~
- (b) Students registered in Years 1 and 2 of the Bachelor of Medical Science (BMSc) program will be nominated and vote in the "Faculty of Science Constituency", while students registered in Years 3 and 4 of the BMSc program will be nominated and vote in the "Schulich School of Medicine & Dentistry Constituency".
- (c) If, at any annual election, an undergraduate academic constituency fails to nominate a representative(s), the seat(s) thus unfilled shall be added to the four undergraduate "At Large" constituency seats for that year only and filled at the subsequent "At Large" election.
- (d) If one or more "At Large" seats are not filled, the Senate may appoint the required number of members upon the recommendation of the University Students' Council.
- (e) If at any annual election insufficient nominations are received for the graduate student constituency, Senate may appoint member(s) to fill vacant seat(s) upon the recommendation of the *ad hoc* Nominating Committee outlined in the procedure for the Filling of Mid-Year Vacancies and Leaves of Absence (see section C.6(c)).
- (f) A mandatory all-candidates meeting will be scheduled for student candidates during the week following the close of nominations. Student nominees who do not attend or have not made arrangements to send an alternate will be disqualified from candidacy. Following the all-candidates meeting, the Secretary of the Senate shall publish a list of valid nominations on the Secretariat's website for each constituency. The official list shall be by last name alphabetically, and show for each candidate the academic program and year of registration as recorded in the official student records of the University or the relevant affiliated university college.
- (g) ~~The~~ For undergraduate students, the Secretary of the Senate may employ the USC Election Committee to supervise campaigning by candidates but any decision that a candidate be disqualified may be appealed to the Secretary of the Senate by 4:00 p.m. of the second working day following the date of the letter notifying the candidate of the Election Committee's decision that the candidate be disqualified. Where there is inconsistency between the policies and procedures stated in **USC By-Law #2** and those of the Senate, the policies and procedures of the Senate shall take precedence and the final authority for resolving all disputes in such matters shall rest with the Secretary of the Senate.
- (h) For graduate students, the Secretary of Senate may employ the SOGS CRO and Appeals Review Commission to supervise campaigning by candidates but any decision that a candidate be disqualified may be appealed to the Secretary of Senate by 4:00 p.m. of the second working day following the date of the letter notifying the candidate of the Appeals Commission's decision that the candidate be disqualified. Where there is inconsistency between the policies and procedures stated in the SOGS election regulations and those of the Senate, the policies and procedures of the Senate shall take precedence and the final authority for resolving all disputes in such matters shall rest with the Secretary of Senate.

- (i) When either the USC or SOGS processes are not employed, candidates will be required to adhere to the campaign requirements and processes established by the Operations/Agenda Committee of Senate.
- (h) The Secretary of Senate shall publish the names of the successful candidates in an official notice of the Senate to be posted at the University Secretariat's Office and on its website, as soon as possible after the close of the balloting. The successful candidates shall be those who obtain the largest number of votes in each constituency concerned.

B. CONSTITUENCIES: REPRESENTATIVES OF THE GENERAL COMMUNITY

1. Senate membership includes five persons from the general community, one of whom shall be active in or associated with the field of secondary school education, consisting of
 - (a) The President of the Alumni Association of the University or a person designated by the President of the UWAA, and two members of the Association appointed by the Association, and
 - (b) two persons elected by Senate.
2. The Senate shall elect the members of a Subcommittee of the Nominating Committee composed of five members of Senate and the Chair of the Nominating Committee, who shall be Chair of the Subcommittee.
3. The Subcommittee shall, after receiving advice from such bodies or individuals as it may deem appropriate and in knowledge of the appointments to be made by the Alumni Association, present to Senate the nominees for representatives of the general community.
4. Members of the General Community are elected to two-year terms. They may serve two consecutive terms, following which they are not eligible for further election until a lapse of two years.

C.B. FILLING OF MID-YEAR VACANCIES AND APPOINTMENT OF ALTERNATES

1. Vacancies are created either through resignation or requests for leaves of absence.
2. The appointee to fill a vacancy must meet all criteria for Senate membership as defined in the UWO Act and these Procedures.
3. Where a vacancy on the Senate occurs before the term of office for which a person has been appointed or elected has expired,
 - (a) If the vacancy is that of an appointed member, the vacancy may be filled by the same authority which appointed the person whose membership is vacant;
 - (b) If the vacancy is that of an elected member, the Senate in its sole discretion shall determine if the vacancy is to be filled; and
 - (c) A person appointed or elected to fill a vacancy shall hold office for the remainder of the term of office of the person whose membership is vacant.
4. When a vacancy has been declared in respect of an elected member and if Senate has determined that the vacancy is to be filled, it shall do so by appointing a replacement from among the candidates of that unit/constituency who were unsuccessful in the last election in a priority determined by their plurality in that election.

When no appointment can be made by the above procedures:

5. *Faculty*

Senate may appoint a member upon the recommendation of the unit concerned.

6. Students

- (a) In the case of a vacant seat in an undergraduate student constituency, if the vacancy occurs between July 1st and April 30th: (i) where there is no runner up in the constituency from the last election or when the runner(s) up are unable to or unwilling to fill the vacancy, the replacement will be appointed from among the At Large runners up registered in the relevant Faculty in a priority determined by their plurality in that election; (ii) when no appointment can be made by this procedure, the *ad hoc* Nominating Committee will nominate a replacement from the relevant constituency.
- (b) In the undergraduate student constituency, an *ad hoc* Nominating Subcommittee comprised of the undergraduate student Senators and chaired by the Chair of the Senate Nominating Committee, shall nominate a replacement to Senate through the Operations/Agenda Committee
- (c) In the graduate student constituency, if the vacancy occurs between July 1st and April 30th of the following year, an *ad hoc* Nominating Subcommittee comprised of the graduate student Senator(s) and to include at least one representative of general graduate students (to be named by the Society of Graduate Students if that group is not represented by a continuing Senator) and MBA students (to be named by the Master of Business Administration Association if that group is not represented by a continuing Senator) and chaired by the Chair of the Senate Nominating Committee, shall nominate a representative or a replacement to Senate through the Operations/Agenda Committee.
- (d) If a student vacancy occurs subsequent to April 30th and prior to July 1st of the same year, the Senator-elect in the constituency will be invited by the Secretary of Senate to assume the vacant seat. In the case of undergraduate constituencies where there is more than one Senator-elect, the invitations will be extended to candidates in an order determined by their plurality in that election.

7. Administrative Staff

An *ad hoc* Nominating Subcommittee comprised of five members of the administrative staff, appointed by the Senate Nominating Committee and chaired by the Chair of the Senate Nominating Committee, shall nominate a replacement to Senate, through the Operations/Agenda Committee.

8. General Community Members Elected by Senate

The members of the Nominating Subcommittee for Representatives from the General Community shall be reconvened. A replacement shall be nominated to Senate through the Operations/Agenda Committee.

Last updated: October, 2015

Senate ad hoc Committee on Renewal

Report on Implementation of Recommendations

The following details progress on implementing all of the recommendations in the ad hoc Committee's report. Matters that are now ready for a vote by Senate have been extracted and are contained in Exhibit III, item 3.

I. TRANSPARENCY, COMMUNICATION & ACCOUNTABILITY

1. Improve the visibility of Senate's decision-making processes

- (a) *Consistent with collegial governance and with the roles and responsibilities of the position, Senators should regularly communicate with their constituencies, both to consult and inform.*

The Operations/Agenda Committee agrees that this should be a responsibility of individual Senators. Some Senators are already doing this through communications prior to Senate about items on the agenda.

The constituency for which there are currently no ready means to communicate with their members is the administrative staff constituency, which comprises all staff on campus.

- (b) *Senate should consider whether committee meetings should be open, either to all members of Senate or to the full Western community.*
- (c) *Standing committee agendas should be posted so that the community can be informed of issues that are being deliberated in committees.*
- (d) *The roles and responsibilities of committee members should be specified in all committees' terms of reference. New committee members should be briefed on these at the first meeting of their term. [Note: This is recommendation III.8 in the ad hoc committee's report]*
- (e) *Reports that come from Senate committees (oral and written) should be annotated to include the context for decisions and the factors considered in decision making.*
- (f) *Each committee should review its terms of reference every three years.*

The main standing committees of Senate – SCAPA, SCUP, Nominating, OAC, URB – were asked to discuss the five questions above and report back to the Operations/Agenda Committee by November 25. All but URB have done so. Given that the recommendations related to URB amount to a full review of its terms of reference, it has established a working group to review and propose amendments to its terms. It is expected that its report, along with revised terms, will be submitted for approval in February.

There was agreement among all committees that items (c) through (f) should be implemented. The Operations/Agenda Committee is suggesting the following actions to put these recommendations in to operation:

- The Secretariat will establish a page on OWL where committee agendas (front page only) can be posted at the same time the agenda packages are posted to OWL for committee members. In some cases, item titles may need to be generic for the public posting. For example, SCUP is frequently asked to approve endowed chairs where an individual donor's name is included in the naming. In that case, the public agenda would refer to consideration of a proposal for an endowed chair without including the proposed name.

- Roles and responsibilities statements will be added to committees' terms of reference. The expectation is that revised terms with these statements will be brought forward for SCAPA, SCUP and OAC in January or February, depending on progress towards creation of statements of role and responsibilities for Senate members as discussed in item 3, below. Amended terms of reference for the Nominating Committee are attached and will be commented upon below.
- Beginning with the January meeting, chairs of Senate's committees will provide more detailed background about proposals coming forward, their implications, and any particular issues raised in the committees' discussions. The Secretariat will research different reporting formats and templates to make reports to Senate easier to assemble and easier to understand. With its report at the November Senate meeting, the Nominating Committee began including a statement with respect to key factors considered in putting forward a nomination.

Not surprisingly, the issue that engendered the most discussion in the committees was consideration of whether committee meetings should be open. The conclusion of each was that, with the posting of agendas so that members of Senate had advance notice of issues under discussion, and with better presentations at Senate that spoke to the rationale for decisions, transparency would be enhanced. and the disadvantages of open meetings outweighed the advantages.

Nominating Committee

The Nominating Committee reported that it did not believe it appropriate that their meetings be open given that their entire purpose is to weigh the merits of individual nominees and their suitability for service in particular roles.

SCAPA/SCUP/OAC

SCAPA, SCUP and OAC each discussed the issue at length in successive meetings and concluded that they would prefer their meetings to remain closed. Though their discussions were independent, their reasons were similar:

- Members of committees are appointed by Senate to carry out specific responsibilities and report back to Senate. They should be trusted to do their work.
- Having open meetings with the ability to move in camera could lead to a sense that the "real" meeting happened in camera.
- Having open meetings would diminish the ability or willingness of members to speak frankly and to push back against proposals that were perhaps supported by observers.
- When new proposals are reviewed by SCAPA and SCUP, there are times when there are questions or comments that result in matters being referred back to the faculty or administrator concerned for reflection and reconsideration. Whether that discussion should be more properly held in closed session rather than open would be difficult to determine ahead of time.
- The committees have very little in the way of delegated authority. Issues come forward to Senate where all members have full opportunity to discuss them.

Conclusion

On the basis of the input received from the standing committees, the Operations/Agenda Committee does not recommend that committee meetings be opened. It was noted that this could be revisited in three years' time by each committee when it reviewed its terms of reference. That would provide sufficient time to determine whether the other measures put in place had had positive impact.

- (g) *Recommendation 1(d) – The Senate website should be revised to illustrate the flow of information in the decision-making processes.*

As noted in the preliminary report from OAC in September, there is agreement that work needs to be done on the web site to make the information it obtains easier to access and make the processes of Senate more evident to users. Given the extra resources needed, and the pressure of other projects assigned to the Secretariat, it will likely be summer 2017 before any serious work can begin on this recommendation.

2. Improve efforts to educate and inform the entire Western community about Senate and university governance

- (a) *Education should be provided for all new members of the community about Senate, its role, responsibilities and processes.*

As with 1.(g) above, work on this recommendation will not begin until the summer of 2017. However, Secretariat staff do currently provide information on governance through leadership training programs for new academic leaders and for administrative staff enrolled in the Western CIM program offered through Human Resources.

- (b) *Ongoing education should be provided to units and organizations on campus*

This will be another summer project, although the Secretariat is more than willing to give presentations to any unit upon request.

- (c) *All members of the community should be encouraged to attend a Senate meeting*

This is a responsibility for individual Senators to take on.

- (d) *Communication of decisions should be enhanced through publishing summary reports following monthly Senate meetings and an annual report to the university community on Senate's activities over the year.*

The Secretary has discussed this with the AVP Communications and has met with the editor of Western News to review how such a monthly report might be formatted and published. Meetings are still to be held with the editor of the Gazette and Alumni News. It is planned to have a first report following the January 2017 meeting of Senate.

3. Articulate the roles and responsibilities of Senators

The Operations/Agenda Committee has reviewed role and responsibilities statements in place for senates at other universities, as well as those approved some years ago by Western's Board of Governors for its members. The Secretary will be bringing a draft set of statements to the committee for review in January 2017.

