

SENATE AGENDA

1:30 p.m., Friday, February 14, 2020
Arts and Humanities Building, Rm 1R40

A Land Acknowledgment will be read at the beginning of the meeting.

1. **Minutes of the Meeting of January 17, 2020**
2. Business Arising from the Minutes
3. Report of the President – **EXHIBIT I** (A. Shepard)
4. Unanimous Consent Agenda – **EXHIBIT II**
5. Reports of Committees:
 - Nominating Committee – **EXHIBIT III** (K. Yeung)
 - Senate Committee on University Planning – **EXHIBIT IV** (D. Laird)
6. Announcements and Communications – **EXHIBIT V**
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.

SUMMARY OF AGENDA ITEMS: February 14, 2020

APPROVAL OF MINUTES

REPORT OF THE PRESIDENT

UNANIMOUS CONSENT AGENDA

FOR ACTION

NOMINATING COMMITTEE

FOR ACTION

Operations/Agenda Committee (OAC)
Senate Review Board Academic (SRBA)

SENATE COMMITTEE ON UNIVERSITY PLANNING (SCUP)

FOR ACTION

2020 Entrance Standards for Undergraduate First-Year Admissions
Five-Year Enrolment Projections

FOR INFORMATION

Report on Year One Class and Entering Averages
Provost's Update on Planning Process
Undergraduate International Enrolments

ANNOUNCEMENTS AND COMMUNICATIONS

FOR INFORMATION

Report from the Board of Governors (January 23, 2020)

MINUTES OF THE MEETING OF SENATE

JANUARY 17, 2020

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

SENATORS: 78

S. Basu	J. Garland	A. Nelson
A. Baxter	L. Ghattas	C. Nolan
G. Belfry	M. Goodman	J. Nord
L. Beres	M. Grenier	N. Nuimat
S. Birdi	L. Melnyk Gribble	K. Olson
A. Borchert	A. Grzyb	I. Paul
L. Bot	C. Harasym	P. Peddle
H. Boyi	L. Hasenfratz	S. Pitel
L. Briens	V. Hocke	A. Plante
D. Brou	S. Hodgson	S. Prichard
S. Burke	A. Hrymak	V. Radcliffe
E. Chamberlain	D. Jeffrey	G. Read
A. Chant	L. Jiang	G. Rezai-Rashti
D. Cheng	V. Joe	S. Roland
M. Cleveland	K. Kirkwood	C. Roulston
K. Coley	J. Kitz	A. Rozovsky
J. Corrigan	L. Logan	A. Shepard
J. Cuciurean	D. Mallory	V. Smye
V. Dalal	A. Matchen	P. Thomlinson
M. Davison	C. McLeod	G. Tigert
C. Dick	A. Meyer	J. Toswell
J. Finegan	M. Milde	S. Trosow
R. Flemming	L. Miller	G. West
L. Frederking	K. Miller	J. Wilson
M. Garabedian	S. Morrison	K. Yeung
B. Garcia	S. Mumm	R. Zitikis

Observers: R. Bgeginski, K. Campbell, R. Chelladurai, J. Ciriello, J. Doerksen, L. Gribbon, B. Jalayer, J. Kum, D. Laird, J. Massey, M. Ruddock, E. Ukposidolo, J. Weese.

Land Acknowledgement

L. Frederking read a Land Acknowledgement.

S.20-01

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of December 6, 2019 were approved as circulated.

S.20-02 **REPORT OF THE PRESIDENT** [Exhibit I]

The report of the President, distributed with the agenda, contained an update on the Anti-racism working group, remembering Richard M. Ivey, remembering Reva Gerstein, and an update on Western leadership.

The President additionally commented on the following items:

- Vigil on campus honouring the victims of the Ukraine International Airlines Boeing 737-800NG tragedy
- Ontario government scholarship announcements
- Convocation review underway

The President expressed his condolences to the campus community and families of the victims of the Ukraine International Airlines Boeing 737-800NG tragedy. The President thanked all the people that organized the January 8, 2020 vigil for their hard work and leadership.

S.20-03 **UNANIMOUS CONSENT AGENDA** [Exhibit II]

It was moved by L. Melnyk Gribble, seconded by P. Peddle,

That the 11 items listed in the Unanimous Consent Agenda (Exhibit II) be approved or received for information by Senate by unanimous consent.

CARRIED

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit III]

S.20-04 **Nominating Committee – Senate Member**

A. Plante (Graduate Student) was elected to the Senate Nominating Committee to complete the term of A. Myers who has resigned (term to June 30, 2020).

S.20-05 **Report of the Convocation Board: Review of Western's Convocation**

Senate received for information the Report of the Convocation Board: Review of Western's Convocation, as shown in Exhibit III, Appendix 2.

S.20-06 **Information Items Reported by the Operations/Agenda Committee**

Exhibit III, Report of the Operations/Agenda Committee, contained the following items that were received for information by unanimous consent:

- Order of Ceremony – Autumn Convocation 2020
- 2018-2019 Annual Report of the Senate Review Board Academic

REPORT OF THE NOMINATING COMMITTEE [Exhibit IV]

S.20-07 **Nominating Subcommittee – To Elect a Senate Representative from the General Community**

D. Macpherson was acclaimed to the Nominating Subcommittee – To Elect a Senate Representative from the General Community for a term to June 30, 2021.

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

S.20-08 **King's University College, School of Management, Economics and Mathematics: Introduction of a new subject area "Analytics and Decision Sciences"**

It was moved by D. Malloy, seconded by A. Nelson,

That effective September 1, 2020 the new subject area of "Analytics and Decision Sciences" be introduced at King's University College, School of Management, Economics, and Mathematics; and,

That this subject area be included in Category A for Breadth Requirements for Graduation, as outlined in Exhibit V.

CARRIED

S.20-09 **King's University College, School of Management, Economics and Mathematics: Introduction of a Minor in Analytics and Decision Sciences**

It was moved by L. Melnyk Gribble, seconded by P. Peddle,

That effective September 1, 2020, a new Minor in Analytics and Decision Sciences be introduced at King's University College as outlined in Exhibit V.

CARRIED (Unanimous Consent)

S.20-10 **King's University College, Department of Political Sciences: Revisions to the Admission Requirements of the Honours Specialization, Major and Minor in Political Science**

It was moved by L. Melnyk Gribble, seconded by P. Peddle,

That the admission requirements of the Honours Specialization, Major and Minor in Political Science in the Department of Political Sciences at King's University College be revised as shown in Exhibit V, Appendix 2, effective September 1, 2020.

CARRIED (Unanimous Consent)

S.20-11 **King's University College, Department of Interdisciplinary Programs: Withdrawal of the Diploma in Refugees, Migration and Forced Displacement; the Diploma in Childhood and Advocacy; and the Diploma in Critical Security Studies**

It was moved by L. Melnyk Gribble, seconded by P. Peddle,

That effective September 1, 2020, admission to the Diploma in Refugees, Migration and Forced Displacement and the Diploma in Childhood and the Legal System be discontinued and that the Diplomas be withdrawn, and all registration discontinued as outlined below,

and,

That effective September 1, 2020, admission to the Diploma in Childhood and Advocacy and the Diploma in Critical Security Studies be discontinued, and That students enrolled in the Diplomas be allowed to graduate until August 31, 2022, upon fulfillment of the requirements, and;

That the Diplomas be withdrawn, and all registration be discontinued effective September 1, 2022, as outlined in Exhibit V.

CARRIED (Unanimous Consent)

S.20-12 **Information Items Reported by the Senate Committee on Academic Policy and Awards**

Exhibit V, Report of the Senate Committee on Academic Policy and Awards, contained the following items that were received for information by unanimous consent:

- Huron University College, Faculty of Theology – Addition of Distance Learning to the Master of Divinity and Master of Theological Studies programs
- Faculty-Specific Undergraduate Sessional Dates for 2020 and 2021

REPORT OF THE UNIVERSITY RESEARCH BOARD [EXHIBIT VI]

S.20-13 **Research Western Annual Report – 2019**

Senate received for information the Research Western Annual Report – 2019, detailed in Exhibit VI, Appendix 1.

S. Prichard, Acting Vice-President (Research) provided additional comments with respect to the report, noting her support of the Declaration on Research Assessment (DORA), which recognizes the need to improve the ways in which the outputs of scholarly research are evaluated.

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

S.20-14 **Establishment of the Dancap Private Equity Chair in Human Organization and Discontinuation of the Dancap Private Equity Professorship in Marketing (Consumer Behavior)**

It was moved by L. Melnyk Gribble, seconded by P. Peddle,

That Senate approve that the Dancap Private Equity Professorship in Marketing (Consumer Behavior) in the Faculty of Social Science be discontinued,

and,

That Senate approve the Dancap Private Equity Chair in Human Organization be established and appointed in the Faculty of Social Science.

CARRIED (Unanimous Consent)

S.20-15 **Western Libraries Annual Report 2018/19**

Senate received for information the Western Libraries Annual Report 2018/19, detailed in Exhibit VII, Appendix 3.

J. Robinson, Associate Chief Librarian provided Senate with an overview of the items covered in the Western Libraries Annual Report 2018/19.

A Senator requested an update on the progress of the Keep@Downsview project. J. Robinson advised Senators that the identification of items that may form part of the Barnett Collection had taken place before materials were sent to Keep@Downsview. She noted that the Faculty of Arts and Humanities, via a working group, has engaged with the library to review the materials sent to ensure no rare books were included. No material sent to Keep@Downsview by Western Libraries has been processed pending the outcome of this review.

A Senator requested clarification on the criteria for selecting materials that are re-located from the library for preservation to Keep@Downsview, specifically, whether books would be reviewed for potential notes written in to books by users of a text, as some disciplines do research into such marginalia. J. Robinson noted the concern and indicated that the criteria for materials suitable to be preserved at Keep@Downsview continues to be developed.

A Senator noted that the full implications of the new digital era are not yet known, yet at the same time, the libraries need to continue having discussions regarding the most appropriate way to move forward.

A Senator questioned whether the Weldon User Advisory group would be reconstituted. J. Robinson indicated that she would seek further information and take the matter under advisement.

S.20-16

Draft 2020-2025 Strategic Mandate Agreement

A. Hrymak, Provost & Vice-President (Academic) provided Senators with a presentation on the Draft 2020-2025 Strategic Mandate Agreement, provided as [Appendix 1](#).

A Senator asked for clarification on the requirements surrounding experiential learning and the need for corporate and not-for-profit placement opportunities when the community may not have the capacity to absorb all of the students requiring placements. She also requested clarification on faculty-led study abroad learning opportunities and whether faculty would be more reliant on commercial travel agencies to assist with the facilitation of travel for these opportunities. A. Hrymak noted that faculty could coordinate these learning opportunities with commercial travel partners if they wished to, but there would not be a requirement to use these types of services. He noted that the key concern would be for the safety and security of those abroad.

A Senator requested clarification on the open source licensing metric relating to revenue. A. Hrymak stated that the metric was based on the total number of licenses and not a metric based on the income generated by the licenses.

A Senator requested information on the rationale for the use of the lower attribution for graduate student earnings in the metrics. A. Hrymak advised that the metric is a three-year rolling target, allowing for the impact on the University's performance against this metric to be mitigated.

A Senator asked whether the criteria for experiential learning would capture internal forms of experiential learning. J. Doerksen, Vice-Provost (Academic Programs) clarified that currently, the metric is limited to experiential learning that is for degree credit and may include internal forms of experiential learning such as capstone courses.

