



MINUTES OF THE MEETING OF SENATE

FEBRUARY 12, 2016

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

SENATORS: 67

L. Allaer	G. Hunter	K. Olson
R. Andersen	L. Jackson	H. Orbach-Miller
N. Bhatia	C. Jones	W. Pearson
I. Birrell	R. Kennedy	C. Phelps
P. Bishop	G. Kopp	M. Salvadori
M. Blagrove	A. Kothari	V. Schwean
J. Capone	G. Kulczycki	K. Siddiqui
T. Carmichael	D. Laird	Z. Sinel
A. Chakma	B. Leipert	R. Soulodré-La France
M. Cheesman	G. Lucas	C. Sprengler
K. Cole	S. Macfie	V. Staroverov
R. Collins	J. Malkin	C. Steeves
D. Coward	S. McClatchie	L. Sunseri
M. Crossan	M. McDayter	D. Sylvester
J. Cuciurean	L. McKivior	S. Taylor
J. Deakin	R. Mercer	M. Thomson
G. Dekaban	M. Milde	G. Tigert
N. Dyer-Witthford	J. Millaire	J. Toswell
J. Faflak	L. Miller	T. Townshend
K. Fleming	J. Mitchell	Z. Turner
J. Garland	D. Murdoch	B. Younker
A. Grzyb	V. Nielsen	
B. Hovius	V. Nolte	

Observers: K. Campbell, E. Chamberlain, J. Doerksen, M. Fox, L. Gribbon, T. Hinan, K. Hoffmann, J. Luker, J. McMullin, A. Weedon

By Invitation: J. Vance, C. Weijer, M. Steele

S.16-38 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of January 22, 2016 were approved as circulated.

Business Arising from the Minutes

S.16-39 **Western's New Email Service – Office365** [S.16-03]

At the January Senate meeting a member had asked whether it was true that, under US privacy laws, data captured in emails becomes public after three years. The question was referred to the University's legal counsel and to the University's privacy officer. They did not find anything that would support such a contention.

Questions were asked about a response to UWOFA regarding delaying faculty account migration until Canadian centres are available and about whether the Microsoft contract might be made public. The Provost indicated that she would follow up.

S.16-40 **Interim Report of the Senate ad hoc Committee on Renewal** [S.16-34]

M. McDayter called on Senators to provide input to the Senate *ad hoc* Committee on Renewal as it continues its work on formulating recommendations on governance at Western.

S.16-41 **REPORT OF THE PRESIDENT**

The President reported that Western's United Way Campaign raised \$717,000 and is the largest contributor in the region.

He called upon G. Kulczycki to provide an update on London's rapid transit project. G. Kulczycki reported that meetings with the City and other stakeholders continue. Western is undertaking an extensive process of analysis and consultation with the campus community. These consultations will seek to inform the campus community about the City's proposal and how it impacts the campus and will provide an opportunity for students, faculty, staff and alumni to voice their opinions. Western has included a link to a Rapid Transit Initiative site:

http://www.uwo.ca/ipb/publicaccountability/rapid_transit.html to inform the community and seek feedback as the process moves forward. Comments can be submitted to transit@uwo.ca.

A member asked, given Western's purchase of the Philip Aziz house, whether Philip Aziz Road will be widened. G. Kulczycki reported that the city owns that road and has plans for improvements. She remarked that the highest volume crossing is at the intersection of Western and Sarnia Roads so improvements are needed.

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit I]

S.16-42 **Senate Membership: Faculty of Social Science Constituency**

It was moved by M. Milde, seconded by R. Andersen,

That Mitch Rothstein, representative of the Faculty of Social Science constituency, be granted a leave of absence while on sabbatical and that Diana Mok be elected to serve as his alternate on Senate from January 1 – June 30, 2016.

CARRIED

S.16-43 **Senate Nominating Committee – Alternate Member**

L.A McKivor was elected as an Alternate Member to the Senate Nominating Committee for a term to June 30, 2017.

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

S.16-44 **Faculty of Arts and Humanities, Department of Women's Studies and Feminist Research:
Renaming of Minors and Revisions to Module Requirements**

S.16-44a **Renaming of the Minor in Gender, Sexuality and Culture and Revisions to the Module
Requirements**

It was moved by S. Macfie, seconded by K. Olson,

That effective September 1, 2016 the Minor in Gender, Sexuality and Culture be renamed as the Minor in Sexuality Studies, and

That the module requirements be revised as shown in Exhibit II, Appendix 1, and

That students currently enrolled in the module be allowed to graduate with the old module name until September 1, 2019 upon fulfillment of the existing module requirements.

CARRIED

S.16-44b **Renaming of the Minor in Feminist Theory and Revisions to the Module Requirements**

It was moved by S. Macfie, seconded by K. Olson,

That effective September 1, 2016 the Minor in Feminist Theory be renamed as the Minor in Feminist, Queer, and Critical Race Theory, and

That the module requirements be revised as shown in Exhibit II, Appendix 2, and

That students currently enrolled in the module be allowed to graduate with the old module name until September 1, 2019 upon fulfillment of the existing module requirements.

CARRIED

S.16-45 **School of Graduate and Postdoctoral Studies: Dual-Credential Ph.D. Degree Agreement
between The Universidade Federal do Rio de Janeiro, Brazil and The University of Western
Ontario**

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

That effective January 1, 2016 Senate approve the introduction of a Dual-Credential Ph.D Degree Agreement between The Universidade Federal do Rio de Janeiro, Brazil and The University of Western Ontario as shown in Exhibit II, Appendix 3.

CARRIED

S.16-46 **Revisions to the Policy on Accommodation for Medical Illness – Undergraduate Students**

It was moved by S. Macfie, seconded by H. Orbach-Miller,

That the policy on Accommodation for Medical Illness – Undergraduate Students be revised as shown in Exhibit II, Appendix 4, effective February 1, 2016.

