

**THE PRINCIPAL'S
ANNUAL REPORT
2015 – 2016**



KING'S

WESTERN UNIVERSITY · CANADA

**Dr. David Sylvester
Principal**

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THE KING'S MISSION

King's is a Catholic university college committed to the ongoing creation of a vital academic community animated by a Christian love of learning and the pursuit of truth. The College strives to foster an environment based on open enquiry, Christian values and service to the larger community.

THE KING'S VISION

King's vision is to be the premier Catholic university, and the best undergraduate institution of higher learning in the Canada.

INTRODUCTION

Though primarily an accountability document, and therefore never short on detail, the *Principal's Report* is intended to demonstrate and celebrate how the entire King's community seeks excellence in all things, and that what sets us apart is our foundational commitment to the people who live and learn in this community.

The guiding goals of the *Principal's Report* arise from the strategic plan, *Vision, Values and Learning: A Strategic Plan for King's University College, 2010–2014*. As you read this *Report*, please keep in mind the primary aspirations of the King's community articulated in this document, namely:

1. **To establish a community of engaged scholars actively pursuing the acquisition, creation and dissemination of knowledge;**
2. **To articulate, realize and celebrate the Catholic vision in all dimensions of College life;**
3. **To enhance the spirit of community within the College;**
4. **To develop the College's regional, national and global profile;**
5. **To consolidate and augment the legal, organizational and financial position of the College;**
6. **To create an environmentally sustainable College.**

The detailed information provided in this report is assembled from the individual reports presented by the Senior Administrators of King's and the Manager of Communications and Media Relations. I am grateful for their ongoing leadership at King's and their contribution to this report which reflects the work of our entire community.

Jane Antoniak, *Manager of
Communications & Media Relations*

Rev. Michael Bechard, *Chaplain &
Director of Campus Ministry*

Claire Callaghan, *Director of Libraries*

Dr. Sauro Camiletti, *Vice-Principal &
Academic Dean*

Veronika Elsie, *Director of Human
Resources*

Tom Jory, *Director of Information
Technology Services*

Erin Lawson, *Executive Director of
Alumni Affairs & Foundation*

Jeff Major, *Vice-Principal of Finance &
Support Services*

Marilyn Mason, *Vice-Principal of
Enrolment Services & Strategic
Partnerships*

Chris MacNeil, *Acting Director of
Physical Plant*

OVERVIEW

SELECTED HIGHLIGHTS FROM 2015-16

1. Fostering research, teaching and publishing:

- King's students rated the faculty's teaching as superior. In every department/school, across every year of study, teaching evaluation scores reached a median of 6.0 on a seven-point scale. King's University College stands second to no other institution of higher learning in Canada in the quality of its teaching staff.
- The faculty collectively authored/co-authored 4 books, 61 refereed journal articles, 56 book chapters, co-edited 10 books, presented 85 refereed conference papers, and submitted 112 manuscripts for publication.
- The College awarded \$177,900 in internal research grants to 53 faculty to support their ongoing research activities.
- The College allocated \$146,669 in travel support to 56 members of faculty who presented 101 refereed papers.
- Two faculty members have research funds from SSHRC Insight Grants, totaling \$239,494 in funding. Twelve Insight Development Grants were awarded to King's faculty.

2. Celebrating the Catholic vision of King's;

- Campus Ministry continued to develop its programming confirming the claim that it stands as the model for Catholic campus ministry in Canada. The highly-acclaimed, and recently renamed, *Veritas Lecture Series* continued to flourish, attracting 150-250 attendees for each of its numerous lectures.
- The circle of partnerships forged by the Office of the Registrar with Catholic School Boards in the province includes all Catholic School Boards in Ontario as well as the Catholic Educational Organizations for Principals, Trustees, Curriculum Leaders, and Supervisory Officers. This group regularly meets at King's and discusses the shared Catholic mission of our institutions so that we can grow stronger together.

3. Enhancing the spirit of community at King's;

- The enhancement of the physical plant, community space, and academic facilities continued to keep the facilities updated and provide students and faculty the opportunity to engage in a living-learning community.
- Campus Ministry, the established Centers for Catholic-Jewish Learning, Creativity and Social Concern, the new Centre for the Advanced Research in European Philosophy, the School of Social Work, King's University College Student Council, and student clubs offered lecture series, special

events, workshops, and conferences that enhanced both the academic and spiritual mission of the College, and reached out to the wider community.

- The range of academic counseling services, and student services (personal counseling, disabilities, career, residence) continued to be well-used and highly valuable to our students.
- The fourth annual King's Fall Fair took place in September 2015 at Kusterman's Berry Farm. Over 200 College employees, board members and their families came together for a day of fun activities and community building.

4. Developing the College's regional, national and global profile;

- The Principal and members of administration and faculty regularly appeared in the press, on national television, speaking to King's role in post-secondary education in Canada.
- The internationalization program at King's continued to flourish and expand. The College is a leader in promoting internationalization both in London and on the national scene. In 2015-16 the international student population included 519 international and exchange students. Additionally, 100 King's domestic students engaged in outgoing exchange programs to a total of 12 different countries.

5. To consolidate and augment the legal, organizational and financial position of the College;

- Human Resources, under the leadership of Director Veronika Elsie continued to ensure institutional compliance and institutional best practices and training in light of changing provincial guidelines.
- The Finance Office of the College, under the leadership of the Vice-Principal Finance and Support Services Jeff Major, continued to provide superior leadership for King's.
- Board renewal has continued with the appointment of dynamic community and College representatives with the Chair, His Worship Mayor Dan Mathieson (Stratford), and Vice-Chair, Dr. Kelly Regan.

6. To create an environmentally sustainable College.

- The solar panels installed on the roof of Labatt Hall continue to offset a considerable amount of CO² and generate, on average, over 25,000kwh per year with over \$20,000 in annual revenue.
- The King's Green team remains a very active group on campus. Examples of the activities they have organized include:
 - Campus Green-ups
 - Plant sales
 - Tree-planting initiatives
 - Battery recycling days

EXCELLENCE IN TEACHING

2016 Recipient of the King's University College Award for Excellence in Teaching (Full-time Faculty)

Dr. Jacquetta Newman, Department of Political Science

Dean Camiletti's Citation

Dr. Newman combines dedication, enthusiasm, extraordinary expertise, research and consummate teaching skill to create high impact learning environments in her Political Science courses. These are characterized by spirited debate, weekly reflection and opinion papers, and simulations. In her House of Commons simulation, for example, a student may play the role of leader of the opposition or even Prime Minister.

Outside the classroom she leads numerous experiential learning trips, employs students as research assistants and prepares students to present at conferences.

In summary, Dr. Newman is an outstanding teacher scholar who, by fostering engagement, agency and respect, makes a difference in the lives of her students.

2016 Recipient of the King's University College Award for Excellence in Teaching (Part-time Faculty)

Dr. Joseph Turnbull, Department of Economics, Business and Mathematics

Dean Camiletti's Citation

Dr. Turnbull believes the ideal university graduate should be adaptive, collaborative and capable of applying knowledge in disparate fields. To this end he promotes peer teaching, study groups, collaborative learning and other modes of exploration and technology that bring learning beyond the classroom. He provides countless review sessions, drop-in sessions in the library and opportunities for mock examinations.

His students describe him as an outstanding teacher who is passionate, inspirational and who consistently exceeds the expectations of any teaching position.

Instructor Evaluation Chart for the Dean's Honor Roll of Teaching Excellence

- Both full and part time faculty continue to provide our students with an exceptional educational experience as measured by the number making the Dean's Honor Roll of Teaching Excellence this past year. Even more amazing is the fact that both the King's overall median and mean was 6.0 and 5.8 respectively on the 7 point scale.

	2011-12			2012-13			2013-14			2014-15			2015-16		
Faculty	All	Honor Roll	%	All	All	Honor Roll	%	Honor Roll	%	All	Honor Roll	%	All	Honor Roll	%
Full-time (-leaves)	73.5	53	71%	75.3	81.7	54	66.1	55	66%	73.2	52	71.0	81.7	54	66.1
Part-time	155	88	57%	161	184	110	59.8	98	53%	193	121	62.7	184	110	59.8

2015-2016 Dean's Honor Roll of Teaching Excellence

Full Time Faculty 2015-2016

Department of Interdisciplinary Programs

Cushing, Pamela
Frankel, Sam
Gorman, Eunice E
Heng, John
Harris, Darcy
Larkin, Allyson
Malleeson, Thomas Peter

Part-Time Faculty 2015-2016

Department of Interdisciplinary Programs

Arnold, Carrie
Benner, Mark William
Dunlop, Judith
Dunne, Patrick
Gardiner, Rita
Goodwin, Diana
Haley, Elizabeth Tobin Leblanc
Hurley, Pamela
Machado, Reb
McParland, Shellie
Misurak, Leslie Joan
Pizzale, Norman
Ross, Karen
Vorstermans, Jessica

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Department of Economics, Business and Math

Copplestone, Glen Howard
Feng, Hui
Hunter, Trevor Davis
Ibbott, Peter
Meredith, David Gerald
Osborne, Theodore
Siambanopoulos, John
Strickland, Ruth Ann
Weingartner, Shawna Lyn
Yousefi, Ayoub

Department of Economics, Business and Math

Adcock, James
Denniston, Kristin
Fathallah, Ramzi
Hallet, Heather Helen
Higgins, Janine Audrey
Hoffman, Justin Kenneth
Malloy, Brandon
Moschandreou, Terry
Memar Zadeh, Maryam
Rodrigues, Felipe
Seabrook, Jessica
Shahada, Mayada
Turnbull, Joseph Daniel
Vachon, Stephan
Valluri, Sree Ram

Department of History

Bangarth, Stephanie
Bohnet, Adam
Jarvis, Eric James
Meek, Alison
Ventresca, Robert

Department of History

Gucciardo, Dorotea
Gustavson, Wesley
Krats, Peter Vaino Karl
Kubow, Magdalena
Potter, Paul
Temple, Jeff
Virtue, Nicholas

Department of Modern Languages

DiCicco, Lorraine
Dowdell, Coby Joshua
Koski, Raija Hellevi
Lysack, Krista Colleen
Werstine, Paul

Department of Modern Languages

Buglea, Diana Loana Corina
Brooks, Sarah
Cormier, Andre
Goode, Michal
Greenway, Jeremy
Harnick, Laurie
Hutchinson Grondin, Michelle
Joseph, Nigel Leo
Keeler, Aaron
Kelly, John Christopher
Khimasia, Therese
Kirk, Heather
Love, Miriam
Morley, Patrick
Natarajan, Srividya
Perry, Dawna
Rowat, Mitchell R
Thompson, Peter James

Department of Political Science

Grant, John Arthur
Hannah, Erin
Lawlor, Andrea
Muller, Benjamin
Newman, Jacquetta

Department of Political Science

Hassan, Zhegher
Hoogenboom, David
Narain Nigmendra
Noel, Sid
Sarkany, Laszlo
Scorgie-Porter, Lindsay

Department of Philosophy and Religious Studies

Calcagno, Antonio
Geen, Jonathan
Kato, Julius-Kei
Lofts, Steve
Mouroutsou, Georgia
Yenson, Mark

Department of Philosophy and Religious Studies

Ahmed, Kamran
Bartley, Andrew
Bechard, Michael
Di Giovanni, Andrea
Richards, Ian
Tabbemor, Kyle William James
Tait, Morgan
Walsh, Corinne Christine

Department of Psychology

Gorassini, Donald
Melnyk, Laura
Penner-Wilger, Marcie
Roney, Christopher J R

Department of Psychology

Arnold, Carrie A
Bell, David William
Campbell, John Donald
Chapman, Jonathan Edward
Cross-Mellor, Shelly Kathleen
Everest, Michelle
Gorman, Glen
Haynes, Graeme Andrew
Hessels, Sandra Dianne
Hussey, Karen Anne
Isaacs, Corey
Twyman, Alexandra

Department of Sociology

Bruno, Tara Leah
Datta, Anisha
Lavrence, Christine
MacGregor, David
Yeager, Matthew G

Department of Sociology

Akkaymak, Guliz
Balandin, Darlene
Barr, Lauren
Benoit, Andrea Carolyn
Burns, Lawrence
Cassidy, Gale
Cushing, Neisha Lynne
Dowler, Ken
Fresco, Estee
Fthenos, Georgios
Haight, Michael
Klein, Michal
Kudla, Daniel
MacDiarmid, Laura May
Maynard, Donna Katrine
Newnham-Kanas, Courtney E.

Pakvis, Patricia Joan
 Pendakis, Katherine
 Rainhard, Darren
 Rajic, Stanislav
 Silcox, Jennifer
 Vanderloo, Leigh
 Vorstermans, Jessica

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School of Social Work

Beres, Laura G.
 Csiernik, Richard
 Donahue, Peter
 Hurley, Dermot Joseph
 Kwok, Siu-Ming
 Lewis, Laura Elizabeth
 Sethi, Bharati

School of Social Work

Arundel, Mary Kay
 Hallberg, Rhonda
 Levy, Cliff
 McIntyre, Michelle Elizabeth
 Sigurdson, Craig William
 Smith, Carrie Jean
 Vitali, Sharon

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Full-Time: 54

Part-Time: 110

- Other quality indicators of teaching at the College include:
 - Number of PhD's among full-time faculty: **92 out of 98 or 94%.**
- Course coverage (including MSW and excluding faculty on leave):

2010 – 2011 (9.5 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	81.2	200.2	56	8343.5	54.0
Part-time	138	154.3	44	7182.3	46.0

2011 – 2012 (14.5 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	74.0	196.0	52.6	8089.50	51.3

Part-time	155	176.5	47.4	7694.50	48.7
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2012 – 2013 (17.5 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	78	200.0	51.3	7743.00	49.7
Part-time	161	190.5	48.7	7829.75	50.3

2013 – 2014 (15.5 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	82.8	195.0	49.6	7073.5	46.4
Part-time	186	198.5	50.4	8136.0	53.6

2014 – 2015 (15.5 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	73	175.5	45.6	6074.0	41.3
Part-time	193	209.5	54.4	8640.8	58.7

2015 – 2016 (14.0 on leave)

	Number	Sections	%	Registrations	%
Full-time/LTA	82	198.5	51.1	7214.5	49.7
Part-time	184	190.0	48.9	7302.8	50.3

Teaching and Course Coverage

- Part-time faculty taught a majority of course sections and student registrations. The expectation is that the retrenchment that is being forced upon us by declining enrolment will turn this around.
- We employed 4 LTA's this past year, a figure that is very reasonable given the number of sabbaticals.
 - Ruth Ann Strickland EBM (Accounting) Program Support
 - Sam Frankel DIP (CSI) Sabbatical Leave Replacement
 - Linda Hutchinson Psychology Sabbatical Leave Replacement
 - Jennifer Reynolds Sociology Sabbatical Leave Replacement
- **On leave**
 - We had 5 faculty on non-sabbatical type leaves this past year.
- **Sabbatical Cycle**
 - Sabbatical leaves accounted for 10 of the 14.0 leaves in the 2015 – 2016 academic year. These are full year equivalent (FYE) leaves. In the FYE count, half year sabbaticals and half year

medical leaves count as 0.5 year leaves and full year sabbaticals and full year medical leaves count as 1.0 year leaves.

- For the 2016 – 2017 academic year, 7 FYE sabbatical leaves have been approved; 3 are full year leaves and 4 are half year leaves. This is certainly a low point in the sabbatical cycle and the lowest sabbatical count in some time. Predicting sabbaticals going forward has become difficult because of half year sabbaticals. It is difficult to predict who will wait for a full year sabbatical opportunity or who will opt for the half year sabbatical option.

- **Student Engagement**

- We believe very strongly that the success of our students in first year has a bearing on program choice and their ability to realize their educational goals. The first to second year full time cohort retention (a count of full time students who proceed into second year after completing first year with us) was only 77% among Canadian and permanent resident students and 67% among international students in the 2015 – 2016 academic year.
- We continue to explore way of improving the first year experience for our students. Recently we have:
 - Developed an Academic Plan that places a heavy emphasis on high impact learning and transition to university initiatives;
 - Reduced the size of our larger first year classes in Sociology, Psychology, Social Justice and Peace Studies, History and Mathematics;
 - Increased teaching and tutorial assistance in Economics, Business and Mathematics courses;
 - Ran the King's Academic Mentoring Program;
 - Provided a larger choice of courses for January admits that allow them more program opportunities when they register with us in the following academic year.
- Experiential learning initiatives continue to offer students extraordinary experiences beyond the classroom.
 - SJPS students to the Dominican Republic and Guatemala;
 - Political Science students to Addis Ababa, Ethiopia;
 - History and Political Science students to Boston;
 - Social Work and Religious Studies students to Pine Channel;
- The College employs a range of modes of learning to enhance the learning experience and improve student engagement. These include lecture style learning, online and blended learning, the case method of instruction, experiential learning, group learning, service learning, seminars, senior thesis, practicum placements and foundation course learning. In an increasingly competitive recruitment environment our success depends upon our continued investment in student engagement and the availability of a broad range of learning opportunities for our students.

A Culture Of Scholarship

1. Books, 2015–16

- **Four** faculty authored or co-authored **4** published books (See Appendix B for publication details).
 - Rick Csiernik
 - Darcy Harris
 - Don Kerr
 - Matthew Yeager

- **Ten** faculty edited or co-edited **10** published books (See Appendix B for publication details).
 - Antonio Calcagno (5 edited works)
 - Erin Hannah
 - Darcy Harris
 - Siu Ming Kwok
 - Paul Werstine (2 edited works)

2. Papers, 2015–16

Over the past year King’s faculty,

- (A) authored or co-authored **61** refereed journal articles and **56** refereed book chapters;
- (B) presented **85** refereed conference papers;
- (C) had **112** manuscripts submitted or approved for publication.

3. Summary Research Activity 2014–15

The following table summarizes research activity by outcome over the last eight years. The results fluctuate by year.

Selected Research Activity	Selected Research Activity of Full time Faculty, 2007-14							
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Books authored	2	6	5	5	5	6	8	4
Books edited	3	7	6	3	3	2	8	10
Refereed Articles & Chapters	53	74	85	78	80	74	98	114
Refereed Conference Papers	55	81	83	71	72	97	89	101
Manuscript Submissions (includes forthcoming)	71	107	81	67	79	77	111	108

4. Sabbatical Leaves 2015-16

Twenty two faculty were on sabbatical leave this past year.

