



ACADEMIC COUNCIL

Wednesday, September 23, 2026
2:30 p.m. to 4:00 p.m.
Vitali Lounge, Wemple Hall

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

AGENDA

1. Land Acknowledgement
2. Opening Prayer/Reflection/Reading
3. Reflections on National Day for Truth and Reconciliation
4. Orientation
5. Approval of Agenda and Declaration of Conflicts of Interest
6. Approval of Previous Meeting Minutes
 - 6.1. Meeting of May 27, 2026
 - 6.2. Business Arising - None
7. Committee Reports
 - 7.1. Strategic Enrolment Management Committee
Draft Motion: That Academic Council recommend the Strategic Enrolment Plan to the Board of Directors, as recommended by the Strategic Enrolment Management Committee.
 - 7.2. Educational Policy Committee
Draft Motion: That Academic Council approve the revisions to the School of Social Work Constitution as recommended by the Social Work School Council, as shown
8. Executive Reports
 - 8.1. President
 - 8.2. Vice-President Academic Dean (Interim)
 - 8.3. King's University College Student's Council
9. Consent Agenda
 - 9.1. Committee Informational Reports
 - 9.1.1. Research Ethics Review Committee Annual Report
 - 9.1.2. Research Committee Annual Report
 - 9.1.3. Teaching Excellence Awards Committee
 - 9.2. Governance and Nominations Committee
10. Items Removed from the Consent Agenda
11. New Business
12. Adjournment

A handwritten signature in blue ink, appearing to read "Paul Wilton", is written over a horizontal line.

Paul Wilton



**ACADEMIC COUNCIL
MINUTES OF MEETING
MAY 27, 2026**

The meeting was held in South Annex Building, Room 150, and via Zoom.

COUNCIL MEMBERS:

Aidan Bobkowicz *	Lynne Jackson	Jane Sanders	
Graham Broad	Liam Kennedy	Jennifer Silcox 🌐	
Arashdeep Chahal *	Allyson Larkin 🌐	Derek Silva	
John Dool	Miriam Love	Natalie Spruce	
Russell Duvernoy *	Braedan Lovie	Karen Thomson	
Jordan Fairbairn	Krista Lysack	Renfang Tian	
Josephine Gemson	Donna Maynard	Paul Tufts	
Eunice Gorman 🌐	Alison Meek *	Joseph Turnbull	
John Grant	Laura Melnyk Gribble	Robert Ventresca	
Tom Gray	Eleni Nicolaides	Tyler Waddilove *	
Chaya Halberstam 🌐	Brian Patton	Corinne Walsh *	
Erin Hannah *	Jeff Preston	Ruth Wilson 🌐	
Joe Henry	Felipe Rodrigues	Paul Wilton	* Regrets
Peter Ibbott	Patrick Ryan	Mark Yenson	🌐 Zoom

OBSERVERS: Ramanpreet Grewal, Rodney Parker, Emma Swiatek, Nice Virtue.

MINUTE TAKER: Ann Hoffer

The meeting was called to order at 2:38 p.m. by Chair R. Ventresca.

1.0 Land Acknowledgment

L. Melnyk Gribble shared a poem by Lee Maracle from Stó:lō Nation of the Fraser Valley in the spirit of this season of hope and renewal.

2.0 Opening Prayer

President Ventresca reflected on the academic year, acknowledging ongoing challenges and change within the post-secondary sector. He reaffirmed the importance of the institution's mission, commitment to inquiry, and tradition of collegial governance, thanked members and committee volunteers for their contributions throughout the year, and expressed optimism about the future of King's.

President Ventresca shared that:

- The Tree Planting Ceremony will be rescheduled to the fall as a rededication ceremony.

- Members were advised of a proposed item of urgent business from the Planning and Priorities Committee relating to the School of Social Work that was unavailable when the agenda was approved.
 - On motion duly moved and seconded (P. Ibbott, B. Lovie), Council approved the addition of an agenda item 4.2 Planning and Priorities Committee as urgent business pursuant to the Academic Council Meetings Policy.
 - The Chair advised that consideration of the item would require a two-thirds majority of voting members present (clause 8.2, AC Meetings Policy).

3.0 Approval of Prior Meeting Minutes

Motion: To approve the meeting minutes of April 15, 2026

Moved by: B. Lovie, T. Gray

CARRIED

4.0 Committee Reports

4.1 Educational Policy Committee

M. Yenson, Interim Vice-President and Academic Dean, sought the consent of Council to consider together three motions from the Education Policy Committee concerning the introduction of examination-related fees.

Motion #1: That on the recommendation of EPC the Friday Make-Up Assessment Fee be levied per assessment booked with the Exam Office, effective September 1, 2026.

Motion #2: That on the recommendation of EPC King's Special Examination Fee be introduced in accordance with the "Definition of Types of Examinations" policy as approved by Western Senate, May 2026.

Motion # 3: That on the recommendation of EPC King's Accommodated Exam No-Show Fee be introduced in accordance with Western policy on Accommodated Examinations, effective September 1, 2026.

CARRIED (2 opposed, 2 abstentions)

Highlights from a 2-minute discussion:

- In response to a question regarding the collection process, it was noted that the fee would be added to the student's statement of account through Student Finance after the assessment has been written.249pm

No questions were raised regarding the remainder of the Education Policy Committee report.

4.2 Planning and Priorities Committee

MOTION: That Academic Council recommend to the Board of Directors a tuition increase of 2% for the Master in Social Work (MSW):

- From \$3625.67 to \$3698.18 (domestic per term)

- From \$13,358.33 to \$13,625.50 (international per term),

effective September 1, 2026, subject to any relevant constraints outlined by the School of Graduate and Postdoctoral Studies at Western.

Moved by: J. Sanders, M. Love

CARRIED

M. Yenson, Interim Vice-President and Academic Dean, reported that provincial funding changes announced in February 2026 permit a 2% increase in domestic tuition. While tuition increases for most undergraduate and graduate programs have been approved through Western and apply to King's under the affiliation agreement, the MSW program requires separate approval by King's Board of Directors as it is unique to King's. The proposal will proceed to the Board's Finance and Property Committee and Board of Directors for consideration. It was also noted that provincial regulations require 10% of the incremental tuition increase to be directed to student financial aid.

Highlights from a 12-minute discussion:

- Members discussed the impact of the prolonged tuition freeze and inflationary pressures, noting that the proposed increase is modest and remains within provincial guidelines.
- Members explored opportunities to diversify revenue through ancillary and other fees, while recognizing regulatory requirements, approval processes, and recent efforts to implement approved fee increases in consultation with student leadership.
- Members discussed the balance between generating additional revenue and maintaining affordability and accessibility for students, including the potential strategic value of a lower-fee approach.
- A member inquired about potential recalculations to government funding, and it was noted that additional information may emerge through upcoming Ministry discussions.
- Members noted the need to identify sustainable funding sources to support priorities such as co-op and experiential learning opportunities and emphasized that any future fee changes would require careful consideration of impacts on students and broader enrolment objectives.

5.0 Executive Reports

5.1 President

President Ventresca shared several announcements, including the retirement of Brian Patton and recognition of his years of service to the institution and its governance; congratulations to Janet Loo on receiving an alumni award from the Toronto Catholic District School Board; and appreciation for the [Denomy Family's gift](#) supporting student financial assistance and future endowed awards.

President Ventresca provided updates on Phase 2 of the website renewal project, preparations for Convocation, and the establishment of an Advisory Task Force on Artificial Intelligence chaired by John Heng.

President Ventresca concluded by thanking members for their contributions and commitment to the institution and its students.

Highlights from a 12-minute discussion:

- Members discussed the proposed Presidential Advisory Task Force on Artificial Intelligence Ethics and Innovation, including its purpose, mandate, membership, and relationship to existing governance bodies. It was clarified that a previous committee examining AI-related issues was an Academic Integrity Task Force, and members noted that the Subcommittee on Teaching and Learning has developed guidelines for the use of AI, informed by subject-matter experts, which are currently under consideration by the Education Policy Committee. Members also suggested refinements to the task force mandate and emphasized the importance of academic, library, and disciplinary expertise in informing its work.

Action: President Ventresca welcomed feedback from members on the proposed Presidential Advisory Task Force on Artificial Intelligence Ethics and Innovation and agreed to consider suggestions provided by K. Lysack, L. Jackson, and P. Ryan in refining the task force mandate and related materials.

5.2 Vice-President Academic Dean (Interim)

M. Yenson, Interim Vice-President and Academic Dean, congratulated J. Preston and the Disability Studies Department on the successful outcome of its IQAP cyclical review.

Mark provided updates on summer academic operations, including the completion of the adjudication period, enhancements to summer academic orientation through increased academic advising involvement, and the development of new student support modules. He also noted the ongoing work of the Exam Office in supporting a range of summer offerings, including remote examinations.

T. Gray provided an update on full-time enrolment, including first-year and upper-year application, offer, and acceptance data as of May 18, 2026. He noted that figures exclude the collaborative Finance and Wealth Management program and reported that additional referrals from Western University may result in increased application activity. Members were advised that enrolment projections remain fluid due to delays in the transmission of applicant grade information and the continued review of applications. An update was also provided on provincial attestation letter allocations, with King's positioned favourably among its Ontario peers. T. Gray concluded by outlining upcoming enrolment initiatives, including the launch of a new student enrolment portal (to guide students on their enrolment journey throughout the summer).

Highlights from a 10-minute discussion:

- It was noted that accepted offers do not necessarily translate into enrolment and that future reports will place greater emphasis on enrolled student numbers as a more meaningful measure for planning purposes.
- In response to a question regarding the proportion of applicants identifying King's as their first-choice institution, it was noted that this proportion has increased, although specific figures were not available at the time of the meeting.

- Members expressed appreciation for the efforts of the Registrar's Office and acknowledged the contributions of the Marketing and Recruitment team. It was noted that enrolment activity continues to track positively, and while it is too early to draw conclusions, there is cautious optimism regarding the institution's enrolment objectives.
- In response to a question regarding enrolment trends and long-term financial sustainability, members were advised that enrolment projections are continuously assessed against budget assumptions. It was noted that current reporting reflects accepted offers and will transition to registered students; however, full-time and part-time status will not be known until later in the enrolment cycle. The coming months will provide a clearer indication of final enrolment outcomes and the accuracy of current projections.

