Western
UNIVERSITY · CANADA

SENATE AGENDA

1:30 p.m., Friday, April 11, 2014
University Community Centre, *Room 56*

1.   **Minutes of the Meeting of March 21, 2014**

2.   Business Arising from the Minutes

3.   Report of the President   (A. Chakma)

4.   Reports of Committees:
     Operations/Agenda - **EXHIBIT I**   (J. Weese)
     Nominating **- EXHIBIT II**   (L. Davies)
     Academic Policy and Awards - **EXHIBIT III**   (B. Timney)
     University Research Board – **EXHIBIT IV**   (J. Capone)

5.   Enquiries and New Business

6.   Adjournment

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

APPROVAL OF MINUTES

REPORT OF THE PRESIDENT

OPERATIONS/AGENDA COMMITTEE
FOR ACTION
Senate Membership
Senate Nominating Committee Membership
FOR INFORMATION

NOMINATING COMMITTEE
FOR ACTION
Vice-Chair of Senate
Operations/Agenda Committee
Senate Committee on Academic Policy and Awards
Senate Committee on University Planning
University Research Board
University Council on Animal Care
Honorary Degrees Committee
Senate Review Board Academic
Distinguished University Scholars Selection Committee
Faculty Scholars Selection Committee
Nominating Subcommittee to Nominate a Senator from the General Community
McIntosh Gallery Committee
Board of Governors
Advisory Committee for the Ombuds Office
FOR INFORMATION
Academic Colleague

SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS (SCAPA)
FOR ACTION
School of Graduate and Postdoctoral Studies:
    1)   Introduction of the Master in Management of Applied Science (MMASc)
    2)   Introduction of new fields in the Master of Professional Education program
Faculty of Health Sciences, School of Kinesiology: Withdrawal of the Honors Specialization in Kinesiology – Physical Education for Teaching module
Faculty of Social Science, Department of History and King's University College: Introduction of "Jewish Studies" as a new subject area and a new course
King's University College: Withdrawal of the Specialization in Sociology module
Policy revisions:
    1)   Graduation Requirements - Residency requirements
    2)   Academic Records and Student Transcripts

FOR INFORMATION
New Scholarships and Awards
School of Graduate and Postdoctoral Studies: Revisions to the Master-level Graduate Diploma (GDip) in Professional Communications

UNIVERSITY RESEARCH BOARD
FOR INFORMATION
Vice-President (Research) Annual Report

MINUTES OF THE MEETING OF SENATE

March 21, 2014

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

SENATORS: 77

M.A. Andrusyszyn	C. Hanycz	C. Nolan
N. Banerjee	J. Hatch	N. Pilo
I. Birrell	M. Heath	B. Prajapati
P. Bishop	J. Hopkins	D. Rogers
M. Blagrave	A. Hrymak	M. Rothstein
S. Camiletti	Y. Huang	P. Ryan
J. Capone	G. Hunter	A-M. Santos
A. Chakma	G. Jim	S. Saravanabaran
M. Clapton	R. Keirstead	C. Schnurr
K. Cole	G. Kelly	I. Scott
K. Coughlin	R. Kennedy	M. Singh
L. Davies	R. Klassen (Eng)	R. Sookraj
J. Deakin	J. Knowles	Z. Syed
C. Dean	G. Kulczycki	D. Sylvester
G. Dekaban	H. Lagerlund	B. Timney
J. Dickey	A. Lalka	E. Tithecott
J. Doerksen	J. Lamarche	J. Toswell
S. Doshi	C. Lee	A. Vainio-Mattila
N. Dyer-Witheford	A. Leschied	N. Wathen
L. Elliott	J. Litchfield	A. Watson
J. English	J. Malkin	J. Weese
J. Etherington	S. Mischler	G. West
B. Garcia	B. Neff	C. Wilkins
C. Gobert	A. Nelson	M. Wilson
R. Graham	D. Neufeld	P. Woodford
A. Grzyb	T. Newson	

Observers: R. Chelladurai, L. Gribbon, A. Hearn, K. Okruhlik, G. Tigert, A. Weedon, P. Whelan

S.14-34   **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of February 14, 2014 were approved as circulated.

S.14-35   **REPORT OF THE PRESIDENT**

The President's report consisted of an update on the Strategic Mandate Agreement, the Premier's Summit on Talent & Skills in the New Economy and the appointment of London MP Ed Holder as Federal Minister of State (Science & Technology).

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

S.14-36   **2014-15 University Operating and Capital Budget**

It was moved by R. Kennedy, seconded by M.A. Andrusyszyn,

> That Senate provide advice to the Board of Governors, through the President and
> Vice-Chancellor, recommending approval of the 2014 - 2015 University Operating and
> Capital Budgets (Exhibit I, Annex 1).

Dr. J. Deakin, Provost, presented the 2014-15 University Operating and Capital Budgets, the final
year of the four-year budget cycle, detailed in Exhibit I, Annex 1.   Her presentation highlighted the
planning and budgetary context, operating revenues for 2014-15, new initiatives and priorities,
tuition recommendations, operating expenditures, including recommendations for faculties, and
support units, university-wide expenditures, one-time expenditures, operating reserve forecast and
an overview of the 2014-15 capital budget.   Revenues for 2014-15 are projected to be $679 million
with $689 million in expenditures.   The operating reserve will be at $42.1 million at the end of
2013-14 and $32.1 million at the end of 2014-15.   O verhead slides used in the presentation are
attached as **Appendix 1.**

Discussion included the following points/concerns:

Asked where interdisciplinary learning features in the budget, Dr. Deakin explained that the
faculties oversee interdisciplinary learning so it is not a specific budget item.

Asked for the meaning of "provision for cost fluctuations" (Table 2, Line 11), Dr. Deakin said that the
budget includes a provision with respect to unknowns such as salary increases resulting from
negotiated settlements, which are funded centrally.   R. Chelladurai added that these funds also
covered revenue sharing contingencies.

Responding to concerns voiced about modelling budget cuts and the effects of such cuts, Dr.
Deakin explained that in the final year of every four-year cycle, all faculties and support units must
model the steps they would need to take to get their faculty/unit within two percent of a balanced
budget by the cycle's end.   The exercise is intended to uncover any structural deficits, which are
deficits that persist over a long period of time that could pose issues in the next cycle.   She noted
that Western's increase in enrolment has allowed for significant enhancement to the quality of
education and educational experience offered to Western students.   However, the university no
longer has the physical capacity to grow at the same rate.   The consequent decline in funding
associated with enrolment growth will require faculties to constrain spending.

With respect to possible sources of funding to compensate for the loss of government revenues, Dr.
Deakin said that a number of initiatives are underway including the endowed chairs program,
Canada Research Chairs, transfers from Affiliated University Colleges, revenue from the Royalties
program and Licences, tuition revenue and revenue associated with facilities' costs and services
provided by the University.

A member objected to the use of the word "exercise" to describe the modelling of budget cuts –
these have real implications for faculties.   The Provost noted that the final year of every four-year
budget cycle involved consideration of constraints as faculties sought to reach the balance that the
budget cycle required.   Most faculties have carry forward funding and deans and faculty
colleagues can make the call on how to use those funds.

In answer to a question about the comparative costs of pension contributions between Western and institutions that have defined benefit plans, G. Kulczycki explained that the costs of contributions from the university were about the same.   What is different for Western is that it does not have to meet the solvency and going concern tests that other have to meet and, therefore, there is less financial liability.

Responding to a question about the effect of the provincial government's announcement in spring 2013 that it would extend Bachelor of Education programs from one year to two years and reduce the number of funded student spaces by half, Dr. Deakin said that it means a tuition loss of 50 per cent in year one and a 33 percent reduction in funding to the Faculty of Education.   She noted that Deans of Education and University Presidents wrote to the Minister expressing concerns about the changes and the lack of consultation with universities; the government did apologize for the sudden nature of the decision but would not change it.   The Faculty of Education is looking for new ways to generate revenue.

The question was called and CARRIED.

S.14-37   **Dr. Robert Zhong Chair in Translational Transplant Research**

It was moved by J. Deakin, seconded by A. Watson,

>   That the Dr. Robert Zhong Chair in Translational Transplant Research, detailed in Exhibit I, Annex 4, be established with appointment to the Department of Medicine and the Department of Surgery in the Schulich School of Medicine & Dentistry.

>   CARRIED

S.14-38   **ING Direct Chair in Finance – Name Change**

It was moved by J. Deakin, seconded by R. Kennedy,

>   That the existing ING Direct Chair in Finance at the Richard Ivey School of Business be renamed the Tangerine Chair in Finance.

>   CARRIED

S.14-39   **Leenders Purchasing Management Association Chair – Name Change**

It was moved by J. Deakin, seconded by R. Kennedy,

>   That the existing Leenders Purchasing Management Association Chair at the Richard Ivey School of Business be renamed the Leenders Supply Chain Management Association Chair.

>   CARRIED

S.14-40   **Yamana Centre for Sustainable Exploration and Resource Development**

Senate was informed that in accordance with MAPP 7.9, *Guidelines for Collaborative Research*, a new research centre for sustainable exploration and resource development has been established in the Faculties of Law and Science and the Richard Ivey School of Business.

The Centre will bring together the University's expertise in exploration geosciences, environmental science, mining law, finance, corporate social responsibility and business sustainability. In addition to research, the Centre will foster the interdisciplinary education of the next generation of industry leaders by:
  * developing student training and courses for specific learning outcomes;

- enabling interdisciplinary study for students to enrich their learning experiences;
- teaching transferable knowledge and leadership skills; and
- promoting experiential and international learning opportunities.

In recognition of a gift of $1,500,000 from Yamana Gold Inc. (with a possibility of a further $2 million to be confirmed prior to March 2015), the centre has been named the **Yamana Centre for Sustainable Exploration and Resource Development**. At the end of the five-year term, the donor will have the opportunity to renew its support and continue the naming, subject to the continuation of the Centre and all applicable approvals.

S.14-41   **Indigenous Postsecondary Education Council (IPEC) – Terms of Reference**

Senate received for information the new terms of reference for the Indigenous Postsecondary Education Council (IPEC), detailed in Exhibit I, Annex 5.

IPEC has evolved out of the Aboriginal Education and Employment Council (AEEC) established in 1995, which itself evolved out of a provincial government initiative, in partnership with universities, to improve higher education services and programs for Indigenous students.

Over the past year or so, discussions have been held among the Vice-Provost (Academic Programs & Students) the Indigenous Services office, various other units engaged in university initiatives related to Indigenous communities, and representatives of Indigenous communities and groups to review and update the terms of reference of the AEEC and reshape the Council into the IPEC.   It is believed that IPEC will provide significant support to Western in reaching its strategic goal to improve accessibility and success in higher education for Indigenous peoples.

S.14-42   **Report on Faculty Recruitment and Retention**

Senate received for information the Report on Faculty Recruitment and Retention detailed in Exhibit I, Annex 6.

REPORT OF THE SENATE OPERATIONS/AGENDA COMMITTEE [Exhibit II]

S.14-43   **Senate Membership – Faculty Constituencies**

It was moved by J. Weese, seconded by R. Graham,

That the following nominees be appointed to Senate for the term of July 1, 2014 – June 30, 2016 in accordance with the Senate election procedures for the filling of vacancies:

Arts and Humanities	Bernd Steinbock
Brescia University College	Donna Rogers *
Education	Shelley Taylor
Health Sciences	Volker Nolte (Kinesiology)
	Beverly Leipert (Nursing)
Huron University College	Todd Townshend (Theology)
King's University College	Claude Olivier
Law	Bernd Hovius
Music	John Cuciurean (Performance Studies)
SGPS – Health Sciences	Elizabeth Skarakis-Doyle (CSD)

*Reappointment

CARRIED

S.14-44   **Senate Membership: Huron University College**

It was moved by J. Weese, seconded by R. Graham,

> That the seat held by Mark Blagrave, representative of the Huron University College
> constituency on Senate, be declared vacant effective July 1, 2014 as a result of his
> sabbatical leave and Neil Brooks be elected to complete his term until June 30, 2015.

CARRIED

S.14-45   **Senate Membership: Graduate Student Constituency**

It was moved by J. Weese, seconded by R. Graham,

> That Shannon Mischler *(Psychology) and Tom McMurrough (Biochemistry) be elected by
> Senate to represent the Graduate Student constituency (term July 1, 2014 to June 30,
> 2015).

> *Reappointment

CARRIED

S.14-46   **Senate Membership: Representative from the General Community**

It was moved by J. Weese, seconded by R. Graham,

> That effective July 1, 2014, Mr. Jacob Malkin be reappointed to serve for a second term on
> Senate as a representative of the General Community to June 30, 2016.

CARRIED

S.14-47   **Amendment to Section J. Vice-Provost (Academic Programs & Students)[Registrar]
and Creation of Section K – University Registrar**

It was moved by J. Weese, seconded by G. West,

> That Senate approve and recommend to the Board the following revision to Section J of the
> *Appointment Procedures for Senior Academic and Administrative Officers of the University*
> and a the creation of a new Section K – University Registrar as outlined below:

> **Section J. Vice-Provost (Academic Programs) & Students) [Registrar]**

> Composition of Selection Committee

> A committee to select a Vice-Provost (Academic Programs) & Students) [Registrar] shall
> consist of:

> (a)   the Provost & Vice-President (Academic), who shall be Chair
> (b)   the Vice-President (Resources & Operations)Vice-Provost (International)
> (c)   6 persons4 faculty elected by Senate, one of whom shall be a studentdean, and
> only one of whom may be a Dean.   The Presidents of the University Students' Council and
> the Society of Graduate Students shall qualify as students for this purpose.at least one of
> whom shall be an associate dean (academic)
> (d)   1 Student Senator elected by Senate

Procedure

1. The Chair shall convene the Committee
2. The Chair shall undertake negotiations with prospective appointee
3. The Chair shall report to Senate through the President & Vice-Chancellor

Term

The term of the Vice-Provost (Academic Programs) is five years and may be renewed.

Section K. University Registrar

A committee to select a University Registrar shall consist of:

(a) the Provost & Vice-President (Academic) who shall be Chair
(b) the Vice-Provost (Academic Programs)
(c) the Associate Vice-President (Student Experience)
(d) 3 members elected by Senate, one of whom must be an associate dean (academic)
(e) 1 Student Senator elected by Senate

Procedure

1. The Chair shall convene the Committee
2. The Chair shall undertake negotiations with the prospective appointee
3. The Chair shall report to Senate through the President & Vice-Chancellor

Term

1. If the appointee to this office has an academic appointment with tenure, the term shall be five years and may be renewed.
2. If the appointee does not have an academic appointment with tenure, the Selection Committee may recommend appointment for a term, or may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

A Senator, while pleased with the restoration of a separate University Registrar position and in agreement in general with dividing what was clearly too large a range of responsibilities, voiced concern that the portfolio focusing on student affairs will be led by an individual whose title is Associate Vice-President rather than Vice-Provost, meaning that that Senate will not have a role in appointing this person.   She was also concerned, without having been provided a list of the areas for which the role would be responsible, that there was the possibility that an appointee might not be a faculty member in future and wondered whether this harbingered the possibility of the position's being transferred to another vice-presidential portfolio at some point.   She believed that Senate should retain primary responsibility for oversight of the student experience.   Dr. Deakin explained that the External Reviewers' 2013 report on the portfolio of the Vice-Provost (Academic Programs and Students)[Registrar] recommended that it be divided into two areas, one focusing on academic programs and the other on student affairs.   The AVP (Student Experience) will report directly to the Provost as would a Vice-Provost. A n appropriate selection committee structure would be put in place to search for the best candidate, who might or might not be a faculty member. She stressed that as long as she was Provost, responsibility for student experience would be part of the Provost's portfolio.   The position would be responsible for student support services, including, initially, the Student Success Centre and the Student Development Centre.   Patrick Whelan, President of the USC, noted that this restructuring had been a priority for the USC. Having two senior leaders – one focussed on the academic experience and one focussed on the out-of-classroom experience – was a model used at a number of universities and he believed it worked well.

The question was called and CARRIED.

S.14-48 **Amendment to Section Q. University Librarian of _Appointments Procedures for Senior Academic and Administrative Officers of the University_**

It was moved by J. Weese, seconded by C. Nolan,

> That Senate approve a revision to the current Section Q of _Appointment Procedures for Senior Academic and Administrative Officers of the University_ to change the title of "University Librarian" to "Vice-Provost and Chief Librarian."

> CARRIED

S.14-49 **Appointment of Acting Chancellor and Vice-Chancellor for Western's MD Convocation - May 16, 2014**

It was moved by J. Weese, seconded by A. Lalka,

> That Senate authorize Dr. Janice Deakin to serve as Acting Chancellor and Dr. Michael Strong to serve as Acting Vice-Chancellor at Western's MD Convocation scheduled for May 16, 2014.

> CARRIED

REPORT OF THE SENATE NOMINATING COMMITTEE [Exhibit III]

S.14-50 **Decanal Selection Committee – Faculty of Health Sciences**

The following were elected to the Decanal Selection Committee – Faculty of Health Sciences:
C. Brown, K. Campbell and A. Hrymak.

S.14-51 **Decanal Selection Committee – Faculty of Social Science**

The following were elected to the Decanal Selection Committee – Faculty of Social Science:
H. Berman, M. Davison and M. Milde.

S.14-52 **Decanal Selection Committee – Schulich School of Medicine & Dentistry**

The following were elected to the Decanal Selection Committee – Schulich School of Medicine & Dentistry:
C. Dean, JB Orange and N. Wathen

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

S.14-53 **Faculty of Arts and Humanities, Department of Modern Languages and Literatures: Introduction of the new Subject Area "World Literatures and Cultures" and Renaming of Modules in Comparative Literature and Culture**

It was moved by B. Timney, seconded by J. Litchfield,

> That the new subject area "World Literatures and Cultures", detailed in Exhibit IV, item 1, be introduced in the Department of Modern Languages and Literatures effective September 1, 2014, and,

That the Honors Specialization, Specialization, Major and Minor in Comparative Literature and Culture be renamed as Honors Specialization, Specialization, Major and Minor in World Literatures and Cultures, effective September 1, 2014, and,

That students currently enrolled in the Comparative Literature and Culture Modules be allowed to graduate with the old designation by September 1, 2018.

CARRIED

S.14-54 **Faculty of Arts and Humanities, Department of English and Writing Studies: Introduction of a new Subject area "Theatre Studies" and new courses**

It was moved by B. Timney, seconded by H. Lagerlund,

That a new subject area "Theatre Studies", detailed in Exhibit IV, item 2, be introduced in the Department of English and Writing Studies effective September 1, 2014, and

That new courses be introduced in Theatre Studies effective September 1, 2014 as listed in Exhibit IV, Appendix 1.

CARRIED

S.14-55 **Faculty of Science, Department of Earth Sciences: Introduction of a Minor in Planetary Science and Space Exploration**

It was moved by B. Timney, seconded by S. Saravanabaran,

That effective September 1, 2014, the Minor in Planetary Science and Space Exploration be introduced in the Department of Earth Sciences as detailed in Exhibit IV, item 3.

CARRIED

S.14-56 **Faculty of Science, Department of Physics and Astronomy: Withdrawal of Modules in Planetary Science**

It was moved by B. Timney, seconded by N. Banerjee,

That the Honors Specialization, Specialization, Major and Minor in Planetary Science be withdrawn effective September 1, 2014, and

That registration in these modules be discontinued effective March 1, 2014, and

That students currently enrolled in these modules be allowed to graduate in these modules by September 1, 2018.

CARRIED

S.14-57 **Faculty of Social Science, Department of Anthropology: Introduction of a Major in Anthropology**

It was moved by B. Timney, seconded by R. Graham,

That effective September 1, 2014, the Major in Anthropology, detailed in Exhibit IV, item 5, be introduced in the Department of Anthropology.

CARRIED

S.14-58   **King's University College: Introduction of a King's Scholar Program and Themed Module in Western Thought and Civilization; Introduction of new Subject area "Western Thought and Civilization" and new Courses; Renaming "King's Foundations in the Humanities" program to "Foundations in Western Thought and Civilization" at King's University College**

S.14-58a   Introduction of a King's Scholar Program and Themed Module in Western Thought and Civilization

It was moved by B. Timney, seconded by S. Camiletti,

> That effective September 1, 2014, a King's Scholar Program and Themed Module in Western Thought and Civilization be introduced at King's University College as shown in Exhibit IV, Appendix 2.

> CARRIED

A Senator asked why this item did not go through SUPR-U given that it is called a module. Dean Timney clarified that it is not a module, that the wrong term was used in the background and would be corrected.

S.14-58b   Introduction of a new subject area "Western Thought and Civilization" and new courses

It was moved by B. Timney, seconded by S. Camiletti,

> That "Western Thought and Civilization" be introduced as a new subject area and that new courses in Western Thought and Civilization be introduced as listed in Exhibit IV, Appendix 3, effective September 1, 2014.

> CARRIED

S.14-58c   Renaming of the "King's Foundations in the Humanities" Program to "Foundations in Western Thought and Civilization"

It was moved by B. Timney, seconded by S. Camiletti,

> That, effective September 1, 2014, "King's Foundations in the Humanities" program be re-named to "Foundations in Western Thought and Civilization" at King's University College, as shown in Exhibit IV, Appendix 4.

