



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

**June 6, 2025**

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The meeting was held at 1:30 via Zoom.

### **SENATORS:**

|                  |                 |               |
|------------------|-----------------|---------------|
| A. Agyapong      | N. Harney       | E. Miller     |
| C. Alcantara     | S. Hayne Beatty | M. Mills      |
| G. Beckett       | A. Hearn        | M. Modeski    |
| J. Beecroft      | L. Henderson    | I. Namukasa   |
| B. Begg          | K. Henricus     | D. Neufeld    |
| K. Bertrand      | J. Herrera      | A. Nocilla    |
| J. Birkinshaw    | A. Hodgson      | K. Olson      |
| S. Boe           | J. Ijam         | V. Parsa      |
| N. Borradaile    | J. Jin          | I. Paul       |
| A. Botterell     | M. Joannis      | P. Pexman     |
| A. Bryson        | I. Johnsrude    | G. Philip     |
| S. Buhrow        | A. Jokhu        | S. Powell     |
| J. Byrd Clark    | E. Kamimura     | A. Puvirajah  |
| B. Cheadle       | M. Kim          | L. Rehmann    |
| K. Choi          | H. Kirk         | B. Rubin      |
| A. Christie      | R. Klassen      | S. M. Saleh   |
| B. Chronik       | D. Kotsopoulos  | S. Schmid     |
| M. Cleveland     | D. Laird        | L. Shaw       |
| N. Coates        | J. Lamarche     | A. Shepard    |
| K. Coley         | L. Lingard      | K. Siddiqui   |
| A. Cooke         | G. R. Little    | A. Simon      |
| B. Craig         | A. Liu          | Z. Sinel      |
| S. D'Arcy        | L. Logan        | D. Smith      |
| E. Da Costa      | A. Lukawski     | F. Strzelczyk |
| L. Davis         | T. Mantler      | T. Tomko      |
| M. Davison       | O. Matthews     | R. Ventresca  |
| M. El-Sakka      | G. McAuley      | X. Wang       |
| D. Ferri         | M. McGrath      | S. Whitehead  |
| J. Gemson        | K. Meighen      | J. Yoo        |
| R. Graham        | D. Meister      | N. Zabian     |
| M. Green-Barteet | A. Meyer        | A. Zecevic    |
| C. Hall          |                 |               |

## Senate Minutes

June 6, 2025

**Observers:** C. Bressette, R. Chelladurai, C. Chung, J. Doerksen, J. Hutter, R. Isard, N. Keyghobadi, S. Lewis, M. Medapati, M. Modeski, O. Oloya, S. Roland, V. Sarkany, J. Scott, J. Weststar

### **LAND ACKNOWLEDGEMENT**

A. Christie offered a Land Acknowledgement.

### **MINUTES OF PRIOR MEETING**

#### **ITEM 2.0 – Minutes of the Meeting of May 16, 2025**

It was moved by G. Beckett, seconded by M. Kim,

That the minutes of the meeting of May 16, 2025, be approved as circulated.

CARRIED

### **REPORT OF THE PRESIDENT**

In addition to the written report provided in advance of the meeting, A. Shepard, President & Vice-Chancellor expressed appreciation to the Western Communications team for their work in promoting Western's story and shared that the Western Alumni Magazine was recently awarded a gold prize at the 2025 National Magazine Awards.

The President provided an update on current enrollment trends, noting strong interest among domestic applicants. He also acknowledged a Canada-wide decline in international student numbers, a trend reflected at Western.

The President reported on government relations, outlining recent changes to legislation impacting the post-secondary education sector.

A. Shepard concluded his report by inviting Senate members to participate in the upcoming Spring Convocation.

The President addressed a question of clarification regarding the potential impact of STEM funding on the operating budget deficit, noting that while the funding offers some short-term relief to the current deficit, it is not a permanent solution, and the University continues to explore long-term, sustainable funding strategies to address ongoing financial pressures.