5.3 King's University College Student's Council

B. Lovie, outgoing KUCSC President, deferred the report to B. Dunn, incoming President. B. Dunn provided an update on leadership transition activities, including executive recruitment, student council appointments, club development, and relationship-building with student leaders across affiliated institutions. Members expressed appreciation for B. Lovie's service and contributions to Academic Council, the Board, and its committees, concluding with a round of applause.

6.0 Consent Agenda

6.1 Mission Integration and Inclusion Committee

6.2 Strategic Enrolment Management Committee

Motion: To approved the Consent Agenda.

Moved by: P Ibbott, P Ryan

CARRIED

7.0 Items Removed from the Consent Agenda

None.

8.0 New Business

None.

9.0 Adjournment

Motion: To adjourn the meeting at approximately 3:54 p.m.

Moved by: B Patton, P Ibbott

CARRIED

Robert Ventresca,
Chair

Paul Wilton,
University Secretary



Report to: Academic Council

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

Date: September 8, 2026

The SEM Committee met on September 8th, 2026, to review updates related to the Draft Strategic Enrolment Management (SEM) Plan, the SEM Work Plan, enrolment performance, and retention initiatives.

The committee reviewed the Draft SEM Plan and discussed revisions to enrolment targets, supporting data, and recruitment terminology. Members emphasized the importance of setting ambitious but realistic domestic and international targets, including exploring new recruitment markets outside Ontario. The committee approved a motion to recommend the revised Draft SEM Plan to Academic Council.

Updates to the SEM Work Plan included advancing the enrolment forecast timeline to September and adjusting consultation timelines to allow for additional faculty input. The committee also reviewed current enrolment performance, with overall admissions at 93.87% of target and international enrolment at 98.7% of target. Some international students are expected to defer to January due to delays in arriving in Canada.

A retention update was also provided. An email campaign targeting approximately 140 former students in good academic standing resulted in five students registering for the fall/winter term. The campaign is expected to continue twice annually.

MOTION: That Academic Council recommend the Strategic Enrolment Plan to the Board of Directors, as recommended by the Strategic Enrolment Management Committee.

M/S

A. Bohnet/C. Smith

CARRIED



KING'S

Western
University



STRATEGIC ENROLMENT PLAN

2026/27 – 2030/31

*Board of Directors
September 2026*

STRATEGIC ENROLMENT MANAGEMENT PLAN

Overview

King's is implementing a comprehensive **Strategic Enrolment Management (SEM)** framework to drive mission-focused financial sustainability and operational excellence, align enrolment with institutional priorities, and enhance the student experience. This approach represents a shift from reactive, siloed planning to a coordinated, data-informed model that integrates academic planning, recruitment, student success, and financial sustainability. The SEM framework advances the priorities articulated in *Renewing the King's Promise 2030*, including the strategic goal to "Strengthen Strategic Enrolment Management."

Strategic Plan here: kings.uwo.ca/about

Phased Approach

- **Phase 1: Stabilize and Execute (2025-26)**
Focused on stabilizing enrolment through enhanced coordination, improved systems, and strengthened recruitment efforts.
- **Phase 2: Strategize and Segment (2026-27)**
Emphasizes market segmentation, improved student experience, strengthened retention planning, and clearer institutional positioning.
- **Phase 3: Align and Optimize (2027+)**
Fully integrates enrolment strategy with academic and institutional planning, enabling continuous improvement and long-term alignment.

Current Context

King's serves approximately 3,400 full-time students and has recently achieved record enrolment levels. Despite this progress, the institution operates in a highly competitive and evolving environment shaped by:

- Increasing financial pressures and reliance on tuition revenue
- Policy changes affecting international student growth
- Shifting student expectations toward career outcomes and support services
- Growing competition within Ontario, Canada, and globally
- Demographic and mobility trends that have and will continue to reduce the available, traditional, student-age population

These factors reinforce the need for a strategic, coordinated approach to enrolment.

ENROLMENT OUTLOOK

King's, a leading Catholic liberal arts university of choice in Canada, is planning for a modest, sustainable enrolment growth to arrive at a full-time student population of 3,700 over the next five years, supported by:

- Enhanced academic offerings and pathways
- Improved retention and student success
- Expanded academic offerings and pathways
- Continued investment in systems, partnerships, and infrastructure

The highest full-time student population in our history was 3,415 students in 2020-21.

Growth of the entire student population will be modest, targeting at an average annual rate of 2% over a five year period. Long-term and annual plans will be data-informed and aligned with capacity potential and priorities.

As our data capturing becomes more advanced, our variance to projection will be reduced.

	ACTUAL 2025-26 (September 12, 2025)			PROJECTED 2026-27				PROJECTED 2027-28			
Student Type	Dom	Int'l	Total	Dom	Int'l	Total	% Change	Dom	Int'l	Total	% Change
YEAR 1	834	65	899	860	58	918	2%	906	68	974	6%
YEAR 2*	856	102	958	779	66	845	(12%)	879	77	876	4%
YEAR 3*	670	90	760	661	86	747	(2%)	608	58	652	(13)%
YEAR 4	623	122	745	580	78	658	(12)%	577	73	652	(1)%
TOTAL	2,983	379	3,362	2,880	288	3,168	(6%)	2,970	276	3,154	0%

	PROJECTED 2028-29				PROJECTED 2029-30				PROJECTED 2030-31			
Student Type	Dom	Int'l	Total	% Change	Dom	Int'l	Total	% Change	Dom	Int'l	Total	% Change
YEAR 1	949	69	1018	5%	996	71	1067	5%	1,036	74	1110	4%
YEAR 2*	836	87	923	5%	871	89	960	4%	909	74	983	2%
YEAR 3*	702	50	752	15%	734	59	793	5%	764	76	840	6%
YEAR 4	536	48	584	(10)%	633	41	674	15%	662	51	713	6%
TOTAL	3,023	254	3,277	4%	3,234	260	3,494	7%	3,371	275	3,646	4%

*Senior infusion new admits have been added to years 2 and 3

- See Exhibit at the back of the document for domestic and international retention rates
- Assumes increase in PAL allocation

SEM STRATEGIC PRIORITIES

The plan is anchored in eight core priorities that collectively address the full student lifecycle—from attraction and recruitment through to retention, graduation, and outcomes—while remaining grounded in our mission.

Eight Priority Areas

1. Create Academic Alignment

Ensure programs and learning experiences are responsive to student, societal, and labour market needs.

2. Build Brand and Awareness

Strengthen visibility and clearly communicate King's distinctive student experience.

3. Domestic: Protect Foundation

Maintain strong enrolment from local and regional markets, while increasing conversion rates.

4. Domestic: Growth

Expand reach across underdeveloped enrolment areas in Ontario and enter new provinces in Canada, to diversify the student base and off-set declines in International.

5. International Stability

Sustain international enrolment, respecting caps, in historically strong markets.

6. International Diversification

Broaden recruitment across multiple global regions to reduce risk, using a three-tiered approach to resource allocation

7. Student Retention

Improve persistence through enhanced academic and student supports.

8. Access and Inclusion

Expand opportunities for underserved and underrepresented students.

SEM STRATEGIC PRIORITIES

1. Academic Alignment and Student Experience (Phase 3 completion in 2027)

King's is developing an academic plan that advances King's mission, vision, and values. The SEM Plan will align with the Academic Plan.

Key Work in Progress directions:

- Maintain and protect academic standards to support retention
- Strengthen program and skill relevance to achieve sustainability
- Build a programmatic framework that helps to crystalize individual student purpose
- Expand experiential and work-integrated learning opportunities
- Enhance pathways and partnerships to further educate in areas outside of King's scope
- Modernize learning environments and student experiences

Intended outcomes:

- Improved student satisfaction and clarity of purpose
- Balanced and sustainable enrolment across the institution's program portfolio
- Clearer connections between academic experience and career pathways
- Durable skills that serve as a King's differentiator to attract prospective students and employers

2. Institutional Brand and Awareness

A clear, consistent and unique institutional identity is essential in a competitive environment.

Key directions:

- Communicate King's distinctive strengths, including personalized learning, purpose clarity and community impact
- Increase visibility through coordinated marketing and outreach
- Strengthen engagement with students, alumni, and partners as ambassadors
- Demonstrate relationship of brand investment to growth
- Research institutional naming options to optimize clarity and appeal
- Help identify and promote physical plant transformations to better attract students in all areas including classroom modernization, residence, food services, etc.

Intended outcomes:

- Increased aided awareness 3% annually from 26% to 41% by 2031*
- Increased brand attribute awareness and consideration among prospective students
- Growth in applications from 4,608 to 5,300 by 2031
- Investment growth relationship to market share growth

**Growth will require a commitment to advertising levels as part of operations*

SEM STRATEGIC PRIORITIES

3. Strengthen the Domestic Foundation

King's will continue to build on its strong regional presence as we improve our efficiency with pre-established applicant, enrolment and conversion targets, by school.

Key directions:

- Utilize a "Grow/Build/Protect" Highschool segmentation framework
- Deepen relationships with local secondary schools and partners
- Enhance engagement within the surrounding community
- Maintain strong pathways from local education systems

Intended outcomes:

- Increased "First Choice" Applications
- Sustained enrolment from core regional markets
- Stabilize conversion strength from an average of 17%, median of 20% and a range of 0%-30% to a reduced range of 15%-25% among targeted schools
- Strong community engagement and institutional presence

4. Expanding Domestic Reach

To ensure long-term resilience, King's will strengthen its resources to deepen relationships among schools where we have had peripheral relationships previously and broaden its geographic reach to enter new provincial areas **outside** of Ontario.

Key directions:

- Evaluate entering new markets in Canada and launch pilot with predetermined action standards
- Increase engagement and lead generation across Ontario and selected Canadian regions
- Strengthen relationships with schools and postsecondary partners with assigned recruitment and school approach
- Expand pathways for transfer and non-traditional students from the workforce

Intended outcomes:

- Increasing "First Choice" applicant growth
- Increase first-year, full-time enrolment from 899-1,100 over a 5-year period*
- Increase conversion rates, within a 15%-25% range to guide resource allocation and target regions for expansion
- More geographically diverse student population
- Increased high school partnerships

**Excludes senior infusion students who are new students to King's but starting in years 2 or 3*

SEM STRATEGIC PRIORITIES

5. Reduce dependence on International Enrolment

International students remain an important part of the King's community, but we are reducing our dependence of this population, from a revenue standpoint, as a result of caps. In 2020, we had the highest percentage of International students, which represented 23% of King's student body and 65% of King's revenue. This five-year plan we will reduce the International students to 7.5% of the student body and 40% of our revenue.