4. Enhance education of and communication among Senators

- (a) *Provide a more comprehensive orientation*

As an interim step, the Senate orientation session offered in September was more comprehensive than in the past. Considerable work has been done on orientation materials for the Board by its Governance & By-Laws Committee over the last few months, some of which may be transferrable to Senate materials. As noted in September, this recommendation is also tied to the need to revamp the Secretariat's web site.

- (b) *Provide ongoing education processes*

No work has been done on this recommendation as yet.

- (c) *Provide opportunities for both informal social and discussion interactions among Senators*

Potential list of events to be developed by the Operations/Agenda Committee in January and February for Senate's review.

5. Make Senate a more proactive body by dealing more efficiently with transactional business and increasing time spent in strategic discussion.

- (a) *Change the information flow such that major institutional issues (i) are brought to Senate first for strategic discussion and initial advice, (ii) then are directed to the appropriate Senate or administrative committee for detailed work, culminating in (iii) reports brought back to Senate for appropriate action.*

Senator Dyer-Witheford suggested that this recommendation could be operationalized by having the vice-presidents present a report once or twice per year on active issues or upcoming issues within their portfolios. After consultation with the President, the Operations/Agenda Committee suggests a variation on that proposal:

- (i) have the vice-presidents present a list of their ongoing or upcoming projects as suggested, but rather than just having lists of issues without any sense of their interconnection,
 - (ii) use the President's Report at the beginning of each meeting to frame some of the issues in the context of the strategic priorities and allow for more in-depth discussion of them.
- (b) *Consider adoption of a "consent agenda" in order to free up meeting time for strategic discussions.*

The Operations/Agenda Committee believes that this is a procedure worth trying and suggests that it be piloted at the January and February 2017 meetings. Information about the consent agenda process as described by Sturgis is attached.

II Representation on Senate

- 7.(a) All individuals who meet the Act's definition of Academic Staff should be eligible to vote for members of Senate. In addition, those Academic Staff who also have at least two years of continuous service should be eligible to run for a Senate seat.**

The Secretary is consulting with legal counsel.

- 7.(b) Members of constituencies which do not meet the definition of Academic staff (e.g., postdoctoral fellows) or those who do not hold the rank of Assistant Professor should be considered for seats on relevant Senate committees.**

The Secretary will have a report on this for the February meeting of Senate.

- 7.(c) An additional seat on Senate should be created in the administrative staff constituency.**

The Secretary will have a report on this for the February meeting of Senate.

III. Committee Structures & Processes

- 8. The roles and responsibilities of committee members should be specified in all committees' terms of reference. New committee members should be briefed on these at the first meeting of their term.**

As noted on page 1, there is general agreement that this should be done. The Operations/Agenda Committee suggests that committees be asked to formulate language for their terms once the statements about the role and responsibilities of Senators have been developed and approved. The exception to this is the Nominating Committee which has already redrafted its terms of reference as will be discussed below.

9. The terms of reference of three standing committees should be revised concerning membership, mandate, and transparency of their operations

(a) URB – Various Recommendations

The University Research Board has established a working group to review and redraft its terms of reference. The current timetable for completion is the February meeting of Senate.

(b) SCUP – Addition of six more members

SCUP had a lengthy discussion of this proposal, focused on the stated intent of the *ad hoc* committee to reflect a more balanced representation of elected to ex officio members and, perhaps, address an “information imbalance” among members. In the end, SCUP will be recommending the addition of six new members to address concerns about constituency representation and to provide a clear re-weighting in favor of elected vs. ex officio members. Redrafted terms of reference will come forward in January or February.

(c) Nominating Committee – various recommendations

There were a number of recommendations directed specifically at the Nominating Committee with respect to a lack of clarity in its work and a lack of knowledge within the university community or within Senate about vacancies and nominees being put forward. The Committee has redrafted its terms of reference to make its procedures clearer. Those revised terms are attached to this report as [Annex 2](#) and are recommended to Senate for approval.

The Committee has already begun to inform members of Senate when positions come available, rather than relying on Senators to seek out the information on the Secretariat’s website where it has been posted in the past. In addition, as noted above, the Committee has added information about key factors in determining specific slates being presented to Senate.

One additional change to practices with respect to the Nominating Committee is required to be made: that is the discontinuation of the circulation of ballots at Senate meetings when a nomination is made from the floor of Senate to contest a slate. Henceforward, it is proposed that in the event that a nomination is contested, the names of the nominees for the contested positions, along with a brief paragraph about each nominee be circulated to Senate for approval by electronic ballot following the meeting. This will require an amendment to the *Adopted Policies and Procedures of Senate* which will be brought forward to the January 2017 meeting if Senate approves this change.

(d) Filling of Vacancies on Senate

The current Senate election procedures provide that:

If at any annual election no nominations are received for a faculty constituency, Senate may appoint a member upon the recommendation of the unit/constituency concerned.

The election procedures do not stipulate how a Faculty is to determine its nominee. The *ad hoc* Committee suggested that every Faculty Council should establish a formal Nominating Committee to carry out this process. The Faculties are being consulted to determine what current practices are.

IV. Senate and Board Relations

10. Strengthen the connections and cooperation between the Senate and Board of Governors

Measures to implement this recommendation are underway. Senate now receives a report from the Board of Governors as a regular item on its agenda. A first meeting of the chairs of Senate's standing committees and the Board's Senior Policy & Operations Committee (which is comprised of the chairs of the Board's standing committees) was held on November 24, 2016.

The Unanimous Consent Agenda

The Senate's parliamentary authority -- *Sturgis Standard Code of Parliamentary Procedure* -- explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved en bloc without discussion, saving the time that would be required for individual votes.

A number of Canadian university boards and senates have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the governance body to focus on major items of business. While approval of an omnibus motion saves time at meetings, members will still want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial based on past experience. In so doing, she may consult with the Chair of the Senate, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda and in committee reports that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Senate agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Senate meeting, before the unanimous consent motion is presented for approval, the Chair (1) will advise the Senate of items that are to be removed from the list, based on prior requests; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved or received for information *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes will note when items are approved or accepted through consent.

Annex 2

NOMINATING COMMITTEE TERMS OF REFERENCE

Effective Date: July 2008

Revised: DRAFT – November 2016

TERMS OF REFERENCE

To nominate members for standing and *ad hoc* committees of the Senate (except for the Nominating Committee), and Senate representation on other bodies as requested by Senate.

PROCEDURES

In carrying out its responsibility, the committee endeavors to present slates of candidates that are diverse, that represent the breadth of the university's academic community, and are gender balanced.

The committee gives full consideration to all nominations presented to it whether those are self-nominations or nominations put forward by committee members.

It is the responsibility of members of the committee to ensure that there are sufficient nominees for consideration for positions being filled and for confirming that any nominees put forward are willing to take on the roles for which they are being nominated if elected.

The committee will inform Senate of positions to be filled prior to each meeting. All nominations must include a paragraph of not more than 100 words outlining the reasons for nomination and the candidate's suitability for the role.

COMPOSITION

Seven members of Senate, elected by Senate, at least one of whom shall be a graduate student. Not more than two members from a single academic unit. The School of Graduate and Postdoctoral Studies is not considered an academic unit in this context.

There will be three alternates who are members of Senate, one of whom is a student, to attend meetings when regular members are unable to attend.

Ex officio:

President & Vice-Chancellor
Provost & Vice-President (Academic)
Vice-President (Resources & Operations)
Chair, Western Student Senators
Secretary of Senate (non-voting)

EXHIBIT III, Appendix 3

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
			includes walk-ons			includes walk-ons				
TUESDAY, JUNE 14, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	31					22		70.97		
Master of Arts	18					7		38.89		
Master of Financial Economics	20					4		20.00		
Master of Public Administration	9					7		77.78		
Master of Science	3					1		33.33		
Diploma in Prof. Communication and Management	5		86			2		40.00	43	50.00
Faculty of Social Science										
Bachelor of Arts (Honors)	301	1				231		76.49		
Bachelor of Science (Honors)	21					16		76.19		
Diploma in Not-for-Profit Management	1					0		0.00		
Diploma in Public Administration	6					0		0.00		
Certificate in Not-for-Profit Management	1		331			0		0.00	247	74.62
Total				417			290	69.54		
TUESDAY, JUNE 14, 2016 3:00 p.m.										
King's University College										
School of Graduate and Postdoctoral Studies										
Master of Social Work	9					3		33.33		
Advanced Master of Divinity	4					0		0.00		
Master of Divinity	1					0		0.00		
Bachelor of Arts (Honors)	215	1				171		79.17		
BMOS (Honors)	50					23		46.00		
Bachelor of Social Work (Honors)	43					36		83.72		
Bachelor of Arts (Four Year)	154	1				100		64.52		
BMOS	47					36		76.60		
Bachelor of Arts	98					57		58.16		
Diploma in Childhood and Advocacy	1					0		0.00		
Certificate in Childhood and Advocacy	4					0		0.00		
Certificate in Childhood in the Justice System	2					0		0.00		
Certificate in Grief and Bereavement Studies	9		639			3		33.33	429	67.14
Total				639	1056		429	67.14		
WEDNESDAY, JUNE 15, 2016 10:00 a.m.										
Faculty of Social Science										
BMOS (Honors)	167	1				134		79.76		
BMOS	375		543			269		71.73	403	74.22
Total				543			403	74.22		
WEDNESDAY, JUNE 15, 2016 3:00 p.m.										
Faculty of Science										
Bachelor of Science (Four Year)	167					108		64.67		
Bachelor of Science (Four Year Foods and Nutrition)	2					0		0.00		
Bachelor of Arts	2					0		0.00		
Bachelor of Science	57	4	232			26		42.62	134	57.76
Faculty of Social Science										
Bachelor of Arts (Four Year)	286					200		69.93		
Bachelor of Arts	97	2	385			48		48.48	248	64.42
Total				617	1160		382	61.91		

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
THURSDAY, JUNE 16, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	28	1				17		58.62		
Master of Clinical Science	6					3		50.00		
Master of Science	70	2	107			25		34.72	45	42.06
Schulich School of Med & Dent. and Faculty of Science										
Bachelor of Medical Science (Honors)	344					286		83.14		
Bachelor of Medical Sciences (Four Year)	8					5		62.50		
Bachelor of Science (Honors)	20		372			16		80.00	307	82.53
Total				479			352	73.49		
THURSDAY, JUNE 16, 2016 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	38					22		57.89		
Master of Science	85	2	125			34		39.08	56	44.80
Faculty of Science										
Bachelor of Science (Honors)	351					262		74.64		
Bachelor of Science (Honors Food and Nutrition)	13					10		76.92		
Diploma in Computer Science	3		367			0		0.00	272	74.11
Total				492	971		328	66.67		
FRIDAY, JUNE 17, 2016 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	38	1				22		56.41		
Master of Clinical Dentistry	3					0		0.00		
Master of Engineering	119	4				94		76.42		
Master of Engineering Science	46	1	212			18		38.30	134	63.21
Faculty of Engineering										
Bachelor of Engineering Science	283	0				213		75.27		
Bachelor of Engineering Science (International Collaborative)	6	0				1		16.67		
Certificate in Engineering Leadership and Innovation	4	0				0		0.00		
Certificate in Technological Entrepreneurship	4	0				0		0.00		
Certificate in We Go Global	2	0	299			0		0.00	214	71.57
Schulich School of Medicine & Dentistry										
Doctor of Dental Surgery	76	0	76			72		94.74	72	94.74
Total				587	587		420	71.55		

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
MONDAY, JUNE 20, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	29	0				19		65.52		
Master of Arts	23	0				11		47.83		
Master of Fine Arts	1	0				1		100.00		
Master of Music	36	0	89			21		58.33	52	58.43
Faculty of Arts and Humanities										
Bachelor of Arts (Honors)	96	0				77		80.21		
Bachelor of Fine Arts (Honors)	19	0				15		78.95		
Bachelor of Arts (Four Year)	74	0				46		62.16		
Bachelor of Arts	32	0				19		59.38		
Diplôme de Français des Affaires	1	0				0		0.00		
Diploma in Public Relations	13	0				3		23.08		
Diploma in Writing	1	0				0		0.00		
Certificate in Ethics	3	0				0		0.00		
Certificat de Français des Affaires	18	0				1		5.56		
Certificat de Français Pratique	3	0				0		0.00		
Certificate in Practical German	5	0				0		0.00		
Certificate in Practical Italian	1	0				0		0.00		
Certificat in Practical Spanish	6	0				0		0.00		
Certificate in Professional Communication	15	0				0		0.00		
Certificate in Theatre Arts	2	0				0		0.00		
Certificate in Writing	18	0	307			0		0.00	161	52.44
Don Wright Faculty of Music										
Bachelor of Arts (Honors)	5	0				2		40.00		
Bachelor of Music (Honors)	65	0				56		86.15		
Bachelor of Musical Arts (Honors)	5	0				3		60.00		
Bachelor of Arts (Four Year)	8	0				5		62.50		
Bachelor of Musical Arts (Four Year)	7	0				5		71.43		
Artist Diploma in Performance (One Year)	3	0				0		0.00		
Music Performance Diploma	11	0	104			2		18.18	73	70.19
Total				500			286	57.20		
MONDAY, JUNE 20, 2016 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	11	0				6		54.55		
Master of Science in Occupational Therapy	2	0				0		0.00		
Master of Physical Therapy	2	0				0		0.00		
Master of Science	10	0				6		60.00		
Master of Science in Foods and Nutrition	14	0	39			9		64.29	21	53.85
Brescia University College										
Bachelor of Arts (Honors)	19	0				14		73.68		
Bachelor of Arts (Human Ecology Honors)	13	0				8		61.54		
BMOS (Honors)	4	0				3		75.00		
Bachelor of Science (Food and Nutrition Honors)	118	1				79		66.39		
Bachelor of Science (Human Ecology Honors)	1	0				1		100.00		
Bachelor of Arts (Four Year)	45	0				30		66.67		
Bachelor of Arts (Human Ecology Four Year)	8	0				6		75.00		
BMOS	1	0				0		0.00		
Bachelor of Science (Food and Nutrition Four Year)	9	0				7		77.78		
Bachelor of Science (Human Ecology Four Year)	1	0				1		100.00		
Bachelor of Arts	21	0				14		66.67		
Bachelor of Arts (Human Ecology)	5	0				0		0.00		
Diploma in Dietetic Education and Practical Training	15	0	260			13		86.67	176	67.69
Faculty of Health Sciences										
Bachelor of Health Sciences (Honors)	182	0				153		84.07		
Bachelor of Health Sciences (Four Year)	41	0				33		80.49		
Bachelor of Health Sciences	7	0				3		42.86		
Diploma in Clinical Trials Management	3	0				0		0.00		
Diploma in Pedorthics	2	0				0		0.00		
Certificate in Clinical Trials Management	4	0	239			0		0.00	189	79.08
Total				538	1038		386	71.75		