### **REPORT OF THE BOARD CHAIR**

Sarah Shortreed, Chair of the Board of Governors, provided a report to Senate for information. In addition to the written report circulated with the agenda, she commented on the matters on which Senate had provided advice to the Board of Governors, including the rescission of MAPP Policy 1.19 – Policy on AIDS, approval of the 2025-26 University Operating and Capital Budgets and the proposed amendments to MAPP Policy 1.1 – Use of University Facilities.

### **REPORT OF THE PROVOST**

F. Strzelczyk, Provost & Vice-President (Academic) began her report with a brief leadership update and informed Senate that Margaret McGlynn has been reappointed as Vice-Provost (Academic Planning, Policy & Faculty) for a six-year term, effective July 1, 2025.

F. Strzelczyk continued her report with an update on the projects and initiatives under her portfolio and commented on the new partnership with MFC Training and the London International Airport, aimed at providing flight training opportunities for students in Western's Commercial Aviation Management program.

The Provost continued her report with teaching and learning matters and advised Senate on the recent release of the guide on Generative AI by the Western Centre for Teaching and Learning.

Additionally, F. Strzelczyk outlined the revenue forecast, noting the impact of the decline in international enrollment on projected income. She advised that while domestic enrollment remains strong, the reduction in international students is expected to result in a significant shortfall in projected tuition revenue.

### **REPORT OF THE VICE-PRESIDENT (RESEARCH)**

In addition to the materials provided in advance of the meeting, P. Pexman, Vice-President (Research) provided a brief status update on the external ethics review, commenting on the final report and its recommendations. She advised Senate that this report will be released publicly, and the next update on the action plan will be provided to Senate in September.

P. Pexman concluded her report outlining how cooperation with Navitas could support research successes, scholarships, and Western's global impact, particularly through sustained investment and funding for multiple research projects.

### **REPORT OF THE SENATE NOMINATING COMMITTEE**

On behalf of the Senate Nominating Committee, D. Kotsopoulos provided the Nominating Committee report.

#### **ITEM 7.1 – Membership – Senate Committee on Academic Policy (Policy)**

John Mitchell was acclaimed to the Senate Committee on Academic Policy as a faculty member for a term from July 1, 2025 to June 30, 2027.

#### **ITEM 7.2 – Membership – Senate Committee on Academic Curriculum and Awards (ACA)**

Rithwik Ramachandran was acclaimed to the Senate Committee on Academic Curriculum and Awards (ACA) as a faculty Senator for a term from July 1, 2025 to June 30, 2027.

**ITEM 7.3 – Membership – Senate Review Board Academic (SRBA)**

No nominations were received for the graduate student positions on the Senate Review Board Academic (SRBA).

No nominations were received for the faculty position on SRBA.

**REPORT OF THE COMMITTEE ON ACADEMIC CURRICULUM AND AWARDS**

On behalf of ACA, S. Roland presented the report of the Committee.

**ITEM 9.1 – Faculty of Arts and Humanities, Department of Visual Arts: Introduction of a Major in Art History and Museum and Curatorial Studies and Withdrawal of the Major in Art History and the Major in Museum and Curatorial Studies**

It was moved by L. Shaw, seconded by M. Mills,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, a Major in Art History in Museum and Curatorial Studies be introduced by the Department of Visual Arts in the Faculty of Arts and Humanities as shown in Item 9.1; and

That effective September 1, 2025, admission to the Major in Art History and the Major in Museum and Curatorial Studies, offered by the Department of Visual Arts in the Faculty of Arts and Humanities, be discontinued; and

That students currently enrolled in the Major in Art History and Major in Museum and Curatorial Studies be permitted to graduate upon fulfillment of the module requirements by August 31, 2029; and

That the Major in Art History and Major in Museum and Curatorial Studies be withdrawn effective September 1, 2029.

CARRIED

**ITEM 9.2 – School of Graduate and Postdoctoral Studies: Introduction of a Graduate Diploma (GDip) in Management**

It was moved by L. Shaw, seconded by D. Laird,

That on the recommendation of ACA, and conditional on approval by the Quality Council, Senate approve that effective September 1, 2025, a Graduate Diploma (GDip) in Management be introduced by the School of Graduate and Postdoctoral Studies as shown in Item 9.2.