Key directions:

- Maintain a stable and sustainable international enrolment base with King's recruiters
- Strengthen existing agent partnerships and recruitment practices
- Prioritize recruitment of international students from within Canada, with new domestic high school partnerships

Intended outcomes:

- Reduce proportion of International students to under 10% of our student population
- Should the international cap be lifted, establish a guideline ceiling of 15% of the student population
- Create stable international enrolment aligned with policy and capacity
- Improved student experience and outcomes
- Improved agent performance

6. Diversifying International Markets

A diversified approach reduces risk and supports long-term growth.

Key directions:

- Expand recruitment across multiple global regions, reducing dependence on China as a single source market
- Identify a three-tiered approach to resource allocation, with the third tier utilizing an agent-only approach
- Amplify a team-based approach to enter the U.S. market
- Take a target-school approach to build new strategic partnerships and pathways
- Adapt to changing global conditions and student mobility patterns

Intended outcomes:

- Reduce reliance on offshore international students from China from 90% to 30%
- More balanced international student population across close to 20 markets
- Establish a top 5 market strategy for marketing, partnerships and visits
- Build knowledge to build capacity, should government restrictions change

SEM STRATEGIC PRIORITIES

7. Improving Student Retention

Student success and persistence are core to King's educational mission and vital for institutional stability.

Key directions:

- Enhance early identification of students needing support
- Introduce comprehensive international student support
- Expand mentorship, teaching assistant and research opportunities for high performing students
- Improve career preparation support and expand work integrated learning into curriculum

Intended outcomes:

- Gradual improvement in retention rates from 86 to 90% for first year domestic students going into second year and 80-84% for first year international students going into second year
- Stronger student outcomes and graduate rates
- Institutional stability and professional career success for alumni

8. Advancing Access and Inclusion

King's remains committed to expanding access to higher education among an underserved student population

Key directions:

- Identify and strengthen pathways for underrepresented and underserved students
- Enhance financial support through donor or government funded scholarships and bursaries
- Promote inclusive admissions practices, which follow Western guidelines
- Strengthen access and belonging for Indigenous students

Intended outcomes:

- Increased participation from diverse student populations
- Stronger alignment with institutional mission and values
- Increased financial aid from private, government and institutional sources

FROM STRATEGY TO EXECUTION

Purpose

To translate strategic direction into focused, measurable action, King's will adopt a clear prioritization framework that ensures resources are aligned to the highest-impact enrolment outcomes over the next 12–24 months.

Focus drives results. By concentrating effort on high-impact, high-dependency areas first, King's will build a stronger foundation, enabling investments in brand, growth, and diversification to deliver greater return.

Prioritization Lens

All enrolment marketing initiatives will be evaluated against three core criteria:

- **Impact** – Degree to which the initiative drives enrolment, retention, revenue, or long-term sustainability
- **Urgency** – Speed at which action is required based on external pressures (demographic shifts, policy, competition)
- **Dependency** – Extent to which the initiative enables the success of other priorities

This framework ensures decisions are evidence-based and aligned to institutional goals.

Priority Tiers

All enrolment marketing initiatives will be evaluated against three core criteria:

Tier 1 (Critical – Immediate Focus)

These areas will receive the highest concentration of resources and leadership attention. Work has already begun on many of these Tier 1 areas of focus:

1. **Student Retention & Success**
 - **Rationale:** Direct impact on enrolment stability, revenue, and student outcomes
 - **Focus:** Persistence rates, student experience, academic support, early intervention
2. **Domestic Foundation & Conversion**
 - **Rationale:** Core enrolment pipeline; immediate opportunity to improve number of applications and conversions
 - **Focus:** Application-to-enrolment conversion, admissions funnel optimization, recruitment effectiveness
3. **Academic Alignment & Program Relevance**
 - **Rationale:** Ensures offerings match student demand and labour market needs
 - **Focus:** Program positioning, differentiation, alignment with career outcomes, pathways and work integrated learning

Tier 2 (High – Build After Foundations Are Strengthened)

These areas will receive the highest concentration of resources and leadership attention. Work has already begun on many of these Tier 1 areas of focus:

4. **Brand & Awareness**

- *Focus:* Market positioning, reputation, and differentiation in a competitive landscape

5. **International Stability**

- *Focus:* Maintaining consistent enrolment in key markets amid external volatility

Tier 3 (Sequenced / Supporting Priorities)

6. **Domestic Growth Expansion**

7. **International Diversification**

8. **Access & Inclusion (Cross-cutting)**

These areas will be advanced in a phased approach once Tier 1 priorities demonstrate measurable progress.

Strategic Approach

King's will prioritize strengthening core systems before expanding growth efforts.

- A strong retention strategy ensures students persist and succeed
- A strong domestic foundation improves conversion efficiency
- Strong academic alignment ensures programs remain relevant and competitive

Without these in place, growth initiatives risk adding volume without improving outcomes.

CONCLUSION

This **Strategic Enrolment Management Plan** establishes a clear and coordinated path forward for King's. It balances growth with sustainability, it will align enrolment with academic priorities, and reinforce the institution's commitment to mission, academic integrity, student and alumni success.

By focusing on awareness, differentiation, academic quality, student experience, and strategic growth, **King's is positioned to strengthen its role as a destination for students seeking a personalized, meaningful and holistic university experience** that empowers graduates to lead a life of fulfilling purpose.

This document has resource dependencies. There is an assumption that growth will require a commitment to advertising levels as part of operations, that will be brought forward in 2027.

This is a public version of the Strategic Enrolment Management Plan that has been intentionally presented at a high level to ensure transparency, while protecting sensitive operational and competitive information. Detailed tactics, market strategies, and partnership plans are maintained in internal documents to preserve institutional competitiveness.



EXHIBIT

STUDENT TYPE	CURRENT RETENTION RATES
Domestic Year 1 to 2	81.4%
Domestic Year 2 to 3	85.4%
Domestic Year 3 to 4	90.2%
International Year 1 to 2	75.6%
International Year 2 to 3	81.5%
International Year 3 to 4	87.0%

**Projection used for Enrolment Outlook and are based on a 5 year mean*

EPC Report to Academic Council

Educational Policy Committee met on May 6, 2026, and brings the following items forward for Academic Council.

For decision:

1. SUBJECT: Revisions to Constitution of the School of Social Work

MOTION: That Academic Council approve the revisions to the School of Social Work Constitution as recommended by the Social Work School Council, as shown

CONSTITUTION OF THE SCHOOL OF SOCIAL WORK KING'S UNIVERSITY COLLEGE AT WESTERN UNIVERSITY

Article I: Mission Statement

King's School of Social Work is committed to academic excellence and the promotion of equity, diversity, inclusion, and decolonization. In response to social work's complicity in the oppression, marginalization and disenfranchisement of peoples, we are committed to decolonizing and indigenizing curricular content, pedagogies, policies and processes. Students are actively engaged in an inclusive and collaborative learning environment. The aim is to develop their professional and practice knowledge, skills, and values to become ethical, critically reflective, and proficient future practitioners, researchers and advocates for social justice and transformative change within the broader community. The School's mission statement is in accord with the standards set by the Canadian Association for Social Work Education (CASWE).

Article II: Membership of the School of Social Work

The School of Social Work, King's University College, includes all full-time and part-time faculty, cross-appointed faculty, professors emeriti(ae), the Coordinator of Field Education, the Manager of Academic and Administrative Affairs, the MSW Practicum and Program Liaison, Staff Members, BSW and MSW Students. Community constituents include but are not limited to Social Work Alumni, the King's Field Education Advisory Group, Field Instructors, and other community members that may be called upon at the discretion of the Director and the Council of the School of Social Work.

Article III: Council of the School of Social Work

There shall be a Council of the School of Social Work.

1. Responsibilities of the Council of the School of Social Work

Acting within the framework of the Senate of Western University and the mandate and regulations of King's University College, the Council of the School of Social Work:

- 1.1. Shall exercise responsibility for approving and recommending to the Director matters related to the development, implementation, and maintenance of academic and field education policies. Such policies shall normally be submitted through the Council's committee structure.
- 1.2. May, through the Director of the School of Social Work, make recommendations to the College's President, Academic Dean, Associate Academic Dean, Vice-Provost and Associate Vice-Provost of the School of Graduate and Postdoctoral Studies, and other bodies within the College, the University, and whenever appropriate, external bodies in the community (e.g., practicum agencies) on academic and/or administrative matters pertaining to the teaching faculty, students, and programs.
- 1.3. May make budgetary requests to the Director of the School of Social Work.

2. Membership of the Council of the School of Social Work

- 2.1. All faculty members who hold a full-time appointment in Social Work are considered members of the Council of the School of Social Work and shall have voice and vote. The term

“full-time appointment” is understood to include:

- 2.1.1. All tenured faculty;
 - 2.1.2. All faculty on probationary contracts;
 - 2.1.3. Faculty on limited-term contracts who teach a full course-load; and
 - 2.1.4. Full-time faculty who teach in Social Work and are cross-appointed with another discipline.
 - 2.2. Faculty members on any type of leave from the College but satisfy the conditions noted above in 2.1.1, 2.1.2, 2.1.3, and 2.1.4 above (unless excluded by the conditions of the leave) are understood to retain all rights of membership in the School of Social Work during the course of their leave.
 - 2.3. The Coordinator of Field Education shall have both voice and vote.
 - 2.4. The Programs Liaison shall have both voice and vote.
 - 2.5. The MSW Practicum Coordinator shall have both voice and vote.
 - 2.6. Other persons from time to time may be invited by the Council through the Director to attend and contribute to Council proceedings.
3. Structure of the Council of the School of Social Work
- 3.1. The Director of the School of Social Work shall normally be the Chairperson of the Council of the School of Social Work.
 - 3.2. The Graduate Program Coordinator shall assume the chair if the Chairperson is absent or vacates the chair temporarily.
 - 3.3. The School Administrator from the School of Social Work shall serve as Recording Secretary.
 - 3.4. There shall be five Standing Committees:
 - 3.4.1. Admissions;
 - 3.4.2. Curriculum;
 - 3.4.3. Field Education;
 - 3.4.4. Diversity and Equity;
 - 3.4.5. Policy Advisory
 - 3.5. Constituent members in the five Standing Committees may be selected from the following groups as set out in the Terms of Reference for each Standing Committee:
 - 3.5.1. BSW Student Representatives. These shall be elected by the Social Work Students' Association (SWSA) according to the following criteria:
 - 3.5.1.1. The BSW student representatives must be enrolled in Year 3 or 4 of the professional BSW program.
 - 3.5.1.2. Student representatives must have met the admission and/or progression requirements as stated in the Western Calendar.
 - 3.5.1.3. The term of office of the BSW student members shall commence on the last day of classes of each academic year, or when the new elections have been held by SWSA.
 - 3.5.1.4. Names of all representatives shall be provided to the School prior to the first meeting of the Standing Committee concerned, or by September 30th of each year, whichever is earliest.
 - 3.5.2. MSW Student Representatives, one each from the 2-year MSW program and 1-year MSW program.
 - 3.5.2.1. Names of all representatives shall be provided to the School prior to the first meeting of the Standing Committee concerned, or by September 30th of each year, whichever is earliest.
 - 3.5.3. Duly elected representatives of the OASW-Local Engagement Network, name to be provided to the School by September 1st of each year.
 - 3.5.4. One representative of the Social Work Alumni, selected by the Director, to be