> CARRIED

S.14-59   **Report of the Subcommittee on Program Review – Graduate (SUPR-G): Cyclical Review**

SCAPA approved the recommendations of the Subcommittee on Program Review – Graduate (SUPR-G) with respect to the cyclical review of the Graduate Programs in Kinesiology Therapy, as detailed in Exhibit IV, Appendix 5.

S.14-60   **Revisions to the Regulations of the SCAPA Subcommittee on Teaching Awards (SUTA)**

Senate was advised that SCAPA has approved the revisions to the SUTA regulations effective March 1, 2014 as shown in Exhibit IV, Appendix 6, on the recommendation of SUTA.

Minor editorial changes were made as follows:
- Clarification was included in the Angela Armitt Award criteria for the determination of eligibility for a part-time faculty member.
- The section referring to the "Format for Nominations" was moved before the section "The 12 Factors to be considered by SUTA". The sections were renumbered respectively as sections E. and D.

- Clarification was added to the section "Letters from Primary Nominators" to indicate that two separate letters are required from the two primary nominators.

S.14-61   **New Scholarships and Awards**

SCAPA has approved on behalf of the Senate, for recommendation to the Board of Governors through the President & Vice-Chancellor, the Terms of Reference for the new scholarships and awards as set out in Exhibit IV, Appendix 7**.**

S.14-62   **2013-14 Teaching Award Recipients**

Senate received for information, via email on March 20, the report of the Subcommittee on Teaching Awards, announcing the 2013-14 Teaching Award recipients as detailed in Exhibit IV**,** Appendix 8**.**   Members congratulated the winners of the awards with a round of applause.

REPORT OF THE HONORARY DEGREES COMMITTEE [Exhibit V]

S.14-63   **Honorary Degree Recipients, Spring 2014**

Senate received for information via email on March 20 the Report of the Honorary Degrees Committee, announcing the Spring 2014 honorary degree recipients as detailed in Exhibit V.

S.14-64   **REPORT OF THE ACADEMIC COLLEAGUE** [Exhibit VI]

Senate received for information the report of the Academic Colleague on the meeting held February 6-7, 2014.   Topics discussed at the meeting included: International Students, Differentiation and the Strategic Mandate Agreement, Colleges, Demographics, Ontario Online and Teaching and Learning Metrics.

S.14-65   **ANNOUNCEMENTS**

Announcements, detailed in Exhibit VII, were received for information.

ENQUIRIES AND NEW BUSINESS

S.14-66   **Western Clusters of Research Excellence Program - Letters of Intent**

A Senator presented several questions regarding the Letters of Intent (LOI) for the Western Clusters of Research Excellence Program that were due on February 28.   According to the application instructions, the LOIs will be adjudicated by a committee of three senior administrators (the Provost, the VP Research, and the Vice-Provost Academic Planning, Policy & Faculty) and the results will be announced on March 31.

Responding to the question as to what role the University Research Board (URB) will play in the adjudication of LOIs and research cluster applications, Dr. Capone said that the URB is not involved in this initiative as this is outside its terms of reference.   The adjudication committee is the same as that used for CRCs and external experts will also be called upon.   Deans are involved because the faculties must pick up the costs once the one-time funding is done.

Asked whether there would be a wider consultation process involving the university community about the LOIs and, eventually, the research cluster applications and whether the administration will make the LOIs and research cluster applications available to the university community for comment, Dr. Capone remarked that it would not be appropriate as the LOIs and proposals will most likely contain proprietary information and confidential information about external partners.

Asked how the process and composition of the adjudication committee was arrived at, Dr. Capone said the terms of reference were developed in consultation with the deans and associate deans (research) had been brought forward to Senate for information.   He pointed out that this is only one tool that is being used for developing areas of research strength.   This is a targeted process where incremental investment of one-time money will boost the research clusters nationally and internationally.   The cluster program itself has very specific expectations.   This initiative will consolidate Western's strengths in a small number of areas for greater international impact.

S.14-66a   **Notice Of Motion**

Professor Grzyb presented the following Notice of Motion:

> That the University Research Board (URB) be directly involved in the review of Letters of Intent and full applications for Western's Clusters of Research Excellence Program, and that they be entrusted to seek appropriate external peer review and consultations with the wider Western Community.

The Secretary reported that the Notice of Motion will be submitted to the Senate Operations/Agenda Committee in April.

S.14-67   **Interdisciplinary Studies**

Pointing to a new Arts & Science Program at McMaster University, a Senator asked whether Western was undertaking similar initiatives with respect to interdisciplinarity. Dr. Doerksen said that the program at McMaster is really their version of a Western Scholars Elective Program.   Western goes a bit further than that through the modular structure.   Western is approaching having 1500 unique paths to a degree many of which include cross-faculty modules.   Western has a very flexible structure that promotes student choice.   Notwithstanding, Western continues to look for ways to build interdisciplinary programs.

S.14-68   **Workload Distribution for Faculty at Research Intensive Universities**

A Senator asked for the Administration's stance on the Higher Education Quality Council of Ontario report regarding workload distribution at universities and if the report's findings accurately conveyed the academic experience for undergraduate and graduate students.   Dr. Weedon responded that the Higher Education Quality Council of Ontario (HEQCO) was attempting to show how much teaching faculty are doing by counting the number of courses.   HEQCO took their data from public information.   The actual number of courses being taught by faculty is highly variable across campus.   The report failed to take into account the amount of teaching that occurs outside of the classroom, especially given that it did not include the significant teaching workload in graduate studies.

ADJOURNMENT

The meeting adjourned at 3:40 p.m.

_____   _____
A. Chakma   I. Birrell
Chair   Secretary

2014-15 Operating and Capital Budgets

Senate
March 21, 2014

Western

External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in "Small Chunks"**
  - Policy Levers, International Student related recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases Constrained at 3%** (overall cap)
  - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
  - Program Tuition Threshold Changes
  - Other Tuition/Fee Related Changes
    - Billing Timelines, Deposits, Deferral Fees

Western

Estimated Impact of the "Cuts in Small Chunks" ($M)
(Constituent University Only)

	Base Reduction: 2016-17 over 2011-12
Policy Levers	4.4
International Student Related Recoveries	2.3
B.Ed. Program Funding Reduction	1.8
Reductions to Student Aid Programs	3.9
Total	12.4

Western

Estimated Impact of Other Tuition-related Proposals ($M)
(Constituent University Only)

	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
Total	2.2

| Total Revenue Reduction	$14.6M

Western

Western's Planning Parameters

- Moving to Final Year of Four-Year Plan in 2014-15
- Enrolments
  - Undergraduate: First-Year Class of 4925 (575 Int'l)
  - Graduate: as per Faculty Plans
- Revenue Sharing Continues
- Recommendations Guided by New Strategic Plan
- Tuition Rates
  - Domestic Rates at Max of 3% Overall
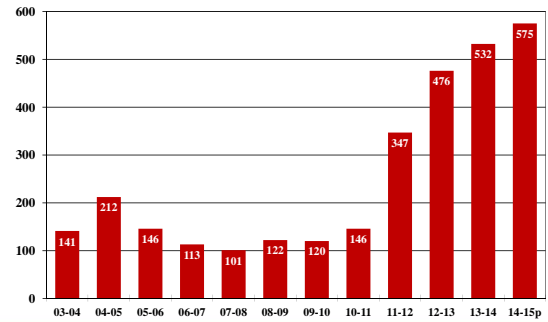 - Undergrad Int'l: still moving towards Ontario-U15 levels

Western

Average Entering Grade of Full-Time First-Year Students from Ontario High Schools
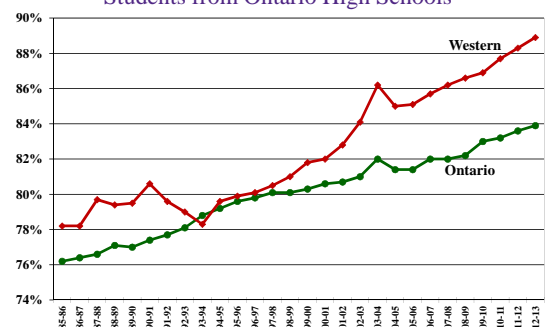
Western

Western: Total Constituent FTE Enrolment
(Full-Time plus Part-time FTEs)
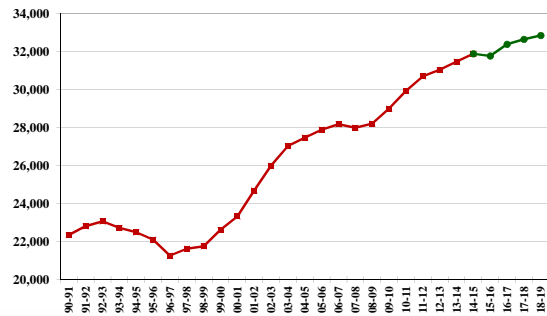
Western

Full-Time Year 1 Undergraduate International Enrolment at Western

Western

Operating Revenues for 2014-15

- Modest Enrolment Growth Provides Add'l Revenues
- Tuition Fees
  – Domestic Framework – 3% overall increase
  – International – moving towards levels at sister institutions in Ontario
- *Against Reductions* in Government Funding
  – Policy Lever Grant Cuts
  – International Student Recoveries
  – Student Aid Programs

Western

Our Priorities and New Initiatives

Ongoing Priorities – Identified in Last Three Budgets
- **Enhancing our Research/Scholarship Profile**
- **Graduate Expansion**

New Priorities in this Budget
- **Student Innovation and Entrepreneurship Initiatives**
- **Student Collaborative and Study Spaces**
- **E-Learning**
- **Strategic IT Initiatives**
- **Modernization of University College**
- **CFI Matching Funds**
- **Fundraising – Endowed Chairs Matching Program**

Western

Summary of the Operating Budget

Western

Summary of the 2014-15 Operating Budget
(Table 2)

- Revenue Forecast   = $ 679.2M
  – Increase of 3.1%

- Expenditure Plan   = $ 689.2M
  – Increase of 3.9%

- Projected In-Year Deficit   = $ 10.1M
  – Due to $38M One-Time Allocation for Priority Initiatives

- Projected Operating Reserve = $ 32.1M

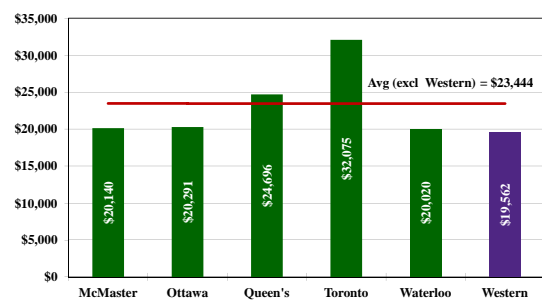Western

Operating Revenues

2014-15 Operating Revenues
(Table 3)

- Government Grants are Lower by $5.0M
  - Net of Reductions and Targetted Increases

- Tuition Revenues Increase by $22.2M
  - Due to Rate Increases and Enrolment Growth, including additional International Students

- All Other Revenues Increase by $3.2M – over a number of Revenue Lines

---

Tuition Recommendations for Incoming Students

	Increase for 2014-15
Domestic	
First-Entry Undergraduate	3%
Engg/Law/Med/Dent	5%
HBA	5%
PhD & Category 1 Masters	1.5%
Category 2 Masters	5%
International	
All Undergraduate (excl. MOS)	8%
MOS	12%
HBA	5%
PhD & Category 1 Masters	4%
Category 2 Masters	6%

2013-14 International Tuition
Undergraduate Arts

Avg (excl Western) = $23,444

McMaster	Ottawa	Queen's	Toronto	Waterloo	Western
$20,140	$20,291	$24,696	$32,075	$20,020	$19,562

Operating Expenditures

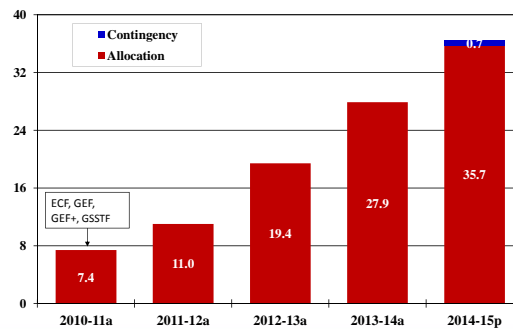## Recommendations for the Faculties
(Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- Overall Base Increase of $7.8M
- Faculties also receive $8.2M in One-Time Funding – as shown in Table 8

Enrolment-related Revenue Sharing Mechanism

- Faculties receive – on a slip-year basis – a share of enrolment related revenues, as follows:
  - Undergraduate enrolments/teaching: 40%
  - PhD and Research Masters enrolments: 85%
  - Non-Research Masters enrolments: 40%

- For high-tuition programs, a higher proportion flows to the Faculties
- Enrolment-related revenue includes tuition and applicable grants

Western

Revenue-Sharing Allocations ($M)

- Contingency
- Allocation

ECF, GEF, GEF+, GSSTF

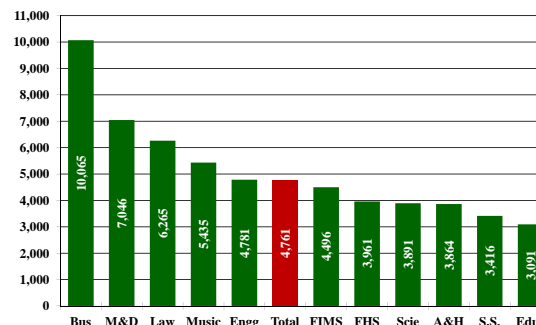| 2010-11a	2011-12a	2012-13a	2013-14a	2014-15p
7.4	11.0	19.4	27.9	35.7

Western

Context for APF Recommendations for the Faculties

- Recommendations based on Consideration of:
  - Overall Enrolments / Teaching
  - Graduate Expansion and New Graduate Programs
  - Revenue Sharing Allocations
  - Relative Position of Faculty Budgets
  - Cost Structure Variations
  - Interdisciplinary / Inter-Faculty Initiatives

Western

Budget per WTU: 2013-14

Bus	M&D	Law	Music	Engg	Total	FIMS	FHS	Scie	A&H	S.S.	Educ
10,065	7,046	6,265	5,435	4,781	4,761	4,496	3,961	3,891	3,864	3,416	3,091

Western

Scholarships and Bursaries (Table 5)

- Major Changes
  - Tuition Re-Investment increases by $490K
  - Privately-Funded Awards Increase by $100K
  - Govt's "Aim for the Top" Declines by $600K

- Faculties now responsible for Graduate Support
  - $54M Projected for 2014-15

Western

Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
  - Including Teaching Fellows Program
- Base Allocations to "Maintain Core Services"
- Operating Costs of New Facilities
  - To Facilities Management and Police
- Additional Support for our Fundraising Campaign
- Overall Increase of $140K
- Support Units also receive $4.3M in One-Time Funding (shown in Table 8)

Western

University-wide Expenditures (Table 7)

- Total of over $65M
- Major items:
  - Utilities ($18.2M)
  - Library Acquisitions ($13.9M)
  - MMI Transfer ($13.3M)
  - IT Infrastructure ($8.3M)

Western

One-Time Allocations (Table 8)

- Total of nearly $52M
- Major Priority Items
  - Endowed Chairs Matching ($12M)
  - Strategic IT Initiatives ($10M)
  - Student Collaborative and Study Spaces ($8M)
  - CFI Matching Funds ($3M)
  - E-Learning Initiatives ($2M)
  - Modernization of University College ($2M)
  - Student Innovation and Entrepreneurship Initiatives ($1M)

Western

The Capital Budget

Western

Overview of the 2014-15 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Upcoming Major Projects
  - New Academic Building to House FIMS and Nursing
  - Delaware Hall Residence Renovations
  - Modernization of University College
  - Interdisciplinary Research Building
  - Secondary IT Data Centre at the AMP
  - University-wide Infrastructure Projects
  - Parking-related Projects

Western

Overview of the 2014-15 Capital Budget

- Total Spending of $103.6M (Table 15)
  - $30.4M for New Construction (Table 18)
  - $5.2M for Major Renovations (Table 18)
  - $68.0M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing Renovations

Western

<u>**REPORT OF THE OPERATIONS/AGENDA COMMITTEE**</u>

	Nominating Committee Membership
	Notice of Motion regarding Research Clusters

<u>FOR APPROVAL</u>

1.   <u>**Nominating Committee Membership**</u>
       (See Appendix I for a list of Senate Members, effective July 1, 2014)

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

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

Current Elected Members:
Terms ending June 30, 2014:
       S. Mischler (Student), H. Lagerlund (A&H), L. Davies (SS), A. Hrymak (Engg)
Terms continuing to June 30, 2015:
       C. Brown (AH), Y. Huang (Sci), A. Watson (MD)

Current Elected Alternate:
Terms ending June 30, 2014:
       A. Lalka (Student), A. Nelson (SS)
Term continuing to June 30, 2015:
       B. Garcia (MD)

Members Required: Four members of Senate, at least one of whom shall be a graduate student
                        (Faculty/Staff/ – 2 years; Students – 1 year.)

Nominees: <u>Thomas Sutherland</u> (Graduate Student)
                   <u>Mary Anne Andrusyszyn</u> (HS)
                   <u>Andrew Hrymak</u> (Dean/Engg)
                   <u>Andrew Nelson (SS)</u>

Alternates Required: Two alternate members who are members of Senate, one of whom is a student

Alternate Nominees: <u>Julie Aitken Schermer (SS)</u>
                          <u>Chris Niesel (Student)</u>

2.   **Notice of Motion Regarding Research Clusters**

At the last Senate meeting Professor Amanda Grzyb presented the following Notice of Motion:

> That the University Research Board (URB) be directly involved in the review of Letters of Intent and full applications for Western's Clusters of Research Excellence Program, and that they be entrusted to seek appropriate external peer review and consultations with the wider Western community.

Senate Rules of Order give to Operations Agenda the responsibility of determining how an individual notice of motion will be dealt with. OAC may refer it to the appropriate committee of Senate for consideration, simply add it the motion to the next agenda of Senate for a vote, or determine that it should not be added to Senate's agenda.

In response to the notice of motion, the Vice-President (Research) has submitted the following information:

> "When the initial call for LOI's was issued, there was no way to gauge how many might be submitted and we felt that it was premature to set up individual review mechanisms in advance without knowing what the volume might be.

> "The LOI is only the first stage of the process. The initial adjudication of the LOIs by the Review Committee was intended only to determine whether an LOI met the eligibility requirements for a research cluster at a high level. These requirements included, among others; evidence of multi-faculty support, multi-disciplinarity, existing collaborations, capacity building, partnerships, leverage, budgetary plans, and sustainability. This stage was not meant to be, nor was it, an in-depth review of the academic quality or merit of any proposal.

> "There were only five LOI's submitted, and based on the above first pass, all have been invited to submit full applications. Where deficiencies related to the criteria were identified, this information was provided to each cluster area to inform their preparation of their full submission should they decide to move forward. An executive summary of each LOI will be posted for information on a new web page that is being developed to convey relevant and ongoing information with respect to the Cluster program as it becomes available.

> "It has always been the intent (although admittedly this was not made clear in the documentation issued for proposals) that there would be academic peer review, including review by external subject experts, of the final proposals. Review panels will be established to adjudicate each proposal and make recommendations once the full applications are available. Cluster areas have been invited to submit names of expert reviewers to serve as panel members. The review panels will also include internal experts, and representatives nominated from the University Research Board. Cluster areas have been provided with the criteria that the expert review panels will use in their evaluations.

> "In addition, Research Western will post to a website executive summaries of the letters of intent, having due regard to the need to protect proprietary and confidential information of all partners involved.

> "The role of the University Research Board is to review and recommend to Senate new or revised research policies and procedures and to provide advice to the Vice-President (Research) on research issues. It does not have authority, nor is it appropriately structured, to make budgetary allocations to faculties which is, in essence, what will be the outcome of the research cluster review and recommendations. Nor is the membership constituted for the Board to function as a peer academic review panel. However, as indicated above, the URB will have representation on the review panels that will make the recommendations, and information on the cluster proposals will be conveyed to the URB.

"The research clusters will not fundamentally change the university's research focus as some have claimed. The project is an infusion of one-time funds that will provide the opportunity *for already-established areas of research excellence* to compete at a national and international level. It is only one tool among many that will be deployed to reach the university's strategic research goals."

All of the above was discussed at a meeting of the University Research Board on April 1, 2014.

Given that this information addresses the issues raised in the notice of motion, the Operations/Agenda Committee determined that the motion would not be added to the April 11 Senate agenda.

Senate Membership 2014-15

EX OFFICIO (20 voting members and 1 non-voting member)

Chancellor	Joseph L. Rotman
President & Vice-Chancellor	Amit Chakma
Provost & Vice-President (Academic)	Janice Deakin
Vice-President (Resources & Operations)	Gitta Kulczycki
Vice-President (Research)	John Capone
Vice-President (External)	Kelly Cole
Vice-Provost (Academic Programs & Students) [Registrar]	John Doerksen
Acting Vice-Provost (School of Graduate & Postdoctoral Studies)	Carol Beynon
Dean, Faculty of Arts and Humanities	Michael Milde
Dean, Richard Ivey School of Business	Robert Kennedy
Dean, Faculty of Education	Vicki Schwean
Dean, Faculty of Engineering	Andy Hrymak
Dean, Faculty of Health Sciences	Jim Weese
Dean, Faculty of Information and Media Studies	Tom Carmichael
Dean, Faculty of Law	W. Iain Scott
Dean, Schulich School of Medicine & Dentistry	Michael Strong
Dean, Don Wright Faculty of Music	Betty Anne Younker
Dean, Faculty of Science	Charmaine Dean
Dean, Faculty of Social Science	Brian Timney
Acting University Librarian	Robin Keirstead
Secretary of the Senate (non-voting)	Irene Birrell

ELECTED FACULTY (46 voting members)
(Note: Elected terms are from July 1 to June 30)

FACULTY OF ARTS AND HUMANITIES (5)

Term to June 30/16:	John Hatch (Visual Arts)
	Joel Faflak (English)
	Bernd Steinbock (Classical Studies)
Term to June 30/15:	Jane Toswell (English)
	Jacques Lamarche (French)

RICHARD IVEY SCHOOL OF BUSINESS (2)

Term to June 30/16:	Mary Crossan
Term to June 30/15:	Derrick Neufeld

FACULTY OF EDUCATION (2)

Term to June 30/16:	Shelley Taylor
Term to June 30/15:	Alan Leschied

FACULTY OF ENGINEERING (2)

Term to June 30/16:   Kamran Siddiqui (Mechanical and Materials Eng.)

