



**ACADEMIC COUNCIL AGENDA**  
**Wednesday, July 23, 2:00 p.m. to 4:00 p.m.**  
**Labatt Hall 103**

MISSION: An engaged liberal arts university community in which our Catholic character, Catholic intellectual tradition, and commitment to reconciliation and equity inform unique learning experiences that promote critical thought, creativity, and articulate expression.

- 1.0 Land Acknowledgment
- 2.0 Opening Prayer
- 3.0 Committee Reports
  - 3.1 Governance and Nominations Committee (*Chair, M. Yenson*) Decision
- 4.0 Reports
  - 4.1 President (Interim) Information
  - 4.2 Vice-President and Academic Dean (Interim) Information
  - 4.3 King's University Council Students' Council Report Verbal Report
- 5.0 The Unanimous Consent Agenda
  - 5.1 Educational Policy Committee Information
  - 5.2 Planning and Priorities Committee Report Information
  - 5.3 Strategic Enrolment Management Committee Information
  - 5.4 Minutes of the Meeting of June 18, 2025 Decision
- 6.0 Items Removed from the Consent Agenda Discussion
- 7.0 Tabled Motion from June 16, 2025
- 8.0 New Business Decision
- 9.0 Adjournment

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Paul Wilton



**Report to:** Academic Council  
**From:** Governance and Nominations Committee  
**Re:** Report of Committee Discussion  
**Date:** July 15, 2025

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The Academic Council's Governance and Nominating Committee (Committee) held an online discussion the week of July 14.

### **August Academic Council Meeting**

**Motion: That Academic Council withdraw its request to meet in August and that the next Academic Council meeting be held in September.**

**Rationale:** On May 21 Academic Council passed the following motion:

*Academic Council directs itself, the Educational Policy Committee, and the Planning and Priorities Committee to meet at least monthly over the months of June, July, and August of 2025 to address the structural and financial issues facing the College.*

Academic Council, the Educational Policy Committee (EPC), and the Planning and Priorities Committee have met in June and July as has the Strategic Enrolment Management Committee, the Educational Policy Committee will meet again at the beginning of August.

The scheduling of committee meetings during the summer has placed additional onus on operational leaders and administrative staff, in order to prepare, support, and provide documentation for these meetings. Out of respect for the work that administrators and staff are already carrying over the summer months in preparation for the academic year, and mindful of summer vacation/family time that staff have rightfully scheduled, the Governance and Nominations Committees recommends the cancellation of the August 20 meeting of Academic Council, with Council to reconvene in September.

From the ongoing work of the committees, no motions for approval are likely to come forward to Academic Council in August: agenda items would therefore be for information.

Committees, Task Forces, the Office of the Vice-President and Academic Dean, and other operational units will continue to work vigorously to meet the request of Academic Council, to address the challenges we are confronting, and to take concrete steps towards financial sustainability.

A handwritten signature in black ink, appearing to read "M. Yenson".

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M. Yenson (Chair)

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TO: Members of Academic Council  
FROM: Robert Ventresca, President (Interim)  
DATE: July 16, 2025  
RE: President's Report to Academic Council - July 2025

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Dear Colleagues,

### **Speaking About Mission**

During this time of uncertainty in higher education, King's continues to advance its mission of providing transformative education while addressing the evolving needs of our students and society. I am pleased to report that our commitment to academic and operational excellence has yielded remarkable results in very challenging circumstances, including very strong domestic enrolment numbers, strategic investments in recruitment, programming and capital renewal, and strengthened partnerships with Western, alumni and community organizations.

#### *Convocation 2025*

In June, we were honoured to celebrate the Class of 2025 at Convocation, wishing 624 graduates well as they embark on the next chapter of their lives. While the move to Canada Life Place posed some logistical challenges, we were edified by the overwhelmingly positive response of our graduates and their families. The community feedback we received provided some constructive suggestions to consider for future ceremonies. We will share these with Western as part of our ongoing collaborative planning.

#### *Strategic Directions: Progress Report*

I would like to share with Academic Council my report to the Board of Directors, which highlights our progress towards the strategic priorities identified in [King's Strategic Plan 2024-2029: Renewing the Promise](#) (Appendix 1). This progress reflects our commitment to maintaining strategic focus and vision and remain competitive as a destination for students as we navigate financial challenges.

#### *Advancing Equity, Diversity, Inclusion and Reconciliation*

Building on the message that Jennifer Slay and I shared with the King's community in June (Appendix 2), I want to highlight several high-impact initiatives that fulfill our strategic priorities to integrate equity, diversity, inclusion and reconciliation into all aspects of university life.

As you may know, King's is a signatory member of the *Scarborough Charter on Anti-Black Racism and Black Inclusion in Higher Education*. I am pleased to report that we have renewed our membership and look forward to engaging with the opportunities that signatory members will benefit from, as articulated in the 2025-2028 Scarborough Charter Strategic Priorities. These opportunities include improved data and analytics to support institutional planning needs, as well as enhanced opportunities for student internships, training, and collective advocacy.

Additionally, the Environmental Scan Report will be made available as an online resource in the coming months. We will provide an update on tangible progress made since its completion, while also identifying gaps and ongoing challenges that require our continued attention.

### Veritas Lecture Series

I am pleased to announce that the **Veritas Lecture Series for 2025-2026** (Appendix 3) will feature distinguished speakers addressing the interplay between the intellectual and religious dimensions of our university's mission of service. Inspired by the theme for the Jubilee Year, *Pilgrims of Hope*, these presentations will offer thoughtful reflections on the challenges we face today and how hope, learning, and belief can help us respond with purpose and compassion.

- **Dr. Niigaan Sinclair**, Professor, Department of Indigenous Studies, Faculty of Arts, University of Manitoba  
*"Not the right thing to do, the only thing to do: How Indigenous Education Will Save the World"*  
President's Lecture on Truth and Reconciliation (**September 22, 2025, 5:30 pm**)
- **Dr. Cory Labrecque**, Professor, Vice-Dean of Studies, Faculty of Theology and Religious Studies, Laval University  
*"Artificial Intelligence, Ethics, and the Church: The Impact of AI on Youth and Their Futures"*  
Christ the King Lecture (**November 20, 2025, 5:30 pm**)
- **Dr. Benjamin Muller**, Professor and Interdisciplinary Scholar, King's University College  
**Dr. Allyson Larkin**, Associate Professor and Department Chair – Social Justice and Peace Studies, King's University College  
*"Catholic Social Responsibilities to Refugees and Migrants: A Global Research Perspective"*  
Winter Term Lecture (**February 26, 2026, 5:30 pm**).

Although not a part of the Veritas series, we are pleased to announce that Mark Daley, Chief A.I. Officer at Western University and Professor in the Department of Computer Science will be speaking at King's. A special invitation will be given to members of the Academic Council when details are confirmed.

### Enrolment Update

We project to achieve and are currently surpassing our domestic enrolment targets, as detailed in previous reports to Council. These results reflect strength in domestic recruitment. While we continue to make positive progress on international enrolment, significant revenue risk remains due to continued uncertainty in the levels of study and visa permit approvals by the federal government.

Working collaboratively and creatively across units, we are deploying numerous high-impact initiatives to achieve and, where possible, exceed our projections. These include individual outreach from our International Office to support students who have received Provincial Attestation Letters, helping them navigate the process successfully. We have also identified and are supporting several international students who were denied entry into the United States, facilitating their possible transfer to King's. Our preparation for the Fall recruitment season is well underway, including development of our Viewbook, website launch, and comprehensive social media strategy.

**Note:** 365 students have registered for residence up 18% from this time last year and 97.3% of capacity.

### Strategic Partnerships and Affiliation

Our relationship with Western remains a cornerstone of our strategic planning. Parties have reconvened this month to finalize details of the renewed agreement, which will go to Western Senate for final approval.

Working with the Office of the VPAD and academic units, we are strategically reviewing all existing partnerships and exploring new partnership opportunities that align with our mission and strategic priorities.

## **Financial Sustainability**

### *Budget Summary*

The university's financial performance as of July 9, 2025 remains challenging.

Current results for the fiscal year to date are as follows:

	Actual Results	% of YTD budget	Annual Budget
Total Revenues	8,813,545	14%	64,990,010
Total Expenditures	8,692,420	12%	71,765,285
Net Surplus (Deficit)	121,125	-2%	-6,775,275

Strong summer course enrolments and an increase in conference revenues has resulted in favourable revenues for the first two months of the fiscal year. Expenses are inline, although expense containment is still expected, and retraction where possible. Fall registrations have just begun and revenue impacts will start to appear in financial results after mid-August.

