

**THE PRINCIPAL'S
ANNUAL REPORT
2016 – 2017**



**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*

Adrienne Co-Dyre, *Director of Libraries*

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

Peter Donahue, *Director of the School of Social Work*

Veronika Elsie, *Director of Human Resources (retired January 2017)*

Joe Henry, *Dean of Students*

Julie Horne, *Director of Human Resources (effective January 2017)*

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*

Joe Michalski, *Associate Academic Dean*

Chris MacNeil, *Acting Director of Physical Plant*

OVERVIEW

SELECTED HIGHLIGHTS FROM 2016-17

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 10 books, 58 refereed journal articles, 42 book chapters, co-edited 5 books, presented 73 refereed conference papers, and had 94 manuscripts approved for publication.
- The College awarded \$161,900 in internal research grants to faculty to support their ongoing research activities.
- 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.
- The Centre for Social Concern was revived under the leadership of a new Board. Other Centres at King's continue to produce publications and host conferences that feature internationally-recognized speakers.

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.
- A partnership with the Brazilian National Catholic Education Association (ANEC) has opened up opportunities to work with schools and universities in Brazil that are associated with ANEC, representing 2,000,000 students in Catholic schools.

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.

- An external review of the Dean of Students Office provided excellent feedback to increase valuable services to students.
- The fifth annual King's Fall Fair took place in September 2016 at Kusterman's Berry Farm. In spite of the rainy weather, over 100 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 new Director Julie Horne continued to ensure institutional compliance and institutional best practices and training in light of changing provincial guidelines. Several new policies were written and approved, including the new Sexual Violence Policy.
- 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 and the 2016-17 financial books benefited from another balanced budget.
- Dr. Kelly Regan was appointed the Chair of the Board and Fr. Mark Sargent was appointed the Vice-Chair of the Board for 2017-2019.

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.
- King's has signed the Talloires Declaration and participated in the St. Francis Pledge for university campuses.
- 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

2017 Recipient of the King's University College Award for Excellence in Teaching (Full-time Faculty)

Dr. Trevor Hunter, Department of Economics, Business and Mathematics

Dean Camiletti's Citation

Dr. Hunter has a no-nonsense teaching philosophy: Add Value. Anything else in his view is a waste of time. Accordingly, he recreates the business environment in the classroom, integrates his research into his teaching and demands a high level of engagement and professionalism. In short, he prepares his students for their future careers with clarity, honesty, and passion.

His students see him as a mentor inside and outside the classroom, a life coach and supporter who answers their questions in detail and uses practical examples to explain difficult concepts. They are challenged to think independently and critically, work in teams and participate in open dialogue.

2017 Recipient of the King's University College Award for Excellence in Teaching (Part-time Faculty)

Dr. Jeremy Greenway, Department of Economics, Business and Mathematics

Dean Camiletti's Citation

Dr. Greenway is described by his colleagues and supervisors as brilliant, enthusiastic, rigorous, knowledgeable and dedicated. They note his creativity in the preparation of material, his care in his assessment of the student audience – their intellectual capacity and physical ability to pay attention and learn, his energy in the classroom and his proactivity in developing specific interventions to meet unique writing requirements and enhance professional writing.

His students describe him as inspiring, motivational, readily available outside the classroom, and generous with the individual attention he provides. The humour, warmth and interest he brings to the classroom inspire full engagement by his students.

Dr. Greenway genuinely enjoys teaching and working with young people!

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 – a record number and percentage for full time faculty! Even more amazing is the fact that both the King's overall median and mean was 6.0 and 6.13 respectively on the 7-point scale.

	2012-13			2013-14			2014-15			2015-16			2016-17		
Faculty	All	Honor Roll	%	All	All	Honor Roll	%	Honor Roll	%	All	Honor Roll	%	All	Honor Roll	%
Full-time (-leaves)	75.3	81.7	54	66.1	55	66%	73.2	52	71.0	81.7	54	66.1	82.7	64	77.4
Part-time	161	184	110	59.8	98	53%	193	121	62.7	184	110	59.8	181	103	56.9

2016-2017 Dean's Honor Roll of Teaching Excellence

Full Time

Birnbaum, Rachel
 Gorman, Eunice
 Harris, Darcy
 Malleson, Thomas
 McNamee, Sally
 Shore, Megan
 Tourage, Mahdi

Department

Interdisciplinary Programs

Part Time

Arnold, Carrie
 Benner, Mark William
 Dokis, Darren
 Dunne, Patrick
 El-Masri, Samar
 Goodwin, Diana
 Guenther-Mahipaul, Susan
 Guzel, Aziz
 Hurley, Pamela
 Leo, Jennifer
 McParland, Shellie
 Misurak, Leslie Joan
 Potvin, Jacqueline
 Ross, Karen
 Scorgie-Porter, Lindsay

Economics, Business and Math

Bohnet, Adam
 Copplesone, Glen
 Erenburg, Grigori
 Feng, Hui
 Ibbott, Peter
 Jeffrey, Jennifer
 Meredith, David
 Osborne, Theodore
 Siambanopoulos, John

Bell, Caroline
 Cardoso, Miguel
 Cho, Sunghoon
 Denniston, Kristin
 Hoffman, Justin
 Miller, Alexander
 Morrison, Danny
 Moschandreou, Terry
 Murray, Lori

Turnbull, Joseph
Weingartner, Shawna

Rastegari Koopaei, Javad
Strickland, Ruth Ann
Valluri, Sree Ram
White, John

History

Bangarth, Stephanie
Bohnet, Adam
Broad, Graham
Jarvis, Eric
Meek, Alison
Ventresca, Robert

Gustavson, Wesley
Krats, Peter
Potter, Paul
Temple, Jeff
Virtue, Nicolas
Webb, Paul

Modern Languages

Clausius, Claudia
Dowdell, Coby Joshua
Joseph, Nigel
Patton, Brian
Small, Susan
Ventresca, Robert
Werstine, Paul

Brooks, Sarah
Fanni, Ken
Goode, Michal
Graham, Laurie
Greenway, Jeremy
Keeler, Aaron
Kelly, John
Love, Miriam
Morley, Patrick
Natarajan, Vidya
Purac, Selma
Smith, Tyler
Sugerman, Emily
Thompson, Peter
Weingarten, Jeffrey
Yu, Ruth

Politics

Grant, John Arthur
Lawlor, Andrea
Muller, Benjamin

Hassan, Zheger
Hoogenboom, David
Narain, Nigmendra
Scorgie-Porter, Lindsay

Philosophy and Religious Studies

Brown, Hunter
Calcagno, Antonio
Chau, Carolyne
Geen, Jonathan
Heng, John

Baltzer-Jaray, Kimberly
Bartley, Andrew
Bechard, Michael
Di Giovanni, Andrea
Grecco, Denis

Kato, Julius-Kei
Mouroutsou, Georgia

Marsh, Jonathan
Parker, Rodney
Richards, Ian
Tait, Morgan
Walsh, Corrine

Psychology

Baruss, Imants
Chovaz, Cathy
Ellis, Wendy
Gorassini, Donald
Melnyk, Laura
Penner-Wilger, Marcie
Roney, Christopher

Arnold, Carrie A
Bell, David
Cross-Mellor, Shelley
Kathleen
Everest, Michelle
Haynes, Graeme
Norton, Loretta
Shanahan, Matthew
Sturgeon, Carey
Vernon, Phillip
Vselka, Livia

Sociology

Bruno, Tara
Datta, Anisha
Kennedy, Liam
Lavrence, Christine
Lozanski, Kristin
MacGregor, David
Michalski, Joseph
Ning, Anna
Zawilski, Valerie

Amoyaw, Jonathan
Balandin, Darlene
Barr, Lauren
Baumgartner, Kayla
Benoit, Andrea
Cushing, Neisha
Haight, Michael
Klein, Michael
Kudla, Daniel
Lafleur, Ryan
MacDiarmid, Laura
Maynard, Donna
Newnham-Kanas, Courtney
Pakvis, Patricia
Peladeau, Hillary
Reynolds, Jennifer
Rooyackers, Michael
Vorstermans, Jessica

School of Social Work

Birnbaum, Rachel
Csiernik, Rick
Gorman, Eunice
Mantulak, Andrew

Adamowich, Todd
Ambrose-Miller, Wayne
Arundel, Mary Kay
Gibson, Michelle

Sethi, Bharati
 Smith, Carrie
 Smith-Carrier, Tracy

Halberg, Rhonda
 Hopkins, Carol
 Johnson, Trevor
 Levy, Cliff
 Lewis, Meg
 Page-Nichols, Melissa
 Wardrop, Nancy

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- Other quality indicators of teaching at the College include:
 - Number of PhD's among full-time faculty: **94 out of 99 or 94.9%.**
- Course coverage (including MSW and excluding faculty on leave):

2012 - 2013 (17.0 on leave)					
Fulltime	75.5	200.0	51.2	7743.0	49.7
Part time	161	190.5	48.8	7829.8	50.3
2013 - 2014 (15.5 on leave)					
Fulltime	83	195.0	49.6	7073.5	46.5
Part time	186	198.5	50.4	8136.0	53.5
2014 - 2015 (23.0 on leave)					
Fulltime	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)					
Fulltime	82	198.5	51.1	7214.5	49.7
Part time	184	190.0	48.9	7302.8	50.3
2016 - 2017 (12.0 on leave)					
Fulltime	83	200	53.4	7592	52.1

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 5 LTA's this past year, a figure that is very reasonable given the number of sabbaticals.
 - Mohamad Ghaziaskar EBM Temporary Replacement Pending Full-Time Hire
 - Nigel Joseph ML Sabbatical Leave Replacement
 - Jennifer Reynolds SOC Medical Leave Replacement
 - Ruth Ann Strickland EBM Sabbatical Leave Replacement
 - Joseph Turnbull EBM Departmental Support

- **On leave**
 - We had 4.5 faculty on non-sabbatical type leaves this past year.

- **Sabbatical Cycle**
 - Sabbatical leaves accounted for 7.5 of the 12.0 leaves in the 2016 – 2017 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 2017 – 2018 academic year, 10 FYE sabbatical leaves have been approved; 6 are full year leaves and 8 are half year leaves. This is certainly not a high point in the sabbatical cycle – but we expect this number to increase the year after next. 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 80.9% among Canadian and permanent resident students and 63.8% among international students for the 2015 student cohort (those entering into first year in 2015). The Canadian and permanent resident student retention from year one to year two is the highest since I began reviewing this data in 2005. Our challenge is on the international front where this same measurement is much lower.
 - We continue to explore ways 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.

- Retention, particularly, from year 1 to year 2 is an issue of major concern for our College. Work on this issue continues in various quarters. We are working on profiling RTW and OP students with a view to discovering patterns that inform timely and effective modes of intervention and support.