Term to June 30/15:   Kibret Mequanint (Chemical and Biochemical Eng.)

SCHOOL OF GRADUATE AND POSTDOCTORAL STUDIES (10)
SGPS - At Large (2)

Term to June 30/16:   Catherine Nolan (Music)

Term to June 30/15:   Andrew Nelson (Anthropology)

SGPS - Arts and Humanities/Music (1)

Term to June 30/15:   Chris Brown (Classical Studies)

SGPS - Information and Media Studies and Business (1)

Term to June 30/15:   Nadine Wathen (FIMS)

SGPS - Education (1)

Term to June 30/16:   Pam Bishop

SGPS - Engineering (1)

Term to June 30/15:   Timothy Newson (Civil and Environmental Engineering)

SGPS - Health Sciences (1)

Term to June 30/16:   Elizabeth Skarakis-Doyle (Comm. Sci. and Disorders)

SGPS - Medicine & Dentistry (1)

Term to June 30/15:   Andrew Watson (Schulich School of Medicine & Dent.)

Sciences (1)

Term to June 30/16:   Carol Jones (Dean's Office)

SGPS - Social Sciences (1)

Term to June 30/16:   Katrina Moser (Geography)

FACULTY OF HEALTH SCIENCES (4)

Term to June 30/16:   Bev Leipert (Nursing)

                                       Volker Nolte (Kinesiology)

Term to June 30/15:   Dan Belliveau (Health Studies)

                                       Mary Anne Andrusyszyn (Nursing)

FACULTY OF INFORMATION AND MEDIA STUDIES (2)

Term to June 30/16:   Carole Farber

Term to June 30/15:   Jacquie Burkell

FACULTY OF LAW (2)

Term to June 30/16:   Bernd Hovius

Term to June 30/15:   Mysty Clapton

SCHULICH SCHOOL OF MEDICINE & DENTISTRY (5)

Term to June 30/16:   TBA

                                       TBA

                                       Graeme Hunter (Dentistry)

Term to June 30/15:	Gregory Dekaban (Micro&Immun)
	Bertha Garcia (Pathology)

DON WRIGHT FACULTY OF MUSIC (2)

Term to June 30/16:	John Cuciurean (Music Research and Composition)
Term to June 30/15:	Paul Woodford (Music Education)

FACULTY OF SCIENCE (5)

Term to June 30/16:	Robert Mercer (Computer Science)
	Duncan Murdoch (Stats. And Act. Sci.)
	Viktor N. Staroverov (Chemistry)
Term to June 30/15:	Yining Huang (Chemistry)
	Neil Banerjee (Earth Sciences)

FACULTY OF SOCIAL SCIENCE (5)

Term to June 30/16:	Mitch Rothstein (MOS)
	Paul-Philippe Pare (Sociology)
	Jean-Francois Millaire (Anthropology)
Term to June 30/15:	Julie Aitken Schermer (MOS)
	TBA

AFFILIATED UNIVERSITY COLLEGES (9 voting members)

BRESCIA UNIVERSITY COLLEGE (3)

Principal	Colleen Hanycz
Term to June 30/16:	Donna Rogers (Arts and Humanities)
Term to June 30/15:	Colleen O'Connor (Food and Nutrition)

HURON UNIVERSITY COLLEGE (3)

Principal	Stephen McClatchie
Term to June 30/16:	Todd Townshend (Theology)
Term to June 30/15:	Neil Brooks (Arts and Social Science)

KING'S UNIVERSITY COLLEGE (3)

Principal	David Sylvester
Term to June 30/16:	Claude Olivier (Social Work)
Term to June 30/15:	Sauro Camiletti (Economics, Business and Mathematics)

STUDENTS (18 voting members)

UNDERGRADUATES (14)

Arts and Humanities/Music (1)

Term to June 30/15:	Paul Scala (SASAH)

Science (1)

Term to June 30/14:	TBA

Information and Media Studies/Social Science (2)

Term to June 30/15:	Brandon Palin
	Andrew Fedyk

Business/Education/Engineering/Law (1)

Term to June 30/15:	Derrick Dodgson

Health Sciences/Medicine & Dentistry (1)

Term to June 30/15:	Laura Crich

Brescia, Huron, and King's University Colleges (2)

Term to June 30/15:	Christopher Niesel
	Nate Sussman

At Large (6 for 2013 - 14)

Term to June 30/15:	Liam Brown
	McGarvey, Conor
	Nikki Pilo
	Graeme Westwood
	Richard Sookraj
	Bryce Paxton

GRADUATE STUDENTS (4)

Term to June 30/15:	Thomas Sutherland (Chemistry)
	Paul G. St-Pierre (FIMS)
	Shannon Mischler (Psychology)
	Tom McMurrough (Biochemistry)

ADMINISTRATIVE STAFF (2 voting members)

Term to June 30/16:	Deborah Coward (Registrar's Office)
Term to June 30/15:	Catherine Wilkins (Libraries)

GENERAL COMMUNITY (5 voting members)
Alumni Association (3)

(for) President:	Jim Etherington
Term to June 30/16:	TBA
Term to June 30/15:	Suzanne Aziz McDonald

Elected by Senate (2)

Term to June 30/16:	Jacob Malkin
Term to June 30/15:	Laura Elliott

BOARD OF GOVERNORS (2 voting members)

Term to Jan. 31/15	Jim Knowles
Term to Jan. 31/15:	Matthew Wilson

OBSERVERS: (10 to 13 non-voting observers)

TBA (July – Dec 2014)	Academic Colleague
Ruban Chelladurai	Associate Vice-President (Planning, Budgeting, and Information Technology)
Alan Weedon	Vice-Provost (Academic Planning, Policy & Faculty)
Lori Gribbon	Director, Undergraduate Recruitment and Admissions, Office of the Registrar
Glen Tigert	Registrar
Alison Hearn	President, UWO Faculty Association (UWOFA)
Matt Helfand	President, University Students' Council (USC)
TBA	President, Master of Business Admin. Assoc. (MBAA)
Kevin Godbout	President, Society of Graduate Students (SOGS)
TBA	(for) President of PAW
	Academic Dean(s) of Affiliated University Colleges who are not currently in elected positions on Senate. *(Up to three, one each from Brescia, Huron and King's)*

TOTAL: 103 Senators (102 voting members) plus 10-13 official observers

Last updated: 4 April 2014

REPORT OF THE SENATE NOMINATING COMMITTEE

	Vice-Chair of Senate
	Senate Operations/Agenda Committee
	Senate Committee on Academic Policy and Awards
	Senate Committee on University Planning
	University Research Board
	University Council on Animal Care
	Honorary Degrees Committee
	Senate Review Board Academic
	Distinguished University Scholars Selection Committee
	Faculty Scholar Selection Committee
	Nominating Subcommittee to Nominate a Senator from the General Community
	McIntosh Gallery Committee
	Board of Governors
	Advisory Committee for the Ombudsperson's Office
	Academic Colleague

FOR ACTION

1.   **Vice-Chair of Senate**

In each membership year, the Senate elects a Vice-Chair of Senate who will chair Senate meetings in the absence of the President.   The Vice-Chair of Senate is the chair of the Senate Operations/Agenda Committee.

Required: One member of Senate to serve as Vice-Chair of Senate (term from July 1, 2014 to June 30, 2015).

Nominee: Jim Weese (Dean/HS)

2.   **Operations/Agenda Committee**
      (See Appendix I for a list of Senate Members, effective July 1, 2014)

Composition: Nine current members of Senate, at least one of whom shall be a student.   The Vice-Chair of Senate is the Chair *ex officio* of this Committee.

Current Elected Members:
Terms ending June 30, 2014:
          S. George (student), H. Lagerlund (A&H), B. Garcia (M&D), J. Polgar (Hlth Sci), J. Aitken Schermer (SS)
Terms continuing to June 30, 2015:
          A. Nelson (SS), N. Wathen (FIMS), P. Woodford (Mus), Y. Huang (Sci)

Required: Five members of Senate, at least one of whom shall be a student (Faculty/Staff/General Community – 2 years; Students – 1 year.)

Nominees: Shannon Mischler (Student)
                  Julie Aitken Schermer (SS)
                  Bertha Garcia (MD)
                  Andy Hrymak (Dean/Engg)
                  Jacques Lamarche (AH)

3.   **Senate Committee on Academic Policy and Awards (SCAPA)**

Composition: Includes ten members elected by Senate, including
- two students, one graduate student and one undergraduate student
- eight members:
    - at least five of whom are members of Senate
    - at least one of whom shall be a faculty member from each of the Faculties of Arts and Humanities, Science, Social Science and the School of Graduate and Postdoctoral Studies
    - no more than one of the members of faculty may be a Dean
    - up to one of these members may be a Senator from the General Community

Current Elected Members:
Terms ending June 30, 2014:
      M. Brezina (Undergraduate), T. Sutherland (Graduate), C. Lee (HS), G. Knopf (Engg),
      K. Campbell (M&D)
Terms continuing to June 30, 2015:
      C. Brown (A&H), R. Klassen (Ivey), C. Nolan (Mus), B. Timney (SS/Dean), M. Workentin (Sci)

Required: Five members, including:
- Two students: one graduate and one undergraduate (terms from July 1, 2014 to June 30, 2015)
- Three members, two of whom must be Senators, including one from the School of Graduate and Postdoctoral Studies, none may be a Dean (terms: to June 30, 2016)

Nominees: Bhavin Prajapati (May 2014 – December 2014)(Graduate Student)
                  Thomas Sutherland (January 2015 – June 2015) (Graduate Student)
                  Bryce Paxton (Undergraduate Student)
                  Dan Belliveau (HS)
                  John Hatch (AH)
                  George Knopf (Engg)

4.   **Senate Committee on University Planning (SCUP)**
      (See Appendix I for a list of Senate Members, effective July 1, 2014)

Composition: Includes six members elected by Senate: one graduate student*; one member of administrative staff; and four members of faculty who are members of Senate at the time elected. Membership terms for elected faculty and staff are two years; graduate student's term is one year.
*   The President of the Society of Graduate Students shall qualify as a student for this purpose.

Current Senate-Elected Members:
Terms ending June 30, 2014:
      B. Prajapati (Grad), J. Hatch (A&H), C. Wilkins (Admin Staff), B.A. Younker, (Mus)
Terms continuing to June 30, 2015:
      B. Neff (Sci), M. Rothstein (SS),

Required: One graduate student (term July 1, 2014 to June 30, 2015)
                  Two members of faculty who are members of Senate at the time elected
                  One member of the administrative staff

Nominees: Paul G. St-Pierre (Graduate Student)
                  Catherine Wilkins (Administrative Staff)
                  Joel Faflak (AH)
                  Betty Anne Younker (Dean/Mus)

5.   **University Research Board (URB)**

Composition: Six members of faculty who have strong records of research achievement and a broad interest in research administration, elected by Senate. At least one elected member shall occupy a senior position in a Centre or Institute as defined under MAPP 7.9 (Guidelines for Collaborative Research).
One graduate student, elected by Senate
One Postdoctoral Representative elected by Senate

Current Senate-Appointed Membership:
Terms ending June 30, 2014:
B. Prajapati(Grad), T. Burkhart (Postdoc), P. Allen (HS), S. MacDougall-Shackleton (S/SS), G. McBean(SS), K. Okruhlik (A&H)
Terms continuing to June 30, 2015:
H. Hangan (Engg), J. Burkell (FIMS)

Required: One graduate student for a one-year term July 1, 2014 to June 30, 2015
One Postdoctoral Representative for a one-year term July 1, 2014 to June 30, 2015
Four members of faculty

Nominees: Nicolette Noonan (Grad. Student)
Purdy Allen (HS) (July 1, 2014 – June 30, 2016)
Scott MacDougall-Shackleton (SS) (July 1, 2014 – June 30, 2016)
Greg Debakan (MD) (July 1, 2014 – June 30, 2017)
Henrik Lagerlund (AH) (July 1, 2014 – June 30, 2017)

Note: The nomination of a Postdoctoral Representative will be considered at the May Senate meeting.

6.   **University Council on Animal Care (UCAC)**

Composition: Four faculty members elected by Senate, two of whom do and two of whom do not have experience with the involvement of animals in research, and none of whom are members of the Animal Use Subcommittee.

Current Senate Elected Members:
Terms ending June 30, 2014:
T. Birmingham (HS)*, K. Shoemaker* (HS)
Terms continuing to June 30, 2015:
C. Ellis (M&D), L. Milligan (Sci)

Required: Two faculty members who <u>do not have</u> involvement in animal-based research (one for one-year term and the second for a two-year term) and one faculty member who does have involvement in animal-based research (two-year term; to replace C. Ellis who will be on leave – term July 1, 2014 – June 30, 2015 plus one year).

Nominees: Trevor Birmingham * (HS) (one-year term)
Anthony Skelton * (AH) (two-year term)
Andrew Watson (two-year term)

* Does not have involvement in animal-based research

7.   **Honorary Degrees Committee**

Composition: Nine members, elected by Senate, one of whom must be a student Senator.

Current Elected Members:
Terms ending June 30, 2014:
C. Schnurr (Student), C. Herbert (M&D), N. Huner (Sci), D. Semotiuk (HS), J. White (SS)

Terms continuing to June 30, 2015:

I. Scott (Dean/Law), B. Wood (Mus), K. Wamsley (HS), P. Boothe (Ivey)

Required: Five members, one of whom must be a student Senator. (Terms: Student: July 1, 2014 - June 30, 2015; Faculty/Staff: July 1, 2014 - June 30, 2016)

Nominees: Conor McGarvey (Student Senator)
Carol Beynon (Educ)
Norm Huner (Sci)
Michael Rieder (MD)
Aara Suksi (AH)

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

Composition: Includes a Chair and twenty-three voting members; thirteen members of faculty and ten students (six undergraduates and four graduates).

Current Members:
Terms ending June 30, 2014:
Chair: K. Fleming
Undergraduates: R. Alie, C. Schnurr, S. Doshi, Z. Syed, R. Sookraj, A-M. Santos
Graduates: H. Thomson, E. Sadowski, K. Pettigrew, T. Sutherland
Faculty: K. Hibbert (Educ), S. Macfie(Sci), D. Lucy (HS), D. Klimchuk (AH), K. Kirkwood(HS), L. McKechnie (FIMS), G. Knopf (Engg)

Terms continuing to June 30, 2015:
Faculty: M. Atkinson (SS), D. Jones (MD), E. Simpson(SS), D. Belliveau (HS), T. Straatman(Engg), D. Bartlett (HS)

Required: One person to serve as Chair (term from July 1, 2014 to June 30, 2015).

Nominee: Keith Fleming (Chair)

Required: Seven members of Faculty. If a new Chair is elected from the members of faculty whose terms continue to June 30, 2015 an additional member of Faculty will be required.

Nominees: Lina Dagnino (MD)
Keith Griffiths (Sci)
Dennis Klimchuk (AH)
Ken Kirkwood (HS)
George Knopf (Engg)
Deb Lucy(HS)
Lynne McKechnie (FIMS)

Required: Six undergraduate students (terms from July 1, 2014 to June 30, 2015)

Nominees: Liam Brown
Laura Crich
Conor McGarvey
Paul Scala
Nate Sussman
Graeme Westwood

Required: Four graduate students (terms from July 1, 2014 to June 30, 2015)

Nominees: Bhavin Prajapati (July – December 2014)
Tom McMurrough (January – June 2015)
Shannon Mischler
Paul G. St. Pierre
Thomas Sutherland

9.   **Distinguished University Professors Selection Committee**

Composition: Includes four senior scholars at Western, elected by Senate

Current Senate-appointed Members:
Terms ending June 30, 2014:
        R. Stainton (A&H), J. Vance (SS)
Terms continuing to June 30, 2015:
        H. Laschinger (HS), F. Longstaffe (Sci)

Required: Two faculty members who are senior scholars for two-year terms (from July 1, 2014 to June 30, 2016)

Nominees: Davy Cheng (MD)
        Robert Solomon (Law)

10.   **Faculty Scholar Selection Committee**

Composition: Includes four senior scholars at Western, elected by Senate.

Current Senate-Appointed Members:
Terms ending June 30, 2014:
        A. Doherty (HS), J. Johnson (Engg)
Terms continuing to June 30, 2015:
        K. Tiampo (Sci), T. Isaacs (AH)

Required: Two faculty members who are senior scholars for two year terms (from July 1, 2014 – June 30, 2016).

Nominees: Daniel Ansari (SS)
        Marco Prado (MD)

11.   **Nominating Subcommittee to Nominate a Senator from the General Community**

Composition: Five members of Senate, elected by Senate, and the Chair of the Nominating Committee who chairs the subcommittee.
        (See Appendix I for a list of Senate Members, effective July 1, 2014)

Current Members:
Terms ending June 30, 2014:
        A. Watson (M&D), A. Nelson (SS)
Terms continuing to June 30, 2015:
        J. Toswell (AH), L. Elliott (Gen Comty), D. Sylvester (King's)

Required: Two members of Senate (terms from July 1, 2014 to June 30, 2016).

Nominees: Carol Beynon (Educ)
        Andrew Nelson (SS)

12.   **McIntosh Gallery Committee**

Composition: Includes two members appointed by Senate.

Current Senate-appointed Members:
Term ending June 30, 2014:
        C. Wilkins (Admin. Staff, Libraries)
Term continuing to June 30, 2015
        A. Sendzikas (SS)

Required: One member to serve on the McIntosh Gallery Committee (term from July 1, 2014 to June 2016).

Nominee: Catherine Wilkins (Admin. Staff)

13. **Board of Governors**

Composition: Includes two members of the Faculty elected by the Senate who are members of the Senate at the time of election.

Current Senate-Elected Members:
Term ending June 30, 2014: Jerry White (SS)
Term continuing to June 30, 2016: Carol Beynon (SGPS/Educ)

Required: One member of Faculty elected by the Senate to serve on the Board of Governors for a four-year term (July 1, 2014 - June 30, 2018).

Nominee: Brian Timney (Dean/SS)

Note: No member of the Board of Governors whose salary is paid under a collective agreement or Memorandum of Agreement between the University and a union or employee association may serve as a member of any team negotiating matters related to the remuneration or benefits, terms of employment, rights or privileges available to employees in a class or group of employees of the University. Members of faculty who serve on the Board of Governors are not members of the UWOFA bargaining unit. In accordance with the Faculty Collective Agreement, a faculty member may not simultaneously be a department chair and a member of the Board of Governors.

14. **Advisory Committee for the Ombudsperson**

Composition: Includes one non-student member appointed by the Senate (two-year term).

Current Senate-appointed Member:
Term ending April 30, 2014: S. Kohalmi (Sci)

Required: One person who is not a student of the University.

Nominee: Dan Shrubsole (SS) (term from May 1, 2014 to April 30, 2016)

FOR INFORMATION

15. **Academic Colleague**

Western's Academic Colleague, Dr. Kathleen Okruhlik, will be on leave from July 1 to December 31, 2014. The Senate Nominating Committee appointed Dr. Erika Chamberlain (Law) as the alternate Academic Colleague while Dr. Okruhlik is on leave.

Future Business of the Senate Nominating Committee

Upcoming Nomination Agenda items are posted on the Senate website at:
http://www.uwo.ca/univsec/pdf/senate/newnoms.pdf

Senate Membership 2014-15

EX OFFICIO (20 voting members and 1 non-voting member)

Chancellor	Joseph L. Rotman
President & Vice-Chancellor	Amit Chakma
Provost & Vice-President (Academic)	Janice Deakin
Vice-President (Resources & Operations)	Gitta Kulczycki
Vice-President (Research)	John Capone
Vice-President (External)	Kelly Cole
Vice-Provost (Academic Programs & Students) [Registrar]	John Doerksen
Acting Vice-Provost (School of Graduate & Postdoctoral Studies)	Carol Beynon
Dean, Faculty of Arts and Humanities	Michael Milde
Dean, Richard Ivey School of Business	Robert Kennedy
Dean, Faculty of Education	Vicki Schwean
Dean, Faculty of Engineering	Andy Hrymak
Dean, Faculty of Health Sciences	Jim Weese
Dean, Faculty of Information and Media Studies	Tom Carmichael
Dean, Faculty of Law	W. Iain Scott
Dean, Schulich School of Medicine & Dentistry	Michael Strong
Dean, Don Wright Faculty of Music	Betty Anne Younker
Dean, Faculty of Science	Charmaine Dean
Dean, Faculty of Social Science	Brian Timney
Acting University Librarian	Robin Keirstead
Secretary of the Senate (non-voting)	Irene Birrell

ELECTED FACULTY (46 voting members)
(Note: Elected terms are from July 1 to June 30)

FACULTY OF ARTS AND HUMANITIES (5)

Term to June 30/16:	John Hatch (Visual Arts)
	Joel Faflak (English)
	Bernd Steinbock (Classical Studies)
Term to June 30/15:	Jane Toswell (English)
	Jacques Lamarche (French)

RICHARD IVEY SCHOOL OF BUSINESS (2)

Term to June 30/16:	Mary Crossan
Term to June 30/15:	Derrick Neufeld

FACULTY OF EDUCATION (2)

Term to June 30/16:	Shelley Taylor
Term to June 30/15:	Alan Leschied

FACULTY OF ENGINEERING (2)

Term to June 30/16:	Kamran Siddiqui (Mechanical and Materials Eng.)
Term to June 30/15:	Kibret Mequanint (Chemical and Biochemical Eng.)