S.20-17

Information Items Reported by the Senate Committee on University Planning

Exhibit VII, Report of the Senate Committee on University Planning, contained the following items that were received for information by unanimous consent:

- Office of the University Ombudsperson Annual Report
- Designated Chairs, Professorships, and Faculty Fellowships approved on behalf of the Senate in 2019 by the Senate Committee on University Planning

S.20-18

REPORT OF THE ACADEMIC COLLEAGUE [EXHIBIT VIII]

Exhibit VIII, Report of the Academic Colleague, was received for information. The following items were included in the report:

- Campus Free Speech Reporting
- Bill 132 (the Better for People, Smarter for Business Act, 2019)
- Survey of Indigenous Faculty

S.20-19

ANNOUNCEMENTS AND COMMUNICATIONS [Exhibit IX]

Exhibit IX, Announcements and Communications was received for information. The following items were included in the report:

- Call for Nominations - Board of Governors and Senate

- Academic Administrative Appointments

S.20-20

DISCUSSIONS AND QUESTION PERIOD

Q1 Stephen Pitel, Senator

The report from the Office of the University Ombudsperson states “The Graduate Education Council of SGPS has introduced two documents -- Expectations and Requirements of Supervisors, and Expectations and Requirements of Graduate Students in Thesis-Based Programs. ... SGPS has recently introduced a mechanism for students to make a formal complaint to SGPS for investigation regarding supervisors that they feel are not meeting the expectations laid out. In cases where student complaints are found to be substantiated, SGPS will work with Faculty Relations to determine appropriate actions. This will not remove the power imbalance between students and supervisors, but it sends a clear message that Western takes the supervision of graduate students seriously.”

What consultations were held between SPGS, the Office of Faculty Relations and UWOFA about these documents and this mechanism, specifically as to the relationship between them and the rights and obligations of supervisors as negotiated and set out in the Faculty Collective Agreement?

L. Miller, Vice-Provost (Graduate and Postdoctoral Studies) addressed the question, advising that in 2017, the Graduate Education Council approved an addition to the SGPS regulations to articulate the expectations and requirements of supervisors and of graduate students who are undertaking thesis-based research. She noted that the language that was added to the UWOFA Collective Agreement (Academic Responsibilities article) in the last negotiations was drawn from these SGPS regulations, and that the complaints process was created in close consultation with Faculty Relations to ensure alignment with the Academic Responsibilities and Discipline articles of the UWOFA Collective Agreement. She advised that upon receipt of a complaint, SGPS would first consult with the student and supervisor to attempt to resolve the concern via informal methods before initiating a formal investigation process. The findings of the investigation would be provided to Faculty Relations, who would direct the process from that point.

Q2 Stephen Pitel, Senator

The May 2016 Final Report of the University Research Board Task Force Steering Committee on Support for Research in Social Sciences, Arts, and Humanities at Western recommended that “Smaller grants should be made available to researchers ... in the forms of small competitive grants (e.g. \$10,000 or less) and support for dissemination. The focus of these programs should be to support smaller budget research where there is no anticipation of external grant applications; instead, these projects should be considered on their own merit and with respect to the outcomes and impact they are anticipated to achieve.”

In previous years Western has allocated funds to an endowment to support internal grants of this nature. What steps are being taken to continue and increase that commitment, given that significantly more internal funds are needed to fulfil this objective for a university of our size and scope?

S. Prichard, Acting Vice-President (Research) provided an overview of the SSHRC Explore and Exchange Grants, as well as Faculty Research Development Funds. She further noted that the funding would also be available via the income from the SSHRC Endowment Fund which will be held centrally and distributed on a basis that is to be determined at a later date.

A Senator requested clarification on whether the University intended to increase the funding for the grants. S. Prichard noted that any additional income from the endowment funds would be distributed.

A Senator request clarification on the timeline for the planned Biomedical Research building. S. Prichard, noted that the timeline would be approximately two-and-a-half years with the project going to tender in the next few months.

Q3 Jane Toswell, Senator

I understand that Western is considering a contract with Navitas for the teaching of Western's first-year curriculum in some subject areas to international students recruited and taught by a private college housed on the campus. Students who complete the Navitas program would be accepted, according to the standard Navitas contract, into second year in Engineering, Management, and Computer Science programs at Western. Navitas is a private company based in Western Australia, at Perth, and it has partnered since its foundation in 1994 with about 120 colleges around the world, including two in Canada: Simon Fraser and the University of Manitoba.

The benefits for Western, as I deduce them, would be outsourcing a good part of its international recruitment, perhaps reaching into a broader array of countries; being paid royalties on the course content of our first-year courses being taught through the Navitas program; savings on ESL programs and other services that would be offered by Navitas; perhaps getting a slice of the tuition that these students are paying; and finding a way round our high first-year entrance averages by admitting the graduates of these programs directly into second year.

The disadvantages might include losing our own ability to admit students to Western programs, overcrowding given the large numbers contemplated for the Navitas program, the fact that the program streams students into what are already high-demand programs at Western putting more pressure on those faculties and faculty members, ethical concerns since some students will pay Navitas in order to circumvent the Western entrance averages, problems with using intellectual property of faculty members, concerns around the hiring and recompense of teachers in the Navitas program, and perhaps a loss of prestige.

My questions are three:

1. When this proposal comes to Senate, will it have full background documentation on Navitas?
2. Will the Navitas program replace Western's international recruitment office?
3. What safeguards are in place to protect the students who come to Western through Navitas but cannot successfully navigate their Western programs?

A. Hrymak, Provost & Vice-President (Academic) advised Senators that there had not been any formal discussions or agreements between the University and Navitas. Some members of the University community had visited two other Canadian institutions that partnered with Navitas, to observe the facilities and work that Navitas undertakes. The purpose of the visits was exploratory, and formal discussions or negotiations have not been undertaken at this time. Working with Navitas could strategically benefit the University, insofar as the University could leverage the Navitas recruitment mechanism in order to diversify the international student cohorts both in terms of source country and program of study. Currently, Western does not have the infrastructure to diversify its recruitment efforts and a partnership of this type may assist the University in managing the strategic risks associated with international student recruitment.

Western International will continue to recruit international students as it currently does. Working with an international college arrangement may be helpful in expanding direct enrolment growth.

A Senator stated that successful programs at the Affiliated University Colleges such as KEY, EnRoute and Preliminary Year, currently provide international students with a pathway to study at a university-level while also enhancing English language proficiency. The Senator noted that consideration should be given to the relationship that a Navitas agreement may have with the negotiated Affiliation Agreement. Finally, she stated that if a Navitas agreement was entered into on behalf of Western, the Affiliated University Colleges should be consulted prior to finalization, in addition to any academic components of the Agreement, such as entrance averages, being brought before the Senate for approval.

Senators expressed varying concerns with respect to the impact that implementing the Navitas model might have on Western University. Among the concerns brought forward by Senators, were:

- Western International services and funding
- International & Exchange Student Centre programs and service offerings

- Need for broad consultation with faculty and the campus community with respect to any potential agreements
- Integration of international students into the wider Western community
- Language and skills assistance that the University currently provides which could become outsourced as a consequence of a partnership with Navitas
- Ethics of the arrangement
- Staffing complement at Navitas

A. Hrymak indicated that all of these concerns had been considered and discussed during the site visits. He observed that students studying in the Navitas programs seemed to be progressing well and enjoying the experience and opportunity. He also noted that peer support appeared very strong. Due diligence was still to be undertaken as the discussions were in a discovery phase. A. Hrymak advised that this type of transfer arrangement was common in the higher education environment and already occurring between other institutions and Western University.

Q4 Senator, Undergraduate

A Senator questioned the timing of the construction that is being completed at the Natural Sciences Building, due to the noise levels.

L. Logan, Vice-President (Operations & Finance) advised Senators that a delay in the receipt of construction material due to wildfires last November delayed the construction project in the building. The materials have now been received, but construction could not take place during exams or be delayed into the summer due to Congress taking place on campus this year. As a result, the work is being undertaken during the current timeframe, but will hopefully be completed soon.

ADJOURNMENT

The meeting adjourned at 3:59 p.m.

A. Shepard
Chair

K. Kwan
Secretary

Strategic Mandate Agreement 3 and Performance-based Funding

**Senate
January 17, 2020**

Strategic Mandate Agreement 3 (SMA3)

- Part of Government's accountability framework
- Based on Government's objectives and priority areas
- Describes elements of outcomes-based funding model
- Aims for transparency & accountability through metrics
- Institutional performance assessed using 10 metrics
- Spans 5-Year Period: April 1/2020 to March 31/2025
- No incremental funding

Government Priorities & Objectives

1. Skills and Job Outcomes

- University's role in supporting student and graduate outcomes

2. Community & Economic Impact

- University's role in supporting Ontario's economy

3. Productivity, Accountability & Transparency

- Enhanced transparency and accountability

Priority 1: Skills and Jobs Outcomes

Six Metrics:

1. Graduate Employment Rate in a Related Field
2. Institutional Strength/Focus
3. Graduation Rate
4. Graduate Employment Earnings
5. Experiential Learning
6. Skills & Competencies

Priority 2: Community & Economic Impact

Four Metrics:

1. Community/Local Impact
2. Institution-specific metric (Economic Impact)
3. Research Funding & Capacity: Tri-Agency
4. Innovation: Revenue Attracted from Private Sector Sources

Priority 3: Productivity, Accountability & Transparency

Two Metrics:

1. Faculty Workload
2. Faculty Compensation

Data and Sources

- Data for 7 of 10 metrics come from Government or 3rd Party
- Data/information for the following metrics provided by Western:
 1. *Institutional Strength/Focus*
 2. *Experiential Learning*
 3. *Institution-specific Economic Impact Metric*
- SMA3 and all data includes Affiliated University Colleges

Performance/Outcomes Based Funding: Metrics and Timeline

		2020-21 Max 35%, Min 10%	2021-22 Max 30%, Min 5%	2022-23 Max 25%, Min 5%	2023-24 Max 25%, Min 5%	2024-25 Max 25%, Min 5%
Funding Metrics:						
1. Graduate Employment	Undergraduate	10%	5%	5%	5%	5%
2. Institutional Strength/Focus	Program (s) / Area(s)	15%	10%	10%	10%	10%
3. Graduation Rate	Undergraduate	30%	25%	25%	25%	25%
4. Graduate Earnings	Undergraduate		5%	5%	5%	5%
5. Experiential Learning	Undergraduate		15%	15%	15%	15%
6. Skills & Competencies	Undergraduate (TBD)			5%	5%	5%
7. Research Funding & Capacity	Tri-Agency Funding, within Ontario	25%	25%	20%	20%	20%
8. Community/Local Impact	Enrolment / Local Population	10%	5%	5%	5%	5%
9. Institution Specific Metric	Re: Economic Impact (TBD)	10%	5%	5%	5%	5%
10. Innovation	Research Revenue from Private Sector		5%	5%	5%	5%
		100%	100%	100%	100%	100%
Accountability/Reporting Metrics:						
a. Faculty Workload	TBD	X	X	X	X	X
b. Faculty Compensation	TBD	X	X	X	X	X

Estimated Performance Fund for Western

	% of Core Funding	Est. Dollar Amount
2019-20	~ 8%	\$22.5 M
2020-21	25%	\$74.6 M
2021-22	35%	\$106.3 M
2022-23	45%	\$136.7 M
2023-24	55%	\$167.1M
2024-25	60%	\$182.3 M

Western's Approach

Our input to SMA3:

- Will not impact future priorities and the planned “Next Strategic Plan” outcomes

- Does not impact our current internal budget approach and associated mechanisms

Western's First Draft Input (Dec 17, 2019)

For the three metrics requiring University input...

1. *Institutional Strength/Focus*

- Professional and Quasi-Professional Programs
 - Based on enrolments, demand, outcomes
 - Cannot exceed 50% of Total Enrolment

2. *Experiential Learning*

- Course Tagging Process

3. *Institution-specific Economic Impact Metric*

- # of Active Revenue-Generating Licenses / Option Agreements

Western's First Draft Input (Dec 17, 2019)

Institutional Strength/Focus

- Professional and Quasi-Professional Programs
- Based on enrolments, demand, outcomes

Western's Programs – mapped to government program groupings

- Computer and Information Sciences
- Education, Engineering, Law, Library Science
- Health Professions and related Programs
- Business, Management, and related
- Dental and Medical Programs

Next Steps

- Government currently reviewing “draft inputs”
- Response/reaction expected late January 2020
- Further discussions/review in early to mid February
- Goal of signed SMAs by end of February or early March

End



President & Vice-Chancellor

REPORT OF THE PRESIDENT

To: Senators
From: Alan Shepard
Date: February 7, 2020
Re: President's Report to Senate

Dear Senators,

This report summarizes some noteworthy developments since my last report to Senate of January 17, 2020.