### *Financial Challenges and Opportunities*

Domestic student acceptances and residence numbers for the fall are higher than projected, however international student numbers are significantly lower, as expected. As the tuition per international student is substantially more than a domestic student, the negative impact to revenue is far greater. Ongoing strategic cost controls and reductions are necessary to offset the decrease in revenue and achieve a sustainable budget by 2030, while also investing strategically to increase and diversify revenue sources.

As I announced at last Academic Council, we are developing an online resource that will be accessible to all King's employees to provide comprehensive financial and strategic reporting in a one-stop, user-friendly digital space. Available and up-to-date information will be posted on the site as soon as it becomes available, with ongoing regular updates. We will provide this resource to Council once launched.

## **Capital Investment and Renewal**

Our commitment to providing exceptional learning environments continues through our classroom modernization strategic initiative. The Classroom Modernization Committee is partnering with Cornerstone Architecture to develop a proof-of-concept classroom. Wemple Rooms 147 and 148 will be combined to create a modern, 50-seat learning space. This new classroom will be inclusive, accessible, and flexible in both design and layout. Each student work space will include power to support laptops and mobile devices and the room will feature wireless screen sharing, lecture capture, and hybrid capabilities, along with dual display screens and multiple whiteboards to support a variety of teaching methods and learning styles.

Construction is scheduled to begin in January 2026 and is expected to be completed by May 2026. Once complete, this proof-of-concept classroom will serve as the design benchmark for future classroom renovations across campus.

Following this phase, the committee will turn its attention to the Wemple East Wing, identifying three to five additional classrooms for modernization beginning in May 2026—subject to available funding and construction costs.

This strategic initiative reflects our dedication to creating spaces that support innovative teaching and learning while maintaining our distinctive character.

### **Community Engagement and Alumni Development**

Working closely with Foundation, Alumni & Development, the President's Office has prioritized alumni engagement and donor development as essential components of our institutional advancement. Recent highlights include a successful trip to Ottawa, where we met with alumni working in the public and private sector whose graduating years span over 50 years. This visit provided me with the opportunity to meet with two of our [three King's alumni](#) who now serve as Members of Parliament.

Our alumni engagement metrics demonstrate strong community connection, with a total engagement count of 2,222 for the year and a unique engagement count of 1,596. These numbers reflect not just our outreach efforts, but the enduring bond between King's and our graduates.

### **Recognition and Awards**

Please join me in welcoming to Academic Council Ruth Wilson, who replaces Laura Beres from Social Work.

I am delighted to congratulate **Dr. Erin Hannah**, Associate Dean of Research and Professor of Politics and International Relations, on being awarded the **2025 British International Studies Association Distinguished Excellence in Teaching International Studies Prize**. This honour recognizes Erin's outstanding commitment to offering experiential and research-based learning opportunities to King's students. It is a well-deserved achievement that reflects the caliber of our faculty and their dedication to educational excellence.

### **Looking Forward**

Our strong enrolment performance, strategic partnerships, commitment to equity and inclusion, and financial sustainability initiatives position us well to meet the challenges of the moment. These challenges require thoughtful and timely responses, and I am confident that our community's dedication to our distinctive purpose as an institution of higher learning will guide us through this period of transition toward a strong, sustainable future.

Respectfully submitted,



R. Ventresca, Ph.D.  
President (Interim) and Professor

## **President's Report to Academic Council**

**July 16, 2025**

**By: Robert Ventresca, President (Interim)**

The following report highlights progress towards strategic priorities identified in *King's 2024-2029 Strategic Plan: Renewing the Promise*.

### **Inclusive Student-Centred Learning Community**

#### **Strategic Goal: Strengthen the King's Community Ethos and Student Focus**

*Develop and implement a plan to optimize the delivery and awareness of academic and non-academic student support services, including streamlining digital and physical access to services and better coordinating services with Western.*

- Agreement in principle for Western to provide temporary affiliation fee relief from 12% currently to 11% in FY26, 11.5% in FY27, and 12% in FY28.
- Commitment to begin discussion on a new model of affiliation that seeks to find further areas of collaboration in pursuit of academic quality, and financial efficiencies by reducing duplication.
- Identified efficiencies in intercampus bus costs informed by service utilization data.

#### **Strategic Goal: Build the King's Community**

*Develop and implement an environmentally and financially sustainable long-term campus development plan that includes enhancing the physical accessibility of the built environment, optimizing digital capacity, improving student housing, communal spaces, and ancillary services.*

- King's Foundation redirected \$1.75 Million dollars of previously restricted donor dollars to better align with King's strategic objectives.
- Administration has engaged Zelinka Priamo on a preliminary land-use analysis to identify opportunities to generate additional revenue from King's land and buildings.
- The preliminary report identifies priority opportunities for two mid-rise mixed-use developments just inside the entrance to the South side of campus from Colborne Street. This location was identified based on existing zoning, heritage view corridor protections on site, and potential speed of implementation.
- The report said that King's existing buildings (International House, Communications House, and Epworth place condos) that could potentially be declared as surplus are currently being used at their maximum zoning potential. Administration will continue efforts to optimize revenue from these assets.
- These findings will inform a review of the Campus Master Plan and exploration of potential mission- focused and revenue generating uses for these parcels.

## **Excellence in Education and Research**

### **Strategic Goal: Strengthen Strategic Enrolment Management**

*Develop and implement a multi-year strategic enrolment management plan that establishes sustainable enrolment targets, diversifies domestic and international enrolment, including equity-denied student segments, and strategically targets enrolment growth to lower enrolment programs.*

- Created a three-scenario enrolment projection tool used to build a five-year budget forecast.
- In a collaborative initiative of Administration and the Strategic Enrolment Management Committee of Academic Council, developed three distinct plans for attraction, conversion and retention that were activated immediately to impact September 2025 student intake.
- Increased engagement of faculty to convert prospective students who have been sent offers of admission.
- Reviewed Enrolment Services enrolment structure and integrated recruitment with marketing and communications under new temporary leadership.
- Assessed international recruitment model and agent management, ending some external contracts, renegotiating others, with plan to introduce in-house international recruitment expertise.

*Develop value-creating partnerships with school boards, postsecondary institutions, and external partners that increases the equity and diversity within, and expands the reach and influence of, King's community- building and recruitment efforts, academic program offerings, and research capabilities.*

- R. Ventresca, Keynote Speaker, Canadian Independent School Counsellors (CISC) National Conference, Toronto, April 27, 2025. Approximately 120 attendees from across Canada.
- Mark Yenson, Vice-President and Academic Dean (Interim) addressed Thames Valley District School Board high school vice-principals this May at their annual retreat on the value of a liberal arts education.
- Hosted a Catholic School Partnership meeting with Directors of Education from local Catholic school boards.
- Hosted London District Catholic School Board Student Senate Leadership Event, and Black History month celebration.
- Hosted Principals and Guidance Counsellors from local school boards for a lunch at King's highlighting key updates regarding King's admissions processes and academic programs.



*Enhance the infrastructure, supports, and recognition for classroom excellence, pedagogical innovation, and experiential learning initiatives.*

- The **Classroom Modernization Initiative** proposed in the Strategic Initiatives in the draft FY26 budget includes two classrooms (W147 and W148) in Wemple Hall to be amalgamated into one fully modernized classroom.
- The project is intended as a proof of concept to inform future campus modernization efforts.
- Funding has been provided from both the Foundation (\$250,000 ++) and Student Council (\$1.5M), therefore there is to be no budgetary impact to King's. This project will achieve the following:
  - **Space Optimization:** The new design will maximize usable space, providing a flexible layout suitable for various teaching and learning styles
  - **Accessibility:** The classroom will meet and exceed accessibility standards, ensuring an inclusive environment for all students and faculty
  - **Modern Furniture:** Ergonomic and modular furniture will be introduced to enhance comfort and adaptability
  - **Advanced Technology:** State-of-the-art interactive displays, audio-visual systems, power at every desktop, and collaborative tools will be installed to support modern pedagogical practices
  - **Pedagogical Innovation:** The space will be designed to foster flexible, and innovative teaching methods

#### *Create a Roadmap for King's-led Research*

- Hosted the annual Research Week, a campus-wide celebration of faculty, student, alumni, and community-engaged research. Anchored to King's mission to serve the common good and develop ethically grounded changemakers, Research Week exemplified the inclusive, interdisciplinary, and socially impactful scholarship that defines King's.
- Research Week supports the long-term development of King's Research Roadmap by showcasing the centrality of research to the undergraduate student experience at King's, identifying emerging research strengths, increasing visibility and engagement with internal and external stakeholders, and fostering a sense of shared purpose across the academic community.
- Research activity continues to grow in scope and impact with 1/3 of faculty holding external research grants. King's is currently administering \$2,928,494 in active external research grants, and faculty are involved in externally funded projects totaling over \$8.5 million.
- For 2024-2025, 42% of external grant funding and 44% of internal research grant funding was committed to student training, mentorship, and experiential learning.