Full Year:	Graham Broad	(History)
	Alan Pomfret	(Interdisciplinary Programs)
	Ken McKellar	(Modern Languages)
	Cathy Chovaz	(Psychology)
	Nick Skinner	(Psychology)
	Rachel Birnbaum	(Social Work)
	Claude Olivier	(Social Work)
	Joe Michalski	(Sociology)
Half Year:	Trevor Hunter	(Economics, Business and Mathematics)
	Claudia Clausius	(Modern Languages)
	Raija Koski	(Modern Languages)
	Valerie Zawilski	(Sociology)

5. Approved Sabbatical Leaves for 2015-16

This year the Board approved the recommendations of the Leave Committee for the following 11 sabbaticals:

Full Year:	Lorraine DiCicco	(Modern Languages)	
	Krista Lysack	(Modern Languages)	
	Mark Yenson	(Philosophy and Religious Studies)	
Half Year:	Judith Belle Brown	(Social Work)	
	Donald Gorassini	(Psychology)	
	Koski	(Modern Languages)	Raija
	Steve Lofts	(Philosophy and Religious Studies)	
	David MacGregor	(Sociology)	
	Sally McNamee	(Interdisciplinary Programs)	
	Laura Melnyk	(Psychology)	
	Megan Shore	(Interdisciplinary Programs)	

A. Sabbatical Leave Pattern

Please note that the timing of sabbaticals is associated with our hiring cycles following academic reviews and is therefore not uniformly distributed. The table below illustrates the leave variability. The last entry is an estimate.

Year	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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Sabb 16 10 6.5 7.5 9.5 14 12.5 20.5 9.5 7.0

B. Sabbatical Leave Clumping in Academic Units

The clumping of sabbaticals will occur once more in the next 4 years given the high number of full year sabbatical leaves (19) in the 2014-2015 academic year. Half year sabbaticals may have a mitigating effect on clumping as more and more faculty explore this option.

6. Research Grants Program

The College continues to support research through its Research Grants program. The following table outlines the level of support over an eight-year period that includes six past academic years, the current one and the next.

Support for Research Projects

Year	SUPPORT FOR RESEARCH PROJECTS								
	2007-2008	2008-2009	2009 – 2010	2010 – 2011	2011 – 2012	2012 – 2013	2013 – 2014	2014 – 2015	2015 - 2016
Faculty Receiving Grants	39	32	44	39	50	48	41	45	53
Amount Granted	\$94,293	\$81,152	\$108,650	\$105,142	\$136,511	\$137,897	\$136,402	\$137,652	\$177,900.76
Avg. Grant Allocation	\$2418	\$2536	\$2469	\$2696	\$2730	\$2873	\$3327	\$3277	\$3357

Course buy outs have been introduced a few years ago for recipients of large external grants from Tri Council Agencies or similar granting bodies. The new guidelines provide for up to two course buyouts per year to be distributed on a competitive basis. The list of successful applicants for buy outs is given below.

Buy outs for the 2015 -16 academic year

- Erin Hannah (Political Science) 1 full course
- Kristin Lozanski (Sociology) 1 half course
- Ian Rae (Modern Languages) 1 half course
- Dora Tam (Social Work) 1 half course

7. External Grants

Our faculty continue to seek external funding from SSHRC primarily and from other granting agencies.

SSHRC Insight Grants

	Year	Amount	Total
Competition year: 2015			
Antonio Calcagno	1 of 4	\$26,870.00	\$74,830.00

Competition Year: 2012

Paul Werstine	4 of 5	\$33,933.00	\$164,664.00
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SSHRC Insight Development Grant

Competition Year: 2015

Siu Ming Kwok	1 of 2	\$36,670.00	\$74,940.00
Andrea Lawlor	1 of 2	\$41,076.00	\$60,087.00

Competition Year: 2014

Erin Hannah	2 of 2	\$24,971.00	\$63,942.00
Kristin Lozanski	2 of 2	\$25,881.00	\$58,833.00

SSHRC Partnership Grant (Queen's)

Rachel Birnbaum	2 of 5	\$30,000.00	TBA
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Department of Justice

Rachel Birnbaum	1 of 2	\$16,500.00	\$75,200.00
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Neurodevelopment Networking Inc.

Rachel Birnbaum	1 of 3	\$5,700.00	\$10,700.00
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Law Foundation of Ontario

Rachel Birnbaum	1 of 2	\$50,000.00	\$99,790.00
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American Foundation

Dora Tam	1 of 3	\$2029.04	\$10,000.00
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YouthRex

Siu Ming	2 of 3	\$125,000.00	TBA
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D.F.PLETT Historical research Foundation Inc.

Sally McNamee	1 of 1	\$6,575.00	
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Lambton College

Office of Dean of Students	1 of 2	\$32,905.00	\$64,050.00
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8. Funding to Support the Presentation of Papers at Learned Conferences

Support for Presentations at Conferences

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty Receiving Grants	51	56	58	45	56	58	57	56
Papers Delivered	144		81	72	85	99	89	101
Amount granted	\$126,013	\$110,272	\$107,806	\$108,650	\$127,955	\$148,939	\$148,055	\$146,669

9. Appointments Promotion and Tenure

A. Academic Appointments 2015-16

Additions to Complement in 2015-16

none

Replacement Positions in 2015-16

Dr. Peter Donahue	Associate Professor with tenure in Social Work
Dr. Jennifer Jeffrey	Probationary contract in Management and Org Studies
Dr. Bharati Sethi	Probationary contract in Social Work

Program Support appointments in 2015-16

Professor Ruth Ann Strickland	2 year LTA extension in Mgmt and Org Studies at the rank of Lecturer
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Leave Replacements in 2015-16

Dr. Lynda Hutchinson 1 year LTA in Psychology
Professor Jennifer Reynolds 1 year LTA in Sociology
Dr. Sam Frankel 1 Year LTA in Childhood and Social Institutions

Retirements effective June 30, 2016

Dr. Barbara Decker Pierce Social Work

Deceased July 3, 2016

Dr. J.D. Han Economics

A. Academic Appointments approved for 2016–17

Additions to Complement in 2016-17

Dr. Liam Kennedy Probationary appointment in Sociology

Replacement Positions in 2016-17

Professor Carrie Smith Probationary appointment in Social Work (LTA initially)

Dr. Rose Marie Vito Probationary appointment in Social Work

Program Support appointments in 2016-17

Dr. Joseph Turnbull 4 year LTA in Mathematics

Professor Ruth Ann Strickland 4 year LTA in Management and Organizational Studies

Leave Replacements

Dr. Nigel Joseph 1 year LTA in English

Professor Mahammad Ghaziaskar 1 year LTA in Economics

Professor Jennifer Reynolds 1 year LTA in Sociology

Promotions effective July 1, 2016

Dr. Adam Bohnet to Associate Professor with tenure in History

Dr. Anisha Datta to Associate Professor with tenure in Sociology

Dr. Coby Dowdell to Associate Professor with tenure in English

Contract Renewals effective July 1, 2016

Dr. Allyson Larkin three years at the rank of Assistant Professor

Approved Parental Leaves in 2016-17

Dr. Hui Feng (6 months) Economics

Dr. Andrea Lawlor (6 months) Political Science (in this academic year)

Dr. Ian Rae (6 months) English

Announced Retirements effective July 1, 2017

Dr. Nicholas Skinner Psychology

The following table (which includes ALL FT academic appointments with 1 or more teaching assignments) traces the development of our full-time faculty complement over the last few years.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Full Professor	13	12	12	13	12	12	12	12	14	13
Associate Professor	46	48	53	56	58	63	64	64	62	62
Assistant Professor	24	26	24	21	17	17	15	19	17	16
LTA	6	5	3	5	7	5	7	5	4	6
	89	91	92	95	94	97	98	100	97	97

The changes from 2015-2016 are summarized below:

- Full professors – down one (Siu Ming Kwok resigned)
- Associate Professors – same number (three promotions: Adam Bohnet, Anisha Datta, and Coby Dowdell and three have left: Dora Tam, JD Han, and Barbara Decker Pierce)
- Assistant Professors – down one (three promotions: Adam Bohnet, Anisha Datta, and Coby Dowdell and two hires: Liam Kennedy and Rosemary Vito)
- LTA's – up two (two have left: Sam Frankel and Linda Hutchinson and four were added: Nigel Joseph, Carrie Smith, Joseph Turnbull and Mahammad Ghaziaskar – Ruth Ann Strickland is continuing)

Gender balance has remained constant and near parity over the past two years, although the proportions are not uniform across academic units. The majority of full time faculty in Interdisciplinary Programs, Psychology, Social Work and Sociology are female while Economics, Business and Math and Philosophy and Religious Studies continue to have a disproportionate number of males. However, we continue to hire more female faculty than male faculty and retirements are predominantly male. These factors should move us very close to parity in the years to come.

Gender balance 2005 -2016

Gender	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
F	25	26	36	39	35	37	38	44	46	46	45	43
M	49	52	52	52	56	56	56	56	54	54	52	52
%F	33.8	33.3	40.9	42.9	38.5	39.8	40.4	44.0	46.0	46.0	46.4	45.3
%M	66.2	66.7	59.1	57.1	61.5	60.2	59.6	56.0	54.0	54.0	53.6	54.7

10. Other Research Initiatives

Aggregate Research Activity 2003-15

	Full-time Faculty	Total Research Activity by Raw Research Index	Raw Research Activity per FT Faculty	Total Research Activity by Weighted Index	Weighted Research Activity per FT Faculty
2003-04	64	319	5.08	449.75	7.03
2004-05	66	370	5.61	451.25	6.84
2005-06	71	384	5.41	473.5	6.67
2006-07	74	362	4.89	459	6.2
2007-08	84	477	5.68	627.5	7.47
2008-09	86	381	4.43	486.5	5.82
2009-10	87	494	5.68	670.25	7.7
2010-11	91	424	4.66	756	8.31
2011-12	90	434	4.82	719.75	8
2012-13	83	294	3.54	594	7.16
2013-14	77	408	5.3	685.5	8.9
2014-15	73	504	6.90	936.5	12.83
2015-16	97	491	8.2	792	8.2

Notes: Raw research index assigns a unit of 1.0 to every activity that could be classified as research related as submitted annually by faculty to their department chairs. A word of caution is in order regarding data collected in prior years as some faculty may not have been encouraged by their Chairs to submit their reports.

The Weighted Research Index assigns a differential weighting to the various activities. For example, a refereed article is weighted at 3.0 while a manuscript submission receives 0.25.

FT faculty does not include the following: Principal, Dean, and Associate Dean.
 FT faculty also does not include J.B. Brown who is cross-appointed with Health Sciences.

CATEGORY	TYPE	WEIGHT
Publications	Book	10
	CD-ROM	3
	Edited Book	3
	Refereed Article or Book	3

	Chapter	
	Reviews and Research Notes	2
	Non-refereed articles or book chapters	2
	Journal Editor	3
Papers Presented	Refereed Papers Presented	2
	Invited Papers, Workshops, Poster Sessions, Case Studies	1
	Other Presentations	.25
Manuscripts Submitted for Publication or Forthcoming		.25

- Top ten researchers by productivity accounted for 76% of the weighted index, up from 42% last year.
- This year, 14 faculty were engaged in 10 or more research related activities compared to 18 last year.
- The two points above speak to the greater engagement of faculty in general in research.

The top three Departments/School in terms of research activity continue to be Social Work, Sociology and Political Science respectively. The cumulative research activity in the Department of Political Science is particularly noteworthy given the small size of that department in comparison to the other two.

Student-Enrolment and Admissions Standards

Separate And Non-Separate Secondary School Applicants And Confirmed Responses 2008 - 2015

	Separate OSSD Applicants (Confirmed Responses)	Non-Separate OSSD Applicants (Confirmed Responses)	TOTALS
2008-2009	862 (248)	1693 (374)	2555 (622)
<i>Overall %</i>	33.7 (39.9)	66.3 (60.1)	
2009-2010	843 (261)	1537 (398)	2380 (659)
<i>Overall %</i>	35.4 (39.6)	64.5 (60.4)	
2010-2011	777 (301)	1468 (406)	2245 (707)

<i>Overall %</i>	37.55 (42.5)	65.4 (57.4)	
2011-2012	794 (253)	1440 (359)	2234 (612)
<i>Overall %</i>	35.5 (41.3)	64.5 (58.7)	
2012-2013	855 (275)	1414 (300)	2269 (575)
<i>Overall %</i>	37.7 (47.8)	62.3 (52.2)	
2013-2014	762 (320)	1481 (237)	2243 (557)
<i>Overall %</i>	34 (57.5)	66 (42.5)	
2014-2015	662 (194)	1366 (304)	2028 (498)
<i>Overall %</i>	32.6 (38.9)	67.3 (61)	
2015-2016	646 (205)	1330 (319)	1976 (524)
<i>Overall %</i>	32.7 (39.1)	67.3 (60.9)	

**Regional Distribution of Ontario Secondary School Registrants By Region
2008 – 2015**

Real Numbers of Registrants

Full-Time Enrolment 2006-15

	Year 1	(%)	Senior General	(%)	Senior Honors	(%)	Totals
2007-08	854	28	1529	50	677	22	3060
2008-09	949	30	1435	46	699	24	3083
2009-10	947	30	1454	47	699	23	3100
2010-11	916	28	1534	48	752	26	3202
2011-12	876	27	1610	49	783	24	3269
2012-13	821	25.5	1577	49	824	25.5	3222
2013-14	848	27	1523	48	778	25	3149
2014-15	730	24.4	1524	50.1	785	26.2	2990
2015-16	757	25.2	1465	48.9	777	25.9	2999

Median Average of Ontario Secondary School Registrants

YEAR	OSSD AVERAGE
2007-08	81
2008-09	81
2009-10	81.6
2010-11	81.5
2011-12	82.08
2012-13	82.5
2013-14	82.16
2014-15	82.33
2015-16	82.33

CAMPUS MINISTRY AT KING'S

The Mission Statement of the Office of Campus Ministry

“Firmly rooted in the Roman Catholic tradition, Campus Ministry seeks to nurture and challenge students, staff, faculty and the wider community in order to bring all into a deeper relationship with Jesus Christ. To this end, we provide programs and services in the areas of advocacy, catechesis, evangelization, community life, prayer and worship, justice and peace, leadership development and pastoral counseling. We promote ecumenical and interfaith dialogue, and prayer, as well as seek to understand and serve the People of God and the entire human family. Campus Ministry thereby fosters an inclusive environment where people of diverse backgrounds walk together on the faith journey.”

In addition to the ministry provided at King's University College, members of the staff of the Office of Campus Ministry are also charged with responsibility for the wider UWO community. Canonically established as a “personal parish” of the university, a small number of families from the city join us regularly for worship.

Preamble

Like every other department in the community, we are reevaluating on a constant basis how to best deliver services to the community and to best discern the most appropriate manner for proclaiming the gospel in this milieu.

We seek to work in cooperation with Canadian Catholic Campus Ministry, a group established by the Canadian Conference of Catholic Bishops over 60 years ago.

Liturgical Life

The community celebrated daily Eucharist at King's at 12:00PM Tuesdays thru Fridays in addition to the two Sunday liturgies at 10:30AM (Revera's Windermere on The Mount) and 5:00PM (Elizabeth A. “Bessie” Labatt Hall).

Again this year, The Office of Campus Ministry offered evening celebrations of Adoration of the Blessed Sacrament on the third Thursday of each month. Evenings were well attended and students expressed gratitude for the opportunity to gather, sing, pray and reflect in the presence of the Blessed Sacrament. Surprisingly, this event drew an average of thirty students per gathering. We will continue to do this next year on the third Thursday of each month.

We continue to mark the funerals of faculty, staff and students. We continue to mark Remembrance Day, Christ the King, Convocation and other events as needed.

Christ the King University Parish

Through diocesan mandate, since canonical establishment and reorganization (2004), the parish is able to celebrate and record sacraments. Besides those connected to King's University College and

Western University as staff, faculty, students and alumni, the parish provision also extends to those who intentionally choose and register with our parish community.

Our sacramental registers indicate that in the last year:

39 infants were baptized

1 adult was baptized

27 individuals received their first communion

9 individuals were confirmed

3 individuals were received into full-communication with the Catholic Church

16 weddings were celebrated

13 funerals were celebrated

Other sacraments were celebrated with alum in their home parishes.

A number of couples connected to the university were prepared for marriage at King's, with their weddings celebrated elsewhere. Accompanying dispensations or Declarations of Nullity were processed through our office.

In addition, hundreds of confessions were heard. The nature of the parish and community dictates that there is not a "set time" for confessions. Rather, parishioners and students are invited to come as they are available. Two full days of confessions were heard in conjunction with diocesan initiatives.

What is interesting to note is that the number of sacraments celebrated this year is up from previous years.

Parish Finances

The two largest areas of revenues received were:

Sunday Collection \$168,489.00

Refugee Sponsorship Initiative \$105,425.00

Other smaller funds raised to support various causes.

Refugee Sponsorship Initiative

In October 2014, an initiative to raise funds to sponsor refugees was started, in the hopes of welcoming one or two refugees to the community.

The financial support from the parish and King's community is very positive and the promise of scholarships from King's, Brescia and Fanshawe have provided the possibility of further studies and future employment.

We have received seven individuals from Africa and the Middle East and have assisted a family of seven that arrived in January from Syria. We currently have two applications with the federal government for sponsorship. Once arrived, we will have directly sponsored 14 people and directly assisted in the resettlement of 11 more.

Veritas Series for Faith and Culture

The word "veritas" comes from the Latin word meaning "truth." It is taken directly from the College motto "Christus est Via, Veritas et Vita." (Christ is the Way, the Truth and the Life.)

In his Apostolic Constitution, *Ex Corde Ecclesiae* (1990), John Paul II, wrote "It is the honour and responsibility of a Catholic University to consecrate itself without reserve to the cause of truth. By means of a kind of universal humanism a Catholic University is completely dedicated to the research of all aspects of truth in their essential connection with the supreme Truth, who is God. It does this without fear but rather with enthusiasm, dedicating itself to every path of knowledge, aware of being preceded by him who is "the Way, the Truth, and the Life."

In the same document he writes, "A Catholic University, as any University, is immersed in human society; as an extension of its service to the Church, and always within its proper competence, it is called on to become an ever more effective instrument of cultural progress for individuals as well as for society. Imbued among its research activities, therefore, will be a study of serious contemporary problems in areas such as the dignity of human life, the promotion of justice for all, the quality of personal and family life, the protection of nature, the search for peace and political stability, a more just sharing in the world's resources, and a new economic and political order that will better serve the human community at a national and international level. University research will seek to discover the roots and causes of the serious problems of our time, paying special attention to their ethical and religious dimensions. If need be, a Catholic University must have the courage to speak uncomfortable truths which do not please public opinion, but which are necessary to safeguard the authentic good of society."