CARRIED

## **REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING**

On behalf of SCUP, D. Laird presented the report of the Committee.

### **ITEM 10.1 – Introduction of the new MAPP Policy – Affirming Declarations of Indigenous Citizenship or Membership at Western University**

C. Bressette, Vice-Provost and Associate Vice-President (Indigenous Initiatives) addressed the questions received in advance of the meeting concerning the proposed MAPP Policy. She indicated that the proposed policy was developed in partnership with and received approval from the local Indigenous communities and aims to eliminate harms from the current self-identification process. Additionally, C. Bressette, provided an overview of the policy's scope, key principles, affirmation process, and implementation plan.

In addressing concerns raised regarding the definition section of the policy and how it could be misinterpreted, C. Bressette clarified that the policy will continue to evolve as a living document and that a pilot version had been trialed over the past year.

It was moved by D. Laird,

That, on the recommendation of the Senate Committee on University Planning, Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending the approval of the new MAPP Policy – Affirming Declarations of Indigenous Citizenship or Membership at Western University.

CARRIED

## **REPORT OF THE UNIVERSITY RESEARCH BOARD**

On behalf of the University Research Board (URB), P. Pexman presented the URB report and commented on the work conducted by URB at the last meeting of the 2024-25 academic year, including a presentation from the Rotman Institute of Philosophy and a discussion on the Indigenous Research Allyship guide.

### **ITEM 11.1 – Annual Report of the Vice President (Research)**

P. Pexman, Vice-President (Research), presented her annual report in accordance with the University Research Board Terms of Reference and provided a presentation to highlight key areas of focus for Western Research over the past academic year and describe upcoming initiatives to support continued growth. She outlined the progress made toward advancing strategic research objectives and research funding, emphasizing the role of partnerships and interdisciplinary approaches.

A Senator commented on the importance of growing the postdoctoral community at Western by attracting top talent.

**REPORT OF THE SENATE *ad hoc* COMMITTEE TO REVIEW THE NAVITAS PROPOSAL**

**ITEM 12.1 – Final Report and Recommendations of the *ad hoc* Committee to Review the Navitas Proposal**

F. Strzelczyk presented the Report of the Senate *ad hoc* Committee to Review the Navitas Proposal for information in accordance with the *ad hoc* Committee's terms of reference (Appendix A).

**ITEM 12.2 – Proposal for Internationalization at Western: A Multi-Pronged Approach – Proposed Partnership between Western and Navitas**

F. Strzelczyk presented for approval the proposal for Internationalization at Western: A Multi-Pronged Approach – Proposed Partnership between Western and Navitas (Appendix B). She outlined the rationale for the partnership with Navitas in international student recruitment, highlighted Navitas experience, described the benefits to Western, and summarized the consultation process conducted.

It was moved by L. Shaw, seconded by B. Chronik,

That Senate recommend to the Board of Governors that the University proceed with an affiliation with Navitas substantially on the terms set out in the proposal presented at Item 12.2 and take into consideration the recommendations of the *ad hoc* Committee to Review the Navitas Proposal in its Final Report presented at Item 12.1.

The Chair invited discussion.

It was moved by K. Henricus, seconded by A. Hearn,

That the vote on the initial motion be conducted by secret ballot.

CARRIED

The following summarizes the points made by those in support of the motion:

- The persistent drop in international enrollment, despite significant investments and recruitment efforts, indicates a significant risk associated with maintaining the current course. This underlines the importance of pursuing alternative funding sources to address financial pressure and reduce exposure to risks.
- A fulsome consideration of the alternative models for developing international enrollment growth reveals that they are not viable due to the significant upfront investment required, particularly in the current financial and operational context of the University.
- Partnership with Navitas aligns with the strategic objectives of enhancing Western's

## Senate Minutes

June 6, 2025

global presence, while contributing to the University's budget.

