

Members are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas

BOARD OF GOVERNORS MEETING – OPEN SESSION

Date: Wednesday, April 24, 2024
Time: 10:00 a.m. – 12:00 p.m.
Place: Western Interdisciplinary Research Building,
 Room 3000/Zoom

Members of the community who wish to attend the open session remotely may request the Zoom meeting details by contacting secretariat@uwo.ca.

		Action	Time
1.0	Land Acknowledgement		
2.0	Approval of Agendas and Minutes		5
2.1	Adoption of Agenda – Open Session	Approval	
2.2	Approval of the Open Session Minutes of the Meeting of February 1, 2024	Approval	
2.3	Business Arising from the Minutes		
3.0	Report of the President	Information	15
	o Update on the Brescia-Western Integration		
4.0	Committee and Senate Reports		
4.1	Report of the Property and Finance Committee		
4.1(a)	University Operating and Capital Budgets and Fees for 2024-2025		25
	4.1(a)(i) 2024-25 Operating and Capital Budgets	Approval	
	4.1(a)(ii) 2024-25 Program Specific Fees and Other Supplemental Fees	Approval	
	4.1(a)(iii) Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies: 2024-25 Budgets	Approval	

	4.1(a)(iv)	Annual Report and Recommendations of the Student Services Committee	Information	
	4.1(b)	Bill S-211 – Fighting Against Forced Labour and Child Labour in Supply Chains Act	Approval	10
	4.1(c)	Revisions to MAPP 2.8 – Procurement and Materials Services	Approval	10
4.2	Report of the Governance and By-Laws Committee			
	4.2(a)	Revision to By-Law No. 1	Approval	5
	4.2(b)	Governance of McIntosh Gallery	Approval	10
4.3	Report of the Audit Committee			
	4.3(a)	Campus Safety and Emergency Services Annual Report	Information	10
5.0	Unanimous Consent Agenda			5
5.1	Items from the Property and Finance Committee			
	5.1(a)	New Scholarships, Awards, and Prizes	Information	
	5.1(b)	Standard and Poor’s (S&P) Credit Rating Report	Information	
5.2	Items from the Fund Raising and Donor Relations Committee			
	5.2(a)	Fund Raising Quarterly Report (Q3)	Information	
	5.2(b)	Naming Opportunities	Information	
5.3	Items from the Senior Policy and Operations Committee			
	5.3(a)	University Discipline Appeals Committee (UDAC) Membership	Approval	
	5.3(b)	McIntosh Gallery Committee Appointment	Information	
5.4	Items Referred by Senate			
	5.4(a)	Subcommittee on Enrolment Planning and Policy (SUEPP) Report	Information	

5.4(b)	Faculty of Health Sciences: Approval for the Creation of a New School Named the Brescia School of Food and Nutritional Sciences	Approval
5.4(c)	Vice-Provost's Annual Report on Faculty Recruitment and Retention	Information
5.4(d)	Report of the Subcommittee on Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2023-24	Information
5.4(e)	Advice re: 2024-25 University Operating and Capital Budgets	Information
5.4(f)	Introduction of a Master of Teaching and Learning (MTL)	Approval
5.4(g)	Honorary Degree Recipients – Spring 2024	Information

6.0 [Items Removed from the Consent Agenda](#)

7.0 Questions from Members for the Open Session

8.0 Other Business

9.0 Adjournment to Closed Session

Lunch (12:00 p.m. to 1:00 p.m.); Closed Session (1:00 p.m. to 4:00 p.m.)

ITEM 1.0 - Land Acknowledgement

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Ken Yeung will offer a land acknowledgement or reflection.

Land Acknowledgement Volunteer Schedule:

June 27, 2024 – Effie Sapuridis

Dr. Christy Bressette, the Vice-Provost and AVP (Indigenous Initiatives), has indicated that it is important to remind ourselves regularly of our commitment to reconciliation and decolonisation, and to ensure that these objectives remain central in our collegial decision-making.

In the spring of 2021, the recommendation to offer a land acknowledgement was extended to the Board’s committees.

Members of the Governance and By-Laws committee were broadly supportive of this practice, while also being mindful that land acknowledgments should be meaningful and dynamic, and not simply a rote exercise.

Some suggestions for practices that might be most meaningful and relevant to the Board and committees are:

- a land acknowledgement
- a reminder of one or more of the TRC Calls to Action, particularly those relating to education
- a reminder of elements of Western’s Indigenous Strategic Plan
- a reference to local Indigenous culture or narratives

Western Land Acknowledgement:

We/I acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-NISH-in-a-bek), Haudenosaunee (HO-den-no-SHOW-nee), Lūnaapéewak (Len-AHPAY-wuk) and Chonnonton (Chun-ONGK-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. This land continues to be home to diverse Indigenous peoples (e.g., First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors of our society.

ITEM 2.1 - Adoption of Agenda – Open Session

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That the Agenda for the Open Session be approved as circulated.

ITEM 2.2 - Approval of the Open Session Minutes of the Meeting of February 1, 2024

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That the open session minutes of the meeting held February 1, 2024, be approved, as circulated.

ATTACHMENT(S):

[Open Session Minutes of the Meeting of February 1, 2024](#)



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

FEBRUARY 1, 2024 – OPEN SESSION

The meeting was held at the Western Interdisciplinary Research Building, Room 3000 and on Zoom.

- PRESENT: Keith Gibbons, Chair
Amy Bryson, Secretary
- | | |
|----------------------------|------------------------------|
| Michelle Banik | Kelly Meighen |
| Susan Bennett | Stephen Pitel |
| Arzie Chant | Geoff Pollock |
| Ethan Chen | Stephen Poloz |
| Susan Clarke | Terry Rice |
| Greg Dick | Cecil Rorabeck |
| Ed Goehring | Alan Shepard |
| Lori Higgs | Sarah Shortreed (Vice-Chair) |
| Beth MacDougall-Shackleton | David Simmonds |
| Marlene McGrath | Ken Yeung |
- Regrets: Kenisha Arora, Cameron Bailey, Lee Greenberg, Josh Morgan, Effie Sapuridis
- By Invitation: Althea Blackburn-Evans, Ruban Chelladurai, John Doerksen, Paul Eluchok, Lynn Logan, Jane O'Brien, Florentine Strzelczyk, Caroline Whippey
- Secretariat Resource: Kseniia Kotsiuruba

Chair K. Gibbons called the meeting to order at 10:00 a.m.

1.0 **Land Acknowledgement**

B. MacDougall-Shackleton offered a reflection and land acknowledgement.

2.0 **Approval of Agendas and Minutes**

2.1 **Adoption of Agenda – Open Session**

Moved by A. Chant, seconded by L. Higgs:

That the agenda for the open session be approved, as circulated.

CARRIED

2.2 **Approval of the Open Session Minutes of the Meeting of November 16, 2023**

Moved by M. Banik, seconded by T. Rice:

That the open session minutes of the meeting of November 16, 2023, be approved, as circulated.

CARRIED

2.3 **Business Arising from the Minutes**

None.

3.0 **Report of the President**

A. Shepard, President & Vice-Chancellor, referred to the written report provided in advance of the meeting. He highlighted several items from the report including Western being named as one of Southwestern Ontario's best employers. He thanked and recognized Human Resources and Faculty Relations staff for their work in welcoming Brescia staff and faculty. He also highlighted Western's high QS rankings for sustainability both internationally and nationally.

A. Shepard advised there has not been a formal response from the Government of Ontario to the Blue-Ribbon Panel recommendations. On a positive note, he shared how recent lobbying efforts have resulted in changes to eligibility criteria that now permit universities to apply for low-cost federal loans for student housing.

Board members acknowledged Western's employee groups for their contributions in ensuring Western is a top employer.

4.0 **COMMITTEE AND SENATE REPORTS**

4.1 **ITEM FROM THE GOVERNANCE AND BY-LAWS COMMITTEE**

4.1(a) **Principles of Engagement Statements for Board Members, Board Chair, and Board Committee Chairs**

D. Simmonds presented for approval revisions to the Principles of Engagement Statements for Board Members, Board Chair, and Board Committee Chairs.

Questions of clarification regarding the proposed edits were addressed by D. Simmonds and A. Bryson.

Moved by D. Simmonds, seconded by M. McGrath:

That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the revisions to the *Principles of Engagement for Members of the Board of Governors; Principles of Engagement for the Board Chair; and Principles of Engagement for Board Committee Chairs* as presented in item 4.1(a).

CARRIED

4.2 **ITEM FROM THE PROPERTY AND FINANCE COMMITTEE**

4.2(a) **Key Financial Indicators Report**

L. Logan, Vice-President (Operations & Finance), presented the Key Financial Indicators report noting it is a culmination of the financial monitoring/compliance reporting that is provided to the Audit and Property and Finance Committees throughout the year.

L. Logan noted there are some changes to the reporting resulting from the new Financial Accountability Framework implemented by the Ministry of Colleges and Universities. She further advised that Western continues to advocate for improvements/refinements to the framework.

In response to a question, L. Logan confirmed the reporting requirements through the Financial Accountability Framework were implemented in response to the Auditor General report on Laurentian University and that the reporting is annual.

4.3 **ITEM FROM THE AUDIT COMMITTEE**

4.3(a) **Western Office of the Ombudsperson Annual Report 2022-23**

S. Bennett presented, for information, the report of the Western Office of the Ombudsperson that is presented annually to the Audit Committee.

A Board member raised concerns that staffing levels in the Office of the Ombudsperson have not changed in over 20 years, while the student population has increased.

5.0 **UNANIMOUS CONSENT AGENDA**

Moved by T. Rice, seconded by S. Shortreed:

That the items listed in the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

5.1 **ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE**

5.1(a) **New Scholarships, Awards, and Prizes**

The report on the terms of reference approved by the Property and Finance Committee for the new donor-funded scholarships, awards, and prizes was received for information.

5.1(b) **Ancillary Financial Report**

The Ancillary Financial report was received for information.

5.1(c) **Update on Operating Budget as of December 31, 2023**

The update on the operating budget as of December 31, 2023 was received for information.

5.1(d) **Annual Report on Trademark Licensees doing Business with the Western Bookstore**

The annual report on trademark licensees doing business with the Western Bookstore was received for information.

5.1(e) **Report of the Investment Committee**

The report of the Investment Committee was received for information.

5.1(f) **Investment Committee Membership**

A report on the approved reappointment of Douglas Porter to the Investment Committee, by the Property and Finance Committee, was received for information.

5.1(g) **Faculty Scholar Awards**

By unanimous consent and on the recommendation of the Property and Finance Committee, the Board of Governors approved the addition of three (3) Faculty Scholar Awards as outlined in item 5.1(g).

5.1(h) **Evolution of Work Teaching Scholar**

A report advising the Board of Governors of the approved establishment of the Evolution of Work Teaching Scholar with an appointment in the Ivey Business School, by the Property and Finance Committee, was received for information.

5.2 ITEM FROM THE FUND RAISING AND DONOR RELATIONS COMMITTEE

5.2(a) Fund Raising Quarterly Report (Q2)

The quarterly report on fund raising at October 31, 2023 was received for information.

5.3 ITEM FROM THE SENIOR POLICY AND OPERATIONS COMMITTEE

5.3(a) Board Succession Planning Update

A summary of the identified qualities to be considered when filling external Board member vacancies was received for information.

5.4 ITEMS REFERRED BY SENATE

5.4(a) Annual Report of the University Librarian

The annual report of the University Librarian was received for information.

5.4(b) Report of the Academic Colleague

A report summarizing the October and December 2023 meetings of the Academic Colleague was received for information.

5.4(c) Academic Administrative Appointments

A report regarding the academic administrative posts approved, on behalf of the Board of Governors, since the last Board meeting and as of January 19, 2024 was received for information.