Through the Veritas series, King's endeavors to foster learning and dialogue by gathering scholars, artists and activists who support and challenge us in living lives of faith and justice in the 21st Century. This year's series brought together the following speakers:

Thursday, September 24, 2015 - Dr. Moira McQueen

Wednesday, October 21, 2015 - Paula D'Arcy

Thursday, January 28, 2016 - Dr. Darcy Harris

Thursday, February 25, 2016 - Very Rev. Dr. John Behr

Wednesday, March 2, 2016 - Dr. Victoria Barnett

Thursday, March 31, 2016 - King's University College Chamber Choir, Let Eternal Light Shine: A Performance of Two *Requiem* Settings

Plans are already well underway for the 2016-1017 Series which will look at issues of faith and culture as Canada celebrates the 150 year since confederation. We will welcome:

September 22, 2016 - The Honourable H.G. Sibbeston

October 13, 2016 - Scott C. Alexander Ph.D.

November 3, 2016 - Chaunie Brusie

November 17, 2016 - Victor Camona, Ph.D.

January 12, 2017 - Toinette Parisio

February 2, 2017 - Rev. Dr. Lizette Larson-Miller

March 8, 2017 - John Milloy, DPhil

April 6, 2017 - Timothy Radcliffe OP

The series will also begin with a traditional welcome from members of the Chippewa of the Thames First Nation. An art display from Jamie Jardine will accompany each gathering.

Music Ministry

King's University College Chamber Choir

King's University College Chamber Choir, a 35-member auditioned choir consisting of students, staff, faculty, and members of the London community, performed three concerts: "Comfort and Joy," a concert of Christmas jazz and gospel music, on December 5 with guest jazz vocalist Sonja Gustafson in Kenny Theatre; "Let Eternal Light Shine," a performance of Requiem settings by Fauré and Daley, on March 31, 2016 in Kenny Theatre and April 2, 2016 at St. Paul's Cathedral. All proceeds from the concerts went to the College's refugee sponsorship initiative.

On April 17, 2016 the Chamber Choir became the proud recipient of the Jack Richardson London Music Award for best classical choir.

Preparations for the Sacraments of Initiation

The Minister to Youth meets on a regular basis with families of children preparing for the sacraments of baptism, first reconciliation, first communion and confirmation. Baptismal preparation takes place in the family home whereas preparation for all the others takes place in a group format at the parish

hall or at King's University College. This past year was a particularly busy year with children receiving these sacraments.

We have stressed the need for individual – rather than large group programming – for sacramental preparation. Though more labour intensive, it allows for the particular needs of the families to be addressed.

Sunday Children's Programs

Each Sunday at the 10:30 am mass at Windermere on the Mount, children between the ages of 4-8 are invited to the Children's Program. The program is run by the Minister to Youth along with parish volunteers and focuses on teaching children about prayer, the liturgical year, reading and reflecting on the Sunday Gospel. It also involves crafts and activities that are directly related to the Sunday Gospel.

Advent Party

The annual Advent Party encourages children ages 4-10 to reflection on the meaning of the Advent season through prayer, song, activities, watching a film together and creating a plan of how to live out the Advent season with the family. This year we had about 12 children participate.

Christmas Caroling at Windermere on the Mount

This year we introduced a new Youth Ministry led event where parishioners of all ages could gather after mass in the parish hall to eat their lunches, create Christmas cards and then practice some carols as a group. It was a great success as we had a lot of interest in parishioners joining in and singing with enthusiasm to residents of Windermere on the Mount in their dining hall.

Children's Lenten Retreat

This retreat was open to all children from JK – Grade 8 and it took place at the same time as the Lenten Retreat for parishioners. It was well organized with a variety of spiritual growth opportunities for children and many volunteers. Numbers of youth participants were quite low, perhaps due to the fact it took place during March Break.

Stations of the Cross

This is an annual family opportunity that takes place each Lent on a Friday evening. It begins with a potluck dinner in the parish hall and continues with the youth of the parish leading parishioners in praying the Stations of the Cross. It is a wonderful opportunity to gather the community in prayer and offers the youth a prominent leadership role. It was fairly well attended.

High School Exam Packages

In January and June each year, the Minister to Youth and work study students create care packages for parishioners who are preparing for their high school exams. These packages are very well received by the youth and their families.

Programming

Hospitality/Potluck

This year Campus Ministry held a Welcome Back BBQ on September 27, 2015. Approximately 125 people attended following the 5:00 pm mass. It was a great opportunity to foster community between the student body at King's, the parish community and the Campus Ministry team.

Pastoral Counselling

Pastoral counselling continued throughout the academic year at a significant and steady pace. Counselling was provided to a total of 88 clients, with a total of 452 hours of direct counselling sessions, from May 1, 2015 to October 9, 2015 and January 4, 2016 to April 30, 2016 as the Pastoral Counsellor was off on extended sick leave between October 2015 and January 2016. Those supported were comprised of 36 students, 1 faculty, 17 parishioners, 19 alumni / members of the community, and 15 marriage preparation couples. Several accompaniments to medical appointments were also provided.

Lenten Retreat

The afternoon retreat began with a simple meal of soup and bread. The retreat focused on prayer, fasting and almsgiving with three women (Margie O'Connor, Ellen Secci and Andrea DiGiovanni) from the parish reflecting on one of these areas. A retreat for children was led at the same time to enable parents to participate more easily. It was very well received by the 75 parishioners that participated.

It allowed for the possibility of modelling the importance of lay ministry. Next year, two laymen (John Dool and Mark Yenson) in the parish will offer the Lenten Retreat.

Development and Peace

A new approach was taken to the Development and Peace group this year that involved a variety of distinct activities. These activities included 2 presentations highlighting the organizations vision and mandate, students facilitating a high school workshop on the campaign theme "Climate of Change", and a presentation from Ary Regis, a partner of Development and Peace, who is the president of the World Association of Christian Communication, and university professor from Haiti. King's students also had the opportunity to sign postcards to let our government know their concern for the environment before the climate talks in Paris. Over 425 cards were signed. Furthermore, students participated in a "Climate Balloon" awareness activity that took place in the SLC lounge during lent, and a small group of students participated in a book study on "Living With Limits, Living Well", focusing on simple living. Two students from King's have decided to participate in the World Social Forum taking place in Montreal this August.

Laudato Si

An eight week reflection on the Encyclical Laudato Si was undertaken by a group of very engaged individuals during the past year. The group discussed the major ideas, themes of the encyclical and the implications for our lives.

Catholic Commons

During Catholic Students Week, Catholic groups and organizations set up displays in the SLC Learning Commons. Their presence highlighted the variety of ways Catholics are active around the world. Groups in attendance included Save a Family Plan, Madonna House, Scarboro Foreign Missions, Jesuit Vocations, Redemptorist Vocations, the Sisters of St. Joseph, London Diocesan Vocation Director, Development and Peace, and Campus Ministry.

Ten Thousand Villages

Campus Ministry sold merchandise from Ten Thousand Villages in the SLC on November 11-12, 2016 to raise awareness about the importance of making ethical consumer choices and providing the opportunity for students to make those choices.

Poverty Inc.

Campus Ministry presented the movie Poverty Inc. in the Kenny Theatre February 23, 2016. Approximately 40 people from King's Western and the larger London Community participated and were challenged to think more deeply about common presumptions of developing countries and the way we unwittingly continue to support the oppression of the poor in those countries.

Adoration

On the Third Thursday of every month during the academic year students and faculty participated in Adoration in the Wemple chapel. This takes place within the context of evening prayer. Participation in this opportunity is steadily increasing.

Newman Club

On a weekly basis the Newman Club meets on main campus. Campus Ministry continues to have a presence at these weekly meetings and is becoming increasingly more involved in presentations. This past year, we organized a retreat at Martyr's Shrine for the Newman Club during the last weekend of September. The Jesuit Novice Sylvester Tan facilitated the retreat that focused on the ministry of Pope Francis.

St. Joseph Hospitality Centre

On the second Saturday of every month during the academic year, the King's University College and Christ the King University Parish communities provide a safe and warm place for those who are less fortunate. Volunteers provide and serve snack foods, warm drinks, live entertainment and play card games with patrons. While a variety of departments continue to participate, this year we have seen an increase of faculty involvement. One of the town house residents volunteered this year. Our hope is to have more residences participate next year.

Step into Christmas

The King's University College and Christ the King University Parish communities donated 185 shoebox gifts this past year. These boxes filled with socks, gloves, hats, toiletries and treats were

distributed at the coffee house in December. While these gifts were for the most part well received, there were two that had inappropriate gifts in them. To prevent this from happening in the future, donations will be received unwrapped. We will then have a group of volunteers wrap these gifts so that we control what is in them.

Pregnancy Crisis Centre

From the end of November until Christmas, items are collected for the Pregnancy Crisis Centre. This year, we dropped off more than a car load of items at the Centre in time to be delivered to needy new mothers in time for Christmas. The Pregnancy Crisis Centre is always delighted to receive these items from our community.

Interfaith Tree Planting

Campus Ministry participated in the Interfaith Tree Planting organized by Reforest London. We were present from the initial planning stages to the actual planting of trees in September. A group of approximately 25 students, faculty and parishioners participated in this event. 450 trees were planted in total.

Pine Channel

First Nations issues continue to be a priority for King's and for our nation. As part of this growing awareness and the need to introduce students to these concerns, Michael Bechard brought 13 students to the Fond Du Lac Denesuline First Nation on Lake Athabasca, northern Saskatchewan. As part of the program, students were required to facilitate a faith-based activity while in the north for the youth of the area and will have to write a research/reflection paper upon their return. \$35,000.00 was raised for this project. There is funding for an additional three years with the foundation.

Ecumenical Prayer

Taizé Prayer

As part of Campus Ministry's ecumenical outreach, the prayer with meditative song and scripture in Christ the King Chapel is held on the second and fourth Monday of the month. The prayer is consistently attended by students, parishioners, and people from the greater university community and London from various Christian denominations. The average attendance has decreased slightly this year to 20 to 25 people.

Prayer for Christian Unity

In collaboration with the Diocesan Ecumenical and Interfaith Commission, the Office of Campus Ministry organized a Prayer for Christian Unity with the Songs of Taizé which took place on January 25, 2016 in the Chapel at Windermere on the Mount. The prayer gathered nearly 300 people from various Christian denominations and was led by leaders from various Churches, including Bishop Ronald Fabbro of the Diocese of London and Bishop Robert Bennett of the Diocese of Huron.

UWO Chaplains' Association

The reallocation of space by Western University necessitated the Office of Campus Ministry withdrawing from the UWO Chaplains' Association in December 2014. Ministry, nevertheless, continues to be provided to those who request it.

Ministry to Schulich Faculty of Medicine and Dentistry

The annual memorial service for family members of those deceased who chose to gift their bodies to science took place in the theatre of the Student Life Centre on Saturday, May 14, 2016. Between 400-425 people were in attendance for the service.

Windermere on the Mount Retirement Residence

Monthly visits to our parishioners who live at Windermere on the Mount Retirement Residence continued, beginning in September 2014 through to the end of May 2015. Group activities included the recitation of the rosary as well as reflections on the Advent, Lenten and Easter Seasons. Individual pastoral visitation also continues to occur with the infirm. A weekly Liturgy of the Word, with the distribution of the Blessed Sacrament is offered by one of our deacons.

Diocese of London

Members of the Office of Campus Ministry continue to provide assistance as needed and continue to seek new opportunities for partnering with the Diocese of London's ministers, staff and parishes. In addition to his portfolio at King's, Father Bechard is the Director of The Office of Liturgy and the Chair of the Diocesan Ecumenical and Interfaith Commission.

Promotional Materials

In an effort to increase our interaction with parishioners and students, as well as to improve our ability to disseminate programming information, The Office of Campus Ministry created both a **Facebook** fan page and a **Twitter** account.

Involvement with Partner Boards

Chaplains' Newsletter: This year, the format for the Chaplains' Newsletter changed, moving us from a quarterly print booklet, to a timelier, bi-weekly electronic publication.

Carpe Diem: The Office of Campus Ministry continues to be involved in the planning and facilitation of this yearly gathering.

Workshops and Presentations

Janet Loo offered a Taizé Prayer workshop to students and staff of Catholic Central High School on February 23 and March 2. Her presentation included the history, spirituality, and music of the Taizé Ecumenical Community as well as prayer at the end.

Annette Donovan Panchaud presented a Development and Peace High School Workshop on Climate Change on November 6, 2015.

Annette Donovan Panchaud attended the weekend workshop Proclaiming Justice with Integrity January 29 – 31, 2016.

Annette Donovan Panchaud organized London Catholic District School Board Chaplains formation workshop with Development and Peace on May 30, 2016.

Christ the King University Parish provided the presentation Creation Spirituality: Spring Preparation in the Garden following the 10:30 am mass on April 17, 2016.

A VIBRANT ACADEMIC, CULTURAL AND SPIRITUAL MILIEU

The Centre for Studies in Creativity

The Centre for Creativity organized and presented four events during the 2015-16 year. The first event was a talk presented on October 20, 2015. Author Kym Wolfe and artist Cheryl Radford's presentation, entitled "Collaboration in the Creative Process," examined the creative and collaborative process from inspiration to final product in producing their book *Hopping into History: London's Old East Village*.

On January 19, 2016 Professor Perry Broome from the Lawrence Kinlin School of Business at Fanshawe College presented an excellent talk entitled "Creative Thinking for Real World Problems." His talk examined components of creative thinking and explored tools and strategies for cultivating creative approaches to problem solving. The second part of this event, which was co-sponsored by the Economics, Business and Math department at King's, was a presentation by Lawrence Lynch, also from Fanshawe College. His talk highlighted ways for King's students to "leverage their degree into a career" by applying their background in economics and business and completing professional accreditation in various areas of financial services.

In February the KUCSC joined with the Centre for Creativity to organize a Coffee House around the theme of "The Process". Interested students were invited to submit a proposal and performers were selected and scheduled by Mackenzie Moyer and Travis Tetrault of the KUCSC. The event took place on Feb. 9th from 7 – 10 pm, in the Spriet Lounge area of the Student Life Centre. This event was an excellent showcase for creative talent at King's with performances of slam poetry, acoustic and electric music, including original compositions and covers. We hope to make this an annual event.

On February 10th the Centre joined with the Modern Languages department to welcome Professor Dean Irvine from Dalhousie University. His talk entitled "Creative Accounting:

Mainframe Modernisms and the Business of Humanities Computing” focused on the history of computing in the humanities and provided an overview of how the digital humanities developed out of modernist experiments in mainframe computing in the arts and humanities from the early 1950s through the 1970s.

The Centre for Jewish-Catholic-Muslim Learning

Events

- **Victoria Barnett (March 2, 2016)**

UNDERSTANDING THE HOLOCAUST MULTIRELIGIOUSLY: FROM DIALOGUE TO TRIALOGUE AND BEYOND

Victoria Barnett is Director of the Programs on Ethics, Religion and the Holocaust at the United States Holocaust Memorial Museum. In that capacity she works with professors and scholars of religious studies as well as leaders and groups of all faiths when they visit the Museum. From 2004 – 2014 she served as one of the general editors of the *Dietrich Bonhoeffer Works*, the English translation series of Bonhoeffer’s complete works that was published by Fortress Press. She is a graduate of Indiana University, Union Theological Seminary (New York), and George Mason University. She is the author of *For the Soul of the People: Protestant Protest against Hitler* (Oxford University Press, 1992) and *Bystanders: Conscience and Complicity during the Holocaust* (Greenwood Press, 1999), and editor/translator of Wolfgang Gerlach’s *And the Witnesses were Silent: the Confessing Church and the Jews* (University of Nebraska Press, 2000) and the new revised edition of Eberhard Bethge’s *Dietrich Bonhoeffer: A Biography* (Fortress Press, 2000). She has written numerous articles and book chapters on the role of religious leaders and institutions during the Holocaust, and is the author of the website article on Dietrich Bonhoeffer published on the Museum’s website (<http://www.ushmm.org/bonhoeffer/>).

The genocide of European Jews on a predominantly Christian continent led to a new conversation between Jews and Christians, becoming a significant theme in interreligious relations. In recent years, many Jewish-Christian conversations have expanded to include Muslims and members of other religions. What significance does the Holocaust have in this broader context? What historical and theological insights are emerging from these encounters? Victoria Barnett, Director of the Programs on Ethics, Religion, and the Holocaust at the U. S. Holocaust Memorial Museum, will describe how these developments are shaping our understanding of the Holocaust. 3

One other invitation has been extended but at this time, it has not been accepted or refused.

Community Projects

- There have been a number of projects in which the CJCML has collaborated, including:
 - The Fiftieth anniversary of the foundation of Or Shalom Synagogue
 - The London Gala for the creation of the new Islamic Centre on Southdale Road
 - The sponsorship of refugees from the Middle East

- The initiative called Abraham's Café (London Public Library) at which Michael Bechard (Rev.) was twice a presenter

PARTNERSHIPS IN LEARNING

- Through the Office of the Registrar, the College organized a variety of workshops, lecture series and programs for the Catholic Boards of Education in the Diocese of London and beyond.
- Some 400 Grade 11 and 12 high school students attended "*Carpe Diem*": *Seize the Day Catholic Student Leadership Conference*. May 30, 2015. The students engaged in workshops on the following subjects:
 - *Global Citizenship..... Our Responsibility*
 - *Positive Gear*
 - *What is Fair Trade and Why Does It Matter? "Bleeping" School!*
 - *Taizé Prayer*
 - *Guided Meditation Workshop*
 - *You "R" Somebody*
 - *Because I am a Girl*
 - *St. Anne's Mission Trip*
- King's University College Model United Nations (KMUN) has brought the best and brightest high school students to campus to debate international political issues. The conference has been a collaborative effort between the Registrar's Office, the Model UN Club at UWO, several faculty members, and the invaluable leadership of Dr. Erin Hannah.
- The CPCO and OCSOA courses were hosted at King's in the summer of 2014.