- determined by September 1st of each year.
- 3.5.5. One representative of the King's Field Education Advisory Group, selected by the Coordinator of Field Education, and name provided to the School by September 1st of each year.
- 3.5.6. Other community representatives or Members of Staff may be appointed by the Council of the School of Social Work to the Standing Committees with the approval of the Director.
- 3.6. There shall be constituted from time to time with prior approval of the Council of the School of Social Work:
- 3.6.1. *Ad hoc* committees as needed;
- 3.6.2. Task Forces as needed; and
- 3.6.3. Any other such bodies as needed.
- 3.7. Duties of the Standing Committees and their Chairpersons shall be set forth in their respective Terms of Reference.
4. Meetings of the Council of the School of Social Work
- 4.1. The Council of the School of Social Work shall meet formally one time per month from September until June. Additional meetings may be called either at the discretion of the Director or at the written request of at least five members of the Council. Normally, notice of meeting, agenda and related materials shall be circulated to all members of the Council at least three business days in advance of a proposed meeting, excluding weekends and holidays.
- 4.2. Minutes of all meetings shall be kept, and copies distributed to all members of the Council of the School of Social Work, the Academic Dean, and the Principal of King's University College. Minutes shall record all actions and policies adopted by the Council.
- 4.3. Fifty per cent of the membership of the Council of the School of Social Work shall constitute a quorum provided that at least half the quorum is composed of full-time faculty members.
5. Conduct of Meetings
- 5.1. The rules contained in the most recent edition of *Bourinot's Rules of Order* shall govern the Council of the School of Social Work, its committees, task forces and similar bodies.
- 5.2. Council shall have the right to move *in camera* or during a meeting to move *in camera*. The conduct of meetings shall conform to the following conditions:
- 5.2.1. Members of Council shall have the right to attend all meetings and to speak during meetings.
- 5.2.2. Observers shall not have the right to speak unless invited to do so by the Chairperson. Under no circumstances shall observers have the right to vote. With Council meets *in camera*, observers must withdraw.
- 5.3. *In camera* meetings shall be conducted under the following conditions:
- 5.3.1. A meeting may be held *in camera* by the ruling of the Council prior to the meeting; this ruling shall be communicated in the notice of the meeting.
- 5.3.2. The Council may move *in camera* in the course of the meeting by an affirmative vote by the majority of members present.
- 5.4. If the number of members during any meeting falls below the quorum the meeting shall continue unless there is a challenge from the floor, in which case the meeting shall be adjourned.

Article IV: Director of the School of Social Work

1. Responsibilities of the Director

- 1.1. The Director of the School of Social Work shall be responsible for general administration of the School including curriculum, policy implementation, budget, other financial matters, extra school relationships, and other responsibilities as outlined for department chairs at King's University College.
- 1.2. The Director shall be responsible to the Vice-Provost and Associate Vice-Provost of the School of Graduate and Postdoctoral Studies at Western University on matters related to the MSW program.

2. Selection of the Director

- 2.1. A Selection Committee shall be composed of the Academic Dean (Chair), all members of the Council of the School of Social Work, one full-time faculty member from a department at King's other than the School of Social Work elected by Faculty Council, one BSW student elected by the Social Work Students' Association, one student from each of the 2-year and 1-year MSW programs selected by the Council of the School of Social Work, and one representative of the professional social work community selected by the Council of the School of Social Work.
- 2.2. The Selection Committee shall be struck by the Academic Dean at the March meeting of Faculty Council in the year prior to the year in which the current Director's term will be completed.
- 2.3. The term of the Director will normally be five years, renewable for a second term.
- 2.4. The Director must have a PhD, and a BSW or MSW degree, with relevant practice experience, and eligibility to register with the Ontario College of Social Workers and Social Service Workers.

3. Review Committee for the Director

- 3.1. If the Director is seeking another term, a Review Committee with the same composition as the Selection Committee above in 2.1 shall be struck at the March meeting of Faculty Council at the March meeting of Faculty Council in the year prior to the year in which the Director's term is completed. This committee shall report to the Principal no later than October 1 of the same year.
- 3.2. The Review Committee may invite written comments from King's faculty, social work students, and members of the professional community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Director who shall be given an opportunity to respond in writing to the Review Committee.

Article V: Graduate Program Coordinator

1. Responsibilities of the Graduate Program Coordinator

- 1.1. The Graduate Program Coordinator of the School of Social Work shall be responsible for the overall functioning of the MSW program including evaluating MSW applicants, serving as academic advisor to students in the program, serving on the Field Education, Admissions, and Curriculum Committees and representing the School of Social Work on Western University School of Graduate and Postdoctoral Studies committees.
- 1.2. The Graduate Program Coordinator shall be responsible to the Director of the School of Social Work.

2. Selection of the Graduate Program Coordinator
 - 2.1. A selection committee shall be composed of the Director of the School of Social Work, all members of the Council of the School of Social Work, one student from the 2-year MSW program, one student from the 1-year MSW program, and one representative from the professional social work community selected by the Council of the School of Social Work.
 - 2.2. The term of the Graduate Program Coordinator will normally be three years, renewable.
 - 2.3. Should there be no internal candidate appointed the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.
3. Review Committee for the Graduate Program Coordinator
 - 3.1. If the Graduate Program Coordinator is seeking another term, a Review Committee with same composition as the Selection Committee noted above in 2.1 shall be struck at the March meeting of School Council in the year prior to the year in which the Graduate Program Coordinator's term is completed. This committee shall make a recommendation regarding renewal to School Council no later than October 1 of the same year.
 - 3.2. The Review Committee may invite written comments from King's faculty, social work students, and members of the professional community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Graduate Program Coordinator who shall be given the opportunity to respond in writing to the Review Committee.
 - 3.3. Should there not be a recommendation to renew the term of the incumbent; a Selection Committee will immediately be struck.
 - 3.4. Should there be no internal candidate appointed the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.

Article VI: Responsibilities of the School of Social Work

1. Academic Planning
 - 1.1. The School of Social Work shall conduct regular and on-going reviews of its BSW and MSW program offerings, and academic and field education practices in accordance with the requirements and standards of the School of Social Work, King's University College, the School of Graduate and Postdoctoral Studies and the Senate of Western University, and the Canadian Association for Social Work Education (CASWE).
 - 1.2. Recommendations and modifications of academic programs, including proposals for adding, modifying and dropping courses, shall normally originate with the Curriculum Committee.
 - 1.3. Recommendations for the modification of the Practicum shall normally originate with the Professional Practicum Education Committee.
 - 1.4. Changes with regard to Admissions policies and procedures shall normally originate with the Admissions Committee.
 - 1.5. Recommendations for the modification of policies and procedures for any international component shall normally originate with the Curriculum Committee.
 - 1.6. Changes with regard to policies and procedures related to diversity and equity shall normally originate with the Diversity and Equity Committee.
2. Budgetary Planning
 - 2.1. On or before October 1 of each year, the Director shall solicit budgetary requests from Faculty members. These requests shall be used by the Director in formulating a budget

- submission which shall be available for faculty information.
- 2.2. As the process of budgetary planning proceeds beyond the level of the School of Social Work, it shall be the responsibility of the Director to keep the School informed of developments which may affect the Social Work programs.
 3. Appointments, Promotions and Tenure
 - 3.1. There shall be an Appointments, Promotion and Tenure Committee as required to consider all applications for appointment, appointment renewal, promotion and tenure, and to make recommendations to the Director who shall forward recommendations with their comments to the Appointments, Promotion and Tenure Committee of King's University College.
 - 3.2. The School's Appointments, Promotions and Tenure Committee shall normally be comprised of all full-time faculty with probationary, tenured, or renewable limited-term appointments; and cross-appointed faculty with probationary, tenured, or renewable limited-term appointments whose primary academic unit is Social Work.
 - 3.3. All members shall have voice and vote (subject to exclusion for conflict of interest) on all matters of appointment; however, in matters of appointment renewal, promotion, or tenure, all members shall have voice but only full-time tenured faculty shall have vote.
 - 3.4. In matters of appointment the School's Appointments, Promotion and Tenure Committee shall also include, with voice and vote, the Coordinator of Field Education or their designate; one BSW student selected by the Social Work Students' Association and one MSW student selected by the Graduate Program Coordinator or designate, from among students who volunteer for membership.
 - 3.5. In matters of appointment, the Appointments, Promotion and Tenure Committee shall establish a hiring subcommittee to interview candidates shortlisted by the Appointments, Promotion and Tenure Committee. The Hiring Sub-Committee shall report back with recommendations to the Appointments, Promotion and Tenure Committee, for final recommendations to the Director.
 - 3.5.1. The Hiring Sub-Committee shall be comprised of four full-time faculty members to be determined by the Appointments, Promotion and Tenure Committee, the Coordinator of Field Education or their designate, the BSW and MSW students appointed to the Appointments, Promotion and Tenure Committee for matters of appointment, and the Director, who shall serve as chair.
 - 3.5.2. While all members of the Hiring Sub-Committee may provide input into the committee's deliberations, only those members who attend all of the short-listed candidates' lectures and interviews may vote on any matters being recommended to the Appointments, Promotion and Tenure Committee. (Note: In extraordinary circumstances, members who cannot attend the lectures, but are able to view recordings of the lectures may retain their right to vote on matters being recommended to the Appointments, Promotion and Tenure Committee.)