5.4(d) Annual Report of the Office of Academic Quality and Enhancement (OAQE)

The annual report from the Office of Academic Quality and Enhancement was received for information.

5.4(e) School of Graduate and Postdoctoral Studies: Introduction of a new degree designation of Master of Kinesiology (MKin) (Major Modification to the Course-Based Master of Arts (MA) and Master of Science (MSc) in Kinesiology)

By unanimous consent and on the recommendation of Senate, the Board of Governors approved that effective September 1, 2023, a new degree designation of Master of Kinesiology (MKin) be introduced as shown in item 5.4(e).

6.0 **ITEMS REMOVED FROM THE CONSENT AGENDA** – None.

7.0 **QUESTIONS FROM MEMBERS FOR THE OPEN SESSION**

In response to a question regarding Western’s investment strategy, Administration advised that the policy approved by the Board in April 2022 is currently being implemented. The policy direction will be reviewed no earlier than 2025.

8.0 **OTHER BUSINESS**

None.

9.0 **ADJOURNMENT TO CLOSED SESSION**

On motion, the meeting adjourned at 10:22 a.m.

K. Gibbons
Chair

A. Bryson
University Secretary

ITEM 2.3 - Business Arising from the Minutes

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

There is no business arising from the minutes of the previous meeting.

ITEM 3.0 - Report of the President

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

A. Shepard, President & Vice-Chancellor, will provide a verbal update.

ATTACHMENT(S):

[Report of the President](#)

REPORT OF THE PRESIDENT

To: Board of Governors
From: Alan Shepard
Date: April 18, 2024
Re: President's Report

Dear Members of the Board,

Following are some noteworthy developments since my last report for the Board meeting of February 2, 2024.

Canada Foundation for Innovation Funding: a new investment of **\$14.7 million** will support five Western projects including tracking wildlife, biotherapeutics, state-of-the-art neuroimaging tools, mouse translational research models, and a research institute with children (King's).

\$3 million Lazarovits Chair - transforming care for transplant patients: investments from London Health Sciences Centre, Lawson Health Research Institute and Western have established the *Andrew Lazarovits Chair in Immunobiology and Transplantation* in honour of the late Dr. Andrew Lazarovits. The inaugural chair holder is Dr. Alp Sener, head of urology at Schulich, LHSC and St. Joseph's Health Care, and a surgeon/researcher with LHSC's Multi-Organ Transplant Program. The chair will help accelerate transplant research.

\$2.1 million from NSERC and NRCan: Samantha Gateman (Science) and **Hamid Abdolvand** (Engineering) both received grants from the NSERC-NRCan partnership to fund research on small modular reactors. The program supports small reactor development to position Canada as a clean energy leader and to support the decarbonization of provincial energy grids. The grants will also bring an additional **\$1.36 million** in cash and in-kind support from partners.

Canada Research Chairs named, renewed: **adam bell** (Music), **Katarina Grolinger** (Engineering), **Yanping Li** (Science), **Lindsay Nagamatsu** (Health Sciences), **Angela Roberts** (Science, Health Sciences), and **Ayan Sadhu** (Engineering) were named to new Canada Research Chairs. **Katsu Goda** (Science) and **Haojie Mao** (Engineering) were renewed.

Western draws top number of Early Researcher Awards: Western was one of two Ontario universities to attract the highest number of Early Researcher Awards, with 10 faculty receiving up to \$100,000, matched by an additional \$50,000 from Western. Congratulations to **Lindsay Bodell**,

Emma Duerden, Marcus Drover, Yolanda Hedberg, Jibrán Khokhar, Daniel Langhor, Carrie Anne Marshall, Mohammad Reza Najafi, Eva Pila, and Taylor Schmitz.

Launching Western's Nuclear Hub: Western's Nuclear Hub was launched at an event in March with researchers, academic, industry, government, and Indigenous partners. The event focused on identifying core strategies for developing a plan to ensure Canada remains a leader in nuclear research and innovation. The hub will forge relationships to provide training for highly qualified personnel in the nuclear sector.

RECAP Program: Western Research launched the **Research Engagement Collaborative Alliance with Partners (RECAP)** program in February, bringing together more than 50 researchers and representatives of local community groups. Supported by Western's strategic priorities fund, RECAP will foster partnerships in research with impact locally, nationally, and internationally.

Western strengthens collaborations in Uganda: Western signed a memorandum of understanding on March 21, 2024, with Makerere University, Uganda's largest and oldest institution of higher learning. The MOU broadens Western's existing partnership with Makerere including Schulich Medicine & Dentistry's formal agreement signed in 2006.

Accolades: Congratulations to the following Western community members who, among others, have received special honours and awards in recent weeks:

- **Carolyn McLeod** (Arts & Humanities), **Frank Beier** (Schulich), **Michelle Mottola** (Health Sciences, Schulich) named *Distinguished University Professors* in recognition of their leadership, research excellence, and community service.
- **Vladimir Hachinski** (Schulich) received the *2024 Ryman Prize*, a New Zealand-based award recognizing his contributions to advancing brain health and healthy aging.
- **Maxwell Smith** (Health Sciences) appointed *CIHR Chair in Applied Public Health*.
- **Tom Appleton** (Schulich) awarded the Canadian Rheumatology Association's *Emerging Investigator Award*.
- **Miodrag Grbic** (Science) received the *Order of Karadjordje* from the Republic of Serbia for his contributions to genomics.
- **Chris Watling** (Schulich) appointed Chief Executive Officer of the Royal College of Physicians and Surgeons of Canada, effective July 1, 2024.
- A coin design created by **Soheila Esfahani** (Arts & Humanities) was selected for the Royal Canadian Mint's collection, *Celebrating Canada's Diversity*.

- **Ryan Stevenson** (Social Science) received one of eight 2024 *Dorothy Killam Trust Fellowships*, supporting his research on children’s perception and brain development – especially those with autism, attention-deficit hyperactivity disorder, or cochlear implants.
- **Yolanda Hedberg** (Science) received the 2024 *Fred Beamish Award* from the *Chemical Institute of Canada* for innovation in the field of analytical chemistry.
- **Opiyo Oloya** named to the *100 Most Influential Black Canadians* list for 2023-2024 by AfroGlobal Television.
- Students **Riddhi Gadre**, **Glen Dsouza**, **Jaimy Hannah**, and **Maxine Montpetit** won Western’s inaugural *President’s Challenge* with a pitch for mobile diagnostic imaging.
- Students **Kierra Holowachuk** (Engineering, Ivey) and **Allison Pert** (Science), along with faculty member **Julie Strychowsky** (Schulich) received *Western’s 2024 Green Awards*.
- Western student **Aisha Imana** (Social Science) and alumna, **Ziyana Kotadia**, selected by *Young Democrats of Canada* to attend the *UN Commission on the Status of Women* in New York City March 11 to 22.
- Western alumni **Lori Bieda**, **Tara Deakin**, **David Simmonds**, **Mahima Poddar**, and **Mark Miller** named among recipients of the 2024 *Best Executive Awards* by the *Globe and Mail Report on Business* magazine.
- Alumna and former Chancellor, **Linda Hasenfratz**, appointed Chair of the Canadian Advisory Board of Catalyst Canada.
- **Tassneem Hamed** (BSc’22) received a *Zenith Fellowship* from the Zenith Canada Pathways Foundation, which promotes equity, diversity, and inclusion in Canada’s space sector.
- **Derrick Emsley** (HBA’12), co-founder of Tentree, awarded *Ivey Worldchangers Award*.
- Alumna **Diane Silva** appointed President and CEO of London Community Foundation.
- **Gillian Riley** (BA’89) named a recipient of the *Corporate Leadership Award* as part of the *Women of Distinction Awards*, YMCA Toronto.
- **Paul Wells** (BA’89) awarded the *Hyman Solomon Award for Excellence in Public Policy Journalism* from the Public Policy Forum.
- **Sandra Datars Bere** (BA’87, MPA’06) appointed City Manager for the City of London.
- **Andrew Irvine** (MBA’02) appointed Chief Executive Officer of National Australia Bank.

- **Michael J.B. Carnegie** (LLB'98) and **Evelyn Ten Cate** (LLB'92) appointed judges of the Superior Court of Justice of Ontario in London.
- Mustangs Track & Field Head Coach **Vickie Croley** received both the *Bob Vigars* and *Sue Wise Coach of the Year Awards* at the *OUA Track & Field Championships*.
- Longtime Mustangs golf coach, **Jim Waite**, received the 14th annual *London Ontario Golf Heart Award* in recognition of his contributions to the sport in Southwestern Ontario.
- *Western Gazette* student newspaper named **Publication of the Year** at national *John H. McDonald Awards*, alongside the University of Guelph's *The Griff*.
- Congratulations to the following staff who received 2023 *Western Awards of Excellence*:
 - **Diane Mills** (Don Wright Faculty of Music)
 - **Erika Hill** (Department of Geography & Environment)
 - **Fay Harrison** (BrainsCAN)
 - **Heidi Van Galen** (Department of History)
 - **Louise Koza** (Human Resources)
 - **Sridhar Ramamurthy** (Surface Science Western)
 - **Sylvia Kontra** (Department of Languages & Cultures)
 - **Western Technology Services Moves, Adds & Changes Team: Chris Hromlak, Dallas Heywood, Heather Woods, Kifle Mekuria, Levi Otten, Paul Hill, Ricky Price, Robert Vanderminnen, and Sarah Hodgson**

Leadership updates:

Professor Laretta Frederking has been appointed Senior Executive Advisor, Strategic Initiatives and Projects. As a special advisor to the Provost, this appointment is effective November 1, 2024 until October 31, 2027. As President of Brescia University College, Laretta has led the Brescia community through the integration with Western and ensured the legacy of the Ursuline Sisters will continue. We look forward to welcoming her to Western.

Erika Chamberlain, Dean of Law, announced plans to step down as of June 30, 2024. **Andrew Botterell** has accepted an invitation from Provost & Vice-President (Academic) Florentine Strzelczyk to serve as Acting Dean for a one-year term, effective July 1, 2024.

Jayne Garland, Dean of Health Sciences, also announced plans to step down effective March 31, 2025. A selection committee will be formed to begin the recruitment process for the next Dean.

Thank you to both Erika and Jayne for their continuing dedication and service to the University.

Julian Birkinshaw was selected as the next Dean of Ivey Business School, effective August 1, 2024. We thank Sharon Hodgson for her leadership as Dean of Ivey over the past five years.

Ileana Paul has accepted an invitation from Provost & Vice-President (Academic) Florentine Strzelczyk, to serve as Acting Dean of the Faculty of Arts & Humanities for a two-year term beginning July 1, 2024, following the conclusion of Jan Plug's tenure as Acting Dean.

Amrit Ahluwalia was named the new Executive Director of Western Continuing Studies (WCS), effective March 25, 2024.

Alex Irving has been named Western's new Executive Director of Government Relations and will begin his role April 22, 2024.

Geoffrey Little has been named Vice-Provost (Libraries) and Chief Librarian. His five-year term begins July 22, 2024.

Karen Bertrand has been appointed Vice-President (University Advancement), effective August 1, 2024.

Meanwhile, review/selection committees are in the process of being formed for the Deans of Education, Health Sciences, Law, and the Schulich School of Medicine & Dentistry.

ITEM 4.1(a) –University Operating and Capital Budgets and Fees for 2024-2025

ACTION: APPROVAL INFORMATION DISCUSSION

4.1(a)(i) 2024-25 University Operating and Capital Budgets

4.1(a)(ii) 2024-25 Program Specific Fees and Other Supplemental Fees

RECOMMENDED: That the Board of Governors approve the 2024-25 University Operating and Capital Budgets ([Item 4.1\(a\)\(i\)](#)) and the proposed Program Specific Fees and Other Supplemental Fees for 2024-25 ([Item 4.1\(a\)\(ii\)](#)).

