

**Political Science 3394F**  
**Huron University College**  
**Canadian Federalism**  
**Course Outline**

**Prerequisites:** Pol. Sci. 2230E or 234E or 236E (or permission of department)

**Type:** Day Course (Essay/Seminar) Sept.9/19 to December 2/19

**Place:** W17

**Time:** Mondays 3.30-5.30pm

**Instructor:** **Dr. Robert F. Jonasson** Office: V125; ext. 248 (please call only during office hours)

Home E-mail address: rjonasso@uwo.ca (please e-mail anytime)

**Office Hours:** Mondays 2.30pm-3.30pm

**Political Science 3394F is a seminar course.** The course topic is federalism in Canada. The focus will be on Canada's experience and problems with federalism. We will also concentrate on federalism and its impact on many policy areas and groups in Canada. In an increasingly decentralized federal system, the challenge will be to preserve Canadian social and regional solidarity.

### **COURSE LEARNING OBJECTIVES**

By the end of this course, students will be able to identify key Canadian policy areas and their relationship to federalism. Students will be able to judge whether federalism helps or hinders such policy areas. Students will better understand the history and future directions of Canadian federalism. Students will be able to enhance their presentation and participation skills as part of a seminar class.

### **DESCRIPTION OF CLASS METHODS AND STRUCTURE**

Students will be doing one presentation over the entire course. Presentations should be 25-30 minutes long for each student **but some of you may be working in pairs.** The presenter(s) should cover the reading(s) and stimulate questions for a class discussion. You must use a handout sheet for your presentations (give to me and all students). **If you commit to a presentation and you do not present, you must have a valid excuse (like a doctor's note). Otherwise, the presentation gets a grade of zero.** In each class with a presentation, there will be an evaluation in the second hour. The evaluation will consist of an honest appraisal of the presentation given (refrain from getting personal though). About 30 minutes will be given for this.

### **GRADE BREAKDOWN:**

**1/ ESSAY: 12-15 double-spaced page paper due Friday, November 1, 2019 by 2.30pm under my office door (V125). The paper must be argumentative in form (you need a thesis statement). *The paper should look at some aspect of Canadian***

*federalism but it must not be on your presentation topic. worth 40% NOTE: there will be an essay info sheet on OWL*

**2/ PRESENTATION:** *worth 35%*

**3/ EVALUATIONS:** *worth 10%; NOTE: you may miss one of these without penalty, after this, each one missed is 1% penalty*

**5/ PARTICIPATION:** *worth 15% NOTE: those who participate in a marginal way only, can earn no more than 9 out of 15 marks here (but a less than marginal effort will result in an even lower grade)*

### **Required Readings:**

1/ Herman Bakvis and Grace Skogstad (eds.) **Canadian Federalism: Performance, Effectiveness, and Legitimacy. 3<sup>rd</sup> edition** (Oxford University Press, Don Mills, Ont.: 2012.)

Presenters must use the suggested readings **but since the readings are becoming out of date (as excellent as they are) they must also go beyond them in their presentations to update the topic.** All students and the professor must be given a copy of a presentation summary before the presentation.

Each presentation should give a background to the topic, present the issues and encourage the class to answer several discussion questions in the debate to follow the presentation.

### **Sept. 9**

- course introduction; presentation selections

### **Sept. 16**

- presentation assignments: expectations

### **Sept. 23**

- performance, effectiveness and legitimacy: **Ch. 1**

### **Sept.30**

- political economy: **Ch.2**

### **Oct. 7**

- Quebec: **Ch.3**

**Oct.14 - holiday**

**Oct. 21**

- courts: **Ch.5**

**Oct. 28 – essay help in class (no presentations)**

**Nov. 4 – Reading Week**

**Nov. 11**

- executive federalism: **Ch.17**

**Nov. 18**

- fiscal federalism: **Ch.7**

**Nov. 25**

- health care: **Ch.9**

**Dec.2**

- Aboriginals: **Ch.15**

#### GENERAL COURSE RULES AND SUGGESTIONS

The following rules are to be taken very seriously. They will be strictly enforced. Every student must be treated fairly; the rules below will ensure that all students will be treated in a just manner. If you follow the rules and suggestions laid out here, you will have a much better chance of doing well in the course. If you break the rules, you will suffer certain consequences.