SCHOOL OF GRADUATE AND POSTDOCTORAL STUDIES (10)
SGPS - At Large (2)

Term to June 30/16:	Catherine Nolan (Music)
Term to June 30/15:	Andrew Nelson (Anthropology)

SGPS - Arts and Humanities/Music (1)

Term to June 30/15:	Chris Brown (Classical Studies)

SGPS - Information and Media Studies and Business (1)

Term to June 30/15:	Nadine Wathen (FIMS)

SGPS - Education (1)

Term to June 30/16:	Pam Bishop

SGPS - Engineering (1)

Term to June 30/15:	Timothy Newson (Civil and Environmental Engineering)

SGPS - Health Sciences (1)

Term to June 30/16:	Elizabeth Skarakis-Doyle (Comm. Sci. and Disorders)

SGPS - Medicine & Dentistry (1)

Term to June 30/15:	Andrew Watson (Schulich School of Medicine & Dent.)

Sciences (1)

Term to June 30/16:	Carol Jones (Dean's Office)

SGPS - Social Sciences (1)

Term to June 30/16:	Katrina Moser (Geography)

FACULTY OF HEALTH SCIENCES (4)

Term to June 30/16:	Bev Leipert (Nursing)
	Volker Nolte (Kinesiology)
Term to June 30/15:	Dan Belliveau (Health Studies)
	Mary Anne Andrusyszyn (Nursing)

FACULTY OF INFORMATION AND MEDIA STUDIES (2)

Term to June 30/16:	Carole Farber
Term to June 30/15:	Jacquie Burkell

FACULTY OF LAW (2)

Term to June 30/16:	Bernd Hovius
Term to June 30/15:	Mysty Clapton

SCHULICH SCHOOL OF MEDICINE & DENTISTRY (5)

Term to June 30/16:	TBA
	TBA
	Graeme Hunter (Dentistry)

Term to June 30/15:	Gregory Dekaban (Micro&Immun)
	Bertha Garcia (Pathology)

DON WRIGHT FACULTY OF MUSIC (2)

Term to June 30/16:	John Cuciurean (Music Research and Composition)
Term to June 30/15:	Paul Woodford (Music Education)

FACULTY OF SCIENCE (5)

Term to June 30/16:	Robert Mercer (Computer Science)
	Duncan Murdoch (Stats. And Act. Sci.)
	Viktor N. Staroverov (Chemistry)
Term to June 30/15:	Yining Huang (Chemistry)
	Neil Banerjee (Earth Sciences)

FACULTY OF SOCIAL SCIENCE (5)

Term to June 30/16:	Mitch Rothstein (MOS)
	Paul-Philippe Pare (Sociology)
	Jean-Francois Millaire (Anthropology)
Term to June 30/15:	Julie Aitken Schermer (MOS)
	TBA

AFFILIATED UNIVERSITY COLLEGES (9 voting members)
BRESCIA UNIVERSITY COLLEGE (3)

Principal	Colleen Hanycz
Term to June 30/16:	Donna Rogers (Arts and Humanities)
Term to June 30/15:	Colleen O'Connor (Food and Nutrition)

HURON UNIVERSITY COLLEGE (3)

Principal	Stephen McClatchie
Term to June 30/16:	Todd Townshend (Theology)
Term to June 30/15:	Neil Brooks (Arts and Social Science)

KING'S UNIVERSITY COLLEGE (3)

Principal	David Sylvester
Term to June 30/16:	Claude Olivier (Social Work)
Term to June 30/15:	Sauro Camiletti (Economics, Business and Mathematics)

STUDENTS (18 voting members)
UNDERGRADUATES (14)
Arts and Humanities/Music (1)

Term to June 30/15:	Paul Scala (SASAH)

Science (1)

Term to June 30/14:	TBA

Information and Media Studies/Social Science (2)

Term to June 30/15:	Brandon Palin
	Andrew Fedyk

Business/Education/Engineering/Law (1)

Term to June 30/15:	Derrick Dodgson

Health Sciences/Medicine & Dentistry (1)

Term to June 30/15:	Laura Crich

Brescia, Huron, and King's University Colleges (2)

Term to June 30/15:	Christopher Niesel
	Nate Sussman

At Large (6 for 2013 - 14)

Term to June 30/15:	Liam Brown
	McGarvey, Conor
	Nikki Pilo
	Graeme Westwood
	Richard Sookraj
	Bryce Paxton

GRADUATE STUDENTS (4)

Term to June 30/15:	Thomas Sutherland (Chemistry)
	Paul G. St-Pierre (FIMS)
	Shannon Mischler (Psychology)
	Tom McMurrough (Biochemistry)

ADMINISTRATIVE STAFF (2 voting members)

Term to June 30/16:	Deborah Coward (Registrar's Office)
Term to June 30/15:	Catherine Wilkins (Libraries)

GENERAL COMMUNITY (5 voting members)

Alumni Association (3)

(for) President:	Jim Etherington
Term to June 30/16:	TBA
Term to June 30/15:	Suzanne Aziz McDonald

Elected by Senate (2)

Term to June 30/16:	Jacob Malkin
Term to June 30/15:	Laura Elliott

BOARD OF GOVERNORS (2 voting members)

Term to Jan. 31/15   Jim Knowles

Term to Jan. 31/15:   Matthew Wilson

OBSERVERS: (10 to 13 non-voting observers)

TBA (July – Dec 2014)	Academic Colleague
Ruban Chelladurai	Associate Vice-President (Planning, Budgeting, and Information Technology)
Alan Weedon	Vice-Provost (Academic Planning, Policy & Faculty)
Lori Gribbon	Director, Undergraduate Recruitment and Admissions, Office of the Registrar
Glen Tigert	Registrar
Alison Hearn	President, UWO Faculty Association (UWOFA)
Matt Helfand	President, University Students' Council (USC)
TBA	President, Master of Business Admin. Assoc. (MBAA)
Kevin Godbout	President, Society of Graduate Students (SOGS)
TBA	(for) President of PAW
	Academic Dean(s) of Affiliated University Colleges who are not currently in elected positions on Senate. *(Up to three, one each from Brescia, Huron and King's)*

TOTAL: 103 Senators (102 voting members) plus 10-13 official observers

Last updated: 4 April 2014

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

School of Graduate and Postdoctoral Studies: Introduction of the Master
of Management of Applied Science (MMASc) program

School of Graduate and Postdoctoral Studies: Introduction of new fields in the
Master in Professional Education (MPE) program

Faculty of Health Sciences, School of Kinesiology: Withdrawal of the Honors
Specialization in Kinesiology – Physical Education for Teaching module

Faculty of Social Science, Department of History, Huron University College and
King's University College: Introduction of "Jewish Studies" as a new subject area
and a new course

King's University College: Withdrawal of the Specialization in Sociology module

Policy revision: Graduation Requirements - Residency requirements

Policy revision: Academic Records and Student Transcripts

School of Graduate and Postdoctoral Studies: Revisions to the Master-level
Graduate Diploma (GDip) in Professional Communications

New Scholarships, Awards and Bursaries

FOR APPROVAL

1. **School of Graduate and Postdoctoral Studies: Introduction of the Master of Management of**
    Applied Science (MMASc) program (Hub and Spoke model)

    Recommended: That, the new Master of Management of Applied Science (MMASc) program be
                              introduced effective September 1, 2014, as shown in **Appendix 1**.
    Background:

    The proposed Master of Management of Applied Science (MMASc) Degree Program is structured around
    a "Hub and Spoke" model, in which a core set of "Hub" courses (e.g., Organizational Management,
    Communication, Leadership), is augmented by more discipline-specific "Spoke" courses (e.g.,
    Biostatistics, Data Management, Bioethics, Patent Law). A Major Research Project (MRP) or Experiential
    Learning Opportunity (ELO) is a critical component of the program that provides a workplace environment
    to ensure that students graduate career-ready.

    The proposed program is a three term, 12-month, course-based Master's program designed to enhance
    the professional skills of a BSc graduate. The program objective is to address the concept that a BSc
    alone does not provide complete training for individuals' intent on non-research careers in government,
    non-government organizations, private industry or self employment (e.g., consultancy). The curriculum
    will emphasize bridging the gap between disciplines in science and their application in non-university
    careers, and will provide students with organizational and communication skills to enable them to build
    successful careers in these settings.

    Students in the program will enroll in a specific field of strength at Western (i.e., Biological Sciences,
    Computer Science, Water Sciences). Each field represents a "Spoke" and will offer a specific set of
    discipline-based graduate courses. The three current fields are: • Biological Sciences (Biology in the
    Faculty of Science, and Biochemistry in the Schulich School of Medicine and Dentistry); Computer
    Science (Faculty of Science); Water Sciences (Faculty of Science, Faculty of Social Science)

    There are 2 features of the program which augment the 'workplace readiness' of the graduates:
    i) A work placement called the Experiential Learning Opportunity (ELO), in which the student gains
    valuable workplace experience with an employer. Positions may be paid or unpaid. Students will be
    paired with employers on basis of their interests and career aspirations. It is expected that most students
    will opt for the ELO, however it will also be possible for students to choose to participate in a Major
    Research Project (MRP) supervised by a Western faculty member in their area of interest; and,

ii) a central entrepreneurship zone (room) in which students from many varied disciplines come together on a regular basis throughout the entire program to work collaboratively to envision future career paths and potential businesses.

Multi- and interdisciplinary have been designed into, and threaded throughout, the entire program, beginning with an orientation event that brings students together from all disciplines, involvement in the entrepreneurship zone, integrated course content, the ELO or MRP, to the final 'capstone' event which reunites students following the ELO/MRP.

An external review of the new proposed program took place on January 7 – 8, 2014. The final assessment report is attached as **Appendix 2** for information.

2. **School of Graduate and Postdoctoral Studies: Introduction of new fields in the Master of Professional Education Program**

    Recommended: That effective May 1, 2014, new fields be introduced in the Master of Professional Education program as shown below, and

                              That students currently enrolled in the program be allowed to graduate with their current field or to enroll in the appropriate new field.

Current Fields		
Educational Leadership	Curriculum Studies	Educational Psychology and Inclusive/Special Education
International Education		
Proposed New Fields		
Educational Leadership	Curriculum and Pedagogy	Teaching Students with Exceptionality
International Education	Multiliteracies Education	Applied Behavior Analysis (Accredited Program)
Equity, Diversity, and Social Justice	Early Childhood Education	
Mathematics Education	Teaching English to Speakers of Other Languages (Accredited Program)	

Background:
The intention of the Master of Professional Education was to situate various focus areas within the broad fields of Educational Leadership, Curriculum Studies, and Educational Psychology. Students in these programs have expressed a desire to have their focus area represented on their graduating parchment rather than the broad disciplinary area as this has strong implications for employment and salary. Students aspiring to roles as Early Childhood or Special/Inclusive Education supervisors, directors, consultants, policy makers, or frontline educators must demonstrate their academic qualifications in these areas to undertake these roles. Having their focus area listed on the graduating parchment provides evidence of study within this area of specialization.

Accreditation of two of the current areas of study (i.e., TESOL and Applied Behavior Analysis) is currently underway or anticipated within the next year; however, accreditation guidelines require that the field be represented on the parchment.

Despite the outstanding demand, advertising has been hampered by the inability of the Faculty of Education to clearly differentiate the potential areas of study. Prospective students must engage in deep inquiry to ascertain the potential offerings within the Master of Professional Education. Moreover, the application process has been rendered more time-consuming and difficult to navigate than is necessary, as prospective students do not have the opportunity to name the area of study to which they aspire. This has made planning and forecasting exceedingly difficult.

3. **Faculty of Health Sciences, School of Kinesiology: Withdrawal of the Honors Specialization in Kinesiology – Physical Education for Teaching module**

   Recommended: That the Honors Specialization in Kinesiology – Physical Education for Teaching module be withdrawn effective September 1, 2014, and

   That students currently enrolled in this module be allowed to graduate by September 1, 2016.

   REVISED CALENDAR COPY
   http://www.westerncalendar.uwo.ca/2014/pg1504.html

   Effective September 1, 2014, admission to the Honors Specialization in Kinesiology – Physical Education for Teaching will be discontinued. Students enrolled prior to September 1, 2014 will be permitted *to continue with the understanding that they must complete the requirements prior to September 1, 2016; and, that effective September 1, 2016, the module will be withdrawn.*

   Background
   This module was intended to provide students with an appropriate background for entry into the Faculty of Education at Western and other universities in Ontario. Unfortunately the program has not been popular and has been undersubscribed in all the years it has been offered due to poor job prospects in education at this time. Currently there are only a handful of students registered in the program.

4. **Faculty of Social Science, Department of History, Huron University College and King's University College: Introduction of the new Subject Area "Jewish Studies" and new course**

   Recommended: That the new subject area "Jewish Studies" be introduced in the Department of History, Huron University College and King's University College effective September 1, 2014, and,

   That Jewish Studies 2801 F/G – Introduction to Jewish Studies - be introduced effective September 1, 2014.

   NEW CALENDAR COPY

   Jewish Studies 2801F/G - Introduction to Jewish Studies

   This course introduces students to interpretive frameworks for understanding Jewish history, culture, and sacred and literary texts. It examines the roles played Jewish history by sacred Jewish texts; interpretive frameworks for understanding Jewish history; and the many forms taken by Jewish culture, including works of literature, music, art, and philosophy.

   3.0 seminar hours, 0.5 course.

   Background:
   The proposed course will introduce students in both the Jewish Studies Major and Minor to the range of disciplines and questions considered under the rubric of "Jewish Studies."

5. **King's University College: Withdrawal of the Specialization in Sociology module**

   Recommended: That effective September 1, 2014, admission to the Specialization in Sociology module be discontinued at King's University College, and

   That students enrolled in the Specialization in Sociology module prior to September 1, 2014, be permitted to continue with the understanding that they must complete the requirements prior to September 2018, and,

   That effective October 2018, the Specialization in Sociology module be withdrawn and all registration discontinued.

REVISED CALENDAR COPY
http://www.westerncalendar.uwo.ca/2014/pg1199.html

Effective September 1, 2014, admission to the Specialization in Sociology will be discontinued. Students enrolled prior to September 1, 2014 will be permitted *to continue with the understanding that they must complete the requirements prior to September 1, 2018 and, that effective September 1, 2018, the module will be withdrawn.*

Background
The Specialization in Sociology module will be dropped from the program because it has failed to attract a sufficient number of students. Currently five students are registered in the Specialization module.

6. **Policy Revision: Graduation Requirements - Residency Requirements**

    Recommended: That effective May 1, 2014, the policy "Residency Requirements" in the Graduation Requirements section be revised as set out in **Appendix 3**.

    Background:
    The proposed revisions are intended to provide additional clarification for students who are admitted to Western on transfer credits.

7. **Revision to the Policy on "Academic Records and Student Transcripts"**

    Recommended: That effective April 1, 2014 the policy on "Academic Records and Student Transcripts" be revised as shown in **Appendix 4**.

    Background:
    Several changes were made to the existing policy:
    1) The statement regarding Personal Information Collection was amended to remove outdated contact information.
    2) A section about the recently introduced Co-curricular Record was added to the policy to clarify its purpose and provide guidelines for its contents.
    3) Reference to ``selected honors`` was included in the policy. These include the Dean`s Honor List and the Global and Intercultural Engagement Honor.

FOR INFORMATION

8. **Revisions to the Master-level Graduate Diploma (GDip) in Professional Communication and Management**

    Background:
    In May 2013, SUPR-G, SCAPA and Senate approved the introduction of the Master-level Graduate Diploma in Professional Communication and Management. The diploma program was intended to complement the professional Master in Management of Applied Science (MMASc) program and share a few common courses with the MMASc. The Diploma program was sent to the Quality Council for approval as a separate proposal; however the Quality Council requested that this proposal be resubmitted along with the new MMASc program proposal.

    Minor editorial changes were made to the Graduate Diploma proposal to bring course numbers and titles up to date, as well as to incorporate changes to synchronize the terminology of the GDip with the MMASc proposal. The revised GDip program proposal is available upon request from SGPS.

9. **New Scholarships and Awards**

    SCAPA has approved on behalf of the Senate, for recommendation to the Board of Governors through the President & Vice-Chancellor, the Terms of Reference for the new scholarships and awards as set out in **Appendix 5.**

Master of Management of Applied Science (MMASc)
(Edited from the Proposal Brief submitted to the School of Graduate and Postdoctoral Studies.
The full Brief is available upon request.)

The proposed Master of Management of Applied Science (MMASc) Degree Program is structured around a "Hub and Spoke" model, in which a core set of "Hub" courses (e.g., Organizational Management, Communication, Leadership), is augmented by more discipline-specific "Spoke" courses (e.g., Biostatistics, Data Management, Bioethics, Patent Law). A Major Research Project (MRP) or Experiential Learning Opportunity (ELO) is a critical component of the program that provides a workplace environment to ensure that students graduate career-ready.

The proposed program is a three term, 12-month, course-based Master's program designed to enhance the professional skills of a BSc graduate. The program objective is to address the concept that a BSc alone does not provide complete training for individuals intent on non-research careers in government, non-government organizations, private industry or self employment (e.g., consultancy). The curriculum will emphasize bridging the gap between disciplines in science and their application in non-university careers, and will provide students with organizational and communication skills to enable them to build successful careers in these settings.

Students in the program will enroll in a specific field of strength at Western (i.e., Biological Sciences, Computer Science, Water Sciences). Each field represents a "Spoke" and will offer a specific set of discipline-based graduate courses.

The MMASc program will offer several benefits to the participating Faculties, including:
• The opportunity to provide relevant graduate training and a competitive edge for students not intending to pursue doctoral study,
• The opportunity to forge closer ties with relevant industrial partners, via their involvement in the program through Experiential Learning Opportunities (ELO), through participation in the program's Advisory Panel, and through placement of graduates,
• Promotion of multi- and interdisciplinary and collaborative teaching and research by forming closer ties between Departments and Faculties, and
• Offering a unique program distinct from those offered at other Canadian universities.

There are 2 features of the program which augment the 'workplace readiness' of the graduates:
i) A work placement which we call the Experiential Learning Opportunity (ELO), in which the student gains valuable workplace experience with an employer. Positions may be paid or unpaid. Students will be paired with employers on basis of their interests and career aspirations. We expect most student to opt for the ELO, however it will also be possible for students to choose to participate in a Major Research Project (MRP) supervised by a Western faculty member in their area of interest; and,

ii) a central entrepreneurship zone (room) in which students from many varied disciplines come together on a regular basis throughout the entire program to work collaboratively to envision future career paths and potential businesses.

Goals and Objectives of the Program in Relation to the Graduate Degree Level Expectations
The objective of the program is to provide a pathway for students who are neither planning to pursue a PhD nor to specialize in research, to acquire further training, with an emphasis on breadth and on the applications of science, rather than on further specialization. Through training in the basics of management and communications, students will gain a competitive advantage in the job market. Results from a recent survey of employers of BSc graduates indicated that these skills would be highly desirable in their companies. Although there are numerous programs of this nature in the USA, this program would be unique in Canada and the job prospects for graduates will be very good.

a) Depth and Breadth of Knowledge
It is anticipated that students have acquired a working knowledge of the fundamentals of their discipline at the undergraduate level. Graduate-level expectations include:
• Ability to apply discipline-specific scientific knowledge in the practical context of an industry/business/research organization.
• Ability to understand the functioning of business, management, and organizational structure to a level sufficient to commence on a path to leadership positions.
• Ability to understand the basics of accounting and finance, with the intent of being able to communicate and work effectively with financial managers and accountants, as opposed to performing accounting
• Ability to communicate, verbally and in writing, in a professional manner

b) Research and Scholarship (as appropriate for a professional master's)
• Ability to engage in and coordinate applied research
• Ability to independently plan and carry out a research project
• Apply project management skills rather than the design of theoretical research

c) Level of Application of Knowledge
• Ability to practice applied science within their chosen field of specialization at the level of planning and independently carry out research projects
• Ability to analyze and interpret scientific data and scientific literature competently
• Ability to undertake early-career leadership roles including supervision of staff and projects
• Read, write, and speak at a professional level

d) Professional Capacity / Autonomy
• Display good scientific judgment in assessing data
• Show ability to plan a research project to establish feasibility/evaluate processes/determine relative importance of experimental parameters
• Apply scientific method
• Demonstrate ethics in leadership, and effective interpersonal relationships in the workplace
• Communicate in a style appropriate to the audience

e) Level of Communication Skills
• Develop writing skills at a professional level with appropriate style for technical and non-technical audiences
• Develop verbal presentation skills, at an appropriate level for specialist conferences etc and for communication with non-technical personnel

f) Awareness of Limits of Knowledge
• Awareness of situations in which there is a need to seek additional expertise in pursuing scientific issues that go beyond the student's particular field of specialization and/or expertise
• Ability to communicate effectively with more senior management/finance personnel while recognizing their specialist knowledge

Evidence to Support the Introduction of the Program

The professional science master's degree, built on a hub and spoke model, has shown rapid growth in the USA, across a variety of institutions and subject areas. A total of 5,487 students were enrolled in PSM programs in the fall term of 2011. Enrolment in fall 2011 was dominated by four fields of study: computational sciences (27.5%), biology/biotechnology (25.2%), environmental sciences (17.2%), and mathematics and statistics (11.7%). [data from Bell, N.E. and Allum, J.R. (2012). Enrollment and Degrees in Professional Science Master's (PSM) Programs: 2011. Washington, DC: Council of Graduate Schools.] Growth in Western's undergraduate enrolment has resulted in an increasing number of students who are interested in further training beyond the bachelor's degree, but who are neither seeking a PhD nor a career in academia. A professional master's degree is well suited to these students seeking a bridge

between their thorough training in science and technology, and its application in industry, government, and non-government organizations.