CARRIED

S.16-47

Revisions to the Policy on Evaluation of Academic Performance

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

That the policy on Evaluation of Academic Performance be revised as shown in Exhibit II, Appendix 5, effective February 1, 2016.

Several members asked for clarification of the use of the word “estimate” in the clause “... the student will receive an *estimate* of his or her standing in the course,” noting that it may be difficult to include an early evaluation step in upper-year courses because of course design. S. Macfie pointed out that for upper year courses, the policy was not being changed – the word estimate had been in use in this context for some time. The change was to make it mandatory that students in 1000 and 2000 level courses receive an assessment worth at least 15 percent of the final grade before the drop date. Her understanding was that “estimate” was meant to convey that students should have some understanding of how they are doing in a course prior to the drop date, without requiring that a formal mark be given by that date. Members of SCAPA agreed that this was not an unreasonable expectation for the professoriate and that it was important that all students have some appreciation of how they are doing in a course before it is too late for them to drop without penalty.

Members discussed the matter at some length, with some suggested changes of wording being proposed. It was agreed that the issue be referred back to SCAPA for further review.

A member noted that she had had some trouble finding the policy in the on-line academic calendar and had finally located it in the Academic Policy Handbook on the Secretariat’s website. S. Macfie noted that there was work underway to ensure that all academic policies are available in the on-line academic calendar.

S.16-48

New Scholarships and Awards

Senate was informed that SCAPA had approved the terms of reference for the new scholarships and awards shown in Exhibit II, Appendix 6, for recommendation to the Board of Governors through the Vice-Chancellor.

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING [Exhibit III]

S.16-49

Beryl Ivey Chair in One Health – Renaming & Terms of Reference

It was moved by B.A. Younker, seconded by P. Bishop,

That the name of The Beryl Ivey Chair in Ecosystem Health be changed to the Beryl Ivey Chair in One Health and that the terms of the Chair be updated as shown in Exhibit III, Appendix 1.

CARRIED

S.16-50

Neil McKenzie Chair in Cardiac Care

It was moved by B.A. Younker, seconded by M. Milde,

That the Neil McKenzie Chair in Cardiac Care be established with academic appointment in the Division of Cardiology in the Schulich School of Medicine & Dentistry, as shown in Exhibit III, Appendix 2.

CARRIED

S.16-51 **2016 Entrance Standards for Undergraduate First-Year Admissions**

It was moved by J. Deakin, seconded by P. Bishop,

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 Exhibit III, Appendix 3.

CARRIED

Commenting on issues facing the Faculty of Arts and Humanities as a result of the decrease in enrolment, the Provost reported that a pilot project will be initiated during the remaining planning cycle which will allow up to 30 students to enrol with an 80-83.5 percent average. These students will be monitored over the years for performance and retention.

A member commented on the need to admit students on the basis of more than just grades. We should be looking at the whole individual. The Provost noted that, while she took the member's point, many of Western's students are fully-rounded individuals engaged in sports, leadership, and the arts. J. Doerksen noted that Western has long had a process for assessing and recognizing student performance outside of academics.

S.16-52 **Five-Year Enrolment Projections**

It was moved by J. Deakin, seconded by M. Milde,

That the five-year enrolment projections/plans presented in Exhibit III, Appendix 4, be used for University budget planning purposes.

CARRIED

The Provost noted that the total number of undergraduates remained relatively flat in the forecast; the total number of graduate students is based on targets set by the faculties. With respect to part-time enrolment, the numbers appeared to be increasing. However, this was a consequence of the change to the MTCU definition of what a full-time student is. The government has determined that, henceforward, full-time status requires enrolment in 4.0 courses.

S.16-53 **Report on Year One Class and Entering Averages**

Senate received for information the Report on Year One Class and Entering Averages detailed in Exhibit III, Appendix 5.

J. Deakin provided a brief overview of the report including statistical information regarding the size of the year one class, and entering averages globally and by program. Western continued to draw a significant proportion of students from the GTA. She noted a drop in year one international students for the constituent university which could be the result of changes to government regulations regarding visas. Western remained in second place in the country and the province for both retention and graduation rates.

S.16-54 **Performance Indicators Report**

The Performance Indicators Report, detailed in Exhibit III, Appendix 8, was received for information.

J. Deakin, provided an overview of the report using slides contained in [Appendix 1](#).

Responding to questions regarding the decrease in SSHRC funding, J. Capone said that while Western's success rate is high, fewer applications are being submitted. Also SSHRC changed its funding guidelines which may be a factor. A member suggested that capacity to utilize SSHRC

could be increased by being more strategic and using it, for example, to fund post docs. Dr. Capone suggested that these were issues that could be addressed by the URB Task Force on Support for SSAH Research.

In answer to a question about teaching awards, J. Deakin said that the Teaching Support Centre can and does assist faculty with the preparation of applications for internal and external teaching awards. Western receives a high percentage of 3M National Teaching Fellowships.

S.16-55

Provost's Update on Planning Process

J. Deakin provided an update on the planning process using slides contained in [Appendix 2](#). All faculty planning meetings were completed in December. The support unit planning meetings were completed at the beginning of February. She commented on university-wide budget issues facing Western including the library acquisition deficit, the need for more student learning space, costs of utilities, aging infrastructure, the need for a long term plan for parking, support unit needs, ever-increasing pressure for more IT support, and enrolment issues. The Turnover Recovery Policy will be suspended for the remaining three years of this budget cycle which will assist in aligning expenditures with revenues. Using slides related to Weighted Teaching Units, she noted where costs were rising because of drops in enrolment and which faculties were net contributors to teaching and were under-resourced. The budget would contain recommendations with respect to funding to address both issues, some base, some one-time.

Approximately 85 percent of Western's operating revenue is enrolment-related. The current legislated cap on tuition fee increases is three percent. It is unknown what might be allowed in 2016 and what the financial impact will be of the Ontario government's funding formula review.

S.16-56

Report from the Provost's Task Force on University Budget Models

Senate received for information the Report from the Provost's Task Force on University Budget Models detailed in Exhibit III, Appendix 6.