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
TUESDAY, JUNE 21, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	3	3	3			0		0.00	0	-
Richard Ivey School of Business										
Bachelor of Arts (Honors of Business Administration)	500	0	500			375		75.00	375	75.00
Total				503			375	74.55		
TUESDAY, JUNE 21, 2016 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	8	1				7		77.78		
Master of Arts	8	0				5		62.50		
Master of Science	8	0	25			4		50.00	16	64.00
Huron University College										
Master of Divinity (May 12, 2016)	9	0				0		0.00		
Master of Theological Studies (May 12, 2016)	4	0				0		0.00		
Bachelor of Arts (Honors)	54	0				33		61.11		
BMOS (Honors)	22	0				14		63.64		
Bachelor of Arts (Four Year)	65	0				35		53.85		
BMOS	26	0				20		76.92		
Bachelor of Theology (Four Year)	3	0				2		66.67		
Bachelor of Theology (Three Year)	1	0				1		100.00		
Bachelor of Arts	24	0	208			13		54.17	118	56.73
Faculty of Health Sciences										
Bachelor of Arts (Honors Kinesiology)	181	1				162		89.01		
Bachelor of Science (Honors Kinesiology)	50	0				44		88.00		
Bachelor of Arts (Four Year)	10	0				5		50.00		
Bachelor of Arts	8	0	249			4		50.00	215	86.35
Total				482	985		349	72.41		
WEDNESDAY, JUNE 22, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	10	0				6		60.00		
Doctor of Education	1	0				1				
Master of Arts	46	0				31		67.39		
Master of Education	8	0				4		50.00		
Master of Health Information Science	1	0				1		100.00		
Master of Professional Education	1	0				0		0.00		
Educational Leadership	1	0				0		0.00		
Master of Library and Information Science	59	0	127			22		37.29	65	51.18
Faculty of Education										
Bachelor of Education	6	0	6			2		33.33	2	
Faculty of Information and Media Studies										
Bachelor of Arts (Honors)	81	0				69		85.19		
Bachelor of Arts (Four Year)	60	0				51		85.00		
Bachelor of Arts	13	0				7		53.85		
Bachelor of Arts (Western-Fanshawe Collaborative Program)	31	0				28		90.32		
Diploma in Digital Communication: Social Media & Virtual Worlds	1	0				0		0.00		
Diploma in Marketing	13	0				1		7.69		
Cert. in Digital Communication: Social Media & Virtual Worlds	11	0	210			0		0.00	156	74.29
Total				337			223	66.17		
WEDNESDAY, JUNE 17, 2015 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	4	0				4		100.00		
Master of Nursing	3	0				3		100.00		
Master of Science in Nursing	6	0				2		33.33		
Master of Studies in Law	4	0	17			1		25.00	10	58.82
Faculty of Health Sciences										
Bachelor of Science in Nursing (Compressed Program)	59	0				35		59.32		
Bachelor of Science in Nursing (Western-Fanshawe Program)	225	0	284			201		89.33	236	83.10
Faculty of Law										
Juris Doctor	174	0	174			135		77.59	135	77.59
Total				475	812		381	80.21		
CONVOCACTION TOTAL	6593	22	6609	6609	6609	4604	4604	69.66	4604	

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
THURSDAY, OCTOBER 27ND, 2016 10:00 a.m.										
			includes walk-ons			includes walk-ons				
School of Graduate and Postdoctoral Studies										
Master of Social Work	26	0	26			18		69.23	18	69.23
King's University College										
Bachelor of Arts (Honors)	23	4				19		70.37		
Bachelor of Management and Organizational Studies (Honors)	4	1				1		20.00		
Bachelor of Social Work (Honors)	1	0				1		100.00		
Bachelor of Arts (Four Year)	62	4				39		59.09		
Bachelor of Management and Organizational Studies	14	0				11		78.57		
Bachelor of Arts	37	0				21		56.76		
Diploma in Childhood in the Justice System	1	0				0		0.00		
Certificate in Childhood and Advocacy	1	0				0		0.00		
Certificate in Childhood in the Justice System	1	0				0		0.00		
Certificate in Loss, Grief, and Bereavement Studies	2	0	155			0		0.00	92	59.35483871
Faculty of Information and Media Studies										
Bachelor of Arts (Honors)	12	3				9		60.00		
Bachelor of Arts (Four Year)	16	2				12		66.67		
Bachelor of Arts	7	0				6		85.71		
Bachelor of Arts (Western-Fanshawe Program)	1	0				0		0.00		
			41						27	65.85
Faculty of Social Science										
Bachelor of Arts (Honors)	41	6				26		55.32		
Bachelor of Management and Organizational Studies (Honors)	24	3				17		62.96		
Bachelor of Science (Honors)	4	0				4		100.00		
Bachelor of Arts (Four Year)	95	10				54		51.43		
Bachelor of Management and Organizational Studies	127	20				93		63.27		
Bachelor of Arts	55	1				24		42.86		
Diploma in Not-for-Profit Management	14	0				11		78.57		
Diploma in Public Administration	10	0	410			3		30.00	232	56.59
Total				632			369	58.39		

THURSDAY, OCTOBER 27, 2016 3:00 p.m.

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	34	5				27		69.23		
Master of Arts	1	0				1		100.00		
Master of Engineering	115	5				78		65.00		
Master of Engineering Science	40	3				23		53.49		
Master of Music	6	1	210			5		71.43	134	63.81
Brescia University College										
Bachelor of Arts (Honors)	5	0				4		80.00		
Bachelor of Arts (Honors Human Ecology)	1	0				1		100.00		
Bachelor of Management and Organizational Studies (Honors)	4	0				3		75.00		
Bachelor of Science (Food & Nutrition) Honors	10	1				4		36.36		
Bachelor of Arts (Four Year)	13	0				8		61.54		
Bachelor of Arts (Human Ecology) Four Year	3	0				3		100.00		
Bachelor of Management and Organizational Studies	1	0				0		0.00		
Bachelor of Science (Food & Nutrition) Four Year	2	0				2		100.00		
Bachelor of Arts	8	1				4		44.44		
Bachelor of Arts (Human Ecology)	2	0	51			1		50.00	30	58.82
Huron University College										
Bachelor of Arts (Honors)	10	3				7		53.85		
Bachelor of Management and Organizational Studies (Honors)	4	0				0		0.00		
Bachelor of Arts (Four Year)	20	0				5		25.00		
Bachelor of Management and Organizational Studies	11	0				7		63.64		
Bachelor of Theology (Four Years)	1	0				1		100.00		
Bachelor of Arts	12	0	61			2		16.67	22	36.07
Faculty of Arts and Humanities										
Bachelor of Arts (Honors)	23	1				19		79.17		
Bachelor of Fine Arts (Honors)	2	0				2		100.00		
Bachelor of Arts (Four Year)	19	3				13		59.09		
Bachelor of Arts	15	1				10		62.50		
Diploma in Arts Management	7	0				0		0.00		
Diploma in Public Relations	1	0				1		100.00		
Diploma in Writing	1	0				1		100.00		
Diplôme de Français des Affaires	2	0				0		0.00		
Certificat de Français des Affaires	2	0				1		50.00		
Certificate in Ethics	1	0				1		100.00		
Certificate in Practical German	1	0				1		100.00		
Certificate in Practical Italian	1	0				1		100.00		
Certificate in Practical Spanish	1	0				1		100.00		
Certificate in Professional Communication	4	0				2		50.00		
Certificate in Theatre Arts	1	0				0		0.00		
Certificate in Writing	1	0	87			1		100.00	54	62.07
Don Wright Faculty of Music										
Bachelor of Arts (Honors)	3	0				3		100.00		
Bachelor of Music (Honors)	2	0				2		100.00		
Bachelor of Musical Arts (Honors)	1	0				1		100.00		
Bachelor of Arts (Four Year)	2	0				2		100.00		
Bachelor of Musical Arts (Four Year)	1	0				1		100.00		
Bachelor of Arts (Music)	2	0	11			1		50.00	10	90.91
Faculty of Engineering										
Bachelor of Engineering Science	31	11	42			17		40.48	17	40.48
Faculty of Health Sciences										
Bachelor of Health Sciences (Honors)	21	5				14		53.85		
Bachelor of Health Sciences (Four Year)	9	1				7		70.00		
Bachelor of Health Sciences	2	0				1		50.00		
Bachelor of Science (Honors)	3	0				3		100.00		
Bachelor of Science in Nursing (Western-Fanshawe Program)	1	0				0		0.00		
Bachelor of Arts (Honors)	21	4				17		68.00		
Bachelor of Arts (Four Year)	5	0				5		100.00		
Bachelor of Arts	2	0				2		100.00		
Diploma in Clinical Trials Management	15	0				0		0.00		
Diploma in Occupational Health and Safety Management	19	0				3		15.79		
Diploma in Pedorthics	13	0				1		7.69		
Certificate in Clinical Trials Management	1	0	121			0		0.00	53	43.80
Schulich School of Medicine & Dentistry and Faculty of Science										
Bachelor of Medical Sciences (Honors)	13	3				8		50.00		
Bachelor of Science (Honors)	2	0				2		100.00		
Bachelor of Medical Sciences (Four Year)	2	0	20			1		50.00	11	55.00
Faculty of Science										
Bachelor of Science (Honors)	40	3				31		72.09		
Bachelor of Science (Foods and Nutrition) Honors	3	0				1		33.33		
Bachelor of Science (Foods and Nutrition) Four Year	1	0				1		100.00		
Bachelor of Science (Four Year)	57	3				34		56.67		
Bachelor of Science	19	0				6		31.58		
Bachelor of Arts	1	0				0		0.00		
Diploma in Computer Science	1	0	128			0		0.00	73	57.03
Total				731	1363		404	55.27		

	DEGREE TOTAL	WALK ON TOTAL	FACULTY TOTAL	CEREMONY TOTAL	DAILY TOTAL	ATTEND TOTAL	CEREMONY TOTAL	% ATTEND	FAC ATT TOTAL	% ATTEND
FRIDAY, OCTOBER 28, 2016 10:00 a.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	24	0				13		54.17		
Master of Arts	13	0				12		92.31		
Master of Business Administration	55	0				48		87.27		
Master of Clinical Science	86	0				75		87.21		
Master of Nursing	21	0				20		95.24		
Master of Physical Therapy	51	0				45		88.24		
Master of Science	20	0				12		60.00		
Master of Science in Management	25	5				23		76.67		
Master of Science in Nursing	3	1				1		25.00		
Master of Science in Occupational Therapy	56	0				43		76.79		
Graduate Diploma in Accounting	101	1	462			1		0.98	293	63.42
Richard Ivey School of Business										
Bachelor of Arts (Honors Business Administration)	134	37	171			109		63.74	109	63.74
Faculty of Health Sciences										
Certificate: Primary Health Care Nurse Practitioner	9	0	9			4		44.44	4	44.44
Total				642			406	63.24		
FRIDAY, OCTOBER 28, 2016 3:00 p.m.										
School of Graduate and Postdoctoral Studies										
Doctor of Philosophy	92	3				62		65.26		
Doctor of Education	12	0				11		91.67		
Master of Arts	132	2				75		55.97		
Master of Clinical Science	6	0				3		50.00		
Master of Education	1	0				1		100.00		
Master of Environment and Sustainability	39	0				28		71.79		
Master of Fine Arts	3	0				2		66.67		
Master of Health Information Science	2	0				2		100.00		
Master of Laws	5	0				2		40.00		
Master of Library and Information Science	59	0				32		54.24		
Master of Management of Applied Science	38	0				28		73.68		
Master of Media in Journalism and Communication	34	0				27		79.41		
Master of Professional Education	172	0				110		63.95		
Master of Public Administration	17	0				15		88.24		
Master of Public Health	42	0				29		69.05		
Master of Science	155	2				70		44.59		
Graduate Diploma in Public Administration	6	0	822			2		33.33	499	60.71
Faculty of Education										
Bachelor of Education	2	0	2			1		50.00	1	50.00
Faculty of Law										
Juris Doctor	4	0	4			0		0.00	0	-
Total				828	1470		500	60.39		
CONVOCATION TOTAL										
	2675	159	2833	2833	2833	1679	1679	59.27	1679	

REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS
(SCAPA)

Faculty of Health Sciences, School of Health Studies: Revisions to the Admission and Progression Requirements of the Bachelor of Health Sciences (BHSc) Program

Renewal of the Articulation Agreement between Western University and Fanshawe College regarding the transfer of credit for students in the Business-Accounting Diploma Program

Articulation Agreement between Western University, Brescia University College, King's University College, and Lambton College regarding the transfer of credit for students in the Liberal Studies Program

New Scholarships and Awards

FOR APPROVAL

1. Faculty of Health Sciences, School of Health Studies: Revisions to the Admission and Progression Requirements of the Bachelor of Health Sciences (BHSc) Program

1a. Revisions to the Admission Requirements of the BHSc Program

Recommended: That effective September 1, 2018, the BHSc program's Admission Requirements in the Faculty of Health Sciences, School of Health Studies be revised as shown in [Appendix 1](#).