4.1(a)(iii) 2024-25 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies

RECOMMENDED: That the Board of Governors approve the 2024-25 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in [Item 4.1\(a\)\(iii\)](#), Table 1,

And,

That the ancillary fees collected by the University will be as detailed in [Item 4.1\(a\)\(iii\)](#), Table 2 for full-time students and Table 3 for part-time students as supported by the Student Services Committee.

EXECUTIVE SUMMARY:

The operating and capital Budgets, budgets for student-fee funded units, ancillaries, academic support units and associated companies, and the setting of tuition fees are under the purview of the Board of Governors and are approved annually.

Senate, at its meeting on April 19, 2024, reviewed the 2024-25 University Operating and Capital Budgets and offered its advice to the Board as outlined in [Item 5.4\(e\)](#).

The Annual Report and Recommendations of the Student Services Committee ([Item 4.1\(a\)\(iv\)](#)) provides a detailed explanation regarding the recommended Full-Time Student Activity Fee Rates shown in tables 2 and 3 of [Item 4.1\(a\)\(iii\)](#).

Note: Supplemental Fees and Other Charges, shown in the Program Specific Fees and Other Supplemental Fees report are approved by the President throughout the year, as authorized under the Student Fees Policy (MAPP Policy 2.4). These are reported for information.

ATTACHMENT(S):

[4.1\(a\)\(i\) 2024-25 Operating and Capital Budgets](#)

[4.1\(a\)\(ii\) 2024-25 Program Specific Fees and Other Supplemental Fees](#)

4.1(a)(iii) Student Fee Funded Units, Ancillaries, Academic Support Units and
Associated Companies: 2024-25 Budgets

Includes:

Summary of Student Organization Ancillary Fee Increases (one page slide)

4.1(a)(iv) Annual Report and Recommendations of the Student Services Committee



Western
UNIVERSITY • CANADA

2024-25 Operating and Capital Budgets

March 31, 2024

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ACRONYMS used in University Budget Document

	Acronym	Description
1	AI	Artificial Intelligence
2	APF	Academic Priorities Fund
3	APPF	Academic Planning, Policy, & Faculty
4	AQ	Additional Qualification Courses in the Faculty of Education
5	B.Ed.	Bachelor of Education Program/Degree
6	B.L.U.E.	Black Student Leadership University Experience
7	CFI	Canada Foundation for Innovation
8	CRCs	Canada Research Chairs
9	CRV	Current Replacement Value (of Buildings)
10	CSD	Communication Sciences and Disorders Program
11	DM	Deferred Maintenance
12	Ed.D.	Doctor of Education Degree
13	EDI	Equity, Diversity, and Inclusion
14	EDID	Equity, Diversity, Inclusion, and Decolonization
15	EFB	Employee Future Benefits
16	EMBA	Executive Master of Business Administration Degree/Program
17	FIMS	Faculty of Information & Media Studies
18	FRSF	Federal Research Support Fund
19	FTE	Full-Time Equivalent
20	HBA	Honours Business Administration Degree/Program
21	HR	Human Resources
22	IBA	Inflationary Budget Adjustment
23	ITIF	Information Technology Infrastructure Fund
24	LMS	Learning Management System
25	LRSP	Long-Range Space Plan
26	MA	Master of Arts Degree
27	MBA	Master of Business Administration Degree/Program
28	M.Cl.Sc.	Masters in Clinical Sciences Degree
29	MCU	Ministry of Colleges and Universities
30	MD	Doctor of Medicine Degree/Program
31	MEng	Master of Engineering Degree/Program
32	MESc	Master of Engineering Science Degree
33	MMI	Maintenance, Modernization, and Infrastructure
34	MN	Masters in Nursing Degree
35	MOS	Management & Organizational Studies Program
36	MPT	Masters in Physical Therapy Degree
37	MSc	Master of Science Degree
38	MSOF	Major Strategic Opportunities Fund
39	OT	Occupational Therapy (School/Program)
40	PAL	Provincial Attestation Letter (in support of international student study permits)
41	Ph.D.	Doctor of Philosophy Degree
42	PSE	Post-Secondary Education
43	PT	Physical Therapy (School/Program)
44	RISF	Research Infrastructure Support Fund
45	SSHRC	Social Science and Humanities Research Council
46	STEM	Science, Technology, Engineering, and Mathematics
47	SUPF	Support Unit Priorities Fund
48	U.C.	University College
49	UCC	University Community Centre
50	USC	University Students' Council
51	USRI	Undergraduate Summer Research Internship Program
52	WAFAR	The Western Academy for Advanced Research

2024-25 Operating Budget

Western continues to be guided by the priorities outlined in our **Strategic Plan – Towards Western at 150** – and is focused on its commitment to an outstanding student experience, scholarship, research, and creativity. The dedicated efforts made by all members of our university community have enabled the university to maintain those commitments as we look ahead to building a stronger university.

The last three university budgets started the process of investing in our strategic plan priorities and this budget builds on those investments.

The current budget makes additional significant investments in our strategic plan priorities including:

- Support for enrolment growth
- International student recruitment
- Scholarship/research/creativity
- Student financial support
- Educational partnerships with local organizations
- Infrastructure to accommodate growth

These investments are critical to Western’s ongoing commitment to pursue the various components of our mission as a leading research university.

A. Planning and Budgetary Context

The recently completed planning process leads us forward to the second year of the 3-year budget/planning cycle – spanning the period 2023-24 through 2025-26. In the summer of 2022, our Faculties and Support Units submitted Academic and Operational Plans in alignment with our strategic plan – and the priorities in those plans have formed the basis for the 3-year university plan.

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The Operating Reserve at the end of the current year (2023-24) is projected to be \$51.4 million – which is \$9.8 million higher than the budgeted figure of \$40.6 million. The higher level is primarily due to a year-end one-time \$9.9 million grant from the Provincial Government to recognize unfunded students in STEM programs. Excluding this one-time grant – which was announced on February 26, 2024 as part of a PSE stabilization funding program – the in-year position is projected to be a balanced budget.

Looking ahead to 2024-25, we have developed the University budget with the following general assumptions regarding revenues:

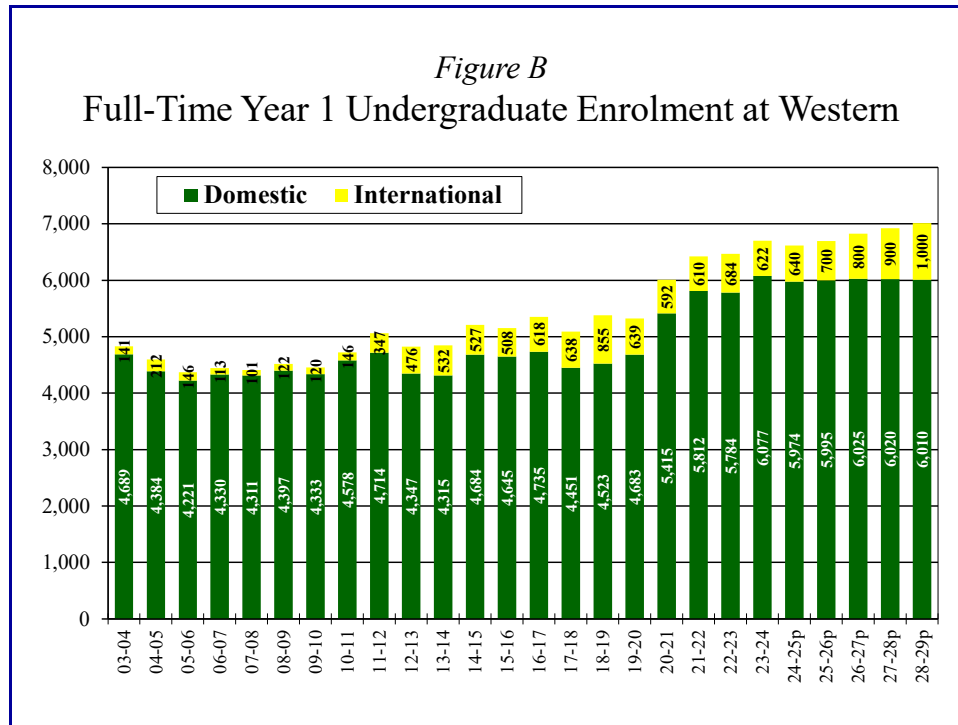
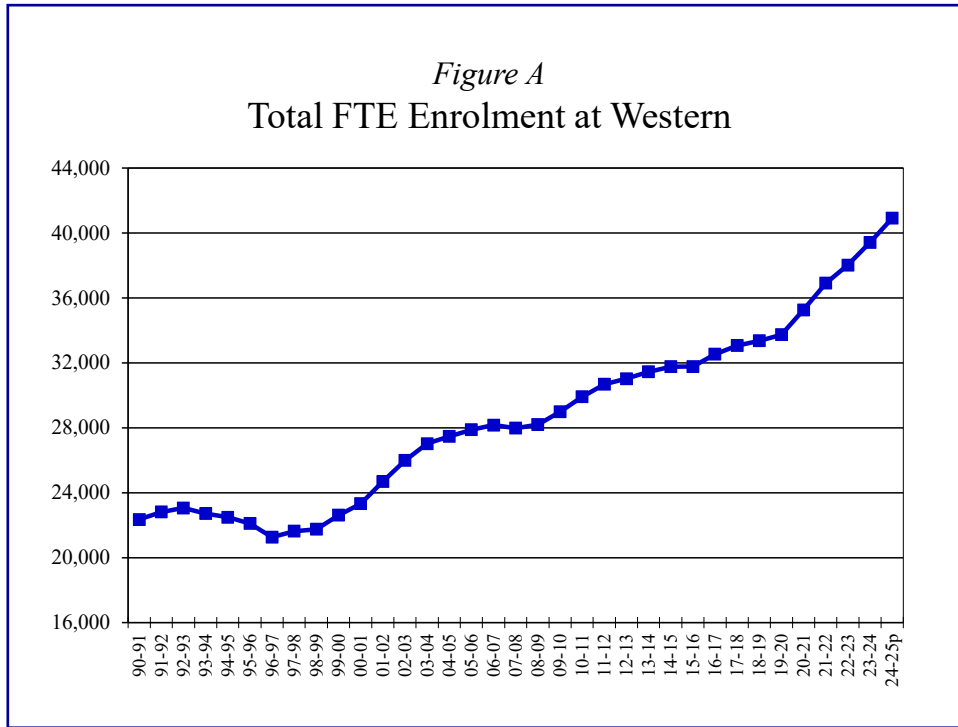
- Under the Provincial Government’s corridor-based block-grant funding system, our overall core on-going provincial grants will remain frozen at the 2016-17 level.
- The Province’s tuition framework rolled back domestic tuition rates by 10% in 2019-20 and the rates were kept constant (at the reduced levels) in 2020-21 through 2023-24. Government has confirmed that domestic tuition rates for Ontario students will remain frozen from 2024-25 through 2026-27 – making it a total of 8 years of no change to domestic tuition rates.

- Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class for 2024-25 is expected to be about 6,600 students (which includes about 640 international students) and the graduate enrolment plan is the aggregate of the plans developed by the Faculties – which is a growth of over 230 students and supports our research aspirations. Total full-time enrolment (undergraduate and graduate) is projected to increase by just over 1,400 in 2024-25. This figure includes about 700 students expected to join Western – from Brescia University College – as part of the integration of Brescia into Western, effective May 1, 2024.
- The Brescia-Western Integration is projected to have the following impacts on our revenue in 2024-25: Government Operating Grants – addition of \$8.8 million; Affiliation Fee Transfer to Western – loss of \$2.6 million; estimated tuition from Brescia students continuing at Western – addition of \$4.2 million; estimated tuition from incremental year 1 students to replace the year 1 class at Brescia – addition of \$1.4 million; and all other revenues – addition of \$0.4 million. The net impact is the addition of about \$12.2 million to our operating revenues.
- As noted earlier, in late February, the Provincial Government announced one-time funding investment in Ontario's Universities. Western's estimated allocations are: \$9.9 million for unfunded STEM students in 2023-24 and allocations from a PSE Sustainability Fund over the next three years – \$8.4 million in 2024-25, \$14.2 million in 2025-26, and \$20.0 million in 2026-27.
- In late-January, the Federal Government announced its intention to limit international student permits – which would apply only to undergraduate students seeking new study permits to come to Canada. Ontario, which had the largest impact, recently allocated set numbers of Provincial Attestation Letters (PALs) to its universities – which will allow off-shore international students to apply for study permits and then (if successful) be able to enrol in Ontario's universities. Western's PAL allocation is 848 – and an additional 210 PALs were allocated (in total) to Huron and King's University Colleges. Our analysis indicates that, with this allocation, we should be able to achieve the 640 first-year international target noted above.

At Western, our integrated approach to planning serves us well. We continue to focus our budget planning on our strategic priorities. Our approach to enrolment planning allows us to make significant enhancements to the quality of education and the educational experience we offer our students:

- Recruitment of outstanding undergraduate students is a high priority. The average entering grade of our incoming class in the fall of 2022 was 91.7%, well above the Ontario average.
- Over 92% of our first-year students continue into their second year. Our retention rates are amongst the highest in Canada and much higher than at our peer institutions in the United States.
- Graduation rates of our undergraduate students have been steadily increasing and they are currently much higher than the average of peer universities in Canada and the United States. About 84% of Western's 2016-17 entering cohort graduated within 6 years.
- We are continuing to invest in international undergraduate recruitment to grow international enrolments while also diversifying geographical source and program destination. At present, about 9% of our undergraduate enrolment is international. Our Strategic Plan aspires to reaching 20% international undergraduate students.
- Expansion of graduate enrolments in areas of demand and capacity continues to be a strategic priority at Western. The current plans from the Faculties show significant growth aspirations. In the current year, full-time graduate students comprise about 19% of total full-time enrolment.

We remain committed to building on the substantive gains we have made in the areas of student quality, educational quality, and student experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our new Strategic Plan.



B. Updates on Priorities and Initiatives from Last Year's Budget

The following initiatives were included in the 2023-24 Budget and involved substantial investments in alignment with the themes in our Strategic Plan.

Theme 1: Greater Impact

Growth: Enrolments

- The multi-year Engineering expansion involving a new 5-year undergraduate program that combines the core elements of Artificial Intelligence (AI) and Information & Communications Technology with any of the core disciplines in Engineering continued in 2023-24 – and included expansion of enrolments, faculty and staff complements, planning for space/facilities, and allocations to the Faculty of Science which contributes in a significant manner to the teaching of Engineering students.

Engineering: \$771,000 base funding to support faculty and staff positions, \$900,000 one-time for faculty start-up funding, and \$5.66 million to support the construction of a new building.

Science: \$100,000 base funding and \$150,000 one-time for faculty start-up funding.

- Expansion in undergraduate Nursing and other programs in the Faculty of Health Sciences was supported through the allocation of \$2.3 million in one-time funding, primarily for the creation of incremental teaching/clinic spaces and equipment renewal.

Growth: Faculty and Staff Renewal/Expansion

- Last year's budget included a number of initiatives aimed at faculty and staff renewal and expansion:
 - The allocation of \$15 million one-time to the Endowed Chairs Matching Program.
 - Various central base allocations – including the Academic Priorities Fund (APF) and Support Units Priorities Fund (SUPF) – to support faculty and staff positions.

The combined impact of the above allocations/initiatives is that full-time faculty complement increased by 10 and full-time staff complement increased by 35 in 2023-24 (as of January 31, 2024) over 2022-23. A year ago, the Faculty plans collectively called for a growth of over 50 faculty positions – and therefore, recruitment for many approved positions is on-going.

Space, Facilities, and Infrastructure to Support Growth

In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the 2023-24 Budget included the following one-time allocations:

- \$40 million to support our Long-Range Space Plan: \$4.5 million for a facility to consolidate the Child and Youth Development Clinics in the Faculty of Education; \$20 million to support a new building to provide enrolment expansion in the Faculty of Health Sciences; and \$15.5 million for the Bio-convergence Centre – an interdisciplinary research and experiential learning facility;

- \$5.66 million (noted above) for the new Engineering Building; and
- \$1.6 million for technology-related modernization of general university instructional spaces.

Activities ranging from space planning, site assessment, design, and early construction are underway for all of the above projects.

Enhancing our Research Profile and Impact

Last year's budget recommended various scholarship/research related initiatives, including:

- \$11 million one-time to provide matching funds for external grants for major research initiatives including a pathogen and vaccine development research facility. Planning for this facility is well underway and construction is expected to start later this year.
- \$2.65 million one-time to the Vice-President (Research) to support university-wide research initiatives.

Enhancing the Learning Experience

The 2023-24 budget allocated a sum of \$2 million one-time to support the continuation of the Undergraduate Summer Research Internship Program (USRI). The program has supported over 290 student internships working under the supervision of 280 faculty members across campus – and included an education and training component as part of the overall experiential research opportunity for our students.

State-of-the Art Information Technology Infrastructure

A sum of \$5 million one-time was provided in 2023-24 to support the renewal and expansion of I.T. infrastructure across campus. The funds are being used to modernize core network infrastructure and wireless technologies across campus.

Implementation of a new Learning Management System (LMS) is well underway – and was supported in the 2023-24 Budget with a base allocation of \$1 million (for annual licensing costs) and \$500,000 one-time to support implementation costs.

Theme 2: People, Community, and Culture

Last year's budget included a number of budget allocations in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization.

- Many allocations to our Faculties and Support Units to support additional faculty and staff positions and programming initiatives in the areas of EDI and Indigenization were part of the 2023-24 budget. All the allocations have been made and the positions have either been filled or the searches are nearing completion. The initiatives included programming in the Wampum Lodge, hosting of the annual Building Reconciliations Conference, the Black Student Leadership University Experience Initiative (B.L.U.E.), and expansion of scholarships aimed at recruiting Indigenous Students and Black Students.
- In recognition of the financial pressures faced by graduate students, the 2023-24 Budget included: (a) the establishment of a new \$500,000 Graduate Student Needs-based and Emergency Fund, (b) an increase to the minimum funding guarantee to funding-eligible Ph.D. students from tuition plus \$13,000 to tuition plus \$17,000 – an increase of \$4,000, and (c) a one-time transition grant/award

of \$1,000 to all new-to-Canada international graduate and undergraduate students. The new bursary fund and the new-to-Canada award are projected to exceed a total of \$1.2 million.

Theme 3: Western's Place in the World

The commitments under this theme were directly supported in the 2023-24 Budget through the following initiatives:

- Western's Long-Range Space Plan which included modernization of the Weldon Library, the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, a new Engineering Building, the Bio-convergence Centre, a new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, and new residences. All of these projects are in various stages of progress – ranging from initial space needs assessment (including costing), site planning, design, and actual construction.
- Various university-wide campus sustainability, energy conservation, and infrastructure projects (supported through an allocation of \$29.7 million) are continuing.
- Led by the Vice-President (Operations and Finance), Western is exploring options for additional physical presence in Toronto.

C. Priorities for the 2024-25 Budget and New Initiatives

The recently completed planning process identified the following high priority initiatives that are directly aligned with the three themes in our new Strategic Plan.

Theme 1: Greater Impact

Growth: Enrolments

1. A central element of “Greater Impact” is to grow strategically in areas of demand and societal need. In support of this imperative, the following initiatives are recommended in the 2024-25 Budget.
 - As indicated in section B, a strategic Engineering expansion is underway with a fully developed multi-year plan involving expansion of enrolments, faculty/staff complements, space/facilities, and investments in other Faculties that contribute in a significant manner to the teaching of Engineering students. The investments include: Engineering – \$1.2 million in base funding (Table 4, line 4, column d), \$725,000 in one-time funding (Table 8, line 19), and \$5.8 million one-time for a new building (Table 8, line 7); and Science – \$246,000 in base funding (included in Table 4. Line 10, column d) and \$100,000 in one-time funding (Table 8, line 25).
 - The Faculty of Social Science has seen substantial growth in enrolments teaching in recent years. At the same time, the international component of the enrolments has declined since 2019-20 – which in turn has created significant budget pressures for the Faculty. In recognition of this a sum of \$2.5 million in base funding is recommended in this budget (included in Table 4, line 11, column d).
2. The Brescia-Western Integration will contribute to enrolment growth at Western – starting with the transition of current Brescia students to Western in 2024-25 (until they graduate) followed by our plans to build on Brescia’s unique programs and replace the Brescia enrolments in other programs across campus. In total, we expect an increase of about 1,000 students (at the main campus, in steady-state) due to the Brescia-Western Integration. Funding to support this integration is included in the budget – through base and one-time allocations to the Faculties and Support Units as well as funding to support various transition costs (\$7.15 million show in Table 8, line 5) which includes employee voluntary separation pay and scholarship previously-committed to current Brescia students who will continue at Western.
3. Recruitment of undergraduate international students is a high priority for the University. In support of this – and in the context of the current external environment, which includes global competition for these students and the Federal Government’s limits on study permits – we are recommending \$6 million in one-time funding for international student recruitment awards.

Growth: Faculty and Staff Renewal/Expansion

Faculty and staff renewal and expansion, commensurate with enrolment growth, is a key priority in our Strategic Plan. In support of this, the following budget allocations are recommended:

4. The base budget recommendations to the Faculties and Support Units (Tables 4 and 6) include substantial allocations through the Academic Priorities Fund (APF), the Support Unit Priorities Fund (SUPF), funds associated with Brescia-Western Integration, and other targeted strategic base

allocations. A total of 35 full-time Brescia faculty and 80 Brescia staff have committed to joining Western. In addition to these Brescia faculty and staff joining Western, the Faculties' preliminary final plans show an incremental growth of about 40 faculty positions and 60 staff positions in 2024-25 over the current year (as of January 31, 2024).

Space, Facilities, and Infrastructure to Support Growth

5. In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the Strategic Plan calls for investment in facilities and infrastructure. In support of this priority, the following one-time allocations are recommended in this budget:
 - \$9 million (Table 8, line 4) to support the new building to provide incremental space for enrolment expansion in the Faculty of Health Sciences;
 - \$5.8 million from the multi-year Engineering enrolment expansion revenues to support the new Engineering Building (Table 8, line 7); and
 - \$2.1 million to support technology-related modernization of general university instructional spaces (Table 8, line 9).

Enhancing our Research Profile and Impact

6. In support of the research aspirations in our Strategic Plan, under the Greater Impact Theme, the following budget allocations are recommended in this budget:
 - \$13.5 million one-time to support our Interdisciplinary Research Institutes (Table 8, line 1): \$12.5 million to create an endowment that would provide an annual amount of \$500,000 starting in 2025-26 and \$1 million as transitional funding in 2024-25;
 - \$10 million one-time as CFI Matching Funds – to enable Western's researchers to compete effectively in future CFI competitions (Table 8, line 2);
 - \$1 million one-time to establish and effectively support Core Research Facilities that enables us to provide infrastructure and services that are generally too expensive, complex, or specialized for individual researchers to provide (Table 8, line 12);
 - \$1.6 million one-time to support the continuation of the Post-Doctoral Fellowship Program (Table 8, line 11);
 - \$500,000 one-time for the Western Academy for Advanced Research (WAFAR) to continue its themes-based approach to seeking solutions to major issues facing Canada and the world. (Table 8, line 15); and
 - \$3.4 million one-time support for a number of university-wide research initiatives – under the direction of the Vice-President Research (Table 8, line 41).