Referring to the decision not use a Responsibility Centre Management framework generally but to use a hybrid model, a member asked why the Ivey Business School continues to operate within a Responsibility Centre Management (RMC) framework. J. Deakin said that at the time that Dean Stephenson arrived at Ivey, they had a \$15 million deficit that had to be overcome. At the same time, there was tuition deregulation that led to dramatic increases in tuition for many professional programs and raising very different expectations and requirements for programming and services infrastructure. Using the RCM model, Ivey had the opportunity to grow the HBA enrolment and generate additional revenue through ancillary activities, including developing programming in Hong Kong. Reintegration into the hybrid model would not benefit Ivey. The School exists in a very highly competitive, volatile, high cost environment and RCM gives them the ability to compete internationally.

A member noted that the report was a clear rejection of the RCM model as appropriate for Western and its identity as a comprehensive university, which he welcomed. He also welcomed the attention that the report brings to the need for greater transparency in the budget process and budgetary decisions. The only criticism he would have is that the report's perspective remained top down in the treatment of budget issues faced by faculty and staff. J. Deakin clarified that the difficulties for administration alluded to in the report (recommendation 2) were highlighting the challenges involved in effective communication of budgetary matters, not a disavowal of the impact of budget decisions on faculty and staff.

S.16-57

Report of the Graduate Funding Subcommittee on the Provost's Task Force on Budget Models

Senate received for information the Report of the Graduate Funding Subcommittee on the Provost's Task Force on Budget Models detailed in Exhibit III, Appendix 7.

K. Campbell, Special Advisor to the Provost, said that the report on graduate funding attempts to lay out the complex funding strategies given that graduate student support packages may be assembled differently from Faculty to Faculty and from program to program. She noted that there is often a lack of understanding even within programs as to how the graduate funding dollars flow.

Recommendations contained in the report will be considered by a committee formed in February by the Graduate Education Council.

A member noted a suggestion in the report that the guaranteed minimum support for doctoral students should be revisited but there was no recommendation that aligned with that. K. Campbell explained that while the university publishes a guaranteed minimum, many students actually receive more than that. There was a question as to whether Western was putting itself at a competitive disadvantage by publishing a minimum. This was one of a number of issues that were identified that need further discussion and consideration within programs and at SGPS but that were not within the subcommittee's mandate to focus on the broad graduate funding model.

S.16-58

Policies and Processes for Naming - Update

Senate received for information, attached as Exhibit III, Appendix 9, a table that outlines the processes followed, and authority levels for various types of naming at Western. Naming of scholarships, chairs/professorships/fellowships, and collaborative research entities usually occurs at the same time that the entity concerned is established. If the naming occurs later, the same process followed for establishing the entity would be followed for the naming.

SCUP has asked the administration to review the circumstances under which a naming might be revoked, noting that while the Naming Policy states that the university has that right, there is no reference to what might trigger a revocation and how that would be done. SCUP also asked for consideration of whether there should be a regular review process for namings and if so, what types of namings and/or what level of donation might be subject to a review process.

K. Cole noted that some of these issues would require action by the Board of Governors, and consequently the Board's Fund Raising and Donor Relations Committee would also be asked for input.

A member said that he was glad that SCUP was reviewing the policies and processes, noting that the current procedures were not adequate to address ethical issues around accepting awards. It was suggested that some sort of over-arching ethics review committee might be needed. B. A. Younker noted that this concern would be included in SCUP's review.

REPORT OF THE UNIVERSITY RESEARCH BOARD [Exhibit IV]

S.16-59

Interim Report of the URB Task Force Steering Committee – Support for SSAH Research at Western University

Senate received for information the interim report of the URB Task Force Steering Committee – Support for SSAH Research at Western University detailed in Exhibit IV, Appendix 1.

DISCUSSION AND QUESTION PERIOD

S.16-60

Canada Research Chairs

K. Olson read an email she received regarding a recent Western News article about Western's new and renewed Canada Research Chairs (CRC) focusing on the fact that they are all white males. The writer asked whether the administration has a plan to enhance the diversity of participation in this program, perhaps, as other schools had done, by directing the positions to academic areas where there was more diversity. A. Weedon replied that universities were

accountable to the CRC program for ensuring that Chairs are filled through open competition with advertising sufficient to generate a large and diverse applicant pool. With respect to the allocation of chairs to Faculties and departments for filling by open competition, he noted that about one-third of them were reserved by the CRC program for NSERC disciplines which tended to have lower representation of women scholars. At Western, the chairs are allocated to Faculties and Departments through a competitive process of academic assessment, driven by the university's and the faculties' strategic academic priorities.

NEW BUSINESS

S.16-61

Notice of Motion- Governance Workshop for Senators

Senator Grzyb presented the following Notice of Motion:

That effective July 1, 2016 Senate institute a mandatory annual full-day training workshop on university governance for all elected and ex-officio senators. This workshop will be conducted annually prior to the first Senate meeting of the year.

The Chair agreed to refer the notice of motion to the Operations/Agenda Committee for consideration.

ADJOURNMENT

The meeting adjourned at 3:30 p.m.

A. Chakma
Chair

I. Birrell
Secretary

Annual Report on Performance and Activity Indicators

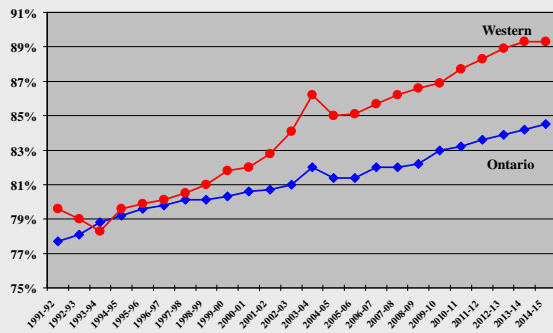
Senate
February 12, 2016

Metric A

Attract the brightest students as demonstrated through the highest entering grade average and the highest number of students with external awards among Canada's leading research-intensive universities.