1/ Do not be disruptive in class. After one warning, you will be asked to leave. Continual behavioral problems may lead to more severe consequences (eg. removal from the course).

2/ Come to class on time.

3/ Ask questions intelligently. The prof will let you know when questions can be asked (i.e. later in the lecture). Do not ask questions for the sake of asking them (i.e. to show 'interest', to 'stick out' etc.). Questions should contribute to the lecture. Questions about course material can usually be answered in this course outline.

4/ All grade values in the course outline are 'set in stone'. There will be no re-weighting or bell-curving. No extra assignments will be given. No items will be omitted from the final grade.

5/ All due dates (eg. essays, assignments, tests, exams) in the course outline are ‘set in stone’, unless they are moved to a later date by the instructor. Under no condition will due dates be made *earlier* than the dates indicated in the course outline.

6/ Do not assume your past (eg. past grades, experience level, age) is the key to your future performance. Profs assume everyone wishes high grades. Please do not indicate to the prof that you need or expect a certain grade in the course.

7/ All essays must be handed to the instructor in-class on the due date.

8/ All late papers must be handed into the essay drop-off box outside the office of the Arts and Social Sciences Administrative Assistants’ office, Room A116.

9/ The late penalty is 2% per working day (weekends do not count). **In all cases, the stamped date is the date which will be considered definitive when assigning late penalties. There is no exception to this rule.**

10/ The instructor has never lost a paper and will not accept that as an excuse. If you leave a paper in the drop box, you are advised to email the instructor to ensure that the paper has come into his possession. In other words, YOU are responsible for your paper up to and until the INSTRUCTOR has determined that he is in possession of it. Do not let other students hand in your papers unless you are willing to take the risk that it might not get to its destination.

11/ Emailed papers will only be accepted if you have been given *specific permission* by the instructor that this is acceptable. If you seek such permission you should make the request to the instructor. This option is only for the most rare and unusual circumstances and is subject to the complete discretion of the instructor.

12/ As indicated in the policy of the dept., there are some legitimate excuses which may allow students to get limited extensions for essays, tests and exams. **MOST MAJOR ITEMS IN THE COURSE MUST BE ACCOMPANIED BY AN OFFICIAL NOTE (eg. doctor’s note) which is shown to Academic Counselling.** Dates must be present to indicate the time period the student was affected. **Academic Counselling must approve your request before I will.**

13/ If an extension is warranted, the prof and the student will negotiate a time frame for submission. This time frame cannot be just what the student wants.

14/ I take all marking very seriously and I am unwilling to change a grade unless I have made a real error (eg. marked you down for a statement which is not wrong; marked you down for a grammatical error which is not wrong). Subjective feelings are not a valid basis for an appeal (eg. “I think you are too hard on me”; “I have never had a mark this low”). An appeal must go to me first. Your grade may go up, stay the same or go down (I would give then you an average of the old grade and the new grade). You may go down if I discover critical things I missed the first time.

**All appeals must be put into writing. I may take a day or more to make my decision. I do not discuss with students about their papers on the day I hand them back.**

15/ If you are a student with a serious concern, whether valid or not, and you are unable to keep up with the course for a long period of time, the prof strongly advises that you drop the course. Students who get too far behind generally do not finish in any case or receive an uncharacteristically low grade. Sometimes unfortunate events occur in our lives; try to persevere, but if you cannot, it is no shame to reduce your course load in certain situations.

**16/ If you are absent for any of the major graded assignments, you MUST seek accommodation from Academic Counselling in order to be accommodated.**

17/ Please do not ask the instructor for final grades (or final exam grades). These must be released by the Registrar's Office first.