Background

Effective for the 2017-18 admissions cycle (for September 1, 2018 intake) out-of-province and international students will be required to have completed the equivalent of Grade 12U Biology. Currently, Grade 12U Biology (or equivalent) is recommended, but not required, for out-of-province and international applicants. The BHSc program requires students to take Biology 1001A/B and 1002A/B, or 1201A/B and 1202A/B in their first-year, for which the prerequisite is Grade 12U Biology or equivalent. The proposed change to the Admission requirements would ensure that students admitted into the program could enroll in the required courses. This change would bring the School of Health Studies' Biology admissions requirements in line with the School of Kinesiology's requirements.

1b. Revisions to the Progression Requirements of the BHSc Program

Recommended: That effective September 1, 2017 the Progression Requirements of the BHSc program be revised as shown in [Appendix 2](#).

Background

It is proposed that effective during the 2017 Intent to Register period the progression requirements for the Honors and non-Honors modules of the BHSc program be revised to better align with the School's mandate as a limited enrollment program. The current calendar copy is no longer reflective of existing practices. The demand for the BHSc program outpaces the number of available seats, therefore the School is no longer able to guarantee admission to students who meet the minimum requirements outlined in the calendar.

2. Renewal of the Articulation Agreement between Western University and Fanshawe College regarding the transfer of credit for students in the Business-Accounting Diploma Program

Recommended: That effective September 1, 2016 Senate approve the renewal of the Articulation Agreement between Western University and Fanshawe College regarding the transfer of credit for students in the Business-Accounting Diploma Program, as shown in [Appendix 3](#).

Background

For the past several years, Western and Fanshawe have awarded transfer credit to graduates from the Business-Accounting program at Fanshawe College. This agreement has expired and is due to be renewed. Updates have been made to the curriculum, course titles and numbers. The renewal of this agreement supports the initiatives of the province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfer (ONCAT). In addition, this renewal provides the opportunity for Western to attract top students as well as meeting the needs of aspiring Accountants now enrolled at Fanshawe to complete their accounting credits and obtain a Western degree.

The Registrar's Office at each institution in consultation with the appropriate authorities in the respective programs will be responsible for the administrative processes associated with this Articulation Agreement.

This agreement's effective start date is September 1, 2016 and it will be in place for a period of two years. Thereafter, it may be extended by Western for such additional period(s) of time as it may stipulate, subject to the approval of the Senate of Western University. Western or Fanshawe may terminate this agreement during the initial term or an extension thereof pursuant to the agreement.

3. Articulation Agreement between Western University, Brescia University College, King's University College, and Lambton College regarding the transfer of credit for students in the Liberal Studies Program

Recommended: That effective September 1, 2016, Senate approve and recommend to the Board for approval the Articulation Agreement between Western University, Brescia University College, King's University College, and Lambton College regarding the transfer of credit for students in the Liberal Studies Program, as shown in [Appendix 4](#).

Background

For the past several years, Western, Brescia and King's have awarded transfer credit to graduates of the Liberal Studies Diploma Program at Lambton College. This agreement formalizes this practice and supports the initiatives of the province to develop formal articulation agreements recognized by the Ontario Council for Articulations and Transfer (ONCAT).

The Registrar's Office at each institution in consultation with the appropriate authorities in the respective programs will be responsible for the administrative processes associated with this Articulation Agreement.

This agreement's effective start date is September 1, 2016 and it shall continue in force unless terminated by either party.

FOR INFORMATION

4. New Scholarships and Awards

SCAPA approved on behalf of the Senate, the Terms of Reference for the new scholarships and awards shown in [Appendix 5](#) for recommendation to the Board of Governors through the Vice-Chancellor.

REVISED CALENDAR COPY
<http://www.westerncalendar.uwo.ca/2016/pg407.html>

ADMISSION REQUIREMENTS TO FIRST YEAR
Applicants Presenting the OSSD

Ontario Grade 12 Admission Requirements

- English Grade 12U (ENG4U)
- Biology Grade 12U (SBI4U)
- One of: Advanced Functions Grade 12U (MHF4U), Calculus and Vectors Grade 12U (MCV4U), Math of Data Management Grade 12U (MDM4U)

Recommendation: Students considering the Honors Specialization in Health Sciences with Biology will need Chemistry SCH4U in order to fulfill the first year Chemistry requirements of the module.

Out-of-Province/International High School Applicants

The following courses are required for out-of-province/international students applying to the Bachelor of Health Sciences program directly from high school:

- **Grade 12 Biology, or equivalent**

Recommended:

Students considering the Honors Specialization in Health Sciences with Biology will need Grade 12 Chemistry, or equivalent in order to fulfill the first-year Chemistry requirements of the module.

Note: Enrollment in the program is limited and possession of the minimum requirements does not guarantee admission.

REVISED CALENDAR COPY
<http://www.westerncalendar.uwo.ca/2016/pg407.html>

PROGRAM INFORMATION

The Bachelor of Health Sciences is a limited enrolment program. Enrolment in the Honors Specialization, Specialization and Major modules is restricted to students registered in the School of Health Studies.

The "Minor in Health Sciences" is available on a limited basis to students who meet the prerequisite requirements.

Students registered in the School of Health Studies who complete 5.0 first-year courses with an average of at least ~~65% in the 5.0 course load with no grade less than 60%~~ **70% will be considered for admission into the second year in the Bachelor of Health Sciences. As this is a limited enrollment program, meeting the minimum requirements for consideration does not guarantee admission.** Please refer to the individual module sections in the Academic Calendar for more information.

Notes:

1. All Bachelor of Health Sciences Honors Specialization modules require a minimum grade of 70% in each of [Health Sciences 1001A/B](#) and [1002A/B](#), **a minimum grade of 60% in each of Biology 1201A and 1202B (or Biology 1001A and 1002B)**, and a minimum **cumulative** average of 70% ~~in 3.0 principal first-year courses, including Health Sciences 1001A/B and 1002A/B, Biology 1201A and 1202B (or Biology 1001A and 1002B) and 1.0 additional course.~~ The Honors Specialization in Health Sciences with Biology requires a minimum average of 70% **and no grade less than 60%** in 4.0 principal courses. Some Honors Specializations have limited space and additional minimum requirements. Competitive academic standing may be required when demand exceeds enrollment capacity.
2. The Bachelor of Health Sciences Specialization and Major modules require a minimum **cumulative** average of **70%** ~~65% in 3.0 principal first-year courses, with a minimum grade of 60% in each of:~~ **including** [Health Sciences 1001A/B](#) and [1002A/B](#), [Biology 1201A](#) and [1202B](#) (or [Biology 1001A](#) and [1002B](#)) **and 1.0 additional course.**
3. Failure to meet the above minimum Honors or non-Honors module admission requirements will result in withdrawal from the Bachelor of Health Sciences program and the School of Health Studies.

TRANSFER INTO THE SCHOOL OF HEALTH STUDIES

The Bachelor of Health Sciences is a limited enrolment program and registration in the Honors Specialization, Specialization and Major modules in Health Sciences is limited. Students wishing to transfer into the School of Health Studies will be required to meet at least the minimum academic average for admission to the module of choice. Competitive academic standing may be required if demand exceeds module capacity. Offers of admission will be extended to Honors and non-Honors modules only until program capacity has been reached.

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

THE UNIVERSITY OF WESTERN ONTARIO
(hereinafter called "Western")

and

FANSHAWE COLLEGE
(hereinafter called "Fanshawe")

This articulation agreement establishes procedures for admission of qualified graduates of the Business-Accounting Diploma Program at Fanshawe College ("Fanshawe") into Years 3 of the 4-year Bachelor of Management and Organizational Studies (Specialization in Accounting), Faculty of Social Science, Western University ("Western"), and the program, progression and graduation requirements for successful applicants.

OBJECTIVES OF THE AGREEMENT

1. To provide graduates from Fanshawe who satisfy the criteria described in this agreement the opportunity to apply for admission to the Department of Management and Organizational Studies, Specialization in Accounting at Western (Main Campus).
2. To meet the needs of aspiring Accountants currently enrolled at Fanshawe to complete their accounting credits and to obtain a Western degree.
3. To attract top students to the Department of Management and Organizational Studies, thus strengthening its academic credentials and reputation.

The Parties agree as follows:

TERMS OF THE AGREEMENT

1. Both Western and Fanshawe agree to encourage qualified graduates of Fanshawe's two-year Business-Accounting Diploma program to participate by advising and informing them of the benefits of the program.
2. Western agrees to consider for admission to full-time study in Year 3 of the BMOS degree program (Specialization in Accounting), students from Fanshawe who have complied with the following requirements:
 - a) completion of the two-year Business-Accounting Diploma program with an overall average of "B+" or 3.5 GPA calculated on all courses within the diploma program only, and with no grade less than "C" or 2.0 GPA;
 - b) completion within the two years immediately prior to applying to the Department of Management and Organizational Studies of a prescribed set of courses within the Business-Accounting Diploma program (see list in section 3 below);
 - c) completion of Fanshawe Mathematics 3079 (Calculus & Vectors); MCV4U (Calculus & Vectors); or equivalent as approved by Western;

- d) the written endorsement of the Chair of the Lawrence Kinlin School of Business at Fanshawe;
 - e) notified the Admissions Office at Western by March 1 of the year in which they are seeking admission of their intention to apply, and provide the Admissions Office with academic transcripts indicating that their Diploma has been conferred by June 1 of that year.
3. The required Fanshawe courses are listed below. Fanshawe students will receive “block credit” for these courses equivalent to the first two years of full-time study (10.0 courses) in the Specialization in Accounting module of the Bachelor of Management and Organizational Studies, not “advanced standing.” This credit is not transferable to other Faculties or Programs.
- ACCT 1100, Principles of Accounting I
 - MKTG 1012, Principles of Marketing I
 - MATH 1052, Business Math
 - BUSI 1005, Introduction to Business Processes
 - BUSI 1060, Strategies for Success
 - WRIT 1032, Reason and Writing – Business 1 or WRIT 1034, Reason and Writing -- EAP
 - ACCT 1011, Principles of Accounting II
 - ACCT 1097, Applied Computer Applications for Accounting I
 - ACCT 1098, Applied Computer Applications for Accounting II
 - COMM 3020, Professional Communication
 - MATH 1175, Financial Math
 - ECON 1002, Economics I
 - ECON 1005, Economics II
 - MGMT 3041, Organizational Behaviour
 - MATH 1045, Statistics
 - FINA 3043, Taxation I -- Personal Tax
 - ACCT 3036, Accounting I -- Intermediate
 - ACCT 3022, Cost Accounting I
 - ACCT 3050, Accounting II -- Intermediate
 - FINA 3042, Corporate Finance I
 - FINA 3044, Taxation II -- Personal Tax
 - LAWS 3041, Business Law
 - SYST 3002, Business Information Systems
 - General Education Elective
4. The list set out in section 3 may be amended from time to time with the agreement in writing of both parties. Fanshawe must give Western reasonable notice of any anticipated changes to curriculum or course content for the courses set out in section 3. If Western determines that “block credit” cannot be given due to course or curriculum changes that have been or will be instituted by either party, it may terminate this agreement. The effective date of termination shall be the earlier of three months after written notice of termination is given to Fanshawe, or the date upon which the changes are adopted by either of the parties.
5. The total number of students registered in the program pursuant to this agreement will be restricted to a maximum of 12 per year. The decision as to the number of students who will be registered in any academic year is solely that of Western, will be reviewed annually, and is not subject to appeal by unsuccessful applicants.