## **Mission Enabling Culture and Organization**

### **Strategic Goal: Strengthen Support for Mission Focused Leadership**

*Bring the King's community together to develop and implement a mission integration, equity, diversity, and inclusion framework that sets out core principles and priorities for King's approach and capacity for building inclusion, belonging, affinity and connection across its administration, faculties, schools, and student organizations.*

- Director of EDID engaged as advisor over next year to inform efforts to better integrate EDID efforts throughout the College.
- Incorporated Campus Ministry under Dean of Students office to align programming and support with student needs. Consultation with students about structure and priorities related to Campus Ministry.
- Engaged Mission Integration and Inclusion Committee on how to integrate these efforts throughout King's.
- Maintained ongoing engagement and dialogue with the Dioceses of London regarding the ongoing support for Christ the King University Parish.
- Transferred responsibility for Veritas Lecture Series from Campus Ministry to the President's Office, as to provide institutional focus for mission related themes consistent with our Catholic mission.

### **Strategic Goal: Drive Mission Focused Financial Sustainability and Operational Excellence**

*Develop and implement an operational transformation plan with third-party support to enhance King's policies, processes, structures, technologies, and revenue and resource planning to better deliver on its mission and strategy.*

- A departure from the "incremental" budget approach used in the past, and introduction of zero-based budget approach with a new Strategic Initiative funding envelope. President's Task Force struck to review all models, and schedule implementation for FY27 planning cycle.

Please rest assured that King's will continue to manage these financially challenging times in ways that are consistent with our mission, vision and values.

### **Strategic Goal: Grow and Empower our People**

*Develop and implement a talent management model that integrates policies, programs, and processes for strategically developing, engaging, and retaining diverse faculty and staff across the talent lifecycle (from recruitment to succession).*

- Partnered with Sigma Succession to develop leadership competency benchmark that aligns with King's mission, vision, and values.

- Established Benchmark as a foundation for future talent management and leadership development initiatives at King's.
- Created working group of diverse employees to provide feedback on the competencies that are most crucial for success, align with our strategic goals and leadership needs.
- Introduced a form of Responsibility Management budget planning with leadership team, creating accountability for staff costs, not just discretionary costs, for the first time.

**From:** [President's Office](#)  
**To:** [Ann Hoffer](#)  
**Subject:** Advancing Equity, Diversity, and Inclusion at King's University College  
**Date:** Tuesday, June 24, 2025 11:22:32 AM

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June 24, 2025

Dear Members of the King's Community,

As part of our ongoing commitment to building an inclusive and equitable environment at King's, we would like to share an update on the Equity, Diversity, and Inclusion (EDI) initiatives currently underway since the transition from a stand-alone EDID Office to an advisory model in support of college-wide mission integration and inclusion.

We are focused on concrete, high-impact initiatives that fulfill strategic priorities to integrate EDI more deeply and sustainably across our campus.

### **1. Equity Pathways Initiative**

We have initiated planning to engage governance and operations bodies in the collaborative development of an **Equity Pathways Initiative**. Inspired by our Strategic Plan, this pilot project leans into our mission, vision and values by increasing access and opportunities for students who face systemic barriers to higher education. The program would be designed to identify, support and empower students from equity-denied backgrounds to succeed in their studies and pursue diverse career and professional opportunities.

### **2. Environmental Scan Report**

We are finalizing an EDI resource webpage that will feature the **Environmental Scan report** and an update on the progress we've made since its completion. This transparency reflects our commitment to shared accountability and continuous improvement, ensuring that everyone in the community has access to these important resources.

### **3. Catholic Identity and EDI**

At the request of the Mission Integration and Inclusion Committee of Academic Council, we are developing a resource document that explores the relationship between our **Catholic identity and the goals of equity, diversity and inclusion**. This document is a starting point; it will highlight both shared values and principles, as well as areas of tension. It will serve as an instrument and an invitation for ongoing reflection and dialogue about how we can be more intentional and consistent in achieving mission integration and inclusion in all aspects of university life.

#### 4. Training and Support

To strengthen leadership in EDI work, we will be conducting a targeted needs assessment starting with senior administration to inform tailored training on the intersection of Catholic identity and EDI. As culture is shaped by all of us, we are focused on empowering our leadership to support this vital work. Ongoing training and support will, over time, be made available for all members of the King's community, tailored as needed to specific areas yet aligned with a collective effort to build and sustain a culture of genuine belonging.

#### 5. EDI Consultation and Collaboration

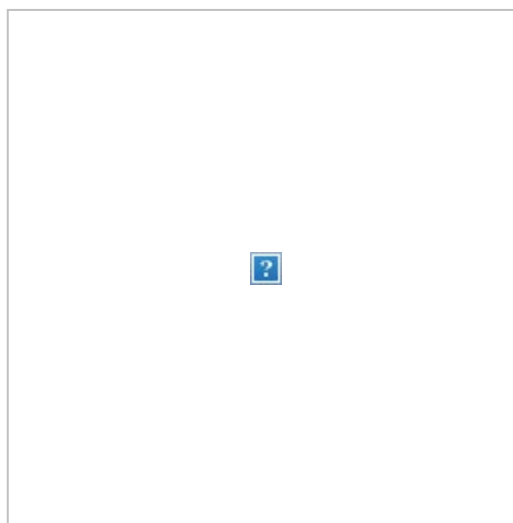
Jennifer Slay is continuing to collaborate with faculty on a case-by-case basis on a variety of initiatives. She is available to offer consultation, support, and guidance as you incorporate EDI principles into your work. Serving in an advisory capacity, Jennifer will continue to help our community build capacity and confidence in advancing EDI goals in all areas of campus life.

We invite all members of the King's community to reflect, engage, and contribute to this shared journey toward greater equity, inclusion and belonging. Faithful to our mission, we are creating a campus culture that respects the dignity, worth, and potential of every individual.

Sincerely,



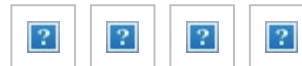
Jennifer Slay, MSW, RSW  
Equity, Diversity, Inclusion  
Consultant  
[Jennifer.Slay@kings.uwo.ca](mailto:Jennifer.Slay@kings.uwo.ca)



Dr. Robert Ventresca  
President (Interim)  
King's University College

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# 2025-2026 Veritas Lecture Series: "Pilgrims of Hope"

The Veritas Lecture Series invites you to join us for a year of reflection and engagement with the pressing issues of our time, under the theme of *Pilgrims of Hope*. The series brings together distinguished speakers from diverse fields to explore the complexities of the human experience, while offering pathways to healing, justice, and shared truth. Open to all who seek intellectual enrichment, spiritual growth, or a deeper understanding of our shared humanity, the series aims to spark dialogue and reflection that transcends boundaries and inspires a collective journey of hope and renewal.

As the Catholic Church celebrates a Jubilee Year, a season of reconciliation and renewal, this year's theme carries particular significance. In a world often marked by division, *Pilgrims of Hope* calls on us to confront challenges with courage and move forward with hope. Grounded in the Catholic Intellectual Tradition, the series provides a platform for dialogue that inspires constructive, hopeful solutions for a brighter tomorrow.

All lectures are held in the Joanne and Peter Kenny Theatre, King's University College, 266 Epworth Avenue, London, ON, starting at 5:30 PM. Complimentary parking is available ([kings.uwo.ca/kings/assets/File/about/maps/Campus-map.pdf](https://kings.uwo.ca/kings/assets/File/about/maps/Campus-map.pdf)). Lectures will be recorded and made available at the presenter's discretion.