18/ I will give students basic references (for jobs, student exchange programs etc.) if their grade is above 75% in a class in which I have taught them (final grade). **For all post-graduate references (law school, grad school, teachers' college etc.) and scholarships, students must have completed at least 3 courses (half or full) with me beyond 1020E and have a grade of 80% or better (as an average in the courses). If students took 1020E with me, they may or may not factor the grade in this class into their average, but they will need 3 more classes (half or full).** However, good character is an important consideration for promotion as well. I do not promote opportunists (eg. those who ask for higher grades without merit) or those with 'entitlement' attitudes. Make sure you give me at least 3 weeks notice for any deadlines and always give me all forms and postage. **I will do a maximum of 4 paper/online references for a student in a term.**



## **Appendix to Course Outlines: Academic Policies & Regulations 2019/2020**

### **Prerequisite and Antirequisite Information**

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enrol in it without

them, you may be removed from this course and it will be deleted from your record. If you enrol in this course despite having already taken an antirequisite you may be removed from this course and it will be deleted from your record. Removals for these reasons may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites or for having already taken the antirequisites.

### **Conduct of Students in Classes, Lectures, and Seminars**

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

In the classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time to be seated and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late, or knows that he/she will have to leave class early, be courteous: sit in an aisle seat and enter and leave quietly.

Please see the Code of Student Conduct at:

[www.huronuc.on.ca/sites/default/files/pdfs/Code%20of%20Student%20Conduct.pdf](http://www.huronuc.on.ca/sites/default/files/pdfs/Code%20of%20Student%20Conduct.pdf).

### **Technology**

It is not appropriate to use technology (such as, but not limited to, laptops, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and is distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

### **Attendance Regulations for Examinations**

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
  
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a

test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

Please see the policy on Attendance Regulations for Examinations here:  
[https://www.uwo.ca/univsec/pdf/academic\\_policies/exam/attendance.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf).

### **Class Cancellations**

In the event of a cancellation of class, every effort will be made to post that information on the OWL class site, is <https://owl.uwo.ca/portal> and on the Huron website at [www.huronuc.on.ca/about/accessibility](http://www.huronuc.on.ca/about/accessibility).

### **Academic Student Support Services**

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at [huronsss@uwo.ca](mailto:huronsss@uwo.ca). An outline of the range of services offered is found on the Huron website at: [www.huronuc.ca/student-life-campus/student-services/academic-advising](http://www.huronuc.ca/student-life-campus/student-services/academic-advising).

Department Chairs and Program Directors and Coordinators are also able to answer questions about their individual programs. Their contact information can be found on the Huron website at: [www.huronuc.ca/student-life-campus/art-social-science](http://www.huronuc.ca/student-life-campus/art-social-science) and at [www.huronuc.ca/student-life-campus/management-and-organizational-studies](http://www.huronuc.ca/student-life-campus/management-and-organizational-studies).

### **Adding / Dropping Courses**

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Huron website, [huronuc.ca/student-life-campus/student-services/academic-advising](http://huronuc.ca/student-life-campus/student-services/academic-advising) or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. Note that dropping a course may affect OSAP and/or Scholarship/Bursary eligibility.

### **Mental Health & Wellness Support at Huron and at Western**

Students who are stressed, emotionally distressed or in mental health crisis please refer to: [huronuc.ca/student-life-campus/student-services/health-wellness](http://huronuc.ca/student-life-campus/student-services/health-wellness) for a complete list of options

about how to obtain help, or email [Huronwellness@huron.uwo.ca](mailto:Huronwellness@huron.uwo.ca) to access your wellness staff directly.

Additional supports for Health and Wellness may be found and accessed at Western through [www.uwo.ca/uwocom/mentalhealth/](http://www.uwo.ca/uwocom/mentalhealth/).

Huron is committed to providing a safe, welcoming campus for students, staff and faculty by providing confidential assistance to those who have personal safety concerns. Providing a safe and welcoming campus for students, staff and faculty is one of Huron's top priorities.

The Student Emergency Response Team (SERT) provides medical response to 9-1-1 calls on Main, Brescia and Huron campuses which operates 24 hours a day, 7 days a week during the academic year. SERT is dispatched through the campus community Police Service (CCPS) to any medical emergency on campus at (519) 661-3300. For more information about SERT please visit: [sert.uwo.ca/about-sert/about-sert/](http://sert.uwo.ca/about-sert/about-sert/).

### **Statement on Academic Integrity**

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
- Helping someone else cheat;
- Unauthorized collaboration;
- Fabrication of results or sources;
- Purchasing work and representing it as one's own.