- 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, case method of instruction, experiential learning, group learning, service learning, seminars, senior thesis, practicum placements and foundation course learning. In an increasingly

Books authored	6	5	5	5	6	8	4	10
Books edited	7	6	3	3	2	8	10	6
Refereed Articles & Chapters	74	85	78	80	74	98	114	100
Refereed Conference Papers	81	83	71	72	97	89	101	73
Manuscript Submissions (includes forthcoming)	107	81	67	79	77	111	108	94

4. Sabbatical Leaves 2016-17

Twelve faculty were on sabbatical leave this past year:

Full Year:

Mark Yenson (Philosophy and Religious Studies)
Lorraine DiCicco (Modern Languages)
Krista Lysack (Modern Languages)
Renee Soulodre-La France (History)

Half Year:

Raija Koski (Modern Languages) – second half of calendar year sabbatical
Megan Shore (Interdisciplinary Programs)
Sally McNamee (Interdisciplinary Programs)
Steve Lofts (Philosophy and Religious Studies)
Don Gorassini (Psychology)
Laura Melnyk Gribble (Psychology) David MacGregor (Sociology)
Judith Belle Brown (School of Social Work)

5. Approved Sabbatical Leaves for 2017-18

This year the Board approved the recommendations of the Leave Committee for the following 14 sabbaticals:

Full Year:

Eunice Gorman (Interdisciplinary Programs)
Thomas Tieku (Political Science)
Marcie Penner-Wilger (Psychology)
Ana Ning (Sociology)
Tara Bruno (Sociology)
Laura Beres (School of Social Work)

Half Year:

Glen Coplestone (Economics, Business and Mathematics)
Robert Ventresca (History)
Ian Rae (Modern Languages)
Coby Dowdell (Modern Languages)

Chris Roney	(Psychology)
Ayoub Yousefi	(Economics, Business and Mathematics)
Antonio Calcagno	(Philosophy and Religious Studies)
Hunter Brown	(Philosophy and Religious Studies)

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	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18
Sabb	10	6.5	7.5	9.5	14	12.5	20.5	9.5	7.0	10.0

B. Sabbatical Leave Clumping in Academic Units

The clumping of sabbaticals should be mitigated somewhat by the increase in the number of faculty opting for regular six-month sabbaticals and by the recent number of new hires.

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

	SUPPORT FOR RESEARCH PROJECTS								
Year	2008-2009	2009 – 2010	2010 – 2011	2011 – 2012	2012 – 2013	2013 – 2014	2014 – 2015	2015 - 2016	2016-17
Faculty Receiving Grants	32	44	39	50	48	41	45	53	52
Amount Granted	\$81,152	\$108,650	\$105,142	\$136,511	\$137,897	\$136,402	\$137,652	\$177,900.76	\$161,900
Avg. Grant Allocation	\$2536	\$2469	\$2696	\$2730	\$2873	\$3327	\$3277	\$3357	\$3113

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

Andrea Lawlor (Political Science)	1 half course
Kristin Lozanski (Sociology)	1 half course
Rachel Birnbaum (School of Social Work and IP)	1 half course

7. External Grants

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

Faculty continue to seek external funding from SHHRC primarily and from other granting agencies.

SSHRC Insight Grants

Competition year: 2016

Antonio Calcagno	1 of 1	\$13,946.00	\$13,946.00
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Competition year: 2015

Antonio Calcagno	2 of 4	\$19,170.00	\$74,830.00
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Competition Year: 2012

Paul Werstine	5 of 5	\$32,083.00	\$164,664.00
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SSHRC Insight Development Grant

Competition Year: 2015

Siu Ming Kwok	2 of 2	\$38,270.00	\$74,940.00
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Andrea Lawlor	2 of 2	\$19,011.00	\$60,087.00
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SSHRC Partnership Grant (Queen's)

Rachel Birnbaum	3 of 5	\$30,000.00	TBA
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Department of Justice

Rachel Birnbaum	1 of 2	\$58,950.00	\$75,200.00
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Rachel Birnbaum	1 of 1	\$33,710.00	\$33,710.00
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Neurodevelopment Networking Inc.

Rachel Birnbaum	2 of 3	\$5,000.00	\$10,700.00
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Law Foundation of Ontario

Rachel Birnbaum	2 of 2	\$49,790.00	\$99,790.00
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D.F.PLETT Historical research Foundation Inc.

Sally McNamee Lambton College	1 of 1	\$6,575.00	\$6,575.00
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Office of Dean of Students	2 of 2	\$31,145.00	\$64,050.00
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McMaster University Bharati Sethi	1 of 2	\$2,500.00	\$5,000.00
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Tri-Agency Funds Peter Donahue	1 of 1	\$55,000.00	\$55,000.00
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Ryerson University

Bharati Sethi	1 of 2	\$2,500.00	\$5,000.00
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8. Funding to Support the Presentation of Papers at Learned Conferences**Support for Presentations at Conferences**

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Faculty Receiving Grants	56	58	45	56	58	57	56	100
Papers Delivered		81	72	85	99	89	101	103
Amount granted	\$110,272	\$107,806	\$108,650	\$127,955	\$148,939	\$148,055	\$146,669	\$396,000

9. Appointments Promotion and Tenure**A. Academic Appointments 2016-17****Additions to Complement in 2016-17**

Dr. Liam Kennedy	Probationary appointment in Sociology
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Dr. Rose Marie Vito	Probationary appointment in Social Work
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Replacement Positions in 2016-17

Dr. Carrie Smith	Probationary appointment in Social Work (LTA initially)
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Program Support appointments in 2016-17

Professor Ruth Ann Strickland	2 year LTA extension in Management and Organizational Studies (year 4) at the rank of Lecturer
Dr. Joseph Turnbull	4 year LTA contract in Economics, Business and Mathematics/Mathematics

Leave Replacements in 2016-17

Dr. Mahamad Ghaziaskar	1 year LTA in Economics, Business and Mathematics/Economics
Dr. Nigel Joseph	1 year LTA in English
Professor Jennifer Reynolds	1 year LTA in Sociology

Retirements effective June 30, 2016

Dr. Nicklas Skinner	Psychology
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A. Academic Appointments approved for 2017–18

Additions to Complement

Dr. Josephine Gemson	Probationary contract in EBM
Dr. Jeffrey Preston	Probationary contract in DIPS
Dr. Derek Silva	Probationary contract in Sociology
Dr. Joseph Turnbull	Probationary contract in EBM

Replacement Positions

Dr. Jordan Fairbairn	Probationary appointment in Sociology
Dr. Lynda Hutchinson	Probationary appointment in Psychology
Dr. Akin Taiwo	Probationary appointment in Social Work

Program Support appointments

Dr. Michelle Hartley	LTA in English, French and Writing
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Leave Replacements

Prof. Carrie Arnold	1 year LTA in DIPS/Thanatology
Professor Mahammad Ghaziaskar	1 year LTA in Economics

Promotions effective July 1, 2017

Dr. Tara Bruno	to Associate Professor with tenure in Sociology
Dr. Carolyn Chau	to Associate Professor with tenure in Religious Studies
Dr. Andrew Mantulak	to Associate Professor with tenure in Social Work
Dr. Tracy Smith-Carrier	to Associate Professor with tenure in Social Work

Contract Renewals effective July 1, 2017

Dr. John Grant	three years at the rank of Assistant Professor
Dr. Andrea Lawlor	three years at the rank of Assistant Professor
Dr. Georgia Mouroutsou	three years at the rank of Assistant Professor
Dr. Michael Morrison	three years at the rank of Assistant Professor
Dr. Shawna Weingartner	three years at the rank of Assistant Professor

Announced Retirements effective July 1, 2017

Dr. Raija Koski	English, French, and Writing/French
Dr. Ken McKellar	English, French, and Writing/French
Dr. Alan Pomfret	DIP/CSI

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.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Full Professor	12	12	13	12	12	12	12	14	13	12
Associate Professor	48	53	56	58	63	64	64	62	62	66
Assistant Professor	26	24	21	17	17	15	19	17	16	22
LTA	5	3	5	7	5	7	5	4	6	2
	91	92	95	94	97	98	100	97	97	102

The changes from 2016-2017 are summarized below:

- Full professors – down one (Nicholas Skinner retired)
- Associate Professors – up four with four promotions to Associate Professor (Tara Bruno, Carolyn Chau, Andrew Mantulak and Tracy Smith-Carrier)
- Assistant Professors – up three with nine joining the Assistant rank (Jordan Fairbairn, Josephine Gemson, Michelle Hartley, Mohamad Ghaziaskar, Lynda Hutchinson, Jeffrey Preston, Derek Silva, Carrie Smith, Shawna Weingartner) and six leaving (Tara Bruno, Carolyn Chau, Andrew Mantulak, Tracy Smith-Carrier, Nigel Joseph and Jennifer Reynolds).
- Lecturers – down two with Mahamad Ghaziaskar, Professor Ruth Ann Strickland, Professor Shawna Weingartner and Carrie Smith leaving this category, and Carrie Arnold and Akin Taiwo joining the fulltime faculty.
- Limited Term Appointments – four this coming year (Carrie Arnold, Mohamad Ghaziaskar, Michelle Hartley, Akin Taiwo) down from five last year.)

Gender balance 2006 -2017

- 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. This past year we hired five females and four males (three males left through retirement, death and contract expiry while two females on limited term contracts left).

Gender balance 2005 -2016

Gender	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
F	25	26	36	39	35	37	38	44	46	46	45	45	48
M	49	52	52	52	56	56	56	56	54	54	52	53	54
%F	33.8	33.3	40.9	42.9	38.5	39.8	40.4	44.0	46.0	46.0	46.4	45.9	47.1
%M	66.2	66.7	59.1	57.1	61.5	60.2	59.6	56.0	54.0	54.0	53.6	54.1	52.9

Other Research Initiatives

Aggregate Research Activity 2003-17

	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
2016-17	85	487	5.73	968	11.38

Average for 2008 - 2012	87.6	441.7	5.0	654.0	7.5
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Average for 2012 - 2016	81.4	436.6	5.4	794.1	9.8
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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

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)	
2016-2017	599 (186)	1433 (328)	2032 (514)
<i>Overall %</i>	29.4 (36.1)	70.5 (63.8)	

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
2016-17	82.83

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. Diocesan statistics indicate that Christ the King University Parish is the fastest growing Catholic community in southwestern Ontario.

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. Though providing concrete numbers to assess our ministry is difficult, they will be provided and elaborated upon wherever warranted and possible.

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 Wednesday 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:

26 infants were baptized
8 individuals received their first communion
14 individuals were confirmed
1 individual was received into full-communion with the Catholic Church
21 weddings were celebrated
8 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.

The parish will begin to consolidate worship spaces in January 2018. The transition has begun and the parish has been kept abreast of the movement.

September 2017 will find the community celebrating three liturgies on Sunday: 9:00 am (Contemplative), 11:00 am and 5:00 pm (Contemporary).

Parish Finances

The two largest areas of revenues received were:

Sunday Collection	\$176,595.11
Refugee Sponsorship Initiative	\$76,050.40

Other funds were 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 Veritas Series for Faith and Culture endeavors to foster learning and dialogue by gathering artists, scholars and theologians, who support and challenge us in living lives of faith and justice. 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). The pursuit of truth is at the centre of our mission. In his Apostolic Constitution of 1990, Saint John Paul wrote, “A Catholic University, as any university, is immersed in human 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. (32)”

In 2017, Canada celebrated the 150th anniversary of Confederation. It was an opportunity to call to mind not only where we have been, but to reflect on our future in a spirit of hope. The theme for this year’s series was “God Keep Our Land.” We welcomed the following speakers and received funding from different sources to fulfill this work.

Thursday, September 22, 2016
Senator Nick Sibbeston

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

Thursday, November 3, 2016
Chaunie Brusie

Thursday, November 17, 2016
Victor Carmona, Ph.D.

Thursday, January 12, 2017
Marie Antoinette (Toinette) Parisio

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

Wednesday, March 8, 2017
John Milloy, DPhil

Thursday, April 6, 2017
Fr. Timothy Radcliffe, O.P.

Plans are complete for the 2017-2018 Series which will welcome composers, performers, liturgists and activists who invite us into the Divine Dance entitled, “Let All Things Their Creator Bless”.

The 18th century composer Joseph Haydn wrote “At the thought of God my heart leapt for joy, and I could not help my music’s doing the same.” Haydn’s words speak not only to his own spiritual experience but of a rich understanding that music transforms everything that it touches. This year’s series will welcome:

September 28, 2017
Fr. Anthony Ruff, OSB

October 19, 2017
Rev. Ricky Manalo, CSP, Ph.D.

November 23, 2017
Rory Cooney

January 18, 2018
Dylan Robinson, Ph.D.

March 1, 2018
Qutaiba Albluwi, Ph.D.

March 22, 2018
Aviva Chernick

Manalo’s work will welcome in both the Diocese of London and the various school boards of our region to consider the role of music in the liturgy.