Anti-racism working group update: Four dates have been scheduled in February for “listening sessions” at which students, staff and faculty are invited to share their perspectives and recommendations for countering racism at Western. Opportunities for ethnocultural groups on campus wishing to share their input with the working group will also be available. Written submissions to the working group are also welcomed via email at arwg@uwo.ca. All submissions will be received in confidence by the working group. Input from campus members will inform a summary report of the working group’s findings and recommendations to be submitted to me and shared with the Western community in April. For more information on the working group’s mandate and activities, please visit <https://president.uwo.ca/anti-racism/>.

Budget 2020 presentation: On February 4, I was honoured to speak on Western’s behalf to the House of Commons’ Standing Committee on Finance to outline some recommendations for Budget 2020. The invitation to participate in this pre-budget consultation was a welcome opportunity to highlight some key priorities for Canada’s university sector. My comments to the panel members—including MP for London North, **Peter Fragiskatos**—were informed by input from Universities Canada and the U15 Group of Canadian Research Universities. I had time to speak briefly to three opportunities: 1) increasing the government’s return on R&D investments by moving more ideas and intellectual property from university campuses toward the public, private and not-for-profit sectors; 2) helping Canada and the world mitigate climate change through our research; and 3) strengthening Canada’s role as a partner for international research collaborations. I also voiced support for Mayor Ed Holder’s February 3 presentation to the Committee, especially his focus on improving transportation in Southwestern Ontario.

We Speak survey underway: From January 28 through February 14, the We Speak survey will be open for Western faculty and staff members to share their views on workplace culture and engagement within their respective academic or administrative unit, and for Western overall. Participation in the survey—which is administered at arm’s length by the Canadian company Metrics@Work—is voluntary and responses are confidential. I encourage all faculty and staff colleagues to consider participating in this survey as a means to supporting the ongoing development of a positive, productive and fulfilling workplace on our campus.

Schulich Leaders Scholarship Program doubles: On January 24, Western benefactor **Seymour Schulich** announced he has invested an additional \$100 million into the national scholarship program he launched in 2012 to support students in the STEM disciplines. This doubles the annual number of recipients from 50 to 100. Of these, 50 will receive \$100,000 to study engineering and 50 will receive \$80,000 to study science, technology or mathematics at one of 20 Canadian partner universities, including Western. To date, 16 Western students have benefited as Schulich Leader scholarship recipients.

United Way campaign achievement: On February 5, Western announced that our campus community had contributed nearly \$620,000 to this year's campaign for United Way Elgin Middlesex. This will provide some 7,350 citizens in our region with access to social services funded by United Way. The grand total is a tribute to the individual faculty, staff, students and retirees who made personal donations. My warm thanks go to all donors for their generosity, as well as to the dozens of volunteers across campus who invested their time and energy to ensure the campaign's success.

Leadership review and selection: The work of Senate-appointed selection committees for the following senior administrative positions all remain underway: Vice-President (Research), Dean of Education, Dean of Social Science, Vice-Provost & AVP (International), Vice-Provost (Academic Planning, Policy & Faculty), and Vice-Provost & AVP (Indigenous Initiatives).

UNANIMOUS CONSENT AGENDA

FOR APPROVAL

Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of Senate prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion.

Recommended: That the following items be approved or received for information by the Senate by unanimous consent:

Report of the Senate Committee on University Planning – EXHIBIT IV

1. Report on Year One Class and Entering Averages	INFORMATION
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Announcements and Communications – EXHIBIT V

2. Report from the Board of Governors (January 23, 2020)	INFORMATION
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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.

While approval of an omnibus motion saves time at Senate meetings, Senate members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

In consultation with Committee chairs and principal resource persons, the Secretary identifies action and information items that are routine and/or likely non-controversial. 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 of the Senate 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 of the Senate (1) will advise the Senate of items that are to be removed from the list, based on prior requests from Senate members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *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 of the Senate meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

REPORT OF THE NOMINATING COMMITTEE

Contents	Consent Agenda
Operations/Agenda Committee (OAC)	No
Senate Review Board Academic (SRBA)	No

FOR APPROVAL

1. **Operations/Agenda Committee (OAC)**

[Must be members of Senate]
Workload: Meets monthly, the Thursday of the week before Senate at 3:00 p.m.

Composition: Nine (9) current members of Senate, at least one of whom shall be a student.

Current Members:

Terms ending June 30, 2020:

A. Grzyb (FIMS), V. Smye (HS), B. Younker (Mus), VACANT (Student)

Terms continuing to June 30, 2021:

K. Mequanint (Engg), A. Nelson (SS), K. Olson (AH), S. Pitel (Law), J. Wilson (Ivey)

Required: One (1) student Senator to the term to June 30, 2020.

Nominees: R. Kennedy (Student)

2. **Senate Review Board Academic (SRBA)**

Workload: Individual SRBA appeal hearings are arranged by the University Secretariat as required.

Composition: Includes a Chair and twenty-three voting members;

- Thirteen (13) members of Faculty
- Ten (10) Students:
 - Six (6) Undergraduate Students
 - Four (4) Graduate Students

Current Members:

Terms ending June 30, 2020:

S. Birdi (Undg), J. Broberg (Grad), L. Dagnino (Schulich), C. Dick (SS),
M. Garabedian (Undg), Y. Hassan (Undg), V. Joe (Undg), K. Kirkwood (HSci),
G. Knopf (Engg), J. Nord (Grad), A. Parchizadeh (Grad), G. Parraga (Schulich),
A. Rozovsky (Undg), P. Thomlinson (Undg), E. Walsh (Grad), K. Yeung (Sci),
VACANT (Faculty)

Terms continuing to June 30, 2021:

M. Atkinson (SS), I. DeCoito (Ed), R. Klassen (Engg), D. Lacasse (Law),
I. Paul (AH), C. Viger (AH), J. Wilson (Ivey)

Required: One (1) member of Faculty to the term to June 30, 2020.

Nominees: A. Pyati (FIMS)

FOR INFORMATION

Future Business of the Senate Nominating Committee

Upcoming Nominating Committee agenda items are posted on the Senate website at:

<http://www.uwo.ca/univsec/pdf/senate/newnoms.pdf>

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING

(SCUP)

Contents	Consent Agenda
2020 Entrance Standards for Undergraduate First-Year Admissions	No
Five-Year Enrolment Projections	No
Report on Year One Class and Entering Averages	Yes
Provost's Update on Planning Process	No
Undergraduate International Enrolments	No

FOR APPROVAL

1. **2020 Entrance Standards for Undergraduate First-Year Admissions**

Recommended: That Senate approve the targets and processes for first-year, first-entry undergraduate enrolment for the Constituent University and Affiliated University Colleges as outlined in [Appendix 1](#).

Background:
See [Appendix 1](#).

2. **Five-Year Enrolment Projections**

Recommended: That the five-year enrolment projections/plans presented in [Appendix 2](#) be used for University budget planning purposes.

Background:
See [Appendix 2](#).

FOR INFORMATION

3. **Report on Year One Class and Entering Averages**

The Report on Year One Class and Entering Averages is provided in [Appendix 3](#).

4. **Provost's Update on Planning Process**

A. Hrymak, Provost & Vice-President (Academic) will provide an oral report at the meeting.

5. **Undergraduate International Enrolments**

A discussion document on undergraduate international enrolments as one element of Western's internationalization aspiration is provided in [Appendix 4](#).

Western University

SCUP's Subcommittee on Enrolment Planning and Policy (SUEPP)

Fall 2020 Entrance Standards for First-Year Undergraduate Admissions

A. Background/Context

History

Over the past twenty years, Western's enrolment planning has placed the highest priority in increasing the quality of our incoming first-year class – which has moved the overall average grade of our first-year class from a position of “below the Ontario average” in 1993 to the top spot in Ontario in 2014. Our approach to first-year admissions – approved by Senate in November 2010 – included the following high-level priorities:

1. Our objective should be to continue to increase the quality of our incoming class – and we should continue to maintain and increase entrance standards.
2. The approach of using the common minimum entrance requirement for the large direct-entry programs should be continued. For limited-enrolment programs – based on annual reviews by the Provost and the Deans – the entrance requirements could be higher. The result of this approach is that student demand/choice drives program-specific enrolments.
3. We should work to increasing our first-year international enrolments.
4. We should continue to monitor the gap in entrance requirements between Western and the Ontario average – with the objective of maintaining/increasing the gap.
5. We should continue to monitor the size of our overall first-year class – in order to ensure that the undergraduate population does not reach a level that cannot be accommodated within our current physical infrastructure.

In 2010, in order to be aligned with the Constituent University's strategy on enrolment planning, the Affiliated University Colleges committed to narrowing the gap in entrance requirements between the Colleges and the Constituent University. This commitment was met for Fall 2018 admissions. As part the current Affiliation Agreement (renewed in May 2019), the Colleges agreed to a further “narrowing of the gap” by increasing minimum entrance requirements as follows: 78.5% for Fall 2019, 79,0% for Fall 2020, 79.5% for Fall 2021, and 80.0% for Fall 2022.

Current Strategic Plan Priorities

Our current Strategic Plan – *Achieving Excellence on the World Stage* – includes the following enrolment-planning related objectives:

- a. Attract the brightest students as demonstrated through the highest entering grade average.
- b. Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
- c. Increase international undergraduate enrolment to at least 15% and domestic out-of-province student enrolment to at least 10% of the undergraduate student body.
- d. Increase graduate student enrolment to at least 20% of the total student body.

B. Update on the Fall 2019 Entering Class and Entrance Standards

Constituent University

1. The Constituent University's full-time first-year enrolment was 5,322. Of this, 639 (or 12%) were international students.
2. The common minimum entrance requirement was a mid-year offer grade of 83.5% (for Arts & Humanities and FIMS). For all other programs the mid-year offer grades were higher – ranging from 84.0% to 92.0%. At offer time, the conditions for the final grade were as follows – minimum 83.5% for Arts & Humanities and FIMS; 84.0% for Engineering, BHSc program, Kinesiology, Science, Social Science and MOS; and 85.0% for Nursing.
3. For information, full-time graduate enrolment was 6,165 – which equates to 19.8% of total full- time enrolment.

Affiliated University Colleges

4. Full-time first-year enrolment at the Colleges were as follows:
 - Brescia 332
 - Huron 454
 - King's 895
5. The final grade requirement at each of the Colleges was 78.5 % (i.e. compared to the 83.5% at the Constituent University).

C. Fall 2020 Admissions Plans

Constituent University

1. The admissions strategy of the recent years will continue for the fall 2019 admissions cycle – and it is expected that our mid-year offer grade (for all programs) will be no less than 83.5%, with a final grade requirement of at least 83.5%.
2. Based on the current applications data, we are estimating a first-year class in the range of 5,430 – which includes 830 international students.