Figure 1, Page 5

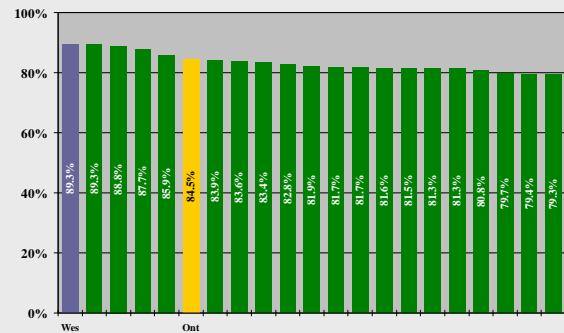
Average Entering Grades
of New Full-Time First-Year Ontario Secondary School Students



Source: Council of Ontario Universities and Western University

Figure 2, Page 5

Ontario: 2014-15 Average Entering Grades of New Full-Time
First-Year Ontario Secondary School Students



Source: Council of Ontario Universities

Metric B

Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.

Figure 5, Page 9

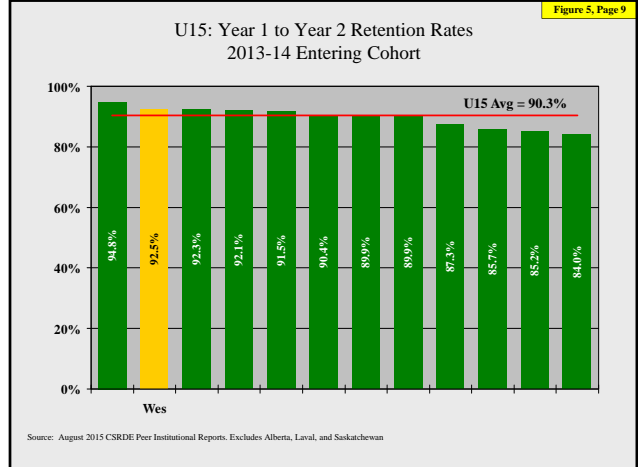


Figure 7, Page 11

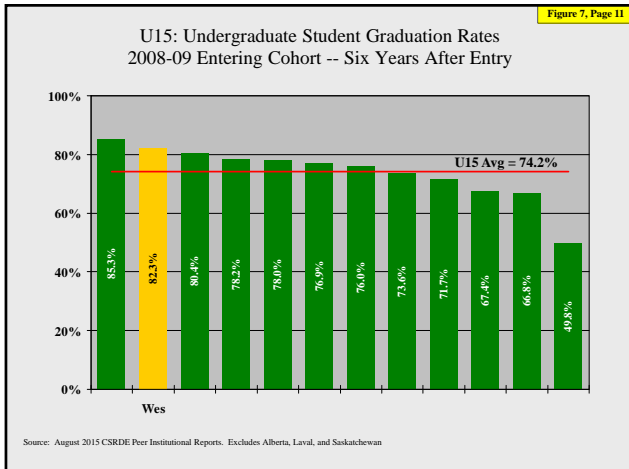
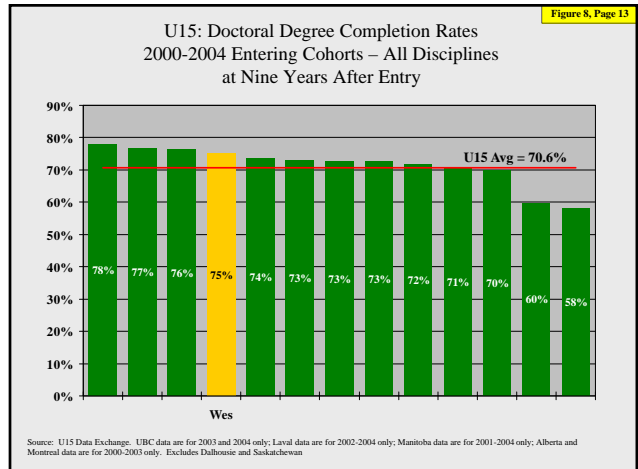
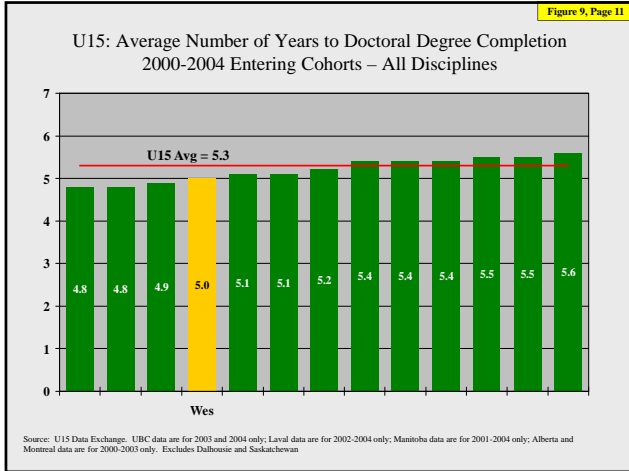