6. Once admitted to Year 3 of the Bachelor of Management and Organizational Studies, access to Western courses will be attained through modification of constraints for the courses involved (with express permission of the departments concerned). Students need to complete successfully the 10.0 remaining courses in their program, maintaining a cumulative and graduating average of at least 65%. BMOS progression and degree requirements may be revised from time to time by Western. Western will provide Fanshawe with written notice of any revisions. Students who do not meet progression/graduation requirements for the Bachelor of Management and Organizational Studies, but who do meet requirements for another program, may be eligible for transfer to another program and/or campus at Western at the discretion of the Dean of their Faculty. Students who transfer to another program and/or campus at Western will have the “block credit” that they received as part of the Articulation Agreement removed from their academic record. Credit from the Accounting Diploma will be assessed for individual credit on a course-by-course basis by the Admissions Office, as applicable, at that point in time.
7. To graduate with the Bachelor of Management and Organizational Studies Specialization in Accounting, students must successfully complete the 10.0 courses listed below. Western will provide Fanshawe with written notice of any changes to these course requirements.
 - 1.0 Management and Organizational Studies 2242A/B* **and** 2310A/B
 - 0.5 Management and Organizational Studies 2277A/B **or** 3367A/B
 - 1.0 Management and Organizational Studies 3360A/B **and** 3361A/B
 - 1.0 Management and Organizational Studies 3370A/B **and** 4471A/B
 - 1.0 Management and Organizational Studies 3362A/B **and** 3363A/B
 - 1.0 Management and Organizational Studies 4410A/B **and** 4465A/B
 - 1.5 Management and Organizational Studies 3311A/B **and** 4462A/B **and** 4467A/B
 - 1.0 full-course or equivalent from: Anthropology 2201F/G, 2203F/G, 2262F/G; Economics 2124A/B, 2125A/B, 2150A/B, 2152A/B, 2154A/B, 2155A/B, 2156A/B, 2159A/B, 2160A/B, 2162A/B, 2163A/B, 2164A/B, 2184A/B; Geography 2143A/B, 2144F/G, 3422A/B; History 2125F/G, 2127F/G, 2703F/G, 2807F/G; Philosophy 2074F/G, 2720F/G, 2730F/G, 2821F/G, 2822F/G; Political Science 2211E, 2236E, 2246E
 - 1.0 full-course or equivalent designated Essay course(s) numbered 2000 or above (which must be designated Essay course(s) unless taken above)
 - 1.0 full-course or equivalent from Category B (Arts & Humanities unless taken above)

*Students may choose to take Statistics 2035 in lieu of MOS 2242A/B but must ensure they meet the Category B and designated Essay requirements.
8. Both the Department of Management and Organizational Studies and Fanshawe College will designate a Program Representative at their respective campuses to facilitate co-ordination of this agreement.

The Program Representatives will confer, on a regular basis, on the success of the program and other matters of mutual concern.

PERIOD OF AGREEMENT

This articulation agreement is effective from the date of this agreement, and shall be reviewed every two years. In addition to the termination rights given to Western under "Terms of the Agreement" above, either party may terminate this agreement at any time upon three months' written notice to the other party. Termination of this agreement shall not affect students who have been admitted to the Department of Management and Organizational Studies prior to the termination date.

IN WITNESS WHEREOF the parties have executed this agreement under the hands of their duly authorized officers this _____ day of _____ 2016

WESTERN UNIVERSITY

FANSHAWE COLLEGE

Vice-Provost & Registrar

President

Dean

Dean

ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

THE UNIVERSITY OF WESTERN ONTARIO
(hereinafter called "Western")

and

BRESCIA UNIVERSITY COLLEGE
(hereinafter called "Brescia")

and

KING'S UNIVERSITY COLLEGE
(hereinafter called "King's")

and

LAMBTON COLLEGE
(hereinafter called "Lambton")

WHEREAS Western, Brescia, King's and Lambton wish to increase student mobility between Lambton and Western, Brescia and King's; and the parties recognize that credit transfer is a key means to encourage such mobility;

AND WHEREAS the parties wish to facilitate the admission of qualified graduates of the Lambton two-year Liberal Studies diploma program to Western, Brescia and King's by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and wish to set out clearly defined processes for the movement of the graduates between Lambton and Western, Brescia and King's;

NOW THEREFORE in consideration of the mutual covenants herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follow:

ADMISSION

1. Western, Brescia and King's agree to consider for admission into their Faculties of Arts & Humanities and Social Science graduates of the Lambton Liberal Studies two-year diploma program who meet the following requirements:

- A competitive overall admission average as determined by Western, Brescia and King's
- No individual grade less than "C" or 60% within the diploma;

2. Admissions decisions are within the sole discretion of Western, Brescia and King's; and are not appealable. Applicants who meet the requirements set out above are not guaranteed admission under this Agreement. The decision as to the number of students who will be accepted may vary from year to year. Final determination of the validity of all admissions rests with the Registrar at Western in accordance with the provisions of the affiliation agreement between Western and Brescia and King's.

TRANSFER CREDIT

3. Western shall grant transfer credit to successful applicants for Lambton Liberal Studies courses in accordance with **Appendix 1**.
4. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western of changes to Lambton's course names or numbers may result in denial of admission and transfer credit to qualified applicants.
5. The parties acknowledge that the granting of transfer credit is based on an assessment of the Liberal Studies two-year diploma program curriculum and the courses as of the date of this Agreement. It is the responsibility of the College to notify Western of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western to decide whether transfer credit will continue to be granted for these courses.

GENERAL

6. The parties agree to provide Lambton students with information about the transfer credit and encourage qualified students to apply.
7. The parties shall each designate a Program representative to assist with the operation of this Agreement. The Program representatives and other relevant staff at each institution shall meet at least once every two years to review their processes and determine if changes are needed to meet the objectives of the parties.

TERM

8. (a) This Agreement is effective September 1st, 2016 and shall continue in force unless terminated by a party as set out herein.
 - (b) Any party may terminate this Agreement upon three months' written notice of termination to the other parties. No applicants will be considered for admission after the date of such notice.
 - (c) Notwithstanding paragraph (b), if Western, Brescia or King's decides to terminate this Agreement due to changes to Lambton's Liberal Studies Program curriculum or course content, this Agreement shall terminate on a date that is the earlier of three months after written notice of termination is given to Lambton and the date that the changes were made by the Lambton.
 - (d) Students accepted for admission under this Agreement prior to issuance of a notice of termination shall be permitted to complete their studies under the terms of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement under the hands of their duly authorized officers.

LAMBTON COLLEGE

*

Yvonne Clarke
Dean, School of Business & Creative Design,
Liberal Studies & English

Date

THE UNIVERSITY OF WESTERN ONTARIO

*

Dr. John Doerksen
Vice-Provost (Academic Programs)

Date

BRESCIA UNIVERSITY COLLEGE

*

Dr. Susan Mumm
Principal

Date

KING'S UNIVERSITY COLLEGE

*

Dr. David Sylvester
Principal

Date

*I have authority to bind the institution.

APPENDIX 1
Articulation Agreement between
The University of Western Ontario and Lambton College,
Effective September 1, 2016

Liberal Studies, 2-year Diploma

To be eligible for this transfer credit a competitive overall admission average as determined by Western, Brescia and King's with no individual grade less than "C" or 60% is required.

Western Course Equivalencies			Lambton Required Courses		
Course Code	Course Title	Credit Weight	Course Code	Course Title	Credit Weight
ANTHROP 1020 TRN	Anthropology Elective	1.0	ANT 1003	Introduction to Physical Anthropology	3.0
			ANT 2003	Introduction to Cultural Anthropology	3.0
WRITING 1020TRN	Writing Elective	0.5	ENG 1113	Communications I	3.0
WRITING 2101F/G	Expository Writing	0.5	ENG 2113	Communications II	3.0
COMPSCI 1020 TRN	Computer Science Elective	0.5	ITS 1003	Information Technology Skills	3.0
POLISCI 2230E	Canadian Government and Politics	1.0	POL 1003	Canadian Politics & Government I	3.0
			POL 2003	Canadian Politics & Government II	3.0
PSYCHOL 1000	Introductory Psychology	1.0	PSY 1003	Psychology I	3.0
			PSY 2003	Psychology II	3.0
SOCIOL 1020	Introduction to Sociology	1.0	SOC 1003	Sociology I	3.0
			SOC 2003	Sociology II	3.0
	TOTAL	5.5			

Further transfer credit for elective courses will be assessed on a course-by-course basis.

New Scholarships and Awards

Stuart R. Dunsworth Scholarship in Sexuality Studies (Arts and Humanities and Social Science)

Awarded annually to a full-time undergraduate student enrolled in Year 3 or 4 of the Sexuality Studies module in the department of Women's Studies and Feminist Research, who has achieved the highest overall average in the previous academic year. The student must have taken Women's Studies 2273. The recipient will be selected each fall by the Office of the Registrar. This scholarship was established anonymously with a generous gift in honour of a dear friend, Stuart R. Dunsworth.

Value: 1 at \$1,500

Effective Date: 2016-2017 to 2020-2021 academic years inclusive

This scholarship honours the memory of Stuart Richard Dunsworth, whose warmth, wit, lively intellectual curiosity, and passion enriched his chosen family and community.

Canada 150 Scholarship (Any Undergraduate Program)

In recognition of the 150th anniversary of Confederation, this scholarship will be awarded to indigenous students who are registered in at least 2.0 courses at the constituent university and have financial need, with a preference given for sole-support parents. The recipients will be selected by Indigenous Services. \$30,000 will be awarded in 2017: \$15,000 in January and \$15,000 in September.

Value: 5 at \$3,000

Effective Date: 2016-17 to 2017-18 academic years inclusive

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING
(SCUP)

Budget Planning Guidelines

FOR INFORMATION

Budget Planning Guidelines

See [Appendix 1](#).

Western University

**Planning for 2017-18 to 2018-19: Year 3 of Four-Year Planning Process
Guidelines for the Faculties**

September 29, 2016

A. Introduction

These guidelines are provided in preparation for the third year of our 4-year planning period – and are intended to support the development of very brief update reports from the Faculties on the evolution and implementation of the Faculty Academic Plans and four-year budget plans developed at the outset of this 4-year cycle.

The budgetary context for these guidelines is one of continued uncertainty and a period of (relatively) constrained growth in revenues:

1. Government is in the process of developing a new funding system for Ontario universities – and has signaled that enrolment growth funding will come to an end for the near-to-medium term
2. The tuition framework (beyond 2016-17) has not yet been announced
3. The overall level of undergraduate enrolment at Western is reaching steady-state

Given this uncertain and constrained revenue context, the incremental resources available to us will be much more modest in the coming years – than in the last decade.

These guidelines continue to focus on the following high-priority areas identified in Western's Strategic Plan – *Achieving Excellence on the World Stage*:

- Enhancing our Research Profile – including the promotion of interdisciplinarity.
- Enhancing the Student Experience – including innovations in pedagogy, increases in on-line offerings, and increased experiential learning opportunities.
- Internationalization.
- Continuing with Graduate Expansion – with the recruitment of highly-qualified students (in areas of demand and capacity) as a priority.
- Seeking alternative incremental sources of revenue.

B. University Operating Revenues and Expenditures

1. Revenues

The major sources of University operating revenues are: provincial government base operating grants which include funding for existing levels of enrolment, the Province's funding for domestic undergraduate enrolment growth (expected to come to an end in the near future), grant funding associated with the current round of domestic graduate enrolment expansion (also expected to come to an end in the near future), tuition fees – both domestic and international, and the federal funding for indirect costs of research. The majority of government funding – both operating and capital – are

directly linked to enrolments. The grant and tuition revenue projections based on the parameters described earlier are incorporated into our planning.

2. Expenditures

- The revenue-sharing mechanism for the Faculties continues in the remaining two years of the 4-year planning period. The revenue-sharing allocations have been modelled on the basis of our current enrolment plans/projections.
- Funding for our student aid programs – undergraduate scholarships & bursaries and graduate student support – continues to be a high priority. In order to attract the best students, we must ensure that our centrally-funded student aid programs are competitive.
- We will set aside additional funds for a number of other University-wide expenditures, including the following:
 - New Major Academic Initiatives – in support of our Strategic Plan
 - Research/Scholarship-related Initiatives administered by the Vice-President (Research)
 - Pedagogical Innovation
 - Student Recruitment and Student Services
 - Information Technology Infrastructure
 - Library Acquisitions
 - Deferred Maintenance and Facilities Enhancements
 - Our Long-Range Space Plan
 - Utilities
 - Operating Costs of New Facilities

C. Resources Available to Each Faculty and the Budget Planning Exercise for 2017-19

A set of revenue projections for the Faculty for the remaining two years of the 4-year planning period has been provided in Appendix A – and includes the following components:

- **Base Budgets** – the net result of the starting base budgets adjusted to provide for University-level cost increases, the funds available through faculty retirements after the application of the University's Faculty Turnover Recovery Policy, program expansion funding (where applicable), and self-funded program revenues.
- The recommended **CRC allocations** for the Faculty. The appointment of allocated CRCs (included in Appendix A) is subject to approval by the University and the CRC program.
- Estimated allocations from **the Enrolment-related Revenue Sharing Mechanism** – based on each Faculty's projected graduate enrolments and undergraduate teaching responsibilities. As noted earlier, the provincial government is in the process of developing a new funding system for Ontario's universities – which may lead to the discontinuation of enrolment growth funding. This, in turn, may require us to modify our enrolment-related revenue sharing mechanism. We will keep you informed as the government review process moves forward. In the mean time, we have assumed the continuation of our current revenue sharing mechanism for this 4-year planning period.