Enhancing the Learning Experience

7. A sum of \$2 million one-time is recommended to support the continuation of the Undergraduate Summer Research Internship Program (USRI) (Table 8, line 10). In 2024-25, the program is expected to support 300 student internships – and will include an education and training component as part of the overall experiential research opportunity for our students.

State-of-the-Art Information Technology Infrastructure

8. The commitment in the Strategic Plan to invest in state-of-the-art I.T. infrastructure is being supported through the recommendation of \$10 million in one-time funding to support renewal of I.T equipment across campus (Table 8, line 3). This allocation augments the on-going base budget (\$8.3 million) line for I.T. Infrastructure shown in Table 7, line 7.

Theme 2: People, Community, and Culture

9. In support of the priorities under this theme, and in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization, the following budget allocations are recommended for 2024-25:
- \$124,000 in base funding and \$100,000 in one-time funding to the Office of Indigenous Initiatives to support additional staffing and programming initiatives (Table 6, line 7 and Table 8, line 32);
 - A sum of \$115,000 one-time to the Office of Equity, Diversity, & Inclusion to support the Black Student Leadership University Experience Initiative (B.L.U.E.) and programming initiatives (Table 8, line 38); and
 - A sum of \$455,000 in base funding to continue the expansion of scholarships aimed at recruiting Black Students and Indigenous Students (Table 5, line 1). At the end of the 3-year planning cycle, the total annual funding is expected to reach \$1.9 million.
10. As committed last year, in recognition of the financial pressures facing our graduate students, the Graduate Student Needs-based and Emergency Fund will continue in 2024-25 – and a one-time allocation of \$500,000 is recommended (Table 8, line 14). This fund augments the general bursary funds already available to graduate students and undergraduate students (Table 5, line 4).

Theme 3: Western's Place in the World

11. The priorities under this theme are directly supported in this budget through the following commitments:
- Enhancing Western's campus is a central priority in our Long-Range Space Plan (Table 13), and includes the following projects that are underway or in planning stages: Weldon Library Modernization, the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, a new Engineering Building, the Bio-convergence Centre, the new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, new residences, and the Pathogen Research Centre Facility;
 - The on-going range of university-wide Campus Sustainability, Energy Conservation, and Infrastructure Projects support our aspiration to reduce carbon emissions for campus operations, and we are projecting expenditures of \$29.5 million in 2024-25 (Table 14, line 3);
 - Western – in partnership with the Greater London International Airport Authority (GLIAA) and Fanshawe College – is in the early stages of an initiative aimed at capitalizing on the unique opportunities existing in London and the growing labour market demands around the aviation and aerospace industry. The plans will be anchored to the Commercial Aviation Management Stream of the DAN Management & Organizational Program and be supported by other Faculties and programs at Western. The initiative will promote industry partnerships, support regional economic development, and respond to industry needs and

labour shortages reinforcing Canada’s competitiveness. This budget recommends \$2 million one-time to support this initiative’s needs in the areas of staffing, equipment, and facilities.

D. Three-Year Operating Budget Forecast

We seek approval of the 2024-25 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the remaining two years of the 3-year planning period.

Table 1 summarizes our current forecast for the remaining two years of the 3-year planning period, and the major underlying assumptions are as follows:

Revenues

- Provincial government on-going grant funding remains constant during remaining two years of the 3-year planning period, consistent with the current corridor funding system and the planned move to performance-based funding. However, as noted earlier, due to the Brescia-Western Integration, on-going operating grants (about \$8.5 million) which previously transferred to Brescia will now flow to Western. This is reflected in lines 3 and 4 of Table 1.
- As noted earlier, the Province recently announced a one-time Sustainability Grant which will flow \$8.4 million in 2024-25 and \$14.2 million 2025-26 to Western – and these are included in line 5 of Table 1.
- The federal government’s Research Support Fund, which is in recognition of the indirect costs of granting-council-supported research covered by the University’s operating budget, is expected to be stable.
- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21 through 2023-24. The Province recently confirmed that domestic tuition for Ontario students will remain frozen from 2024-25 through 2026-27.

Starting in 2022-23, the Province allowed for a 5% increase in tuition rates for domestic students from other provinces. For 2024-25, the Province has allowed for a further 5% in domestic out-of-province undergraduate tuition rates – and this budget recommends the implementation of this 5%.

International tuition rates are de-regulated and we propose increases in the range of 4% to 6% for incoming undergraduate students – and the commitment of no more than a 4% increase in upper years of study in direct-entry programs. For international graduate students, the increases range from 2% to 6%.

Our proposed rates for 2024-25 are shown in Tables 10, 10a, and 11.

- The Senate-approved enrolment projections and plans, which drive our tuition revenue projections, are shown in Table 12. As indicated earlier, our first-year class (for budgetary purposes) is assumed to be an intake of 6,600 students – including 640 international students.

Expenditures

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA) and augmented by allocations from the Academic Priorities Fund (APF), the Support Units Priorities Fund (SUPF), enrolment expansion funding, and Canada Research Chairs (CRCs). *Note that, for this 3-year planning period (as a pilot), the IBA calculation has been modified. The IBA is now applied only to the full-time employee compensation component of Faculty and Support Unit budgets – compared to the previous approach of applying it to the full base budget. Under this approach, at the end of the 3-year planning period, the total dollar value of the IBA is lower by \$8 million for the Faculties and \$1.2 million for the Support Units. The revised approach has been well-received by the units.*
- Enrolment-related revenue sharing with the Faculties, which transfers nearly 50% of incremental enrolment-related revenue to the Faculty budgets, continues in 2024-25.
- Non-salary costs associated with major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) are based on the current estimates from the units that manage these expenditures.
- Central funding to cover the costs of negotiated employee compensation increases have been set aside and these funds will be transferred to Faculty and Support Unit budgets throughout the year, as the various compensation provisions are implemented.

Net Position and the Operating Reserve

- As can be seen in line 32 of Table 1, the Operating Reserve is projected to be at \$51.4 million at the end of the current year (i.e. 2023-24). The reserve is projected to be 44.5 million at the end of the 3-year planning period (2025-26) – above the Board-mandated minimum level of \$10 million.

The second year of the 3-year plan – which has been updated in the context of the external environment, internal priorities, and societal need – moves us forward with the following objectives:

1. A responsible plan that ensures fiscal health and financial stability;
2. Aligns with Western's Strategic Plan priorities and the ambitions of our Faculties and Support Units; and
3. Supports our students, faculty, and staff.

Table 1
HIGH-LEVEL BUDGET PLAN FOR REMAINING TWO YEARS OF 3-YEAR PLAN
2024-25 and 2025-26

	2021-22a	2022-23a	2023-24e	2024-25p	2025-26p
1 REVENUES					
2 Government Grants					
3 Provincial: Core Operating Grant	175.0	145.5	113.7	102.2	102.2
4 Provincial: Performance-based Grant	96.2	125.8	157.6	177.6	177.6
5 Provincial: Special Purpose Grants	17.0	17.1	25.4	24.3	30.6
6 Federal: Research Support Fund (FRSF)	11.7	11.3	11.7	11.6	11.6
7 Total	299.9	299.6	308.3	315.7	322.0
8 Tuition Revenue	446.4	465.6	483.1	491.5	502.0
9 All Other Revenues					
10 Canada Research Chairs (CRCs)	8.7	8.5	8.7	8.2	8.4
11 Recoverable Salaries	27.3	27.6	27.2	27.2	27.2
12 All Other	74.7	86.2	84.6	87.8	88.9
13 Total	110.7	122.3	120.5	123.2	124.5
14 Total Revenues	857.0	887.5	911.9	930.4	948.5
15 EXPENDITURES					
16 Faculties					
17 Base Budgets	451.4	465.2	483.6	493.2	487.9
18 Revenue Sharing Allocations	0.0	0.0	1.6	2.4	4.9
19 Canada Research Chairs (CRCs)	7.6	7.4	7.6	7.1	7.3
20 All Other	47.1	49.6	50.8	50.1	50.2
21 Total	506.1	522.2	543.6	552.8	550.3
22 Scholarships and Bursaries	38.5	38.2	40.7	41.7	43.3
23 Support Areas	114.3	123.2	130.6	133.0	133.8
24 University-wide Expenditures	77.7	75.7	81.4	87.7	89.9
25 Provision for Cost Fluctuations	0.4	0.0	0.0	24.0	46.4
26 One-Time Allocations	121.3	159.0	105.8	90.9	91.8
27 Total Expenditures	858.3	918.3	902.1	930.2	955.5
28 REVENUES minus EXPENDITURES	-1.3	-30.8	9.8	0.2	-7.0
29 OPERATING RESERVE					
30 Beginning Operating Reserve	73.6	72.3	41.6	51.4	51.5
31 Surplus / (Deficit) -- from Line 28 above	-1.3	-30.8	9.8	0.2	-7.0
32 Ending Operating Reserve	72.3	41.6	51.4	51.5	44.5

E. Summary of the 2024-25 Operating Budget

Table 2 summarizes the 2024-25 Operating Budget, including total revenues, expenditures by area, net position for the year, and the projected operating reserve.

Line 5: Total operating revenue is projected to be \$930.4 million in 2024-25. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$930.2 million in 2024-25. Details of the expenditures (by area) are shown in Tables 4 through 8.

Line 14: The in-year net position is projected to be a surplus of \$9.8 million in 2023-24 and a balanced budget in 2024-25.

Line 17: The Operating Reserve is forecast to be \$51.4 million at the end of 2023-24 and \$51.6 million at the end of 2024-25 – above the Board-mandated minimum level of \$10 million.

Table 2
SUMMARY OF OPERATING BUDGET: 2024-25

	<a>		<c>	
	2023-24 Budget (@Feb 29, 2024)	2024-25 Budget	\$ Change from 2023-24	
1	Operating Revenues (Table 3)			
2	Government Grants	308,316,028	315,657,305	7,341,277
3	Tuition Revenue	483,054,790	491,451,866	8,397,076
4	All Other	120,489,062	123,261,514	2,772,452
5	Total Revenues	911,859,880	930,370,685	18,510,805
6	Expenditure Budgets			
7	Faculties (Table 4)	543,598,123	552,817,334	9,219,211
8	Scholarships and Bursaries (Table 5)	40,740,392	41,693,667	953,275
9	Support Areas (Table 6)	130,638,984	133,026,612	2,387,628
10	University-wide Expenditures (Table 7)	81,408,194	87,741,887	6,333,693
11	Provision for Cost Fluctuations	0	24,014,370	24,014,370
12	One-Time Allocations	105,691,490	90,916,608	-14,774,882
13	Total Expenditures	902,077,183	930,210,478	28,133,295
14	Surplus / (Deficit) - Line 5 minus Line 13	9,782,697	160,207	
15	Beginning Operating Reserve Balance	41,626,994	51,409,691	
16	Surplus / (Deficit) -- Line 14 above	9,782,697	160,207	
17	Closing Operating Reserve Balance	51,409,691	51,569,898	
18	Board-mandated Minimum Level Reserve Target	10,000,000	10,000,000	

F. Details of the 2024-25 Operating Revenue Forecasts (Table 3)

Government Grants

In 2017-18, the Provincial Government introduced an enrolment corridor-based funding system whereby the major portion of on-going provincial grants would flow as a block grant, provided the institution maintains an overall level of domestic enrolments. In 2019-20, the Province had signaled the move to a performance-based funding system whereby, gradually, over the next 5 years (starting in 2020-21), the major portion of grant funding would be tied to ten performance/outcomes metrics. In response to the global pandemic and its impact on university operations, the Province has delayed the actual metrics-based implementation until the end of 2022-23. Starting with 2023-24, the Government has notionally presented the grants transitioning to the performance-based system, but with no change in the overall grant funding level (i.e. the sum of lines 2 and 3 in Table 3 remain unchanged).