Affiliated University Colleges

3. The final grade requirement at each of the Colleges will be no less than 79% -- as per the commitment in the current Affiliation Agreement.
4. As is the case at present, in situations where additional assessment is required (for students with exceptional/unusual circumstances), the Colleges may admit students with grades below the minimum final grade requirement (down to only 2.5% points below the minimum requirement). The proportion with final grades below the minimum requirement (i.e. down to 76.5% which is 2.5% points below the 79% minimum requirement) shall not exceed 5% of the new students in the entering class.
5. Where applicable, the Colleges will be bound to the minimum entrance standards established by the Constituent University for limited-enrolment programs – including B.H.Sc. and Kinesiology.
6. The planned first-year class sizes are as follows:
 - Brescia 349 (273 domestic and 76 international)
 - Huron 502 (361 domestic and 141 international)
 - King's 915 (655 domestic and 260 international)

SUMMARY OF ENROLMENT FORECAST

		Actual					Forecast				
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1	Constituent University						Forecasts are based on current Strategic Plan -- and will be updated after new/next Strategic Plan				
2	Full-Time Undergraduates										
3	Arts & Humanities	1,027	979	985	938	882	857	852	870	888	903
4	Business (HBA)	1,093	1,120	1,109	1,085	1,090	1,100	1,100	1,100	1,100	1,100
5	Dentistry	265	265	263	262	262	264	264	264	264	264
6	Education	286	653	747	716	697	697	668	668	668	668
7	Engineering	1,761	1,951	1,981	2,032	2,008	2,042	2,153	2,291	2,326	2,344
8	Health Sciences										
9	BHSc Program	1,179	1,199	1,189	1,227	1,251	1,309	1,289	1,261	1,239	1,219
10	Kinesiology	1,204	1,247	1,231	1,215	1,241	1,238	1,233	1,250	1,251	1,250
11	Nursing	868	903	960	969	974	969	966	957	957	957
13	Sub-Total	3,251	3,349	3,380	3,411	3,466	3,515	3,487	3,468	3,447	3,427
14	Law	474	482	478	480	485	487	487	487	487	487
15	Media, Information, & Tech	983	966	898	916	895	904	922	943	961	978
16	Medicine										
17	MD Program	684	682	699	685	683	684	684	684	684	684
18	BMedSci Program	881	928	1,021	1,000	1,036	1,000	1,000	1,000	1,000	1,000
19	Music	432	417	412	414	449	457	455	449	442	441
20	Science	4,679	4,826	4,948	5,143	5,326	5,420	5,607	5,703	5,749	5,783
21	Social Science	6,482	6,520	6,501	6,497	6,503	6,437	6,519	6,590	6,656	6,707
22	Total Full-Time Undergraduates	22,298	23,138	23,422	23,579	23,782	23,865	24,199	24,517	24,671	24,786
23	Concurrent Programs	255	233	231	247	288	250	250	250	250	250
24	Medical Residents	923	942	934	956	936	955	955	955	955	955
25	Full-Time Graduates										
26	Masters	3,276	3,431	3,750	3,734	3,946	4,181	4,221	4,267	4,311	4,333
27	Ph.D.	2,088	2,083	2,185	2,177	2,219	2,243	2,245	2,260	2,270	2,267
28	Total Full-Time Graduates	5,364	5,514	5,935	5,911	6,165	6,424	6,466	6,527	6,581	6,600
29	Total Full-Time Enrolment	28,840	29,827	30,522	30,693	31,171	31,494	31,870	32,249	32,457	32,591
30	Part-Time FTEs										
31	Undergraduate	2,226	2,084	2,012	2,061	1,980	1,980	1,980	1,980	1,980	1,980
32	Education (AQs)	595	499	401	456	460	460	440	440	440	440
33	Masters	79	89	95	114	110	110	110	110	110	110
34	Ph.D.	32	29	29	32	32	32	32	32	32	32
35	Total Part-Time FTEs	2,932	2,701	2,537	2,663	2,583	2,582	2,562	2,562	2,562	2,562
36	Total Constituent FTEs	31,772	32,528	33,059	33,356	33,754	34,076	34,432	34,811	35,019	35,153
37	Affiliated University Colleges										
38	Full-Time Undergraduates										
39	Brescia	1,327	1,329	1,306	1,392	1,421	1,469	1,459	1,488	1,532	1,555
40	Huron	1,062	979	882	1,038	1,266	1,276	1,324	1,334	1,355	1,364
41	King's	3,004	3,070	3,034	3,162	3,267	3,368	3,459	3,546	3,633	3,717
42	Total Full-Time Undergraduates	5,393	5,378	5,222	5,592	5,954	6,113	6,242	6,368	6,520	6,636
43	Part-Time Undergraduate FTEs										
44	Brescia	80	69	84	76	70	80	80	80	80	80
45	Huron	58	42	65	64	35	30	30	30	30	30
46	King's	260	232	234	254	230	258	264	271	278	284
47	Total Part-Time FTEs	398	343	383	394	335	368	374	381	388	394
48	Graduate FTEs										
49	Brescia	33	35	35	38	40	43	48	50	50	50
50	Huron	9	9	7	5	11	7	8	10	11	12
51	King's	29	41	48	50	61	60	60	60	60	60
52	Total Graduate FTEs	71	85	90	93	112	110	116	120	121	122
53	Total Affiliate FTEs	5,862	5,806	5,695	6,079	6,401	6,591	6,732	6,869	7,029	7,152
54	Total UWO FTEs	37,634	38,334	38,754	39,435	40,155	40,667	41,163	41,680	42,048	42,306

SUMMARY OF ENROLMENT FORECAST

		Actual					Forecast				
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	<i>Rows 55 to 86 Included above</i>										
55	International Students							Forecasts are based on current Strategic Plan -- and will be updated after new/next Strategic Plan			
56	Constituent Full-Time										
57	Undergraduates	1,990	2,217	2,342	2,692	2,763	2,945	3,196	3,251	3,467	3,537
58	Medical Residents	136	134	123	142	130	140	140	140	140	140
59	Masters (excluding Ivey)	576	596	715	717	925	958	916	929	949	952
60	MBA (Regular), Ivey MSc	56	68	75	63	81	94	112	112	112	112
61	Executive MBA	24	2	1	4	4	0	0	0	0	0
62	Ph.D.	562	562	581	607	665	618	625	630	635	640
63	Affiliates										
64	Undergraduates	661	718	732	991	1,256	1,351	1,421	1,470	1,515	1,544
65	Masters	0	2	0	0	2	2	2	2	2	2
66	Year 1 Only										
67	Constituent										
68	Arts & Humanities	217	240	229	233	209	215	240	240	240	240
69	Engineering	637	598	571	588	586	625	625	625	625	625
70	Health Sciences										
71	BHSc Program	336	320	335	393	385	350	350	350	350	350
72	Kinesiology	335	350	318	304	339	330	335	335	335	335
73	Nursing	143	162	144	142	144	145	145	145	145	145
74	Media, Information, & Tech	350	304	245	263	252	260	275	275	275	275
75	MOS Program	794	861	769	819	768	825	830	830	830	830
76	Music	100	102	112	121	123	125	125	125	125	125
77	Science	1,445	1,599	1,551	1,680	1,676	1,720	1,730	1,730	1,730	1,730
78	Social Science	796	817	815	835	840	835	855	855	855	855
79	Total Year 1 - Constituent	5,153	5,353	5,089	5,378	5,322	5,430	5,510	5,510	5,510	5,510
80	Affiliated University Colleges										
81	Brescia	350	321	313	320	332	349	361	376	391	400
82	Huron	290	253	250	415	454	502	521	522	522	522
83	King's	774	777	788	834	895	915	930	950	970	990
84	Total Year 1 - Affiliates	1,414	1,351	1,351	1,569	1,681	1,766	1,812	1,848	1,883	1,912
85	Total UWO Year 1	6,567	6,704	6,440	6,947	7,003	7,196	7,322	7,358	7,393	7,422
86	Masters										
87	All Programs (excluding MBAs)	2,877	3,004	3,280	3,319	3,491	3,726	3,741	3,787	3,831	3,853
88	Ivey (excl EMBA)	208	255	265	241	285	285	310	310	310	310
89	Executive MBA	191	172	205	174	170	170	170	170	170	170

For Information

90	Year 1 Constituent International Students	508	618	638	855	639	830	910	910	910	910
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2019-20 part-time undergraduate FTEs are estimated.

Year 1 Class and Entering Averages

Senate

February 14, 2020

Context

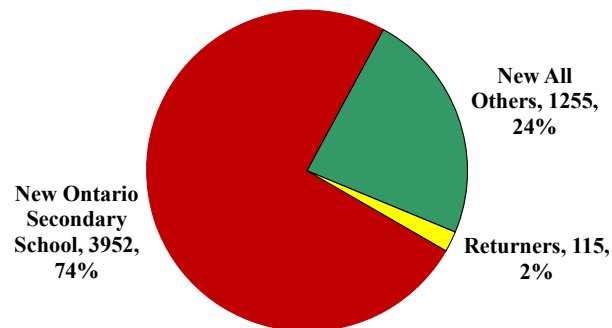
- Western continues Approach using “Standard Minimum Entrance Requirement”
 - **Fall 2019 83.5% (final = 83.5%)**
 - Fall 2018 83.5% (final = 83.5%)
 - Fall 2017 83.5% (final = 83.5%)
 - Fall 2016 83.5% (final = 83.5%)
 - Fall 2015 83.5% (final = 83.5%)
 - Fall 2014 84.0% (final = 83.0%)
 - Fall 2013 84.0% (final = 83.0%)
 - Fall 2012 83.0% (final = 82.5%)
 - Fall 2011 83.0% (final = 82.0%)
 - Fall 2010 83.0% (final = 81.0%)
 - Fall 2009 83.0% (final = 80.0%)
 - Fall 2008 82.5% (final = 79.0%)
 - Fall 2007 82.0% (final = 78.0%)
 - Fall 2006 81.0% (final = 78.0%)
 - Fall 2005 80.5% (final = 77.0%)
 - Fall 2004 80.5% (final = 78.0%)
 - Fall 2003 83.0% (final = 78.0%)
 - Fall 2002 79.5% (final = 74.0%)
 - Fall 2001 77.0% (final = 73.0%)

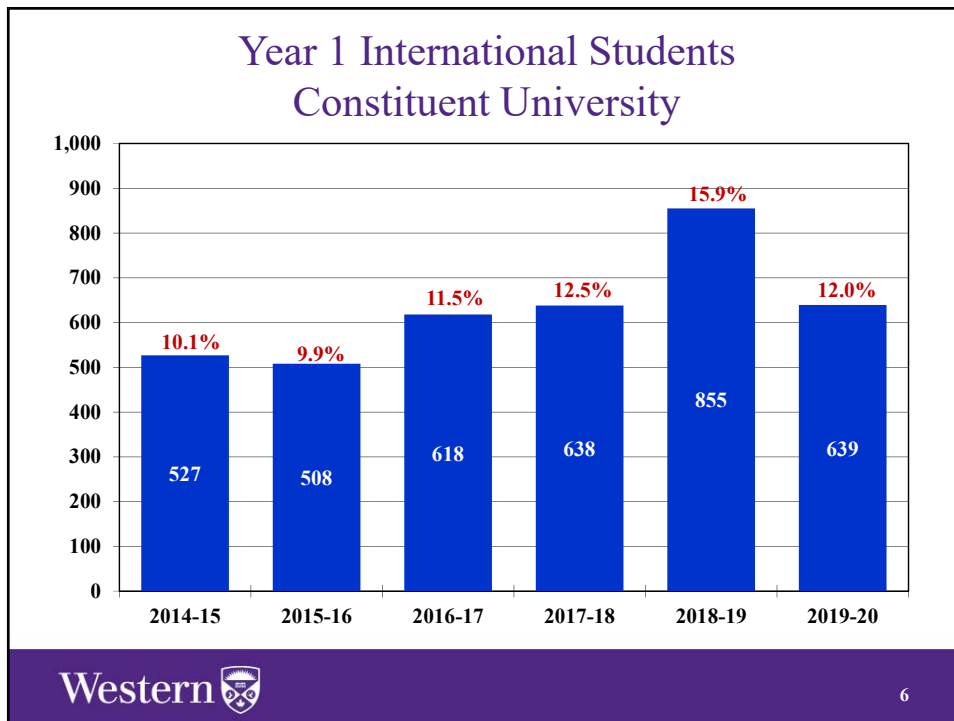
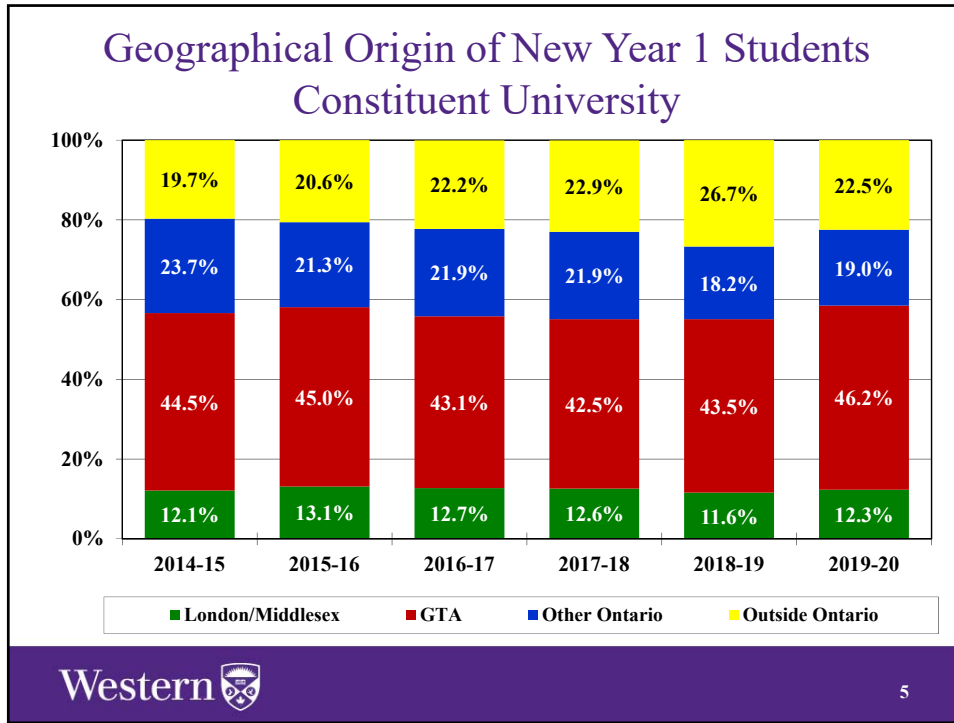
Student Profile: Applicant Type & Geographical Origin