- Navitas will provide additional level support based on the needs of international students through small-size classes, an academic mentorship program, proactive advising, and a student-centered approach. The International College will offer many non-credit courses to help students with their confidence and integration.
- Additional financial resources would flow directly to faculties/departments and programs participating in pathway programs, as well as support units that are impacted by the partnership.
- Positive feedback was received on the academic and social aspects of the student experience from both current students and alumni of Navitas International Colleges.
- In contrast to the nationwide decline in international enrolment, some universities have reported growth in student recruitment through the Navitas pathway program.
- Partnership with Navitas aims to expand on existing strengths and develop new capabilities. The proposal is not about the privatization of education at Western, but rather is one of multiple strategies to address recruitment challenges.

The following concerns were raised by those against the motion:

- The affiliation of public institutions with for-profit organizations presents ethical challenges in relation to the institutional commitments to accessible public education, potentially creates a two-tier education system with a private stream and poses reputational risks.
- Concerns about voting on the proposal *in principle*, which raises several risks within the context of Senate's responsibilities and undermines the integrity of the collegial governance process and presents a fundamental shift in the University's practices, which could create divisions within Western community.
- The constrained timeline for the proposal review may have limited the ability to assess the proposal's broader implications and explore viable alternatives, raising concerns about whether sufficient due diligence has been conducted.
- Noting the current challenges with international recruitment in Canada, concerns were raised that this is not just a problem faced by Western but a cross-country trend affecting the entire sector, including institutions currently involved in a partnership with Navitas.
- Potential challenges associated with hiring practices for International College employees, including precarious employment conditions and job insecurity, along with a range of potential issues with respect to the negotiation of Collective Agreements.

## Senate Minutes

June 6, 2025

- Concerns regarding the control over intellectual property, including the sharing of educational materials with International College instructors.
- Reputational risks that are difficult to anticipate or contain.
- That this proposal presents a fundamental shift in the University's practices, which could create divisions within Western community.

It was moved by C. Alcantara, seconded by J. Byrd Clark,

That the debate on the main motion be closed.

CARRIED

The main motion was put to a secret ballot vote and was CARRIED.

*(The Simply Voting election results are attached in Appendix C).*

It was moved by E. Da Costa, seconded by M. Green-Barteet,

That the meeting of Senate be extended by 60 minutes.

CARRIED

### **ITEM 13.0 – Report of the Academic Colleague**

The Report of the Academic Colleague was received by Senate for information.

### **CONSENT AGENDA ITEMS**

#### **REPORT FROM THE OPERATIONS / AGENDA COMMITTEE (OAC)**

##### **Information Items Reported by OAC on Unanimous Consent:**

- ITEM 14.1(a) – Membership – ad hoc Working Group for the 2025-2026 Governance Review
- ITEM 14.1(b) – Chair's Report on Questions and Issues for Discussion

#### **REPORT FROM THE SENATE COMMITTEE ON ACADEMIC POLICY**

##### **ITEM 14.2(a) – Faculty of Engineering: Revisions to the Policy on “Progression Requirements – Engineering”**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of the Senate Committee on Academic Policy, Senate approve that effective September 1, 2025, the policy on “Progression Requirements – Engineering” be revised as shown in Item 14.2(a).



CARRIED BY UNANIMOUS CONSENT

**Information Items Reported by Policy on Unanimous Consent:**

- ITEM 14.2(b) – School of Graduate and Postdoctoral Studies: Revisions to the Policy on “Admission”
- ITEM 14.2(c)(i) – Revisions to the Policy on “Academic Records and Student Transcripts”
- ITEM 14.2(c)(ii) – Revisions to the “General Policy on Scholarships, Awards, Prizes”
- ITEM 14.2(c)(iii) – Revisions to the Policy on “Course Outlines”
- ITEM 14.2(c)(iv) – Revisions to the “Policy on Academic Consideration – Undergraduate Students in First Entry Programs”
- ITEM 14.2(c)(v) – Revisions to the Policy on “Registration and Progression in Three-Year, Four-Year and Honours Programs”
- ITEM 14.2(c)(vi) – Revisions to the Policy on “Preliminary Year and Preliminary Year Plus at Western University”
- ITEM 14.2(c)(vii) – Revisions to the Policy on “Progression and Graduation Requirements – Business”
- ITEM 14.2(c)(viii) – Revisions to the Policy on “Progression Requirements – Dentistry”
- ITEM 14.2(c)(ix) – Revisions to the Policy on “Progression Requirements – Bachelor of Education (B.Ed.)”
- ITEM 14.2(c)(x) – Revisions to the Policy on “Progression Requirements – Law”
- ITEM 14.2(c)(xi) – Revisions to the Policy on “Progression Requirements – MD Program”