INTERNATIONALIZATION

Bridging Orientation Program

- King's Bridging program took place from August 31st to September 6th, 2015. King's welcomed **132** participants, visiting scholars, parents, and **13** Bridging Assistants to the 2015 International Bridging Week. With 21 partner universities and 16 countries represented at Bridging Week, the week included exciting and fun-filled events. While engaging in various workshops, orientations, formal dinners, and field trips, the week is designed to smooth the transition for the international students and scholars studying at King's for the first time.
- The universities represented at Bridging Week include: INTEC, Dominican Republic; Shenzhen University, China; bfi Vienna, Austria; Lille, France; Los Andes, Colombia; EUC – Netherlands; UEES, Ecuador; Puc-Rio, Brazil; PUC-SP, Brazil; Franciscan University, Brazil; Kangnam, South Korea; CUK, South Korea; SMU, South Korea; Yeungnam, South Korea; NYP, Singapore; Kristianstad, Sweden; EUC-Netherlands; Leibniz, Germany; Notre Dame, Australia; UFPEL, Brazil; and Lomonosov MSUBS, Russia.
- In addition to the multiple universities represented during this week, upper-year and returning students have come from around the world to study at King's. Students from 16 countries began their classes at King's on September 10th. These countries include: Australia, Austria, Barbados, Brazil, China, Colombia, Ecuador, France, Germany, India, Netherlands, South Korea, Singapore, Sweden, the Bahamas, and the United States.

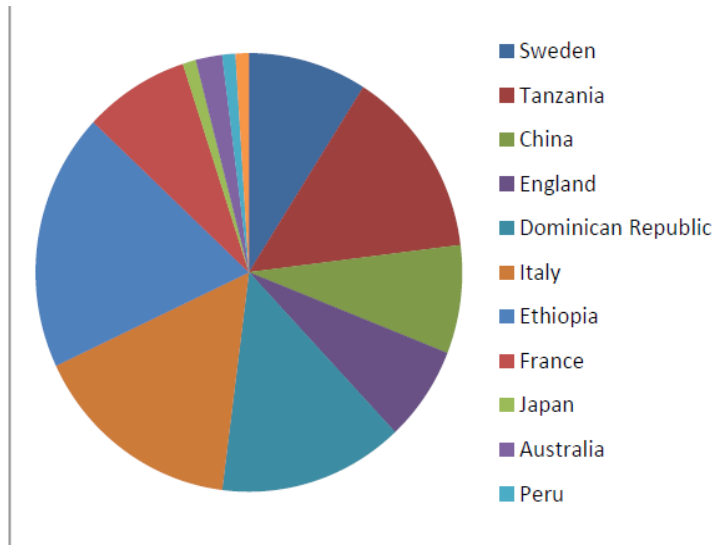
Peer Guide Program

- The King's International Peer Guide Program is designed to assist international and exchange students new to King's with adjustment to university culture and Canadian life. This voluntary program matches new international students with returning King's students. International students and Peer Guides benefit from this opportunity by developing cross-cultural skills and understanding as well as diverse friendship networks. International students and Peer Guides commit to spending 1 to 2 hours per week together throughout the fall term and stay in touch during the winter term. Peer
- Guides are also invited to volunteer for and participate in large program events including holiday celebrations and out-of-town excursions.
- This past year we **36** Peer Guides matched with **95** International students. The feedback received regarding the Peer Guide Program this year was positive and there are a number of returning Peer Guides for 2016-17, as well as Peers who wish to become Peer Guides.

Student Mobility Programs

- King's mobility programs consist of all outgoing students including those going on exchange to partner universities, students going on experiential learning trips and students on individual trips through King's/Western or independent study. This past year we had **100** students go to **12** different countries:

Outgoing Students 2015-16



Number of		#
1	Australia	2
2	China	8
	Dominican	
4	England	7
5	Ethiopia	19
6	France	8
7	Germany	1
8	Italy	16
9	Japan	1
10	Peru	1
11	Sweden	9
12	Tanzania	14
	Total	100

17 students engaged in individual exchange or study and 83 students participated in faculty led travel in 2015-16.

King's Partners Institutions: Partnership Development

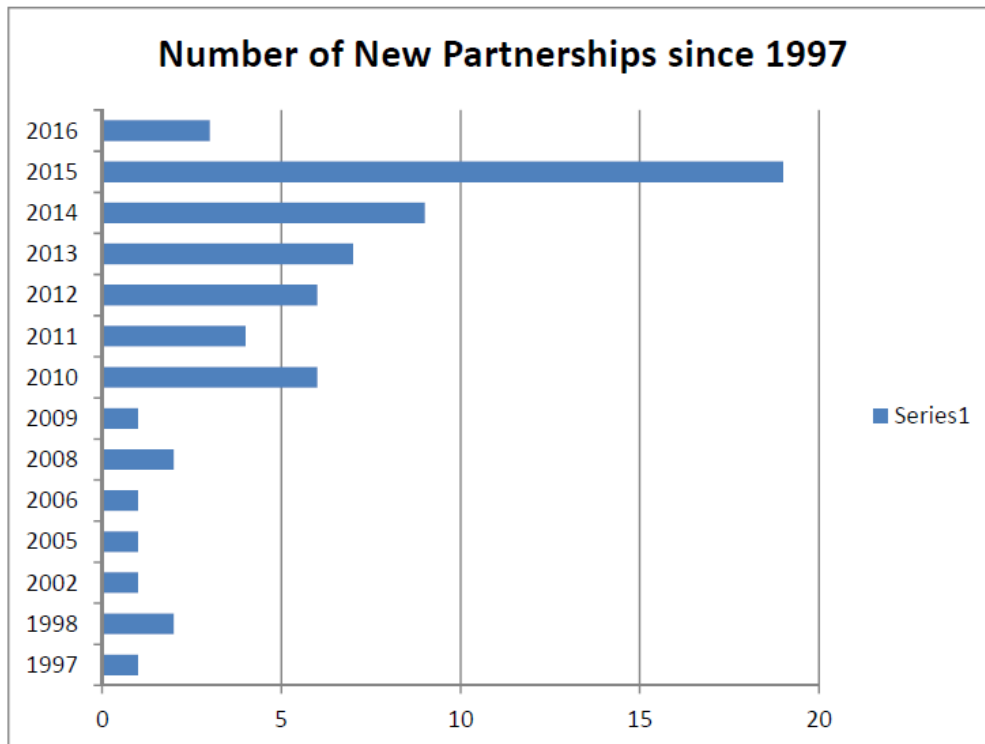
To date, King's has **65** partnerships with institutions in **23** countries worldwide. The following is a listing of the number of partnerships sorted alphabetically by country:

Country	Number of institutions per Country
1. Australia	1
2. Austria	2
3. Bahamas	1
4. Brazil	9
5. China	13
6. Colombia	2
7. Dominican Republic	1
8. Ecuador	2
9. France	2
10. Germany	1
11. India	6
12. Japan	3
13. Korea	5
14. Mexico	1
15. Netherlands	1
16. Russia	2
17. Singapore	1
18. Sweden	2
19. Switzerland	1
20. Taiwan	1
21. Turkey	1
22. United Kingdom	6
23. United States	1
TOTAL	65

The number of partnerships has grown over the years, **18** out of the 65 partnerships are new as of May 1, 2015. The following is a listing of these new partnerships sorted alphabetically by the country they are in:

Country	Number of institutions per	Names of Institutions
Bahamas	1	Southern College
		<ol style="list-style-type: none"> 1. College of Humanities and Law of Beijing University and Chemical Technology 2. Research Institute of Economics and Management at Southwest University of Finance and Economics 3. School of Public Management at Northwest University 4. Xianyang Normal University of China 5. Rongzhi College
Colombia		Pontificia Universidad Javeriana, Bogota
England		Leeds Trinity University
		9. Symbiosis International University
India		10. IILM Institute for Higher Education
Netherlands		Erasmus University College
United		1. University of Roehampton (London, UK)
United		St. Ambrose University

The following is a chart depicting the number of agreements signed since 1997:



Visiting scholars in 2015-16

King's International welcomed the following scholars for the 2015-2016 Academic Year:

Zhang Hongmei - CTBU (September 2015-January 2016)

Yu Miao - DUFE (September 2015-December 2015)

Xiao XiaoXia - SCAU (September 2015- February 2016)

Elena Senatorova - Moscow State University (November 1, 2015 - February 7, 2016)

International Degree Students at King's

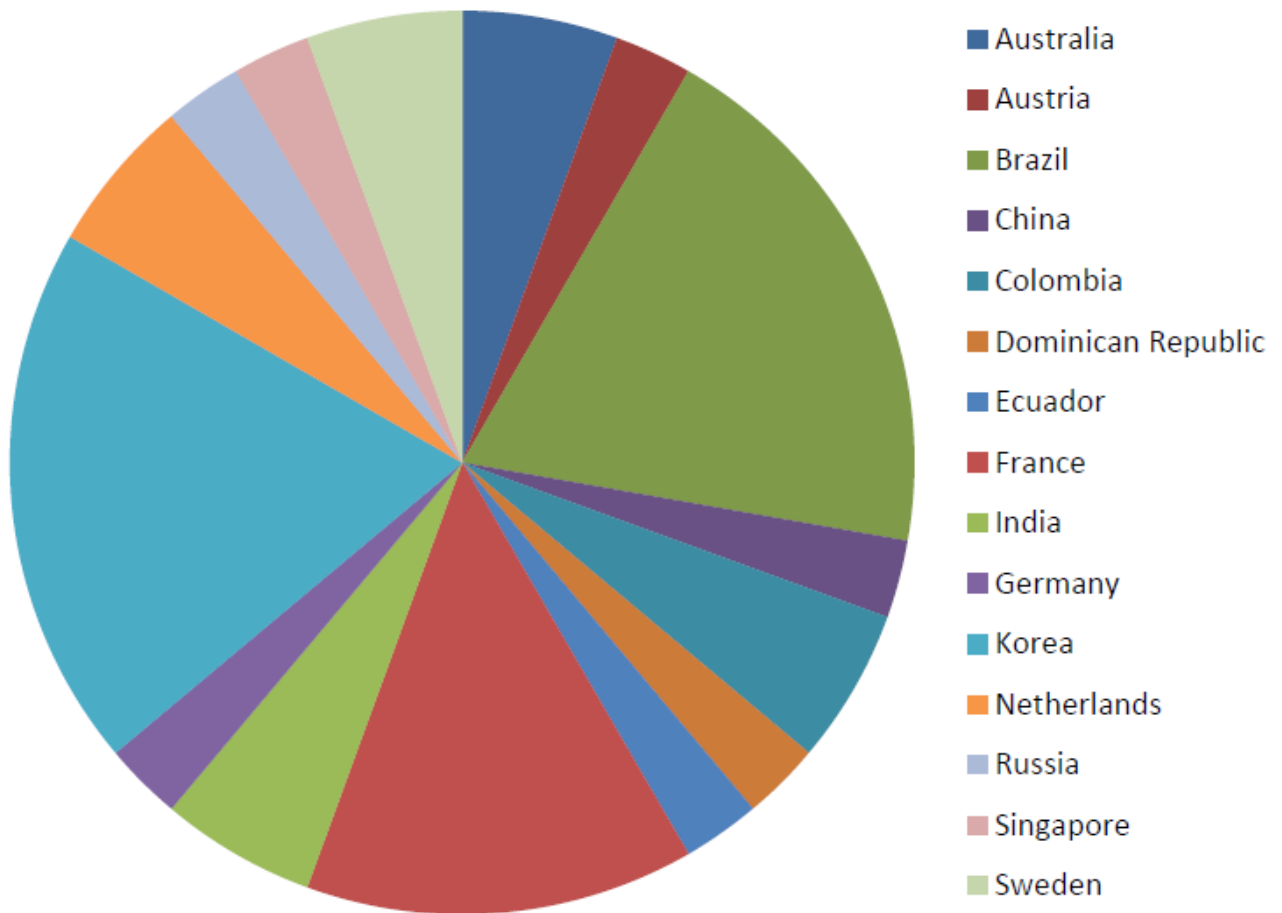
This year King's International welcomed **519** international and **36** exchange students from over **30** countries.

International Students	2014-2015	2015-2016
1st Term	446	503
New January Admits	38	45
Total	484	548

Countries represented by Intl	33	34
CTBU students: Year 3	29	30
CTBU students: Year 4	23	29
DUFE students: Year 3	10	13
DUFE students: Year 4	16	10

INCOMING EXCHANGE STUDENTS 2015-2016

		Number of
Australia	Notre Dame	2
Austria	BFI	1
Brazil	PUC-SP	3
	PUC-RIO	1
	UFPEL	
China	Shenzhen	1
Colombia	Universidad de Los Andes	2
Dominican	Instituto Tecnologico de Santo	
Ecuador	Ecuador - UEES	1
France	Lille	5
India	Symbiosis	2
Germany	Leibniz	1
Korea	SMU	1
	Kangnam	
	Yeungnam	1
	CUK	
Netherlands	EUC	2
Russia	Lomonosov	1
Singapore	Singapore NYP	1
Sweden	Kristianstad	2
		Total 36



International Study Experiential Learning Awards

In 2015-16, 134 international study awards and experiential learning awards were processed through King’s International for a total amount of \$132 500. Seven of these awards were cancelled due to students not going on their international experiences.

THE KING’S UNIVERSITY COLLEGE STUDENTS’ COUNCIL

The mission statement in the newly created strategic plan of the KUCSC says the following:

In the spirit of searching for, discovering and communicating truth, the KUCSC, strive to advance the student experience by providing opportunities to learn, grow and experience the world.” The KUCSC

has approximately 60 members. Half of the members are elected representatives and the rest are appointed commissioners that are largely responsible for individual events. Council strives to enhance student life through faculty representatives, clubs, events, and awareness weeks. This is a responsibility that is not taken lightly by the group as they continuously strive to learn and grow as an organization.

The KUCSC set out two years ago to develop new bylaws that would better address the needs of council in a more concise and cohesive manner. In order for this to take place the KUCSC created a paid Governance Officer Position. A new set of bylaws was introduced to Council in November of 2014. Since that time the Governance Officer and Governance and Operation Committee has worked to further refine and develop the new bylaws. This process has not always been a smooth one and has, at times, caused a considerable amount of conflict within the Council itself. That being said it has provided many valuable learning opportunities for those involved.

One of the most notable changes this year was a significant change to the structure of the Board of Directors. In the past the KUCSC Executive automatically formed at the Board of Directors. This year the structure of the Board was changed at the AGM to include students that are both internally and externally elected. The first meeting of the new Board was held May 29th. There is more work to be done to define and develop the role of the Board. The KUCSC is separately incorporated from the college; hence, legally it must function as a corporation not just an association. Those requirements are not fully being met at this time. Council is working with lawyers at Mackenzie Lake Law Firm to clarify and fulfill the requirements.

A lengthy Strategic Plan Process was also carried out this year. This included numerous opportunities for both Council Members and students at large to contribute. A new strategic plan was adopted at the KUCSC AGM. The Strategic Plan is very useful in providing clarity when making decisions. It also provides direction to the Board as far as long term and short term goals. This is a valuable step forward as the Council Members historically have focused only on the year at hand. This document gives recommendations for several years moving forward.

The KUCSC had many successful events this year which included pub nights, coffee houses, awareness weeks, a concert and the ever popular King's Ball and Grad Ball to name a few. Unfortunately the Charity Fashion Show was cancelled due to lack of ticket sales but this was offset by a very successful Relay for Life event. Relay for Life was a joint HBK initiative. The result of the shared venture was that the cost was basically the same as other years but income for the Charity was considerably higher. The Speaker Series brought Comedian Sabrina Jalees and the distinguished Romeo Dallaire to campus. Both speakers had a reception which allowed students to interact with them.

The clubs system of the KUCSC was strengthened through improved organization and communication. Clubs change from year to year as student interests change. This year the King's Economic Math Club and a Ping Pong Club were added. The clubs system is an area where the KUCSC can continue to grow and develop through careful planning and support.

The King's Connection continues to be a success in its new location in the Student Life Centre and has shown a moderate profit. The KUCSC works to keep all goods offered at a reasonable price. The main goal is service not profit. The store provides work experience and income to students and any profits go directly back into student programming.

The KUCSC has cash reserves outside the operating budget of approximately \$250,000.00. This money is the result of changes to the Affiliation Agreement and funds remaining from the Copyright Access Fee Refund. It is strongly hoped that this money can be mobilized in the coming years to provide the students quality services and opportunities that can benefit the student experience.

King's Students Council is like a tree. It is a living organism that grows, changes and branches out. It must be carefully tending and nurtured in order for it to grow. That may also include the pruning of branches from time to time. It is a privilege to watch the new growth in the spring of the year which flowers and matures as the season progresses. The KUCSC not only provides opportunities for students of King's to grow and develop it also offers important learning and leadership opportunities to students within the group. Looking forward the expectation is that in the coming year less time will be devoted to policies and bylaws and more time will be dedicated to offering services and opportunities that will directly enhance the student experience.

A CULTURE OF SERVICE

Academic Counseling Services

- The service to students provided by the Academic Counseling team of the Office of the Academic Dean continued at a high volume both for general academic counseling and for specific requests such as academic accommodation, special examinations and letters of permission. Despite the heavy workload, the level of student satisfaction with the quality and professionalism of all staff in the Academic Dean’s Office and departmental units remains high. In short, the College is blessed with a highly skilled staff well versed in all dimensions of academic counseling support.

Personal Counselling

During 2014 – 2015, 245 students received individual personal counselling. This total represents an increase over the previous year. Some Kings’ students were seen for counselling at Western’s Student Development Centre (Western’s total is unavailable). Statistical reports are maintained annually recording the number of student users, counsellor appointments, cancellations, and ‘no show’ appointments.

The presenting issues of students seeking counselling included: trauma, anxiety, depression, addiction, suicidality, sexual assault, and bereavement.

Academic Counsellors and members of faculty continue to be the major referral source for students seeking personal counselling assistance.

Personal Counselling Usage: Total Student by Year	
Year	Number of Students
2015-2016	277
2014 – 2015	245
2013 – 2014	232
2012 – 2013	213
2011 – 2012	231
2010 – 2011	179
2009 – 2010	191
2008 – 2009	177
2007 – 2008	179
2006 – 2007	236
2005 – 2006	204

Personal Counselling Usage by Year of Enrollment						
Year	2010 – 2011	2011 – 2012	2012 – 2013	2013 – 2014	2014 - 2015	2015-2016
1	36	51	47	50	51	64
2	39	47	44	53	61	74

3	42	60	58	61	54	80
4	58	62	49	59	69	48
Other (special student, recent grad – transition/referral)	4	11	13	9	10	9

Services for Students with Disabilities

- Continuing the trend of annual increases in the number of students requiring academic accommodation for disabilities, 410 students registered at King’s requested academic accommodation – an increase over the prior year. In addition, 108 students registered at Western required course accommodation at King’s.