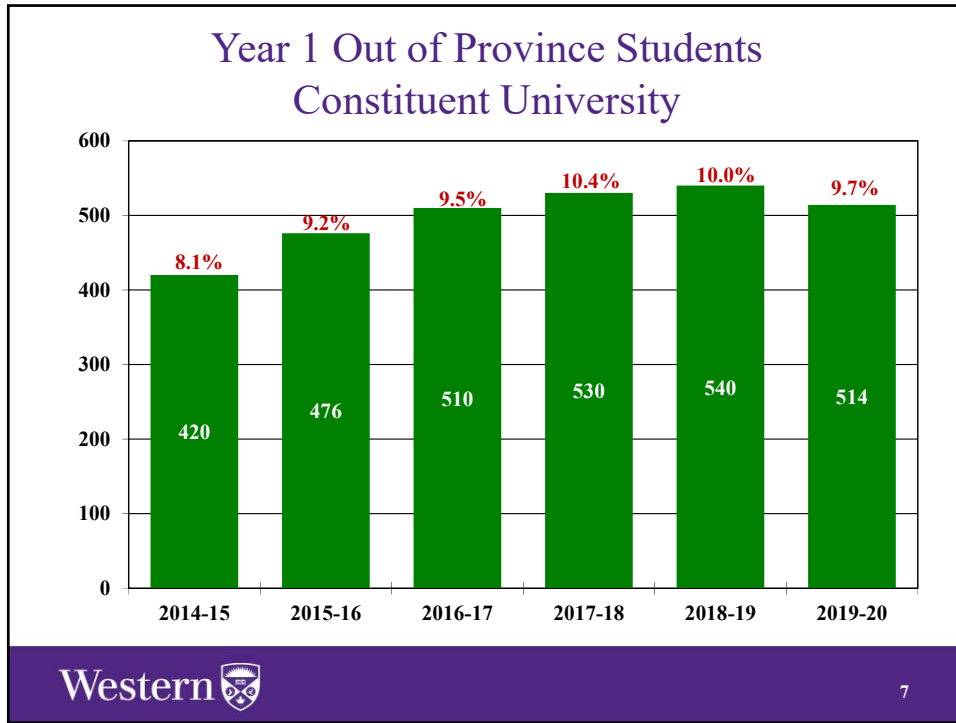
Constituent University

2019-20 Year 1 Students by Applicant Type Constituent University


Total Year 1 = 5,322

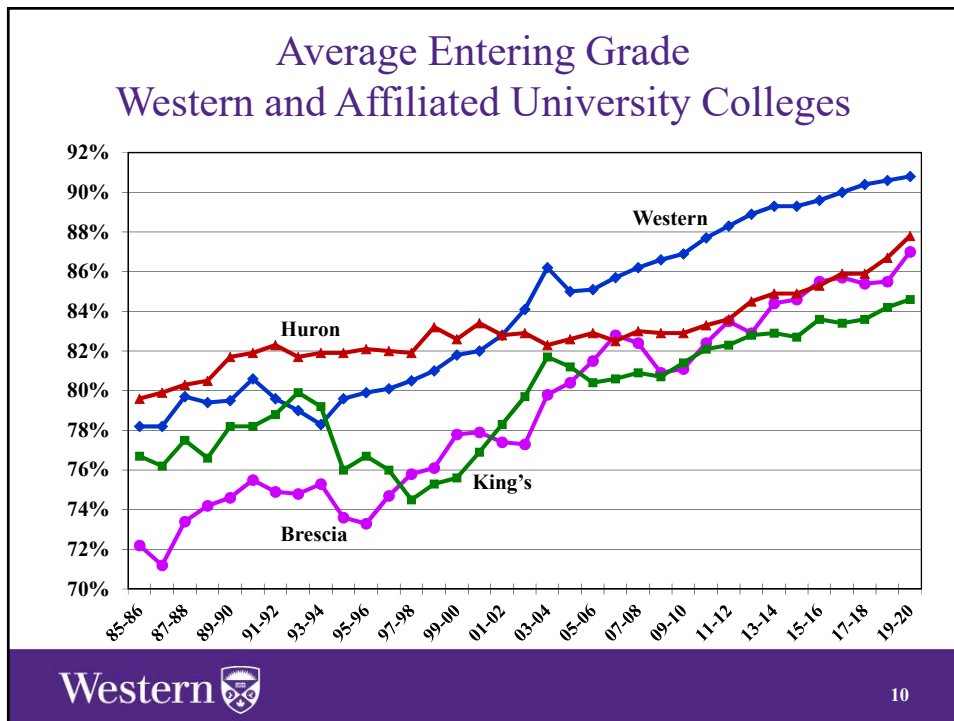
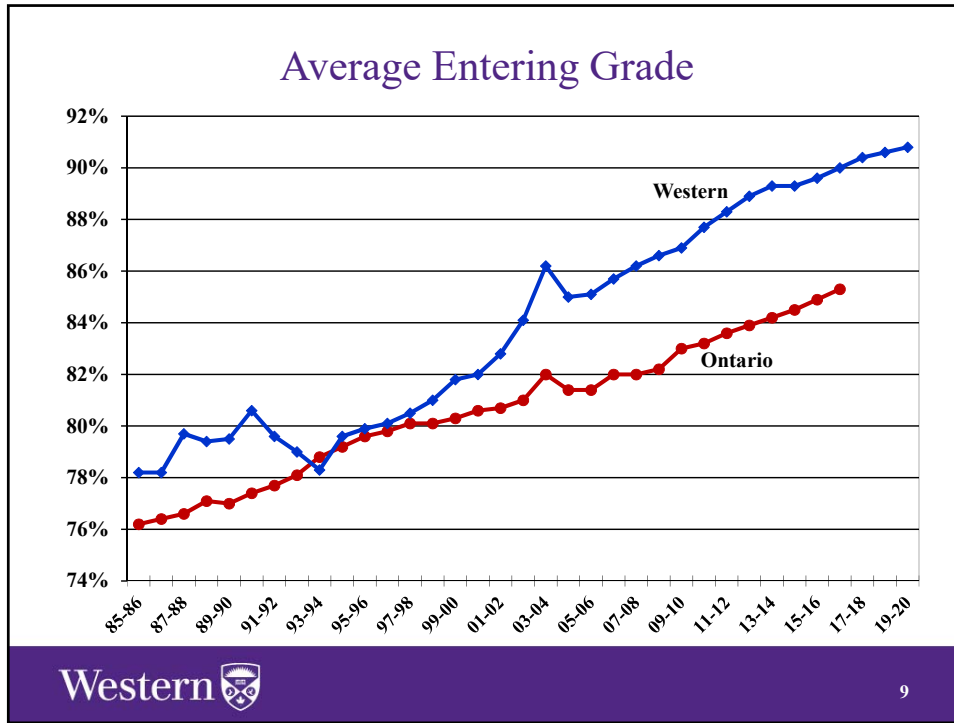