**REPORT FROM THE SENATE COMMITTEE ON ACADEMIC CURRICULUM AND AWARDS (ACA)**

**ITEM 14.3(a) – Ivey Business School: Renaming of and Revisions to the Certificate in Purpose-Driven Leadership**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the “Certificate in Purpose-Driven Leadership” offered by the Ivey Business School be renamed as the “Certificate in Purpose-Driven and Character Leadership” and that the Certificate be revised as shown in Item 14.3(a).

CARRIED BY UNANIMOUS CONSENT

Senate Minutes

June 6, 2025

**ITEM 14.3(b) – Faculties of Arts and Humanities and Social Science, Department of Gender, Sexuality, and Women’s Studies: Introduction of a Subject Area in Black Studies**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, a subject area in “Black Studies” be introduced by the Department of Gender, Sexuality, and Women’s Studies in the Faculties of Arts and Humanities and Social Science; and

That the subject area in “Black Studies” be included in Category A and Category B for Breadth Requirements for Graduation, as shown in Item 14.3(b).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(c) – Faculty of Arts and Humanities, Department of Languages and Cultures: Renaming of and Revisions to the Minor and Certificate in German**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Minor and Certificate in German, offered by the Department of Languages and Cultures in the Faculty of Arts and Humanities, be renamed as the Minor and Certificate in German Studies; and

That students currently enrolled in the module/certificate be permitted to graduate with the old module/certificate name upon request to the Office of the Registrar; and

That effective September 1, 2025, the module/certificate requirements be revised as shown in Item 14.3(c).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(d) – Faculty of Arts and Humanities, Department of Visual Arts: Renaming of and Revisions to the Honours Specialization in Art History and Museum Studies**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Honours Specialization in Art History and Museum Studies, offered by the Department of Visual Arts in the Faculty of Arts and Humanities, be renamed as the Honours Specialization in Art History and Museum and Curatorial Studies; and

That effective September 1, 2025, the module requirements be revised as shown in Item 14.3(d).

CARRIED BY UNANIMOUS CONSENT

Senate Minutes

June 6, 2025

**ITEM 14.3(e) – Faculty of Arts and Humanities, Department of Visual Arts: Revisions to the Honours Specialization in Studio Art**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the admission and program requirements of the Honours Specialization in Studio Art, offered by the Department of Visual Arts in the Faculty of Arts and Humanities, be revised as shown in Item 14.3(e).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(f) – Faculty of Science, Integrated Science Program: Revisions to the Admission and Program Requirements of the Honours Specialization in Integrated Science with Astrophysics and the Honours Specialization in Integrated Science with Physics**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the admission and program requirements of the Honours Specialization in Integrated Science with Astrophysics and the Honours Specialization in Integrated Science with Physics, offered by the Faculty of Science, be revised as shown in Item 14.3(f).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(g) – King's University College: Revisions to the Honours Specialization and Specialization in Organizational and Human Resources**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Honours Specialization and Specialization in Organizational and Human Resources, offered by King's University College, be revised as shown in Item 14.3(g).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(h) – Western Continuing Studies: Introduction of a Post-Degree Certificate in Marketing (in partnership with the Faculty of Information and Media Studies)**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, a post-degree Certificate in Marketing be introduced by Western Continuing Studies in partnership with the Faculty of Information and Media Studies as shown in Item 14.3(h).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(i)(i) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Arts (MA) and Doctor of Philosophy (PhD) in Education Studies (School and Applied Child Psychology Field)**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Master of Arts (MA) and Doctor of Philosophy (PhD) in Education Studies (School and Applied Child Psychology Field), offered by the School of Graduate and Postdoctoral Studies, be revised as shown in Item 14.3(i)(i).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(i)(ii) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Science in Foods and Nutrition (MScFN)**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Master of Science in Foods and Nutrition (MScFN), offered by the School of Graduate and Postdoctoral Studies, be revised as shown in Item 14.3(i)(ii).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(i)(iii) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Clinical Science (MCISc) in Advanced Health Care Practice**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Master of Clinical Science (MCISc) in Advanced Health Care Practice, offered by the School of Graduate and Postdoctoral Studies, be revised as shown in Item 14.3(i)(iii)