President's Lecture on Truth and Reconciliation

**September 22, 2025, 5:30 pm EDT**

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## ***"Not the right thing to do, the only thing to do: How Indigenous Education Will Save the World"***

**Dr. Niigaan Sinclair, Professor,  
Department of Indigenous Studies, Faculty of Arts, University of Manitoba**



Niigaan Sinclair, an award-winning writer, editor, and professor of Indigenous Studies at the University of Manitoba, will open the series by addressing the transformative power of Indigenous education. Sinclair, Anishinaabe from Peguis First Nation, was named one of Maclean's magazine's most influential people in Canada in 2022. He has been recognized for his impactful commentary on Indigenous issues and is a multiple nominee for Canadian Columnist of the Year, winning in 2018. His national bestseller *Wînipêk: Visions of Canada from an Indigenous Centre* (2024) won the Governor General's Award for Non-fiction. He will speak on how embracing Indigenous education is crucial for reconciliation and a more hopeful, just future.

Christ the King Lecture

**November 20, 2025, 5:30 pm EST**

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***"Artificial Intelligence, Ethics, and the Church: The Impact of AI on Youth and Their Futures"***



**Dr. Cory Labrecque, Professor, Vice-Dean of Studies,  
Faculty of Theology and Religious Studies, Laval University**

Dr. Cory Labrecque, Professor of Bioethics and Theological Ethics at Université Laval, will explore the intersection of artificial intelligence, ethics, and the Catholic faith. With a focus on how AI is shaping the futures of youth, Dr. Labrecque will discuss the moral implications of rapidly advancing technologies and their potential impact on human dignity. As a member of the Pontifical Academy for Life, he brings an informed theological perspective on how the Church can guide these ethical conversations in the age of AI.

Winter Term Lecture

**February 26, 2026, 5:30 pm EST**

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***"Catholic Social Responsibilities to Refugees and Migrants: A Global Research Perspective"***



**Dr. Benjamin Muller, Professor and Interdisciplinary Scholar,  
King's University College**

**Dr. Allyson Larkin, Associate Professor and Department  
Chair – Social Justice and Peace Studies, King's University  
College**



Drs. Benjamin Muller and Allyson Larkin will present on Catholic social responsibilities towards refugees and migrants, based on an international research project that includes over 50 universities, the Vatican Dicastery for Integral Human

Development, and various NGOs. Their work examines the role of the Church in advocating for the dignity and rights of displaced persons, particularly in light of current global challenges.

The Veritas Lecture Series is a space for meaningful dialogue, deepening our understanding and offering pathways to hope, justice, and collective renewal. Join us on this journey of learning and growth.



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**VPAD Report to Academic Council**  
**July 10, 2025**

Dear colleagues,

(Please see also reports to Academic Council from EPC, Planning & Priorities Committee, and Strategic Enrolment Management Committee.)

An up-to-date Enrolment Report will be included in presentation of this report at Academic Council. Enrolment Services has been working at full tilt on Summer Academic Orientation (SAO) for newly admitted students. Higher domestic enrolment has resulted in significantly increased demand for appointments and workload; staff from Academic Advising/ADO and Student Affairs are providing additional support for SAO as they are able. Academic Advising continues to support student course registration throughout July.

Work in the Office of the VPAD during July and August will focus on development of the Academic Plan and refinement of the Academic Program Portfolio Evaluation Framework. Program Portfolio Review examines the breadth and balance of programs, and will take into account, *inter alia*: mission and strategic alignment of programs; student persistence/success (e.g. enrolment, retention, graduation); student demand, market demand, labour market alignments; program costs and revenues. The goals of this evaluation are to assess sustainability of programs, enhance existing programs, identify opportunities for closer collaboration, and explore the viability of new program offerings.

The Office of the VPAD is also working with academic units on evaluation of course caps and instructional capacity (see report from EPC).

**Faculty Research/Awards**

Congratulations to our colleagues on these grants and awards:

Association of Family and Conciliation Courts – Ontario (AFCC-O)	
Applicant	<b>Birnbaum, Rachel</b> (Professor Emerita of Social Work and Childhood and Youth Studies)
Title	“An Evaluation of AFCC-Ontario’s Parenting Plan Guide and Template”
Co-applicant	Bala, Nicholas (Queen’s University)
Amount awarded	\$6,000

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British International Studies Association 2025 Distinguished Excellence in Teaching International Studies Prize	
Recipient	<b>Erin Hannah</b> (Associate Dean of Research and Professor of Politics and International Relations)
Awarded	Annual BISA Conference, Belfast Northern Ireland, June 19

Partnership Engage Grants (March 2025 intake)	
Applicant	<b>Hinton, Lucy</b> (Assistant Professor of Politics and International Relations)
Title	<i>“Urban Roots in Transition: Strategic Adaptation in London's Food System”</i>
Co-applicant	<b>Gain, Klaire</b> (Assistant Professor of Social Justice and Peace Studies)
Collaborator	Sanniti, Sophia (World Resources Institution)
Partner Organization	Urban Roots London
Amount awarded	\$24,552

(Further SSHRC awards are currently still under embargo and will be announced at a future date.)

Respectfully submitted,



Mark Yenson  
Vice-President and Academic Dean (Interim)

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Report to: Academic Council  
From: Educational Policy Committee  
Re: Meeting of July 2, 2025  
Date: July 11, 2025

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**For Information:**

EPC met on July 2, 2025, as requested by motion of Academic Council.

1. EPC approved SOC course revision proposals from the School of MEM (see below).
2. EPC received an update on new admissions from the Associate Director of Enrolment Services (T. Gray).
3. The Manager of Academic Planning and Analysis (J. Eastabrook) and Interim VPAD presented on Program Revenue Modelling for 2024–25, as part of the refinement and input into the Academic Program Portfolio Evaluation Framework and as an aid to help programs/departments/schools in planning.
4. J. Eastabrook presented modelling of potential changes to course caps to EPC for information and feedback. This modelling will assist the *ad hoc* task force of EPC on course caps to articulate considerations and advice for EPC on class sizes, economies, and pedagogical implications.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mark Yenson".

Mark Yenson  
Vice President, Academic Dean (Interim)  
Chair, Educational Policy Committee

**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision Economics Removal of Word Department**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of Economics Courses with the Word Department in it.

**Motion:** Effective September 1, 2025, the economics courses listed below be revised as shown at King's University College:

Economics 2145 SPECIAL TOPICS  
Economics 2173F/G SPECIAL TOPICS IN ECONOMICS  
Economics 2174F/G SPECIAL TOPICS IN ECONOMICS  
Economics 2175F/G SPECIAL TOPICS IN ECONOMICS  
Economics 2187F/G SPECIAL TOPICS IN ECONOMICS I  
Economics 2192A/B SPECIAL TOPICS IN ECONOMICS  
Economics 2193A/B SPECIAL TOPICS IN ECONOMICS  
Economics 2194A/B SPECIAL TOPICS IN ECONOMICS  
Economics 2195A/B SPECIAL TOPICS IN ECONOMICS  
Economics 2198F/G SPECIAL TOPICS  
Economics 2199F/G SPECIAL TOPICS  
Economics 3373A/B SPECIAL TOPICS IN ECONOMICS  
Economics 3376F/G SPECIAL TOPICS IN ECONOMICS  
Economics 3377F/G SPECIAL TOPICS IN ECONOMICS  
Economics 3391A/B SPECIAL TOPICS IN ECONOMICS: MICROECONOMICS  
Economics 3392A/B SPECIAL TOPICS-MACROECONOMICS

**Rationale:** The rationale for the change to the courses listed above is that with the creation of the School of Management, Economics, and Mathematics the word department is no longer accurate. The changes made to the calendar copy reflect this adjustment.

**Link to Current Calendar Copy (if applicable):** [Economics 2145 SPECIAL TOPICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2145 SPECIAL TOPICS** (14 characters)

~~Topics to be posted by the King's College Department.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 1021A/B and Economics 1022A/B, or Economics 1020 or the former Economics 021.