Entering Grades of New Ontario Secondary School Students

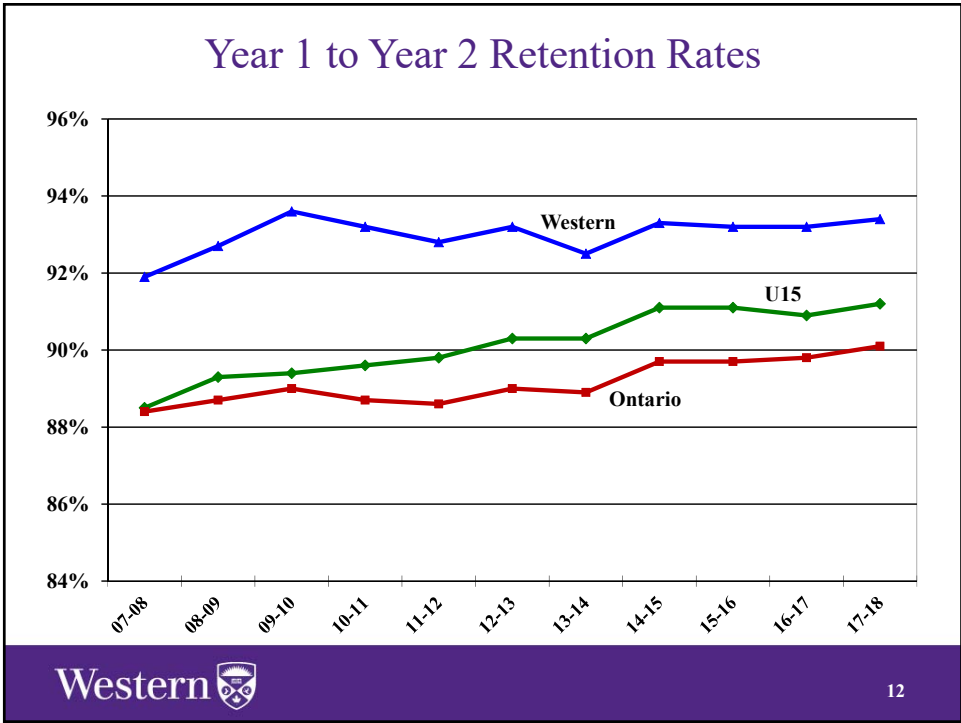
Western  8

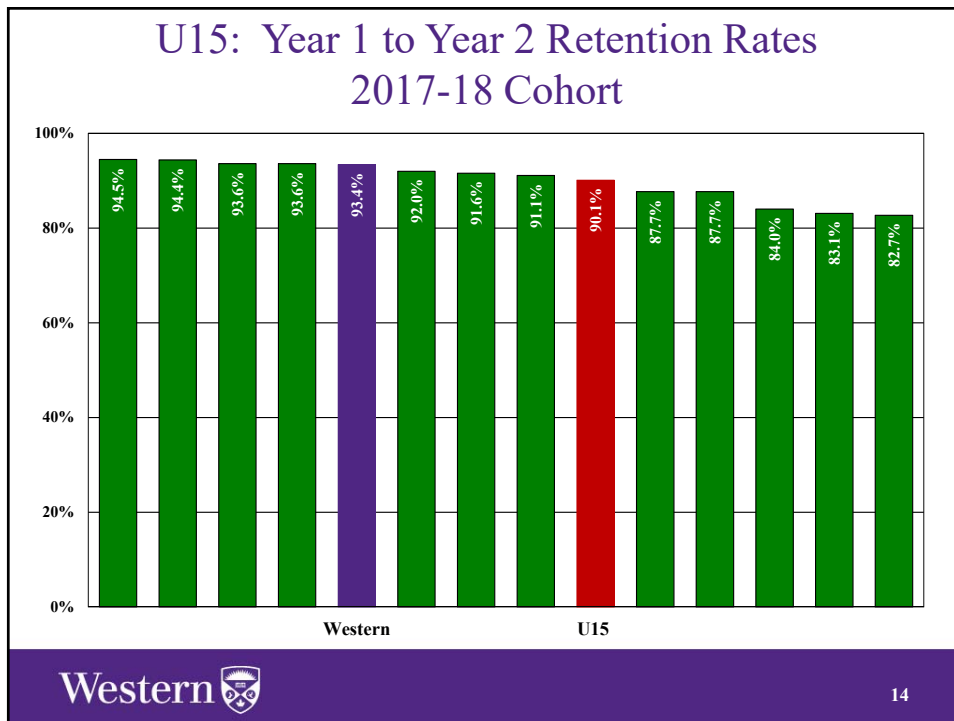
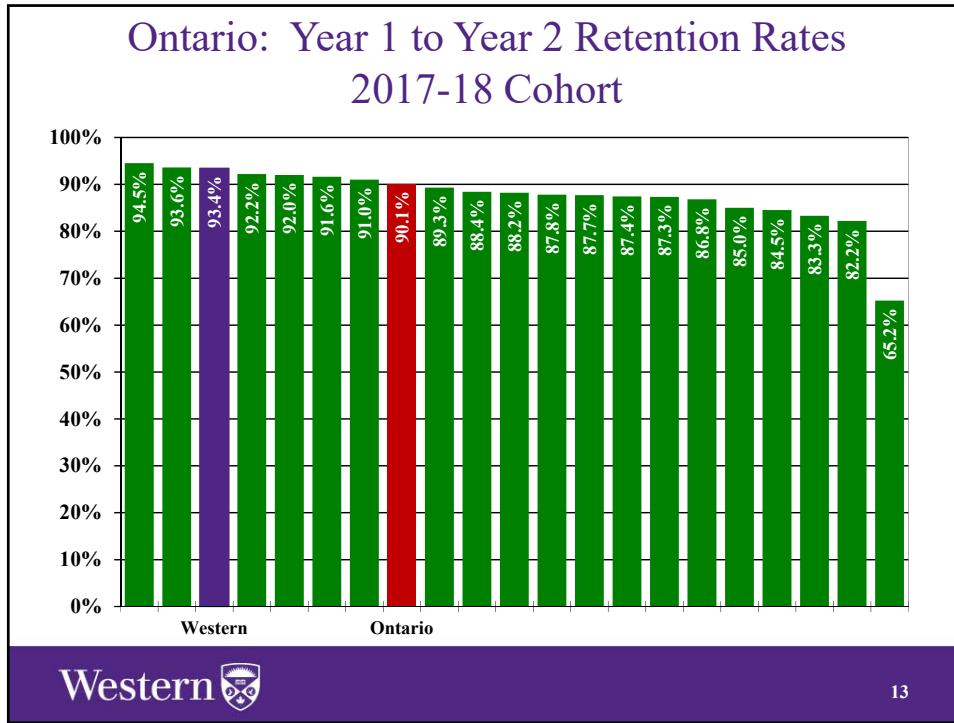


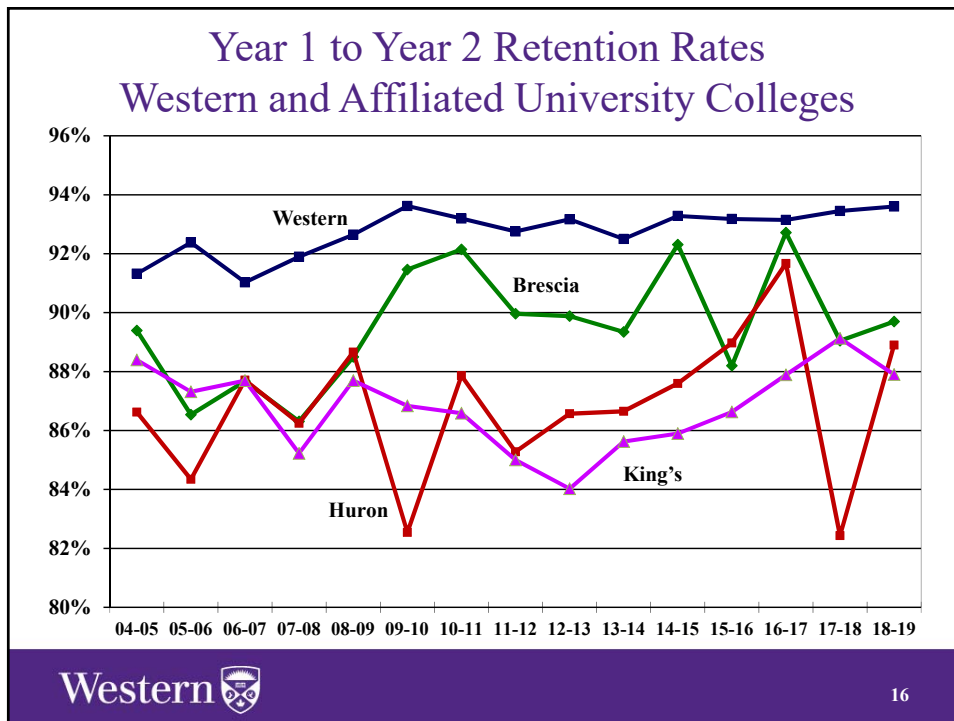
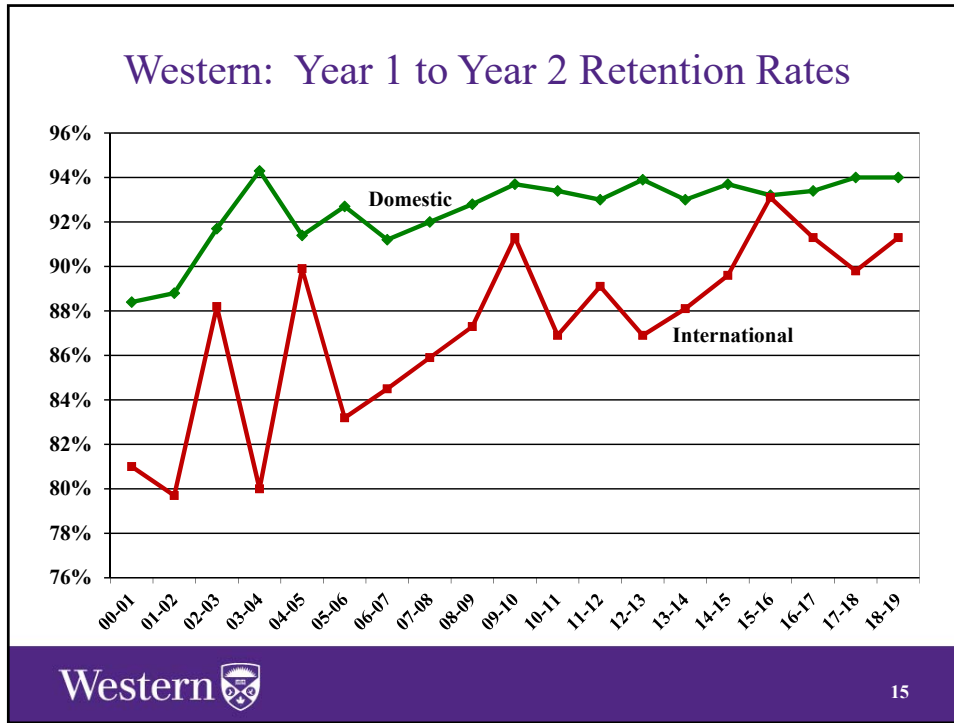
Retention Rates



11



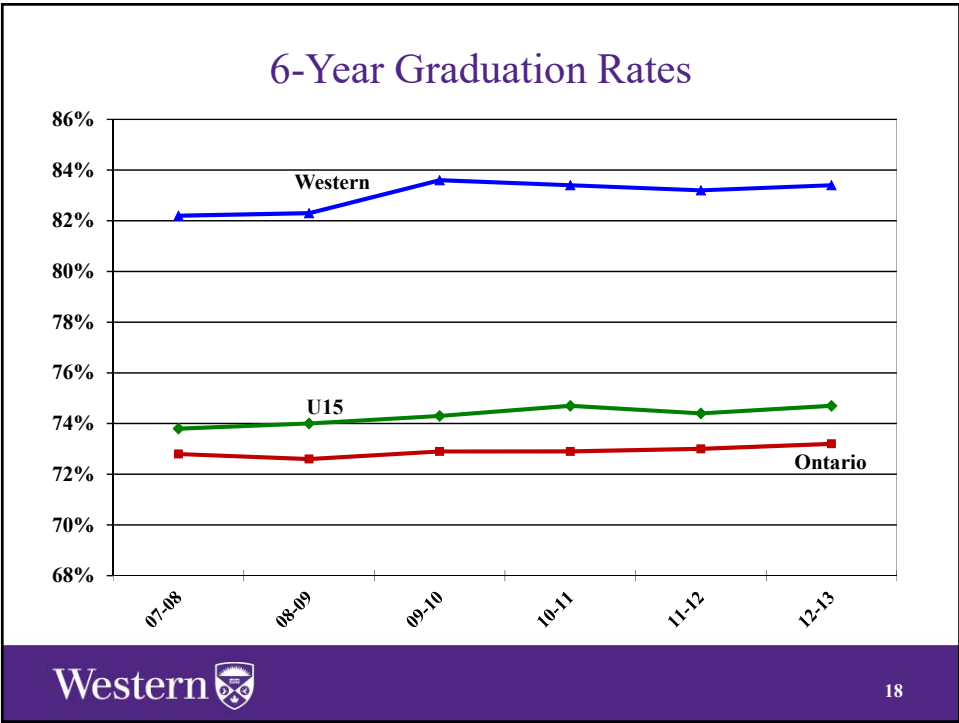


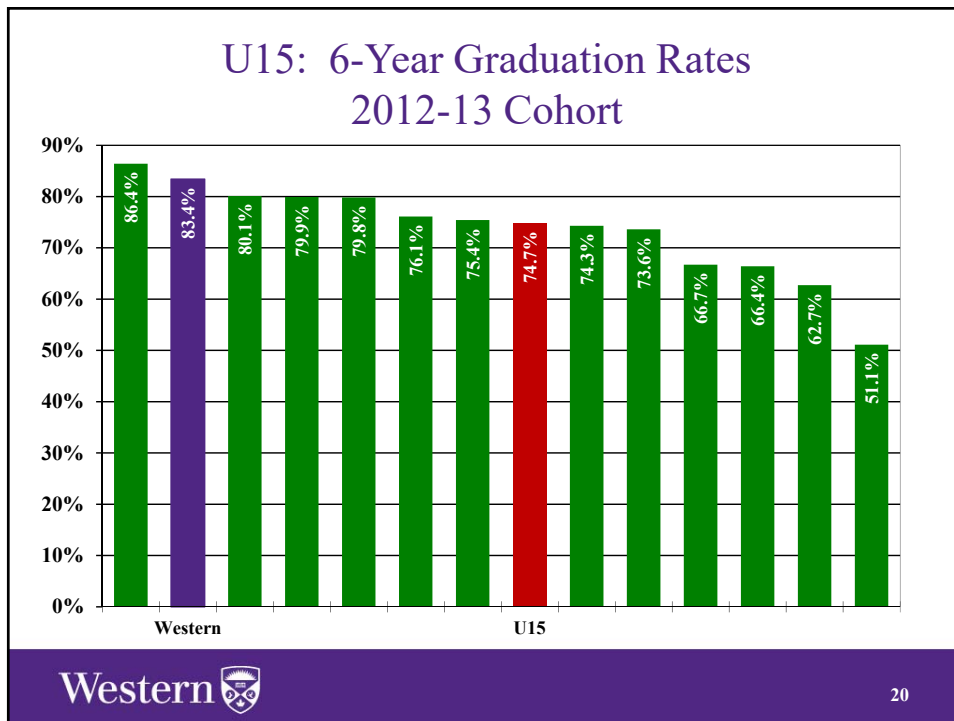
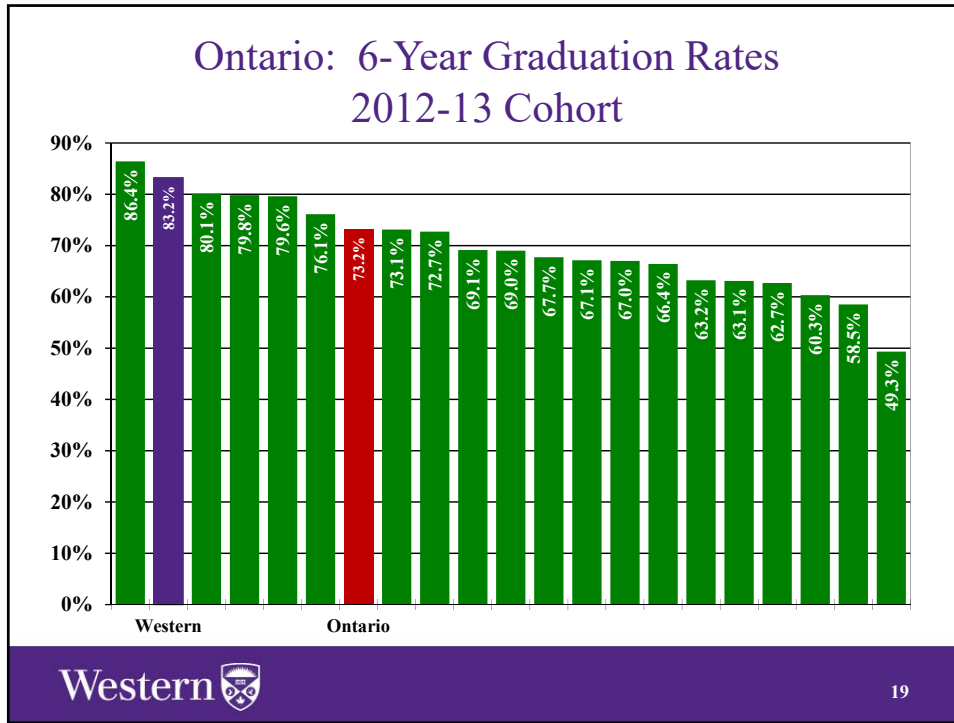


