

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. Zitakis

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