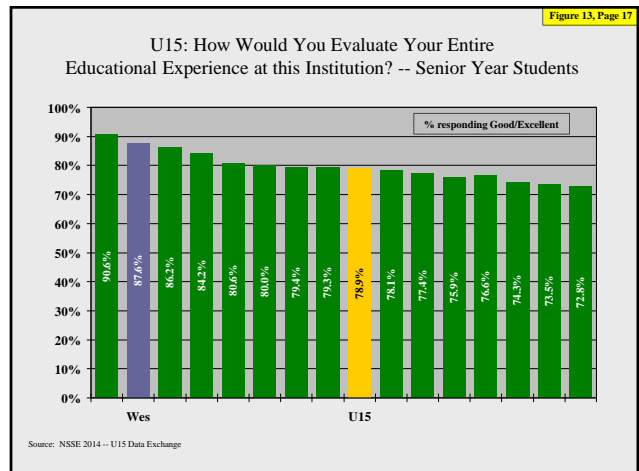
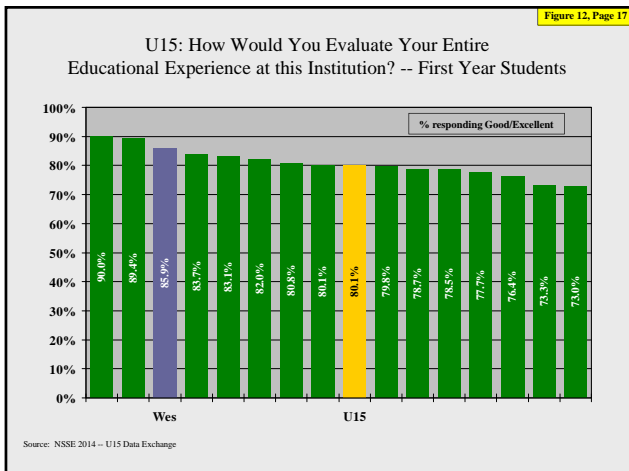
Figure 8, Page 13





Metric C

Enhance the learning experience by providing a community-based experiential learning opportunity, an international learning opportunity, or a research learning opportunity for all undergraduates who wish to pursue one as part of their degree.

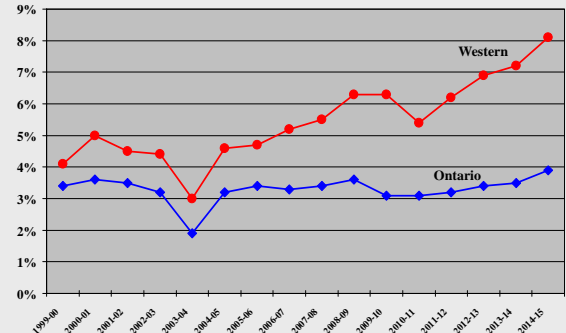


Metric D

Increase international undergraduate student enrolment to at least 15% and domestic out-of province student enrolment to at least 10% of the undergraduate student body.

Figure 15, Page 21

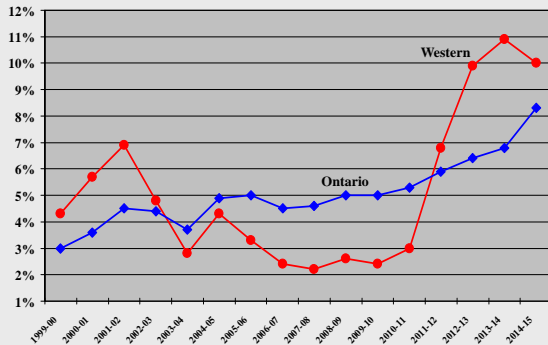
Proportion of First-Year Students from Other Canadian Provinces



Source: Council of Ontario Universities and Western University

Figure 16, Page 21

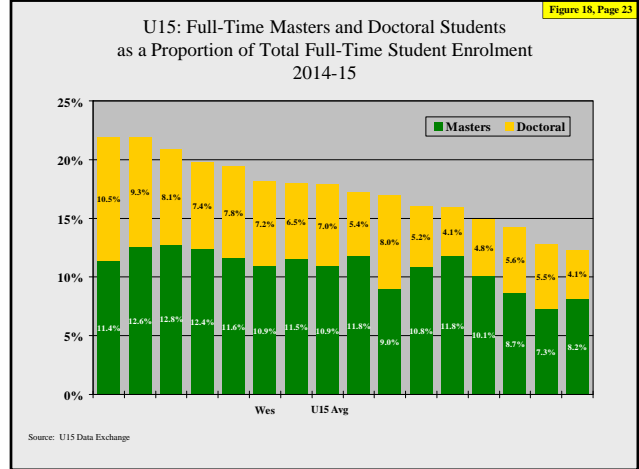
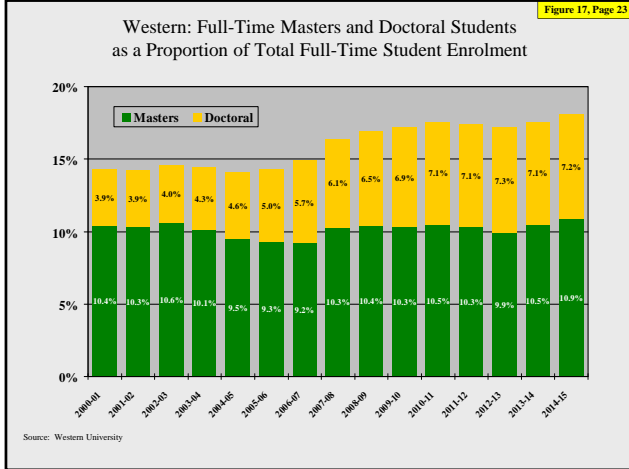
International Students as a Proportion of Total First-Year Students