Plans for 2018-2019 have begun. The theme will focus on inclusivity and “bridge building.” Thus far, Cardinal Joseph Tobin CSSR and the LCWR have committed to be with us.

Music Ministry

King’s University College Chamber Choir

In its seventh season, the King’s University College Chamber Choir continued to make connections with the wider London community in its role as a cultural ambassador for the College and fundraiser for various needs of the community. The choir has had a fruitful season of beautiful music-making and connecting with our community. The number of choristers remains at a steady membership of 30.

The choir performed two concerts this year. The first one took place on December 3, 2016 in the Chapel at Revera’s Windermere on the Mount, entitled “Journey to Bethlehem” which featured guest artists Magisterra Soloists. \$2,780.85 was raised for our parish’s refugee sponsorship initiative.

The second concert took place on April 1, 2017 in the Joanne and Peter Kenny Theatre in the Darryl J. King Student Life Centre. The concert, entitled “With Glowing Hearts,” was a musical celebration of the 150th anniversary of Canada. It featured Canadian folk songs as well as popular songs written by some of Canada’s best songwriters. The choir was joined by special guest artist Western University’s musical icon Rick McGee. The concert raised \$1,698.45 for our parish’s

refugee sponsorship initiative.

As recipients of the 2016 Jack Richardson London Music Award for Best Classical Choir, the Chamber Choir was invited to perform at this year's award ceremony in April 2017 and presented the award to the 2017 recipient of the award in the aforementioned category.

In addition, the Chamber Choir sang for the King's Remembrance Day Service on November 11, 2016, and King's University College Convocation Mass on June 14, 2016.

Youth Ministry Initiatives

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 who range in age, whether it be our 'young leaders' ages 9-12, high school students, King's students in either Catholic Studies (CS), Catholic Studies for Teachers (CST), or student teachers of Althouse. The program 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.

Youth and Family Opportunities

In order to serve the youth of our parish, particularly between the ages of 8-12, youth opportunities have been established. These opportunities have developed collaboratively with input from the families involved. In the fall of 2016, families were invited to a potluck and activity night in the parish hall to establish some ideas about connecting their children during these important years of faith formation when the sacraments are not being celebrated. These events continue to inspire excitement and interest and meets in conjunction with special events in the liturgical calendar. Here are the events that took place this year with the support of university students and parent volunteers: Christmas Caroling with the Residence at the Mount, Youth Advent Night, Holy Week activities such as the Children's Lenten Retreat and Stations of the Cross led by children. Approximately 20 -30 children and youth of the faculty, staff and parishioners attended each of these events. These gatherings and activities focus on building a deeper sense of community, understanding of faith in our lives and service to those in our community. In addition to these events, youth who have made their First Communion and Confirmation are becoming increasingly involved in Mass, either as 'Young Leaders' volunteering in the Sunday Children's program or in

the Sunday Liturgy as well as other community outreach such as the Coffee House at St. Joseph's Hospitality Centre.

High School Outreach

In the Parish, families with high school aged children needed to be more connected. This has been difficult due to our low numbers. Nevertheless, the Minister to Youth continues to make families aware of opportunities that are already taking place within the parish, at King's and in the Diocese.

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.

London Interfaith Peace Camp

The Minister to Youth has an administrative role in organizing the annual London Interfaith Peace Camp (LIPC). Now, in its 5th year, "it is a collaborative community project that encourages understanding and cooperation among Jewish, Christian, and Muslim faith groups. Rooted in the shared values of these Abrahamic traditions, the LIPC is a week-long day camp offered to students in grades 1 through 8. Through this day camp experience, the campers and the staff build friendships and understanding with peers from other local Abrahamic faith traditions. The informal social setting of a camp, combined with intentional presentations about Judaism, Christianity, and Islam, teach enduring lessons about building peace across all three Abrahamic faith traditions.

This unique project encourages positive interfaith dialogues to promote peace and solidarity between and among communities. Central to the camp are visits to local synagogues, mosques and churches to enhance learning in authentic settings. The central camp program and site visits combine to engage participants in projects such as: large and small group work, cultural art, theater and music, healthy food and recreational activities, service learning projects, and an evening family potluck featuring food from each camper's cultural heritage. The interaction has encouraged groups that normally do not relate to each other in an interfaith context to forge friendships and shared peace building."

London Interfaith Peace Camp takes place at King's University College. Throughout the academic year, the Minister to Youth along with one work study student from the office of Campus Ministry coordinate monthly meetings with the faculty of the camp. In 2016, The London Interfaith Peace Camp received the Diversity and Inclusivity Award in the youth category from the City of London and King's is honoured to be a part of such an important accomplishment.

Programming

Hospitality/Potluck

This year Campus Ministry held a Welcome Back BBQ on September 25, 2016. Approximately 135 people attended following the 5:00pm 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 100 clients, with close to 700 hours of direct counselling sessions, from May 1, 2016 to April 30, 2017. Those supported were comprised of 40 students, 3 faculty, 15 parishioners, 24 alumni/members of the community, and 17 marriage counselling and marriage preparation couples.

Lenten Retreat

The afternoon retreat began with a simple meal of soup, cheese and bread. John Dool and Mark Yenson, two laymen and professors, facilitated this retreat that focused on "The Greatest of These is Love." A retreat for children was led at the same time to enable parents to participate more easily. It was very well received by the 60 parishioners that attended.

Development and Peace

A number of students participated in Development and Peace activities and formation in a variety of ways this year at King's. Students attended an information session about Development and Peace, highlighting both the work and structure of the organization and the variety of ways to engage in that work. One student from Kings was hired as a youth ambassador by Development and Peace, in part because of her involvement with Development and Peace during her previous years at Kings. Ten Kings students facilitated a workshop for seventy high school students on the "The Heart of Change" on October 27, 2017 in Labatt Hall. Also, a different group of ten students gathered every week for eight weeks to explore issues raised by the resource "On care for our common home: a dialogue guide for Laudato Si" developed by the Jesuit Forum. The reflections from these group discussions were included in a larger discussion held at a national level about the encyclical's meaning and its implications for Development and Peace. Over 500 postcards were signed by the King's community encouraging the Canadian Government to be aware of the role small-scale farmer's play in the fight against climate change. A few students participated in the first ever ThinkFast held at King's from February 10-11, 2017. Over 100 people attended the Solidarity Quilt show on March 19, 2017 in the SLC to commemorate the 50th anniversary of Development and Peace. A group of students made soup for the Solidarity Sunday meal that was held on the 5th Sunday of Lent, Solidarity Sunday, following the 10:30 am mass. Two students from King's attended the Regional Development and Peace meeting in Sudbury May 26 – May 28, 2017.

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, Redemptorist Vocations, third order Franciscans, the Catholic Women's League, Development and Peace, and Campus Ministry.

Ten Thousand Villages

Campus Ministry sold merchandise from Ten Thousand Villages in the SLC on November 9-10, 2016 to raise awareness about the importance of making ethical consumer choices and providing the opportunity for students to make those choices.

Cultivating and Caring for Creation

An eight week reflection based on the video series developed by Green Spirit TV focusing on modelling a response to the encyclical Laudato Si was undertaken by a group of very engaged individuals during the past year. The group came to a deepening appreciation for the encyclical, the way it is being lived out in Canada and imagining new ways they can participate in living out the encyclical in their own lives.

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 continuing to increase. Students and parishioners are being trained to preside.

Newman Club

The Newman Club meets on a weekly basis on main campus. Campus Ministry continues to have a presence at these weekly meetings and is becoming increasingly more involved in presentations and developing content and focus for the group.

St. Joseph Hospitality Centre

On the first and 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 residences 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 200 shoebox gifts this past year. These boxes filled with socks, gloves, hats, toiletries and treats were distributed at the second coffee house in December at the hospitality centre. These gifts were very well received this year.

Pregnancy Crisis Centre

From the end of November until Christmas, items are collected for the Pregnancy Crisis Centre. This year, we dropped off 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.

Blanket Exercise

On October 15th over 35 students and members of the larger London community gathered to participate in the blanket exercise in the Vitali lounge. This participatory opportunity retells the history of Canada from the indigenous perspective. It was a very moving and profound experience for all who participated.

United Way Gift Box

Campus Ministry supported the student social justice club in bringing the UN Gift Box, against human trafficking to King's in January.

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 20 students, faculty and parishioners participated in this event. 400 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 B  chard 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. \$50,000.00 was raised for this project. There is funding for an additional two years with the foundation.

This program is expanding with trips now occurring into northern Manitoba, Bhecoko, NT and Inuvik, NT.

Father Bechard has hired three individuals through the Northern Bridge Community Partnership who will continue to raise money for this initiative while developing programs in conjunction with King's on behalf on the indigenous peoples of the north.

Ecumenical Prayer

Taiz   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. Members of the L'Arche communities in London have joined us in prayer on occasion. The average attendance has decreased slightly this

year to 15 to 20 people.

Prayer for Christian Unity

In this year when we commemorated the 500th Anniversary of the Reformation, the Office of Campus Ministry hosted a gathering of prayer at The Chapel at Windermere on the Mount on Wednesday, January 25, 2017. Pastor Matthew Eckert from North Park Community Church was invited to break open the Word of God while the parish choir led the assembly in song.

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 13, 2017. Campus Ministry has long been involved in the planning and facilitation of this service. 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 Béchard 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. We have also started an **Instagram** 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.

Retreat for Niagara Catholic District School Board: At the invitation of Board Chaplaincy Leader Krista Wood, Janet led an evening retreat for the staff and faith ambassadors of the Niagara Catholic District School on March 6, 2017 at Mount Carmel Spirituality Centre in Niagara Falls.

Gifted Enrichment Days for the London District Catholic School Board –Elementary School:

Assisted in facilitating the two days in the fall and spring for grades 7 and 8 students on King's Campus along with Enrollment Services

A VIBRANT ACADEMIC, CULTURAL AND SPIRITUAL MILIEU

The Centre for Studies in Creativity

Centre for Creativity Report for 2016-17

This year the Centre for Creativity organized and presented 5 events. At board meetings in the fall of 2016 there was a general consensus to focus activities this year on participatory events that would encourage members of the King's and broader Western and London communities to tap into their own creativity. Collaboration with other units at King's and outside agencies was another objective in planning events this year. A number of "pop-up" creativity events were organized and promoted widely.

On December 8th a booth was set up in the Student Life Centre (during one of the fall term study days). Card stock, craft supplies and refreshments were provided and students were invited to take a study break and create their own Christmas cards or crafts. During the December exam period, the Centre for Creativity sponsored a "pop-up" concert in the SLC. An excellent performance by our award winning King's Chamber Choir did much to raise spirits and alleviate some exam tension. (A video was made and posted (arranged by Communications).)

On January 17th local London artist Sarah Cowling led another "pop-up" art event in the SLC.

Art materials were provided for a hands-on workshop and participants were guided in creating their own their own piece of collage art.

Two other performance events took place: On February 1st the Centre sponsored a collaboration of music and dance performed as part of the annual King's Cultural Festival. The event brought together musicians from Traddicted (a local Celtic band) and members of the King's community involved with Scottish and Indian music and dance. The performance of "The Galopede" showcased the fusion of traditional Celtic and classical Indian music and dance forms. That short performance was a prelude to a very successful evening program that took place on March 3rd in Labatt Hall, entitled "Caledonia Meets Calcutta". This event attracted approximately 70 participants from across the London community. In the first part of the program the relationship between traditional Celtic and classical Indian music and dance forms was explored, demonstrated and explained. In the second half participants learned about and tried out some traditional Scottish country dances, under the direction of Catherine Elliot Shaw of the Royal Scottish Country Dance Society (London Branch).