Article VII: Faculty

1. Responsibilities of Faculty
 - 1.1. Normally, duties of the faculty members of the School of Social Work are those set forth in the King's University College *Conditions of Appointment for Faculty*. In addition, social work faculty have duties related to the operation of the School of Social Work as a professional program and to the practicum component of the social work programs set out in the *Professional Practicum Education Manual*.
 - 1.2. Faculty conduct shall be in accord with the relevant sections of the *CAUT Handbook*, King's

University College's *Conditions of Appointment for Faculty*, and *The Code of Ethics of the Canadian Association of Social Workers* and the *Code of Ethics of the Ontario College of Social Workers and Social Service Workers*.

- 1.3. Faculty teaching in the MSW program shall also be governed by the rules of conduct of the School of Graduate and Postdoctoral Students at Western University.

Article VIII: Relationship of the School of Social Work to King's University College and The University of Western Ontario

1. The School of Social Work derives its mandate from King's University College, and through the affiliation agreement with Western University
2. The regulations and procedures of the School of Social Work are based on the guidelines or ordinances provided by the constituent bodies of these two institutions; that is, the School of Graduate and Postdoctoral Studies and Senate of Western University; King's University College Board of Directors; and King's Academic Council.
3. The statutes, by-laws and regulations of King's University College and those of Western University, as determined in and affected by the affiliation agreement, take precedence over the regulations pertaining to this document.
4. The School of Social Work recognizes the importance of meeting the standards of the Canadian Association for Social Work Education (CASWE).

Article IX: Amendments

1. The Constitution or parts thereof may be amended by a two-thirds vote in favour of the proposed tabled amendments. At the time of voting on an amendment of the Constitution, there shall be a valid quorum present.
2. Previous notice of motion to amend the Constitution shall be provided to all members of the Council of the School of Social work not less than two weeks prior to the meeting at which the proposed amendments shall be considered.
3. All amendments to this Constitution require the approval of the Educational Policy Committee and Faculty Council of King's University College.

Article X: Terms of Reference

1. There shall be Terms of Reference to facilitate the functions and operation of the Standing Committees of the Council of the School of Social work and their Chairperson.
2. Any such Terms of Reference may be amended by a simple majority vote of the voting members of the Council of the School of Social work present at the time the vote is called.

Approved by Council of the School of Social Work January 2026

Approved by Academic Council March 2026

President's Report to: Academic Council

From: Dr. Robert Ventresca, President

Date: September 2026

I am pleased to provide an update on recent developments since my May report — accomplishments that speak to the dedication and collaboration across our community.

VPAD Search Update

As Chair of the Advisory Committee to appoint a Vice-President and Academic Dean, I am happy to report back to Council on how community input informed the Committee's deliberations. Faculty, staff, students, Academic Council members, Board representatives, alumni, and community partners were invited to share their perspectives through interviews, small-group discussions, and surveys. These consultations represented many hours of engagement and provided valuable insight into the opportunities and challenges facing King's, as well as the leadership qualities the community believes are most important in its senior leaders. Feedback was synthesized and used to inform the executive briefs, leadership competencies, assessment criteria, and interview questions for each search, ensuring that community input meaningfully shaped the recruitment and evaluation of each candidate.

I am pleased to report that search attracted strong interest from highly qualified leaders. The quality and depth of the candidate pools have resulted in thoughtful and rigorous deliberations, with multiple candidates demonstrating strong alignment with King's mission, priorities, and future direction. The Committee is grateful for the community's thoughtful participation throughout the process, which has strengthened our deliberations and helped ensure that the search reflects the leadership King's needs for its next chapter. We are in the final stages of the process and expect to announce results within the coming weeks.

Website Phase II

Since May, Phase II of the King's Website Project has continued to expand the website beyond the recruitment-focused foundation established in Phase I, with greater attention to current students, faculty, academic programs and the broader King's community.

Several improvements directly relevant to the academic community have been completed. Faculty biographies are now discoverable through the website's global search, making it easier for students, prospective students and external audiences to locate faculty members and areas of academic expertise. Sample course listings and related academic information have also been reviewed, corrected, and expanded across department pages.

Work has continued to improve the accessibility and discoverability of current-student information, including consideration of content currently residing within the student portal that may be better positioned on the public website. Audience and journey-mapping work will help

determine how students and faculty would best navigate between the public website and authenticated institutional resources.

A formal governance structure is also now in place, including executive sponsorship and the Web Assets Steering Group. This team, consisting of representation from faculty and staff, continues to prioritize improvements while considering the longer-term expertise, capacity and operating model required to sustainably support King's website and other institutional web assets.

Autumn Convocation 2026

Preparations are underway for Autumn Convocation 2026, which will be held on Thursday, October 22, 2026, at 3:00 p.m. at Canada Life Place. The ceremony marks an important milestone in the academic journey of our graduates and provides an opportunity to celebrate their achievements, perseverance, and commitment to academic excellence.

We extend our congratulations to all graduating students and acknowledge the invaluable support provided by families, friends, faculty, staff, and the broader King's community in helping students reach this achievement. We are also grateful to the Academic Advising Office, which is currently finalizing graduation adjudication while continuing to support students at the start of the academic year.

Following the ceremony, King's will host a reception in The Market Lounge from 4:30 to 6:30 p.m. for graduates, their guests, faculty, staff, and volunteers. Planning for the ceremony, academic procession, volunteer recruitment, and reception is progressing as scheduled, and we look forward to celebrating the accomplishments of our graduates and all those who have contributed to their success.

Classroom Modernization Update

The new W147 Proof-of-Concept (POC) Classroom is now complete and ready for regular academic use this Fall. The project was designed not simply as a classroom renovation, but as an opportunity to test new approaches to learning-space design, classroom technology and flexible teaching environments before applying them more broadly across King's.

W147 includes flexible furniture configurations, improved access to power for student devices, multiple instructional displays, enhanced audio, wireless presentation, videoconferencing capabilities and other technologies intended to support traditional, collaborative and multimodal approaches to teaching and learning.

With the classroom moving into regular use, the focus now shifts from construction and implementation to faculty experience, training and evaluation. ITS has been providing orientation and training sessions for faculty scheduled to teach in W147 this coming term. These sessions will continue for faculty using the room, providing an opportunity to become comfortable with the technology and classroom configuration before and during their teaching assignments.

Faculty and student experience throughout the Fall term will be an important part of the proof of concept. Feedback and lessons learned from W147 will help identify improvements and inform the design, technology and functionality of future classroom modernization projects at King's.

Academic Accolades

The following King's faculty members have recently secured funding as **Applicants/Principal Investigators** on Tri-Agency grants that began on or after April 1, 2026.

Trevor Hunter, School of Management, Economics, and Mathematics

SSHRC Insight Grant

Character-Driven Governance: A Mixed-Methods Investigation of Leader Character's Role in Nonprofit Board Processes and Decision-Making

Joshua Wyman, Department of Psychology

SSHRC Insight Grant

Bridging the Gap: Addressing the Needs of Justice-Involved Older Adults with Stigmatized Health Conditions

Mehdi Rasteh, School of Management, Economics, and Mathematics

SSHRC Insight Development Grant

Green Talk vs. Real Action: Protecting Canadian Pension Fund Integrity from Greenwashing through Asset-Level ESG Verification

Hunter Knight, Department of Childhood and Youth Studies

SSHRC Partnership Engage Grant

Towards safer childhoods: Former students' experiences of being secluded in schools and visions for alternatives

Together, these grants will bring **\$303,922** to King's.

Several of King's researchers have also had recent success as Co-Applicants on Tri-Agency grants.

Felipe Rodrigues, School of Management, Economics, and Mathematics

CIHR Project Grant

ACCESS-DTC: Advancing Community and Clinical Engagement for Systemic Solutions in Applying for the Disability Tax Credit

Loretta Norton, Department of Psychology

CIHR Operating Grant – Early Career Researchers in Human Development, Child and Youth Health

Bedside Optical Neuroimaging for Discovery of Markers of Covert Consciousness in Critically Ill Children

Loretta Norton, Department of Psychology
SSHRC Insight Grant

Human Rights, Law and Communication Neuroprostheses: Freedom of Thought and Speech, Mental Privacy, and Equality

Marcie Penner, Department of Psychology
SSHRC Insight Grant

Retention and Equity in Long-Term Care: Transforming Working Conditions for a Sustainable Care Workforce

Kathleen Lyons, formerly Department of Psychology (now at Brock University)
SSHRC Insight Grant

Examining social interactions in autistic and neurotypical youth

Kofi Antwi-Boasiako, School of Social Work
SSHRC Insight Grant

Towards Transformative Systems Change: Targeting the Child Welfare Policies and Practices that Generate and Sustain Disparities for Racialized Populations

We also have two faculty members who are co-applicants on SSHRC Partnership Grants that have been invited to Stage 2 of the competition. These are the largest of SSHRC's annual regular grants, worth up to \$2.5M over 4 to 7 years. We wish them and their research teams' success as they prepare their Stage 2 applications.

As Co-Applicants, these researchers are participating in research teams that have secured roughly **\$2.8 million** in funding since April.

These achievements are a wonderful reflection of the strength of research at King's and the meaningful contributions our faculty are making through their work.

Please join me in congratulating **Ann Hoffer** on successfully completing the Governance in Canadian Institutions Micro-Certificate from the University of Manitoba.

We are very fortunate to have Ann's commitment to professional development and governance excellence at King's. Her continued investment in expanding her knowledge and expertise strengthens not only her own work, but also the important governance work she contributes to across our institution.

Congratulations, Ann, on this wonderful achievement!

Veritas

This year's Veritas Lecture Series is organized around a theme we believe speaks to the heart of a King's education: The Courage of Encounter; an invitation to listen deeply, engage difficult truths, and reflect on our responsibility to one another.

September 24 | 5:30–7:00 p.m., Joanne and Peter Kenny Theatre

Tanya Talaga

Can Canada Move Towards Reconciliation?

Tanya Talaga has written three books that grapple with the hard truths of Canada's history and the Indigenous experience in a colonized land. She walks audiences through Canadian history, via an Indigenous lens, to explore how we arrived here and what we can do to achieve a more equitable future for all.