King’s University College SSD	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Vision	6	6	6	3	5	6	5	4	4	3	6
Hearing	5	2	4	5	7	8	13	9	9	8	11
Mobility/Functional	6	23	29	34	48	56	56	33	27	34	42
Learning Disability	46	61	69	67	67	78	79	89	110	109	97
Attention Deficit Disorder	39	39	33	33	43	50	59	64	44	59	93
Acquired Brain Injury	3	8	10	7	11	10	12	10	12	29	26
Psychiatric Disability	15	25	36	39	55	77	79	77	95	102	124
Chronic Medical	25	9	14	14	17	33	32	31	28	28	33
Multiple Disabilities	14	8	9	10	5	6	0	9	6	39	
Temporary Disability**	8	5	5	5	0	0	0	16	18	4	13
Unconfirmed Disability/ Screening*	7	15	7	11	10	11	13	16	20	64	7

**2009 – 2010 & 2011 – 2012 “Temporary Disability” students were allocated to the appropriate Ministry classifications; in 2012 – 2013 the general temporary category was reinstated (Ministry reporting)*

Western University Students with Disabilities Requiring Academic Accommodations						
	10 - 11	11 - 12	12 - 13	13 - 14	14 - 15	15 – 16
<i>Western Students (one or more courses)</i>	89	98	92	107	108	100

**The number of Western students requiring academic accommodations at King’s is not available due to restrictions within Database.*

Test and Examination Accommodation for Students with Disabilities

The number of accommodated tests and exams increased in 2014 – 2015.

	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Summer	103	60	80	92	87	136	111	133	135	91	121	124
Fall Term	292	307	299	307	399	393	430	490	531	550	520	609
Dec Exams	159	159	222	243	236	241	356	315	405	409	449	424
Winter Term	244	263	254	314	376	413	431	538	499	446	527	509
Final Exams	332	360	402	455	468	438	552	622	598	588	600	640
Total	1130	1149	1257	1411	1566	1621	1880	2098	2186	2084	2217	2306

Note-taking and SSD Proctors

- Notetakers arranged for fifty-nine (59) students in one hundred and fifty-three(153) courses. For eight (8) of fifty-nine (59) students which accounted for thirty six (36) courses, the notetakers were Ministry funded and were arranged through SSD-UWO. The

other notetakers were funded from bursaries, work study programme and Office of the Dean of Students dollars. There were sixty-two (62) volunteer notetakers. For thirty-eight (38) courses more than one (1) student benefitted from the help of the notetaker.

Alternative to Print Course Material Prepared for Students with Disabilities

- Overall, this year was on par with the number of students referred for Alternative-to-Print textbooks, with a typical range around 100 students.
- The highest volume of students was in the Fall (particularly September and October). It would be helpful if more students would be available for appointments at the end of August to lower the initial Fall rush.
- The use of the AERO catalogue (a publisher partnership with the Ministry of Education) definitely resulted in an increase of publisher book files from 28 received in the 2014-2015 academic year, to 36 this academic year = shorter wait time for requested materials, shorter wait time for students.
- The ACE Portal (Accessible Content E-Portal) continued into its second year of King’s student usage with more and more library books being added regularly.
- A continued partnership with staff at the King’s Library assisted with a number of reserve readings developing into accessible, PDF versions for our students. A total of 10 courses required the conversion of paper-to-digital accessible.

Career Services

Career Counselling:

- Two hundred and forty four (244) students were seen for career counselling at King’s during the 2015 – 2016 academic year – a decrease from the two hundred and eight (208) students seen in 2014 – 2015.

King’s Students Receiving Service at the Student Success Centre at Western (September – May)

- The following are data obtained from the Student Success Centre. The goal is to minimize the number of King’s students who are accessing individual services at Western. The category “intake drop-in” is self-referral, so it is higher than “intake booked” because in theory the reception person should filter out King’s students and redirect them to our service at that point. This data forms the basis for discussion with Western colleagues about how to manage cross-referencing most effectively.

	Assess ment	Express Career Help	Intake Booked	Intake Drop- in	Mock Interview	One- to- One	Total	Unique Users
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2015-16	3	1	11	24	2	23	54	40
2014-15	7	5	8	20		31	71	35
2013-14	4	3	10	13	2	15	47	28
2012-13	3	1	14	11	2	20	51	35
2011-12	12	7	34		2	52	107	68
2010-11		5	41			26	72	32
2009-10		12	36		3	35	86	
2008-09		11	21		2	19	53	

THE ACADEMIC HEART OF KING'S UNIVERSITY COLLEGE: THE G. EMMETT CARDINAL CARTER LIBRARY

Our newly introduced eight guiding principles inform our professional work and align with the nine principles found within the Association of College & Research Libraries' Standards for Libraries in Higher Education.³ The guiding principles, along with our library's mission and vision statements, define our service ethic. Our dedication to creating a welcoming and helpful atmosphere in all levels of service informs every decision made regarding the delivery, development and expansion of library services.

Activities and successes using traditional metrics continue to be captured (Appendix 1). Library staff embrace the opportunities change brings, and continue to direct their energy and resources purposefully and fully to undergraduate, graduate and faculty success. Professional and leadership development, hiring priorities and cross-training is establishing a highly skilled library staff, well equipped to help learners and scholars navigate an increasingly complex information landscape (Appendix 2).

The study space rating on the 2014-15 'Survey of Graduating Students' remained the same as previous years (Appendix 3). David McMurray, Vice-President, Student Affairs at Wilfrid Laurier University and external reviewer for the Office of the Dean of Students remarked in his report that "the physical alignment of the SLC and the Library has created an exceptional student life and learning destination that complements student learning, development and success."⁴ While the additional space in the Helen and Andy Spriet Learning Commons allows for overflow, as mentioned in our external reviewer's report "finding ways to add more group study rooms should be considered as these areas tend to be high value spaces, particularly as the pedagogy is changing to favour collaborative, group-based learning."⁵

The library remained consistently busy throughout the school year as both an academic and social learning space, and visits increased by 25,547 or 4.5% in 2015-16 over 2014-15. Usage statistics, including circulation figures and research transactions, are indicated in Appendix 4. Revenue from book fines collected during 2014-15 was \$8,486.30 which is the lowest it's been since this data was first recorded in our annual reports (Appendix 5).

The pot lights and overhead lights on the second floor were replaced with LED lights. While the job took longer than planned, as the overhead light fixtures had to be rebuilt, the end result was worth it. Five group study rooms were painted the white shade found elsewhere on the main floor. The only remnants of gold paint are on the second floor which will be repainted this summer. New Service Desk and copier signage was added. Fifty-four oak CKC chairs and four oak study tables, originating back to the mid-1950's when the College first opened, were refinished. The repair and refinishing of the remaining six oak tables will be completed by June 2016.

Over the past year, thirteen informative displays including Pope Francis' *Laudato si'* encyclical and "The Impossibility of God" which supported the Centre for Advanced Research in Catholic Thought conference held at King's, March 18-19, 2016 were prepared. Displays promoting the four *King's Hours* were also installed.

While attending the Archives Association of Ontario conference held in London, May 27-29, 2015, archivists from the Archdiocese of Toronto visited the Eaton Special Collections Room. They were particularly interested in seeing the Cardinal Carter Archives and expressed great joy, with a twinge of some sadness, while admiring the beautifully crafted display case.

Information Services

Our commitment to providing welcoming and high-quality service, as set out in our guiding principles, is supported by a skilled and engaged library staff. During the fall and winter terms, eleven work studies, including two first generation students, provided support to Information Services staff, assisting with Service Desk and stacks maintenance activities. Evening and weekend circulation service was provided by ten student circulation assistants (SCA), all King's undergraduate students. Evening and weekend research assistance was provided by four student reference assistants (SRA), who are graduate students enrolled in Western's Master of Library and Information Science program. Each SRA had previous experience working in academic libraries as undergraduate students, which supported their quick acclimation to our library and their excellent service delivery.

Information literacy instruction was delivered to 1,452 students in sixty-seven classroom sessions and to many more in one-on-one meetings by appointment with one of the subject librarians or upon request at the Research Help Desk. Since introducing electronic reference question collection measures in August 2015, over 500 reference interactions have been captured. This data will help inform training initiatives, and allow us to better understand our patrons and their queries. As reflected in the external reviewer's report "quantitative analysis can no longer stand alone in measuring success" and using a mixed methods approach to our statistics collection supports a well-rounded understanding of our patron interactions and service impacts.⁶ Subject librarians continue to integrate the Association of College and Research Libraries (ACRL) *Framework for Information Literacy for Higher Education* into their teaching practice. The librarians continue to consider their "greater responsibility in identifying core ideas within their own knowledge domain that can extend learning for students, in creating a new cohesive curriculum for information literacy, and in collaborating more extensively with faculty" when designing and conducting information literacy instruction.⁷ We continue to engage students in the Framework principle of "scholarship as conversation," and appreciate the interactions where we assist them in locating their voices in the multitude of scholarly conversations taking place in academia.

An exciting instance of collaboration commenced with library instruction staff, writing faculty and The Write Place staff attending two ACRL webinars regarding information literacy and writing/library partnerships this winter. These webinars informed a discussion on how to better assist students, as librarians and writing instructors are mutually aware of areas where research support is needed. The subject librarians and the Information Services Assistant (Research) were invited into a number of classes for three hours to work with students on topics related to searching and evaluation. The library is pleased to offer more sustained library instruction for writing classes, including during the summer 2016 term, and will continue to strengthen the collaborative relationship between the writing program and the library.

The library hosted eight information literacy workshops during the fall and winter terms, with each workshop focusing on a specific library research skill, including effective searching, using citation management software and evaluation of sources. The ability for students to add library workshops to the Co-curricular Record came into effect in January 2016. New promotional measures were undertaken to advertise our workshops, but attendance numbers continued to be low, signally the need to move away from the traditional workshop model. Meeting students at their time and point of need is something librarians are keenly aware of, and we look forward to investigating fresh initiatives around information literacy instruction, in both the physical and virtual space.

Bearing in mind the provincial movement around the development of institution-specific learning outcomes, we look to our colleagues at Western Libraries who have made great strides in creating library

specific information literacy learning outcomes. These outcomes guide the library instructional program, while reflecting the needs of our students as they engage with the library during their academic career. These outcomes ensure students exposed to library instruction are supported to become information literate, which includes the ability to engage critically and ethically with information, an appreciation for digital literacy, and the supports to foster a commitment to lifelong learning.

Two librarians and the Information Services Assistant (Research) continued to deliver virtual reference assistance through the OCU virtual reference service, Ask: Chat with a Librarian, contributing nine hours per month as partners in Western Libraries' commitment of hours to the service. Accepting virtual reference as an extension of our existing service model has allowed those providing virtual reference the opportunity to interact with patrons in a different way, and challenge ourselves professionally. Students, faculty, staff and alumni can optionally self-identify their affiliation to King's when they log in to use the service. In total, 272 King's patrons accessed the Ask Chat service during the academic year, among many more that did not chose the option to identify their affiliation. We look forward to our continued participation in this important, province wide initiative.

Stacks maintenance continued following the large deselection project that occurred in the summer of 2014, with a large shift conducted in summer 2015. Along with the ongoing deselection of material in selected call number ranges, the entire collection will again be shelf-read this summer, using the 3M inventory wand. This time intensive project is an important undertaking, as it ensures our collection is orderly and accessible to our users.

Our Information Services Assistant (Circulation & Reserves) continued to participate on the Ares Implementation Team though out the year, providing the team with the unique perspective the affiliate libraries have regarding reserve material. Ares is an electronic reserves system which integrates with the OWL course management system, facilitating instructors' provision of reading material to their students, giving students online access to eligible material and providing ongoing assistance in meeting copyright and accessibility guidelines. Due to technical issues with Ares and the registrar course load, the planned summer and fall pilots were not conducted. However, we were pleased to have participated in the pilot study during the winter term alongside The D.B. Weldon Library, using Religious Studies course number 1022, as our test. We are using Ares for all summer course reserves, as this term provides us with time to learn the intricacies of the program for the full unveiling across most of Western Libraries and the affiliate libraries in fall 2016.

We continue to grow our social media presence on both Twitter and Instagram. Our Twitter account currently has 277 followers, including several local and international academic libraries, the Canadian Association of Research Libraries, and College and Research Libraries, the official scholarly research journal of the ACRL. Our Instagram presence has swelled to an impressive 208 followers and we participate in fun hashtag projects including #marbledmonday and #bookfacefriday, giving us the opportunity to display unique items in our collection. We look forward to a new series on Instagram showcasing the Eaton Special Collections Room this fall.

The library continued to extend its hours to 8:00 am to 12:00 midnight, seven days a week, through both exam periods, adding an additional twenty hours of service in December and thirty-five in April. Students continue to appreciate the library's recognition of their needs during stressful times of the year and the library is often at capacity, with students taking advantage of our variety of study spaces and additional hours. Taking into consideration feedback received from students, we started a trial in October 2015 allowing our two hour reserve material to leave the library, as students expressed a desire to move freely around campus with reserve material. This trial was successful and became official practice during the winter term. Extended hours and the change to our reserves rules are two examples of positive outcomes

derived from the communicative relationship we strive to establish with our patrons, and we are pleased to be proactive and responsive to their changing needs.

Emma Swiatek assumed the Head, Research and Information Services role on May 19, 2015. Emma joins us from Brescia University College where she performed in a variety of professional librarian roles since August 2009. She graduated from King's in 2008 (History and Catholic Studies) and while enrolled in the Masters of Library and Information Science program at Western worked part-time as a student reference assistant in the Cardinal Carter Library.

With Craig Mitchell on parental leave for the majority of the academic year, the Information Services team welcomed Christina Vivineto, a new graduate of the MLIS program and former SRA, in September 2015. Christina assumed the role of Information Services Assistant (Stacks Maintenance & Circulation), while Samantha Murray is seconded to Craig's position of Information Services (Circulation & Reserves) for the duration of his leave.

Information Resources

King's University College recognizes that strong collections are the cornerstone of support for teaching and research, and supports their ongoing development by striving to ensure that funding levels are maintained. In turn, the library does its utmost to provide a wide range of monographs, reference works, media, scholarly journals and databases. The subject librarians work with faculty to create and periodically revise the subject-specific collection policies to align with the instructional activities of the disciplines taught. The library ensures that material acquired complies with the Ontario government enforced AODA: Accessible Formats in Education Libraries standards whereby libraries, upon request, need to provide accessible or conversion-ready formats of print resources and materials by January 1, 2015, and digital or multimedia resources and materials by January 1, 2020. Films that include closed captions, and/or English sub-titles, and descriptive video are ordered.

The Budget Committee approved a 5% increase to the 2015-16 acquisitions budget, which amounted to \$559,230 (Appendix 6). \$220,000 was directed to monographs/audiovisuals and \$339,230 assigned to serials/databases with approximately \$43,000 directed solely to print and online journal subscriptions and the remainder directed to databases. The library agreed to maintain total budgets at the current level as requested by the Finance Department and the Budget Committee in its September 22, 2015 mid-year 'budget review' letter.

In late September, Western Libraries sent a university-wide communique indicating the "drastic decline in the value of the Canadian dollar, along with an ongoing increase in the costs of scholarly publications (exceeding inflation), has significantly impacted the purchasing power of the Western Libraries acquisitions budget, leaving us in the difficult position of a forecasted deficit..."⁸ The drastic decline in the value of the Canadian dollar negatively impacted the purchasing power of the Western Libraries' acquisitions budget, leaving them in the difficult position of finding \$3.2 million of savings. In a positive move forward, Western Libraries' Information Resources Standing Committee extended an invitation to the affiliates to join as it was felt that collection discussions, particularly in light of the declining dollar, would be greatly enhanced.

Like Western Libraries, King's reviewed the options available to manage our acquisitions budget in this environment of significantly reduced purchasing power. Presentations were made to the Educational

Policies Committee and the Faculty Council alerting them to this serious situation. Acting proactively in light of potential stresses on our collecting ability, subject librarians surveyed King's faculty regarding the resources they consider essential for their teaching and research. The responses received will assist the subject librarians in maintaining core journal titles and database resources that support the teaching and research needs of the King's community.

Fortunately, as a result of the library's major serials cancellation project in 2014-15, King's did not experience a deficit in 2015-16 nor is one expected in 2016-17. After reviewing the actual acquisition figures spent to date in 2015-16, as well as the pre-pays already assigned to FY2016-17, it was apparent that sufficient monies would be available without requesting a 5% increase. As a result the library did not request an increase in its overall budget for 2016-17 when submitting its budget in February 2016.

On April 21, 2016 the Board of Governors approved the University's operating budget, which included an addition to Western Libraries' \$500,000 base increase for 2016-17, 2017-18 and 2018-19, and an additional \$1.1 million of one-time funding in 2016/17 to offset the deficit incurred in 2015-16 due to the unfavorable exchange rate. This support allows Western Libraries to start 2016-17 with minimum or no deficit and help address the annual price inflation, but it will not alleviate the need to continue to find cost savings through reductions in our serials subscriptions through 2016-17 and beyond. While this appears to be good news for the entire Western community, the 2016-17 fiscal year may still prove challenging once the full extent of Western Libraries' cancellations is known. Assessment of the impact of their cancellations, once provided, will help inform our affiliation and affiliation fee discussions commencing in 2017.

Appendix 7 highlights the breakdown by fund code and department of the year end monographs and audiovisual budget statement as of April 30, 2016. The weakened Canadian dollar negatively impacted our purchasing power. A total of 2,989 orders and 1,193 invoices were processed, adding 2,807 books and 122 films to the collection in support of scholarly research and teaching. As a point of comparison in 2014-15, 3,597 orders were placed. Fifty-five reference titles and eight ebooks were purchased.

Appendix 8 reflects the vendor comparisons for the period May 1, 2015 through April 30, 2016. The percentage of orders assigned to the primary vendors, including the Book Store at Western is found in Appendix 9. The average estimated cost of a book was \$71.64 while the average cost for audiovisual material, including feature films and documentaries, was \$174.24 (Appendix 10).

Deselection of library material in the circulating collections and storage areas continued due to limited collection space. Older imprints or titles available in the shared library catalogue were withdrawn to make room for new material. In total 2,028 items were withdrawn which included 939 books from the circulating collection, five reference titles, 379 volumes of periodicals and newspapers, and 34 reels of microfilm. The disposal of assets detailed report, submitted to the finance department, amounted to \$33,275.38. Appendices 11 and 12 include the library volume count and the analysis and growth of the circulating book collection by Library of Congress class.