Extra Information: 3 lecture hours. Students may not count more than one special topics course toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 1.00

**Link to Current Calendar Copy (if applicable):** [Economics 2173F/G SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2173F/G SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2174F/G SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2174F/G SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2175F/G SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2175F/G SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2187F/G SPECIAL TOPICS IN ECONOMICS I](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2187F/G SPECIAL TOPICS IN ECONOMICS I** (29 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 2150A/B or Economics 2260A/B and Economics 2152A/B or Economics 2220A/B, or permission of the ~~Department~~ School of Management, Economics, and Mathematics.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2192A/B SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2192A/B SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2193A/B SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2193A/B SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2194A/B SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2194A/B SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2195A/B SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2195A/B SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by Department.~~ Examination of selected topics in Economics.  
Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2198F/G SPECIAL TOPICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2198F/G SPECIAL TOPICS** (14 characters)

~~Please consult Department for current offerings.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 2150A/B or Economics 2260A/B and Economics 2152A/B or Economics 2220A/B, or permission of the ~~Department~~ School of Management, Economics, and Mathematics.

Extra Information: 3 hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 2199F/G SPECIAL TOPICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 2199F/G SPECIAL TOPICS** (14 characters)

~~Please consult Department for current offerings.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 2150A/B or Economics 2260A/B and Economics 2152A/B or Economics 2220A/B, or permission of the ~~Department~~ School of Management, Economics, and Mathematics.

Extra Information: 3 hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 3373A/B SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 3373A/B SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by School.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 3376F/G SPECIAL TOPICS IN ECONOMICS](#)



**Proposed Calendar Copy (for approval):**

**Economics 3376F/G SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by School.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 3377F/G SPECIAL TOPICS IN ECONOMICS](#)

**Proposed Calendar Copy (for approval):**

**Economics 3377F/G SPECIAL TOPICS IN ECONOMICS** (27 characters)

~~Topics to be posted by School.~~ Examination of selected topics in Economics. Topics and course outlines available at the beginning of each term.

Prerequisite(s): Consult the School for prerequisite(s) each year. Students without the stated prerequisite(s) MUST seek permission of the School or risk removal from the course.

Extra Information: 3 lecture hours. Students may not count more than one full or equivalent special topics course in Economics toward a degree without special permission from the ~~Department~~ School of Management, Economics, and Mathematics.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 3391A/B SPECIAL TOPICS IN ECONOMICS: MICROECONOMICS](#)

**Proposed Calendar Copy (for approval):**

**Economics 3391A/B SPECIAL TOPICS IN ECONOMICS: MICROECONOMICS** (43 characters)

An analysis of current topics in Microeconomics. ~~Topics to be posted by the Department.~~ Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 2221A/B or Economics 2153A/B; Economics 2223A/B or Economics 2123A/B; Economics 2261A/B or Economics 2151A/B.

Extra Information: 3 lecture hours.

Course Weight: 0.50

**Link to Current Calendar Copy (if applicable):** [Economics 3392A/B SPECIAL TOPICS-MACROECONOMICS](#)

**Proposed Calendar Copy (for approval):**  
**Economics 3392A/B SPECIAL TOPICS-MACROECONOMICS** (29 characters)

An analysis of current topics in Macroeconomics. ~~Topics to be posted by the Department.~~ Topics and course outlines available at the beginning of each term.

Prerequisite(s): Economics 2221A/B, Economics 2223A/B, Economics 2261A/B.

Extra Information: 3 lecture hours.

Course Weight: 0.50

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**EPC and Approval Date:** *List the EPC and approval date. Please also include any other bodies that approved the proposal.*

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**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision MOS Removal of Word Department**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of MOS Courses with the Word Department in it

**Motion:** Effective September 1, 2025, the MOS courses listed below be revised as shown at King's University College:

Management and Organizational Studies 3490 INTERNSHIP: WORK TERM  
Management and Organizational Studies 3491 INTERNSHIP: WORK TERM  
Management and Organizational Studies 3492 INTERNSHIP: WORK TERM  
Management and Organizational Studies 3494 INTERNSHIP  
Management and Organizational Studies 3495 INTERNSHIP: WORK TERM  
EXTENSION  
Management and Organizational Studies 4310A/B ADVANCED CORPORATE  
FINANCE

**Rationale:** The rationale for the change to the courses listed above is that with the creation of the School of Management, Economics, and Mathematics the word department is no longer accurate. The changes made to the calendar copy reflect this adjustment.

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 3490 INTERNSHIP: WORK TERM

**Proposed Calendar Copy (for approval):**

**Management and Organizational Studies 3490 INTERNSHIP: WORK TERM** (21 characters)

The activities, reports and other contractual obligations of a minimum 8 month internship work term recognized and approved by the **Department of Management and Organizational Studies** **School of Management, Economics, and Mathematics**.

Prerequisite(s): Enrolment in MOS 3494. Approval of, and acceptance into, an Internship Work Term.

Extra Information: 3.0 course, Pass/Fail. Note: (1) This credit cannot be included in the number of courses counted toward any degree or program; (2) Successful completion of MOS 3490 and MOS 3494 will be recognized on the student's transcript.

Course Weight: 3.00

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 3491 INTERNSHIP: WORK TERM

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 3491 INTERNSHIP: WORK TERM** (21 characters)

The activities, reports and other contractual obligations of a 9-12 month internship work term recognized and approved by the **Department of Management and Organizational Studies** **School of Management, Economics, and Mathematics**.

Prerequisite(s): Enrolment in MOS 3494. Approval of, and acceptance into, an Internship Work Term.

Extra Information: 3.0 course, Pass/Fail. Note: (1) This credit cannot be included in the number of courses counted toward any degree or program; (2) Successful completion of MOS 3491 and MOS 3494 will be recognized on the student's transcript.

Course Weight: 3.00

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 3492 INTERNSHIP: WORK TERM

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 3492 INTERNSHIP: WORK TERM** (21 characters)

The activities, reports and other contractual obligations of a 13-16 month internship work term recognized and approved by the **Department of Management and Organizational Studies** **School of Management, Economics, and Mathematics**.

Prerequisite(s): Enrolment in MOS 3494. Approval of, and acceptance into, an Internship Work Term.

Extra Information: 3.0 course, Pass/Fail. Note: (1) This credit cannot be included in the number of courses counted toward any degree or program; (2) Successful completion of MOS 3492 and MOS 3494 will be recognized on the student's transcript.

Course Weight: 3.00

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 3494 INTERNSHIP

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 3494 INTERNSHIP** (10 characters)

A series of preparatory workshops prepares students for a practical professional learning experience. Using an application/interview process, students are selected for an 8-16 month work term in a sponsoring agency approved by the ~~Department of Management and Organizational Studies~~ School of Management, Economics, and Mathematics. During the work term, students will complete an interim report, and following the work term, interns must complete a written report and oral presentation on work undertaken during the internship.

Prerequisite(s): Business Administration 2257, or MOS 2227A/B and MOS 2228A/B, completion of 2nd year of BMOS Program with a minimum average of 70%, and participation in Preparation and Training Workshops. Approval of, and acceptance into, an internship work term.

Extra Information: Pass/Fail. Note: Credit for this course will not be given unless a minimum 8 month Internship and all other mandatory components have been completed. On successful completion, credit for the course will be given in the year in which initial registration in the course took place which is usually in Year 3.

Course Weight: 1.00

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 3495 INTERNSHIP: WORK TERM EXTENSION

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 3495 INTERNSHIP: WORK TERM EXTENSION** (31 characters)

The activities, reports and other contractual obligations of an additional 4-month internship work term (either as an extension of a current work term or with a new employer) following an initial 8- or 12-month work term recognized and approved by the ~~Department~~ School of Management, Economics, and Mathematics.

Prerequisite(s): Enrolment in MOS 3490 or MOS 3491, and MOS 3494. Approval of, and acceptance into, an Internship Work Term.

Extra Information: PASS/FAIL. Note: (1) This course cannot be included in the number of courses counted toward any module or program; (2) Successful completion of MOS 3494 and MOS 3495 will be recognized on a student's transcript.

Course Weight: 3.00

**Link to Current Calendar Copy (if applicable):** Management and Organizational Studies 4310A/B ADVANCED CORPORATE FINANCE

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 4310A/B ADVANCED CORPORATE FINANCE** (26 characters)

This is an advanced core course in corporate finance theory and financial management. It focuses primarily on the analysis of long-term financial management decisions and the application of appropriate techniques. Topics covered include the cost of capital, capital budgeting, capital structure, dividend policy, leasing, and mergers and acquisitions.

Antirequisite(s): MOS 3311A/B.

Prerequisite(s): MOS 3310A/B or permission of the ~~department~~ School of Management, Economics, and Mathematics.

Extra Information: 3 hours.