The Centre for Jewish-Catholic-Muslim Learning

- **Which Religion Will Win: The Problem of Triumphalism in Christian-Muslim Relations.**

Christianity and Islam share certain similar features. One is that they have both been characterized as "predatory religions". Some have argued that this common feature stems from the universal truth claims of both traditions - claims which impel Christians and Muslims to seek local and even global domination. Many maintain the way out of this

problem is for both Christians and Muslims to engage in a radical revision of their respective truth claims. This presentation asks whether this is the only way out, or whether reframing the problem allows for a different approach and a different solution.

Scott C. Alexander, Ph. D. is currently Associate Professor of Islamic Studies and Director of the Catholic-Muslim Studies Program at Catholic Theological Union in Chicago. He is a regular consultant on Catholic-Muslim relations for the United States Conference of Catholic Bishops and the Catholic Association for Diocesan Ecumenical and Interreligious Officers. He is co-editor of the Journal of Muslim Philanthropy and Civic Engagement, and sits on the editorial board of the Journal of Islamic Law and Culture.

London Interfaith Peace Camp

Peace Camp's roots began with a friendship between three women in each of the Abrahamic faiths in London Ontario: Shahin Pardhan from the Muslim Community, Rabbi Debra Dressler from Temple Israel and Pastor Charleen Jongjan Harder from Valley View Mennonite Church London Interfaith Peace Camp is a week long day-camp offered for children entering grades 1 through 8. The Camp's focus is in building friendships and mutual understanding between children across the Abrahamic faith traditions in the London Community. The camp is planned and organized by an interfaith team of community members.

Some of the activities that children participate in include the following:

- Cultural sharing of art, crafts, and theatre performance
- Outdoor sports and games
- Time for exploration and questions
- Healthy food, snacks and recreational activities
- Visits to a church, mosque, and synagogue by bus
- Engaging presentations about Judaism, Christianity, and Islam
- Potluck celebration & presentation for campers' families

This past November, Interfaith Peace Camp was recognized for the 2016 London Diversity Race Relations and Inclusivity Award in the youth category. Team members had the opportunity to speak during a Municipal Council meeting and where Shahin, a member of the team acknowledged the vision and goal of Peace Camp perfectly:

“When kids arrive at the London Interfaith Peace Camp at King’s they feel the love from all three Abrahamic Faiths. On Monday we get to play games, read stories and learn about one another. For the next three days a bus is loaded and each day we travel to either a church, a mosque or a synagogue. Kids get a chance to try on a hijab, stand when the Torah scrolls are rolled out and learn about the significance of holy water. They eat foods from various cultures, play lots of soccer and enjoy crafts and playing games. They form friendships with people who are like them in many ways and they take opportunities to share parts of their faith. A Muslim child performs the Adhan ‘a call to prayer, a Jewish child will read from the Torah and a Christian will explain the importance of Jesus to Christmas, instead of Santa Claus. This opportunity for sharing and building friendships is our way of building peace. For we believe if we all just understood one another and got to know each other, we open the doors to peace and not war”

The Centre for Advanced Research in Catholic Thought (CARCT) is concluding its second year in full existence after being approved by College Council in 2014. It is an initiative of faculty members in Catholic Studies in the Department of Philosophy and Religious Studies and “seeks to create a space for the critical appropriation of the Catholic theological tradition and the exploration of creative responses to challenges in contemporary society and the global church” (CARCT Constitution).

After having organized or co-sponsored major international conferences in the past two years, this year, the Centre decided to have a more low-key and “local” but nonetheless significant main event. This took place taking the form of a theological colloquium with the theme Glocal Theology in the Pope Francis Era: A Sampling. Its aim was to gather together local scholar-peers to share their ongoing works of research on a broad enough general theme and, thus, strengthen our interpersonal relationships and the bonds between our different institutions. The event took place at King’s on March 3-4, 2017.

The presentations and presenters represented scholars from different institutions: King’s University College (Carolyn Chau, Mark Yenson, Allyson Larkin), St. Peter’s Seminary (John Dool), Huron University College (Murray Watson), St. Jerome’s University, Waterloo (Cristina Vanin), University of St. Michael’s College, Toronto (Michael Attridge and Darren Dias). The event was attended mainly by colleagues from King’s and St. Peter’s Seminary. It also included two students in the Catholic Studies program. The event was graced by the presences of Bishop Ronald Fabbro, King’s Principal David Sylvester and Vice-Dean Joe Michalski.

CARCT also co-sponsored an art reception (with wine and cheese) entitled Sacred Art: Retrieving the Sacred in New Ways by Benedictine monk Emmaus O’Herlihy OSB on April 5 at 7 pm. CARCT also sponsored a reception to welcome former Dominican Master General Timothy Radcliffe, OP who gave a Veritas Series lecture on April 6 entitled How God Dwells in our Love for Each Other. The expenditures involved with these two events are not yet reflected in the attached financial report.

Centre for Advanced Research in European Philosophy (CAREP)

The Centre for Advanced Research in European Philosophy (CAREP) hosted an international conference, “New Italian Thought: Challenges and Responses,” from March 24–26, 2017. We had 40 speakers addressing various developments in Italian philosophy and three keynote addresses were given by Franco Bifo Berardi, Elena Pulcini and Remo Beodei. We collaborated with the Centre for the Study of Theory and Criticism and Silvia Benso from the Rochester Institute of Technology.

The goal of the conference was to bring together scholars and researchers to discuss and critically evaluate the new ideas and theories being developed within contemporary Italian thinking. We invited papers on themes and questions taken up by thinkers like (but not limited to): Roberto Esposito, Giorgio Agamben, Antonio Negri, Adriana Cavarero, Lea Melandri, Luisa Muraro, Franco ‘Bifo’ Berardi, Ugo Perone, Emanuele Severino, Paolo Virn, Massimo Cacciari, Luigi Pareyson, Remo Bodei, Carla Lonzi, Gianni Vattimo, Maurizio Ferraris, Vincenzo Vitiello, and Mario Perniola.

We also invited papers that look at figures in the history of philosophy, including, for example, Hegel, Marx, Vico, Machiavelli, Gramsci, Croce and Gentile, especially as they are taken up by contemporary Italian thinkers. Themes to be addressed include but are not limited to: life and biopolitics, geopolitics, aesthetics, ethics, politics, ontology, literature, science, history, psychology, religion, culture, and economics.

Centre for Deaf Education & Accessibility Forum

CDEAF hosted a Mental Health Conference: Here and Beyond on June 3, 2016. We had two international presenters, Dr. Margaret Du Feu from Belfast, Ireland and Dr. Robert Pollard from Rochester, NY, USA. They presented about mental health and deafness internationally followed by 3 service agencies describing existing local services. We had 95 registrants including clinicians, interpreters and service workers from across Canada with outstanding evaluations. The next Mental Health conference will be in 2018.

Dr. Cathy Chovaz was an invited keynote presenter at the 5th WFD Asia Conference in Singapore hosted by The Singapore Association for the Deaf. The conference was a global forum to discuss issues and ideas related and relevant to deaf development, especially pertaining to developing nations in Asia. The research and activities of CDEAF were shared with an international audience from over 18 countries.

The Kings interpreter Angela Core was invited to present to three classes at Kings about topics such as interpreting, deafness, and inclusion. Faculty are encouraged to invite Angela to their classes.

CDEAF continues to partner with Skyhands and offer sign language classes. There have been 59 individuals from the Kings community registered in classes in 2016-2017.

CDEAF now has its own Facebook page (CDEAF Kings University College) as well as our own Kings University College website (<http://cdeaf.kings.uwo.ca>). Check us out!
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We are planning our second biannual Mental Health Interpreters Workshop to be held at Kings on June 2-4, 2017. Currently we are at capacity for registration with 30 ASL interpreters registered for Level 1 and 25 ASL interpreters registered for Level 2.

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*. The students engaged in workshops on a variety of subjects.
- 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.
- King’s continues to receive grants to assist in the development of pathways with colleges. Continued cooperation with Fanshawe has resulted in two ONCAT grants: one in Finance and Private Wealth Management and the other in Criminology and Police Foundations. The Private Wealth Management collaborative degree and diploma was approved recently after a lengthy process- mostly due to the newness and infrequency of the process at Western. The Criminology and Police Foundations project has stumbled with departmental objections but we believe we can progress further this year. The new credit transfer pathway from BMOS Global Commerce and the FITT program is a great new initiative facilitated by Dr. Sergio Janczak and EBM. We have also begun discussions with the coordinators of the post-degree diplomas at Fanshawe in an effort to both facilitate the admission of our students as well as help our applicants envision a career path. In addition, our meeting with Western’s Continuing studies is producing a MOU which outlines pathways from our degrees to their post-grad diplomas as well as joint initiatives in career workshops. Meetings with Ivey and the Faculty of Law were very successful being met with enthusiasm with both groups for collaboration on joint programs as well as a pathway to graduate programs (in Law). These programs will attract Humanities and Social Sciences students who wish to see a pathway to a career.

INTERNATIONALIZATION

Bridging Orientation Program

- King's Bridging program took place from August 29 to September 3rd, 2016. 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.

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:

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 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 tended 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.

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

Information Services

Student Assistants:

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.

Information Literacy:

Information literacy instruction was delivered to 992 students in forty-five 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. 490 reference questions were answered by the Information Services Assistant (Research), subject librarians, and student reference assistants. 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. With the successful pilot of the Thanatology learning module, librarians continue to investigate novel ways to provide instruction, both in person and electronically, so that we are best meeting the information literacy needs of our students.

Campuses Connected:

Emma was a planning committee member and presenter at the inaugural *Campuses Connected: The Affiliate Teaching & Learning Conference*, which took place at Brescia on December 8, 2016. *Campuses Connected* grew out of the King's TaPS conference, with a greater focus on teaching and learning initiatives at the affiliates. Planning has begun for the next *Campuses Connected* conference, which will take place at King's.

Ask a Librarian Chat:

2 librarians and the Information Services Assistant (Research) continued to deliver virtual reference assistance through the OCUL virtual reference service, contributing 8 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. We look forward to our continued participation in this important, province wide initiative.

Social Media:

We continue to grow our social media presence on both Twitter and Instagram. Our Twitter account currently has 355 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 308 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 showcasing library

staff and their Canadian literature picks in celebration of Canada 150.

Hours:

The library continued to extend its hours to 8:00 am to 12:00 midnight, seven days a week, through both exam periods. Changes to our summer hours, to fall in line with other campus libraries, began in May 2017.

Scan 2 Deliver:

We envision this service as providing a mechanism and workflow by which a defined group of patrons can request and receive scanned excerpts of physical materials such as print journal articles and book chapters held in Western Libraries' collections. Adrienne, Emma, Linda and Frances met with Brenda Bell, lead of the project, in March to discuss participation by the Cardinal Carter and A.P. Mahoney Libraries and potential workflow implications. A proposal by CSSC to pilot the Scan 2 Deliver project across Western and the Affiliate Libraries beginning in summer 2017 was approved by the Western Libraries Management Committee.

Staffing

Adrienne Co-Dyre was appointed Director of Libraries beginning August 22nd, 2016. Adrienne joins us from Brescia University College where she performed in a variety of professional librarian roles, including acting Director of Library Services, since July 2003.

On December 9th, 2016 Craig Mitchell returned to his role after a leave. The library team is thrilled to once again have his calm and friendly presence in the library. Christina Vivinetto completed her contract with the Cardinal Carter Library on November 30th and then started at a new role at Brescia University College beginning in February.

Information Resources

Information Resources advances the mission of the college through stewardship of the library's acquisitions and serials budget of \$559,230, facilitating expenditures for books, films, databases and journals that support scholarly content. The IR team establishes and maintains excellent business relationships with vendors, publishers, Western libraries LIRM staff, the Western Bookstore and colleagues at the other Affiliated College libraries.