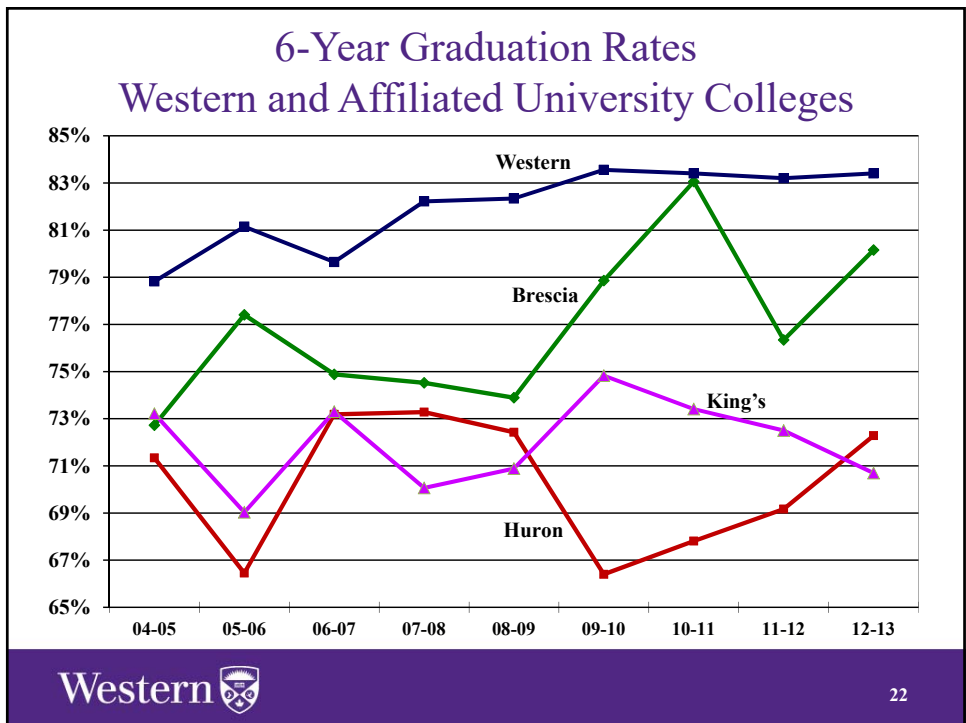
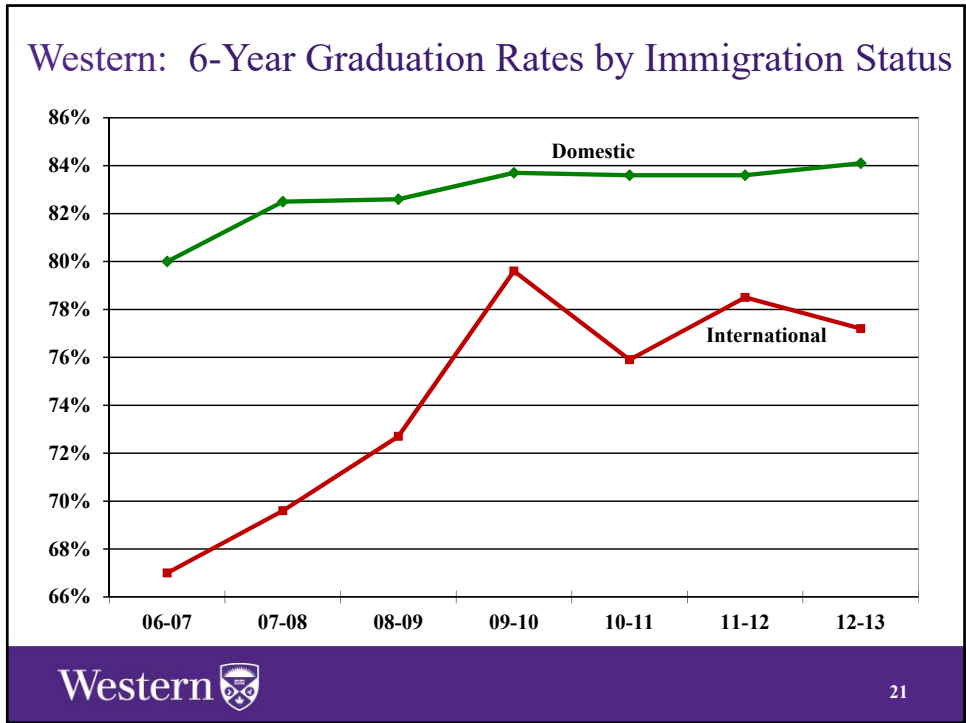
Graduation Rates



17











One Element of Western's Internationalization Aspirations: Undergraduate International Enrolments

Draft – February 6, 2020

A. Background: Strategic Plan Priorities

Western's current Strategic Plan's title – *Achieving Excellence on the World Stage* – signals the University's determination to raise its profile among globally pre-eminent universities.

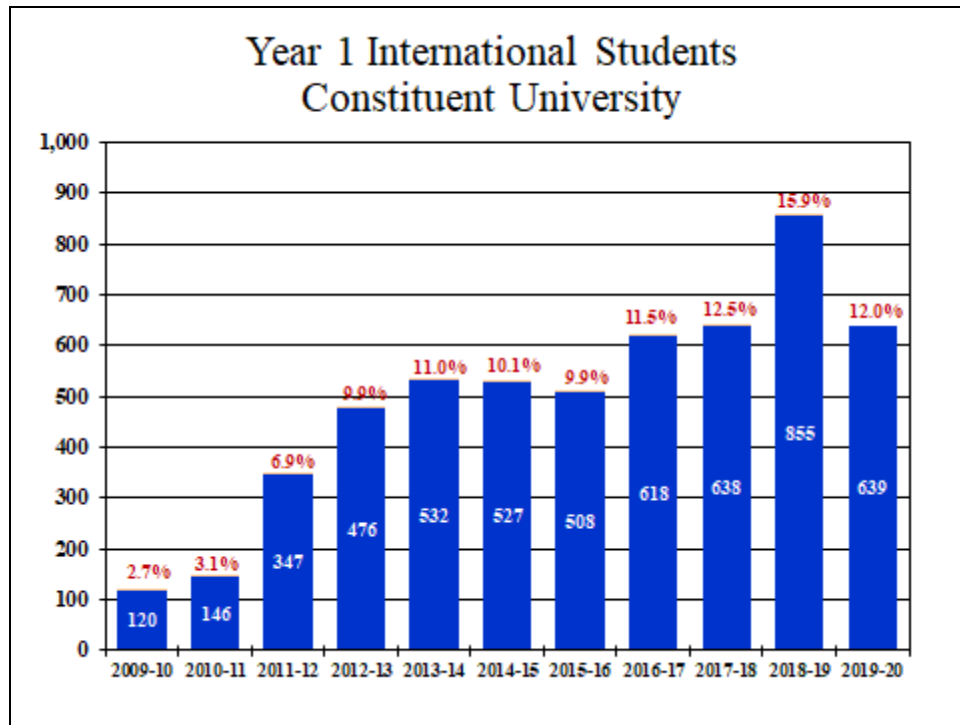
The plan clearly states that, by raising our University's national reputation and international profile, we will be able to recruit and retain the world's brightest students. Western's vision – as laid out in the Strategic Plan – is: **Western will be a destination of choice for the world's brightest minds seeking the best learning experience at a leading Canadian research university.** The Strategic Plan also sets the following specific targets against which progress toward our goals can be monitored:

- Attract the brightest students as demonstrated through the highest entering grade average among Canada's leading research-intensive universities.
- Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
- Increase international undergraduate student enrolment to at least 15% of the undergraduate student body.

B. Progress To-Date

Prior to 2011-12 – and starting in the mid 1990's – undergraduate enrolment planning at Western focussed on increasing student quality and educational quality, with the objective of increasing entrance standards, retention rates, and graduation rates. During that period, Western made substantial progress such that our entrance standards, retention rates, and graduation rates were among the highest in the province. In 2011, the University started to develop plans to expand the international component of undergraduate enrolments – with the understanding that we will not compromise the quality-related objectives that were achieved during the previous 15-year period. The creation of Western International in 2011-12 as a new budget unit signalled our commitment to undergraduate international enrolments as one element of our internationalization aspirations. As noted above, the 2014 Strategic Plan set out specific objectives with regards to undergraduate international enrolments.

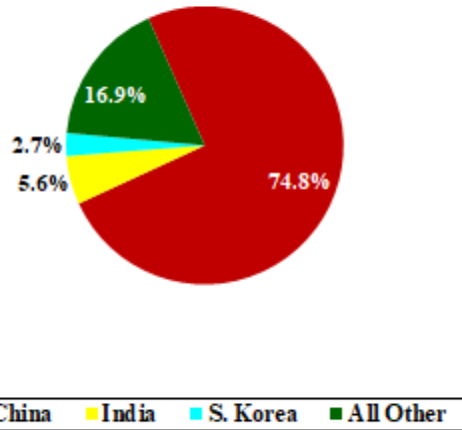
The proportion of international students in our incoming first-year class steadily grew – from 3% in 2010-11 to about 10% in 2015-16. The growth continued to the 12% range between 2016-17 and 2019-20, with an unexpected bump to nearly 16% in 2018-19.



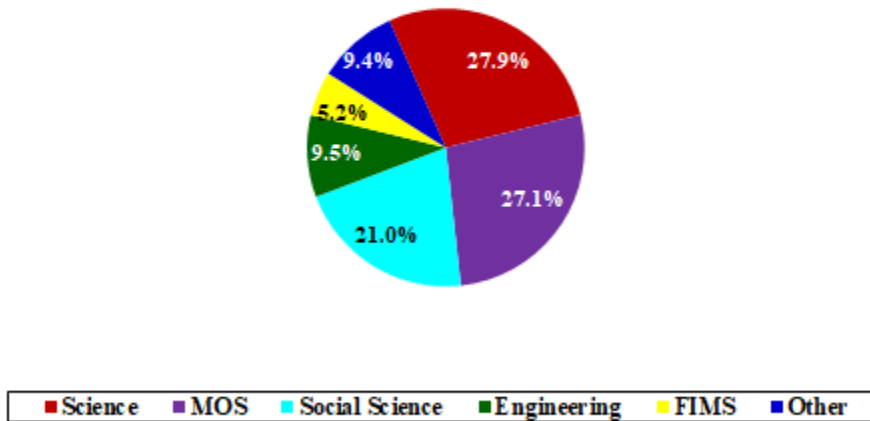
This significant growth in such a short period of time was possible through the collaborative recruitment efforts of Western International, the Registrar’s Office, various academic units, recruitment in private high schools in Ontario/Canada, recruitment of off-shore students through contracts with private recruitment agents in other countries, and partnerships with third-party (private sector) ESL providers and the Western English Language Centre (WELC) operated through our Faculty of Education. While this achievement was remarkable, some concerns have surfaced in recent years regarding the distribution of both the source (by country of origin) and destination (by program) of our incoming international students. In fact, in 2018-19, due to an unexpected jump in confirmation rates, nearly 50% of the incoming class in our DAN-MOS program was international students and our total first year class comprised of nearly 16% international students. In addition, in the most recent years, about 75% to 80% of the incoming international students come from a single country and nearly 80% enter three (of eleven programs) that have first-year direct-entry admissions.