November 19 | 5:30–7:30 p.m., Joanne and Peter Kenny Theatre

Deacon Robert Kinghorn

Holiness on the Street

Deacon Robert Kinghorn has served in the Archdiocese of Toronto since 1985 and has spent twenty years providing late-night street ministry to those living with addiction, homelessness, and poverty in one of Toronto's most challenging neighbourhoods. He shares how faith is found when we are willing to listen and walk alongside those on the margins.

February 25 | 5:30–7:30 p.m., Joanne and Peter Kenny Theatre

Matters of Life and Death: A Bioethical Conversation on Post-MAiD Canada

Panel Discussion

Join Dr. Jeff Preston, Associate Professor of Disability Studies at King's; John Heng, Assistant Professor of Philosophy at King's; Dr. Ramona Coelho, family physician; and author Kevin Andrew Heslop for a thought-provoking conversation on the ethical implications of medical assistance in dying. The discussion will explore medical, philosophical, social, and disability justice perspectives on one of today's most complex public issues. Moderated by Dr. Allyson Larkin, Associate Professor of Social Justice and Peace Studies at King's. Highlights include reflections on 10 years of MAiD in Canada with Dr. Eunice Gorman, and MAiD's impact on vulnerable communities with Dr. Lisa McLean.

I am grateful to the many faculty, staff, and students whose ongoing dedication continues to advance the mission and vitality of the King's community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'R. Ventresca', with a long horizontal flourish extending to the right.

Dr. Robert Ventresca
President
King's University College

Research Ethics Review Committee (RERC)

Annual Report 2025-2026

27 July 2026

Purpose of the Committee

As King's sole authority for reviewing and approving ethics protocols, provides continued ethics oversight throughout the life of the research involving human participants, in accordance with the [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans – TCPS2 \(2022\)](#) and its Terms of Reference.

Membership

1 from School of Social Work	Andrew Mantulak (Chair)
1 from Psychology	Laura Rosen Joshua Wyman (Rosen on parental leave)
1 from School of MEM	Lori Murray
1 from Philosophy, Religious Studies, EFW	Corina Sandu
1 from Sociology, Thanatology	Joseph Michalski
1 from PIR, History, SJPS, CYS, Disability Studies	Klaire Gain
1 Non-academic member from the King's Community	Emma Swiatek
1 Graduate student from Social Work	Luc Simard
Community representative	Alice Van Deven
RERC Vice Chair	Vacant
Supporting Members (non-voting)	
Research Facilitator	Ramanpreet Grewal
Research Facilitator	Rodney Parker
RERC Administrative Support	Melissa Jones

Meetings

The Research Ethics Review Committee (RERC) convened **seven** meetings between September 1, 2025, and June 30, 2026. During these meetings, research ethics protocols submitted by King's faculty, students, and external researchers were reviewed, discussed, and adjudicated.

New Submissions (including student projects)	38 (Approved)
Amendments	19 (Approved)
Extensions and renewals	12 (Approved)

Operational Work

Revision of the Terms of Reference: The Vice Chair position remained vacant throughout the academic year. In response, the Terms of Reference were revised to address challenges arising from the ongoing vacancy in the Vice Chair position and to accommodate changes in academic programs and the new school (SPLSC). These revisions aim to ensure balanced and appropriate representation from all research disciplines at King's.

Standard Operating Procedures (SOPs): The SOPs were distributed to RERC members through OWL, and feedback was requested. These procedures are intended to help researchers better understand requirements and provide clear, consistent guidance to Committee members as they support research within the King's community.

Key issues and priorities

- The Committee will continue to monitor current research ethics and data management compliance requirements, and to implement new requirements mandated by the Tri-agencies' (SSHIC, NSERC, CIHR) [Panel on Research Ethics](#), and the [Panel on Responsible Conduct of Research](#).
- Time-sensitive priorities for the RERC include revising and approving its Terms of Reference and finalizing and implementing its Standard Operating Procedures.
- In addition, the RERC aims to offer educational opportunities and workshops for faculty and students during the 2026-2027 academic year, including activities as part of Research Week 2027.
- It is recognized that the current RERC website does not yet provide sufficient information for researchers. Improvement efforts are ongoing to ensure that the website contains up-to-date and relevant information regarding the ethics review process, required forms, submission deadlines, and Committee policies and procedures. The maintenance and enhancement of the website will remain a priority throughout the academic year.

Respectfully submitted on behalf of:

Andrew Mantulak, PhD
Chair, RERC
Associate Professor, School of Social Work



Research Committee Annual Report 2025-2026

Membership

Associate Dean of Research	Erin Hannah (Chair)
Member from Psychology	<i>Vacant</i>
Member from Social Work	Jane Sanders
Member from School of MEM	Jingjing Xu
Member from Philosophy, Religious Studies, or EFW	Susan Small
Member from PIR or History	Graham Broad
Member from Sociology	Jinette Comeau
Member from SJPS, CYS, DS, or Thanatology	Jennifer Silcox
EDIC Community Member (optional)	<i>Vacant</i>
Director of Libraries (or designate)	Emma Swiatek
Chair of RERC (or designate)	Andrew Mantulak
President, KUCSC (or designate)	Braedan Lovie/Joan Thompson
Non-Voting Members	
Research Facilitator	Ramanpreet Grewal
Research Facilitator	Rodney Parker
RC Administrative Support	Melissa Jones

Meetings

The Research Committee convened **four** meetings:

- December 8, 2025
- February 9, 2026
- March 9, 2026
- May 12, 2026

Key accomplishments:

1. The Research Committee's operational subcommittee, the Research Grants and Awards Subcommittee, reviewed applications for Course Buyout Requests and King's Internal Grants in October 2025 and March 2026. Based on their recommendations, the Research Committee awarded a total of \$187,007.84 in new internal grants during these rounds.

October 2025	March 2026
• 11 New Grants	• 37 New Grants
• 1 Supplementary Grant	• 12 Renewal Grants
• 6 Course Buyouts (2026-2027)	



2. The Subcommittee also reviewed SSHRC Institutional Grant applications. One Exchange Grant was awarded to Dr. Kristin Lozanski (Sociology) and two Explore Grants were awarded to Dr. Josephine Gemson (School of Management, Economics, and Mathematics) and Dr. JK Kato (Religious Studies).
3. The Committee issued a call for nominations for the Renée Soulodre-La France Excellence in Research Award during the Fall term. However, despite repeated advertisement, no nominations were received. The Committee decided to relaunch the call for nominations in the 2026-2027 academic year.
4. The Committee reviewed King's policies related to research travel, research assistance, and subsistence rates.
5. The Committee organized three research seminars featuring presentations by Dr. Graham Broad (History), Dr. Imants Baruss (Psychology), and Dr. Dustin Ciufo (Childhood and Youth Studies) on their ongoing research projects.
6. The Committee organized the annual Research Week from March 23 to 25, 2026. The faculty and students participated in fireside chats, professional development sessions, research panels, roundtables, capstone conferences, and poster sessions. The faculty publications were showcased and celebrated at King's Pub, where faculty members from all disciplines gathered to discuss and commend their peers' research scholarship.

Respectfully submitted by:

Graham Broad, PhD
Chair, Research Committee and Interim Associate Dean of Research
Professor of History
King's University College at Western university

Report to Academic Council
September 14 2026

Teaching Excellence Awards Committee

This year, 33 full-time and 16 part-time faculty members were nominated for the Award for Excellence in Teaching. Outstanding pedagogy from passionate, committed faculty is central to the quality of our students' experience and our academic mission.

I am delighted to announce the recipients of the 2026 Awards for Excellence in Teaching:

Full-time:

Dr. Daniella Bendo

Childhood and Youth Studies in the School of Policy, Law, and Social Change

Part-time:

Dr. Emily Pez

English, French, and Writing

We look forward to celebrating Dr. Bendo and Dr. Pez at the ceremony and Christopher Perrin Beatty Lecture on November 25 2026.

Many thanks to the previous Chair of the Teaching Excellence Awards Committee, Dr. Josephine Gemson, and committee members Dr. Trevor Hunter, Samantha Hurren, Braedon Lovie, Dr. Brian Patton, and Aziz Sayegh for their service.

Respectfully submitted,



Laura Melnyk Gribble PhD
Chair, Teaching Excellence Awards Committee
Associate Academic Dean (Interim)



Report to: Academic Council
From: Governance and Nominations Committee
Re: Report of April 2026 Meeting
Date: September 15, 2026

The Governance and Nominations Committee (GNC) met on July 14, 2026 and September 9, 2026. The July meeting was convened as a special meeting to address the RERC Chair and Vice-Chair positions and interim Library representation on Academic Council and its committees. The outcomes of that meeting were communicated to the King's community by the Interim Vice-President and Academic Dean on July 27, 2026 (see attached).

Academic Council and Academic Council's Committee Self-evaluation

The Committee reviewed and discussed the Academic Council and committee self-evaluation and, based on its analysis, will undertake the following actions:

1. Support more regular opportunities for strategic academic discussion at Academic Council, including the continued practice of bringing major academic plans forward in draft form for input prior to final consideration;
2. Use the annual Academic Council orientation session to reinforce the respective roles of Academic Council, its committees, the Board of Directors, and the administration within King's bicameral governance model;
3. Include a discussion on constituency engagement at the orientation session, providing members with an opportunity to share successful practices and challenges;
4. Continue to monitor the impact of the Academic Council meeting procedures adopted in 2025-26, including the frequency and sequencing of Academic Council and committee meetings; and
5. Receive the committee self-evaluation results without recommending changes to committee structure or composition at this time.

In its deliberations, the Committee emphasized that recommendations reaching Academic Council are typically the result of substantial committee review and that significant concerns are best addressed through referral to the originating committee. Members also reflected positively on recent strategic discussions, including the Strategic Enrolment Management Plan, and supported continued opportunities for Academic Council to be engaged early in the development of major institutional initiatives and emerging issues.

Other Committee Business

The Committee reviewed its terms of reference and annual work plan and expects to bring forward recommendations this fall regarding revisions to committee terms of reference and work plans.

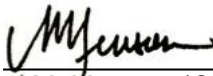
The Committee is pleased to report that the vacancies arising from the Spring/Summer 2026 call for nominations and elections have been successfully filled through acclamation or election. Since the start of the academic year, two additional vacancies have arisen. Nominations processes are in progress to fill these positions. The Committee thanks all members who participated in the nomination and election process and for their ongoing commitment to shared governance at King's.