Library Monograph Vendor Review:

This past year the IR team decided that it was prudent to review our three major book vendors with a view to dropping at least one vendor and possibly identifying a priority vendor. Our three major books vendors are ProQuest (Coutts) GOBI (formerly YBP) and Midwest Library Services.

The review process focussed on a common set of criteria that gathered information on delivery standards, fulfillment rates, pricing and discounts, invoicing practices and any value added incentives that the company may provide, such as collection development tools. We were also particularly interested in the variation in shipping costs. The vendor review committee consisted of Adrienne, Emma and Linda with input solicited from the IR team of Ewa, Melissa and Mark, since they deal with each vendor in a more direct way.

The results of the review clearly indicated that Midwest Library Services was not a good fit for King's library at this point. The company interface is not as advanced as either GOBI or Coutts. They had the highest shipping rate at 5.7%. While their customer service was exceptional, the high cost of shipping that was not offset by a good discount and a low fulfillment rate meant that they were not a sustainable option for King's.

The review of Coutts and GOBI indicated that these two vendors were more comparable in terms of service and value. Coutts invoices in Canadian dollars and this is a huge benefit not only to library staff but to the staff in Accounts Payable at King's. We are not losing additional money to Custom House Exchange rates. We receive an excellent discount and profit from the fact they are the major vendor for Western Libraries.

The review of GOBI is not complete due to the fact that since the end of March 2017 we have not been able to send or receive orders/invoices using the FTP protocol. FTP allows staff to seamlessly create order records in Sierra and then transmit the order to the vendor without double keying the information. It is a significant time saver especially when importing invoices. EBSCO's technical services staff and Paul Hamilton from Western Libraries continue to work at resolving the issue. We suspended ordering from GOBI until this problem can be fixed. The FTP problem is unfortunate since GOBI excelled at delivering books in a timely manner. Their discount structure is similar to Coutts but they invoice in American dollars. We will continue to monitor the FTP issue and should that problem be satisfactorily resolved we will look into launching their collection development tool for librarians.

Kanopy Streaming Video Project:

In August 2016 King's Library launched a PDA (Patron Driven Acquisitions) pilot project. Kanopy, a streaming service that provided access to 26,000 documentaries and films in the following collections: Documentaries; Gender Studies; Mental Health; Psychology; and Race & Class Studies. The top media suppliers were Psychotherapy.net; Media Education Foundation; California Newsreel; New day Films; and PBS.

The pilot program was extremely successful and usage of the service doubled throughout the year. The PDA statistics indicate that 2,744 films were accessed and that 1,517 films were watched for a total of 30,510 minutes. Films that triggered a licensing purchase had an average of 66 plays, suggesting that these films are being incorporated into classroom teaching. Fourteen faculty members created profiles and watchlists for their classroom teaching, embedding the films into OWL. The success of our streaming video project exceeded our expectations and demonstrates the need to respond to changes in meeting the teaching and learning needs of both students and faculty. To date we have licensed 23 film titles with three year streaming rights. The cost of each film is \$150 (USD) which is well below the average cost of the same title on DVD. These films represent the subject areas as defined in the Library collection policies. A value added bonus is Kanopy's compliance with accessibility issues and that the vast majority of films are closed captioned. In the event that a film does not have close captioning, staff at Kanopy are able to add captioning to the film free of charge within 72 hours. Providing seamless accommodations for students using films is challenging so having the company's support in this endeavour is appreciated. Given the success of the initial PDA pilot, we renewed the license for the 2017-2018 academic year, and we will continue to monitor its usage.

ASP: Alexander Street Press Streaming Video:

This past year King's collaborated with Western Libraries in their launching of the ASP streaming video PDA pilot. Alexander Street Press is a multidisciplinary collection of streaming videos for scholarly research, teaching and learning. The subject areas are Anthropology; Business; Counseling & Therapy; Music & Dance; News & Current Affairs; Science & Medicine and Social Science. Western Libraries is undertaking a review this summer of the pilot but the statistics suggest that this collection was not as heavily used as anticipated. The films in the collection are on average older productions which could be a factor in their usage. As well, discovering these films in the catalogue was more complex than finding films in Kanopy. Depending on the statistical analysis and working group findings later this summer King's Library may select to drop out of this PDA program.

Flipster: eMagazines:

This past year King's Library decided to trial providing digital access to certain periodical titles. Digital access allows library users to browse the latest issue of a title that they enjoy, via their desktop or any mobile device of their choice. Flipster is an EBSCO product and they are our serial vendor so it was seamless to switch from receiving a title in print to receiving it digitally. Since this was a trial period, we selected 6 titles, *The Canadian Business Magazine*; *The New Yorker*; *Time*; *Quill & Quire*; *The Walrus*; *The New York Review of Books*. The six titles are prominently displayed on the bottom of the library homepage in a carousel. Uptake on the service has been slow but the statistics indicate that each of these titles is consulted.

Gift Collections:

The 116 books from the estate of Dante Lenardon and 7 books from Dr Sid Noel were fully catalogued and now reside in the Eaton Special Collections Room. Significant gift contributions were received from Dr. Werstine, Dr. Lella, Dr Bahcheli and the estate of Dr. J.D. Han. These books were added to the library circulating collection to support the teaching and research activities of the King's community. All gift books receive a donor's recognition bookplate. Given the limited shelf space in the circulating collection King's library does not actively pursue gift donations.

Eaton Room:

Collection growth in the Eaton Room is by necessity modest given the space limitations. Twelve new faculty publications were added to the Faculty Recognition area bringing the total to 332. This space in the library is underutilized and thought is being given to how the space could be more open to faculty and students to enhance the role of archival material in teaching and research.

Records:

45 boxes from academic and administrative units were added to the College's Records Centre. Fifty three service requests were handled. Shifting of the boxes in storage was required to accommodate growth. A review of the contents in the King's Archival collection was undertaken to verify that the contents lists matched the content in the boxes. This collection required reorganization and relabelling. Work on digitizing the Peace Movement collection is almost completed.

Weeding:

Deselection of library material in the circulating collection and storage area is an annual event due to limited collection space. In total 3,003 items were withdrawn at an estimated value of \$33,961.30. It is interesting to note that 2,539 items were added to the collection and 3,003 items were withdrawn, meaning that we weeded more items than we added. Appendix 8 details the library volume count. Appendices 9 and 10 indicate the periodical title cancellations and additions.

AODA: Ontarians with disability Act 2001:

King's library is committed to purchasing material which meets accessibility standards. Feature Films are purchased if they are closed captioned or if we can minimally obtain a transcript. When purchasing Ebooks we try to ascertain whether the platform is compatible with a reader.

Virtual: Place-as-Library

Research Guides:

The library has published 22 subject specific research guides, 10 general interest guides and 8 "How Do I?" guides that are posted with 17615 views recorded from May 1, 2016 to April 30, 2017. These guides are available to students 24/7, and act as a starting point for subject specific research.

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 1286 views recorded from May 1, 2016 – April 30, 2017.

Scholarship@Western

As of May 2017, sixty Psychology honors theses have been downloaded 12210 times with 6941 downloads in the past year. Fifteen honors theses were uploaded in April 2017, showcasing student work from the past academic year. Plans to expand King's presence on Scholarship@Western are underway, with collections being created for *King's Cosmos* and the *King's Undergraduate Research Journal*, which will both go live this summer.

Collaborative Partnerships

Internal Partners

Library Committee:

At the October 25th, 2016 meeting the library agreed to maintain total budgets at the current level as requested by the Finance Department and the Budget Committee in its September, 2016 mid-year 'budget review' letter. A. Co-Dyre submitted a second External Library Review response to the Library Committee that received its approval.

At the February 16th, 2017 Library Committee meeting A. Co-Dyre's request to withhold requesting a 5% increase to the acquisitions budget was discussed and approved as was the development of a library damage security and deterrence plan. Adrienne also presented information about Collaborative Futures.

Collection Assessments:

A collection assessment was prepared for the department of Thanatology, with Emma and Adrienne meeting with the Thanatology external reviewers on March 30, 2017.

Office of the Dean of Students:

The Learning and Student Support Working Group, chaired by Joe Henry, continues to meet to discuss updates to the online 'Learning Hub' and collaboratively host programming in the Student Life Centre. Adrienne Co-Dyre, Linda Whidden and Emma Swiatek continue to be involved in this cross-campus collaboration, and look forward to introducing new initiatives to support students.

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 supplied the library's requested IT needs for the 2016-17 fiscal year which included installing 22 new public workstation computers, replacing stolen cabling in the study rooms and providing new generic cell phone charges for lending.

KUC-St. Peter's Seminary Library

It has been another exciting year at the A.P. Mahoney Library. The newly appointed Director of Libraries began her tenure just after heavy rains at the end of July caused significant flooding throughout the seminary including the library. Asbestos abatement work was required in the library storage room as the multi-year renovation project of the seminary began. The old and fragile Catholic Record volumes had to be moved, tables removed and remaining shelves covered before the work could begin. Early in the New Year the Director of Libraries was contacted by representatives of Suncorp Valuations Ltd about determining a replacement value of the library for insurance purposes. A methodology was created to come up with a value for the collection with the total accepted value of the library's contents decided to be \$5.7 million. Library-as-place became more accessible this past year with the re-introduction of evening hours 6:45 to 9:45 p.m. Wednesdays and Thursdays.

With 147 more hours, and disruption from construction noise, bringing more people to the library, information services activity saw a marked increase across most categories from the previous year. Gate count increased by 2,271 visits (or 7.5%) to 15,158. Check-outs increased by 523 (12%) to 4,231 while the number of check-ins increased by 374 (8.7%) to 4,293. Renewals, in library use, and items paged to other libraries all showed a decrease from the previous year. However more seminarians are taking advantage of the paging service where materials from Western libraries and the affiliate libraries can be requested for delivery to St. Peter's. A total of 566 items were delivered to the library, the highest ever, and an increase of 39% from 2015-16. Research queries at the service desk saw a 12% increase from the previous year to 356 bibliographic and reference questions answered.

On Wednesday October 12, 2016 the library hosted the 7th annual A. P. Mahoney library lecture in conjunction with Theological Libraries Month. Rev. Denis Grecco spoke on *Church and Laudato Si*, a challenging presentation drawing on the work and influence of Romano Guardini as reflected in Pope Francis's encyclical *Laudato Si*. The lecture was followed by refreshments and conversation in the library. Fr. Grecco spoke with Martina Vuk, a doctoral candidate at the University of Fribourg, who was in attendance. Ms. Vuk was doing some post-graduate work at King's in disability studies and was interested in Fr. Grecco's comments on vulnerability and power.

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 be required in year 3 of renovations (2018-2019). The Associate Director and Director of Libraries will be developing a Library Needs Assessment Plan and Library Space Plan that will include recommended plans for shifting materials, furniture usage, space development and associated timelines. The hope is that these plans will coincide.

The A.P. Mahoney Library budget was maintained at current levels (F17-18) for the upcoming year.

External Partners

Western Libraries:

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.

Affiliate Libraries:

The affiliate library directors continue to meet regularly to discuss issues of mutual interest. Of particular concern are Western Libraries' strategic plan, FLIP 2015-2020, the new Western Libraries Operational Plan and Organizational Renewal Initiative, and Collaborative Futures. A new Western Libraries acquisitions strategy, including the role of affiliate libraries in a 'one-site' acquisitions approach, as well as the 'low value of the Canadian dollar budget crisis', will continue to be of the utmost importance in the coming year.