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(i)(iv) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Science (MSc) in Interdisciplinary Medical Sciences**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective May 1, 2026, the Master of Science (MSc) in Interdisciplinary Medical Sciences, offered by the School of Graduate and Postdoctoral Studies, be renamed as the Master of Science (MSc) in Medical Sciences as described in Item 14.3(i)(iv).

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(i)(v) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Science (MSc) in Mathematics**

It was moved by M. Mills, seconded by D. Laird,

That on the recommendation of ACA, Senate approve that effective January 1, 2026, the Master of Science (MSc) in Mathematics, offered by the School of Graduate and Postdoctoral Studies, be revised as shown in Item 14.3(i)(v).

CARRIED BY UNANIMOUS CONSENT

**Information Items Reported by ACA on Unanimous Consent:**

- ITEM 14.3(j) – New Donor-Funded Scholarships, Awards and Prizes

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING (SCUP)**

**Information Items Reported by SCUP on Unanimous Consent:**

- ITEM 14.4(a) – Report on Promotion, Tenure and Continuing Appointment
- ITEM 14.4(b) – James G. McLeod Professorship in Family Law

**REPORT OF THE UNIVERSITY RESEARCH BOARD (URB)**

**Information Items Reported by URB on Unanimous Consent:**

- ITEM 14.5(a) – Research Centres Report

**ANNOUNCEMENTS AND COMMUNICATIONS**

**The following items reported through Announcements and Communications were received for information by unanimous consent:**

- ITEM 14.6(a) – Election Results – Senate Committees

**DISCUSSION AND QUESTION PERIOD**

The full text of the questions submitted in advance of the meeting was posted in the Agenda at Item 16.0 prior to the meeting. The questions and responses are summarized below:

Questions related to the Introduction of the new MAPP Policy – Affirming Declarations of Indigenous Citizenship or Membership at Western University were addressed under agenda item 10.1.

## Senate Minutes

June 6, 2025

A question regarding the senior administration's reaction to motions passed by four Faculty Councils: Social Science, Arts & Humanities, FIMS, and Education, which expressed opposition to a proposed partnership with Navitas was addressed under agenda item 12.2.

The Provost addressed a question concerning Western's existing plans to recruit faculty and students from the U.S., including both international and domestic candidates. She commented on the current approach to hiring foreign workers and outlined future plans for graduate student recruitment. P. Pexman additionally commented on the government plans to attract top researchers from around the world.

The President addressed a question regarding the rationale behind the projected cost fluctuations in the operating budget and ongoing and anticipated collective bargaining.

### **ADJOURNMENT**

The meeting adjourned at 5:30 p.m.

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A. Shepard  
Chair

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A. Bryson  
University Secretary

# **Ad hoc Committee to Review the Navitas Proposal: Final Report & Recommendations**

June 6, 2025

# The ad hoc committee

## Mandate

- Examine the proposed partnership with Navitas without prejudice, including alternatives and differences from the 2020 proposal.
- Define Western's core requirements for a potential partnership.
- Evaluate risks, benefits, and mitigation strategies within the current higher education context.
- Support consultations and deliver a final recommendation report to Senate.