Eight serial titles, available online with no embargo of the current issue, valued at approximately \$1,732.01 were cancelled in 2015-16 (Appendix 13). Although renewal prices are subject to change based on variations in publisher prices and currency conversion rates, the annual renewal invoice was lower due to the immense cancellation initiative in 2014-15. The librarians continue to exercise due diligence to cancel only those journals available full-text in scholarly and stable databases such as Scholars Portal, Canadian Research Knowledge Network (CRKN), JSTOR and publishers' websites. Appendix 14 identifies two new journal titles ordered to support curriculum programming; namely *International Journal of Developmental Disabilities* and *Radical Philosophy Review*.

Three databases were cancelled in 2015-16; namely *Canadian Documents Collection* which was later picked by Western Libraries who, in turn, cancelled *Microlog*, as well as *Religious and Theological Abstracts* and *Social Work Reference Center* for a savings of \$8,910.83 (Appendix 15).

Another creative cost sharing initiative was a move from unlimited access to single user access for *Oxford Islamic Studies Online*, effective January 2016 for a savings of \$5,996.23.

As per past years, librarians within the Western community will continue to work collaboratively and cost share where possible. As the largest of the affiliated colleges, King's reciprocates with Western Libraries in subscriptions to several electronic databases (Appendix 16).

The estate of Professor Emeritus Dante Lenardon donated a significant collection of historical Italian monographs. Consisting of sixty-six titles in one hundred and sixteen volumes, once catalogued they will reside in the Eaton Special Collections Room. While for the most part the collection was in good condition, master book restorer, Dan Mezza, attended to minor repairs on several items.

Professor Emeritus Tozun Bacheli donated thirty unique volumes dealing specifically with Cyprus.

Collection growth in the Eaton Special Collections Room was again modest given the space limitations. Fourteen titles were added to the Faculty Recognition area bringing the total to 320 books.

Phase two of the 'William Bush Collection of Bernanosiana & Literature of the French Catholic Revival' was completed in December 2015. One hundred and thirty-one items specifically related to Georges Bernanos were added to the collection in the Eaton Special Collection Room and 258 related items were placed in compact storage.

Forty boxes from academic and administrative units were added to the College's Records Centre. Eighty-three service requests were handled. The library's Records Retention Guide which outlines our policies and procedures was finalized in November 2015 and added to the library's website. When the administrative units' records retention schedules are finalized, the link will be added to the guide and to the College's website.

Virtual: Place-as-Library

This year brought with it a great deal of change in our electronic spaces. The College's enhanced website was launched on October 25, 2015 and the six headers, which include Borrowing Info, Research Guides, Services & Spaces, Search & Find, Faculty Support and About Us, more aptly describe the contents within. Student feedback has been supportive of the library's website new look and feel. The library also maintains a presence on the King's Learning Hub, where students can find links to essential information in an easy to navigate interface, alongside other student support units.

Due to the discontinuation of RefWorks in August 2015, we are now focused on helping students and faculty use newer citation management software options including Mendeley, Zotero and EndNote.

Following a migration to version two of Springshare's content management system, enhanced research guides were unveiled on August 25, 2015. Twenty-two subject specific research guides, five general

interest guides and seven “How Do I?” guides are posted with 24,279 views recorded from May 1, 2015 to April 30, 2016.

A Research Guide entitled the ‘Research Process’ was created to help situate students conducting research, and contains key resources to assist students in their research. Creating a guide for our virtual space, to supplement the in person assistance available at the Research Help Desk, was intentional so that our students can access our help 24/7. With 1,489 views during the academic year, the guide is well used by our students, and these numbers support our continued exploration around growing our electronic help resources.

The Faculty Publications page was kept current based on entries made in the Faculty Reporting Tool and through communications between faculty and the subject librarians. This guide continues to be popular with a total of 2,435 views recorded from May 1, 2015 – April 30, 2016. Information in this guide was beneficial when preparing for the third annual Faculty Book Launch on February 5, 2016. In the fall it was determined that some entries did not fit the agreed upon criteria. Members of the Educational Policies Committee reviewed the criteria at both their November 4, 2015 and January 27, 2016 meetings. The new criteria, along with a definition for peer review that was approved by the Faculty Research Activity Committee, resides on the home page of the guide.

Commencing in June 2014 digital copies of honors Psychology theses were posted to the King’s site within the Scholarship@Western repository, making them available to the academic community and searchable on the web. Fifty theses are posted which include thirteen from 2014, fifteen from 2015, and twenty-two from 2016. Usage statistics indicate that these papers were retrieved and downloaded with unanticipated frequency. For example, as of May 6, 2016 there have been 6,034 total downloads with 3,997 in the past year. The library plans to expand King’s presence on Scholarship@Western by assisting faculty to post their eligible work.

Collaborative Partnerships

Internal Partners

Library Committee: At the October 23, 2015 meeting the members were informed of the seriousness of the weak Canadian dollar impacting the purchasing power of Western Libraries’ budget. Concerns were expressed regarding Western Libraries’ proposed cuts as it would most likely have a huge impact on faculty and students’ research needs. It was also shared that King’s Budget Committee approved a 5% increase (\$26,530) to the library’s 2015-16 acquisitions budget. The members also learned that an external review of the library was to take place in the winter.

At the February 22, 2016 meeting the entire focus was on the budget and in particular, the library’s request to withhold asking for a 5% increase to its acquisitions budget as per past practice. However, it was noted that the 2016-17 may yet prove challenging once the full extent of the cancellations is known and that additional acquisition monies would be requested in the 2017-18 budget submission.

Vice Principal and Academic Dean’s Office: The Academic Services Group is comprised of the Vice-Principal and Academic Dean, the Associate Dean, the Dean of Students, the Director of the School of Social Work and the Director of Libraries. Meeting twice monthly when possible, academic issues are addressed and action items prepared. The newly appointed Dean of Students and Director of the School of Social Work have brought fresh insights and expertise from their previous places of employment.

Collection assessments were prepared for Disability Studies, English, French and Social Work. Faculty input re the four collection policies was secured and revised accordingly. On October 19, 2015 Emma and Claire met with the Disability Studies external reviewers. Linda and Claire met with the English external reviewers on March 3, 2016 and the French external reviewers on March 16, 2016. Emma and Claire met with the BSW external reviewers on March 24, 2016 and the CASWE reaccreditation team on April 5, 2016.

The undergraduate Jewish Studies program, based in the Department of History at Western, was also reviewed in 2015-16. As this wide-ranging program explores the many disciplines related to Jewish Studies at Western, King's and Huron, a shared collection assessment was prepared by the three libraries.

KUCSC: As a student-centered place we value feedback provided by the King's University College Student Council (KUCSC) members. In 2014-15, based on their feedback, the library purchased earplugs and owing to the price, in 2015-16, \$1,000 was added to the KUCSC budget to supplement the cost. A 'Provided by KUCSC' stamp was affixed to each canister. This pricing agreement will continue in 2016-17. A member of the KUCSC has sat on the Library Committee for the past three years.

Office of the Dean of Students: The newly appointed Dean of Students is a most welcome addition to the King's administrative team. His experience from working in two large community colleges is valued. Commencing in September 2015, representatives from the Office of the Dean of Students, Academic Counselling, The Write Place, ITS and the Library began meeting to prepare a virtual Learning Hub. The site includes the King's 'One-Pager' developed by the Retention Working Group in 2014-15. The library's section includes links to pages needed most often by our students; namely Hours, Need Help? Ask Us research assistance information, subject specific Research Guides, the Research Process guide and the How Do I? guides. This relationship supports Dr. McMurray's recommendation to have Student Services working with its academic partners.

We continue to work closely with the Learning Skills Strategist in delivering workshops to students, and look forward to reimagining the best delivery methods for learning and research skills workshops over the coming year. We are currently partnering on the creation of a pilot learning, writing and research skills module, designed for OWL, created to assist second year Thanatology students. This joint project between Thanatology, Writing, Learning Skills and the Library is in the design stages, and presents an excellent research opportunity. The Head: Research and Information Services and the Learning Skills Strategist will be conducting a study on the effectiveness of the module with a team of co-investigators.

Human Resources: Special thanks are extended to the Human Resources staff for handling all aspects of the hiring process for the Head: Research and Information Services and Administrative Assistant to the Director of Libraries positions in late 2014-15 and early 2015-16, managing the parental/medical leave for the Information Services Assistant (Circulation and Reserves), and attending to the Director of Libraries recruitment.

Information Technology Services: The library is fortunate to have the exceptional services of King's Information Technology Services team who fully understand and support our needs. We complement one another as partners and respect the unique differences that set us apart. King's ITS consults with Western Libraries' ITS team regarding matters dealing with the Innovative/Sierra system.

ITS is in its third year of utilizing PaperCut print management software. Western Libraries, as well as Huron and Brescia, moved over to Papercut in September; however because their system does not run on Heartland, students from Western must be added to our system in order to print.

ITS supplied the library's requested IT needs for the 2015-16 fiscal year which included a TV screen located in the Information Resources for viewing of webinars, Zebra slip printer, and chargers to support iPhone 5's and 6's, and MacBook Air and Pro.

Physical Plant Department: The Physical Plant team is another essential partner. Their ongoing exemplary support from keeping our public and work spaces squeaky clean, to ensuring well-lit study areas, all the while monitoring the HVAC system, especially during significant changes in temperature and humidity in the Eaton Special Collections Room, is appreciated. We would like to thank Jackie Hunter, the library's housekeeper extraordinaire for performing admirably in her role over the past eight years. While her retirement is deserved, we miss her cheerful countenance.

Communications Office: Support for Twitter and Instagram, as well as an introduction to Periscope, is appreciated.

Campus Ministry: Staff participated in the St. Joseph Hospitality Centre by either donating food or serving patrons. We are particularly thankful to the Sisters of St. Joseph for donating an exquisite nativity set to the library.

KUC-St. Peter's Seminary Library

Although the seminary library was not initially intended to be included in the External Review of the Cardinal Carter Library, Jonathan Bengtson did have a chance to briefly tour the Seminary library and subsequently read materials related to the memorandum of understanding between the Cardinal Carter Library and the A.P. Mahoney Library. In his report he wrote: "There is clear benefit, particularly to the Seminary but also to King's, in maintaining the arrangement of having the library director oversee both libraries." ⁹ The Director of Libraries job posting clearly highlighted the dual nature of the role and confirmed that the shared leadership model that was established in 2007 with the signing of the 'Memorandum of Understanding for Greater Collaboration between the A.P. Mahoney Library of St. Peter's Seminary and the Cardinal Carter Library of King's University College' will continue. This relationship has been essential in light of the continuing cuts to the seminary library budget. It is this relationship that allows the library to meet many of the Association of Theological Schools' standards, particularly in regards to access to the necessary electronic databases needed for research in theology. The support of King's library staff, and in particular of the Director, ensures that the Associate Librarian is not professionally isolated. The library's relationship with King's ITS department continues to be of utmost importance.

Fresh off her thesis defense in August, Dr. Bernardine Ketelaars, Director of Lay and Pastoral Formation, presented a distillation of her work in *Harkening to the Voices of the Lost Ones: Evangelizing in today's Culture* at the sixth annual A.P. Mahoney Library lecture. The lecture held on October 14, 2015, celebrating Theological Libraries Month, was followed by a reception in the library foyer.

In January 2016 it was learned that the physical library will be expanded with the upcoming renovations to the seminary building. In year three of the renovations the cloister area on the lower level will include

space set aside for archives, storage, a workroom and three group study rooms. Extra floor space will be acquired with the removal of the current archive rooms. A major shifting of all materials currently located on the lower level of the library will require careful planning and resources.

The seminary library was not spared with the drastic decline in the value of the Canadian dollar. News that it was only to get worse was shared when, following the March Board of Shareholders meeting, we were informed that the \$5,900 amount budgeted for casual salaries to provide support throughout the school year had been eliminated, along with the slight increase that had been built in for acquisitions. In addition a further 10% or \$4,000 cut was required. In order to meet the mandated 10% cut, all professional development monies was eliminated, binding was reduced by \$500, subscriptions will be cut by \$1,500 and monographs acquisition has been reduced by \$1,465.

An urgent meeting was held with the Rector, Fr. Wlusek and the Finance Administrator, Ted Sinclair, on April 11, 2016. It was agreed that the \$5,900 budgeted for a part time library assistant throughout the school year would be reinstated and funded from monies donated to the library. However the faculty had requested that the library hours be extended in the evenings as well due to the limited space while the seminary is undergoing renovations. Further discussions will take place to seek possible sources of funding to extend library hours.

During the May 2014 seminary faculty meetings the library presented a report on the *Vision of the Library* in which the late Fr. Durand's "Report of the Condition of the Seminary Library" was noted. He wrote: "without a good, thorough library we cannot serve our diocese nor achieve our full aims as an institution of higher learning."¹⁰ This report, written in 1945, was referred to again at the May 2016 seminary faculty meetings where *Library Vision and Access*, particularly during renovations, was included as an agenda item.

External Partners

Western Libraries: Catherine Steeves, Western's Vice-Provost and Chief Librarian, is doing her utmost to ensure the affiliate libraries are kept informed about Western Libraries initiatives and meets with the affiliate library directors three-times per year. While meeting for a full hour with Jonathan Bengtson, the library's external reviewer, she expressed a willingness to enhance the spirit of community building. She is keenly aware of how our users' needs are changing and that the affiliates are key partners in the delivery of library services to our diverse user community.

She recently arranged to add the affiliate library directors to the 'wlstaff' mailing list and while thankful this was addressed, we are somewhat disheartened to learn the number of professional development offerings that had not been shared with us for possibly five or more years. All affiliate library staff members are included on the 'wlservice' mailing list and the affiliate librarians who handle collections are included on the 'wlaaffiliates' mailing list.

Western Libraries recently unveiled a Workforce Planning and Analysis Project Report and Recommendations. While the recommendations apply to Western Libraries, in that the affiliates work so closely with their counterparts, it is essential that all be aware of the upcoming changes. The proposed hybrid model is one that King's has successfully enjoyed for many years.

King's represents the affiliates on several Western Libraries' committees including the Ares task force, Information Resources Standing Committee, Sierra Operations Standing Committee, Customer Services Standing Committee and the Virtual Reference Advisory Committee.

Earlier this year the A/V Booking Working Group, with a King's representative, introduced an improved method for self-booking films in The D.B. Weldon Library and the Cardinal Carter Library.

In late January 2016 three Associate Chief Librarian (ACL) positions were advertised. Interviews took place in early April, where affiliate feedback was solicited, and on June 1, 2016 the successful candidates were announced. We expect to work closely with each of the ACL's who will specialize in the four user centered functional processes: Content Management, Discovery & Access Services; Teaching & Access Services; and Research Services. As User Experience & Community Engagement is a highly integrated core user function it will initially be a shared accountability.

Affiliate Libraries: The affiliate library directors continue to meet regularly to discuss issues of mutual interest. On August 27, 2015 Claire met with Jennifer Robinson, Huron's Director of Library and Learning Services, and Adrienne Roode, Acting Library Manager at Brescia to catch up on new initiatives which included Western Libraries strategic plan, 2015-2020, Ares and Research Guides. The affiliate library directors enjoyed a luncheon meeting with Catherine Steeves on November 27, 2015 where the impact of the declining Canadian dollar was discussed. With the acting leader for Brescia's library and the recent news of Jennifer Robinson's appointment as one of the three Associate Chief Librarians at Western Libraries, along with retirements at both Huron and King's, it was decided that the next meeting will take place once a more finalized staffing situation is in place.

Fanshawe College: On October 6, 2015 twenty-five design students and their professor visited the library and the Student Life Centre. The complex aspects of project management with emphasis on scheduling and LEED certification were highlighted.

A second group of interior design students visited the library and the Student Life Centre on February 16, 2016. This tour was a direct result of the Darryl J. King Student Life Centre winning an Award of Excellence for its interior design by the Association of Registered Interior Designers of Ontario (ARIDO) at its September 16, 2015 gala.

Canadian Bookbinders and Book Artists Guild (CBBAG) Southwestern Ontario Chapter: On March 5, 2016 Dan Mezza, a master book restorer, gave an informative talk about the history of bookbinding and book structures. Using his own historical models as well as examples housed in the Eaton Special Collections Room, the twenty-five attendees, many of whom are enrolled in the Masters of Library and Information Science program, were in awe of what seems to be a dying art.

FOUNDATION AND ALUMNI

ALUMNI AFFAIRS

- The Office of Alumni Affairs at King's University College fosters and maintains lifelong relationships with more than 18,480 alumni who live and work around the world by using various programs and methods to keep the connection with King's.
- Alumni communications included two issues of the *King's Herald*, five e-newsletters and an updated website. A targeted mailing and email were sent out for the annual fund campaign. In addition, alumni were invited by phone, mail and email to attend chapter events. Great strides have been made in our social media efforts, and King's alumni groups are active on Facebook, Twitter, LinkedIn and Instagram.
- Members of the Alumni Board for 2015-16 were: Ryan McMurray '08, President; Dr. David Ducharme '64, King's University College Board Representative; Craig Minielly, King's University College Student's Council Representative; and Directors Lisa Bitacola '10, Daniel Cuevas '11, Gregory Dack '93, Natalie Mak '10, Andrew Mantulak '91, Mary O'Connor '10, Paula Perri '07, Kate Pivrnec '12, Jeremy Santucci '12, Katrina Clarke '06, and Erin Lawson.
- Hamilton:
 - On June 28, members of the Hamilton alumni chapter were treated to a private tour of Megalomaniac Winery by the winery's owner John Howard '71. Eighteen alumni and guests were treated to an in-depth tour, wine tasting and paired appetizers.
- Ottawa:
 - On October 29, a group of Political Science and History students travelled to Ottawa and attended an event at Ottawa's City Hall, where approximately 12 alumni who work in the public sector shared information about their careers. A keynote address was given by the Honourable Sheila Copps '74 about her career in politics.
- Toronto:
 - On a sweltering hot day in July, alumni from Toronto retreated to Chill Icehouse for an alumni event hosted by facility owner and alumnus Gresham Bayley '12.
 - On November 12, alumni James Sbrolla '90 and Ann Tavares '91 hosted an art benefit in support of King's at their Toronto home. The event was well attended by King's graduates and art aficionados alike.
 - On December 10, the Toronto alumni chapter rung in the start of the holidays at its annual Merry Hours event, which was held at Fynn's of Temple Bar.
 - An alumni networking breakfast was hosted by Jason Peetsma '01 in the boardroom at Odgers Interim. Fifteen alumni had the opportunity to network over coffee and a light breakfast before heading off to their respective offices.
- London:
 - On May 7, members of the London alumni chapter enjoyed a unique alumni event at Mystery Escape Room. Eighteen alumni put their heads together to solve clues and answer the riddles necessary to escape within a time limit. All were successful, though some were down to the final seconds when they made their escape!