Consistent with its responsibilities under the Academic Council Bylaw, the Committee reviewed and approved the agenda for the September 23 Academic Council meeting, noting that consideration of the Strategic Enrolment Management Plan will be a principal item of business.

The Committee also began consideration of proposed revisions to the Research Ethics Review Committee Terms of Reference. Further discussion was deferred pending additional consultation with the Research Office and the committee.

The Committee has also identified the development of a reporting mechanism for King's representatives serving on external committees, councils, and senates as a priority for the coming year.

Respectfully,



(M. Yenson (Chair))

Attachments:

- Communication to King's community (July 2026)
- Council and Committee Self-Evaluations
- Spring/Summer Election Results

Library Leadership Appointment and Interim Chair of RERC



King's VPAD <vpacademic@kings.uwo.ca>

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July 27, 2026

Dear Colleagues,

I am pleased to announce the appointment of **Emma Swiatek** as King's new **Head Academic Librarian**. Emma has been a leader in upholding the excellence of the Cardinal Carter Library as a core component of King's academic mission and community, and we look forward to her innovative and collaborative leadership in this role. As Head Academic Librarian, Emma will oversee library services and operations and will report to the Associate Dean of Research, Dr. Graham Broad. Emma will represent the Library *ex officio* on the Educational Policy Committee, Research Committee, and Academic Council, and will represent King's in the Western Libraries system.

I am also pleased to report that upon recommendation of the Governance and Nominations Committee and approval of Academic Council, **Dr. Ramanpreet Grewal** has been appointed **Interim Chair of the Research Ethics Review Committee** for six months, in order to maintain stable oversight of research ethics and allow for a regular faculty appointment. As Research Facilitator, Ramanpreet has substantial expertise and experience in research ethics, Tri-Agency policies, and the essential work of RERC. My thanks to Ramanpreet for taking up this interim position.

Sincerely,

Mark Yenson
Interim Vice-President and Academic Dean
King's University College at Western University

King's University College |
kings.uwo.ca



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A1 - From which constituency were you elected/appointed to Academic Council?

Field	Choice Count
Full-time faculty	15
Senior Administration	0
Part-Time Faculty, Staff, Professional Officer, Board, Student, Indigenous Community Member, Seminary	2

B1 - Currently, how effective is Academic Council at performing the following ta...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
Periodically review the Council's own performance.	1.00	5.00	3.00	1.27	1.63	16	48.00
Regularly review the performance of King's in academic areas.	2.00	5.00	3.13	0.93	0.86	16	50.00
Preserving and enhancing academic governance.	1.00	5.00	3.00	1.32	1.75	16	48.00
Playing a role in determining the future direction of King's.	1.00	5.00	2.88	1.41	1.98	16	46.00
Playing a role in setting King's budget.	1.00	5.00	2.50	1.12	1.25	16	40.00
Be the final authority for approving academic policies subject to Senate's authority.	1.00	5.00	2.38	1.36	1.86	16	38.00

B2 - Thinking of your own participation on Academic Council, please provide your...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
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I understand the responsibilities of Academic Council.	1.00	4.00	1.75	0.75	0.56	16	28.00
I am comfortable dissenting from others' views.	1.00	5.00	2.94	1.51	2.29	17	50.00
I feel my voice matters at Academic Council.	1.00	5.00	2.94	1.43	2.06	16	47.00
I feel comfortable bringing new ideas forward.	1.00	5.00	2.88	1.41	1.98	16	46.00
I receive enough orientation to my role and to the role of Academic Council.	1.00	5.00	2.24	1.16	1.36	17	38.00
I engage with members of the constituency group from which I have been elected on matters facing Academic Council.	1.00	4.00	1.59	0.91	0.83	17	27.00
I report verbally or in writing to the constituency group from which I have been elected.	1.00	6.00	1.82	1.34	1.79	17	31.00
I make decisions in the best interest of King's.	1.00	2.00	1.13	0.33	0.11	16	18.00
I have adequate time between Council meetings to engage constituencies on matters Council is considering.	1.00	4.00	1.88	0.93	0.86	16	30.00

B2a - Are there challenges to meaningfully consulting with your constituency, and how might Council support you in this engagement?

Are there challenges to meaningfully consulting with your constituency, and how might Council support you in this engagement?

no

Outside of my own department, such consulting is done on an ad hoc basis. It depends on who you know.

I share updates about AC as a standing item in my (monthly or every-two-monthly) department meetings.

Oral reports on the day of AC don't enable me to engage meaningfully. I appreciate the advance written reports, which seem to be now standard practice.

No. KUCSC is the mechanism through which we consult and we have our own meeting packages and schedules and reports for AC content.

Time and resources are always the issue. I send a written summary of the meeting, but when I am not there, my colleagues do not do this. I am not sure that those I send it to always have time to read the materials and my notes. This will become an increasing challenge as faculty numbers dwindle in my department.

Yes. Materials are always delayed.

Yes there are serious challenges to AC serving as the end point of planning that should come from (a) academic units and (b) its own committees. This problem was not caused by AC - AC was designed to address it and more needs to be done. Without a reorganization of the College into proper academic units, the College will not find its way forward.

The culprit is a lack of spatial presence and proximity among colleagues, and an impoverished organizational (administrative/secretarial) capacity AT THE LEVEL OF THE ACADEMIC UNIT (departments and schools). Individuals afloat are not teams focused on programmatic innovation and academic excellence. As a result, individuals arrive at AC and respond to social factors outside of programmatic needs or trajectories, such as friend-group identification, general moral sensibility, personal ambition, political inclination and hot-button words and phrases.

These are not 'bad' things, but they detach voting patterns and proposals from the difficult task of building successful programs subject to external constraints (student aspirations, field specific intellectual movements, local institutional conditions and opportunities, limited public resources). This is deadly for the College, because it means programmatic developments and problems do not determine or inform the governing direction of the College. We sell programs - not friend groups, political ideologies, or charismatic careerism.

At research-1 universities this kind of faculty detachment, irresponsibility, and individuation is often lauded with Platonic flourish for setting us above the grimy existence of the 'hoi polloi.' Unfortunately, our arrogance is sustained by the enormous political capital of Academia at-large and the need of the rest of society to receive the credentials we control. Whatever one thinks of the morality of this dynamic, it does not protect Kings. What I'm saying may be too honest for some, but they should probably go get a R1 job, so they don't have to sully themselves operating the 'star on and star off' machine for the Sneetches.

Awkward reporting structure when multiple reps are from one academic unit.

B3 - Thinking of your experience on Academic Council, please provide your level...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
The meeting package for Academic Council provides the necessary background to support my decision-making.	1.00	5.00	2.12	1.18	1.40	17	36.00
Items on the agenda are within the mandate and responsibilities of the Academic Council.	1.00	5.00	1.69	0.98	0.96	16	27.00

Discussions are encouraged at Academic Council.	1.00	5.00	2.59	1.42	2.01	17	44.00
Discussion time in Academic Council is satisfactory.	1.00	5.00	2.47	1.42	2.01	17	42.00
Discussions at Academic Council are collegial.	1.00	5.00	2.19	1.29	1.65	16	35.00
Discussions at Academic Council are at the right strategic level.	2.00	6.00	3.13	1.27	1.61	16	50.00
Academic Council is an effective voice for academic governance at King's.	1.00	5.00	2.94	1.09	1.18	16	47.00
Academic Council functions well as a place for discussion on the academic future of King's.	2.00	6.00	3.35	1.19	1.40	17	57.00
Academic Council functions well as a place for meaningful discussions on academic issues.	2.00	5.00	3.06	1.20	1.43	16	49.00

B4 - Do you have any other comments on matters discussed in this survey, or about related matters?

Do you have any other comments on matters discussed in this survey, or about related matters?

Thank you for seeking feedback. I appreciate many things about Council, but also have some serious concerns:

1) Academic Council was formed to represent academic decision-making, and yet council is not involved in discussions of the substance of the academic plan and is not included in long-term vision work. We are told that reports are coming but not when they are coming, who is creating them, or whether there is any process is for providing input into them. This raises the question of whether bicameralism is truly being followed.

2) A great deal of power is centralized within the GNC which is a small and homogeneous group. This raises concerns about representation and also bicameralism, as it gives the Board and administration control over academic matters that are the domain of Academic Council proper. This is a VERY hierarchical system, which is counter to many of our stated values such as community and equity.

3) A survey of members' views of Academic Council was conducted by members a year or two (three?) ago. What became of it? Were any concerns addressed?

4) I noticed that questions were asked about collegiality. Please don't confuse dedicated critique with a lack of collegiality. Debate, critique, etc are essential features of the university.

I found this survey difficult to complete. The questions tend to ask whether "Academic Council doing well." The representatives on council are great-that is not the issue. Instead: the agendas that come forward are thin; the information coming from the Board and senior administrations seems partial. One leaves AC feeling that the larger context is the issue: that collegial governance and bicameralism at King's have declined and that decisions that should be the purview of AC are made elsewhere. (Also, please indicate somewhere if this survey is anonymous or not.) Thanks for the effort, regardless. What will help is to discuss the findings of the survey in committee and also in AC--that will lead us to what we need to do next.

Discussions at AC were excellent this year, very collegial on all sides. I'm not a fan of having some members zoom in to the meetings. It should be all in-person.

Extended meetings (e.g., until 4:30pm) provide for more meaningful discussion to occur.

AC is simply a rubber stamp for decisions already made. Discussion is routinely cut off. Bringing up a dissenting view of that of the Board or administration is met with hostility.

Hi everybody, Felipe Rodrigues here. Our biggest constituency is our student body, they are academics too. They are severely underrepresented. Staff is also underrepresented. We should stop hiding behind tradition and have faculty, staff and students equally represented at AC. True governance happens when true representation happens.

Thanks,
FFR

Many of my responses could be interpreted as negatively reviewing AC, because the questions assume the focal point of governance review is AC - but it shouldn't be. Our problem is weak administrative and decision making at the nuclei of the academic program - the academic unit.