Source: Council of Ontario Universities and Western University

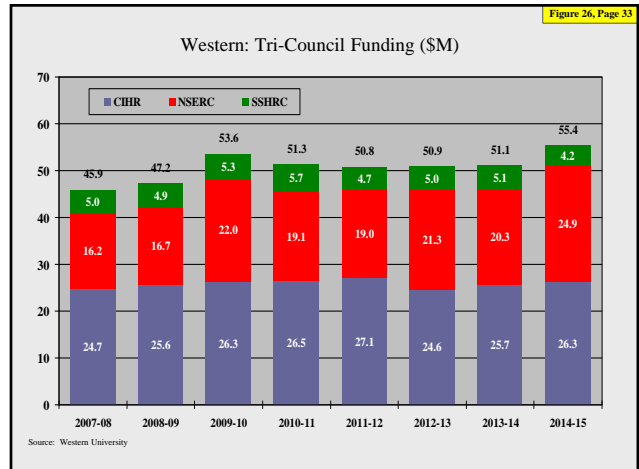
Metric E

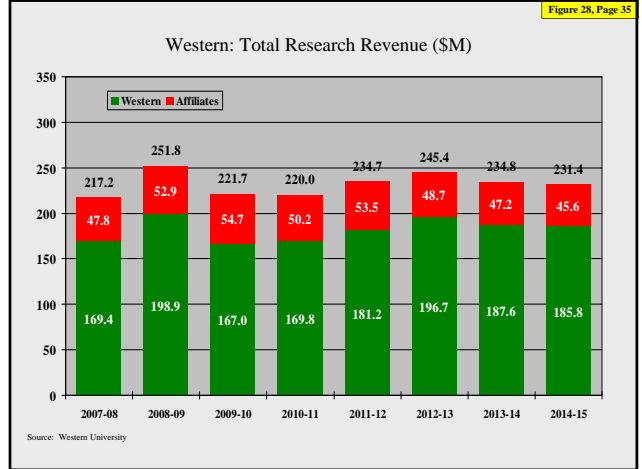
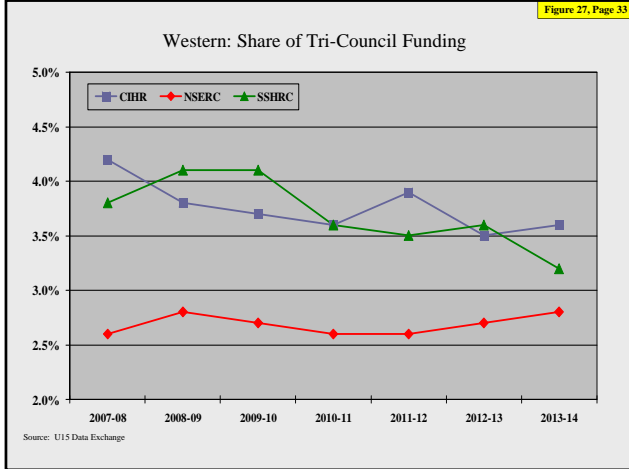
Increase graduate student enrolment to at least 20% of the total student body.



Metric H

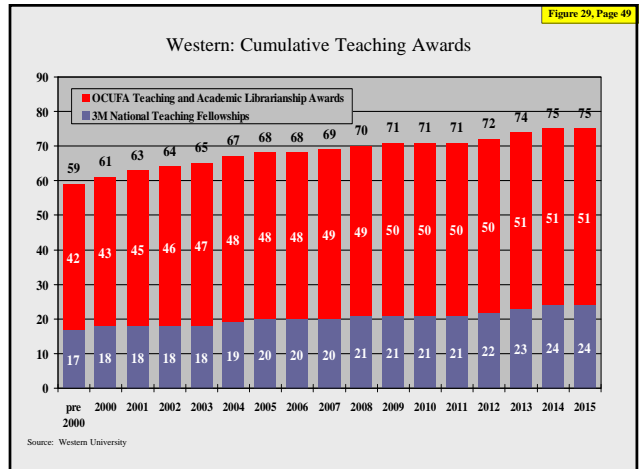
Increase our national share of funding
awarded from each of the Federal Tri-
councils.

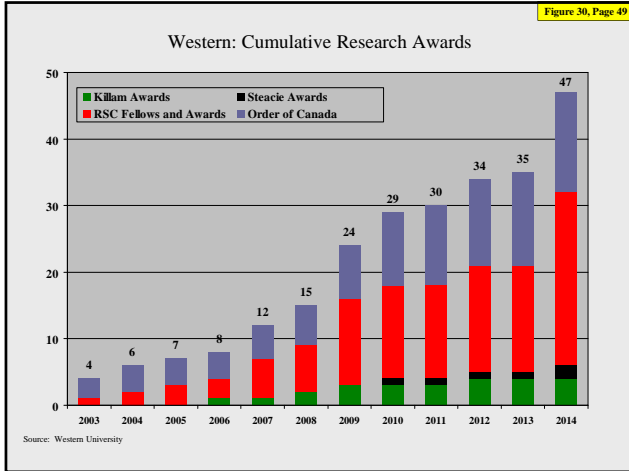




Metric I

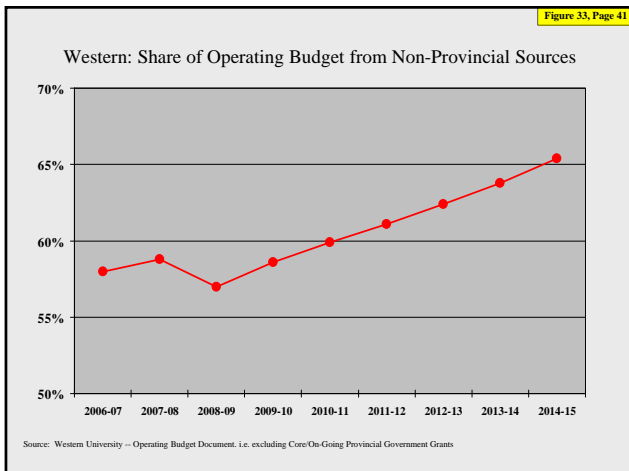
Increase the number of faculty members who have won national and international teaching /research awards and similar distinctions.