- The King's Fall Fair at Kustermans Berry Farm was a hit with faculty, staff, alumni and their families. Approximately 167 guests were in attendance.
 - The annual Stratford Festival event was hosted on September 19, drawing 30 guests to a performance of *Hamlet* at the Festival Theatre. The group was joined by 22 students from the Foundations in the Humanities program. Prior to the play, attendees enjoyed a talk by Professor Ian Rae on the history of the Festival in Stratford, as well as a lecture on *Hamlet* provided by Professor Paul Werstine '70.
 - On January 12, the Alumni Association proudly hosted an opening night reception for the King's Players production of *The 25th Annual Putnam County Spelling Bee*.
 - In March, approximately 15 alumni attended a networking breakfast at King's hosted by alumna Kate Pivrnec '12.
- Development Day:
 - On May 1, the Office of Alumni Affairs hosted its second Development Day. Approximately 40 people, including students, staff, alumni and friends, attended this full day personal and professional development event. The King Centre was the perfect venue for the event. The keynote speaker session and breakout sessions were held in the three lower level classrooms.
- Convocation
 - Spring Convocation welcomed 779 new members to the Alumni Association on June 9, 2015. After the new graduates crossed the stage at Alumni Hall, they made their way to the Darryl J. King Student Life Centre for a reception with family and friends. There was a great turnout for the celebration of the newest members of the Association.
 - Fall Convocation saw another 189 members added to the Association on October 22, 2015. Following the ceremony at Alumni Hall, students, along with their family and friends, were invited to a luncheon at King's.
- Homecoming:
 - Homecoming 2015 kicked off with the annual Friday Night Bash. Alumni, staff, faculty and friends came together in the Vitali Student Lounge in the Wemple Building to enjoy the musical talents of the legendary Rick McGhie and to catch up with old friends.
 - Saturday's Alumni Brunch featured presentations of the Alumni Award of Distinction to recipient Nonie Brennan '84, and the Young Alumni Award of Distinction to Ryan Gauss '08. Each recipient was recognized for their outstanding contributions to community. The event included a hot brunch, remarks from Principal David Sylvester and touching words spoken by the honoured guests. It was an emotional and inspiring event for all those in attendance.
 - The festivities then moved to the "HBK" tent at TD Stadium, where alumni from Huron, Brescia and King's enjoyed the football game together for the first time. The Western Mustangs defeated the Carlton Ravens 70 – 14.
 - The School of Social Work hosted an alumni wine and cheese reception in the Vitali Lounge, which attracted over 100 guests.
 - The final event to wrap up the weekend festivities was a post-game "Wings and Things" reception, held in the Garron Family Lounge in the Darryl J. King Student Life Centre. Guests were treated to the musical talents of alumnus Gareth Bush '13.
- The Life After King's Alumni Mentoring Program provides an informal opportunity for students and recent graduates to connect with alumni who are established in their field. Mentors may

provide advice on a range of topics, including entering the workforce, career transitioning, specific career paths, or life in a new city. The Office of Alumni Affairs made 18 mentor connections in 2015-16.

- Life After King's Career Workshops were hosted on 4 occasions, featuring panels of alumni working in various fields. Topics included Socially Responsible Business, Entrepreneurship, Politics, and Business Economics and Math. Eighteen alumni participated as panellists, sharing information about their careers with current King's students.
- The Alumni Association was pleased to offer King's students two Evening Pancake Study Breaks during the exam periods. Approximately 200 students enjoyed pancakes, bacon, fruit, muffins, coffee and juice at each event.
- The Alumni Office offers beautiful degree frames as a service to new and past graduates (we will even frame them for you when you come in with your degree). In 2015, over 200 degree frames were sold to alumni at the June and October Convocations.
- The Alumni Association enjoys excellent relationships with two firms that provide useful services for alumni. TD Insurance Meloche Monnex and Canada Life offer special rates to alumni across Canada. Monies raised through these affinity partnerships, particularly TD Insurance Meloche Monnex, are directed to chapter events and Homecoming. The Alumni Association has also directed financial considerations from both affinity partners to support the Student Life Campaign. This year, financial consideration from TD Insurance Meloche Monnex was over \$30,500 and approximately \$1,000 was received from Canada Life.

KING'S UNIVERSITY COLLEGE FOUNDATION

- The members of the Foundation Board for 2015-16 were: Fred Galloway, Chair; Samira El-Hindi, Marie Horman '82, Trevor Hunter '92, Tim Kavanagh, Lucy Lee '92, Vincent MacDonald, Shawn McConville '84, Fr. James Mockler, Matthew Thuss '98, Steve Wilkinson, King's University College Students' Council representative Craig Minielly, Principal David Sylvester and Erin Lawson, Executive Director.
- In its audited statements for 2015-16, the Foundation reported revenues of \$1,695,685 from all sources.
- King's University College Foundation supported 250 students with over \$270,000 in funding through student awards and bursaries this year. In December, the Foundation hosted a student awards reception, with more than 55 students attending the ceremony to accept their awards. The academic achievements of more than 60 scholarship recipients were celebrated at Feast of Christ the King in November.
- The following new awards were approved by the Scholarship and Bursary Committee in 2015-16:

I. John & Terri Kennedy Family Award

- King's University College Foundation received 129 gifts of over \$1,000 this year. These gifts were received from individuals, corporations and foundations that have an interest in supporting the mission of King's University College and its students.
- The Foundation received over \$47,000 in donations through the Annual Fund solicitation in support of student awards at King's. Over 160 donors supported the Annual Fund program, with an average gift of \$295.
- The Theatre Seat Program continued this year, with an additional 15 seats in the Joanne and Peter Kenny Theatre in the Darryl J. King Student Life Centre named by donors. To date, 109 seats have been purchased through donations of \$1,000 per seat, and name plaques have been affixed to each purchased seat in recognition of this support.
- The 20th Annual King's Golf Classic was held on September 14 at Highland Golf and Country Club, with 110 golfers enjoying warm weather and pristine conditions as the golf course prepared for the PGA tour Canada. Thanks to the support of our generous sponsors and participants, more than \$52,000 was raised for the highest priority needs of the College.
- King's celebrated *Giving Tuesday* on December 1, 2015. The Foundation and Alumni Affairs team thanked volunteers and donors, and raised awareness for *Giving Tuesday* with coffee and treats in the Student Life Centre. Through email campaigns and social media, employees, students and friends were challenged to participate in this global day of giving by volunteering and through philanthropic support. Over \$8,000 was donated to King's on *Giving Tuesday*.
- Over 100 alumni and friend connections and cultivation visits were made by Dr. David Sylvester and/or Erin Lawson and the Foundation and Office of Alumni Affairs team in the last fiscal year.

ENHANCING THE CAMPUS ENVIRONMENT: PHYSICAL PLANT

The chart below lists the major projects, 27 in all, that were completed in 2015 by the maintenance department. Some of the more notable projects are the emergency boiler replacement in Dante, the residence improvement projects, classroom renovation in the East Wing, and the substantial amount of work done by the maintenance group for the cafeteria renovation in the area of electrical, plumbing and in assisting Aramark's contractors. John Hessey and his team should be commended for the excellent work they did in 2015.

Summary of major maintenance projects
Wemple
Wemple lounge rooftop HVAC unit
Classroom Renovation (W148, W173, W174, W176, W175, W178)
Wemple Courtyard post top lights
Partial replacement of P1 asphalt
Cafeteria Renovation
Installation of roof top safety railing
Dante
Dante boiler replacement and repairs to boiler venting
Library
Library pot light conversion
Eaton room humidifier
Pendant light retrofit
Labatt Hall
Installation of stained glass mobile
Kings Center
Installation of exterior safety railing
Residence Improvement Projects
Vinyl wrapping of exterior Townhouse posts
Installation of new exterior door at Alumni Court
Replace smoke detectors in all residence to meet new code requirements
International House renovations
International House foundation repair
Alumni Court Renovation (Paint, carpeting and ceiling tiles)
Townhouse 9 foundation repair
Wemple Residence desk refinishing
Wemple Residence lighting improvements
265 Epworth Property
Fence Replacement
Balcony roof repair
Basement renovation

Campus Wide Initiatives
Completion of campus wide roof audit and report
Consolidation of elevator contracts
Completion of parking lot lighting conversion (LED)

- In addition to the above list of project work, the maintenance department completed the regular day to day part of the job ensuring all building equipment is operating properly, performing preventative maintenance and addressing issues as they arise
- Several projects were completed in the grounds keeping department during 2015:
 - Town house gardens were refreshed in areas that were over grown and tired. Vegetation in front of each townhouse was removed and mulch was laid. This provides esthetic appeal and reduces the maintenance requirements of this area.
 - The main gardens in front of Wemple Hall were renovated to replace the original garden which had become over grown and tired. The selection of plants was chosen for their low maintenance requirement, however, design of other gardens around the campus was considered when designing the Wemple gardens. Several species were chosen in an effort to reflect the plant and colour pallet used in other locations on campus. For example, service berries and feather grasses to reflect the King’s Center gardens, a species of hydrangeas to reflect the Dante court yard and sedum which are used in several gardens.

Security

- Stinson Security continues to provide security guard and parking attendant services for King’s. Throughout the year there are a total of 14 security guards and parking attendants providing service. In 2015 we implemented a security guard identification procedure. Each security guard is now required to carry a King’s Identification card with their photo, name and job title. In addition, the same information is kept on a Physical Plant directory.

Some incidents encountered throughout the year:

<u>Thefts</u>
Break and enter of the mail room
7 bicycles stolen
2 cell phones stolen from the Library
<u>Emergency Services</u>
2 fire alarms
1 false fire alarm
15 ash tray fires

6 panic alarm notifications
12 Ambulance calls
27 police calls
16 first aid calls.
<u>Miscellaneous</u>
6 vehicle battery boosts
6 call regarding drugs

Parking Statistics

- 82 parking tickets were issued with only 25 confirmed paid on May 1/16.
- 30 overnight permits were sold during the school year.

General

- In an effort to improve tracking of project timelines and cost, a project document folder was developed. Each project is given a project number and any cost associated with that project are tied to that number. Also, if the size of the project warrants it, a project timeline is developed to document the activities that need to be completed and the target dates for completion. A trial run of this process was conducted in 2015. The process was formally implemented for fiscal 2016/17
- A Key Management Procedure was developed to improve the issuance and control of keys. The procedure will be kicked off in fiscal 2016/17.
- In an effort to strengthen the grounds keeping department, Michael Dahms (afternoon custodian) was placed on special assignment working 50% of his time on grounds during the months of May to August. Michael was chosen for his knowledge, aptitude and desire to work on our campus grounds.
- A roof assessment was completed in 2015 and will be used for budgeting, maintenance and replacement planning.
- A detailed life cycle report for HVAC equipment was developed and will be used for budgeting, and replacement planning.

INFORMATION TECHNOLOGY SERVICES

Mission Statement

The mission of Information Technology Services is to provide innovative, contemporary and accessible technology within the service scope of efficiency, confidentiality and integrity to enable and engage the students, faculty and staff of King's University College in meeting their goals as a collaborative community.

INFRASTRUCTURE AND SERVICE UPDATES

WINDOWS SERVER 2003 END OF LIFE

Microsoft is ending support for the Windows Server 2003 OS in 2015 so we migrated various servers from this operating system to Windows Server 2012 R2. By upgrading to a supported OS such as Windows Server 2012 R2 we are able to continue receiving Microsoft patches to minimize risks of viruses and other security threats. While many servers were successfully migrated there are some remaining that will be completed in 2016-2017, brought offline, or segregated from the rest of the environment if the OS cannot be upgraded for compatibility reasons.

W143 Instructional Computer Lab

Following consultation with the various computer lab user groups (faculty, CultureWorks) a new Windows 7 image was created with standardized and up-to-date applications. The desks were modified to allow for neater cabling and 30 ultra-small form factor computers were installed along with 24" monitors, keyboards, mice and desk-mounted USB ports. To save power, the lab has been configured to wake each morning before the first class and shut down at the end of the day. The ultra-small computers are mounted to the rear of the monitors for a very clean installation and to maximize desk space.

Classroom Presentation Systems

All classroom presentation computers were replaced or upgraded with Solid State Drives. These upgrades greatly improved performance and have enhanced the enduser experience. Additionally, all machines have been added to a Microsoft domain allowing for better remote management and configuration.

Mobile Device Management System Update

The BlackBerry Enterprise Server was updated to the latest version to accommodate non-Blackberry devices. iOS and Android devices were tested and rolled out to users as requested. Mobile Device Management now extends to iPads, iPhones, Android tablets and phones, and Windows 10 devices. New devices are constantly being added and Mobile Device Management policies updated accordingly.

Raiser's Edge Nxt – Migration Of On-Premise Application To An Off-Site Environment

The Office of Development and Alumni Affairs made the decision to move to Raiser's Edge NXT, an off-site Citrixbased environment of the current database, to gain access to new modules and tools. The system allows secure access to the database from any device that is connected to the Internet. Raiser's Edge NXT allows the office to accept online donations that connect directly to Raiser's Edge, as well as

online event registrations. It also provides additional tools to manage alumni and donor relationships which are beneficial to the College.

Calendar Migrations To Calcium

The migration of iCal calendars to Calcium is near completion with less than five calendars remaining on the older platform. The migration has been successful as there have been no reports of slow-down or disconnections which became rather frequent on the older iCal platform. The remaining calendars feature custom integrations that will require the re-programming of some web pages to make them Calcium compatible.

PSYCHOLOGY LAB WORKSTATION ADDITIONS

ITS deployed five computers, similar to those installed in the W143 Instructional Computer Lab, in the Psychology Lab, Room SA052. Faculty members and the lab coordinator were consulted and these systems represent a significant upgrade for the area. The lab was outfitted with new monitors and has a similar software suite to that in our other computing labs.

SLACK COMMUNICATION PLATFORM

In an effort to reduce the need for meetings and to increase communication across the department, the Slack communication platform was trialed. The initial usage stats show excellent uptake with over 6000 messages being sent in direct messages, and public/private channels (52% DMs, 33% public channels, 15% private channels). The platform supports a number of productivity integrations which have been well used. The availability of a web and mobile app have also made it a more convenient platform than previous collaboration tools such as Spark.

CHECKCENTRAL NETWORK MONITORING SOLUTION

CheckCentral has proved to be an excellent product and we have continued to use it as a licensed enterprise site. The product is in constant development and we have put in a number of requests that are being implemented in future releases. With the ability to email, SMS, or push notifications to the app this is a useful product for notifying support staff when incidents occur.

MONITIS – APPLICATION MONITORING PLATFORM

Monitis is now being used to monitor much of our environment. While previously we focused on servers and particular services or websites, we have expanded our monitoring to our network environment. This product, complimented by CheckCentral's filtering of messaging, brings great insights into our uptime and immediately alerts us in case of any issues.

REMOTE DESKTOP SERVICES

The remote access terminal server has been upgraded from an unsupported OS (Windows 2003) to Windows 2012 R2 RDS. The new OS allowed us to improve overall server performance and to utilize new group policies in order to provide better security and a more consistent and up to date experience for our end users. ITS has worked with key faculty users to ensure a smooth transition to the new server and scheduled the change to minimize disruption.

KING'S ACTIVE DIRECTORY DOMAIN MIGRATION

Active Directory migration from our local AD domain(kucits.local) to our new public AD domain (kings.kucits.ca) is now complete. We successfully migrated all our AD users, Exchange server, Skynet server and numerous other production servers. We're now able to begin the process of adding our staff workstations to the domain thus allowing us to improve services through centralized management capabilities. We will also be able to improve workstation security, reduce overhead through standardization and allow our users to utilize Windows Authentications for supported software. With Windows Authentication supported software, our users will require just one login, the initial Windows login, in order to run other applications.

DATA BACKUP AND DISASTER RECOVERY (DR) PLANNING

ITS upgraded to the latest Veeam 9.0 software and upgraded our licensing from Veeam Standard to Veeam Enterprise. The new version and license has provided us with numerous improvements and benefits such as web-access restores, SureBackup jobs, and per-VM backups. The new features have also allowed us to provide much faster and more granular restore options such as restoring individual tables from SQL databases or being able to restore Exchange items directly into the user's mailboxes. Our server environment is now fully compliant with the 3-2-1 DR rule which states that you should have at least three different copies of your data, on two different media formats with one of those copies being off-site. With the new Veeam features and Windows 2012 R2 deduplication we're also able to increase our backup retentions without the need for new hardware and we're able to better test our DR environment.

UNIFI ACCESS POINTS

ITS continued the task of replacing all consumer grade Aps on campus with Unifi APs so they could be managed from a central location. A management server was configured and Unifi APs were deployed to townhouses 265 and 267 and KC119 and 112 boardrooms. These access points provide network access in off-campus locations and public areas of the College. The installation included the deployment and configuration of server KUCUBI01 which runs the Unifi controller and also serves as a DHCP/DNS server for our redundant connection to the Internet.

Teaching and Learning Support

King's Information Technology Services assists faculty with leveraging new teaching and learning technologies. We offer workshops and one-on-one support in use of the OWL Learning Management System, classroom technologies and alternative teaching and learning pedagogies. Here are some examples from the past academic year.

TECHNOLOGIES AND PEDAGOGIES CONFERENCE

The third annual TAPs conference was held this year with particular attention paid to the immediate needs and interest of King's faculty. Many of these sessions were a direct result of an earlier survey sent to all full and part-time faculty. Future iterations of this conference may be half-day affairs with events spread over the academic year.

STUDENT RESPONSE SYSTEM PRESENTATIONS

Responding to the interest generated at TAPs, vendors were invited to present on student response systems. These sessions showed interest in the product and a trial with a site license will occur in 2016-2017 pending budget approval.

FACULTY USE OF QUALTRICS SURVEY APPLICATION

David Thus supported some survey initiatives lead by professors in Psychology and Sociology. These were surveys being created and used by upper-year students as part of their research projects. The particular surveys had some additional complexities which enabled us to really leverage the Qualtrics environment and provide an excellent enduser experience.

SCHOOL OF SOCIAL WORK - FIRST YEAR QUIZZES

Working with the School of Social Work, David assisted in the creation of a pool of quiz questions that could be used across all first-year courses in in-class online quizzes through OWL. The questions can be quickly deployed and there were few incidents reported. This helped to replace a more tedious paper version and to leverage the different questions created by the various processors in the School.

CHILDHOOD AND SOCIAL INSTITUTIONS –

MIGRATING TO AN ONLINE ENVIRONMENT

David has started preliminary planning with CSI to move two of their upper-year courses to the OWL learning management system. These courses will be taught by an instructor who will reside in England while the majority of the students will be based in Canada. This product has many potential benefits and will help to create a road map for future courses to be migrated to an online learning environment.