The breadth of training provided by the professional science master's addresses a need by employers for versatile scientists who are prepared to go beyond the laboratory and apply their knowledge and skills in business and government organizations. A considerable fraction of the 'business' of science involves small entrepreneurial companies that cannot afford to hire specialists with very narrow skill sets solely in a specific science discipline or management. Rather, these organizations require individuals with skill sets in science, professional communications, and management. Graduates from this program will make a smooth transition into these types of organizations that generally are not well equipped to provide a great deal of on-the-job training.

As far as we know this will be the first program of its type in Canada, and we expect the program to draw students from the undergraduate programs of the participating departments and related disciplines, from similar programs at other universities, and from closely related disciplines, such as other areas of the Biosciences.

However, the target student audience is not the only potential benefactor of the proposed MMASc program. As part of our program development, we conducted an electronic survey (via Survey Monkey) of potential employers of MMASc graduates. The survey was created by our MMASc development team and administered through the Western University Stiller Centre and the Faculty of Science Internship office to their connections to industry and employers. The survey was divided into three parts, with the first part focusing on the value of the MMASc degree credential, the second part focusing on the Hub courses and the third part focusing on potential Spoke courses in Biological Sciences and Computer Science areas. In total, there were 40 anonymous respondents. When asked to state their perception of the potential value of the MMASc credential, 30 respondents rated the MMASc as "Valuable" or higher on a seven point scale. Similarly, 26 respondents indicated that they were "Likely" or stronger to hire a MMASc graduate in preference to an applicant with a BSc only. The remaining questions were largely related to potential courses planned for the program. While potential employer responses to these questions have served to shape the courses we have included in the Hub and the Spokes, we also asked questions about the value of work placements or Internships and MRPs. Here, 35/39 respondents rated an Internship as "Valuable" or greater, with 66% of those rating the Internship as "Very Valuable" or greater, advocating that it be mandatory. Similarly, 34/39 respondents rated an MRP as "Valuable" or greater, with 75% of those rating the MRP as "Very Valuable" or greater, advocating that it be mandatory. Consequently, we are confident that the proposed MMASc program will not only benefit students, but that potential future employers would value the program and will favour students who complete the program.

Special Matters and Innovative Features

The proposed program is unique in Canada for its combination of subject matter through a partnership that includes the Faculties of Science, the Schulich School of Medicine & Dentistry, Social Science, Arts & Humanities, and the School of Graduate & Postdoctoral Studies. The program provides an attractive alternative to 'traditional' graduate training in the sciences, which is largely focused on preparation for academic careers. Moreover, potential employers have indicated an interest in the program as well as the anticipated skill set that the graduates will possess.

The program will include the opportunity for an Experiential Learning Opportunity (ELO) or Major Research Project (MRP) performed under the supervision of a faculty member. Both the ELO and MRP provide an opportunity for students to develop professional skills directly related to and transferable to career settings, enabling the graduates of the program to be "career ready" upon completion of the program. (NB - The completion of the MRP provides some flexibility in pathways in that it creates the possibility for a graduate student to transfer into a thesis-based master's program should they wish to investigate that option at that point.)

Delivery Method of the Professional Program

Initially the majority of the program will be delivered on-site, however blended learning will be a featured part of the program. The future development of online courses is likely, particularly as this would create access for part-time study by students who are already employed and wishing to obtain additional qualifications.

PROGRAM REGULATIONS AND COURSES

The Intellectual Development and The Educational Experience of The Student

The Professional Master's program is designed to foster the intellectual and professional development of students, providing them with the opportunity to become an integral part of a "community of scholars". The quality of student experiences relies on meaningful interaction with faculty members, on clear understanding of the expectations of the program, and the willingness to work collegially and collaboratively with peers.

Students will participate in: departmental seminars where faculty, student and invited speakers' research is presented and discussed, workshops on research ethics, learn about and conform with safety regulations, attend grant and award application workshops.

A significant feature of the program is the regular and ongoing opportunity for students to interact with students and faculty from other disciplines. In addition, the ELO/MRP options in the program provide the opportunity for students to gain expertise and make contacts in the business community to broaden their education.

Admission Requirements

Applicants must possess an undergraduate degree from an accredited university. The School of Graduate and Postdoctoral Studies requires at least a 70% average across courses taken in the last two full-time years of the undergraduate degree. Equivalent qualifications may be considered based on the standards of the discipline or profession.

Due to the unique nature of the program, we expect students to apply from a broad geographic range. However, in the initial stages of building the program's reputation we expect a majority of students to come from our own undergraduate programs, since Western has a large and high quality student cohort in various areas of the biological, computational and environmental sciences.

English Language Proficiency

Applicants whose first language is not English must provide evidence of their proficiency in the use of the English language by a satisfactory achievement within the last two years in one of the following:

• The Test of English as a Foreign Language (TOEFL). The minimum acceptable score is 86, with no individual score below 20 for the internet based version; 213 for the standard electronic version; or 550 for the paper and pencil version, although some programs require a higher minimum score. [Western's TOEFL ID is 0984].

• The International English Language Testing Service (IELTS) of the British Council. The minimum acceptable score is 6 out of 9. The IELTS is offered in 6 test centres in the US and 3 in Canada.
• The Michigan English Language Assessment Battery (MELAB) of the University of Michigan. Students must have at least 80 on each of the sections and an overall score of at least 85. Arrangements to write MELAB may be made online.
• The Canadian Academic English Language Assessment (CAEL Assessment). The minimum acceptable score is 60. The CAEL Assessment is offered in several countries throughout the world as well as Canada. • Fanshawe College's ESL Program. The requirement is graduation from Level 5, Advanced Academic Preparation, with a minimum 80% in all components.
• Culture Works. The requirement is successful completion of the High-Advanced level.
Students who are required to present evidence of proficiency in English must make their own arrangements to write the TOEFL, IELTS, MELAB or CAEL and to have the official results sent directly to the School of Graduate and Postdoctoral Studies by the testing agency. Those graduates from Level 5 of the Fanshawe College ESL Program must provide official proof of graduation.

Exemptions
Other formal evidence of graduate level proficiency in English may be considered in lieu of these test scores. Students must contact the graduate program in order to determine if test scores will not be required. A decision will then be made at the discretion of the School of Graduate and Postdoctoral Studies for exemption. Degree Requirements

Degree Requirements
For all fields/spokes, the program is a three term, 12 month program.

Typical Student Progression:
In its first year, program entry will occur in the Fall term, however once the program is fully implemented, admission for a Summer term entry may also occur. A bi-weekly Seminar Series in Leadership Development involving faculty and guest speakers from industry partners runs throughout Terms 1 and 2 for all students.

Term 1: 2.5 FCE including
  • 4 courses from the hub
  • 1 course from the Spoke

Term 2: 2.5 FCE including
  • 2 courses from the Hub
  • 3 courses from the Spoke

Term 3: Milestone (Pass/Fail)
  • Experiential Learning Opportunity OR Major Research Project (12wks)
  • Capstone (CPS): At the end of the summer term students will participate in a 'capstone' event, which brings them together as a multi- and interdisciplinary community to share their experiences by making presentations on their ELO's or MRPs.

Requirements for Students in all Spokes
o Seminar Series in Leadership - compulsory attendance
o 6 courses (.5FCE each) from the hub
  • Professional Communication (0.5)
  • Professional Writing (0.5)
  • Organizational Behaviour (0.5)
  • Fundamentals of Managerial Finance (0.5)
  • Fundamentals of Marketing Management (0.5)
  • Project Management (0.5)
o 4 courses (.5 FCE each, 2.0 total) chosen from the Spoke
o Milestone:
• ELO or MRP (12 weeks)

• CPS

Progression requirements
Progress through the MMASc requires the maintenance of a minimum cumulative average of 78%, with no course mark below 70%.

Part-time Studies
In its initial stages, the program will be offered full-time. However, simultaneous to the implementation of the master's proposal, we will offer the Hub component of the program as a Graduate Diploma. Once the program has run for a few years, we may see a need to offer the program on a part-time basis. That would be processed as a modification to the program at that point.

Distance Delivery
The program is designed to be offered on-site, however, some of the courses will use blended technologies.
The Communications faculty are in the process of developing one on-line course and the content will reflect the Learning Outcomes outlined earlier in the brief. Western has an extensive online Library collection that will be suitable and accessible for students in this program as noted below.

All Graduate Courses to be Offered in the Program
Hub Courses
The "hub" provides multidisciplinary graduate-level courses in areas of professionalization for MMASc students at Western. All hub courses are graduate courses with outcomes addressing master's degree level expectations.
A significant strength of the hub courses is their multidisciplinary nature. All hub courses are designed to enhance professional development by providing education and training in areas relevant to professional careers by transcending disciplinary boundaries. In addition, enrolment in the hub courses will include students studying in varied fields, creating a multi- and interdisciplinary environment and cohort that will enrich the experiences of students by exposing them to the perspectives of colleagues from a range of disciplinary backgrounds. This interdisciplinary exposure will support students in acquiring the knowledge and skills to be successful in existing and emerging professional careers.

Leadership in Organizations
This course will be offered as a compulsory Seminar Series in Terms 1 and 2
The objectives of the series are (1) to provide an understanding of what constitutes leadership in an organizational context, and (2) to prepare students to undertake leadership roles in their careers. Topics include the roles and responsibilities of leadership in an organization (leadership of self, leadership roles in teams and with peers, leadership positions in an organization, ethics), leadership skills and how to develop them, developing followership (participative leadership, delegation and empowerment), using power versus influence, and leading change in an organization.
On successful completion of the series, students shall be able to:
• Understand the roles and responsibilities of leadership in an organization
• Demonstrate self-awareness and manage themselves effectively in leadership roles
• Engage in a development plan to enhance their leadership skills
• Manage interpersonal and team relationships effectively
• Adapt to and lead change in an organization

Professional Communication
The objective of this course is to develop advocacy skills through the art of delivery, informative and persuasive speaking techniques, self-representation, various presentation modes including new media, and effective group work.
On successful completion of this course, students shall be able to
• Communicate ideas, issues, and conclusions in a clear and audience-specific manner
• Prepare and deliver effective presentations
• Participate productively in group or committee work

Professional Writing
The objectives of this course are to develop skills applicable to writing in a professional context, including audience analysis, techniques of persuasion, knowledge of rhetorical conventions, working within short timelines, report writing, grant and proposal writing, document design, and editing.
On successful completion of this course, students shall be able to
• Develop and support sustained and original arguments
• Cultivate critical analysis skills through the practice of writing

Organizational Behaviour
The objectives of this course are (1) to provide an understanding of the roles and responsibilities of management to ensure organizational effectiveness and success, and (2) to prepare students to begin to assume these roles and responsibilities. Topics include how and why organizations are structured to be effective, what determines individual behavior in an organization, understanding motivation in the workplace, effective teamwork, understanding power and politics in organizations, managing people effectively.
On successful completion of this course, students shall be able to:
• Understand the differences between the various management models/theories
• Explain the differences between managers and leaders
• Appreciate the individual differences which exist in people
• Know when to apply which motivational model
• Describe the similarities and differences between power and politics
• Work effectively in an organizational context

Fundamentals of Managerial Finance
This course introduces students to an in-depth analysis of financial planning and management with emphasis on capital budgeting, capital structure, risk and investment policies, cost of capital, dividend payout policies, and other special topics. The course serves as a framework for understanding a broad range of corporate financial decisions. Real time data and directed readings will be used to enhance learning.
On successful completion of this course, students shall be able to:
• Understand time value of money and broad areas of financial management
• prepare basic financial plans for an organization
• Discuss how and why organizations raise capital and issue securities
• Comprehend the relation between risk and return and its impact on managers' investment choices
• Use and interpret financial data relating to financial plans and financial securities

Fundamentals of Marketing Management
The objectives of this course are to provide an understanding of (1) marketing concepts and their application to organizations, society, and individuals; (2) the need for a customer orientation in the competitive global environment; (3) how marketing integrates with other functional areas; and (4) how to successfully develop, execute, and manage marketing strategies. Topics include the buyer behavior of businesses and consumers; segmentation, targeting, and positioning; marketing research; product/service development and brand management, advertising and promotion, pricing, distribution and logistics; as well as theories drawing from the relevant social sciences of psychology, sociology, and economics. Working in groups, students will gain hands-on experience by critically analyzing case studies, by engaging in problem-solving, and by developing a marketing plan.
On successful completion of this course, students shall be able to:
• Understand marketing concepts and their application to profit and non-profit organizations
• Appreciate how marketing integrates with other functional areas of business
• Recognize how the global, natural, sociocultural, demographic, legal, economic, and competitive environments shape companies and customers alike
Understand how marketing mix elements are developed, carefully blended and managed over time to achieve branding and other marketing objectives and to build long-term relationships with consumer and/or business customers

• Apply techniques gleaned from marketing research, case analyses, and developing marketing plans to real-world situations, in terms of identifying marketing opportunities and solving marketing problems by crafting creative marketing strategies
• Appreciate the ethical dimensions of the marketing function

Project Management

The objective of this course is to prepare students for a project management regime of organizing work and people either as the initiators of such a regime (i.e. project managers or team leads) or as workers within that regime. The course will be designed to follow the project life cycle where topics will be arranged to cover the stages of initiation, planning and execution. Topics include: scheduling, budgeting, project control and workflow, resource allocation, the roles and responsibilities of the project manager, negotiation and conflict management. In addition to teaching these project management skills, the course will provide context through an historical and contemporary overview of project management in a range of employment relationships (i.e., employee, independent contractor, entrepreneur, small and medium sized enterprises).

On successful completion of this course, students shall be able to:
• Understand the evolution of the project-based organizational structure *vis a vis* other managerial models
• Understand the framework of a project-based workplace and its implications for other components of management (i.e., recruitment and selection, compensation, motivation, leadership, employee development and career management, etc.)
• Understand the lexicon and professional standards of project management as per the globally recognized Project Management Body of Knowledge (PMBOK)
• Apply the guidelines and procedures learned to a large term project
• Apply knowledge of PM principles to understand real world industries
• Work successfully in diverse project teams

Final Assessment Report
Submitted by SUPR-G to SCAPA

Program:	Master's in Management of Applied Science Degree Program	
Degrees Offered:	MMASc	
Approved Fields:	• Biological Sciences • Computer Science • Water Sciences	
External Consultants:	Rick Hackett, Professor and Canada Research Chair, McMaster	N Charles Holmes, Professor and Chair, University of Alberta
Internal Reviewers:	Jan Polgar, Associate Dean, Faculty of Health Sciences	Tamara Hinan, PhD Candidate, Department of Political Science
Date of Site Visit:	January 7-8, 2014	
Evaluation:	*Approved to commence*	
Approved by:	*SUPR-G on March 24, 2014* *SCAPA on*	

Executive Summary:
The MMASc program is structured as a 'hub and spoke' model, with management and communications forming the hub and the fields of biological sciences, water sciences and biochemistry forming the spokes. Opportunity exists for other spokes to be proposed in the future.

The program is a 3 term-12 month program with the objective of preparing BSc graduates (primarily) for non-research careers through the development of management, basic business and communication skills. Students will participate both in onsite courses and either an experiential learning opportunity (ELO) or a major research paper (MRP). The ELO will occur with an industry partner.

Strengths and Innovations:
The 'hub and spoke' design of the program was considered to be both a strength and an innovation. The proposed program will prepare graduates to be 'career-ready', through the hub courses as well as through the ELO. The linkage of the basic management, business and communication skills with the field-specific content is seen as an innovation.

The ability of a diverse group of stakeholders is a considerable strength and innovation of the program. The commitment and vision of this group bodes well for the development and implementation of a strong, effective program. The quality of the faculty members involved in the proposed program is very high.

The proposed 'entrepreneurship zone' is another innovation. This wired room is intended to foster interdisciplinary collaboration among students (both face to face) and at a distance. This room will provide an informal space where creativity can be fostered.

A capstone event brings together students following their ELO or MRP, providing them with an opportunity to share their experiences.

The program is highly aligned with the mission of the university.

The GDip associated with the program provides another opportunity for graduates to access the hub content of the program, although without an ELO.

Areas for Improvement:
Most of the areas for improvement relate to providing greater specificity and description of different aspects of the program, such as process and evaluation of the ELO and course descriptions.

Opportunities for Enhancement:
The suggestion was made that the admissions' process could include an interview and supplemental admission materials such as a candidate's statement to ensure that students admitted have the greatest chance of success, particularly in the ELO.

Steps the Program can or should take for improvement:
See recommendations below. Several recommendations were made by the external reviewers. Their recommendations are presented below, paired with the program's response.

Recommendation:	Responsibility
Provision of resources for the entrepreneurship zone. Program views this recommendation as a priority and is working with SGPS to create this room.	Central Administration Program SGPS
Develop evaluation criteria for presentation at capstone sharing event. Program sub-committee has been struck to develop evaluation methods. Develop measures to ensure that expectation and standards are consistent across the spoke disciplines. No specific comments for this aspect of the recommendation.	Program Joint Curriculum Committee
Supervisory details need to be further developed, including faculty recognition, role of faculty in supervision of ELO and evaluation of ELO when joint supervision by industry partner and faculty member Faculty qualifications and recognition will conform to existing practices at Western. Responsibility for ELO supervision lies with industry supervisor, internship officer and program director. Faculty members encouraged to interact with industry partnership and will participate in evaluation when this engagement is significant.	Program
Course descriptions need to be further developed, including description of how 'hub' content will be derived from 'spoke' content Detailed curriculum mapping is in progress, with support from TSC. Hub courses will involve students from all existing and future fields, as well as from the GDip students; consequently hub content will be applicable to all enrolled students.	Program
Firm commitment of a tenure-track faculty member for Biological Sciences to teach the additional 'spoke' courses A new Science position has been secured for MMASc; the person who assumes this position may teach new courses and/or assume a leadership role.	Dean of Science
Build an interview and supplemental material into the admission process Applicants are currently required to write a 250 word	Program

description indicating their interest in the program. Will require information on leadership, extracurricular activities and job experiences as part of the application. Program anticipates that Skype interviews will form part of the admissions process.	
FTE staff member hired to support the ELO placements; Process for this hire already in place	Faculty
Develop materials and plan to market program Plans for recruitment have been developed, targeting students at Western and using advertisements at large Ontario universities. Wider-scale marketing will occur in the future.	Program Faculty (communications officer)
Mapping of how the MRP will meet the objectives of the program. The curriculum mapping process will identify how ELO will develop specific professional skills. The curriculum committee will then determine how these will be realized through the MRP.	Program
Offer an orientation and socialization experience for all students. Plans for such an event are already underway also a 1 hour professional series is being considered.	Program

<u>REVISED CALENDAR COPY</u>
http://www.westerncalendar.uwo.ca/2014/pg125.html

GRADUATION REGULATIONS
GRADUATION REQUIREMENTS FOR HONORS BACHELOR DEGREES (FOUR-YEAR)

Residency Requirements

Of the 20.0 required courses used to fulfill graduation requirements, a minimum of 15.0 courses must be completed through Western University or one of the Affiliated University Colleges. A maximum of 5.0 courses may be taken at another institution on a Letter of Permission or on Exchange.

Exception: ~~Transfer students~~ **Students who are admitted to Western with transfer credits, and** who are admitted with advanced standing must complete a minimum of 10.0 courses including at least 5.0 senior courses (numbered 2000-4999) through Western University. **In the case of transfer students, courses taken on Letter of Permission or Exchange are not to be counted as part of the necessary 10.0 courses taken at Western.** The majority of courses in each module must be completed through Western University or one of the Affiliated University Colleges.

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GRADUATION REQUIREMENTS FOR BACHELOR DEGREES (THREE-YEAR)

Of the 15.0 required courses used to fulfill graduation requirements, a minimum of 10.0 courses must be completed through Western University or one of the Affiliated University Colleges. A maximum of 5.0 courses may be taken at another institution on a Letter of Permission or on Exchange.