## Membership

- 14 voting members (faculty, staff and students)
- 3 non-voting members (including Chair)
- 6 resource members



## The process

- 10 extensive 2-hour meetings since the formation of the ad hoc committee
- Examined key areas by:
  - inviting guest presenters / subject matter experts
  - requesting additional data and information
  - analyzing options
  - participating in site visits
  - engaging in open discussion and debate.

# The differences: 2020 vs 2025




## 2020 Proposal:

- Academic work assigned to Navitas.
- Instructors hired by Navitas.
- Less university control over curriculum, quality, and outcomes.
- Contemplated international undergraduate student pathway only.

## 2025 Proposal:

- Faculty teaching at WIC would be recommended through departmental processes and instructors would be recognized under the CA.
- Western would retain full control over course content, assessment, and quality (via IQAP).
- Proposes a pathway for international undergraduate and graduate students.

## The alternatives

|   | OPTION  | STATUS                      | OUTCOME   |
|---|---|-----------------------------|---|
|  | Expand direct recruitment                                     | Already done and continues  | High cost, limited scale and flat results         |
|  | In-house foundation year                                      | Already done and not viable | High risk, slow to launch, resource-intensive     |
|  | Add a third-party recruitment pathway to existing recruitment | Proposed                    | Low-risk, proven, scalable, academically governed |

# The ad hoc Committee's recommendations

## 1. Senate: Proceed with the proposal:

*"After thorough consideration and discussion regarding all items in its terms of reference, the ad hoc Committee **approved a recommendation to Senate to proceed with the Navitas proposal** at its May 23 meeting"*

## 2. Board: Relay advice:

- ✓ Data strategy
- ✓ Report back on status of negotiations
- ✓ Exit clause
- ✓ Amendments to Senate academic policy



Western  
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# Internationalization at Western: A Multi-Pronged Approach

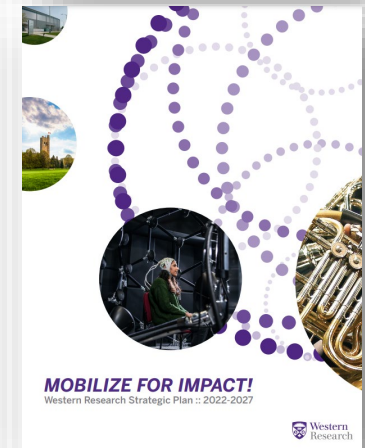
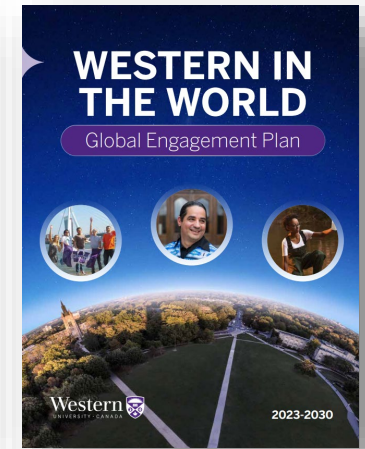
Proposed Partnership between Western and  
Navitas

June 6, 2025

# A great university is a global one

## Strategic Commitments to Global Engagement:

- Grow international undergraduate enrolment to up to 20%
- Support inclusive access and a diverse, globally engaged student body
- Expand global network, enhance global impact



# The consequences of maintaining status quo

- International enrolment has declined to 2015 levels
  - International undergraduate enrolment down to 7.5%
  - U6 peers average 18.3% international undergraduate enrolment
- Missed enrolment = missed opportunity = \$40M revenue *lost* since 2020
- Domestic tuition is frozen, and grants are stagnant in the face of inflation and rising costs
- Western is not immune to the structural deficits across the Ontario higher education sector



# International recruitment: Efforts vs results

Significant investment in in-house recruitment since 2020:






- More than doubled recruitment staff and agents
- Increased international scholarships by \$3.2M
- Boosted recruitment spending by \$2.3M

Despite efforts...