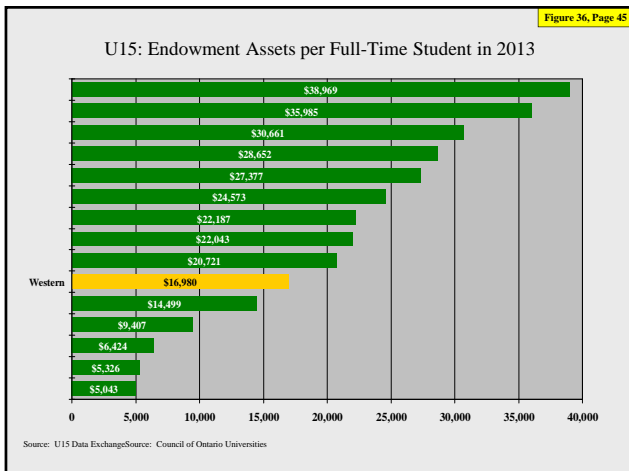
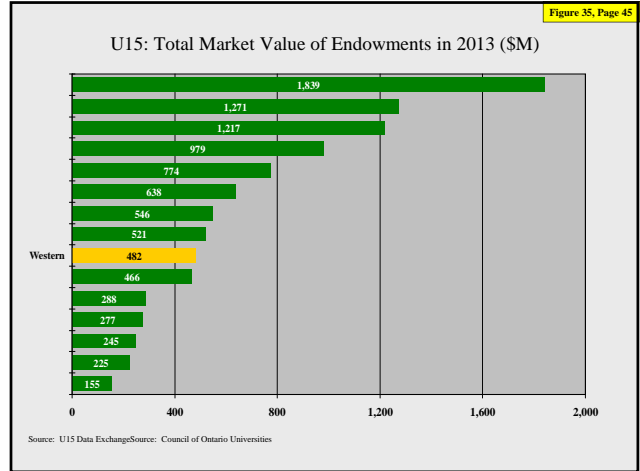
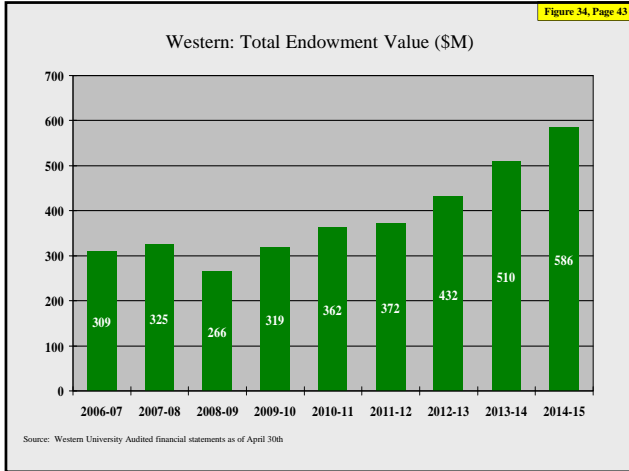
Metric K

Increase share of operating budget from non-Provincial sources by 1% per year.



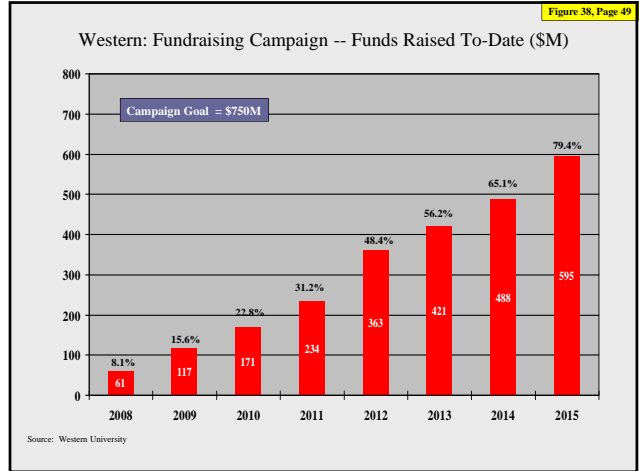
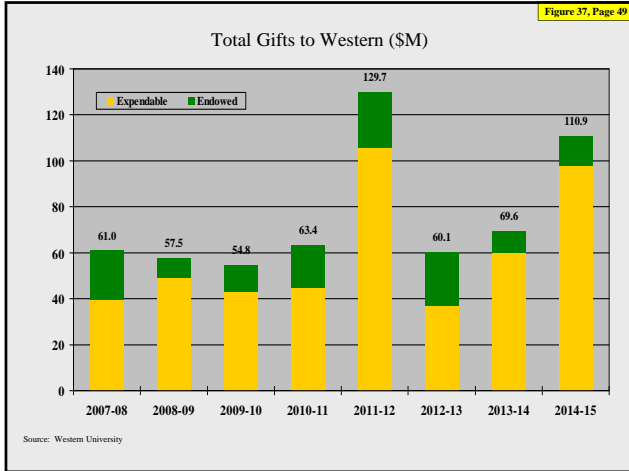
Metric L

Surpass our \$750-million “Be Extraordinary” fundraising campaign goal and grow the university’s endowment to at least \$500 million by 2018.



Metric M

Build institutional capacity to sustain fundraising beyond the current campaign, with an eventual goal of increasing annual fundraising achievements to \$100 million.



Update on Planning Process

Senate
February 12, 2016

Planning Process Status

- Planning Guidelines Issued on September 29/2015
- Planning Meetings started late November – and ended on January 28/2016
- 11 Faculty Meetings
 - Faculty Leadership, VPs, Vice-Provosts, AVP-IPB
- 23 Support Unit Meetings
 - Unit Leaders, VPs, AVP-IPB
- Provost's review and recommendations currently underway

What we heard: **University-wide Issues**

- Increased pressure to Align Expenditures and Revenues
 - Overall Enrolment Level approaching Steady-State
 - Revenue Growth moving to a Lower Trajectory
 - Differential Enrolment Demand across Faculties
- Weak Canadian Dollar adding to Cost Pressures
 - e.g. Library Acquisitions, IT, Capital, Research Equipment
- Need additional Student Learning and Study Spaces
- Utilities Infrastructure under Pressure
- Need to develop Longer-term Plan for Parking