Exception: ~~Transfer students~~ **Students who are admitted to Western with transfer credits, and** who are admitted with advanced standing must complete a minimum of 10.0 courses including at least 5.0 senior courses (numbered 2000-4999) through Western University. **In the case of transfer students, courses taken on Letter of Permission or Exchange are not to be counted as part of the necessary 10.0 courses taken at Western.** The majority of courses in each module must be completed through Western University or one of the Affiliated University Colleges.

REVISED CALENDAR COPY
http://www.uwo.ca/univsec/pdf/academic_policies/general/records.pdf

Academic Records and Student Transcripts

PERSONAL INFORMATION COLLECTION NOTICE
(S.06-155)

The University of Western Ontario collects personal information under the authority of the *University of Western Ontario Act, 1982,* as amended. The information is related directly to and needed by the University for the purposes of recruitment, admission, registration, progression, graduation, administration, and other activities related to its programs.

The information is used to administer and operate academic, athletic, recreational, student development, student employment, financial aid, and other University programs and activities, including residence operations and alumni and development activities and programs. For example, personal information will be used to determine academic status, record academic achievement, produce class lists, issue student cards, process transcript requests, maintain tuition accounts, issue tax receipts, notify students of important issues and updates, determine eligibility for student awards, scholarships and financial support, and administer financial aid and government financial assistance programs.

It is the policy of the University to consider the following information about current and former students to be publicly available and to provide it to third parties upon request: student's full name; Faculty(ies)/Schools in which student is/was enrolled, with major field of study; degree(s) awarded by Western and date(s) conferred; and academic or other University honors or distinctions. At any time an individual may request that this information cease to be made publicly available by contacting Registrarial Services in writing.

Personal information may be used for statistical and research purposes by the University, other post-secondary educational institutions, researchers, and the provincial and federal government. The University discloses specific and limited personal information to recognized student organizations for the purposes of administering their programs including membership administration, health plan, elections, and issuing of bus passes. Personal information of students enrolled in an Affiliated University College is shared with the Affiliated University College.

Select information may be shared with third parties, including: award donors; government funding agencies to process financial assistance applications; financial institutions to confirm student enrolment; independent student loan administration companies to process student loan documents; collection agencies for outstanding accounts; municipalities for debts owed by students; and contracted service providers acting on behalf of the University. Credit card information is transmitted to an independent processing company in order to process payments. Personal information may be disclosed to third parties in the course of an investigation of misconduct. Information relating to misconduct and/or falsified documents may be shared with other educational institutions.

Western collects personal information under the authority of the *University of Western Ontario Act, 1982 (as amended in 1988).* To view the complete Personal Information Collection Notice visit the online Academic Calendar at http://www.westerncalendar.uwo.ca

If you have any questions about the University's collection, use, or disclosure of your personal information, please contact the Training and Security Team Leader, Registrarial Services, Stevenson-Lawson Building Room 155B, The University of Western Ontario, London, ON, N6A 5B8, tel: 519-661-2111, extension 85153.

ACADEMIC RECORDS AND STUDENT TRANSCRIPTS
(S.96-85, S.98-168, S.98-219, S.98-246)

The University maintains a record of a student's academic progress throughout his or her career at

Western. This record provides information for academic counselling purposes and serves as the basis for producing grade reports and student transcripts. The following is a description of the kinds of information held by the University and the information that is provided on grade reports and transcripts.

Academic files
(DAP:Dec.16/10)
The Registrar's Office keeps an electronic file of all information relating to a student's academic progress. This includes a student's:
• basis of admission
• address
• some biographic information (e.g., date of birth) that is collected and reported for Statistics Canada
• for students admitted directly from secondary school, the record of the Grade 12 courses, as well as marks submitted in support of their application for admission
• registration history and status
• courses attempted and grades achieved
• Special Permissions granted
• all information relating to Advanced Standing and courses taken on Letters of Permission
• information on seals on academic records because of non-payment of fees, library fines, etc.

The academic file is a confidential internal document that is available only to individuals authorised to view the files. These include members of the Registrar's Office, Academic Counselling Offices and Dean's Offices, Department Chairs, Undergraduate Coordinators, and counselling assistants.

There are other electronic files/databases on students, including:
• scholarship/bursary data
• fee payment information
• the Alumni database which includes information on degrees attained as well as the address of parents.

In addition to these electronic records, the Academic Counselling Office of a student's Faculty may keep a file containing written documents relating to a student's academic progress. These may include:
• Special Permission forms
• Special Examination Forms
• medical documents
• correspondence
• notes of interviews that students may have had with Academic Counsellors.

These files are also confidential internal documents that are available only to the student's Dean and Academic Counselling Office.

A student who has been found guilty of a scholastic offence may also have an offence record that is kept separate from the academic file.   (See section on Scholastic Offences.)

GRADE REPORTS
(S.02-061)

Students are able to access their grades at the end of each academic term by contacting the Registrar's Grade Reporting System on-line at www.registrar.uwo.ca Courses attempted, the grades achieved, comments concerning a student's eligibility for a requested program, progression and graduation eligibility, and averages where appropriate, are reported to the student. This information is confidential and may only be accessed using a secure Personal Information Number.

CO-CURRICULAR RECORD

Western's Co-Curricular Record is a collaboration between Western University and its Affiliated Colleges – Brescia University College, King's University College and Huron University College. It is a record of a student's engagement and leadership involvement during their time at Western.

The Co-Curricular Record is separate from the Academic Record and it lists activities such as participation in student life programs, leadership development, community service learning, and involvement activities that contribute to the student's experience.

The Co-Curricular Record chronicles a student's non-academic engagement across core areas, such as career preparation, communication, diversity, engaging the arts, global awareness, leadership, social responsibility etc.

The Co-curricular Record supports students in:

- Learning more about the out-of-classroom activities available at Western
- Reflecting on, and identify key learning outcomes gained through their various activities
- Preparing a personalized document of their key activities that is validated by staff and faculty members
- Adapting their records for specific audiences (e.g. job interview, graduate school application)
- Articulating their co-curricular experience to employers, admission panels, etc.

For more information please visit: http://www.success.uwo.ca/experience/Cocurricular_Record/

ACADEMIC TRANSCRIPTS
(S.98-168, S.98-219, S.98-246, S.99.43, S.99-279, S.01-37, S.08-95, S.10-178, S.13-41, S.14-13)

A transcript is a copy of a student's permanent academic record at this University, duly certified by the Registrar and bearing the embossed seal of the University. A transcript is privileged information and is available only upon the written or online request and payment of the fee by the student. (For current fees and processing time check the Web site of the Office of the Registrar: http://www.registrar.uwo.ca/).

A transcript is required as one of the supporting documents for application to another university, graduate school, fellowship and scholarship applications, and is commonly required by prospective employers.

The transcript is a record of a student's academic progress. It contains the following information:

1. A listing of all courses attempted and the grades achieved, including courses from which a student has withdrawn without academic penalty.
2. A statement of the degree attained, including the area of concentration or Honors discipline and date of graduation.
3. Comments relating to a student's academic progress. These may include statements about a student's standing in a program (e.g., on Dean's Honor List), or that the student was required to withdraw from the University or was placed on academic probation (e.g. for failing to meet progression requirements).
4. A listing of all undergraduate scholarships, awards, prizes, fellowships and medals awarded by the University to the student during the student's academic career at the University. [Note: This information is only available from May 1, 2000.]
5. A listing of selected National and Provincial graduate scholarships awarded to the student during the student's graduate career at the University. The listing of scholarships that are eligible to appear on transcripts is determined by the School of Graduate and Postdoctoral Studies. [Note: This scholarship information is available only for graduate students from September 1, 2008.] (S.10-178)
6. A listing of selected honors (i.e. Dean's Honor List, Global and Intercultural Engagement Honor - see http://international.uwo.ca/).

Note that a transcript reflects the current status of a student's record at the time it is issued. Students should ensure that any changes to the transcript (e.g., from an INC to a final grade) are recorded before ordering a transcript.

Students who have pursued more than one academic career (e.g., Graduate, Undergraduate,

Professional, Education) at Western may request, in writing, a partial transcript. The partial transcript will display only those grades obtained during the specified academic career and will be identified as the transcript for that academic career (e.g., Graduate Transcript).

Transcripts can be ordered online through the Student Centre (student.uwo.ca) or by using the order form available from Student Central, RM 1120 Western Student Services building or from http://www.registrar.uwo.ca/student_records/transcripts/ordering_options.html. Official transcripts are mailed by the Registrar's Office to institutions designated by the student. The cost for transcripts can be found at www.registrar.uwo.ca/student_records/transcripts/index.html
* All transcript transactions in Student Central require valid identification.

CLASS AVERAGE, CLASS SIZE ON TRANSCRIPTS
(S.99-43,S.99-279, S.01-37)

Senate approved that the class (i.e., section) average be added to the transcript (assessing failures as 40), and, that for passing grades, the class size (i.e., section) be added to the transcript (including failures in enrollment).

[Secretarial Note: Although the original proposed implementation date was January 1, 2001, Western in fact implemented class size and average on the transcript in April 2002. Senate was informed that the class average and class size would be on the transcript for courses in the fall/winter 2000 term and onward. Any undergraduate courses on the student's transcript prior to fall/winter 2000 will only show the mark achieved.]

TRANSCRIPT NOTATIONS
(S.10-77)
At its meeting of April 16, 2010, Senate approved the following:
- that transcript notations for suspension and expulsion differentiate between Scholastic Discipline and Code of Student Conduct offences.
- that the notation for suspensions be removed from the transcript when the student graduates or five years after the last registration.
- that the notation for expulsions be permanent unless a petition to the President for its removal is approved. The petition to remove an expulsion notation from the transcript may be made no sooner than five years after the offence. Removal of the expulsion notation from the transcript would not overturn the expulsion decision; the expulsion from the University would remain in effect.

Secretariat Note: See also the policies on Scholastic Discipline for Graduate and Undergraduate Students:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf
and the Code of Student Conduct: http://www.uwo.ca/univsec/pdf/board/code.pdf

AREAS OF CONCENTRATION IN LAW (To be on Transcripts)
(S.03-59)
Areas of Concentration are available in Business Law, Criminal Law, Information and Technology Law, and Taxation. All Area of Concentration programs require a student to complete a research paper in the pertinent area. The Area of Concentration research paper must meet the criteria of the Faculty's writing requirement necessary for graduation, and may be used to fulfil that requirement. Students who complete an area of concentration within the JD program will have a notation, e.g., "Area of Concentration: Business Law," included on their transcripts.

Students who fulfill the requirements of more than one Area of Concentration shall have a notation for all such successfully completed concentrations included on their transcripts.

Related Policies and Notes:
Convocation and Graduation Diplomas: (To request to change student's name on degree diplomas and transcripts) http://www.uwo.ca/univsec/pdf/academic_policies/general/convocation.pdf

New Scholarships and Awards

French as a Second Language Teacher's Bursary (Continuing Education)
Awarded to undergraduate or graduate students attending the French as a Second Language Teachers' program at Trois-Pistoles, Quebec during the summer.   A committee within Western's Trois-Pistoles program will select the recipients.

Value: 5 at $1,000
Effective: 2014-2015 to 2015-2016 academic years (with funding to be reviewed after this)

Paul Murray MBA Leaders Scholarship (School of Graduate and Postdoctoral Studies, MBA)
Awarded annually to full-time students entering the Masters of Business Administration program at the Richard Ivey School of Business, based on academic achievement and demonstrated community leadership. Candidates may submit applications for this scholarship at the time of application to the MBA Program at the Richard Ivey School of Business. Final selection of the recipients will be made by the MBA Scholarship Review Committee with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. Recipients will be notified at the time of acceptance into the program. These scholarships are made possible through the generosity of Paul Murray, HBA '54.

Value: 4 at $25,000
Effective: May 2014 to April 2019 inclusive

John A Francis HBA Scholarship (Richard Ivey School of Business)
Awarded annually to a student entering HBA1 at the Ivey Business School who spent the first two years in any program at the University which offers a combined degree with Ivey. Preference will be given to a student who has graduated from a high school that is publicly funded in Canada. If more than one student meets the criteria, preference will be given to a student with a background in a family business. The HBA Scholarship Committee of Ivey, including the Director of the HBA Program, will review and select the scholarship recipient. This scholarship is made possible by a donation from John A Francis, HBA '86, with Foundation Western.

Value: 1 at $5,000
Effective: 2014-2015 academic year

Dr. Douglas Bergstrome Meds Class '93 Award (Schulich School of Medicine & Dentistry, Medicine)
Awarded annually to a full-time undergraduate student who is graduating from the Doctor of Medicine (MD) program and has made an outstanding personal contribution to bettering the lives of others through an ongoing commitment to the Creative and/or Dramatic Arts, while attending the Schulich School of Medicine & Dentistry. Students will be invited to apply and provide a one-page statement to be submitted to the Undergraduate Medical Office by March 30th regarding their involvement in creative and dramatic arts activities at the Schulich School of Medicine & Dentistry. The recipient will be selected by the Scholarship and Awards Committee of the Schulich School of Medicine & Dentistry. This award has been established by the classmates, family and friends of Dr. Douglas Bergstrome, Meds
Class of '93.

Doug played a pivotal role in engaging his classmates in developing and refining their personal talents and interests in music, theatre, dance, creative writing, and camaraderie. He will be remembered for his passionate dedication to and achievements in the Creative and Dramatic Arts, and for his commitment to whole-person, balanced living. Doug was an Anesthesiologist at Saint John Regional Hospital in Saint John, NB when he died in 2012 at the age of 54.

Value: 1 at $1,000
Effective: 2014-2015 academic year

Highstreet Asset Management Award (School of Graduate and Postdoctoral Studies, Financial Economics)
Awarded annually to a full-time graduate student in the Master of Financial Economics (MFE)program who demonstrates academic achievement and financial need. Students will be invited to apply for this award as part of the application process for the MFE program. Candidates will be asked to submit an outline describing how this award will assist them financially. Additional information about the application process can be obtained from the MFE Program Coordinator in the Department of Economics. The

recipient will be selected by a committee appointed by the Director of the MFE program, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. This award was established with a generous gift from Highstreet Asset Management.

Value: 1 at $15,000
Effective: May 2014 to April 2017 inclusive

Dr. Colin Nisbet Award for Excellence in Emergency Medicine (Schulich School of Medicine & Dentistry, Medicine)
Awarded annually to a full-time undergraduate Schulich School of Medicine-Windsor Program student graduating from the Doctor of Medicine (M.D.) program who demonstrates a proficiency and passion for emergency medicine. This student will have demonstrated a commitment to providing excellent care in emergency medicine to patients and their families while being a considerate and knowledgeable part of the health care team. A call for nominations will be made by the Associate Dean, Windsor Program (due March 14th). The recipient will be selected by the Progression and Awards Committee, Schulich School of Medicine & Dentistry on recommendation of the Associate Dean, Windsor Program. This award was established by the colleagues, friends, and family of Dr. Colin Nisbet.

In his years as an emergency physician in Windsor, Dr. Nisbet served as an educator and mentor to many, displaying a work ethic and passion in the practice of emergency medicine which has been admired by his colleagues, his patients, and the entire health care team.

Value: 1 at $1,500
Effective: 2013-2014 academic year

Dr. Gerry and Sharon Cooper Award (Schulich School of Medicine & Dentistry, Medicine Program)
Awarded annually to a full-time undergraduate student in any year of the Schulich School of Medicine Doctor of Medicine (M.D.) Windsor Program, who has demonstrated financial need and academic achievement. Online financial assistance applications are available through the Office of the Registrar's website and must be completed by September 30th. The Office of the Registrar will select the recipient. This award was established by Dr. Gerry and Sharon Cooper.

Value: 1 at $1,000
Effective: 2014-2015 academic year

Delta Alpha Chapter of Beta Theta Pi Ontario Graduate Scholarship (School of Graduate and Postdoctoral Studies)
Awarded annually to a full-time masters or doctoral student in any faculty, including cross-disciplinary studies, who is a current holder of an Ontario Graduate Scholarship or a Queen Elizabeth II Graduate Scholarship, based on academic achievement and research merit. The School of Graduate and Postdoctoral Studies will select the recipient. This scholarship was established with Foundation Western and was made possible by a generous gift from the Delta Alpha Chapter of Beta Theta Pi Alumni Association.

The Beta Theta Pi international men's fraternity established its Delta Alpha chapter at Western in 1952, merging with a local student fraternity founded on the campus in 1933. The chapter was closed in 2008 and its more than 1,000 members are represented by the Delta Alpha of Beta Theta Pi Alumni Association based in London, Ontario.

Value: 1 at $5,000*
Effective: May 2014
*Ontario Graduate Scholarship (OGS) funding ensures a 2:1 match through the Provincial Government, increasing the value of each scholarship to $15,000.

Delta Alpha Chapter of Beta Theta Pi Leadership Award (Any Undergraduate Program)
Awarded annually to full-time undergraduate students in second, third or fourth year in any faculty or program with demonstrated academic achievement and financial need. Online financial assistance applications are available through the Office of the Registrar's website and must be submitted by September 30th. A one-page statement must also be submitted to the Office of the Registrar by September 30th. The statement must include details outlining how the student has exhibited the characteristics most desired by Delta Alpha Chapter of Beta Theta Pi: affiliation to Delta Alpha Chapter,

campus or community volunteerism, leadership and participation in team sports. Preference will be given to a student who has a demonstrated connection to Delta Alpha Chapter (London, Ontario) of Beta Theta Pi. The recipient will be selected by the Office of the Registrar. This award was established with Foundation Western and was made possible by a generous gift from the Delta Alpha Chapter of Beta Theta Pi Alumni Association.

The Beta Theta Pi international men's fraternity established its Delta Alpha chapter at Western in 1952, merging with a local student fraternity founded on the campus in 1933. The chapter was closed in 2008 and its more than 1,000 members are represented by the Delta Alpha of Beta Theta Pi Alumni Association based in London.

Value: 2 at $2,500
Effective: 2014-2015 academic year

Peter Lockyer Wrestling Award (Any Undergraduate or Graduate Program including the Affiliated University Colleges, Athletic Award [Men's or Women's Wrestling Team])
Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a contribution as a member of the Men's or Women's Wrestling Team. The candidate must be in compliance with current OUA and CIS regulations. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient by basing its decision on its evaluation of academic performance/potential (20%) and the written recommendation from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established with Foundation Western by Mrs. Gail Lockyer (BA '71) and her three daughters Ms Lisanne (Lockyer) Rogers (BA '89), Ms Kristen (Lockyer) Allan (BA '94) and Ms Brooke Lockyer in honour of their late husband and father, Peter Lockyer (LLB '67).

Peter Lockyer was a member of the Wrestling team in the mid 1960's. Peter twice won the 191 pound Ontario-Quebec Athletic Association title, as well as the silver medal at the Nationals and later competed in the World Championships in Toledo, Ohio. Together, Peter and Glynn Leyshon established the LAWAC in 1973 bringing together the wrestling community and opening up a venue for all wrestlers in London, Ontario. Peter passed away suddenly in 2005 at the age of 61.

Value: 1 at $1,000
Effective: 2014-2015 academic year

S.B. Family Global Opportunities Award (Any Undergraduate or Graduate Program)
Awarded to a student (undergraduate or graduate) participating in a Western University international experience or study abroad program for which academic credit or approval from their department or faculty will be obtained. This includes academic exchange programs; approved study abroad programs; curriculum based international field courses/research, international community service learning; volunteer opportunities and internships led by Western University. Students in all faculties are eligible, with the exception of the Richard Ivey School of Business. Preference will be given to students travelling to Mexico or Germany. To qualify for these awards, the experience must meet at least one of the following criteria:

- Be organized by Western University staff, faculty or department
- Be eligible for academic credit
- Form a required component of the student's degree program.

Students participating in any of the above listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 full courses). Students may apply for this award in advance of being accepted into an eligible international learning program with receipt of the award contingent upon acceptance into the program. Students may only receive a Global Opportunities award once during their academic career at Western.

Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on March 15th (for decisions in early May). Students will be selected based on a combination of academic

achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from the S.B. Family.

Value: 1 at $1,000*
Effective: 2014-2015 academic year (with value to be revised for 2015-2016 to 2016-2017)
*$500 is being provided by the Donor and matched with $500 through the University's Global Opportunities Awards Program.

Western Heads East Global Opportunities Award (Any Undergraduate or Graduate Program)
Awarded to a full-time student (undergraduate or graduate) participating in the Western Heads East program. Students in all faculties are eligible, with the exception of the Richard Ivey School of Business. Students participating in this program who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load (minimum 3.5 full courses). Students may apply for this award in advance of being accepted into the Western Heads East program with receipt of the award contingent upon acceptance into the program.   Students may only receive a Global Opportunities award once during their academic career at Western.

Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due on March 15th (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from Ms Susan Grindrod and Dr. Gregor Reid.

Value: 3 at $2,000*
Effective: 2013-2014 academic year only
*$1,000 is being provided by the Donor and matched with $1,000 through the University's Global Opportunities Awards Program.

Dean's Global Opportunities Award (Any Undergraduate or Graduate Program, Engineering)
Awarded annually to undergraduate or graduate students in the Faculty of Engineering who are participating in a Western University international experience or study abroad program for which academic credit or approval from their department or faculty will be obtained. This includes academic exchange programs; approved study abroad programs; curriculum based international field courses/research led by Western University.   To qualify for these awards, the experience must meet at least one of the following criteria:

- Be organized by Western University staff, faculty or department
- Be eligible for academic credit
- Form a required component of the student's degree program.