### **Academic Integrity: Importance and Impact**

Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive.

University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another's work or ideas is not only an offence

against the community of scholars and an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one's potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual's university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university's work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual's, and the public's, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university's reputation and ensuring public confidence in higher education.

**Students found guilty of plagiarism will suffer consequences ranging from a grade reduction to failure in the course to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Dean's Office, and this record of the offence will be retained in the Dean's Office for the duration of the student's academic career at Huron University College.**

### **Statement on Academic Offences**

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, as per the Academic Calendar:

[http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#SubHeading\\_189](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#SubHeading_189) .

### **Turnitin.com**

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for a detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com.

### **Computer-Marked Tests/exams**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

### **Clickers**

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

### **Policy on “Special” Accommodation**

Students who require **special** accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at: <http://www.sdc.uwo.ca/ssd/index.html> .

### **Policy on “Academic” Accommodation - Medical / Non-Medical Grounds**

Students who require academic accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at: <http://www.sdc.uwo.ca/ssd/index.html>.

- (a) **Medical Grounds for assignments worth 10% or more of final grade: Go directly to Huron Support Services/ Academic Advising, or email [huronsss@uwo.ca](mailto:huronsss@uwo.ca) .**

University Senate policy, which can be found at, [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf) , requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) .

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

- (b) **Accommodation on Medical Grounds for assignments worth less than 10% of final grade: Consult Instructor Directly**

When seeking accommodation on medical grounds for assignments worth less than 10% of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. The instructor may not collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor's decision is appealable to the Dean.

**(c) Non-Medical Grounds: Consult your Instructor directly.**

Where the grounds for seeking accommodation are not medical, the student should contact the instructor directly. Late penalties may apply at the discretion of the instructor. Apart from the exception noted below, academic advisors will not be involved in the process of accommodation for non-medical reasons.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the student should approach an academic advisor with any documentation available. The advisors will contact the instructor after the student's request is received, and will outline the severity and duration of the challenge without breaching confidence. The student will be informed that the instructor has been notified that significant circumstances are affecting or have affected the student's ability to complete work, and the student will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. Before denying a request for accommodation where documentation has been submitted to an academic advisor, the instructor will consult with the Dean. The instructor's decision is appealable to the Dean.

**Requests for Academic Consideration Using the Self-Reported Absence Form**

The full Policy on Academic Consideration for student Absences – Undergraduate Students in First Entry Programs is available at:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/Academic\\_Consideration\\_for\\_absences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf) .

Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing and submitting assignments, participating in presentations) should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours or less.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

- a. students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
- b. any absences in excess of the number designated in clause a above, regardless of duration, will require students to present a **Student Medical Certificate (SMC)**, signed by a licensed medical or mental health practitioner, detailing the duration and severity of illness, or appropriate documentation supporting extenuating circumstances to the Academic Counselling unit in their Faculty of registration no later than two business days after the date specified for resuming responsibilities. Please see section 4 below for more details.
- c. The duration of the excused absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
- d. The duration of the excused absence will terminate prior to the end of the 48 hour period should the student undertake significant academic responsibilities (write a test, submit a paper) during that time;
- e. The duration of an excused absence will terminate at 8:30 am on the day following the last day of classes each semester regardless of how many days of absence have elapsed;
- f. Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
- g. Self-reporting **may not be used** for assessments (e.g. midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course.
- h. students must be in touch with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form**, to clarify how they will be expected to fulfil the academic expectations they may have missed during the absence.

### **Important Dates and Directory at Huron and Western**

For a current and up-to-date list of important dates and campus directories, please visit:

- **Huron – Important Dates:** <https://huronuc.ca/important-dates-and-deadlines>
- **Western – Academic Calendar & Sessional Dates:**  
<http://www.westerncalendar.uwo.ca/SessionalDates.cfm>
- **Huron Directory – Faculty, Staff and Administration:**  
<https://huronuc.ca/index.php/contact/contact-directory>
- **Western Directory – Faculty, Staff and Administration:**  
<https://www.uwo.ca/directory.html>