Tuition Fees

The recommended tuition fee rates for 2024-25 are summarized in Tables 10, 10a, and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

Domestic Students from Ontario

As noted earlier (in section A), tuition rates for domestic students from Ontario remain unchanged.

Domestic Students from Other Provinces

As described earlier, tuition rates for undergraduate domestic students from other provinces are recommended to increase by 5% in 2024-25.

International Students

Recent University budgets highlighted the fact that Western's international undergraduate student tuition rates were below the average of our peer research-intensive institutions in Ontario and it was noted that, looking forward, our recommendations for these tuition fees will seek to move Western's tuition rates to the level of our peers. The recommendations for international undergraduate tuition fees continue on the path to narrowing the gap with our peer institutions.

Starting in the fall term of 2018, tuition rates for international Ph.D. students have been set at the same rate as domestic students.

All Other Revenues

A number of other sources contribute to the University's Operating Budget. Major items to note are the Canada Research Chairs (CRCs), the Fee-for-Services Transfer from the Affiliated University Colleges, Fundraising associated with Student Financial Aid, Royalties and Licenses, and the Fee-for-Services Transfer from Ancillaries and Other Self-funded Operations.

- Table 9 summarizes the distribution of currently-occupied CRCs at Western. Our current allocation is a total of 78 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 61 occupied Chairs in the current year and we are projecting 58 occupied chairs in 2024-25, with \$8.2 million in associated revenue. An additional 20 CRCs are currently allocated and are in the selection and recruitment phase. These positions should be finalized in 2024-25.
- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate is 12% of the Colleges' grant and tuition revenue. The projected \$10.9 million for 2024-25 is a \$2.4 million reduction, which is primarily due the Brescia-Western Integration described earlier.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2024-25, we project a sum of nearly \$11 million from this source.
- The revenue from Royalties and Licenses includes patents/licenses associated with the Robarts Research Institute which flows to the Schulich School. We are projecting an increase of \$1.4 million in 2024-25.
- Western's self-funded operations and ancillary units transfer substantial funds to the University Operating Budget by way of payments associated with facilities/land costs and services provided by the University. This category also includes the payment from the Ivey Business School to the University for services provided by the University at-large to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

G. Details of the 2024-25 Expenditure Recommendations

1. Faculty Budget Recommendations

Table 4 shows the 2024-25 **base budget recommendations** for Western's Faculties. Final 2024-25 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Academic Priorities Fund (APF) allocations;
- Program expansion funding and/or targeted government allocations;
- Funds associated with the addition of Brescia faculty and staff members – as part of the Brescia-Western Integration; and
- Funds associated with CRC positions (detailed in Table 9).

The **Inflationary Budget Adjustment (IBA)**, which reduces base budgets by 3%, is applied annually. This adjustment is required to help fund inflationary costs, which are primarily the annual employee salary increases as negotiated through collective bargaining agreements. As described in section D, the IBA mechanism has been modified – and the outcome is that the Faculty budgets (in total) benefit to an equivalent of \$8 million in base funding at the end of the 3-year planning period. *It should be noted that central funding to cover the costs of negotiated employee compensation increases will be incrementally added to Faculty base budgets (in year) as the information is available – i.e. the funds will be added to the figures shown in column <f> of Table 4.*

The **Academic Priorities Fund (APF)** shown in line 19 of Table 4 was established in 2011-12. The Provost's APF recommendations are in direct response to requests from the Faculties and are made in the context of the following considerations:

- The Faculty's overall resource situation relative to enrolments/teaching
- Plans for program expansion and/or development of new graduate and undergraduate programs
- Projected revenue sharing allocations
- Resources relative to similar programs/Faculties
- Cost structure variations among disciplines/Faculties
- Relationship between resources, enrolments, and faculty/staff complements
- Scholarship/research activities and new initiatives, including interdisciplinary or cross-Faculty initiatives
- Investments made in recent years

The **Faculty-specific APF base recommendations** for 2024-25 (as shown in column <c> of Table 4) are:

- \$50,000 to the Faculty of Arts & Humanities in support of a Senior Development Officer staff position;
- \$85,000 to the Faculty of Engineering in support of a Lab Technician staff position;
- \$150,000 to the Faculty of Information & Media Studies for a tenure-track faculty appointment;
- \$418,000 to the Schulich School of Medicine & Dentistry for two staff positions and support for core research facilities;
- \$150,000 to the Faculty of Social Science for a tenure-track faculty appointment.

Note that all of these APF allocations were approved in the first year of the 3-year plan – i.e. a year ago.

The **Other Base Changes** for the Faculties (shown in column <d> of Table 4) consist of:

- \$1,185,000 to Engineering as a direct result of enrolment expansion – and this funding is expected to support additional faculty and staff positions;
- \$246,000 to Science in support of the incremental teaching associated with the Engineering expansion plan;
- \$2.5 million to Social Science in support of substantial increases in enrolments/teaching;
- About \$6.2 million associated with funding for the salaries and benefits of faculty and staff members joining our Faculties from Brescia.

The **funding model for the Ivey Business School**, introduced in 2004-05, flows all tuition fees and government grants deriving from enrolments directly to Ivey. Under this funding model, the Ivey School does not participate in the University's other funding programs such as the APF, the Research Infrastructure Support Fund (RISF), and other targeted special funding programs, and the Faculty is responsible for all its costs, including annual employee compensation increases. Ivey also transfers an annual amount to the central budget reflecting the cost of general services provided to the Faculty by the University.

Over and above the base budget allocations, the Faculties receive substantial additional on-going funds through the **enrolment-related revenue sharing mechanism** that was implemented in 2011-12. A proportion of tuition revenue deriving from incremental enrolments flows to the Faculties, as follows:

- 50% on direct-entry undergraduate enrolments/teaching – with 30% distributed based on program enrolments and 20% based on teaching levels (measured in course registrations)
- 50% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

The Faculties are projected to receive \$2.4 million in 2024-25 through the overall enrolment-related revenue-sharing mechanism, as shown in Table 4, column f, line 15. This amount is in addition to the \$3.9 million that was rolled into Faculty base budgets in 2022-23.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$13.3 million) which are detailed in Table 8 (lines 16 to 26);
- The new **PhD enrolment growth funding support program**, estimated at \$1.1million (Table 4, line 16);
- **The Research Infrastructure Support Fund (RISF)** totaling \$750,000 (Table 4, line 17); and
- Support for **Faculty-specific capital projects** totaling \$1.3 million – through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (direct to the Faculties, from the various sources described above) is presented in Figure C. These recommendations are for the 2024-25 Budget.

Figure C
SUMMARY OF 2024-25 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES
 (direct allocations to the Faculties through the planning process)

		Excluding Brescia Integration Funding			Brescia Integration Funding	
		Base Allocations	One-Time Allocations	Capital Support	Base Allocations	One-Time Allocations
1	Arts & Humanities	50,000	499,478	81,000	899,978	
2	Education		55,000		180,166	
3	Engineering	1,270,679	912,000	294,900		
4	Health Sciences		1,976,601	40,000	2,593,879	678,837
5	Information & Media Studies	150,000	138,000			
6	Law		40,000	300,000		
7	Medicine & Dentistry	418,000	7,592,286	300,000	168,931	
8	Music		566,564			
9	Science	246,148	100,000	320,000	136,499	147,162
10	Social Science	2,650,000	346,375		2,223,697	294,323
11	Total	4,784,827	12,226,304	1,335,900	6,203,150	1,120,322

Note: These recommendations are for the 2024-25 budget -- and should be considered in the context of resource allocations made in previous recent planning cycles.

2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support programs are shown in Table 5 – with a total of \$41.7 million estimated for 2024-25.

- Undergraduate scholarships are projected to increase by \$455,000 due to continued expansion of the scholarship program for Black and Indigenous students.
- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2024-25, we project a sum of \$11 million from this source.
- Western’s bursary program supports undergraduate and graduate students – with an allocation of \$2.8 million in the coming year.
- As the footnote in Table 5 indicates, graduate student funding is addressed through the Faculty budgets, and the Faculty plans estimate a total of \$57.9 million in 2024-25 for this priority item. Graduate students also receive additional funding through faculty members’ research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about \$50 million annually to overall graduate student financial support.

In addition to the base budget allocations shown in Table 5, two special one-time student financial support funding allocations are also recommended in this budget:

- The commitment made last year to provide \$500,000 for a Graduate Student Needs-based and Emergency Fund is included in Table 8, line 14. This fund augments the regular annual general bursary funds available to all students (shown in Table 5, line 4).

- As described earlier, international undergraduate student recruitment is a high priority for the University – and is of even greater importance in the current environment which includes the Federal Government’s plan to limit the number of study permits for international students. In support of this, \$6 million in one-time funding for international undergraduate student recruitment awards (shown in Table 8, line 6).

3. Support Unit Budget Recommendations

Table 6 shows the 2024-25 base budget recommendations for Support Units. Final 2024-25 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Support Units Priorities Fund (SUPF) allocations;
- Funds associated with the addition of Brescia staff members – as part of the Brescia-Western Integration; and
- Other strategic and operational base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2024-25 (shown in column <c> of Table 6) are:

- \$100,000 to the Vice-Provost (Academic Programs) Portfolio for an eLearning Specialist staff position;
- \$210,000 to Western Technology Services for an Identity Developer staff position and Infrastructure Security staff position;
- \$131,962 to Western Libraries to maintain staffing levels;
- \$96,000 to the Registrar’s Office for incremental undergraduate recruitment staffing;
- \$124,000 to the Office of Indigenous Initiatives for additional staffing and programming initiatives;
- \$100,000 to the Vice-Provost (Academic Planning, Policy, & Planning) Portfolio for Immigration Recruitment Consultant staff position;
- \$100,000 to the Office of Institutional Planning & Budgeting for a data analyst staff position;
- \$100,000 to Western International for an additional International Student Advisor staff position;
- \$320,000 to Financial Services to sustain operations and two additional staff positions;
- \$307,180 to Facilities Management for two staff positions and technology initiatives;
- \$190,038 to Campus Safety & Emergency Services for additional staffing and equipment renewal;
- \$14,000 to Internal Audit to sustain operations;
- \$200,000 to the Vice-President (Research) Portfolio for additional staffing;
- \$175,000 to the Vice-President (Advancement) Portfolio in support of our next fundraising campaign-related activities;
- \$205,000 to Human Resources to maintain service levels;
- \$100,000 to Western Communications maintain staffing levels;
- \$35,000 to the University Secretariat to sustain operations;
- \$30,000 to the Office of Equity, Diversity, & Inclusion to sustain operations.

Note that funding for all of these SUPF allocations were approved in the first year of the 3-year plan – i.e. a year ago.

The Provost and the Vice-President (Operations & Finance) are also carrying forward a portion of the SUPF resources associated with their units for allocation in the future. These are shown in lines 14 and 22 of Table 6.

The **Other Base Changes** – totaling \$2.7 million – for the Support Units (shown in column <d> of Table 6) consist of:

- A series of allocations to all Support units (equivalent to 1% of the IBA) to maintain service levels;
- \$250,000 to the Libraries to maintain staff capacity in order to ensure optimal library services to the University community;
- \$489,725 to Facilities Management to support the operating costs of incremental space/facilities;
- About \$690,000 in funding for the salaries and benefits of staff members joining our Support Units from Brescia.