Course Weight: 0.50

**Associate Dean – Undergraduate (or Equivalent) Contact:**

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**EPC and Approval Date:** *List the EPC and approval date. Please also include any other bodies that approved the proposal.*

**Consultation and Results:**

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**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision MOS3335A/B**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of Management and Organizational Studies MOS3335A/B

**Motion:** Effective September 1, 2026, Management and Organizational Studies 3335A/B: Introduction to Data Science for MOS be revised as shown at King's University College.

**Rationale:** While MOS 3335A/B is on the books for King's, the current prerequisite to it (MOS2242A/B) is not offered at King's, Economics 2222A/B is an appropriate alternative and is an antirequisite to MOS 2242A/B.

**Link to Current Calendar Copy (if applicable):** [Management and Organizational Studies 3335A/B: Introduction to Data Science for MOS](#)

**Proposed Calendar Copy (for approval):**  
**Management and Organizational Studies 3335A/B: Introduction to Data Science for MOS** (36 characters)

This course will focus on predictive analytical methods with a strong focus on statistical techniques needed in the field of Management to collaborate with data scientists, analysts, and other information professionals. Topics include: Database Management using SQL, Data Science computational techniques in Python, Data Visualization, and basic Machine Learning techniques.

**Prerequisite(s):** MOS 2242A/B or Economics 2222A/B.

**Extra information:** 3 lecture hours.

**Course Weight:** 0.5

**Associate Dean – Undergraduate (or Equivalent) Contact:**

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**EPC and Approval Date:** *List the EPC and approval date. Please also include any other bodies that approved the proposal.*

**Consultation and Results:**

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**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision ADS3864A/B**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of Analytics and Decision Sciences 3864A/B

**Motion:** Effective September 1, 2026, Analytics and Decision Sciences 3864A/B: Data Visualization and Statistical Analysis be revised as shown at King's University College.

**Rationale:** This change of course title better reflects the centrality of machine learning in this course, including in terms of time allocation within the course curriculum.

**Link to Current Calendar Copy (if applicable):** [Analytics and Decision Sciences 3864A/B: Data Visualization and Statistical Analysis](#)

**Proposed Calendar Copy (for approval):**

**Analytics and Decision Sciences 3864A/B: Data Visualization and Machine Learning ~~Statistical Analysis~~** (39 characters)

**Short Title:** Data Vis & Machine Learning (27 characters)

Statistical programming in a high-level language, data visualization design principles, extracting insights from data visualization, data mining and machine learning, data classification; visualization of multivariate, time-series, and hierarchical data.

**Prerequisite(s):** 0.5 course from Analytics and Decision Sciences 2288F/G or Statistics 2864A/B; and 1.0 course from Economics 2122A/B, Economics 2222A/B, Economics 2123A/B, Economics 2223A/B or Analytics and Decision Sciences 2036A/B, Statistical Sciences 2035, Statistical Sciences 2857A/B, Statistical Sciences 2858A/B; or by permission of the School of Management, Economics, and Mathematics.

**Extra information:** 3 hours, 2 lab hours.

**Course Weight:** 0.5

**Associate Dean – Undergraduate (or Equivalent) Contact:**

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**EPC and Approval Date:** *List the EPC and approval date. Please also include any other bodies that approved the proposal.*

**Consultation and Results:**

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**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision ADS2036A/B**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of Analytics and Decision Sciences 2036A/B

**Motion:** Effective September 1, 2026, Analytics and Decision Sciences 2036A/B: Predictive Analytics be revised as shown at King's University College.

**Rationale:** The rationale for the change to the courses listed above is that with the creation of the School of Management, Economics, and Mathematics the word department is no longer accurate. The changes made to the calendar copy reflect this adjustment.

**Link to Current Calendar Copy (if applicable):** [Analytics and Decision Sciences 2036A/B: Predictive Analytics](#)

**Proposed Calendar Copy (for approval):**

**Analytics and Decision Sciences 2036A/B: Predictive Analytics** (20 characters)

Predictive analytics for business, accounting, and marketing with emphasis on multiple regression models, inference for regression parameters, categorical independent variables, model assumptions and diagnostics, goodness of fit and test of independence, analysis of variance for one factor and multiple factor designs, and model selection and validation.

**Antirequisite(s):** Biology 2244A/B, Data Science 2000A/B, Geography 2210A/B, Health Sciences 3801A/B, MOS 2242A/B, Psychology 2811A/B or the former Psychology 2810, Psychology 2801F/G or the former Psychology 2820E, Psychology 2830A/B, Psychology 2850A/B, Psychology 2851A/B, Sociology 2205A/B, Statistical



Sciences 2035, Statistical Sciences 2141A/B, Statistical Sciences 2143A/B, Statistical Sciences 2244A/B, Statistical Sciences 2858A/B.

**Prerequisite(s):** Economics 2122A/B or Economics 2222A/B, or permission of the School of Management, Economics, and Mathematics department.

**Extra information:** 3 hours, 2 laboratory hours.

**Course Weight:** 0.5

**Associate Dean – Undergraduate (or Equivalent) Contact:**

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**EPC and Approval Date:** *List the EPC and approval date. Please also include any other bodies that approved the proposal.*

**Consultation and Results:**

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**Subcommittee on Undergraduate Academic Courses (SOC)**  
**King's University College**  
**School of Management, Economics, and Mathematics**  
**Revision ADS4293F/G**

**This Submission is for** (please check all that apply):

- ☐ New Course(s)                      ☒ Revision to Course(s)                      ☐ Withdrawal of Course(s)
- ☐ Module/Program Revision

**If this is a module/program revision involving the addition of new courses** (please check one):

- ☐ New courses being added to the module/program have been approved
- ☐ New courses added to the module/program will be submitted to SOC in a concurrent proposal

**Subject:** Revision of Analytics and Decision Sciences 4293F/G

**Motion:** Effective September 1, 2026, Analytics and Decision Sciences 4293F/G: Professional Analytics be revised as shown at King's University College.

**Rationale:**

The addition of ADS 3293A/B as a prerequisite follows from revised curriculum mapping – with this change, topics from queuing, forecasting, and simulation can be extended instead of partially duplicated. For ADS 3864A/B, the coverage of machine learning in the earlier part of the course will allow coverage of more advanced topics in ADS 4293F/G. The removal of ADS 2298A/B from the official prerequisite list is because ADS 3293A/B has this course as a prerequisite already, so its retention here would be redundant upon making the proposed revisions.

**Link to Current Calendar Copy (if applicable):** [Analytics and Decision Sciences 4293F/G: Professional Analytics](#)

**Proposed Calendar Copy (for approval):**

**Analytics and Decision Sciences 4293F/G: Professional Analytics** (22 characters)

Practical analytics and software tools explored through case analyses. Linear programming, statistical analysis, decision analysis, game theory, inventory analysis, queuing theory, simulation, Markovian decision model, and forecasting will be applied in a variety of scenarios.

**Prerequisite(s):** ~~Analytics and Decision Sciences 2298A/B~~, Analytics and Decision Sciences 3293A/B, 0.5 from Mathematics 1229A/B or Mathematics 1600A/B; 1.0 from Economics 2122A/B, Economics 2123A/B, Economics 2222A/B, Economics 2223A/B or Analytics and Decision Sciences 2036A/B, Statistical Sciences 2035, Statistical Sciences 2857A/B, Statistical Sciences 2858A/B.

**Co-requisite(s):** Analytics and Decision Sciences 3864A/B

**Extra information:** 3 hours, 1 lab hour.

**Course Weight:** 0.5

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**Consultation and Results:**

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Report to: Academic Council  
From: Planning and Priorities Committee  
Re: June 18, 2025  
Date: July 10, 2025

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**For Information:**

Planning and Priorities Committee met on June 18, as requested by motion of Academic Council. The Committee received the following updates:

1. A provisional financial update from the Director, Institutional Planning and Finance (C. Rodgers-Rowley), still subject to audit.
2. Update on enrolment planning (T. Gray, K. Thomson)
3. Update on Strategic Enrolment Management Committee (K. Thomson)
4. Update on Office of the VPAD and EPC and presentation of draft Academic Program Portfolio Evaluation Framework (M. Yenson, J. Eastabrook)
5. Update on other campus initiatives and operational improvements, including launch of “Spark” community engagement tool and residence renovation.