Academic Council is too often dragged into trivialities by a few members. I appreciate that this is almost impossible to stop and might be an unavoidable friction of doing business, but it inhibits our ability to do strategic work. We should be discussing, for example, systems for program design and collaboration mechanisms between units, the interplay between the academic plan and SEM, and between SEM and program innovation, methods to promote intrapreneurship within and between units, etc. I know we also need to do the housekeeping tasks, like approving changes to course titles and other changes that may have hidden material impacts - I'm not dismissing that work. I am concerned we are not also engaged in deep strategic work. It is an old frustration, and one I think the president shares, but to overcome it means overcoming the drive of some to look for turf wars and the seeking out of opportunities to score ideological points.

the meeting package could be sent out earlier. Also, I understand people can forget things, but it seems like multiple iterations of the meeting package are sent out every meeting because an attachment was forgotten or something along those lines

Q1 - From which constituency have you been elected/appointed to an Academic Council committee?

Field	Choice Count
Full-time faculty	11
Part-time faculty	0
Students	1
Non-Academic Staff	1
Professional Officer	1
Senior Administration	0
Other	1

Q2 - Are you a member of any of the following committees?

Field	Choice Count
The Appointments, Promotion and Tenure Committee	2
The Cardinal Carter Library Committee	4
Education Policy Committee	3
Research Committee	3
Research Ethics Committee	2
Mission Integration and Inclusion Committee	1
Planning and Priorities Committee	2
Scholarship and Bursary Committee	1
Strategic Enrolment Management Committee	2
Teaching Excellence Awards	2
Governance and Nominating Committee	4

Q2a - Please provide your level of agreement with the statements for the Appointm...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	2.00	2.00	2.00	0.00	0.00	2	4.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	2	2.00

Q2b - Please provide your level of agreement with the statements for the Cardinal...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	2.00	6.00	3.00	1.73	3.00	4	12.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	4	4.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	4	4.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	4	4.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	4	4.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	4	4.00

Q2c - Please provide your level of agreement with the statements for the Educatio...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has clear terms of reference.	1.00	2.00	1.33	0.47	0.22	3	4.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	2.00	1.33	0.47	0.22	3	4.00
My committee has access to information needed to make informed decisions.	1.00	2.00	1.33	0.47	0.22	3	4.00
My committee has the necessary representation in its committee composition.	1.00	4.00	2.00	1.41	2.00	3	6.00

Q2d - Please provide your level of agreement with the statements for the Research...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	2.00	1.67	0.47	0.22	3	5.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	3	3.00

Q2e - Please provide your level of agreement with the statements for the Research...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	2	2.00

Q2f - Please provide your level of agreement with the statements for the Mission...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	4.00	4.00	4.00	0.00	0.00	1	4.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee is fulfilling the duties outlined in its terms of reference.	2.00	2.00	2.00	0.00	0.00	1	2.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	1	1.00

Q2g - Please provide your level of agreement with the statements for the Planning...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	3.00	2.00	1.00	1.00	2	4.00
My committee has clear terms of reference.	1.00	2.00	1.50	0.50	0.25	2	3.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has access to information needed to make informed decisions.	1.00	4.00	2.50	1.50	2.25	2	5.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	2	2.00

Q2h - Please provide your level of agreement with the statements for the Strategi...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	1.00	1.00	0.00	0.00	2	2.00
My committee has clear terms of reference.	1.00	3.00	2.00	1.00	1.00	2	4.00
My committee's terms of reference are appropriate.	1.00	3.00	2.00	1.00	1.00	2	4.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	2.00	1.50	0.50	0.25	2	3.00
My committee has access to information needed to make informed decisions.	1.00	5.00	3.00	2.00	4.00	2	6.00
My committee has the necessary representation in its committee composition.	1.00	4.00	2.50	1.50	2.25	2	5.00

Q2i - Please provide your level of agreement with the statements for the Scholars...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	2.00	2.00	2.00	0.00	0.00	1	2.00
My committee has clear terms of reference.	2.00	2.00	2.00	0.00	0.00	1	2.00
My committee's terms of reference are appropriate.	2.00	2.00	2.00	0.00	0.00	1	2.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee has access to information needed to make informed decisions.	2.00	2.00	2.00	0.00	0.00	1	2.00
My committee has the necessary representation in its committee composition.	2.00	2.00	2.00	0.00	0.00	1	2.00

Q2j - Please provide your level of agreement with the statements for the Teaching...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	6.00	6.00	6.00	0.00	0.00	1	6.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	1	1.00
My committee has the necessary representation in its committee composition.	1.00	1.00	1.00	0.00	0.00	1	1.00

Q2k - Please provide your level of agreement with the statements for the Governan...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
My committee meets regularly.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has clear terms of reference.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee's terms of reference are appropriate.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee is fulfilling the duties outlined in its terms of reference.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has access to information needed to make informed decisions.	1.00	1.00	1.00	0.00	0.00	3	3.00
My committee has the necessary representation in its committee composition.	1.00	5.00	2.33	1.89	3.56	3	7.00

Q3 - Do you have any other comments on how the committee(s) you serve on function?

Do you have any other comments on how the committee(s) you serve on function?

I indicated 'somewhat agree' for meeting regularly on both committees, because we meet as needed to make decisions, and also review materials by email when possible. This hybrid structure worked fine, and we were able to complete tasks as needed.

The committee functions effectively overall. However, the Professor Emeritus has not attended meetings or contributed to committee discussions during my time on the committee. I believe this position could be more effectively filled by a current student or another staff/faculty. Having active and engaged members on this committee would enhance the discussion and selection process.

I am also an advocate for rotating committee membership while maintaining some returning members to provide continuity. This approach helps refresh perspectives and ensures the committee continues to benefit from both institutional knowledge and new viewpoints.

2026 Spring/Summer Election Results

Pursuant to the Academic Council Bylaw, the following elections were conducted between May and August 2026 to fill vacancies on Academic Council, its standing committees, and external governance bodies.

Academic Council Membership

Unit	Position	Term	Elected Member
Management and Organizational Studies	Faculty representative	2026-2029	Josephine Gemson
Sociology	Faculty representative	2026-2029	Lesley Bikos
Psychology	Faculty representative	2026-2027	Wendy Ellis
Social Work	Faculty representative	2026-2027	Akin Taiwo
Child and Youth Studies	Faculty representative	2026-2029	Jennifer Silcox
English, Writing, and French	Faculty representative	2026-2027	Ian Rae
History	Faculty representative	2026-2029	Nic Virtue
	Faculty representative	2026-2028	Adam Bohnet
Philosophy	Faculty representative	2026-2029	Gyongi Hegedus
Disability Studies	Faculty representative	2026-2029	Erika Katzman
Social Justice and Peace Studies	Faculty representative	2026-2029	Allyson Larkin
Thanatology	Faculty representative	2026-2029	Lisa McLean
KUCSC	At-Large	2026-2027	Ranah Omar
Part-Time Faculty Member		2026-2027	Donna Maynard
		2026-2027	Shahrzad Izadpanah
Non-Academic Staff Member		2026-2029	Natalie Spruce

Academic Council Committees

Committee	Position	Term	Elected Member
Appointments, Promotion & Tenure	FT faculty from Group A	2026-2027	Georgia Mouroutsou (Phil)
	FT faculty from Group B	2026-2029	Luisa Liboni (MEM)
Cardinal Carter Library Committee	Faculty from Social Sciences	2026-2029	Lisa McLean (Than)
	Faculty from Arts	2026-2029	Antonio Calcagno (Phil)
	Faculty from Social Work	2026-2029	Kofi Antwi-Boasiako
Governance and Nominating Committee	Faculty Member on Academic Council	2026-2029	Josephine Gemson * (MEM)
		2026-2027	*VACANT*
Mission Integration and Inclusion Committee	Faculty Member on Academic Council	2026-2029	Allyson Larkin * (CJPS)
Planning and Priorities Committee	Faculty Members on Academic Council	2026-2029	Josephine Gemson * (MEM)
	Student Member	2026-2027	Jennifer Silcox * (CYS)
Research Committee	Faculty Member from Psychology	2026-2029	Ranah Omar
	Faculty Member from Social Work	2026-2029	Loretta Norton
	Faculty Member from Management, Economics, and Math	2026-2029	Ruth Wilson *
		2026-2029	Jingjing Xu (MEM-Econ)

Committee	Position	Term	Elected Member
<i>Research Committee (Cont'd)</i>	Faculty Member from Philosophy, Religious Studies, or EFW	2026-2029	Ian Rae * (EFW)
	Faculty Member from PIR or History	2026-2029	Nic Virtue * (Hist)
	Faculty Member from SJPS, CYS, Disability Studies, or Than	2026-2029	Lisa McLean * (Than)"
Research Ethics Review Committee	RDE – Psychology	2026-2029	Laura Rosen
	RDE – Social Work	2026-2029	Stephanie Baird
	RDE – MEM	2026-2027	Jingjing Xu
	RDE – Sociology, Thanatology	2026-2029	Jordan Fairbairn (Soc)
	Community Member with no affiliation with King's	2026-2029	Alice van Deven
	Non-academic staff or professional officer	2026-2029	Laurie Bursch
Scholarship and Bursary Committee	Faculty member	2026-2029	Joshua Wyman (Psych)
Strategic Enrolment Management Committee	FT faculty members from different disciplines, with proportion from Academic Council	2026-2029	Joseph Turnbull * (Math&Stats)"
		2026-2029	Adam Bohnet * (Hist)
		2026-2028	*VACANT*
	Faculty Member	2026-2029	Jafar El Armali (MEM)
	Student representative	2026-2027	Himm Lai
Teaching Excellence Awards Committee	Professor Emeritus/a	2026-2028	Paul Werstine
	Faculty Member	2026-2028	Jafar El Armali (MEM)
	Faculty Member and prior TEA recipient	2026-2028	Trevor Hunter MEM (MOS)
	Student representative on Academic Council	2026-2027	Ranah Omar
	Alumnus and professional officer	2026-2028	Julia Eastabrook

Board of Directors

Governing Body	Position	Term	Elected Member
Board of Directors	Faculty Member	2026-2027	Allyson Larkin
	Professional Officer	2026-2029	Brandon Csendes
	Staff representative	2026-2028	Allison Powell

Western University Governance Bodies

Governing Body	Position	Term	Elected Member
Faculty of Arts & Humanities Council	Faculty at Assistant Professor or higher rank	2025-2027	K. Lysack
Faculty of Education Council	Faculty at Assistant Professor or higher rank	2026-2028	D. Ciufo (CYS)
Faculty of Social Science	Faculty hold rank of Lecturer or higher	2026-2029	Ben Muller

**VACANT* - seats that became vacant after the start of the academic term.*