As a result of these distribution concerns (source and destination) – and in direct response to a request from the Faculty of Social Science regarding the DAN-MOS program as well as consultation with the Deans of the other Faculties offering direct-entry programs – the University planned to “take a step back” and reduced the intake level in 2019-20. As shown in the above graph, our first year international intake was reduced to 639 (or 12% of the incoming class) in order to re-think our plans/efforts to address the “distribution concerns”.

Source of 2019-20 Full-Time First-Year Undergraduate International Students at Western
(Total = 639)



Destination of 2019-20 Full-Time First-Year Undergraduate International Students at Western
(Total = 639)



C. Looking Forward – Options for International Enrolment Planning

As we look ahead, undergraduate international enrolment growth continues to be a priority as part of our overall internationalization aspirations – and, we are looking to meet and exceed our Strategic Plan objective of “at least 15% of the undergraduate student body”. We are currently at approximately 12% international undergraduate students and we intend to increase that proportion to a competitive level with other comparator institutions, in the approximate low 20’s% range.

It should be noted that our aspirations for undergraduate international growth does not reduce the spaces for domestic students in our first-year programs. While the current government funding system does not provide incremental grant funding for domestic enrolment growth, we do have to maintain the current level of domestic enrolments in order to receive the overall level of provincial grant funding. In fact, at Western, our enrolment planning would include modest growth in domestic undergraduate enrolments – in areas of high demand. Therefore, any growth in international enrolments will lead to overall enrolment growth.

Over the past two planning cycles, we have been exploring our options for diversification of undergraduate international student body – both source and destination. Two options are under consideration:

1. *Invest substantial incremental resources to expand our own/internal recruitment infrastructure and directly recruit in all parts of the world and/or contract with more private agents in other countries.* We believe this approach would be very expensive with no guarantees for success – in terms of numbers and the diversification objectives. All universities in Canada and around the world are competing aggressively for international students and these universities are also working with the very same agents that we would look to contract. As noted above, our successes in the early years (between 2011 and 2018) were due to the large inflow of students from a single country and into three specific programs.
2. *Explore the concept of an international college with an articulation agreement model where Western would have academic oversight for the course content and student assessment.* Western would continue with current levels of our own recruitment and explore the possibility of a pathways-type partnership with a private organization to support further enrolment expansion. Navitas is such an organization that has established successful arrangements around the world, including two universities in Canada. Navitas has a very large recruitment infrastructure (4500 recruitment agents in 70 countries) and has the ability to recruit students that are in line with our quality and diversification requirements and objectives. Western would not be able to duplicate anywhere near the Navitas infrastructure, expertise, capabilities, and success – definitely not in the short- to medium-term.

D. The Navitas Partnership Option: Issues and Considerations

Based on early discussions with Navitas, our understanding is that a proposed partnership with Navitas (if there is one) would operate as follows:

General Structure of the Pathways Partnership

1. Navitas would set up a private International College in/near the University campus – and recruit international students into Western-approved first-year pathways. Western International, Registrar’s Office (Admissions) and Navitas officials will establish and maintain close communications and coordinate efforts where appropriate (e.g., recruiting strategies, international student services).
2. Students who successfully complete the first year at the International College may be admitted into second year programs at Western where there is capacity and for which these students have met the necessary requirements – through a pathways-type transfer arrangement. This transfer arrangement is similar to upper-year transfers coming into Western after completing studies (year 1 or higher) at other universities in Ontario, Canada, and other countries – or from other educational institutions with agreed-upon transfer credits from accepted courses from those other institutions.
3. Navitas is a private for-profit organization. We currently work with various similar organizations and individuals. Our preliminary assessment indicates that Navitas is committed to student-centered service-oriented delivery of its programs that leads to student success in the form of high retention and graduation rates.

First-Year Admissions and Entrance Standards

4. Navitas would manage admission to the International College. However, Western will approve entrance standards. The minimum (final grade) entrance requirement into the International College would be slightly below Western’s current minimum entrance requirement of 83.5%, with a goal of no lower than 81% for pathways into the Constituent University .
5. The International College entrance requirement would still be above the minimum first year admission requirement of many other Ontario universities (from where we admit upper-year transfers).

Courses Offerings and Associated Quality Controls

6. The first-year courses offered at the International College would be Western approved courses (i.e. by the relevant Faculty/Department/Program).

7. For each course, Western would approve the content, curriculum, assessment/evaluation mechanism, and grading approach.
8. Courses at the International College would be offered in small classes (maximum 40) and have additional in-class contact hours than the comparable course at the university.

Instructors for the Courses

9. Instructors would be hired by the International College – and would not be part of the Western faculty bargaining unit unless their teaching at the Constituent University makes them part of the bargaining unit.
10. The instructors would be vetted by Western (i.e. by the relevant Faculty/Department/Program).

Arrangements and Standards for Possible Progression into Year 2 at Western

11. Students from the International College would be accepted into a second year program at Western if and only if there is capacity in the program and if the students meet the upper-year transfer grade requirements. The International College would counsel students who may not be able to get into their preferred program at Western or the affiliates.
12. The proposed requirement (for admission into second year at Western) is an average grade of 70% in five first-year qualifying courses at the International College. The proposed requirement grade threshold would be reviewed annually based on student experience and success. This grade requirement is consistent with Western's Transfer Credit policy.

Graduation Rates of International College Students

13. Our agreement would require that the graduation rates of the pathways students coming from the International College be similar to those of our direct-admit international students who progress into second year.

Diversification – Source and Destination

14. The International College would set limits of its students from any one country. This requirement would ensure that the profile of the potential future upper-year transfers to Western would be diverse in terms of home country.
15. In addition, over a 3 to 5 year period, the International College would admit the numbers of students that are aligned with Western's program-specific enrolment needs – which

would be based on direct input from the Deans of the Faculties, in consultation with Departments and Programs. This component would ensure that our program-based diversity objectives are pursued/achieved.

16. Students admitted to the International College are recruited for the sole purpose of the pathways transfer into Western and its Affiliated University Colleges. It is understood that there may be situations that a student chooses to attend another university after completion of first year at the International College. The pattern of student flow would be tracked on an annual basis – and if the expected majority flow to Western does not materialize, then discussions with Navitas will be undertaken and the partnership may be terminated.

Financial Matters

17. Tuition fees for first year students at the International College would be similar to the first-year international tuition for Western programs – and the tuition would be collected and retained by the International College. All costs associated with the delivery of the first-year program/courses would be covered by the International College.
18. Navitas would pay a “royalty” to Western from its tuition fee revenue – to cover the costs of space/facilities, collaboration in the areas of advertising/recruitment, and the resources made available by the Faculties/Departments/Programs in areas such as course planning, curriculum/content reviews, and other academic planning related matters. At Western, our intention is to flow the royalty revenues (net of the costs associated with space/facilities or administrative unit direct costs) to the Faculties/Departments/Programs – based on enrolment levels.
19. The International College students would also pay the Western student ancillary fees – which would be flowed in full to Western. Western’s student services (funded by ancillary fees) would be available to the International College Students. Examples include use of recreation facilities and participation in intramural sports. Participation of International College students in services/clubs offered by the University Students Council (USC) would be an outcome of discussions with the USC.
20. When the International College students come to second year at Western (as upper-year transfers), tuition would be collected and retained by Western. We expect these to be incremental revenues to Western – and we would share these with the Faculties through our standard revenue sharing systems. *Note that the revenue sharing systems would be reviewed as part of the University’s next multi-year plan, which would start in 2021-22.* Through the revenue sharing systems, the Faculties would be provided incremental revenues – and these revenues would be part of the University’s integrated planning process for Faculties and Support units, which includes enrolment plans, budget plans,

faculty/staff complement plans, and space/facilities needs. Western will also bolster some of our bursary and scholarship programs for both international and domestic students with some of the incremental revenue.

Infrastructure – Space/Facilities

21. The International College would be provided space/facilities on the Western Campus. As noted above, the University (as part of the royalty payment) would recover the full costs of the space.
22. As indicated earlier in this document, our planning for growth in international undergraduate enrolment will lead to growth in overall enrolments at Western – which would require expansion of our physical infrastructure. Our long-range space planning would incorporate such infrastructure needs.

Length of Contract, Annual Monitoring, and Mid-Term Review

23. The contract with Navitas would be for a 10-year period – with a full mid-term review at the end of 5 years.
24. The mid-term review would include detailed metrics on student flow to Western from the International College, student diversity (source and destination), and student performance in each year of study, and graduation rates.
25. In order to ensure that there are no surprises during the mid-term review, we would have annual reviews that would allow us to make the necessary adjustments to meet the University's academic and quality requirements.
26. If the partnership does not meet agreed-upon goals, Western reserves the right to require remedial actions up to and including termination of the contract.
27. The overarching principles of any arrangement with Navitas would ensure that Western has full oversight/control of student quality and educational quality – and the proposed metrics would allow us to track quality-related outcomes/expectations.

ANNOUNCEMENTS AND COMMUNICATIONS

Contents	Consent Agenda
Report from the Board of Governors (January 23, 2020)	Yes

FOR INFORMATION

1. **Report from the Board of Governors (January 23, 2020)**

The Board of Governors met on January 23, 2020. Appendix 1 contains 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:

<https://www.uwo.ca/univsec/board/meetings/a20jan23bg- OPEN-ALL2.pdf>

The reports and proposals received were standard items of business.

SUMMARY OF AGENDA ITEMS – January 23, 2020 – OPEN SESSION

Adoption of Agenda	ACTION
Report of the President	INFORMATION
Unanimous Consent Agenda – Appendix I	ACTION
Minutes of the Meeting of November 21, 2019 – Open Session	ACTION

Report of the Property & Finance Committee – [Appendix II](#)

MAPP 1.XX – Pets and Therapy Animals on Campus Policy	ACTION
Scholarships, Awards, and Prizes	INFORMATION
Experiential Learning Innovation Scholars	INFORMATION
Leenders Purchasing Management Association of Canada Chair: Name Change	INFORMATION
Establishment of the Dancap Private Equity Chair in Human Organization and Discontinuation of the Dancap Private Equity Professorship in Marketing (Consumer Behavior)	INFORMATION
Report of the Investment Committee	INFORMATION
Key Financial Indicators as at April 30, 2019	INFORMATION
Ancillary Financial Report	INFORMATION
2019-20 Operating Budget Update as at October 31, 2019	INFORMATION
Annual Report on Trademark Licensees doing business with the Western Book Store	INFORMATION

Report of the Senior Policy and Operations Committee – [Appendix III](#)

Committee Appointment	INFORMATION
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Report of the Governance and By-Laws Committee – [Appendix IV](#)

2020 Board Work Plan	INFORMATION
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Report of the Audit Committee – [Appendix V](#)

MAPP Policy 2.5 Retention of Consultants: Audit, Accounting, and Tax Update	ACTION
Western Office of the Ombudsperson Annual Report 2018-2019	INFORMATION

Report of the Fund Raising and Donor Relations Committee – [Appendix VI](#)

Fund Raising Activity Quarterly Report to October 31, 2019	INFORMATION
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Items Referred by Senate – [Appendix VII](#)

Research Western Annual Report – 2019	INFORMATION
Report of the Academic Colleague	INFORMATION
Academic Administrative Appointments	INFORMATION
Questions from Members	