Respectfully submitted,

Mark Yenson  
Vice President, Academic Dean (Interim)  
Chair, Planning and Priorities Committee



**Report to:** Academic Council

**From:** Strategic Enrolment Management Committee Meeting  
(SEM)

**Date:** July 23<sup>rd</sup>, 2025

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The Strategic Enrolment Management (SEM) Committee convened on June 26, 2025, to advance strategic discussions and planning efforts related to enrolment management.

**1. Partnerships**

- All partnership proposals must be developed and reviewed by Academic and Recruitment management and endorsed by the VPAD and COO before submission to SEM.
- A new partnership with China is under consideration and will be submitted at the next SEM meeting.

**2. Attraction**

- Review of attraction operations completed.
- Transfer students will now be included as a specific target segment.

**3. Conversion**

- 19 PALS remain outstanding.
- 18 international students have accepted offers but not yet paid deposits.
- Best-case scenario includes seeking additional PALS from Western.
- Currently 6 visa refusals, representing 7% of accepted offers.
- Residence is nearing capacity—only 5 rooms remain.

**4. Retention**

- Identified need for a representative from Enrolment Services to join retention discussions.

**5. Enrolment Projections**

- Enrolment Projection Taskforce has begun work.
- A 5-year enrolment projection will be presented to SEM by the end of August.

**6. Early Alert System**

- The Committee endorsed administration prioritizing the development of an early alert system as part of the transition of current student data into the Slate CRM system.



ACADEMIC COUNCIL  
MINUTES OF MEETING  
JUNE 18, 2025

The meeting was held at 2:35 p.m. in Labatt Hall, Room 103, and via Zoom.

COUNCILORS:

Laura Béres \*  
Aidan Bobkowicz 🌐  
Nonie Brennan \*  
Graham Broad 🌐  
Arashdeep Chahal \*  
Claudia Clausius \*  
Adrienne Co-Dyre  
John Dool \*  
Russell Duvernoy  
Jeannette Eberhard \*  
Jordan Fairbairn 🌐  
Josephine Gemson  
Eunice Gorman (for C. Traher)  
Chaya Halberstam

Erin Hannah \*  
Joe Henry  
Peter Ibbott  
Liam Kennedy  
Allyson Larkin  
Miriam Love  
Braedan Lovie  
Donna Maynard  
Alison Meek 🌐  
Laura Melnyk Gribble  
Jacquie Newman 🌐  
Loretta Norton (for M. Penner)  
Brian Patton  
Jeff Preston \*

Felipe Rodrigues  
Pat Ryan  
Jane Sanders  
Jennifer Silcox  
Derek Silva  
Natalie Spruce  
Karen Thomson  
Thomas Tieku  
Joseph Turnbull  
Robert Ventresca  
Corinne Walsh 🌐  
Paul Wilton  
Mark Yenson \*

OBSERVERS: Karen Gingrich, Tom Gray, Krista Lysack. Carri Rodgers-Rowley, Linda Whidden.

MINUTE TAKER: Ann Hoffer

R. Ventresca, Chair, called the meeting to order and welcomed new members.

1.0 Land Acknowledgment

B. Lovie offered a land acknowledgement.

2.0 Opening Prayer

J. Gemson opened with a prayer.

3.0 Committee Reports

3.1 Scholarship and Bursary Committee

J. Gemson, Committee Chair, provided an overview of the background and rationale for the following three motions.

**Motion 1: That Academic Council approve a revision to the policies and amounts for the Automatic Entrance and Continuing Scholarships for Domestic Fee-Paying Students.**

**Moved and seconded by Scholarship and Bursary Committee**

**Vote: CARRIED**

A 14-minute discussion preceded the vote:

- **Effect of increasing admission average to 85%:** Raising the average from 82% would reduce the student count from 477 to 416.



- **Comparator Data:** Huron's admission average starts at 90%.
- **International scholarships:** Unrelated to the motion at hand, the 4-year International Excellence Award is designed to support recruitment and conversion efforts.
- **Continuing scholarships for part-time students:** As these funds have not been utilized recently, they are being reallocated to full-time students.
- **Clarification on students impacted by award changes:** The price sensitivity studies, along with input from subject matter experts, guided the decision to optimize both incentive and merit-based funding to better attract and retain students. It was suggested that future reports include the dollar value and number of students impacted.
- **Scholarship Application:** If full-time students meet the 4.0 credit threshold, no application is required. It was noted that part-time students have a 3.5 credit threshold, while the average course load for full-time students is 4.2 credits.
- **Impact of increasing Entrance and Other scholarships:** There are a number of bursaries available to any student no longer eligible for the scholarship.

**Motion 2: That Academic Council approve a revision to the policies and amounts for the Automatic Entrance and Continuing Scholarships for International Fee-Paying Students.**

**Moved and seconded by Scholarship and Bursary Committee**

**Vote: CARRIED**

A 2-minute discussion preceded the vote.

- **Price sensitivity and Award Impact:** Studies indicated the current award level had limited influence on student decisions, with even smaller scholarships capable of affecting behaviour.

**Motion 3: That Academic Council approve a revision in the International Experiential Learning Awards from \$1500 to \$1000, effective September 2025**

**Moved and seconded by Scholarship and Bursary Committee**

An 11-minute discussion ensued.

- **General Bursary:** There is a general bursary available for any King's student in financial need, with applications adjudicated by J. Henry.
- **Bursary Reimbursement:** Bursary funds are provided via reimbursement, requiring students to submit receipts rather than directly receiving the funds.
- **International Experiential Learning:** A \$1K bursary is considered generous for international experiential learning; students are also encouraged to seek external support and fundraise.
- **Sliding Scale Proposal:** Consideration of a sliding scale for bursaries, as some experiential learning trips have lower costs.
- **Previous Research:** Research was conducted years ago to increase the award to \$1.5K to better support equitable educational opportunities. Given the current financial situation, approval may be necessary to sustain the program.
- **EPC Referral to Committee:** The issue of experiential learning and international travel was referred to the Teaching and Learning Committee at EPC last week, due to concerns about travel agency pricing compared to Expedia. It was proposed that we receive the committee's recommendation before voting.
- **Student Impact:** While the estimated savings of \$30K are appreciated, a clearer understanding of the impact on students, is requested.
- **Point of Order:** The KUCSC President asked for clarification on the timeline, noting that experiential learning is a key factor in recruitment for September 2025. T. Gray confirmed that the Viewbook is set to go to print next month.

**MOTION: To table this motion until further research can be provided.**  
**Moved by P Ibbott, seconded by A Larkin**  
**Vote: TABLED** (20 in favour, 3 opposed, 2 abstentions)

#### 4.0 Reports

##### 4.1 President

R. Ventresca, President (Interim), provided a verbal report:

**Enrolment Update as at June 3, 2025:** Rob noted that domestic targets are projected to be exceeded, while international enrolment is expected to fall short. These projections are based on acceptances, not actual registrations. A new tracking tool has been implemented to monitor real-time registrations over the summer. The enrolment numbers reflect the residual strength of the institution's brand, though there is some risk international acceptance as PALS now transition to study permits. He also acknowledged the collaborative efforts of multiple groups, including task forces and the faculty phone call campaign, and mentioned that some summer melt is anticipated, which is typical. Enrolment Services received a round of applause for these great numbers. A 17-minute discussion ensued.

- **Residence:** Expected to be at near capacity.
- **US Market:** Reports indicate many parents want to move students out of the US due to the political climate. Efforts to break into the US market have faced challenges, similar to those experienced by Western and Huron. Preliminary inquiries are underway, but it's late in the cycle to make a significant impact this year.
- **Intent to Register vs Course Registration:** To assess enrolment for years 2, 3, and 4, we must wait until students register. Level 1 registration opens next week, and Level 2 in July. After priority registration, students who have not registered for a full course load (necessary for scholarship eligibility) will be prompted to do so. We will also reach out to encourage registration for those still pending.
- **Enrolment Targets:** This year, targets are set using pessimistic, realistic, and optimistic scenarios, reflecting the shrinking TVSB and growing LDCSB. Three task forces have introduced new tactics for attraction, retention, and conversion. Domestic tactics have been effective, and the next round of offers will be sent once final grades are in.
- **Enrolment Projection Model:** A new task force is launching, with the first phase focused on developing a more sophisticated enrolment projection model. The goal is to establish a unit contribution (dollars per student) to cover fixed costs. Once the projection tool is in place institution-wide, academic units can plan at the program level. It was noted that each student's contribution includes tuition and Ministry grants.