- International enrolment has declined, not grown
- Graduate and professional master's growth targets are unmet

# We listened and evaluated the options

|   | OPTION  | STATUS                      | OUTCOME   |
|---|---|-----------------------------|---|
|  | Expand direct recruitment                                     | Already done and continues  | High cost, limited scale and flat results         |
|  | In-house foundation year                                      | Already done and not viable | High risk, slow to launch, resource-intensive     |
|  | Add a third-party recruitment pathway to existing recruitment | Proposed                    | Low-risk, proven, scalable, academically governed |

# The most viable option: Third-party partnership

- Establish Western International College (WIC) in partnership with Navitas in addition to our ongoing international recruitment efforts
- Undergraduate and professional master's pathways
- Students take Year 1 at WIC; progress to Year 2 at Western
- Navitas excels at tailored supports for international students and integration into university life
- WIC students pay the same tuition and fees as direct-entry students

# Proposal: 2025 (vs. 2020)

|   |   |           |
|---|---|-----------|
| Oversight over academic program offerings                         | ✓ | Addressed |
| Monitoring of student success and outcomes                        | ✓ | Addressed |
| Hiring of instructors under the Collective Agreement              | ✓ | Addressed |
| Integration of international students into campus life from Day 1 | ✓ | Addressed |
| In-depth Senate Ad Hoc committee evaluation of Proposal           | ✓ | Addressed |
| Large-scale consultation process                                  | ✓ | Addressed |
| Engaging a third-party company                                    | ➔ | Unchanged |

# We consulted, and we listened

## Consultations since February 2025:

- Academic Advisors
- Academic Leaders Round Table
- Associate and Academic Deans
- Campus Council
- Dean's Council
- Department of Anthropology, Faculty of Social Science
- Department of Languages and Cultures, Faculty of Arts & Humanities
- Faculty of Arts & Humanities council
- Faculty of Education council
- Faculty of Health Sciences Town Hall
- Faculty of Music council
- Faculty of Social Science council
- Graduate Education council
- In-person community consultation session
- International students focus group
- Ivey Business School Faculty Forum
- Office of the Registrar
- Provost's Leadership team
- Residence Life
- Schulich School of Medicine & Dentistry council
- Senate
- Senate Committee on Academic Curriculum and Awards
- Senate Committee on Academic Policy
- Senate Committee on University Planning
- Senate Information Session
- Society of Graduate Students
- Student Experience
- University Students Council
- Vice Provosts
- Virtual community consultation session (Feb)
- Virtual community consultation session (May)
- Western Continuing Studies
- Western English Language Centre
- Western International
- Western Libraries

# Benefits to Western



Expansion of our global reach



Growth of our International student population



Increase to our revenues to support strategic investments and continued delivery of ongoing initiatives and activities

# Motion

*“That Senate recommend to the Board of Governors that the University proceed with an affiliation with Navitas substantially on the terms set out in the proposal presented at Item 12.2 and take into consideration the recommendations of the ad hoc Committee to Review the Navitas Proposal in its Final Report presented at Item 12.1.”*



# Discussion





Western  
UNIVERSITY • CANADA

Jun 6, 2025

Western University Secretariat  
Western University  
Room 4101, Stevenson Hall  
London, ON  
N6A 5B8 Canada

To Whom It May Concern:

The following election results are certified by Simply Voting to have been securely processed and accurately tabulated by our independently managed service.

Respectfully yours,



Brian Lack  
President  
Simply Voting Inc.

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## Results - Senate Vote - Item 12.2 - June 6, 2025

**Start:** 2025-06-06 16:56:00 America/Toronto

**End:** 2025-06-06 17:16:00 America/Toronto

**Turnout:** 89 (95.7%) of 93 electors voted in this ballot.

### Proposal for Internationalization at Western: A Multi-Pronged Approach - Proposed Partnership between Western and Navitas

| Option    | Votes      |
|-----------|------------|
| In favour | 49 (56.3%) |
| Opposed   | 38 (43.7%) |

#### VOTER SUMMARY

|         |          |
|---------|----------|
| Total   | 89       |
| Abstain | 2 (2.2%) |



Election ID: 264337  
To validate the authenticity of this  
report please contact Simply  
Voting at [info@simplyvoting.com](mailto:info@simplyvoting.com).