FOUNDATION AND ALUMNI

ALUMNI AFFAIRS

- The Office of Alumni Affairs at King's University College fosters and maintains lifelong relationships with more than 19,977 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*, seven 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 2016-17 were: Ryan McMurray '08, President; Daniel Cuevas '11, Vice President; Nate Little, King's University College Student's Council Representative; and Directors Thomas Andreoli '11, Lisa Bitacola '10, Sarah Buck '00, Gregory Dack '93, Sheldon Hines '09, Andrew Mantulak '91, Mary O'Connor '10, Paula Perri '07, Kate Pivrnec '12, Ingrid Schvarczkopf '12, Katrina Clarke '06, and Erin Lawson.
- Hamilton:
 - Unfortunately, Hamilton had to cancel the June 9th, 2016 Hamilton Chapter History Lesson with King's Professor Graham Broad and the April 7th, 2017, Hamilton Chapter Scotch Tasting with King's Professor Alan Pomfret due to low numbers.
- Toronto:
 - In June, alumni from Toronto celebrated summer at Steam Whistle Brewing for the Ontario Craft Week Launch Party and Sampling event. King's alumni had exclusive access to half-price tickets, which included unlimited sampling, access to brewers and craft beer industry reps, music, food pairings (available for purchase), and the chance to win prizes.
 - On December 1, the Toronto alumni chapter rung in the start of the holidays at its annual Merry Hours event, which was held at Belfast Love.
 - An alumni networking breakfast was hosted by Jason Peetsma '01 in the boardroom at Odgers Interim. Nine alumni had the opportunity to network over coffee, a light breakfast and listen to a lecture from King's Professor Ben Muller on Trumplandia.
- London:
 - King's students, faculty, staff, alumni and community attended the first Principal's Lecture on Contemporary Indigenous Issues. The event featured award-winning writer Joseph Boyden and a King's Hour Opening Reception and unveiling of the Angel Band Stained Glass Mobile.
 - Even with the rain, The King's Fall Fair at Kustermans Berry Farm was a hit with faculty, staff, alumni and their families. Approximately 150 guests were in attendance.
 - The annual Stratford Festival event was hosted on September 25th, drawing 26 guests to a performance of *As You Like It* at the Festival Theatre. Prior to the play, attendees enjoyed a talk by Professor Ian Rae on Stratford's *perceived* Irish identity, as well as a lecture on *As you Like It* provided by Professor Paul Werstine '70.

- On January 25th, the Alumni Association proudly hosted an opening night reception for the King's Players production of *Reefer Madness*.
 - On February 8th, 18 London alumni engaged in some friendly competition with a round robin axe throwing tournament at BATL Axe facilities in London. Jeff Buchanan '09 was the axe throwing victor.
 - In March, approximately 15 alumni attended a networking breakfast and lecture by Professor Joe Michalski on *Precarious Work in Precarious Times: Long-Term Prospects and Possible Futures* at the downtown CIBC boardroom hosted by alumnus Sheldon Hines '09.
 - On March 9th, alumnus Ed Struzik came to King's to do a talk on the role visuals can play in the craft of writing. The event was co-hosted by the Write Place and Alumni Association. There were approximately 50 students in attendance.
- Convocation
 - Spring Convocation welcomed 612 new members to the Alumni Association on Tuesday, June 14, 2016. 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 160 members added to the Association on October 27, 2016. Following the ceremony at Alumni Hall, students, along with their family and friends, were invited to a luncheon at King's.
- Homecoming:
 - Homecoming 2016 kicked off with the annual Friday Night Bash, featuring the talents of Rick McGhie. This year, many alumni, staff, faculty and friends came to catch up with the Nick Nasal band, featuring grads from the late '70's.
 - Saturday's Alumni Brunch featured presentations of the Alumni Award of Distinction to recipient Brent Shea '80, and the Young Alumni Award of Distinction to Matthew Wilson '07. 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.
 - Alumnus Gareth Bush '13 entertained the crowd at the tailgate party. Many alumni joined in to celebrate, as well as pick up their football tickets and catch a ride to the stadium for the Football game at Western.
 - The festivities moved to the "HBK" tent at TD Stadium, where alumni from Huron, Brescia and King's enjoyed the football game. The Western Mustangs defeated the Laurier Golden Hawks 46-26.
 - The School of Social Work hosted an alumni wine and cheese reception in the Vitali Lounge, which attracted close to 70 guests.
- 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 21 mentor connections in 2016-17.

- In the 2016-17 year, Life After King's Career Workshops were hosted on four occasions. The workshops featured panels of alumni working in various fields speaking in Psychology, History, English and Humanities classes. Twenty 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 2016, close to 180 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 and Canada Life offer special rates to alumni across Canada. Monies raised through these affinity partnerships, particularly TD Insurance, are directed to chapter events and Homecoming. The Alumni Association has also directed financial support to King's priority projects, including the Darryl J. King Student Life Centre. This year, financial support from TD Insurance was over \$35,000 and close to \$2,000 was received from Canada Life.

KING'S UNIVERSITY COLLEGE FOUNDATION

- The members of the Foundation Board for 2016-17 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, Blair Umeri '07, Steve Wilkinson, King's University College Students' Council representative Nate Little, Principal David Sylvester and Erin Lawson, Executive Director.
- In its audited statements for 2016-17, the Foundation reported revenues of \$2,321,016 from all sources.
- King's University College Foundation supported 195 students with over \$190,000 in funding through student awards and bursaries. In January 2017, the Foundation hosted a student awards reception, with 45 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 2016-17:
 - I. The KUCSC Innovators Award
 - II. The King's Golf Classic Student Award
- King's University College Foundation received 105 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 \$72,000 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 \$451.
- The Theatre Seat Program continued this year, with an additional 10 seats in the Joanne and Peter Kenny Theatre in the Darryl J. King Student Life Centre named by donors. To date, 116 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 21st Annual King's Golf Classic was held on September 19 at Highland Country Club, with 120 golfers enjoying warm weather and pristine conditions of a course prepared for the PGA Tour Canada Championship. Thanks to the support of our generous sponsors and participants, more than \$54,000 was raised for the highest priority needs of the College.
- On November 29, 2016, students, alumni, staff and friends came together to support "Giving Tuesday", a global initiative to share commitments, rally for favourite causes and think about others. The Foundation and Alumni Affairs team asked for thank you notes and donations, while raising awareness regarding the impact of philanthropic gifts at King's with signs, coffee and treats in the Student Life Centre and throughout campus.
- Over 90 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

2016-17 saw many changes in the Physical Plant Department. Many of the changes are those that have been planned for several years that are now possible through the implementation of reporting structure changes. Capital improvements/investment on existing assets were a major focus for the maintenance department, identifying, prioritizing and addressing maintenance concerns and equipment renewal. Housekeeping has made substantial improvements in all areas including work balance, moral and collaboration across departments. This group has seen the smoothest transition from the school year to conference season ever. The grounds keeping department continues to be a major focus. Similar to the maintenance department, the focus has been on scheduling, prioritizing and addressing landscaping and grounds keeping concerns. Department structure changes will be required to have a major impact in this area. To compensate, temporary workers and landscaping contractors have been hired. The following is the Physical Plant annual report for 2016-17.

There were a total of 31 documented projects of various sizes in 2016 completed by maintenance. These projects mainly focused on infrastructure, life cycle, residence improvement, renovations and building improvements. Some of the larger projects include:

Installation of Stairs leading from the Garron Lounge to the Spriet Learning Commons
Renovation of the student finance offices
Replacement of the boilers in townhouse 1,2,3
Relaying the paving stones for the townhouse walkways
Renovation to 265 Epworth Place Condo
Renovation to 275 Epworth Place Condo
Foundation repair basement renovation and flooring of International House
Replace heat pump in Dante Lenardon
Exterior painting for Dante Lenardon
Re paving parking lot #1
Installation of card reader systems
Installation of rooftop safety railings
Convert parking lot lighting and various exterior building lighting to LED
Installation of stained glass windows display in the SLC
Installation of the stained glass mobile in Labatt Hall
Replace Wemple kitchen main hood exhaust fan
Dish room renovations

In addition to the above projects, standard annual maintenance was completed during the summer months (such as flooring, painting, damage repair) that cannot be addressed during the school year.

During the early summer there were several rain storms that caused flooding in townhouse 1,2,3. Investigation of the storm drain found that it was blocked by a root ball that formed at a break in the out flow pipe. As a temporary repair, the root ball was cleared out to allow drainage and prevent further flooding (under normal circumstances). The break in the pipe is scheduled to be repaired in 2017-18.

This year a great deal of effort has been put into formally developing standard operating procedures (SOP's) for the housekeeping and custodial departments. Each SOP documents the work that is carried out in each area of responsibility. The purpose of this is not only to identify the work that has to be done, but also to implement a process that allows the work to be done on a more consistent basis. SOP's across the department have been standardized to ensure that every worker understands what work has to be done and the order that it should be done in. Now, when a worker takes on a new area of responsibility, they have a clear understanding of the work required. The natural next step in this process is to balance the work load, should that be required. In this way, SOP's allow the department to take a major step toward removing the "sense of unfairness" previously held by many housekeeping and custodial staff. Shift supervisors were given the task of identifying SOP content. Our supervisors are "working" supervisors in that they do the same hands on work that their crews do. As such, they are in the best position to identify and document the work and then train the crews with the SOP.

A project to identify and record all Physical Plant equipment was started 1 year ago and has been formally implemented in the past year. Any equipment that is purchased has its serial number and model number recorded. The equipment is then marked with a King's College asset number and assigned a location.

Grounds Keeping

For the past three years, one of the primary focuses in grounds keeping has been tree maintenance to address pruning dead branches, thinning, removal of dead or dying trees, etc. Tree replacement has also been part of this program. When appropriate, new trees are installed shortly after necessary removals are completed. In 2016, two new tree species were installed on campus, two ginkgo biloba and two autumn blaze maples. In addition, one tulip tree, two Japanese maples and one Korean dogwood were installed. Davey Tree has been providing professional tree care service to the college and Baseline Nurseries has provided tree installations when required.

Several projects were completed to beautify or renovate areas on campus. The paver stone walkway leading to the Student Life Centre was installed. A planter beside the townhouses that was deteriorated was removed and replaced with sod. The interior

courtyard of Wemple Hall underwent some renovations. Initially the courtyard project was to refresh the gardens as the plants were dead and weeds had taken over. As the work began we realized that the retaining walls which were made of wood were rotten with ants and wasp nesting in them, the soil in the planters deficient, full of stone and brick pieces and needed to be replaced. In addition, the paving stones were lifted and relayed. Clintar Landscape provided the services for all of these projects.

A program is being developed as part of a life cycle plan around equipment replacement. As equipment is replaced it is put on a maintenance schedule to ensure it receives the manufactures recommended annual maintenance. Predicted replacement based on expected life will be built into the 5 year plan. In 2016, a zero turn lawn tractor was purchased.

In 2015-16 compost bins were implemented into the grounds keeping department as a way of handling yard waste, tree trimmings, garden waste, etc. This program worked well when initially introduced, but in the past year, we have had many instances in which people in the local area are disposing their household waste in our compost bins. As a result we have had to rent lockable compost bins.

Security

Stinson Security Services provides 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. Some incidents encountered throughout the year:

<u>Thefts</u>
Break and enter of the mail room
9 bicycles stolen
<u>Emergency Services</u>
4 fire alarms
13 ambulance calls
16 police calls
3 panic alarm notifications
32 first aid calls
<u>Miscellaneous</u>
4 vehicle battery boosts
13 call regarding drugs

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

Staff Workstation Upgrades

This year saw a move toward the exclusive use of the Intel NUC platform which is a versatile form-factor system noted for its small-size, low-power consumption, and high performance. Only SSDs are deployed now which has resulted in significant performance enhancements. These replacements are cost-effective means of further lengthening our replacement cycle while delivering excellent computing facilities to our staff.

Windows 10 Test Rollout

Windows 10 was initially rolled out to ITS staff and then extended to a test group of users whom were chosen based on software configuration complexity, comfort with technology, and willingness to participate. The configuration of a fresh-installation image and upgrade-in-place-installation plan to migrate existing Windows 7 systems to Windows 10 was completed during the summer. Business continuity was guaranteed by granting access to a replica virtual machine of their previous Windows 7 installation. This rollout was successful and new systems will be deployed using these new Windows 10 configurations.