Similar to the Faculties, the Support Units also receive additional budgetary support through:

- **One-time operating budget allocations** (\$5.8 million) which are detailed in Table 8 (lines 28 through 43); and
- Support for **Unit-specific capital projects** totaling \$500,000 – through the University’s Capital Budget.

4. University-wide Expenditures

Table 7 summarizes University-wide Expenditures. These are expenses that extend across all areas of the University.

- The increase in the University’s physical plant **Utilities** is the net result of projected utilities rate increases, utilization patterns, anticipated savings resulting from the implementation of energy efficiency initiatives, the opening of new buildings, and the integration of Brescia facilities into Western.
- The **Library Acquisitions Budget** continues to be a high priority and is being increased by \$75,000 in support of acquisitions related to the unique academic programs that will be integrated into Western as part of the Brescia-Western integration.
- A sum of \$500,000 is being added to the **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget to reflect the MMI needs associated with the Brescia facilities which will become part of our space inventory.
- The **FRSF Transfer to Capital** continues at the \$3 million level and these funds are used to support projects in our Long-range Space Plan that involve research facilities.
- The **Information Technology Infrastructure Fund (ITIF)** supports rapidly-expanding University-wide central IT infrastructure including our networks, wireless technologies, internet bandwidth, IT security infrastructure, general university computer labs, instructional support and eLearning software applications, central university databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software.
- **Contingency** is being set at approximately \$2.3 million or 0.25% of Operating Revenues, as in previous years.

5. One-Time Recommendations

As noted above, the Faculties and Support Units will receive substantial one-time funding in 2024-25. The specific one-time recommendations are summarized in Table 8 and include unit-specific items as well as allocations for University-wide initiatives.

As described earlier in Section C of this document, the following high priority university-wide initiatives are recommended for support in the 2024-25 budget – with one-time allocations totaling \$73.3 million:

- **Support for Research Institutes:** \$13.5 million
- **University Matching Contribution for future CFI Initiatives:** \$10 million
- **Renewal of Information Technology Core Infrastructure** across campus: \$10 million
- **Long-Range Space Plan:** \$9 million
- **Brescia Integration Transition Costs:** 7.2 million
- **International Undergraduate Recruitment Awards:** 6 million
- Multi-year plan to fund a **new Engineering Building** to accommodate the enrolment expansion: \$5.8 million
- Creation of an **Aviation and Aerospace Training Hub and Campus** at/near the London International Airport – in partnership with the Greater London International Airport Authority and Fanshawe College: \$2 million.
- **Modernization of General University Instructional Facilities:** \$2.1 million
- Continuation of the **Undergraduate Summer Research Internship Program:** \$2 million
- Continuation of the **Postdoctoral Fellowships Program:** \$1.6 million
- Infrastructure and Staffing Support for **University-wide Core Research Facilities:** \$1 million
- The **National Brand Campaign** – in support of our next fundraising campaign: \$640,000
- Incremental resources to support **Graduate Student Need-based Bursaries and Emergency Funding:** \$500,000
- Additional Research/Scholarship Themes at the **Western Academy for Advanced Research (WAFAR):** \$500,000

Table 3
2024-25 OPERATING REVENUES

		2023-24 Budget Forecast (@Feb 29, 2024) (1)	2024-25 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	Government Grants				
2	Provincial: Core Operating Grant	113,653,799	102,227,545	-11,426,254	-10.1%
3	Provincial: Performance-based Grant	157,581,575	177,553,581	19,972,006	12.7%
4	Provincial: Special Purpose Grants	25,361,567	24,276,179	-1,085,388	-4.3%
5	Federal Research Support Fund (FRSF)	11,719,087	11,600,000	-119,087	-1.0%
6	Sub-Total Government Grants	308,316,028	315,657,305	7,341,277	2.4%
7	Tuition Revenue				
8	Undergraduate	308,180,000	310,440,971	2,260,971	0.7%
9	Graduate	69,550,000	71,274,151	1,724,151	2.5%
10	<i>Sub-Total General Programs</i>	<i>377,730,000</i>	<i>381,715,122</i>	<i>3,985,122</i>	<i>1.1%</i>
11	Ivey Programs (Undergraduate and Graduate)	88,736,040	93,824,744	5,088,704	5.7%
12	International Medical and Dental Students	14,892,750	14,216,000	-676,750	-4.5%
13	<i>Sub-Total Other Programs</i>	<i>103,628,790</i>	<i>108,040,744</i>	<i>4,411,954</i>	<i>4.3%</i>
14	Miscellaneous Fees	1,696,000	1,696,000	0	0.0%
15	Sub-Total Tuition Revenue	483,054,790	491,451,866	8,397,076	1.7%
16	Other Revenues				
17	Canada Research Chairs (CRCs)	8,700,000	8,200,000	-500,000	-5.7%
18	Fee for Services Transfer from Affiliated University Colleges	13,341,257	10,943,676	-2,397,581	-18.0%
19	Recoverable Salaries	27,240,000	27,240,000	0	0.0%
20	Fundraising -- Need-based Student Awards and Bursaries	10,970,000	10,970,000	0	0.0%
21	Application Fees	2,412,500	2,512,500	100,000	4.1%
22	Research Overhead Revenues	3,949,000	3,949,000	0	0.0%
23	Royalties and Licences	3,450,000	4,875,000	1,425,000	41.3%
24	Scholarship/Research Initiatives in the SSHRC Disciplines	483,384	494,849	11,465	2.4%
25	Fee for Services Transfer from Self-Funded & Ancillary Operations	46,462,520	50,737,117	4,274,597	9.2%
26	Miscellaneous Revenues	3,480,401	3,339,372	-141,029	-4.1%
27	Sub-Total Other Revenues	120,489,062	123,261,514	2,772,452	2.3%
28	Total Revenues	911,859,880	930,370,685	18,510,805	2.0%

**Table 4
 FACULTIES**

	<a>		<c>	<d>	<e>	<f>
	2023-24 Base Budget (@Feb 29, 2024)	IBA	APF	Other Base Changes	Canada Research Chairs	Resulting 2024-25 Base Budget **
1 Faculties						
2 Arts & Humanities	34,205,653	-809,234	50,000	899,978	170,000	34,516,397
3 Education	19,968,472	-406,024		180,166		19,742,614
4 Engineering	41,341,326	-891,801	85,000	1,185,679	-80,000	41,640,204
5 Health Sciences	38,444,674	-815,619		2,593,879		40,222,934
6 Information & Media Studies	12,290,086	-251,339	150,000			12,188,747
7 Law	10,246,139	-279,530			-90,000	9,876,609
8 Medicine & Dentistry	80,246,622	-1,329,258	418,000	168,931	-260,000	79,244,295
9 Music	11,724,094	-272,640			90,000	11,541,454
10 Science	70,903,814	-1,487,710		382,647	-270,000	69,528,751
11 Social Science	69,170,494	-1,539,853	150,000	4,723,697	10,000	72,514,338
12 Sub-Total Faculties (excluding Business)	388,541,374	-8,083,008	853,000	10,134,977	-430,000	391,016,343
13 Business	101,631,600			5,516,092		107,147,692
14 Sub-Total Faculties	490,172,974	-8,083,008	853,000	15,651,069	-430,000	498,164,035
15 Enrolment-related Revenue Sharing Allocation	1,603,080			787,725		2,390,805
16 PhD Enrolment Growth Support	1,158,000			-60,000		1,098,000
17 Research Infrastructure Support Fund (RISF)	750,000					750,000
18 Faculty Recruitment Initiatives	255,654					255,654
19 Academic Priorities Fund (APF)	2,693,160		1,147,000			3,840,160
20 Total -- with Revenue Sharing Allocation	496,632,868	-8,083,008	2,000,000	16,378,794	-430,000	506,498,654
21 All Other						
22 Western Strategic Success Programs	1,500,000					1,500,000
23 Continuing Studies: Trois-Pistoles						0
23 Education: Continuing Education for Teachers	1,327,700			30,175		1,357,875
24 Medicine & Dentistry: International Tuition and Primary Care	15,242,555			-676,750		14,565,805
25 Faculties' Share of Research Overheads	1,010,000					1,010,000
26 Faculty Scholars & Distinguished University Professors	505,000					505,000
27 Graduate and Undergraduate Program Reviews	140,000					140,000
28 Recoverable Salaries	27,240,000					27,240,000
29 Sub-Total	46,965,255	0	0	-646,575	0	46,318,680
30 Total Academic Units	543,598,123	-8,083,008	2,000,000	15,732,219	-430,000	552,817,334

** Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Faculty base budgets (in year, to column f), as the information is available.

Table 5
SCHOLARSHIPS and BURSARIES

		<a> 2023-24 Base Budget (@Feb 29, 2024)	 Changes	<c> Resulting 2024-25 Base Budget
1	Undergraduate Scholarships	9,060,297	455,000	9,515,297
2	Government-Mandated Domestic Tuition Re-Investment	17,005,183	559,026	17,564,209
3	Privately-Funded Need-based Awards & Bursaries	10,970,000		10,970,000
4	Western Bursaries and Fellowships	2,746,683	33,378	2,780,061
5	Targeted MCU Bursaries	758,229	-94,129	664,100
6	Global Opportunities Awards	200,000		200,000
7	Total Scholarships and Bursaries	40,740,392	953,275	41,693,667

Graduate student funding is addressed through the Faculty budgets. In 2023-24, this funding is estimated to be \$58.7 million and the plan for 2024-25 is \$57.9 million.

Graduate students also receive additional funding through faculty members' research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about \$50 million annually to overall graduate student financial support.

Table 6
SUPPORT AREAS

		<a> 2023-24 Base Budget (@Feb 29, 2024)	 IBA	<c> SUPF	<d> Other Base Changes	<e> ** Resulting 2024-25 Base Budget
1	Reporting to the Provost					
2	Academic Programs Portfolio	2,085,266	-50,038	100,000	212,721	2,347,949
3	Western Technology Services	12,709,151	-250,223	210,000	83,408	12,752,336
4	Western Libraries	14,018,437	-348,161	131,962	586,865	14,389,103
5	Registrar's Office	8,728,138	-160,700	96,000	329,317	8,992,755
6	Student Experience Portfolio	3,310,546	-77,816		25,939	3,258,669
7	Office of Indigenous Initiatives	1,242,518	-19,799	124,000	6,600	1,353,319
8	Vice-Provost (APPF) Portfolio	1,843,178	-47,047	100,000	15,682	1,911,813
9	Graduate & Postdoctoral Studies	2,266,988	-57,504		19,168	2,228,652
10	Institutional Planning and Budgeting	3,261,836	-69,982	100,000	23,327	3,315,181
11	Western International	2,731,085	-60,367	100,000	99,117	2,869,835
12	McIntosh Gallery - Operating Budget Supplement	283,566				283,566
13	Teaching Fellows Program	475,312				475,312
14	Support Unit Priorities Fund (SUPF)	1,312,345		113,038		1,425,383
15	Sub-Total	54,268,366	-1,141,637	1,075,000	1,402,144	55,603,873
16	Reporting to the Vice-President Operations & Finance					
17	Financial Services	5,553,869	-157,661	320,000	52,554	5,768,762
18	Facilities Management	20,705,799	-445,108	307,180	856,780	21,424,651
19	Campus Safety & Emergency Services	4,563,099	-105,399	190,038	35,133	4,682,871
20	Internal Audit	702,432	-14,865	14,000	4,955	706,522
21	Legal Services	1,042,967	-19,849		6,616	1,029,734
22	Support Unit Priorities Fund (SUPF)	241,379		-151,218		90,161
23	Sub-Total	32,809,545	-742,882	680,000	956,038	33,702,701
24	Reporting to the Vice-President Research					
25	Animal Care/Veterinary Services - Operating Budget Supplement	3,712,300				3,712,300
26	Research Western	6,796,099	-173,083	200,000	57,694	6,880,710
27	Research Promotion Fund	1,500,000				1,500,000
28	Special Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	483,384			11,465	494,849
30	Western Innovation Fund	400,000				400,000
31	Sub-Total	13,141,783	-173,083	200,000	69,159	13,237,859
32	Vice-President University Advancement Portfolio	9,334,720	-210,500	175,000	70,167	9,369,387
33	General Administration					
34	Human Resources (Including Workplace Health Services)	8,587,349	-219,129	205,000	73,043	8,646,263
35	Offices of the President and All Vice-Presidents	4,129,222	-118,520		39,507	4,050,209
36	Western Communications	6,160,355	-136,765	100,000	45,588	6,169,178
37	University Secretariat	1,336,656	-17,758	35,000	5,919	1,359,817
38	Office of Equity, Diversity, and Inclusion	870,988	-20,495	30,000	6,832	887,325
39	Sub-Total	21,084,570	-512,667	370,000	170,889	21,112,792
40	Total Support Areas	130,638,984	-2,780,769	2,500,000	2,668,397	133,026,612

Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Unit base budgets (in year, to column e), as the information is available.