- **Previously-approved base and one-time allocations** from the Academic Priorities Fund (APF).

The revenue projections for the Faculty shown in Appendix A do not include possible additional resources which may be allocated as an outcome of this planning cycle – or through each annual planning cycle during the remaining two years of the 4-year planning period.

Appendix A shows historical operating revenue information for the Faculty and the 2017-19 revenues to be used for modelling purposes. Note that the historical revenue figures include centrally funded salary and benefit increases, but some/all of these central allocations are not yet included in the revenues for 2016-17 and beyond.

As has been the case in recent planning cycles, this budget planning process is a modelling exercise only. The actual final revenues – to be recommended in the spring of 2017 – will be a function of: (1) the base budget recommendation after consideration of the actual values of a number of university-level revenue and expenditure variables (e.g. actual enrolments and related funding, and salary settlements), (2) differential budget decisions, (3) updates to enrolment/teaching projections that will result in updated estimates of enrolment-related revenue sharing allocations, and (4) refinement to other revenue lines. In addition, funding associated with negotiated salary and benefit increases will be added to Faculty budgets at the appropriate times between now and the end of this 4-year planning period.

D. Elements of the Planning Submission

1. General Update to the Faculty Academic Plan

Faculties are asked to provide brief updates (if necessary) on significant changes to components of the Faculty Academic Plans that were presented last year. Faculties should also describe any actions being taken in response to outcomes of undergraduate and program reviews that have concluded recently (i.e. in the 2014-15, 2015-16, and 2016-17 academic years).

2. Undergraduate and Graduate Enrolments and Sharing of Incremental Revenues

a. Enrolment Planning

We will continue with the Enrolment Strategy approved by Senate and the Board of Governors in the fall of 2010. The Enrolment Strategy document can be found at:

http://www.ipb.uwo.ca/documents/recommendation_on_enrolment_strategy_oct2010.pdf

Deans are asked to provide a brief update on the status of new programs/innovations, including timelines for implementation, enrolment levels, and tuition fee recommendations. As part of the enrolment planning process, Deans are asked to confirm/update the graduate enrolments (received from the Faculties in March 2016) in Appendix C.

b. Enrolment-related Revenue Sharing

The revenue sharing mechanism continues in the remaining two years of the 4-year planning period. The document providing the technical details of this proposed revenue sharing mechanism can be found at:

<https://www.ipb.uwo.ca/sept2016/>

The Faculty's revenue forecasts in Appendix A include the funds arising from the revenue-sharing mechanism, and are based on the enrolment forecasts described earlier and the graduate enrolment plans submitted by the Faculties in March 2016.

Deans should consult with IPB if and when the enrolment planning activities within the Faculties leads to new programs and/or expansion of existing programs – which in turn would require revisions to the revenue forecasts. Deans are also asked to confirm tuition rates for new graduate programs that were submitted in their March 2016 graduate enrolment plans.

Deans should note that, with this revenue-sharing mechanism, it is expected that responsibility for most of the Faculty's financial needs must be addressed by the Faculty budget. As described below in section D3, modest central funding (base and one-time) will be available through annual planning processes – but only for major academic initiatives that are directly linked to University priorities. Similarly, the Provost will consider in-year resource allocations only for major academic initiatives that are aligned with the University's strategic priorities.

3. Resources to Support New University-wide Academic Initiatives: The Academic Priorities Fund (APF)

The University will continue its approach of retaining central funds (base and one-time) in order to support emerging academic initiatives that are in direct support of the University's Mission and Strategic Priorities. Given the external uncertainty and the more constrained revenue context, the APF will be very modest and may focus on one-time funding needs rather than base-budget allocations.

Deans may bring forward proposals for the Academic Priorities Fund (APF) – which will be available in each of the remaining two years of the 4-year planning period. Proposals should include only major academic initiatives and should be directly linked to the University's strategic priorities. Proposals that involve multi-Faculty initiatives and are reinforced by Faculty resources will be viewed favourably. Deans should also include measurable indicators of progress towards the goals associated with each proposal. Deans are asked to complete the template in Appendix D for each proposal.

4. Canada Research Chairs (CRCs)

At the pre-planning meetings, Deans will be provided with a list of CRCs that are coming available in the next two years. The proposals will be considered in the context of the academic plan, but separate adjudication of the proposals will be done by the CRC committee (*Provost, Vice-President Research, and Vice-Provost – Academic Planning, Policy, and Faculty*) by February 2017. Each proposal should be brief and should identify how the proposal would build on existing areas of excellence and priority. Special consideration will be given to proposals that support developing

Western Clusters of Research Excellence, or that build on areas of priority in the Academic Plan that already have a critical mass of researchers. As in recent years, special consideration will also be given to proposals that support interdisciplinary linkages between Faculties and Departments.

5. Space, Facilities, and Capital Planning

a. Space

In the context of our Long-Range Space Plan (as outlined in the 2016-17 University Budget) and the arrangement to share the operating costs of incremental space introduced in 2011-12, Deans may identify additional space requirements. Requests for additional space should be submitted by completing the template included in Appendix E.

b. Capital Projects

Deans may also submit capital funding requests – for renovations – for each of the remaining two years of the 4-year planning period. All requests for funding of minor capital projects must be included in the planning document (see Appendix F, Capital Project Request Form).

- Prior to consideration of capital projects during the planning process, units must consult with Facilities Management to obtain a cost estimate and to ensure that all building, safety, and structure-bearing codes receive proper attention.
- Requests must include a timeline for implementation and the amount of funding requested. Proposals which are matched by Faculty resources will be given higher priority.

Finally, all requests for exemptions to the University's policy on rental charges for general University facilities must be submitted in the planning documents. Only requests that directly relate to the academic activities of the Faculty will be considered for exemption.

6. Comprehensive Revenue/Expenditure Model

Appendix A provides the budget planning template for the remaining two years of the 4-year planning period for the Faculty. Enrolment-related revenue sharing estimates have been completed by IPB using the most recent enrolment projections and historical patterns in teaching activity. Deans are asked to review these figures in consultation with IPB and make adjustments to the revenue lines (excluding the base budget line) as necessary. Particular attention should be paid to the revenue-sharing estimates, which should be updated to reflect the Faculty's new undergraduate and graduate enrolment plans.

The expenditure plan should include the line-by-line details shown in Appendix A, and should address budgetary requirements in the areas of: tenured/probationary faculty complement, part-time teaching, limited-term faculty positions, clinical faculty positions (Schulich School only), support staff, GTAs, graduate student support, support for scholarship/research initiatives, information technology and academic equipment renewal, faculty travel, new faculty start-up funds, facilities maintenance, and any other allocations deemed necessary for the long-term academic health of the Faculty.

Faculties are reminded that they are responsible for including teaching equipment and information technology renewal funds in their budget plans. Annual allocations should be based on a systematic replacement plan and can be funded from operating revenue or through a planned use of carry-forward funds. Faculty carry-forward funds (shown in the revenue section of Appendix A, page 1, line 11) should be treated as a one-time revenue source in the multi-year budget plan.

Consistent with our approach last year, the Faculty budget plan (in this modelling exercise) must meet two specific criteria – **the total budget must be balanced at the end of the 4-year planning period (i.e. cumulative surplus/deficit must be greater than or equal to zero) and the in-year deficit (Appendix A, line 39) in 2018-19 must not exceed 2% of the Faculty's base budget plus revenue-sharing allocation for that year.**

The line-by-line budget model should be provided by completing Page 1 of Appendix A.

7. Faculty/Staff Complement Plan

Deans are asked to provide a faculty and staff complement plan by completing the tables in Appendix B.

- The faculty/staff complement plan should reflect selective support of the priorities stated in the Faculty's Academic Plan.
- Deans are asked to provide a summary of progress in hiring into positions approved (i) through the March 2016 Final Budget Plan, and (ii) in-year, as a consequence of funds released from unanticipated retirements or resignations.
- Deans should include, in their complement and budgetary plans, provision for on-going funding of any positions now based on term funding that expires during the planning period.
- Sources of funding should be described for new/incremental appointments that are being proposed.
- Where Limited-Term appointments that require two years' notice of non-renewal are shown as ending without re-appointment in the faculty complement plan, the timing of when notice will be given should be described.

Deans should note that when positions are vacated as a consequence of retirements, resignations, or non-renewal of limited-term faculty, the positions themselves are closed, and a case must be made for the creation of any new positions using funds released to the Faculty budget. This approach acknowledges that areas of teaching and research of departing faculty were determined by Faculty priorities at the time they were hired, whereas new positions should fit with the current priorities of the Faculty, as stated in its Academic Plan. In so far as the budget and the Turnover Recovery Policy allow, Deans are also encouraged to consider using funds identified for new positions for the recruitment of mid-career or senior faculty. Deans may also seek supplementary funding assistance (from the APF) to support the recruitment of mid-career or senior faculty.

Advertisements to hire into planned full-time faculty positions must be approved by the Vice-Provost (Academic Planning, Policy, & Faculty). Requests to advertise should be accompanied by a

statement describing how the position fits into the complement plan approved during the planning process.

8. Supplementary Fees

The Provincial Government's policies on tuition and fees allows Universities to charge supplementary fees that recover the costs associated with non-tuition related services, equipment, and material provided to students. Examples include costs of course material/manuals, field trips, co-op placement services, and specialized equipment such as dental kits. At present, at Western, a wide array of such fees exist – and new fees are introduced annually which must be approved by our Board of Governors. In the past, proposals for such fees have been brought forward on an irregular basis and quite often did not fit into the time lines of Board meetings. Therefore, Deans are asked to include proposals (by using the template in Appendix G) for new supplementary fees and increases to existing fees in their planning submissions. **Proposals not included in the planning submissions will not be implemented in 2017-18.** Please consult with IPB if you have any questions regarding the applicability of the Government's policy to possible new fees.

E. Items Requiring Reports from the Faculties

1. Student Engagement in International Activities

Internationalization is a strategic priority for the University. In order to support this, we need to collect information about the number of students in your Faculties who participate in study-abroad activities that are not managed centrally (i.e. outside of formal undergraduate exchange programs and programs such as Alternative Spring Break). This information is also required by our Ministry. Please provide the following data for the 2015-16 academic year (September 1, 2015 to August 31, 2016):

Department	Course/Activity	Number of undergraduate participants	Number of graduate participants

Please also provide information regarding any new study-abroad initiatives your Faculty is planning.

2. Research Institutes/Centres/Groups

As discussed at the fall 2016 Deans' Retreat, budgetary oversight for Research Institutes/Centres/Groups (including major CFI projects) rests with the Faculties. Please provide a brief report on the research entities attached to your Faculty, with a summary of their current financial position. It is important that these entities operate within the resources available to them – and Deans have ultimate responsibility to ensure a balanced budget for these operations. Faculty operating budgets will be expected to backstop any deficits.

3. University Strategic Risk Management

University senior leadership and the Board of Governors, as part of their governance processes, are working to identify the key risks/threats that may hinder the University from achieving its strategic objectives as set out in *Achieving Excellence on the World Stage*. By identifying the potential key risks that may arise in relation to the four pillars in our Strategic Plan (Raising our Expectations, Leading in Learning, Reaching Beyond Campus, and Taking Charge of Our Destiny) and developing possible mitigating strategies, the university increases its likelihood that its priority objectives will be achieved.

Deans are asked to respond to the following questions:

- What key risks may significantly hinder the delivery of their objectives in relation to Western's Strategic Plan?
- Is the source of the risk internal to Western, or is it external to the University?
- What is the likelihood that the risk may occur?
- Does the risk currently exist or is it one that is likely to occur in the future?

The intention is to focus at the strategic level of the University by identifying risks that are of most concern to senior leaders and most deserving of time and attention.

4. We-Speak Survey

From January 24 to February 13, 2017, a new "We Speak" survey will be undertaken. Deans are asked to provide a brief (one paragraph) summary of the Faculty's use of the results of the last "We Speak" survey. Were there any actions undertaken (as a result of the findings) that you wish to highlight?

F. University-Wide Planning Policies and Issues

Deans should take into account the following University-wide planning policies/issues.

1. First-year Intake and Undergraduate Enrolment Planning

Our current plan for the remaining two years of the 4-year period is an annual total first-year intake of about 5,100 students – and our approach to admissions will ensure that we maintain or enhance entrance standards.

2. First-year Course Guarantee

The policy of guaranteeing courses to first-year students has made a tremendous contribution to Western's recruitment efforts and to the early academic experience of our students. The commitment of the Faculties to this policy has been outstanding. It is our intention to continue this guarantee as a central feature of Western's first year programs.

3. Turnover Recovery Policy

As announced as part of the spring 2016 Faculty budget recommendations, the **faculty turnover recovery policy** is temporarily suspended for the remaining two years of this 4-year planning period. Specifically, turnover will be waived for all new tenured/probationary faculty retirements (or exits of faculty members at age 55 or higher) signed between February 1, 2016 and June 30, 2019 – where the faculty member leaves the University by July 1, 2019. Turnover recovery associated with all previous exits – and currently built into the Faculty budget plans – will be applied as planned.