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.

W143 AND W022 LAB CHANGES

W143 received some minor upgrades with additional electrical outlets installed on the desks to deal with some power issues we have encountered when students unplug lab workstations to use their own laptops. All the systems in W022 were upgraded with 120GB SSDS and with a new Windows 7 image.

NAVISION 2016 IMPLEMENTATION AND DEPLOYMENT

Working closely with Finance the ITS department assisted in rolling out a major upgrade to the Navision Accounting software and upgraded the Sharepoint user interface. The entire process went

very smoothly and ITS made several key usability decisions in consultation with the Finance department to improve the end-user experience beyond what was delivered by the vendor management and configuration.

KINGS-FS2 FILE SERVER - END OF LIFE

The Kings-FS2 file server, has been utilized in different hardware incarnations for over a decade. While the server continues to perform admirably we have migrated shares and users off this server and to KUCFS03 as the latter fully supports domain user and security group permissions. Once the last shares have been migrated Kings-FS2 will be decommissioned.

NETWORK UPGRADES

King's network environment has over 150 virtual servers which are accessed through a VMWare interface for central management. The new version of VCenter, 6.5, also moves to fully a web-based interface which allows for a faster user experience, many additional features and expands the number of supported platforms.

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 TAPS conference evolved and became bigger with a conference that involved all three affiliates. This inaugural conference was held at Brescia with the 2017/2018 edition to be held at King's. With faculty and staff attending from all three campuses the day was packed with interesting and engaging sessions and some notable keynote talks.

ONLINE WHITEPAPER AND HOW-TO GUIDE ON WEBSITE

Documentation has been prepared for the launch of a TAPS area of the KUCITS website that will be a one-stop-shop for finding answers on several technologies that can support faculty teaching. It is expected that the site will launch in the summer 2017. half-day affairs with events spread over the academic year.

Application and Web Development

ACADEMIC ORIENTATION BOOKING APPLICATION

ITS has hosted online Summer Academic Counselling bookings since 2006. The original application worked well but still required manual intervention and database maintenance. The SAO appointment booking application was re-written and now includes an administrative backend allowing Enrolment Services to have complete control over defining appointment windows, assigning

counsellors, blocking dates and modifying or adding student appointments. On the front end, incoming students are greeted with a new fully responsive design and are now authenticated via Western's Active Directory which ensures incoming students have properly activated their Western email account. Students also have the option to change a previously booked appointment without calling Enrolment Services. www.kings.uwo.ca/sao/

NEW REGIS WEBSITE

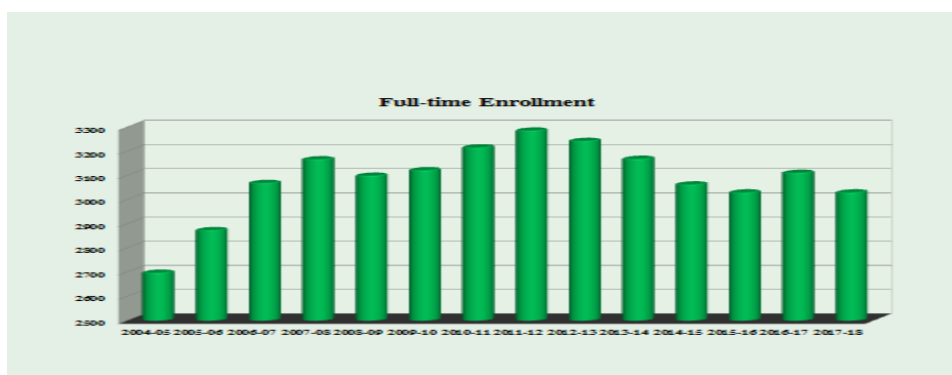
Aruna Dutt, Editor of The Regis, approached ITS in September 2016 requesting a re-design of The Regis website. The current design was three years old and no longer met their needs. The site was redesigned reflecting a true magazine layout offering features such as latest news, breaking stories, an incorporated slideshow, embedded video and more. This was the first site developed that leveraged the advanced features of the newly released Mura 7 Content Management System and uses advanced HTML 5, CSS 3 and advanced javascript libraries. The site is 100% responsive and offers an excellent viewing experience across all platforms. It was great to work with Aruna and her team. www.theregis.ca

KING'S UNDERGRADUATE RESEARCH JOURNAL (KURJ)

KURJ is a KUCSC driven initiative to create an online Journal to highlight the research activities of King's students. The inaugural issue presented six research articles with author biographies, video overviews of the research articles and an editor's page. A limited run print version with a magazine layout comparable to the King's Cosmos was also designed and produced. www.kings.uwo.ca/kurj/

THE FINANCIAL PICTURE

As has become the new reality, the underlying economic and social environment is not favourable for the liberal arts university sector. As per-student provincial grants decrease and enrolment competition increases, budget deliberations have become more dynamic. Despite the challenges presented by enrolment forecasting, King's was able to maintain a balanced budget in 2016-2017 but did benefit from a one-time savings in salaries due to vacancies to offset a 5th year of domestic enrolment decline. Overall revenue grew by 2.3% compared to the prior year due primarily to 3% domestic tuition increases and an 8-12% increase in international tuition rates. Expenses increased by 1.5% primarily due to increases in the salary and benefit costs in all areas.



Projects

Negotiations with the Diocese formed part of the work for the Finance Department and VP Finance directly again this year. Several meetings with DOL and City personnel, 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. An agreement appears attainable but logistical issues still need to be completed. The expectation is that an agreement will be reached over the summer with ratification in the Fall.

In collaboration with the VP/Academic Dean and the Director of Human Resources, the negotiations on the latest agreement with KUCFA began in January and continued into the summer. This process required numerous meetings of the negotiation team and the bargaining parties and was completed shortly after year-end. Ratification is expected in September 2017.

The MAESD has determined that a net tuition statement should be provided to each student to more accurately reflect the true net cost of PSE. King's has agreed to participate in the pilot program which has required coordination with UWO and ITS to develop King's version of the Net Billing. The Net Offering requirement will follow and require Enrolment Services involvement.

The VP Finance and Support Services continued to on the COU-led negotiation team working with OCUFA to create a province-wide university pension plan (UPP). Several meetings were attended during the year but the project has been reduced to a 3-university team (U of T, Queens, and U of Guelph). Ultimate success in this project will be determined by acceptance of any template by the KUCFA and the Board in future negotiations.

The VP Finance and Support Services participated in the Selection Committee for the Director of HR. Beyond the hiring process, the VP has worked with the new hire to assist with the transition to King's including significant assistance during the negotiation process.

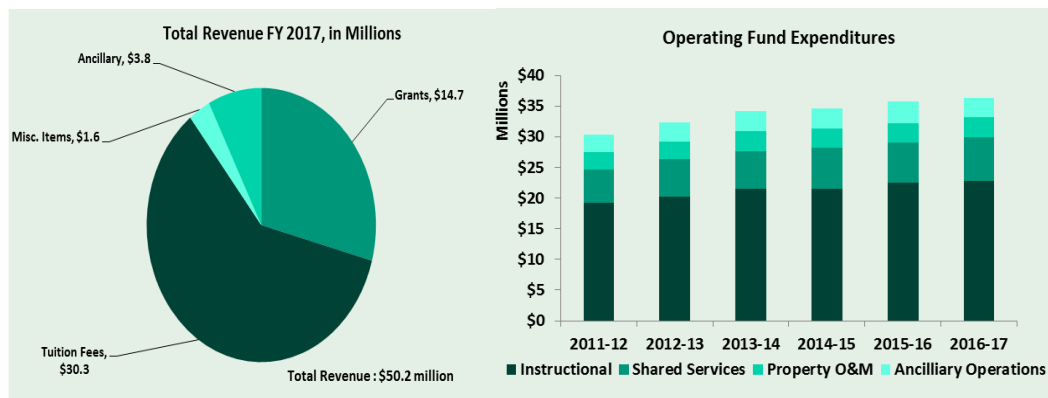
King's Financial Situation

Both the 2016-17 and 2017-18 budgets reflect small surpluses as the College continues to operate at or near break-even points. The reluctance for the College to address programmatic changes or prioritization along with maintaining an academic structure based in the 1970's will have a detrimental impact when program differentiation is a significant factor in future provincial funding formulas. The recently approved Project Team proposals appear to further entrench the existing structure while doing little to foster interdisciplinary cooperation and collaboration that will be needed to ensure the survival of traditional liberal arts disciplines such as History and English who have seen dramatic declines in enrolment. The expected annual costs of the Project Team proposals will be approximately \$220,000 once fully implemented which is in stark contrast to the Administrative Restructuring which was required to have a nil impact on College finances.

The next triennial valuation on the Retirement Plan for the Employees of King's University is required at December 31st, 2016. New legislation has been proposed that may eliminate the need to fund solvency deficits but it may also require advancing payments on going concern deficits. The full effects are currently being determined by the actuaries. The most recent negotiations with the FA retained the provision to discuss the sustainability of the pension plan and possible alternative formats. 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 initial repayment period with Foundation funds expected to cover the remainder. The most likely range of interest rates is BA rate + 1.25.

Overall our actual revenues exceeded prior year by 2.3%. The increase was primarily due to increases in tuition fees (3% for domestic, 8-12% for international). Expenses increased by 1.5% due to increases in the employee salary and benefits. 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 \$143,880 cash surplus was incurred for the year compared to a \$342,724 budgeted surplus.



Investments

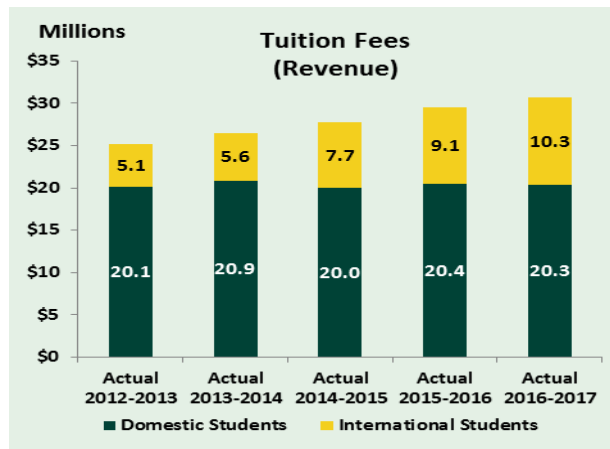
Operating investment income for 2016-2017 was \$120,135 (\$129,777 in 2016). This resulted from short term investing in high interests savings accounts as determined by our cash flow needs and our investment policy. Foreign exchange revenue amounted to \$78,800 as a result of the decrease in the Canadian dollar compared to the US dollar. The combined investment and foreign exchange amount was higher than the net budget estimate of \$150,000.

Budget 2017-2018

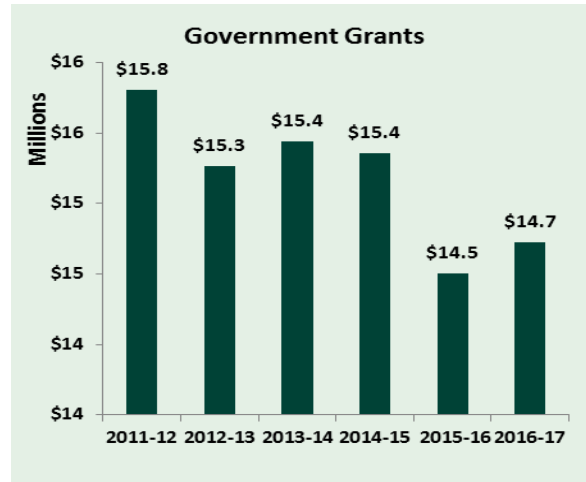
For the 2017-2018 budget, departments were asked to maintain their spending at the same levels as the previous year based on an initial estimation of revenues and expenses. Extensive work, discussions and negotiation were required to achieve a balanced budget during the process. The balanced budget was recommended by College Council and approved by the Board in April.