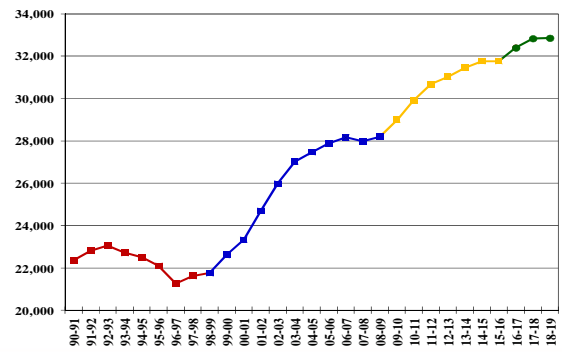
What we heard: **Unit-Specific Issues**

- Faculties
 - Differential Enrolment Demand across Faculties
 - Need to Align Revenues and Expenditures in Faculties with declining enrolments
 - Expansion in areas of High Demand
 - Significant Capital/Equipment Infrastructure needs
 - Information Technology needs
- Support Units
 - Increased Service Demand Pressures – and the need to maintain staffing levels
 - Information Technology needs
 - Library Acquisitions Budget under pressure
 - Need to improve Pedestrian Safety on Campus

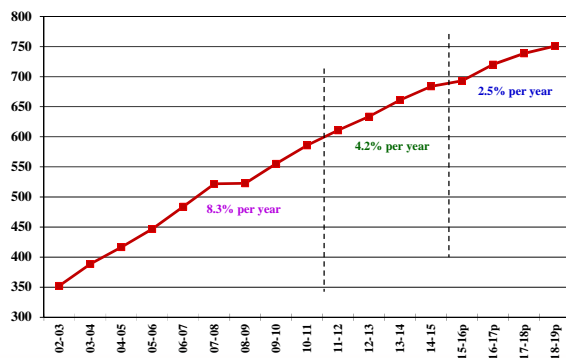
Budgetary Context

- We're moving into a Period of Constrained Revenues and Continued Increases in Cost Pressures
- Enrolments Reaching Steady-State
- Government Grant Reductions continue
 - Funding Formula Review Underway
- Tuition Capped at 3% Overall – up to 2016-17
- Costs Continue to Increase
 - Employee Salaries
 - Non-Salary Items: Utilities, IT Infrastructure, Deferred Maintenance
 - **Library Acquisitions**

Western: Constituent University FTE Enrolment



Operating Revenues (\$M)



Provost's Recommendations: University-wide Issues for the 2016-17 Budget

- Expansion of Student Learning and Study Spaces
- Library Acquisitions – additional investments and budget management in the future
- Support for Scholarship Initiatives in the SSHRC Disciplines
- Suspension of Faculty Turnover Recovery Policy
 - For the remaining 3 years of this cycle
 - To assist Faculties in aligning expenditures with revenues
- Pedestrian Friendly and Campus Safety Initiatives

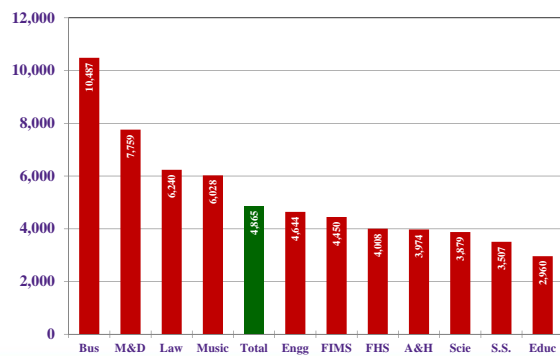
Provost's Recommendations: Faculty-specific Issues

- Faculties with Declining Enrolments/Teaching
 - APF one-time support for recruitment initiatives
 - One-time transition support to align expenditures with revenues
- Engineering Expansion – multi-year plan underway
- Some Faculties are under-resourced – relative to other similar Faculties
 - Additional base funding under consideration
- Space/Capital and Equipment Infrastructure Renewal Needs in many Faculties

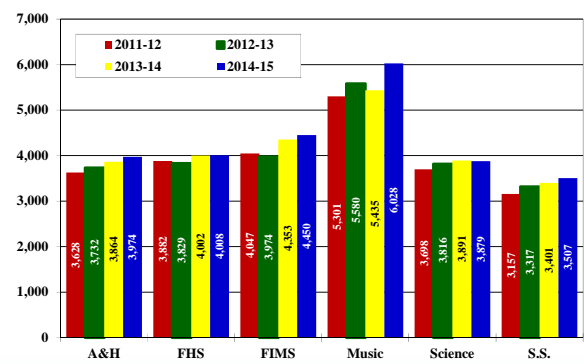
Context for Provost's APF Recommendations

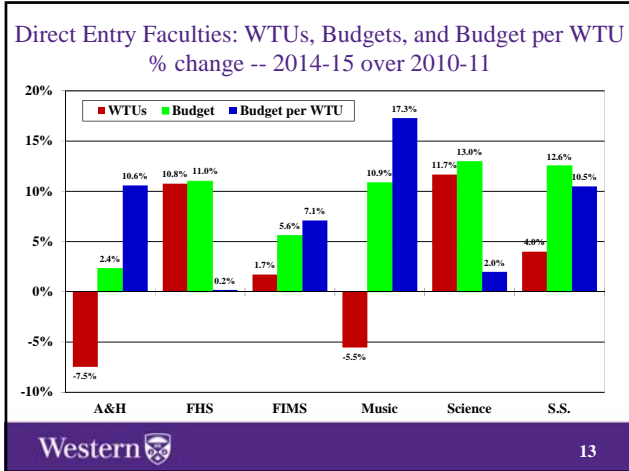
- Based on Advice from Vice-Provosts
- Recommendations based on consideration of:
 - Faculty's overall resource situation relative to enrolments/teaching
 - Undergraduate and graduate program expansion or development of new programs
 - Projected Revenue Sharing Allocations
 - Resources relative to similar programs/Faculties
 - Cost Structure Variations among disciplines/Faculties
 - Relationship between resources, enrolments, and faculty/staff complements
 - Scholarship/research activities and new initiatives – including interdisciplinary or cross-Faculty initiatives

Budget per WTU: 2014-15



Budget per WTU: Direct-Entry Faculties





- ### Next Steps
- Review Support Unit recommendations – and inform Unit Heads by early March
 - IPB to finalize University-level budget forecasts in mid-March
 - Followed by Provost’s University-level recommendations – based on available resources
 - Budget comes to Senate on April 8th
 - And to the Board on April 21st
- Western  14