4. Canada Foundation for Innovation (CFI) and the Ontario Research Fund (ORF)

Deans are asked to ensure that participation in the CFI and the ORF is given high priority within the Faculties and departments. The Vice-President (Research) should be consulted at the very early stages of preparing CFI/ORF proposals – in particular, regarding potential requirements for matching funds and space/facilities. The Associate Vice-President (Planning, Budgeting, and IT) should also be alerted to the potential space requirements.

5. Information Technology

The University's Information Technology infrastructure (e.g. networks, email, web support, wireless technology, instructional technology applications, general university computer labs, central storage, desktop support, and administrative database systems) is supported by Information Technology Services (ITS) and the Western Information Systems Group (WISG). In order to better plan for and support the IT infrastructure of the University community, Deans are asked to identify specific IT-related needs that will enhance the teaching and research environments within Faculties and Departments. In particular, if there are IT-related initiatives/activities that require additional services from ITS and/or WISG, Deans must identify these requirements as part of their planning submissions.

6. Increasing Diversity in the Professoriate

Faculties will continue to receive a one-time payment of 50% of the first year's salary and benefits of candidates recruited into full-time probationary or tenured faculty positions where the successful candidate is a woman or a member of the First Nations community.

7. Spousal Hiring

Faculties will continue to receive base funding equal to one third of the annual salary plus benefits in cases where the spouse of a probationary or tenured faculty recruit is being hired into a full-time faculty position created as part of the recruitment process, provided that the Faculty hiring the spouse and the Faculty hiring the tenured or probationary recruit also each contribute one-third of the salary plus benefits.

G. Conclusion

The multi-year planning approach – both at the University-level and the Faculty-level – allows for systematic investment in areas of strength and priority. Our planning approach is the vehicle by which the University Strategic Plan, Faculty Academic Plans, and Support Unit Operational Plans are implemented – within the resources available in a competitive environment. Through this process, we also fulfill our ongoing obligation to plan for our University's future in a selective, transparent, and accountable fashion.

Thank you and all your colleagues for your support and commitment to Western – and your contributions to our planning process.

Please submit 12 Printed Copies of your Planning Document and an Electronic Version (single PDF file) to Ruban Chelladurai – 10 days prior to your Planning Meeting Date

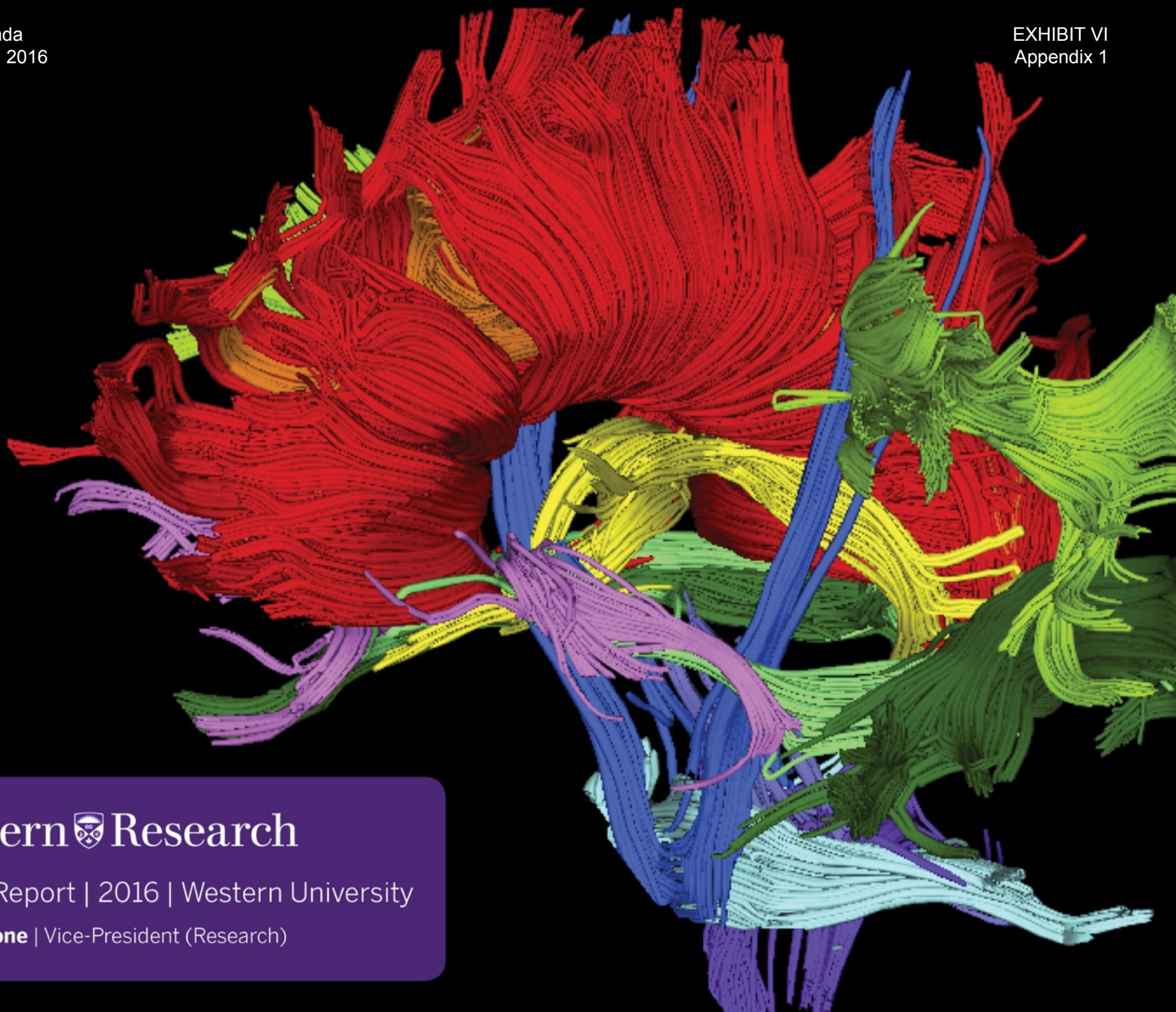
REPORT OF THE UNIVERSITY RESEARCH BOARD
(URB)

Annual Report of the Vice-President (Research)

FOR INFORMATION

Annual Report of the Vice-President (Research)

J. Capone will present the Annual Report of the Vice-President (Research), contained in [Appendix 1](#).



Western  Research

Annual Report | 2016 | Western University

John Capone | Vice-President (Research)

Notable Achievements

Canada First Research Excellence Fund

- \$66M for BrainsCAN – Western's largest-ever research grant
- Researchers in 7 faculties
- Partnership with McGill and CIFAR
- Reducing burden of brain disorders

Advanced Manufacturing Consortium

- \$35M funding from province
- Western, Waterloo, McMaster
- Leadership of 'Advanced Manufacturing Triangle'

Notable Achievements

- **Compute Canada MSI:** lead of 37 partner institutions – \$89.5M with CFI Cyberinfrastructure program
- **Global Affairs Canada:** David Cechetto-led \$8.9M-program trains health-care providers in Rwanda, Burundi
- **Research Parks:** *Association of Research Parks Outstanding Park Award*, and ranked 5th for *University Incubators in North America*

Awards & Distinctions

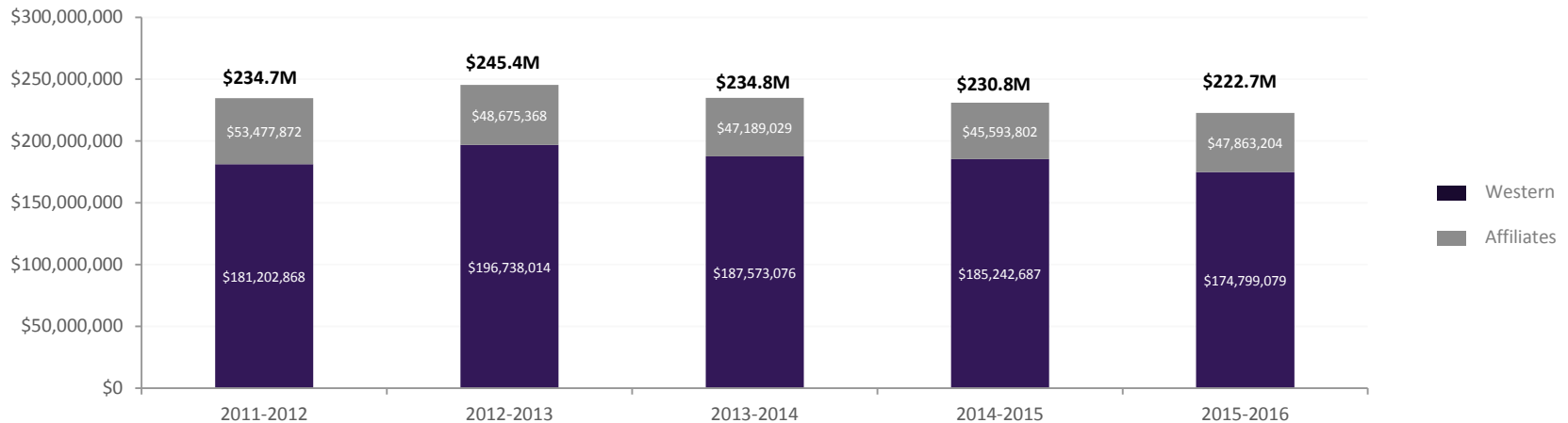
Royal Society of Canada

- 6 new Fellows – 3rd most in Canada
- 2 new Members, College of New Scholars
- McLaughlin Medal for Excellence in Medical Sciences:
Vladimir Hachinski

Additional Notables

- Humboldt Research Award: **Kim Baines**
- Top-25 Canadian Immigrant Awards: **Jin Jiang**

Total Research Funding



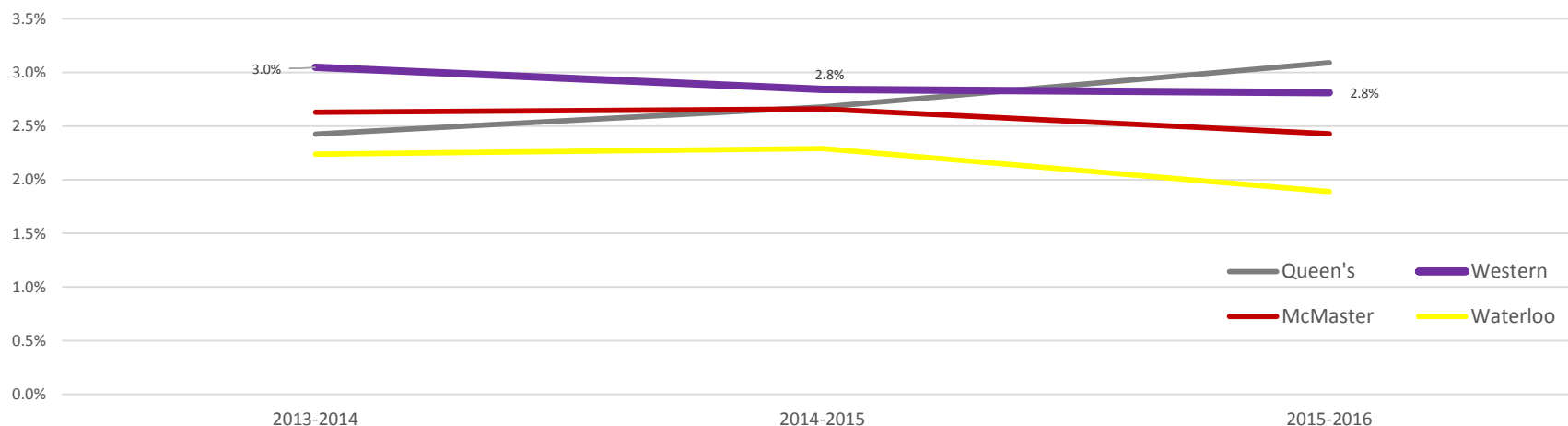
2015-16

- \$222,662,283 | down 3.5%
- **Western:** \$174,799,079 | down 5.8%
- **Affiliates:** \$47,863,204 | up 5%
- Ranked 10th nationally for 8 of last 10 years

Notable Funding Results

- **CFI- JELF:** 4/4 awarded | Funded at 100% | \$867K
- **NSERC-CIHR CHRP:** 4/9 awarded | 3rd most nationally
- **Early Researcher Awards:**
 - 10 awarded | 3rd in Ontario
 - 48% success rate vs. 30% average
- **ORF-RE:** 3/6 awarded | \$8M
- **Contract Research Revenues/Clinical Trials:** \$43.4M, up 10%
- **Tri-Council Funding:** \$51M, down 10%