The operating budget includes revenues of \$51.7M and expenditures of \$51.4M, yielding an expected budgeted surplus of \$295,291. Institutional discipline and focus on restricting spending to budgeted amounts will be needed to achieve the forecasted surplus.

The revenues can be summarized into three major components; student fees (63.1%); grants (28.6%); ancillary and misc. items (8.3%). The combined impact of the changes in all revenue lines is expected to be a 4.0% increase in forecasted revenues compared to the 2016-2017 budget. The increases reflect current and anticipated enrolment levels, increases in domestic (3%) and international (8-12%) tuitions.



The budgeted net grant revenues are expected to remain constant compared to 2016-2017 as per the ministry's funding agreement. Grants will no longer fluctuate based on enrollment numbers and will be subject to metrics which will be defined in the near future.



Overall budgeted operating expenses are expected to increase by 3.4% 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 \$2.0M 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 \$252K for the year after 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 and offset expected costs of facility renewals in the various programs.

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 6480 invoices were processed through Navision which resulted in 1,186 different employees/vendors being paid. The Visa program had 3,509 transactions charged through the 38 department card holders. Total Visa charges during the fiscal year totalled \$1,693,663.90 which was up 1% from the previous year.

The total outlay of funds through A/P was \$19,551,517.62 which was down 0.50% from the previous year.

A/P has worked to reduce the number of paper cheques issued to both increase payment efficiency and reduce paper costs. During 2016-2017 there were 2,631 cheques issued which is down 17% from the previous year. Of the 2,631 cheques, 1,277 were Student Refunds and 494 of the 1,277 were health and dental opt-outs in November. The level of accuracy and timeliness with which the A/P process has been performed has remained high and was noted during the external audit which found no material errors during the testing phase. The average cycle period from invoice receipt to final payment is 28 days.

For the fiscal 2017, the 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, Scarborough Missions and the London Poverty Research Centre. In total, \$418,567 in external grants were received that included \$328,300 in grants transferred to King's. A/P processed \$241,291 in

research related expenditures and Payroll processed 177,269 towards paying Research Assistants (contract employees) hired by the Principal Investigator or Co-Investigator. The College awarded \$161,900 in the form of internal research grants to eligible research projects.

Ongoing concerns have been raised about the nature of, and the lack of documentation for, expenditures in some departments and charges made with College credit cards. Funds requested from Campus Ministry related to refugee expenses frequently do not meet any minimum standard of documentation and requests from A/P have been met with condescension. Expenses for service learning trips to locations with less advanced documentation capabilities have also resulted in logistical issues and in thousands of dollars in disbursements being made without third-party documentation.

Student Financial Services

The Finance Department was responsible for the collection and administration of \$33.5 in tuition and residence fees during 2016-2017. The balance of student receivables due at April 30, 2017 was \$75,380 (\$101,872 in 2016) representing 58 accounts. Approximately \$55426 of this amount is considered uncollectible and \$45,936 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 2016-2017 increasing by 42% to \$173,488 (\$121,773 in 2016).

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:

- \$140,850 for 76 part-time winter work/study participants
- \$255,028 for 42 full-time summer positions in 2016
- Entrance Bursaries for 9 first year students with unmet need through OSAP in the amount of \$6,750
- the Student Access Guarantee Bursaries provided to 127 students who were identified through the Ontario Student Access Guarantee in the amount of \$89,923;
- General Bursary funds issued to 77 students in financial need in the amount of \$103,408;
- Summer Volunteer Bursaries for 22 students who volunteered their time in the summer and those hours are recognized with a bursary for a total of \$37,395 applied towards their fees.

The Foundation funded awards totaling \$192,101 and were provided to 192 students.

The College also funded an additional \$2,468,120 in various other scholarships and bursaries programs which assisted 1289 students and supported 28 students with \$17,500 government bursaries and scholarships funded by OSAP.

In total, through its various programs, King's administered \$3,415,380 in assistance to 1,896 students.

Throughout the year 395 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 and OTG applications during the fall and winter semesters. This year Student Financial Services Processed 1762 OSAP applications and 247 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. Forty Four 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 2016, King's First Generation Grant was renewed for \$134,000 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 is 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 2016-2017 we were able to employ 34 students on a part time basis during the Fall/Winter term for a total expenditure of \$80,726. The International Work Experience Program was able to support 19 students during the academic year with earnings at \$15,300 and 9 students with \$17,542 during the summer of 2016.

Payroll

In 2016-2017 the payroll office processed payroll for 1109 employees throughout the fiscal year broken out into 239 full-time, 861 part-time/sessional and 9 early retirees/LTD claimants. There was an increase to full time employees and quite a decrease in part time and LTD claimants, which resulted in an overall difference of only one employee from the previous year. The total salary and benefit costs administered through Payroll were \$33.4M.

Kate Maars worked with HR extensively to assist the new employees in HR with past practices and transition to King's.

Conference Services

The addition of Conference Services over the last year has created an opportunity to review the processes within this area. A definitive strategic direction for this area is needed to provide direction. Currently, some responsibilities have been passed to this group but authority to make decisions has not been. If the goal is to provide free and open space to groups or individuals with even a tangential link to the College or its employees (as has been the recent experience) then the likelihood for success of Conference

Services is remote and it should revert to a room booking process housed in the Enrolment Services or Residence group.

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 Navision 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. Ongoing discussions relating to the possibility of a JSPP for the university sector continued during the year 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. At this point, it would appear unlikely that a sector-wide plan will be implemented in the near future at King's.

The portfolio return for 2016 was a positive 8.1% (4.9% in 2015), prior to investment counsel fees of 0.57% which exceeded the benchmark of 7.3%. The Plan held \$51.4M in assets at December 31st, 2016. The plan has 98 active members and is providing direct benefits to 17 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 is in progress will reflect the status at December 31st, 2016. The latest round of negotiations did not include a firm commitment to join a JSPP or reduce benefits to address the College's excess contributions.

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 \$10.8M (\$10.4M in 2015) representing the retirement savings of 143 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 excessive 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.

Departmental Planning

Compliment:

The total position compliment of the Finance Department remained steady at 15 in 2016-2017. As noted, significant vacancies occurred at various times in the year (Central Services, SFS, Payroll and General

Accounting) with no requests for additional staffing as vacancies were managed internally - a model that should be adopted in other departments as well.

The increasing workload and attention to details required within Conference Services portfolio will necessitate a full-time person to manage this portfolio. Currently it is being performed in conjunction with the Purchaser role but this is not a viable situation if the past demands are an indication of expectations within this area. Ongoing concerns have been raised relating to the logistical needs related to Summer Programs and the ability for Conference Services to effectively manage facilities in the summer.

All other areas of Finance currently have appropriate levels of personnel when all positions are filled.

Major Projects:

The Finance Department will be implementing an update to the FIS software in 2017 that will bring some efficiencies primarily to Payroll and the user interfaces. Further training with users will be necessary to realize all of the benefits of the system.

The finalization of negotiations with the DOL relating to the acquisition of land will be a significant task requiring the time and effort of the VP Finance and Support Services. Once an agreement is reached, significant work related to financing, budgeting and operational efforts will be required to accommodate the purchase. Additions to compliment in Physical Plant are anticipated and will need to be budgeted for once the purchase is completed.

The Finance Department will expand its outreach program to include Town Hall/Lunch and Learn sessions on RRSP's, Pension, Printing and Purchasing, Benefits in addition to the ongoing distribution of the department's *General Ledger* publication.

Several RFP's are scheduled for 2017-2018 including audit services, benefits provider, financing for acquisition of land, space audit consultant and security services. Each RFP requires both technical and logistical support to manage the RFP process in a fair and transparent manner.

In December, the next round of negotiations for the Terms of Conditions for the Staff Association, PAOA and CUPE will begin. Considerable time and effort will be devoted to these processes in conjunction with the Director of HR and the VP Academic.

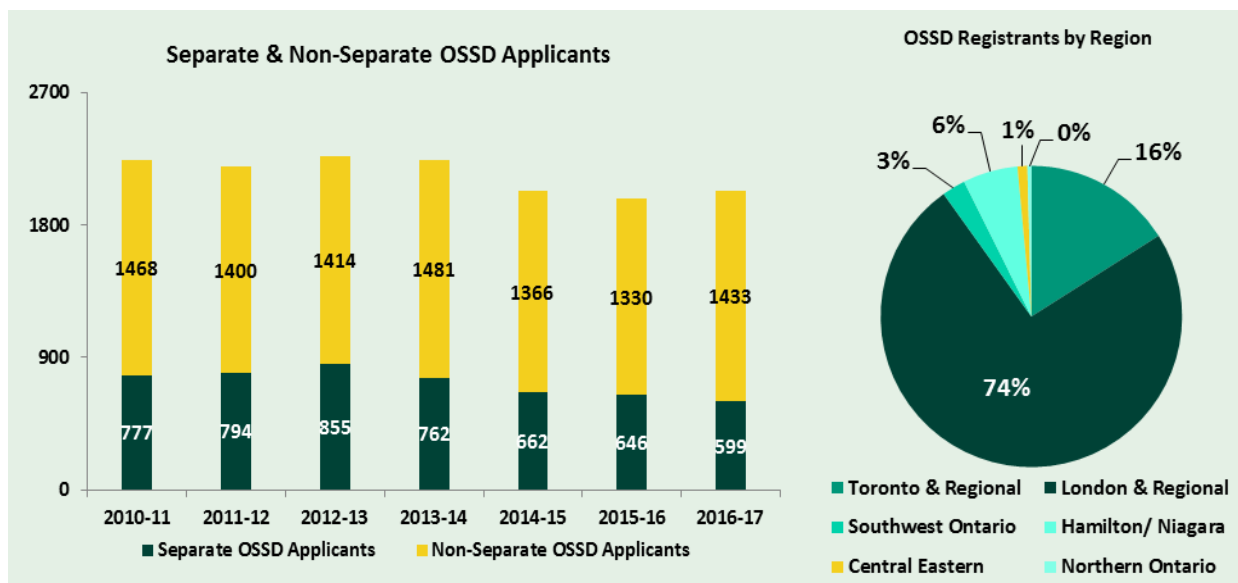
Vice Principal, Finance and Support Services:

The role of the VP Finance and Support Services entails a wide breadth of responsibilities. With responsibility for 90+ employees and outside service providers on campus, the number and variety of issues that can arise on any given day provide a dynamic environment within which to complete scheduled tasks. The role is made easier by the high level of competence, diligence and synergistic working relationships with the direct reports in ITS, Physical Plant, Finance and Food Services.

In 2017 it is anticipated that the VP Finance and Support Services will be involved in the Affiliate Agreement redrafting and negotiations in a support capacity. Some consideration should be given to a larger negotiating role within the process.

As the province rolls out its next funding model and King's attempts to distinguish itself from UWO, relations and discussions with government officials will be more important. The involvement of the VP Finance and Support Services as both a support and directly in these meetings should be given more consideration.

Throughout the year the VP Finance and Support Services participated in the Strategic Planning Committee. A revised and refreshed strategic plan resulted from the Committee's year-long process. It is expected that a focussed, metric based approach to achieving the goals of the strategic plan will be implemented in 2017 and beyond. The most pressing metric will be enrolment strength, recruitment and retention. Specific measurements should be applied to past, present and future initiatives to determine their cost and benefit to the College in achieving this goal.



In keeping with the culture of life-long learning and the requirement for Chartered Professional Accountants to maintain a high level of professional education the VP Finance and Support Services will be seeking out opportunities to attend job-related conferences and seminars. In addition, opportunities to participate in Provincial (ICAO, COFO) and National associations (CAUBO, FBS, UPP) will be investigated with the goal of raising the profile of King's University College and gaining access and influence over policy and procedure development to King's benefit.