##### Navitas update

Senate approved a proposed partnership with Navitas to create a private international college offering a separate first-year entry pathway for international students, pending Board of Governors approval. Western's ambitious international growth plan aims to increase international students from 7.5% to 20%. Concerns have been raised about its impact on affiliate partners. A 2-minute discussion ensued:

- **International Strategy Development:** We aim to create an international strategy aligned with our institutional values and including:
  - First-year international recruitment plan for September 2026
  - Streamlined staff structure with one house officer
  - Strategic marketing investment in key markets
  - Agent management review and performance-based incentives

## Financial Update

K. Thomson, Chair of the Planning and Priorities Committee, presented a financial update, covering draft 2024-2025 financial results, revenues, expenditures, and cash flow (incomplete, expected by month-end), as well as changes to non-cash working capital. The information is in draft form pending the upcoming audit. A 12-minute discussion ensued:

- It was suggested that the Variance column needs to be represented differently on Expenditures, Revenues etc.
- Weekly projections show that the increase in domestic enrolment; however, they will not fully offset the decline in international. Revenue projections are on track unless issues arise with work study permits. On the cost side, expenses will exceed projections.
- Question raised about the increase in instructional costs from 2024 to 2025 despite plans to increase class sizes. C. Rodgers-Rowley explained the increase is due to full-time faculty, LTAs, and early retirements.

In pursuit of the 1.25% surplus target by FY30, K. Thomson reported that the FY27 plan now requires \$6M in savings, up from \$3M, as one-quarter of expected early retirements have occurred. While the FY26 budget has bent the curve, the trajectory remains unsustainable and will deplete reserves. Further efforts are needed to generate revenue and cut expenditures. Karen concluded by noting the Audited Financial Statements will be presented in September, the President's Task Force on Planning and Budget will resume work on a new budget model; and enrolment results and update revenue projections will be confirmed in September.

## Wireframe Site for Financial Sustainability Framework

D. Perreault, Director of ITS, presented the wireframe for the Extranet site, showcasing potential content on: Guiding Principles, Enrollment Projections, Finance Primer, Common Financial Health Indicators, Fundraising, Institutional Priorities, Sustainability Framework, Land Use Development Plan. A 5-minute discussion ensued:

- **Advocacy Efforts:** R. Ventresca shared that advocacy is important, but given the recent throne speech on international issues, he's not optimistic and not waiting for change.
- **Tuition Assumptions:** Tuition is assumed to remain frozen. The outlook is two years realistic, three years optimistic, with adjustments to align with market relevance and new tactics.

### 4.2 Vice-President and Academic Dean (Interim) Information

No report.

### 4.3 King's University Council Students' Council Report

B. Lovie, KUCSC President, highlighted his report, which was missed in the package (see Appendix 1). He also provided an update, congratulating Aisha Chamberlain as the new Student Development Coordinator.

## 5.0 The Unanimous Consent Agenda

Several items were removed from the Consent Agenda (see 6.1 to 6.4).

**Motion: To receive the reports submitted by the Educational Policy Committee (5.1) and the Planning and Priorities Committee (5.2), shared for information.**

**Moved by P. Ibbott, seconded by L. Melnyk Gribble**

**Vote: CARRIED**

## 6.0 Items Removed from the Consent Agenda

### 6.1 Minutes of the Meeting of May 21, 2025

It was noted that the second THAT in the fourth motion under New Business (#7) be removed.

### 6.2 Mission Integration and Inclusion Committee

Concern was raised about pausing the Peace Camp. J. Henry clarified that Peace Camp is not a King's program but partnered with us. He noted support from Rabbi Dressler and Shahin to explore a new model (e.g., integrative learning). Joe added that a small event will be hosted at King's.

### 6.3 Governance and Nominations Committee

Members discussed addressing perceptions of Academic Council's response to the Faculty Assembly survey, especially with faculty not on Council. The survey results may be considered during the self-evaluation process, which is reviewed annually, with an external review every seventh year. Recommendations will be brought back to this body. The self-evaluation survey will be shared in the coming days.

### 6.4 Strategic Enrolment Management Committee

The discussion question about the enrolment report was address by T. Gray earlier in the meeting.

**MOTION: All Items Removed from the Consent Agenda will be considered as one motion to approve the Minutes of Meeting of May 21, 2025 (as amended) and receive reports from the Mission Integration and Inclusion, Governance and Nominations, and Strategic Enrolment Management Committees.**

**Moved by P. Ryan, seconded by A Meek**

**CARRIED**

## 7.0 New Business

**Motion: That the President and VPAD reports be summarized and provided in writing to Academic Council.**

**Moved by A. Larkin, seconded by P. Ibbott**

**Vote: CARRIED**

A 2-minute discussion preceded the vote, proposing that motions made on the floor might get lost. It was suggested instead to submit requests to the Governance and Nominations Committee for review.

**Motion: Going forward, be it resolved that any institutional decision at King's University College that carries both financial and academic implications must be presented to and approved by the Academic Council before it can be implemented.**

**Moved: A. Meek, seconded by P. Ibbott**

**TABLED TO JULY MEETING**

A 19-minute discussion preceding the decision to table;

- **Motion Appropriateness:** Members questioned the motion's alignment with the By-Law's scope on matters affecting the King's mission.
- **Chair Participation:** As per the Rules of Order, the Chair remains neutral, but the body may elect an Acting Chair if the Chair wishes to participate in the discussion and decision-making.

**MOTION: To nominate L. Melnyk Gribble as Acting Chair.**

**Moved by P. Ibbott, seconded by L. Melnyk Gribble**

**Vote: CARRIED**

- **Administration's Concerns:** R. Ventresca noted administration had not reviewed the motion and expressed concerns about potential legal, contractual, and Board risks. He

acknowledged the motive behind the motion but highlighted governance implications.


- **Impact on Programming:** Members discussed the EDID Office closure's impact on programming, including the Peace Camp partnership. R. Ventresca cautioned that the motion could cross boundaries by involving an HR decision and violating academic governance. Rob emphasized that reduced Campus Ministry staff does not dismantle Catholic mission, but places responsibility on all to promote it.

#### 8.0 Adjournment

**The meeting was adjourned (moved by D. Maynard, seconded by B. Lovie) at 4:53 p.m.  
CARRIED**

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Robert Ventresca,  
Chair



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Paul Wilton,  
University Secretary

## **Tabled Motion from June 18, 2025 Council Meeting**

**Moved: Alison Meek**

**Seconded: Peter Ibbott**

### **Motion:**

Going forward, be it resolved that any institutional decision at King's University College that carries both financial and academic implications must be presented to and approved by the Academic Council before it can be implemented.

### **Rationale:**

According to Article 1 of its by-law, the Academic Council "shall be responsible for the management and oversight of King's academic affairs" and also holds the authority to make recommendations concerning the "operating budget of the College." It is, therefore, the central institutional governance body overseeing both the academic and financial governance of the College. Yet, several recent decisions with significant financial and academic implications, including the closure of the EDID Office, Campus Ministry, the establishment and hiring of the Chief Operating Officer (COO) have been made without the engagement or approval of the Academic Council.

These actions raise several concerns:

#### **1. Governance Integrity:**

To ensure that the Academic Council does not become a rubber stamp for decisions already made, it must be proactively included in deliberations, particularly when decisions have direct impacts on academic programming, faculty resources, student services, and institutional budget allocations.

#### **2. Scope of Oversight:**

While some may argue that administrative hiring falls under operational management and thus the sole purview of the President, this view overlooks the broader institutional context. Such hires occur alongside reductions in faculty hiring, the deferral of LTA replacements, and budget cuts across academic departments. These are not isolated operational decisions, but interconnected strategic ones that affect the institution's academic direction and priorities.

#### **3. Financial-Academic Linkages:**

Decisions that result in job losses, program closures, and altered budgetary priorities cannot be separated from their academic effects. Therefore, it is within the mandate of Academic Council to review and approve such matters to ensure transparency, academic integrity, and fiscal responsibility.

#### **4. Community Trust and Institutional Legitimacy:**

The perception and reality of shared governance are critical. Involving Academic Council in these decisions promotes accountability and strengthens trust across the university community.

This motion seeks to ensure that the Council grows into a meaningful governance body, respected, and effective in upholding its responsibilities and academic mission of King's.