Students participating in any of the above listed programs who are registered at the constituent University may be considered. Students must have completed their prescribed academic program the previous year and currently be registered in a full-time course load. Students may apply for this award in advance of being accepted into an eligible international learning program with receipt of the award contingent upon acceptance into the program.   Students may only receive a Global Opportunities award once during their academic career at Western.

Online applications are available on the Global Opportunities website, Western International. Transcripts are required for students who studied elsewhere in their previous academic year. Applications are due November 15th (for decisions in early January) and March 15th (for decisions in early May). Students will be selected based on a combination of academic achievement, as well as a statement outlining how this experience will contribute to their development as a global citizen, what they expect to learn through their program of study and how they will be an effective Ambassador for Western. This award was established by a generous gift from Dr. Andrew Hrymak, the Dean of Engineering.

Value: 1 at $2,000*
Effective: 2014-2015 to 2018-2019 academic years inclusive

*$1,000 is being provided by the Donor and matched with $1,000 through the University's Global Opportunities Awards Program.

Charles and Louise Hanes Continuing Award (Any Undergraduate Program)
Awarded to students entering their first year of any first-entry undergraduate program based on academic achievement and demonstrated financial need. Preference will be given to students who attended secondary schools located in the southern half of the Niagara Region (see the following list of secondary schools*). This award will continue into Year 2, 3 and 4 provided that the recipient maintains an average of 70%, a full-time course load, and continues to demonstrate financial need each year. Online financial assistance applications can be accessed through the Office of the Registrar's website and must be submitted by September 30th. The Office of the Registrar will select the recipients. Only four students can hold this award at any one time. If a student fails to retain the award, another student from the same year, who meets the criteria, will be selected. This award was established through the generosity of an anonymous donor (BA '56).

Value: 1 at $4,500, continuing for up to 4 years (for the 2014-2015 academic year only, a student in Year 1, Year 2, Year 3 and Year 4 will be selected)
Effective: 2014-2015 academic year

*Preference will be given to students from the following secondary schools in the southern half of the Niagara Region:
        AN Meyer Secondary School
        EL Crossley Secondary School
        Eastdale Secondary School
        Fort Erie Secondary School
        Port Colborne Secondary School
        Ridgeway-Crystal Beach Secondary School
        Stamford Collegiate Secondary School
        Thorold Secondary School
        Welland Centennial Secondary School
        Westlane Secondary School

Robert and Anne Aziz Award (School of Graduate and Postdoctoral Studies or Undergraduate, Faculty of Law, Athletic Award [Varsity Team])
Awarded to a full-time undergraduate or graduate student in any year of any degree program in the Faculty of Law who is making a significant contribution as a member of a Western varsity team. As per OUA and CIS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and CIS regulations. The Western Athletic Financial Awards Committee will select the recipient. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Robert (LLB '83) and Anne (BA '83) Aziz.

Value: 1 at $2,500
Effective: 2014-2015 to 2020-2021 academic years inclusive

REPORT OF THE UNIVERSITY RESEARCH BOARD
(URB)

Vice-President (Research) Annual Report 2013

FOR INFORMATION

1. **Vice-President (Research) Annual Report 2013**

    See **Appendix 1.**

Western's New Strategic Plan

Achieving Excellence on the World Stage

- **Raising our Expectations**: Create a world-class research and scholarship culture
- **Leadership in Learning**: Provide Canada's best education for tomorrow's global leaders
- **Reaching Beyond Campus**: Engage alumni, community, institutional and international partners
- **Taking Charge of our Destiny**: Generate and invest new resources in support of excellence

Western Research

Western's New Strategic Plan

*Achieving Excellence on the World Stage*

- Invest selectively in interdisciplinary areas of strength
- Increase focus on research inputs
- Increase focus on research outcomes
- Increase national share of Federal Tri-Council funding
- Increase number of faculty members who have won national/international awards
- Recruit and retain senior faculty
- Address societal needs for Highly Qualified Personnel
- Partner with other institutions and communities
- Celebrate our colleagues' successes
- Bring the world to Western

Western Research
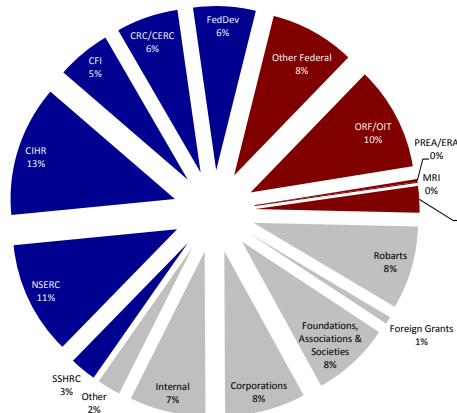
Total Research Funding

- 2012-13: **$239,913,615**, up 4.2% over last year
  - Western: **$191,238,247** (up 9%); Affiliates: **$48,675,368**
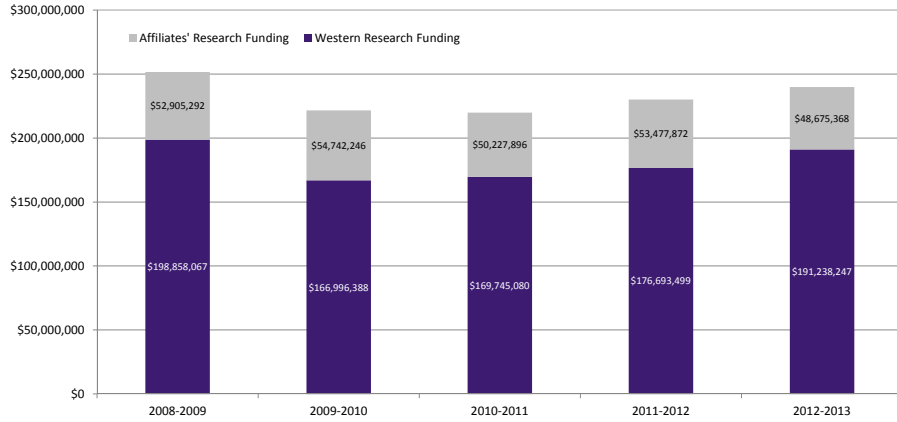
Western Research

Western Funding Sources

- **Distribution:** 45% Federal; 12% Provincial; 43% Other
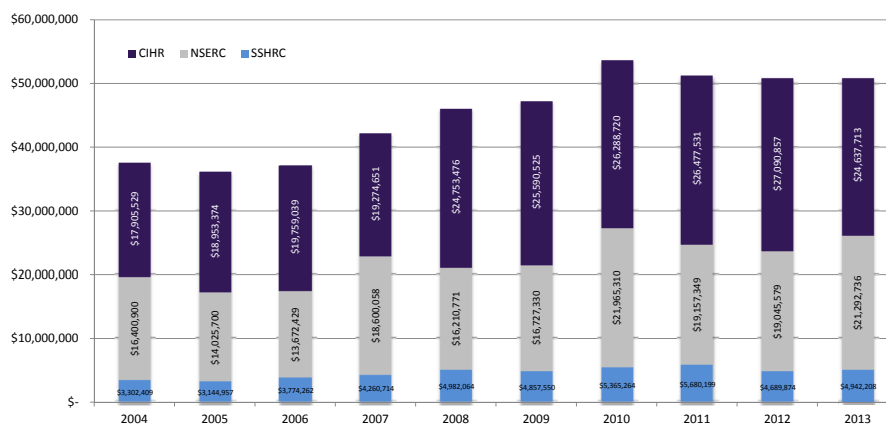

Western Research

National Funding Rank

- 10th, four of the past five years
  - **Goal:** 2nd provincially (6th nationally); requires 35% increase

	2008	2009	2010	2011	2012
Toronto	1	1	1	1	1 ($1,038,390,000)
UBC	3	2	2	2	2 ($585,154,000)
Montreal	4	4	3	4	3 ($526,213,000)
McGill	5	5	5	5	4 ($483,527,000)
Alberta	2	3	4	3	5 ($452,156,000)
McMaster	6	6	6	6	6 ($325,156,000)
Laval	7	7	7	7	7 ($302,783,000)
Ottawa	8	10	9	9	8 ($302,341,000)
Calgary	9	8	8	8	9 ($282,771,000)
Western	10	9	10	10	10 ($241,095,000)
Queen's	12	11	11	13	12 ($168,025,000)
Saskatchewan	11	13	12	11	13 ($166,677,000)
Manitoba	13	12	13	12	15 ($159,763,000)
Dalhousie	16	16	16	17	16 ($140,099,000)
Waterloo	15	14	15	15	17 ($137,006,000)

Western Research

Tri-Council Funding

- Total Tri-Council Funding, 2012-13: **$50,872,657**
  - Up 0.9% over 2011-12, 35.3% over 10 years

Western Research

Tri-Council Funding & %Share

- Goal: **4.5%** of national share
  - ➢ **0.5% increase** in national share = **10 additional CRCs** and **$1.5M** in FFICR funding

|	2011	2012	2013
CIHR	26.5 (3.7)	27 (3.9)	24.7 (3.6)
NSERC	19.2 (2.8)	19.1 (2.7)	21.3 (2.8)
SSHRC	5.7 (3.5)	4.7 (3.3)	4.9 (3.4)
Total	51.4 (3.35)	50.8 (3.3)	50.9 (3.25)
FFICR	9.3M	9.1M	9.0M
CRC	66	66	66

Western Research

Western Research

Natural Sciences & Engineering Research Council
- NSERC funding (expenditures), 2012-13: **$21,292,736**
- Up 11.8% over 2011-12, 29.8% over 10 years
- $76,318 per eligible researcher
- 2013-13 Application rates 168/297 (57%)
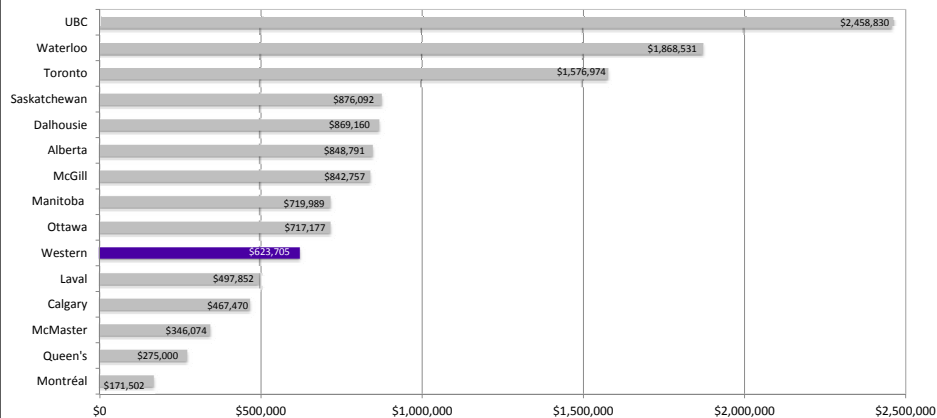- Almost equal to CIHR totals ($2.4 million difference)

U15 NSERC Awards

- 2012-13 research-based NSERC awards: **$16,710,181**
  - **Discovery**: $12,898,882; **Partnership**: $3,811,299
  - **Goal:** 3rd in Ontario, 9th nationally
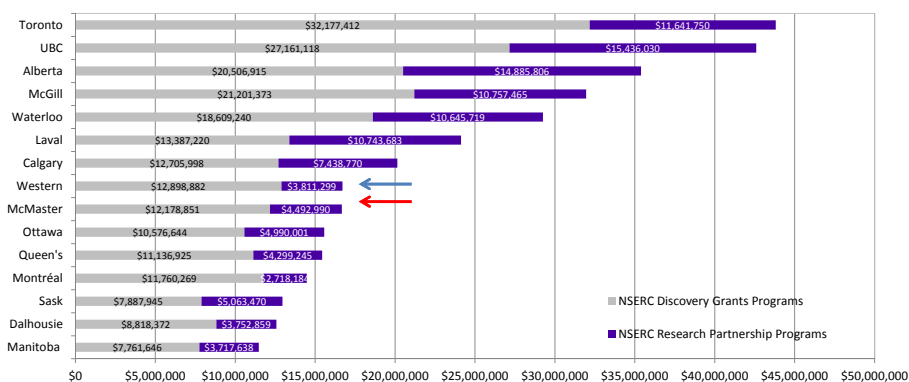
Western Research

U15 NSERC Engage

- 2012-13 NSERC Engage awards: **$623,705**
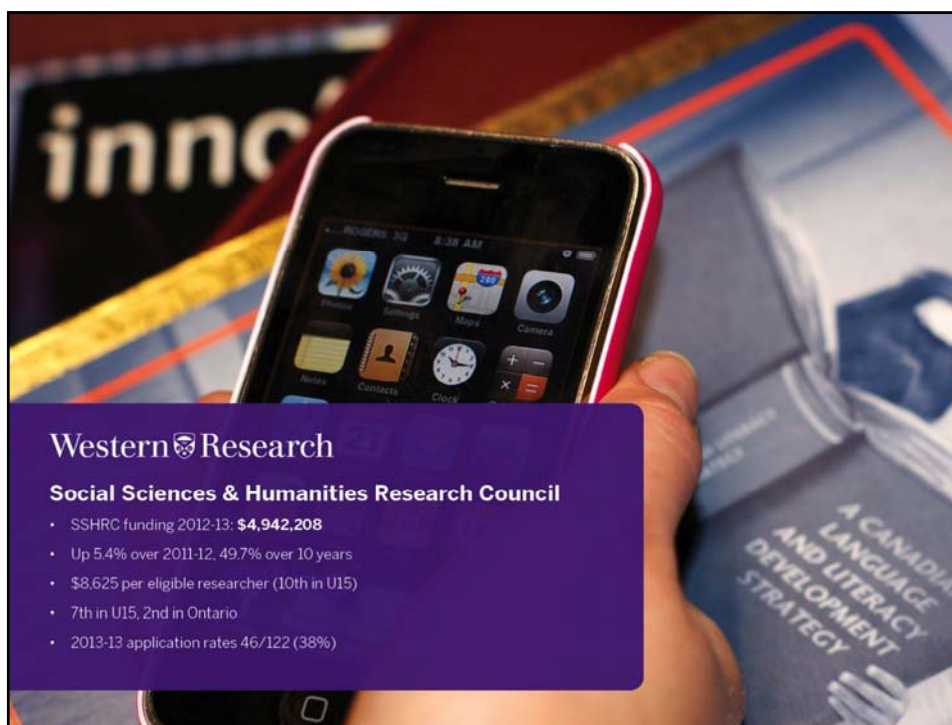 - 10th nationally, 4th in Ontario

Western Research

ON-U6 NSERC Funding, '09-13

	Total Funding	Average Award (per year)
Toronto	329,918,626	42,002
Waterloo	208,413,439	41,525
Queen's	140,790,542	54,401
McMaster	132,251,875	45,541
Ottawa	114,972,976	42,269
Western	**107,498,562**	**34,192**

U5 average award = 45K; this is ~30% higher than Western's average award.
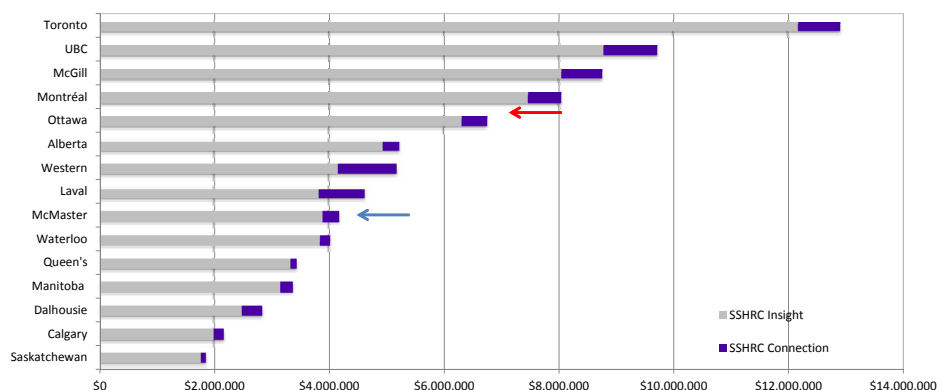
Western ♘ Research

Western ♘ Research

Social Sciences & Humanities Research Council

- SSHRC funding 2012-13: **$4,942,208**
- Up 5.4% over 2011-12, 49.7% over 10 years
- $8,625 per eligible researcher (10th in U15)
- 7th in U15, 2nd in Ontario
- 2013-13 application rates 46/122 (38%)

SSHRC Awards

- Research-based SSHRC awards 2012-13: **$4,942,208**
  - **Insight**: $4,153,382 – 7th in U15
  - **Connection**: $1,021,178 – 1st in U15
  - Goal: 2nd in Ontario/ 5th nationally: 35% increase in funding
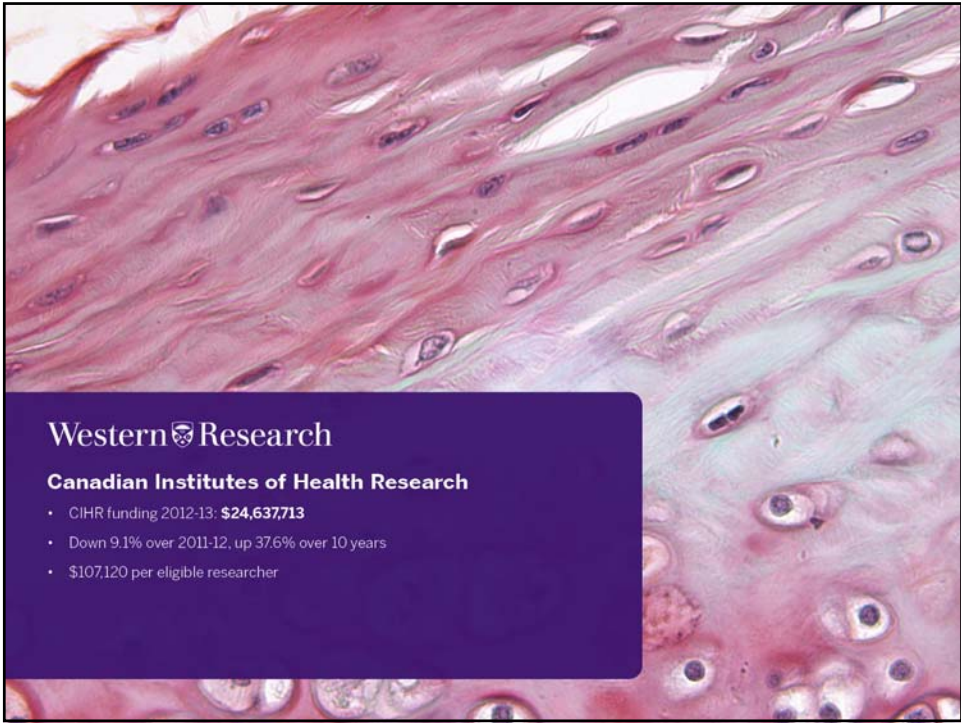
Western Research

ON-U6 SSHRC Insight 2012

	Total Awarded	Success Rate	Total Applications	Average Award (total)
McMaster	943,000	7.8	51	235,000
Ottawa	3,400,000	23.7	76	189,000
Queen's	2,200,000	24.6	61	147,000
Toronto	9,900,000	29.4	214	157,000
Waterloo	1,900,000	14.8	61	211,000
Western	**1,900,000**	**20.3**	**73**	**146,000**
		20.1		**180,000**
York	4,800,000	27.7	94	184,000
Ryerson	1,900,000	25	32	237,000
		21.6		**188,000**

Western Research

8

Western Research

Canadian Institutes of Health Research

- CIHR funding 2012-13: **$24,637,713**
- Down 9.1% over 2011-12, up 37.6% over 10 years
- $107,120 per eligible researcher

CIHR Awards

- Research-based CIHR awards 2012-13: **$25,235,139**
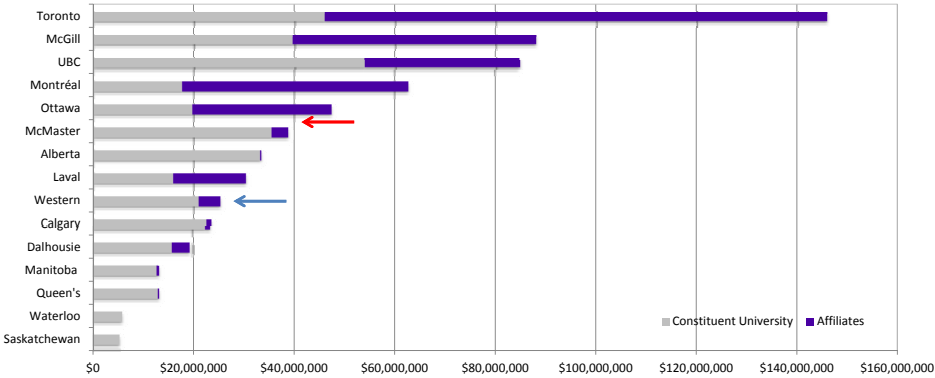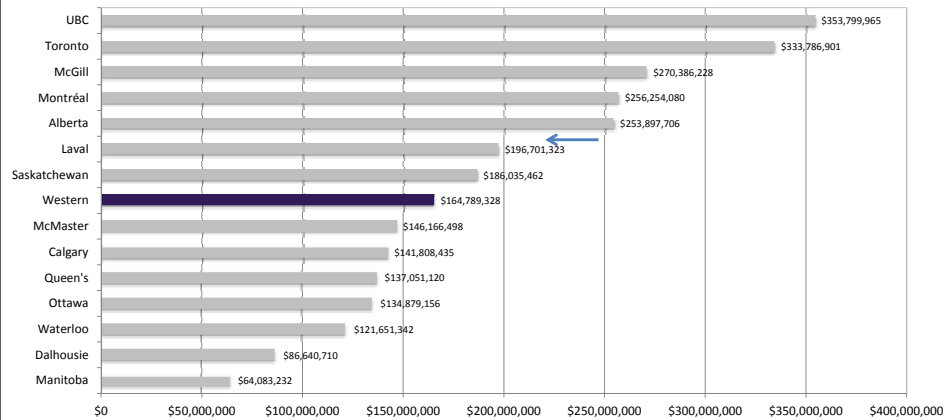 - Western: $20,782,224 (7th), Affiliates: $4,452,915 (7th)
  - **Goal**: 2nd in Ontario/4th nationally: 65% increase in funding