Application and Web Development

- The new College web site and the latest version of the Work Request Database stand out in the list of web and application development projects from the past year. Both projects were complex and took a great deal of time to complete, however, each outcome is impressive, professional and exceeded the intended goal. Here are some of the web and application projects from the past academic year:

NEW KING’S WEB SITE – WWW.KINGS.UWO.CA

- What started out in 2014 as a conversion of the existing site to support mobile devices using responsive web design quickly turned into a full revision of the site. The new King’s web site not only has a new fresh design but also maintains AODA compliance with a responsive design which offers an excellent user experience regardless of the device being used. The site is built on the Bootstrap 3 framework utilizing HTML5, CSS3 and the Mura content management system. ITS assisted in coordinating responsibilities with the Communications department, the development of a transition plan to ensure continuity of web services postmigration and performed “quality assurance” testing.

WORK REQUEST DATABASE VERSION 2

- The new Work Request Database, officially called version 2, was rolled out in the summer of 2015. There were a significant number of feature requests and implementations during the Academic Year following extensive testing by ITS support staff and student assistants. Some of these items include the integration of file uploads/attachments to tickets, granular policy controls for access to administrative functions, a revised charting and data visualization module, an “add to Outlook” feature, and communication integration with the #slack application. This was an excellent example of collaboration within the ITS department to roll out an excellent help desk tool. This year also saw the addition of a second tenant, or “provision” in the system. After a successful demonstration of a “Demo” provision of the WRDB to members of Enrolment Services and Communications, the latter department elected to adopt the system for managing requests and projects. Although their provision was extensively configured in December 2015, the department began using the system in earnest in May 2016.

KMUN.KINGS.UWO.CA / CARPEDIEM.KINGS.UWO.CA

- Two of the larger recruiting events held at King’s are King’s Model United Nations (kmun) and the Carpe Diem Catholic Student Leadership conference. Both sites received a fresh new look incorporating a responsive design built on a customized HTML5 & CSS3 framework.

Instructional Media Services

- Audio/visual technology continues to proliferate at the College and utilization in the classroom has grown beyond the traditional playback of audio and video recordings and display of PowerPoint slides. Instructors are now using video-conferencing technology to interact with guests or remote classes at great distance. Lectures are being recorded for uploading to the Learning Management System or archival purposes. Outside the classroom, events require multi-channel sound reinforcement, theatrical lighting, digital projection systems and live streaming to the world.
- The level of support provided to staff, faculty and student groups for events and ongoing classes has been steadily increasing for many years and the 2015/2016 has continued this trend. Events in the Kenny Theatre have required ITS staff to become familiar with large scale audio mixing, wireless microphone technologies as well as use and programming of the Strand lighting system and Lumenpulse LED lighting system.
- There is an increasing trend in recording regular weekly classes for the duration of the academic year for the benefit of students who missed the class or are in a distant location. As demand for this recording service grows it will impact the level of support ITS is able to provide, and new methods or technology will be investigated.
- Another trend is the live-streaming of events, both large and small, held in the Kenny Theatre, the Spriet Learning Commons, Vitali Lounge and small meeting rooms. This service is in addition to the provision of projection and public address equipment required for the event. ITS supports these events as a matter of course, however, as with lecture recording, demand is close to exceeding the ITS support ability with existing resources.
- The Spriet Learning Commons was outfitted with a permanent compliment of audio/visual technology, including a projector, screen and PA system after the first full year of use in the King Centre revealed that this was a popular area for major events. Additionally, all of our presentation computers were upgraded to solid state drives and HDMI video cards, to ensure a high degree of video quality and speedy start-up times and operation.

THE FINANCIAL PICTURE

Fiscal 2015-2016 was highlighted by work on several projects which spanned the full scope of the Finance and Support Services mandates. These projects included the negotiation of the first agreement with CUPE Local 5265 representing the PT Instructors, managing the renovation project for the Wemple cafeteria, participation on the COU committee of 6 universities negotiating a possible provincial wide pension plan in the university sector, overseeing a full RFP for transportation services, negotiating the acquisition of another house to augment our residence offerings, negotiations and strategy development related to the acquisition of Diocesan land and assisting with the ongoing implementation of a solid governance structure at the Board level.

As has been the case in the past few years, the underlying economic and social reality is not favourable for the liberal arts university sector. As provincial resources decrease and enrolment competition increases, budget deliberations have become more dynamic. King's was able to maintain a balanced budget in 2015-2016 but benefited from a one-time savings in salaries due to vacancies to offset a 4th year of enrolment decline. Overall revenue grew by 2.3% compared to the prior year due primarily to 3% tuition increases and an 8% increase in international tuition rates. Expenses increased by 5.0% due to increases in the Service Fee to UWO, increases in benefit costs and instructional expenses.

Projects

The VP Finance and Support Services with support from the Finance group was involved in several projects external to the department. Significant time and effort was spent on negotiations with several groups both internal and external. As noted in the introduction, the year started with the completion of the RFP process for food services which quickly transitioned into a project management process to renovate the Wemple Hall cafeteria space. Several upgrades and refurbishments were made throughout the process with Aramark investing \$600,000 into the facilities. Chris MacNeil was hired as the interim Director of Physical Plant but due to his lack of experience at King's the VP Finance and Support Services was heavily involved in the project. Future projects will be managed by the Director of Physical Plant with oversight and consultation as needed with the VP.

In collaboration with the VP and Academic Dean and the Director of Human Resources, the first agreement with CUPE Local 5265 was negotiated. This process lasted most of the year requiring numerous meetings of the negotiation team and the bargaining parties. The agreement was ratified by the Board and CUPE in November 2015 and retroactive to May 2015.

The VP Finance and Support Services was invited to participate on COU-led negotiation team working with OCUFA to create a province-wide university pension plan (UPP). Several meetings and one weekend negotiation session were attended during the year including one meeting attended by the Chair of King's Finance and Investment Committee. The process is continuing and King's is in a fortunate position to have participation in this process.

Negotiations with the Diocese formed part of the work for the Finance Department and VP Finance directly again this year. Several meetings and strategy sessions were attended to determine a best-case scenario for acquisition of a large piece of property adjacent to King's existing property. While an agreement appears attainable it has eluded the parties to date. The expectation is that an agreement will be reached over the summer with ratification in the Fall.

The College's Financial Situation

The College continues to operate at or near break-even points. The ongoing discussions related to funding formulas will have a significant impact on the finances of the College and access to or input into the discussions is required. The reluctance for the College to address programmatic changes and insistence on maintaining an academic structure based in the 1970's will have a detrimental impact when program differentiation is a significant factor in future funding. Better interdisciplinary cooperation and collaboration is needed to ensure the survival of traditional liberal arts disciplines such as History and English who have seen dramatic declines in enrolment.

The next triennial valuation on the Retirement Plan for the Employees of King's University is required at December 31st, 2016. The current expectation is that the funded status of the plan has declined by 8-9% from the last valuation. This will have an impact on the funding requirements from King's and therefore a detrimental impact on the 2017-2018 budget. The most recent negotiations with the FA include a provision to discuss the sustainability of the pension plan and possible alternative formats. A joint OCUFA and COU working group was formed in 2015 to investigate a JSPP for the university sector. If the UPP cannot be implemented, King's will have to investigate benefit reductions within the Pension Plan as there is limited ability to raise employee contributions further.

Currently, King's has no outstanding debt and any future development in the near term will require access to debt facilities. To that end, conversations have been held with two lending institutions and draft proposals have been received for the acquisition of land if an agreement is reached on the purchase of Diocesan land. The carrying costs associated with this loan will impact the budget of the College during the repayment period.

Overall our actual revenues exceeded prior year by 2.9%. The increase was primarily due to increases in tuition fees (3% for domestic, 8% for international). Expenses increased by 5.0% due to increases in the UWO affiliation fee, employee benefits and instructional costs. The result will be a financial statement deficit this year. To compare to budgets, non-cash items (amortization, DCC) need to be removed. Once this is done, a \$0.4M cash surplus was incurred for the year compared to a \$575 budgeted surplus.

Investments

Operating investment income for 2015-2016 was \$129,777 (\$147,121 in 2015). This resulted from short term investing in high interests savings accounts as determined by our cash flow needs and our investment policy. Foreign exchange revenue amounted to \$161,000 as a result of the decrease in the Canadian dollar compared to the US dollar. The combined investment and foreign exchange amount was higher than the net budget estimate of \$150,000.

Budget 2016-2017

The 2016-2017 budget turned out to be another challenging exercise due to anticipated enrolment challenges including the move from 3.5 to 4.0 as the determining factor for full-time tuition billing. Departments were asked to maintain their budgets at the same levels as the previous year on initial estimations of revenues and increases in expenses. Extensive work, discussions and negotiation were required to achieve a balanced budget during the process. The balanced budget was recommended by College Council and approved by the Board in April. The Board voiced its concern regarding the longer term implications of shrinking enrolments and increasing costs

The operating budget includes revenues of \$49.7 and expenditures of \$49.7M, yielding an expected budgeted surplus of \$15K.

The revenues can be summarized into three major components; student fees (61.1%); grants (29.6%); ancillary and misc. items (9.2%). The combined impact of the changes in all revenue lines is expected to be a 2.7% increase in forecasted revenues compared to the 2015-2016 budget. The increases reflect current and anticipated enrolment levels, increases in domestic (3%) and international (8%) tuitions and increases in residence fees (3%).

The budgeted net grant revenues are expected to remain constant compared to base line years. Grants will fluctuate based on enrollment numbers for those affected directly by enrollment.

Overall budgeted operating expenses are expected to increase by 2.7% from last year's budget. Salaries have been budgeted according to the most recent contracts in place for each association and expected staffing levels resulting in minor increases in compensation costs. The budget anticipates approximately \$1.7M in capital expenditures inclusive of computer and library additions. Several unknowns will have significant impacts on the budget including, reaching our enrolment and retention targets for domestic and international students, pension funding valuations, the provincial government's ability to fund grants, and completion of discussions with the Diocese.

Ancillary operations are projected to generate a surplus of \$92K for the year prior to capital expenditures of \$250k. Consideration will need to be given to increase in ancillary revenues such as parking and residence fees to continue to avoid a draw on academic operating funds.

Accounts Payable/Purchasing

The processing of purchases and payment of vendors is a continuously active area 12 months of the year. During the fiscal year 7018 invoices were processed through Navision which resulted in 1,288 different vendors being paid. The Visa program had 3,562 transactions charged through the 38 department card holders. Total Visa charges during the fiscal year totalled \$1,639,040.33 which was up 8% from the previous year.

The total outlay of funds through A/P was \$19,662,224.01 which was up 9.0% from the previous year.

A/P has worked to reduce the number of paper cheques issued and thereby our paper costs. During 2015-16 there were 3180 cheques issued which is down 1% from the previous year. Of the 3180 cheques, 1444 were Student Refunds and 307 of the 1444 were health and dental opt-outs in October. The level of accuracy and timeliness with which the A/P process has been performed has remained high and was a noted during the external audit which found no material errors during the testing phase.

For the fiscal 2016, Finance Department worked with both internal and external granting agencies to administer funding for all grants including grants from the Tri-Council Granting agencies, the Ministry of Justice and the London Poverty Research Centre. In total, \$557,277 in external grants were received that included \$226,428 in grants transferred to King's. A/P processed \$228,438 research related expenditures and Payroll processed \$219,027 towards paying Research Assistants (contract employees) hired by the Principal Investigator or Co-Investigator. The College awarded \$151,433 in the form of internal research grants to eligible research projects.

Student Financial Services

The Finance Department was responsible for the collection and administration of \$33.3M in tuition and residence fees during 2015-2016. The balance of student receivables due at April 30, 2016 was \$101,872 (42,152 in 2015) representing 20 accounts. Approximately \$32,528 of this amount is considered uncollectible and has been sent for external collection. Extensive work with students including financial counseling and education, proactive discussions regarding outstanding accounts, budgeting, OSAP and loan repayment schedules have been effective in keeping King's default levels at remarkably low levels. Continued financial illiteracy and poor planning resulted in the amount of late fees collected during 2015-2016 increasing by 24.8% to \$121,773 (\$97,714 in 2015).

The Tuition Set-Aside (TSA) Fund which requires reserving the prescribed percentage of tuition fee increases provided financial assistance of \$559,184 to a total of 321 students throughout the year for various programs.

The TSA funded:

- \$140,703 for 73 part-time winter work/study participants
- \$220,903 for 35 full-time summer positions in 2015
- Entrance Bursaries for 53 first year students with unmet need through OSAP in the amount of \$39,750;
- the Student Access Guarantee Bursaries provided to 83 students who were identified through the Ontario Student Access Guarantee in the amount of \$75,863;
- General Bursary funds issued to 55 students in financial need in the amount of \$49,550;
- Summer Volunteer Bursaries for 14 students who volunteered their time in the summer and those hours are recognized with a bursary for a total of \$22,580 applied towards their fees.

The Foundation funded awards totaling \$271,821 and were provided to 252 students.

The College also funded an additional \$1,776,816 in various other scholarships and bursaries programs which assisted 1080 students and supported 15 students with \$18,700 government bursaries and scholarships funded by OSAP.

In total, through its various programs, King's provided \$2,607,821 in assistance to 1,694 students.

Throughout the year 311 appointments were booked directly with the Student Financial Services Officer and thousands of other drop-in visits and questions were answered during the year by the SFS staff.

The Student Financial Services Office also processes all OSAP applications during the fall and winter semesters. This year students received 1693 OSAP assessments and another 244 OTG applications; which is more than half of our full time student population. Unfortunately, there is still no agreement with UWO related to summer students and our students must process summer OSAP with UWO personnel during the summer months.

The Finance department continued to play an important role in attracting and retaining students through proactive financial counseling and contact with students at liaison events and high school visits. Thirty-six high schools requested Financial Aid /OSAP Presentations during the year and an additional four financial aid workshops were given to high school guidance counselors and prospective students and their parents. There were 3 open houses on Saturdays during the year that the Finance department also participated in as well as Summer Orientation through May to August. Student Financial Services also participated in number presentation to individual groups such as Bridging Program, Mature Student and First Generation Students, International Students as well as internal groups such as Tour Guide Orientation.

In 2015, King's was awarded a First Generation Grant which allowed for First in Family students to gain employment on campus, similar to the financial aid based work study program. The goal of the program was to integrate First in Family students into the University Community and help diminish any barriers they may have felt being the first in their family to attend post-secondary institutions. The program has been very successful and in 2015-2016 we were able to employ 26 students on a part time basis during the Fall/Winter term for a total expenditure of \$82,805. The International Work Experience Program was able to support 17 students during the academic year with earnings at \$13,714.65 and 7 students with 16,744 during the summer of 2015.

Payroll

In 2015-2016 the payroll office processed payroll for 1108 employees throughout the fiscal year broken out into 226 full-time, 867 part-time and 15 early retirees/LTD claimants. This represented an increase of 24 employees or 2.2% over the previous year. The total salary and benefit costs administered through Payroll were \$32.1M.

Reports

The normal required internal and external reports were completed, including CAUBO, COFO-UO, UCASS, SSHRC research reports, charity returns for the College and the Foundation, GST reports for the College and Foundation, annual financial statements for the College, Pension Plan and Foundation, a 5-year forecast and investment reports. Monthly reports were made available to Budget Unit Heads on-line through the new system. A financial summary and due diligence reports were provided quarterly to the Finance and Investment Committee.

Retirement Plans

The quarterly Pension Committee meetings were chaired by the VP Finance and Support Services at which investment policy, legislation and related issues were discussed. Several discussions have occurred relating to the possibility of a JSPP for the university sector and the VP Finance and Support Services participated in the discussions at the provincial level as part of a COU-led consortium of 6 universities.

The portfolio return for 2015 was a positive 4.9%, prior to investment counsel fees of 0.58%. The Plan held \$47.2M in assets at December 31st, 2015. The plan has 98 active members and is providing direct benefits to 16 retired members. There are two deferred pensioners who have vested pensions to be paid.

The last valuation was performed at December 31, 2013 which showed a funding deficit under both going-concern (\$3.5M) and wind-up valuations (\$1.4M). The special funding required as a result of the

deficits is approximately \$34,000 per month in addition to the 14-15% of salary contributed monthly by the College. The next valuation at December 31st, 2016 will likely show that the funded status has declined by 8-9% requiring additional funding. The next round of negotiations should include either a firm commitment to join a JSPP or reduce benefits to reduce the College's contributions back to more equitable levels.

For members of the Group RRSP an annual session was also held to outline investment strategies and general logistics. The total amount of RRSP funds was \$10.4 (\$9.6M in 2015) representing the retirement savings of 140 employees. Concern continues to be voiced by those in the RRSP about the equity of the retirement plans as the retirement prospects of individuals making equivalent salaries can vary widely depending on the plan they are in. The ongoing goal should be to reduce the level of contribution into the DB plan as the current contribution into the RRSP (8.5% for SA and PAO, 5% for SA) would be considered adequate to generous at most employers.

KING'S UNIVERSITY COLLEGE
STATEMENT OF CHANGES IN OPERATING FUND BALANCES
Year ended April 30, 2016, with comparative figures for 2015

	2016	2015	2016
	Total	Total	%
Revenue:			
Government grants	14,505,063	15,357,580	29.5%
Tuition	29,217,735	27,461,453	59.3%
Investment income	129,777	147,121	0.3%
Sundry	773,984	680,420	1.6%
Ancillary operations	4,087,540	3,771,099	8.3%
Gifts from Fnd.	537,446	461,059	1.1%
	<u>49,251,545</u>		

47,878,732

Expenditures:

Instructional	22,447,384	21,552,410	42.7%
Shared Services	6,558,361	6,621,569	12.5%
Service fee to UWO	4,941,790	4,273,806	9.4%
Operation and Maintenance	3,259,501	3,145,433	6.2%
Employee Benefits	7,518,810	7,050,051	14.3%
Amortization of Cap. Asset	2,116,188	2,140,170	4.0%
Ancillary Operations	3,475,085	3,366,340	6.6%
	<hr/> 50,317,119	<hr/> 48,149,779	
Increase (decrease) in fund balance attributable to operations	(1,065,574)	(271,047)	
Post Employment benefit and Accrued Pension remeasurements	(2,263,400)	2,239,800	
Net increase(decrease) for year	(3,328,974)	1,968,753	
Fund balances, beginning of year	28,910,877	26,942,124	
Fund balances, end of year	25,581,903	28,910,877	

Note: This schedule has been prepared on the basis of the guidelines of the CPA Canada