SSHRC

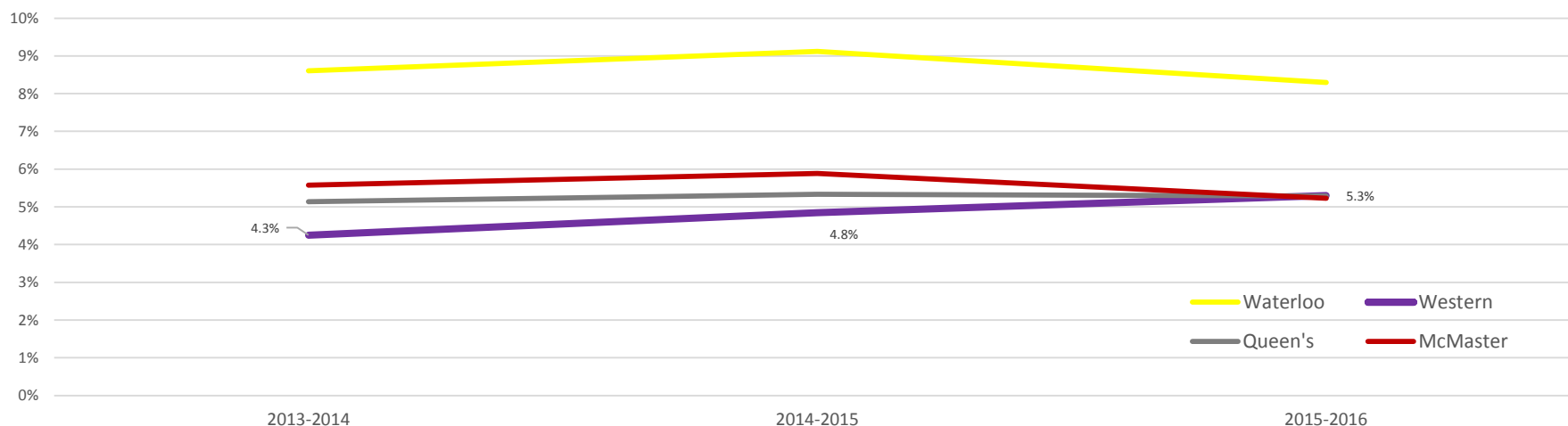


Indicator	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number of applications	113	122	107	126	98
Number of awards	32	46	30	47	30
Success rate	28%	38%	28%	37%	31%
Total Funding	\$4,689,874	\$4,942,208	\$5,154,949	\$4,190,927	\$4,778,272

2015-16

- **\$4,778,472** | up 14% | 9th in U15, up one spot
- **Council share:** 2.8%, equal to 2014-15 | U15 share: 5.1%
- **Partnership Grants:** 2/4 funded | \$2.5M
- **Partnership Development Grants:** 2/4 funded | \$400K
- **Insight Grants:** 17/43 funded | \$2.9M | 35.9% success vs. 31.1% average | 4th in ON, 6th in U15
- **Insight Development Grants:** 16/26 funded | \$912K | 61.5% success vs. 45.4% average

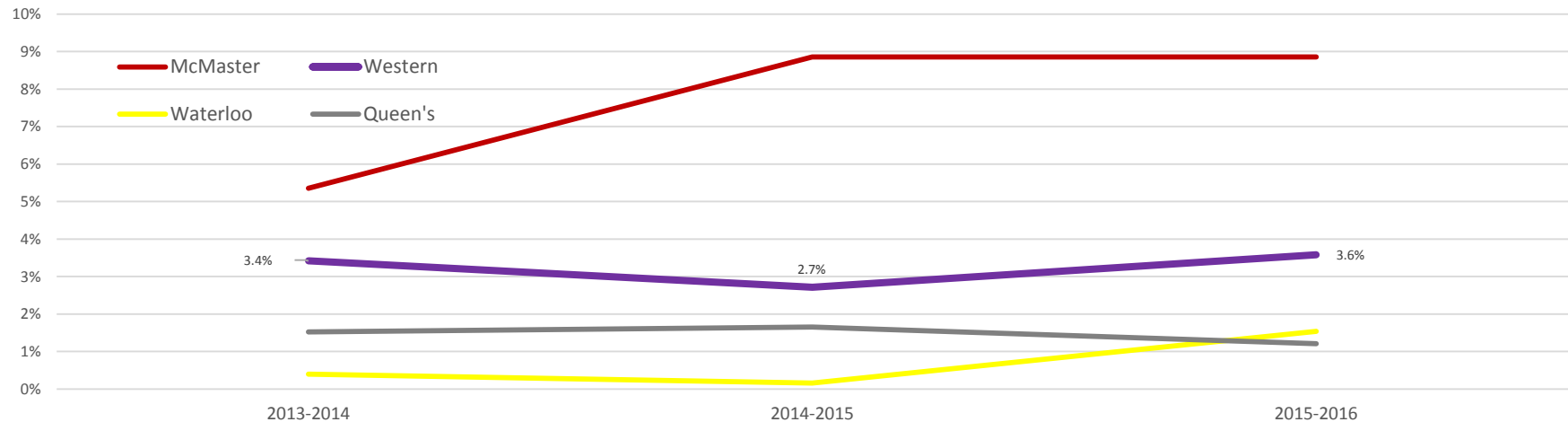
NSERC



Indicator	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number of applications	345	297	276	297	250
Number of awards	171	168	182	205	151
Success rate	50%	57%	66%	69%	60%
Total Funding	\$19,045,579	\$21,292,736	\$20,451,306	\$25,481,722	\$25,080,460

2015-16

- **\$25,080,460** | equal to 2014-15 | 8th in U15, from 11th in 2013-14 | 3rd in Ontario, from 5th
- **Council share:** 5.3%, up from 4.8% in 2014-15 | U15 share: 5.2%
- **Strategic Project Grants:** 4/9 funded | \$2.3M | 44% success vs. ~24% average



Indicator	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number of applications	364	341	284	285	299
Number of awards	125	105	76	79	58
Success rate	34%	31%	27%	28%	19%
Total Funding	\$27,090,857	\$24,637,713	\$25,658,861	\$26,259,592	\$21,212,042

2015-16

- **\$21,212,042** | down 17.3% from 2014-15
- **Council share:** 4%, up from 3% in 2013-14 | **U15 share:** 4.3%, up from 3.9
- **Success rate:** 19%, down from 5-year average of 28%
- **Foundation Grants:** 5 awarded | \$14.8M
- **Project Grants:** \$11.5M

WORLDiscoveries



Vanguard Awards

- *Innovators of the Year*: Eva Turley, Len Luyt
- 17 patent-issued awards, 9 license-agreement-signed awards



Medical Innovation Fellows

- To drive innovation and improve health-care outcomes
- Three inaugural fellows; four more selected
- FACIT pitch competition: *Ernsting Entrepreneurship Award* (\$50K), *Audience Choice Award*



Proteus

- Began with 36 teams, 100+ competitors vying for \$10K prize
- Pitch plans for 5 technologies
- Winning tech: OtoTrain, 3D digital anatomy training tool



Metrics

- \$4M licensing income
- 64 invention disclosures
- 11 US patents issued
- WIF: \$295K awarded
- New Faculty mentor program

Research Parks



AMP

- 3 Western facilities
- Fanshawe Centre for Product Validation (2016)
- 6 companies, 45 employees



Discovery Park

- 100% occupancy
- 56 companies with 614 employees



Sarnia-Lambton

- 98% occupancy
- 32 transforming companies
- 1,107 knowledge-based employees



Propel

- 2015: Supported 220 startups, 8K community members
- \$950K+ sales, \$1.1M+ investment since Sept. 2014

Notable Recognition

- *University Incubators in North America*: Ranked 5th
- Association of Research Parks Outstanding Park Award (3rd ever Canadian winner, and first from Ontario)

QS World Rankings



198

2016-17 Ranking

- Down from 192 in 2015-16
- Canada rank: 9
- **Strengths in Canada:** International Faculty (2), Citations (4)
- **Globally recognized disciplines:** Nursing (28), Psychology (36), Philosophy (38)
- **Center for World University Rankings:** 7th in Canada, 146th globally
- **Academic Ranking of World Universities (Shanghai):** 13th in Canada, 201-300 globally

- 01 Academic Reputation
- Global rank: 252
 - Down from 227 in 2015-16

- 02 Employer Reputation
- Global rank: 160
 - Up from 213 in 2015-16

- 03 Faculty/Student Ratio
- Unranked
 - Same as 2015-16

- 04 Citations per Faculty
- Global rank: 100
 - Up from 114 in 2015-16

- 05 International Faculty
- Global rank: 59
 - Up from 89 in 2015-16

- 06 International Students
- Global rank: 253
 - Down from 239 in 2015-16

Times Higher Education World Rankings

	2013	2014	2015	2016	Weighting
Teaching	37.3 (7 th)*	38.3 (6 th)*	38.6 (7 th)*	40.1 (7 th)	30%
Research*	33.7 (9 th)	35.7 (8 th)	32.4 (11 th)	34 (9 th)	30%
Citations	45.1 (13 th)	47.0 (14 th)	59.0 (12 th)	69.3 (10 th)	30%
Industry Income	52 (7 th)	50.7 (7 th)	59.7 (4 th)	55.1 (4 th)	2.5%
International outlook	62.7 (8 th)	63.7 (8 th)	73.6 (9 th)	73.6 (9 th)	7.5%
Aggregate Score	40.83	42.35	46.5	50.12	
International Ranking	226-250	226-250	201-250	201-250	
U15 Ranking	9 th (tied)	9 th (tied)	8 th (tied)	9 th	

McMaster	58.7 (58.8)	113 (94)
Waterloo	52.9 (50.3)	173 (179)
Calgary	51 (48)	195
Western	50.12 (46.5)	201-250
Queens	46.3 (44.8)	201-250 (251-300)

2015-16

- * 30% research ranking is composed of:
 - Manuscripts/academic staff: 6%
 - Research income/academic staff: 6%
 - Research reputation: 18%

Looking Ahead

Strategic Partnerships

- Steward *BrainsCAN* initiative and partnership with McGill
- Implement plans for *Advanced Manufacturing Consortium*
- Establish *Medical Innovation and Commercialization Centre* as a national hub for medical innovation and commercialization

What is Our 'Next CFREF'

- Roadmap for promoting other strategic areas
- Focused investments

Looking Ahead

Support for Social Sciences, Arts and Humanities

- New AVP (Research) with focus on SSHRC-related areas
- URB task force report to serve as guide
- New \$5M endowment to support SSHRC-related research
- Alignment of internal funding resources to promote success

Multidisciplinary ‘Grand Challenges’ Initiative

- Engage community to identify big, global research challenges
- Transdisciplinary expertise in collaborative teams
- Embraces concepts of open source and distributed innovation

Looking Ahead

Additional Areas of Focus

- Enhancing international partnerships
- Enhancing undergraduate research opportunities
- Upcoming Canada Excellence Research Chair competition



Western
UNIVERSITY • CANADA

Report to Senate from the Board of Governors

FOR INFORMATION

The Board of Governors met on November 24, 2016. Attached is a full list of items received for approval or information from the Board's standing committees and from Senate. Documentation for these items can be found at:

http://www.uwo.ca/univsec/pdf/board/minutes/2016/Board_Agenda_Nov_24_Open_Session.pdf

The most significant item of business was approval of the Indigenous Strategic Plan as recommended by Senate. The Board looks forward to regular reports on progress of implementation of the Plan's recommendations through the Provost's Task force.

All of the remaining reports and proposals received were standard items of business.

SUMMARY OF AGENDA ITEMS – NOVEMBER 24 - OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFO
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of September 27, 2016 – Open Session only for web	ACTION

Report of the Property & Finance Committee- Appendix II

Revisions to MAPP 2.15 – Authority for Project Budget Increases	ACTION
Revisions to MAPP 1.48 – Environment and Sustainability	ACTION
Report on Underwater Endowments	INFO
Budget Indicators for Previous Fiscal Year	INFO
Key Financial Indicators	INFO
New Scholarships and Awards	INFO

Report of the Governance & By-Laws Committee- Appendix III

Audit Committee Terms of Reference – Revisions	ACTION
Investment Committee Terms of Reference – Revisions	ACTION
McIntosh Gallery Committee – Terms of Reference – Revisions	ACTION
Special Resolution No. 9 – Election Procedures – Revisions	ACTION

Report of the McIntosh Gallery Committee – Appendix IV

Annual Report of the McIntosh Gallery Committee – 2015-16	INFO
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Items Referred by Senate - Appendix V

Indigenous Strategic Plan – Final Report	ACTION
Articulation Agreement between Brescia University College, Huron University College, King's University College at Western and Fanshawe College regarding Transfer Credit for Students in the Child and Youth Care, Developmental Service Worker, and Social Service Worker Programs	ACTION
Reports of the Academic Colleague	INFO

ANNOUNCEMENTS

FOR INFORMATION

The Office of Faculty Relations provided the following list of academic administrative posts approved on behalf of the Board of Governors during the month of November 2016.

Name	Department/School	Faculty	Admin Post	Effective Date	End Date
Janice Polgar	Occupational Therapy	Health Sciences	Acting Director	January 1-2017	June 30-2017
Gary Tithecott		Schulich	Associate Dean (Undergraduate Medical Education)	October 1-2016	June 30-2018
Robert Stein		Schulich	Assistant Dean (Learner Equity & Wellness Undergraduate)	October 1-2016	September 30-2019
Gerry Cooper		Schulich	Associate Dean (Windsor Campus)	September 1-2016	August 31-2018
Laura Murray	CDS	Health Sciences	School Director	January 1-2017	June 30-2022