Western Research

U15 CFI Funding

- CFI funding since inception: **$164,789,328**
  - 2nd in Ontario, 8th nationally; **Goal:** 6th nationally (unlikely to change significantly)

	Funding
UBC	$353,799,965
Toronto	$333,786,901
McGill	$270,386,228
Montréal	$256,254,080
Alberta	$253,897,706
Laval	$196,701,323
Saskatchewan	$186,035,462
Western	$164,789,328
McMaster	$146,166,498
Calgary	$141,808,435
Queen's	$137,051,120
Ottawa	$134,879,156
Waterloo	$121,651,342
Dalhousie	$86,640,710
Manitoba	$64,083,232

Western Research

Funding from Corporations

- Funding from corporations, 2012-13: **$15,176,127**
  - Up 22.8% from 2011-12, 315.8% over 10 years

Year	Funding
2004	$3,649,438
2005	$3,711,372
2006	$3,520,494
2007	$5,487,059
2008	$6,310,397
2009	$6,301,977
2010	$5,575,944
2011	$7,777,224
2012	$12,355,805
2013	$15,176,127
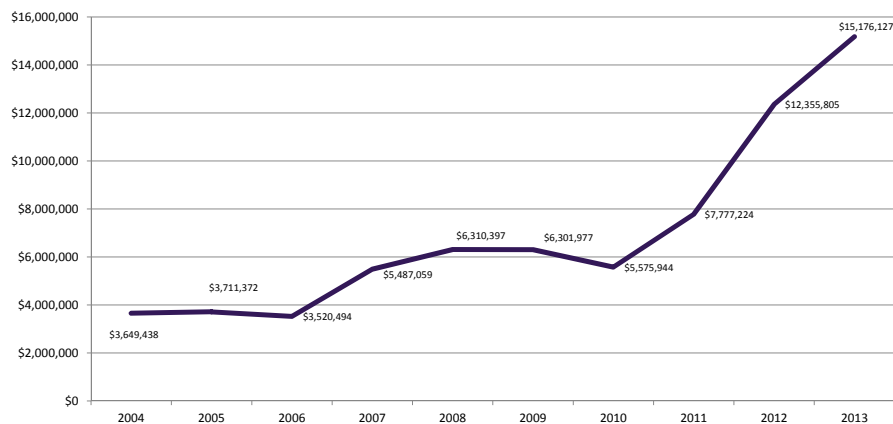
Western Research

Contract Research

- Total 2012-13 Contract Research: **$16,274,330**
  - Western: $6,741,474; Lawson: $9,532,856
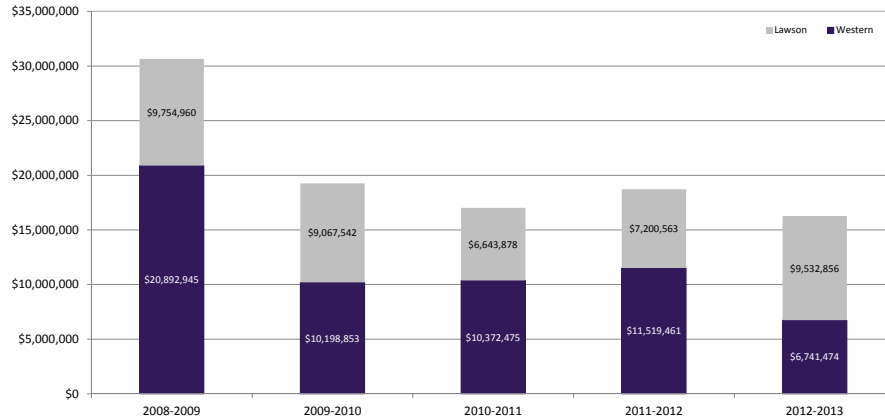
Western ⚜ Research

Clinical Trials

- Total 2012-13: **$15,653,295** (Western Only)
  - Up 172% over five years as economy has recovered

Western ⚜ Research

U15 Technology Transfer

- 2011 licensing income: **$4,345,548** (4th in U15)

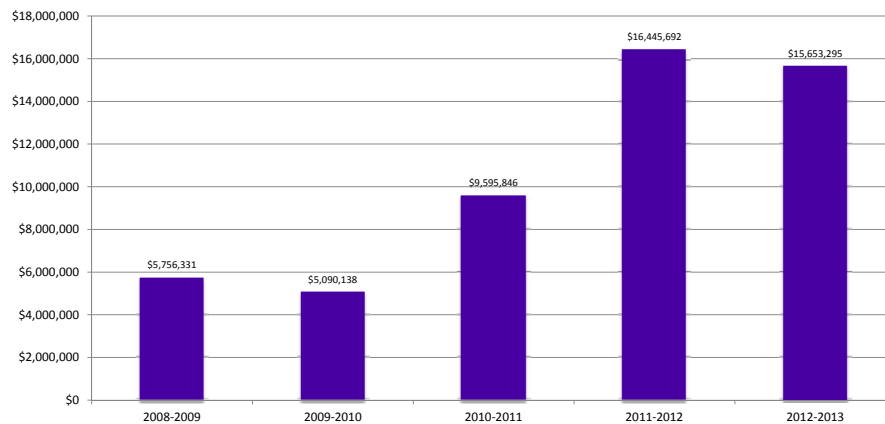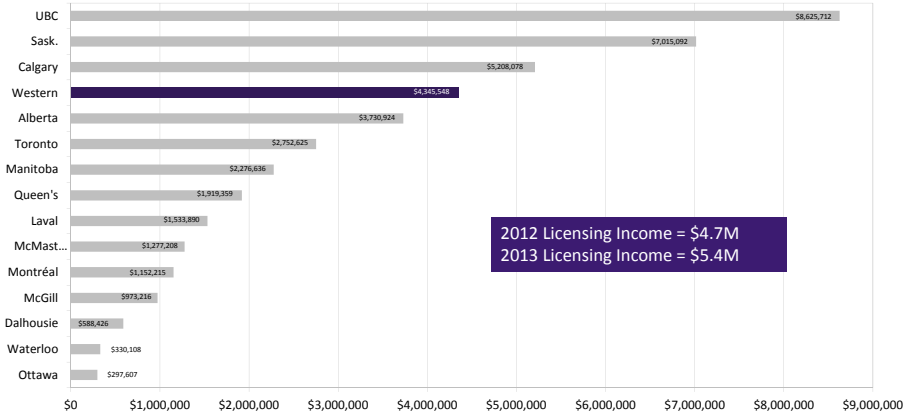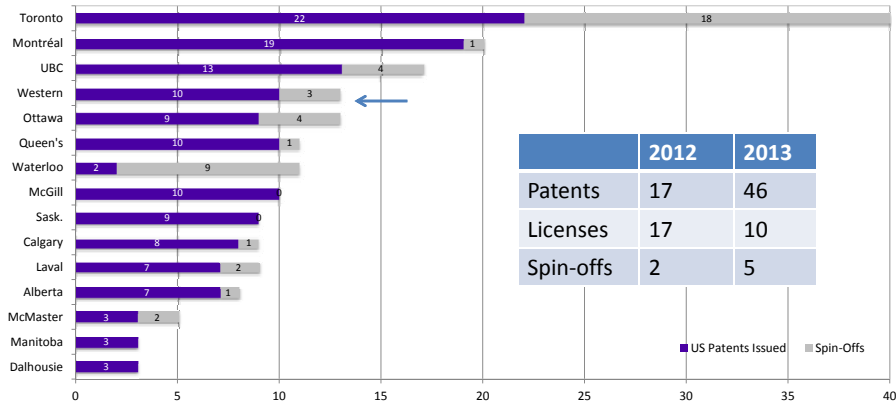|	
UBC	$8,625,712
Sask.	$7,015,092
Calgary	$5,208,078
Western	$4,345,548
Alberta	$3,730,924
Toronto	$2,752,625
Manitoba	$2,276,636
Queen's	$1,919,359
Laval	$1,533,890
McMast…	$1,277,208
Montréal	$1,152,215
McGill	$973,216
Dalhousie	$588,426
Waterloo	$330,108
Ottawa	$297,607

2012 Licensing Income = $4.7M
2013 Licensing Income = $5.4M

$0 $1,000,000 $2,000,000 $3,000,000 $4,000,000 $5,000,000 $6,000,000 $7,000,000 $8,000,000 $9,000,000

Western Research

U15 Technology Transfer

- 2011 US Patents Issued: **10** (4th in U15)
- 2011 Spin-off companies: **3** (5th in U15)

	US Patents Issued	Spin-Offs
Toronto	22	18
Montréal	19	1
UBC	13	4
Western	10	3
Ottawa	9	4
Queen's	10	1
Waterloo	2	9
McGill	10	0
Sask.	9	
Calgary	8	1
Laval	7	2
Alberta	7	1
McMaster	3	2
Manitoba	3	
Dalhousie	3	

	2012	2013
Patents	17	46
Licenses	17	10
Spin-offs	2	5

0   5   10   15   20   25   30   35   40

Western Research

2013 QS World Rankings

- **Overall World Ranking: 199** (9th in Canada)
  - ➢ Drop of 40 spots since 2008
  - ➢ Arts & Humanities: 197 (10th in Canada)
  - ➢ Engineering & Technology: 295 (11th in Canada)
  - ➢ Life Sciences & Medicine: 170 (9th in Canada)
  - ➢ Natural Sciences: 269 (12th in Canada)
  - ➢ Social Sciences & Management: 135 (6th in Canada)

Western⬚Research

2013 QS Department Rankings

- **2013 Top 100** (+ years at least this level)
  - ➢ **3 consecutive years**: Accounting, Economics, Philosophy, Psychology (*Top 50, 2012*)

- **2013 Top 150** (+ years at least this level)
  - ➢ **3 consecutive years**: English & Literature, History & Archaeology (*Top 100, 2011-12*), Sociology
  - ➢ **2 consecutive years**: Communication & Media Sciences, Politics, Medicine, Pharmacy (*Top 100, 2012*)
  - ➢ **1 year**: Earth & Marine Sciences, Chemical Engineering

Western⬚Research

Grant Holders per Faculty*

- Institutional target: **75%**
  - ➢ Requires external funding by an additional 92 faculty members

Faculty	Total # of Faculty	# who hold external funding	# to 50% target	# to 65% target
A&H	133	46 (34.6%)	21	41
Ivey	77	35 (45.5%)	4	15
Education	36	17 (47.2%)	1	6
Engineering	88	88(100%)	0	0
Health Sciences	97	73(75.3%)	0	0
FIMS	36	14(38.8%)	4	9
Law	29	11(37.8%)	5	8
Schulich	168	146(86.9%)	0	0
Music	36	2(5.6%)	16	21
Science	174	166(95.4%)	0	0
Social Sciences	200	115(57.5%)	0	15
TOTAL	1074	713 (64%)		

*Tenure, tenure-track; any external funding

Western Research

2013 Scimago Rankings

- Measure of research output and quality (number of papers and citations)
- Rank 7th overall in output (180th, globally)
  - ➢ Normalized impact (% citations over mean) ranks 11th in U15; High Quality % ranks 10th

| University	Country Rank	World Rank	Norm Impact	Rank
Toronto	1	9	1.82	2
UBC	2	35	1.77	3
McGill	3	67	1.64	4
Alberta	4	69	1.45	8
Calgary	5	138	1.55	6
McMaster	6	145	1.98	1
Western	7	180	1.36	11
Waterloo	8	186	1.41	10
Montréal	9	209	1.56	5
Ottawa	10	217	1.54	7
Laval	12	305	1.44	9
Queen's	13	310	1.45	8
Manitoba	14	338	1.34	12
Dalhousie	15	351	1.41	10
Saskatchewan	16	384	1.13	13

Western Research

Publications & Impact, 2008-11

- Based on Leiden Rankings
- U15 Ranking (All sciences, including social sciences & humanities)

	Western	McMaster	Queens	Toronto
Total Publications	6 (108)*	7 (121)	12 (235)	1 (2)
Mean Citation Score	12 (316)	4 (143)	10 (285)	1(74)
Proportion top 10%	14 (329)**	5 (210)	11 (293)	1(88)
Collaboration (inter-institutional)	15	2	14	
Collaboration with Industry	14	3	10	
International Collaboration	14	4	11	

*Numbers in brackets represent world rankings (of 500 universities)

**The proportion of the publications of a university that, compared with other publications in the same field and in the same year, belong to the top 10% most-frequently cited

Western☗Research
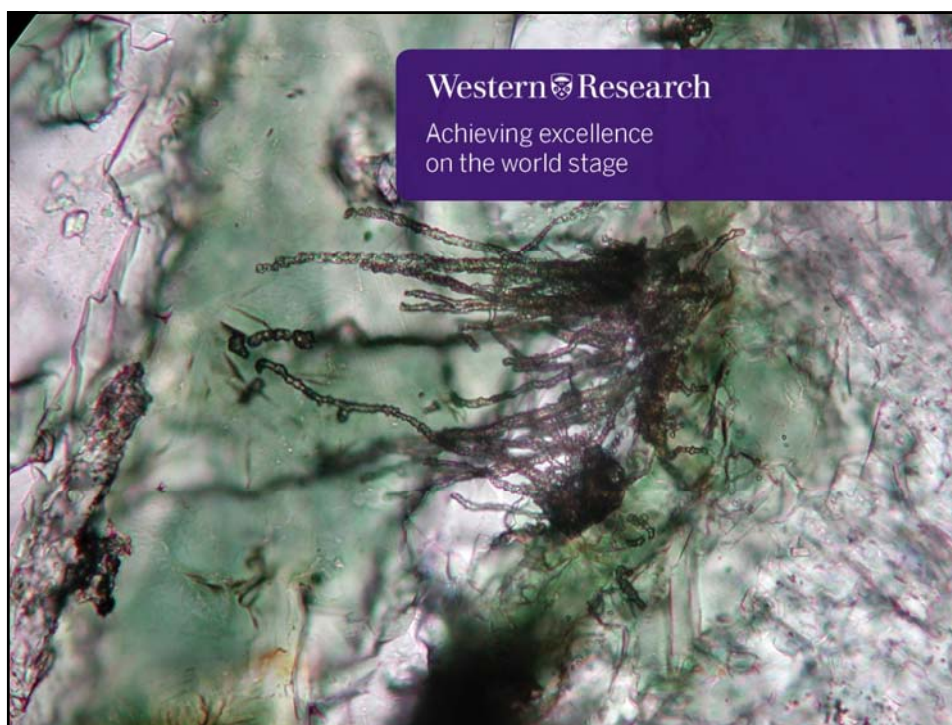
Moving Forward

- Want to be counted among the best, and peers of McGill, Toronto, UBC

- Develop global prominence in areas of strength

- Take risks and increase accountability

- Increase synergies between academics, communities, governments, and industry partners

- Direct resources in a strategic manner to achieve mission and goals

- Link resources to key performance measures and expectations

Western ⌗ Research

Strategic Goals

Invest selectively in interdisciplinary areas of strength

- Major new initiatives:

  - **Western Clusters of Research Excellence**

  - **Western Research Chairs**

- Multi-million-dollar investment to further develop strategic areas of research excellence to achieve and sustain global prominence and impact, and to attract established, leading researchers

- The first Cluster of Excellence, *Cognitive Neuroscience*, has been established, and the first WRC recruited

- A call for proposals for additional Clusters has been issued, and new Clusters will be identified over the next few months

Western ⌗ Research

Strategic Goals

Increase national share from each Federal Tri-Council Agency

- Re-purposed internal funding programs for better alignment, flexibility and focus with institutional strategic priorities and outcome objectives

- Eligibility directly tied to success in acquiring Tri-Council funding (and/or from other major, peer-reviewed agencies)

- Overall objective of increasing research funding, intensity, relative success rates and total number of eligible faculty members holding peer-reviewed funds and multiple grants

Western❦Research

Recent CIHR Results

- **Highlights**:
  - ➤ Highest number of applications of recent competitions
  - ➤ Received one of only six national 'large category' grants ($4M)
  - ➤ Successful CIHR grant in Arts & Humanities

Competition	Mar-12	Sep-12	Mar-13	Sep-13
Total Funding	$8.6M	$7.2M	$12.3M	$14.5M
Success Rate	16.80%	12.20%	24%	23%
Nat. Success Rate	17.50%	17.50%	17.80%	15.70%
National Share	3.40%	2.90%	5.00%	5.80%
National Rank	9th	10th	6th	6th

Western❦Research

SSHRC Initiatives

- **Faculty Research Development Fund (FRDF)**:
  - ➢ New fund established to assist some faculties in promoting SSHRC-related research success and build research capacity
- **SSHRC Partnership Program**:
  - ➢ To increase submission and success rates of SSHRC Partnership grants, $35K/year is provided to each successful Western-led SSHRC partnership grant
  - ➢ New Partnership grant funded this year
  - ➢ I new partnership grant pending; 4 LOIs submitted

Western Research

NSERC Initiatives

- **Goal**: Increase success on CRD grants and IRCs, and increase value of Discovery grants
  - ➢ 2 IRCs awarded this year, 3 applications pending
  - ➢ Goal: #1 in Ontario for IRCs, #3 for CRDs (*most recent)

Institution	CRD	IRC
Waterloo	70	10
Toronto	53	7
McMaster	27	6
Ottawa	26	2
Western	**18(26)***	**5(7)***

Western Research

Strategic Goals

Recruit/retain senior faculty in support of research excellence

- **WRC Program:** External senior recruits through WCRE
  - ➢ First WRC recruited: full professor, CIHR-funded ($2M)
- **CRC Tier 1 Program:** Recruit senior investigators as available
- **Strategic Senior Hires:** Help faculties attract senior investigators
  - ➢ 2 new full professors in Schulich, 1 in Engineering, with multi-million $ in funding
- **Research Chairs**: Help faculties identify and secure IRCs and endowed chairs

Western❦Research

Strategic Goals

Address societal needs for HQP

- New incentive programs to attract the best graduate students/postdoctoral fellows
  - ➢ $20K research grant to attract Banting Postdoctoral Fellows
  - ➢ $10K research grant to attract Vanier/Trillium/Trudeau graduate students

	2011	2012	2013
Applications	39	82	61
Awards	12	13	15

  - ➢ $10K/year for successful, Western-led CREATE grants (currently, 6 programs based at Western; several applications pending)

Western❦Research

Strategic Goals

Address societal needs for HQP (cont.)

- MITACS funding:
  - ➢ Anticipated funding (2012-13): $2,736,367 ($2^{nd}$ in Canada)
  - ➢ 113 Accelerate segments ($1,631,667)
  - ➢ 15 Elevate Fellowships: $892,500
  - ➢ 7 Globalink international interns: $105,000
  - ➢ 268 Step grants: $107,200

  - ➢ New campus-linked student accelerator program (proposal pending)

Western Research

Strategic Goals

Increase number of national/international faculty awards

- 15 Western Fellows of the Royal Society; Ontario university *average* is 56
  - ➢ **Action**: hired two new staff members to increase applications and success rates for prestigious honours and awards
- Completed the following nominations (partial list) this year:
  - ➢ 19 RSC fellow nominations (compared to 3 last year)
  - ➢ Nominations for Brockhouse and Herzberg awards
  - ➢ Five nominations to the Order of Ontario
  - ➢ Two Killam Prize nominations

Western Research

Strategic Goals

Partner with other institutions and communities

- London Medical Innovation and Commercialization Network
  - ➢ City-wide partnership to develop an integrated platform for medical research, innovation, and commercialization
  - ➢ $45M proposal to FedDev Ontario for Phase 1 submitted
- New partnerships with Fraunhofer institutes around medical imaging, and wind research
- Designation of WindEEE Dome as an international research facility eligible for Horizon 2020 funding
- Campus Accelerator for student entrepreneurship with Fanshawe College

Western Research

Strategic Goals

Partner with other institutions and communities (cont.)

- Expansion of WORLDiscoveries Asia to serve as gateway for multiple Ontario institutions into China

- FedDev proposal with University of Toronto, McMaster and Waterloo for student entrepreneurship

- IBM-SOSCIP renewal of FedDev funding

- Institutional partner in two pending CERC programs

- Major industrial partnerships developing around big data, harsh environments, advanced manufacturing, smart campus

Western Research

Emerging Opportunities

- 2014 CFI competition: Western's cap: $29M

- ORF-RI and RE

- FedDev Ontario

- NCE application short-listed ($25M)

- Development and expansion of Western Discovery Park and Advanced Manufacturing Park

- Further Development of the Medical Convergence and Commercialization Network

- New federal and provincial infrastructure programs

Western Research