Table 7
UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS

		<a>		<c>	<d>
		2023-24 Base Budget (@Feb 29, 2024)	New Investment	Other Changes	Resulting 2024-25 Base Budget
1	Utilities	24,028,994		3,700,728	27,729,722
2	Library Acquisitions	15,665,896		75,000	15,740,896
3	Transfer to MMI: Operating	15,500,000		500,000	16,000,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FRSF Transfer to Capital	3,000,000			3,000,000
6	CRC Transfer to Capital	904,000		-56,000	848,000
7	Information Technology Infrastructure Fund	8,276,722			8,276,722
8	Property Taxes	2,618,775		183,375	2,802,150
9	Insurance	4,424,991		427,599	4,852,590
10	Contingency	2,239,938		85,989	2,325,927
11	Accessible Education Services	1,473,454			1,473,454
12	Professional Fees	1,685,000		290,000	1,975,000
13	Institutional Memberships	1,700,000		100,000	1,800,000
14	Sports and Recreation Services - Operating Budget Supplement	871,498		7,497	878,995
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	685,000			685,000
17	Convocation and Diplomas	338,000			338,000
18	Governance-Related Costs	205,800			205,800
19	Office of the Ombudsperson	122,424			122,424
20	Total University-wide Expenditures	85,014,699	0	5,314,188	90,328,887
21	Employee Benefit Plan Costs	146,708,843		9,661,157	156,370,000
22	Employee Benefit Recoveries	-150,315,348		-8,641,652	-158,957,000
23	Net Employee Benefits	-3,606,505	0	1,019,505	-2,587,000
24	Net University-wide Expenditures	81,408,194	0	6,333,693	87,741,887

Table 8
2024-25 ONE-TIME ALLOCATIONS

1	Support for Research Institutes - Create Endowment (\$12.5M) and Transitional Funding (\$1M)	13,500,000
2	University Matching Contribution for future CFI Initiatives	10,000,000
3	University-wide IT Infrastructure Renewal/Expansion	10,000,000
4	Long-Range Space Plan -- to support Additional Space for Health Sciences	9,000,000
5	Brescia Integration -- Transitional Costs	7,150,000
6	International Undergraduate Recruitment Awards	6,000,000
7	Engineering Expansion -- Support for New Building (multi-year plan)	5,772,006
8	Aviation and Aerospace Training Hub and Campus	2,000,000
9	Modernization of General University Instructional Facilities	2,109,000
10	Undergraduate Summer Research Internship Program (USRI)	2,000,000
11	Post Doctoral Fellowships Program	1,600,000
12	Support for Core Research Facilities	1,000,000
13	National Brand Campaign	640,000
14	Graduate Student Needs-based Bursaries	500,000
15	Western Academy for Advanced Research (WAFAR)	500,000
16	Faculties	
17	Arts & Humanities: Limited-Term Appointment in Philosophy (\$120K), and Renewal of Limited-Term Appointments in Languages & Cultures, Gender, Sexuality & Women's Studies, and English & Writing (\$379K)	499,478
18	Education: Centre for Research & Education on Violence Against Women & Children (CREVAWC) Supplement	55,000
19	Engineering: Lab Equipment Modernization (\$187K), Undergraduate Enrolment Expansion -- Start-up and Faculty Recruitment Funding (\$725K)	912,000
20	Health Sciences: EDIDA Education & Teaching Resources (\$175K), Targetted Government Funding for Clinical Education (\$814K) and Nurse Practitioner Program (\$988K), and Western Brescia Integration Support (\$679K)	2,655,438
21	FIMS: Academic Advisor (\$40K), CEL HUB Coordinator (10K), Community Studio Coordinator (\$45K), and ED Technical Support Staffing (\$43K)	138,000
22	Law: EDID Initiatives	40,000
23	Medicine & Dentistry: Medicine Targetted Government Funding for Medical Education (\$2.0M), International Recruitment & Marketing (\$418K), Dentistry Targetted Government Funding for Dental Clinical Education (\$1.1M), Robarts Royalties & Licences Flowthrough (\$4.0M)	7,592,286
24	Music: Limited-Term Renewal (\$128K), Classroom & Studio Equipment Renewal (\$288K), Student Recruitment Initiatives (\$121K), Ensemble/Concert Series (\$19K), and Bassoon Reed-making Equipment (\$10K)	566,564
25	Science: Engineering Expansion Teaching Support (\$100K) and Western Brescia Integration Support (\$147K)	247,162
26	Social Science : Two International Student Counsellors (\$261K), International Student Financial Support (\$35K), Western Brescia Integration Support (\$294K), and Museum of Ontario Archaeology Supplement (\$50K)	640,698
27	Sub-Total Faculties	13,346,626
28	Support Units	
29	Western Technology Services: Enterprise Resource Planning and Financial Application Migration (\$100K)	100,000
30	Libraries: Public IT Equipment Upgrades (\$43K), Furniture and IT Equipment (\$125K)	168,000
31	Student Experience: University Contribution for Artificial Turf Fields (\$218K) and Family Practice Clinic Support (\$400K)	617,700
32	Office of Indigenous Initiatives: Wampum Learning Lodge Programming Initiatives	100,000
33	Vice-Provost (APPF): Contract Staffing (\$72K) and Training & Development Initiatives for New Faculty (\$100K)	172,000
34	Western International: International Student Orientation Initiatives	100,000
35	Campus Safety & Emergency Services: Additional Staffing, Technology Enhancements, and Equipment Renewal	173,283
36	Facilities Management: Equipment Acquisition and Renewal	402,993
37	Human Resources: General Non-Salary Support	100,000
38	Equity, Diversity & Inclusion: Black Student Leadership University Experience -- B.L.U.E. (\$100K) and Community Outreach Initiatives (\$15K)	115,000
39	Western Communications: Alumni Gazette (\$70K), and Fundraising Campaign Support Initiatives (\$150K)	220,000
40	University Secretariat: General Non-Salary Support	15,000
41	Vice-President (Research): Support for Research/Scholarship Initiatives	3,395,000
42	Vice-President (University Advancement): Fundraising Campaign Support	120,000
43	Sub-Total Support Units	5,798,976
44	Total One-Time Allocations	90,916,608

Table 9
CANADA RESEARCH CHAIRS -- by FACULTY (Cumulative)

		2023-24 Final						2024-25 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	1	170,000	1	90,000	2	260,000	2	340,000	1	90,000	3	430,000
2	Business	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3	Education	1	170,000	3	270,000	4	440,000	1	170,000	3	270,000	4	440,000
4	Engineering	5	850,000	5	450,000	10	1,300,000	4	680,000	6	540,000	10	1,220,000
5	Health Sciences	3	510,000	3	270,000	6	780,000	3	510,000	3	270,000	6	780,000
6	Info & Media Studies			1	90,000	1	90,000			1	90,000	1	90,000
7	Law			1	90,000	1	90,000					0	0
8	Medicine & Dentistry	7	1,190,000	11	990,000	18	2,180,000	6	1,020,000	10	900,000	16	1,920,000
9	Music									1	90,000	1	90,000
10	Science	5	850,000	7	630,000	12	1,480,000	5	850,000	4	360,000	9	1,210,000
11	Social Science	3	510,000	2	180,000	5	690,000	2	340,000	4	360,000	6	700,000
12	Total to Faculties	26	4,420,000	35	3,150,000	61	7,570,000	24	4,080,000	34	3,060,000	58	7,140,000
13	Total CRC Funding		5,200,000		3,500,000		8,700,000		4,800,000		3,400,000		8,200,000

Table 10
2024-25 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS

		Domestic Ontario Students			International Students		
		Actual 2023-24 Tuition	2024-25		Actual 2023-24 Tuition	2024-25	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	First-Entry Programs 						
2	Year 1	6,050	6,050	0.0%	42,233	44,767	6.0%
3	Year 2	6,050	6,050	0.0%	40,669	43,922	4.0%
4	Year 3	6,050	6,050	0.0%	39,162	42,296	4.0%
5	Year 4	6,050	6,050	0.0%	37,712	40,728	4.0%
6	Computer Science						
7	Year 1	6,503	6,990	7.5%	n/a	52,000	n/a
8	Year 2	6,050	6,990	7.5%	40,669	43,922	4.0%
9	Year 3	6,050	6,050	0.0%	39,162	42,296	4.0%
10	Year 4	6,050	6,050	0.0%	37,712	40,728	4.0%
11	Engineering						
12	Year 1	12,294	12,294	0.0%	58,287	60,618	4.0%
13	Year 2	12,294	12,294	0.0%	56,128	60,618	4.0%
14	Year 3	12,294	12,294	0.0%	54,049	58,373	4.0%
15	Year 4	12,294	12,294	0.0%	52,047	56,211	4.0%
16	M.O.S.						
17	Year 1	6,503	6,990	7.5%	54,475	56,654	4.0%
18	Year 2	6,050	6,990	7.5%	52,458	56,654	4.0%
19	Year 3	6,050	6,050	0.0%	50,515	54,556	4.0%
20	Year 4	6,050	6,050	0.0%	48,644	52,536	4.0%
21	Nursing						
22	Year 1	6,050	6,050	0.0%	54,197	56,365	4.0%
23	Year 2	6,050	6,050	0.0%	52,189	56,365	4.0%
24	Year 3	6,050	6,050	0.0%	50,257	54,277	4.0%
25	Year 4	6,050	6,050	0.0%	48,395	52,267	4.0%
26	Second-Entry Programs						
27	Business (HBA)						
28	Year 1	25,200	25,200	0.0%	56,700	60,050	5.9%
29	Year 2	25,200	25,200	0.0%	56,700	60,050	5.9%
30	Dentistry						
31	Year 1	35,341	35,341	0.0%	120,614	125,439	4.0%
32	Year 2	35,341	35,341	0.0%	116,147	125,439	4.0%
33	Year 3	35,341	35,341	0.0%	111,845	120,793	4.0%
34	Year 4	35,341	35,341	0.0%	107,702	116,319	4.0%
35	Education (B.Ed.)	7,271	7,271	0.0%	40,073	41,676	4.0%
36	Law						
37	Year 1	20,151	20,151	0.0%	46,465	49,253	6.0%
38	Year 2	20,151	20,151	0.0%	44,744	48,324	4.0%
39	Year 3	20,151	20,151	0.0%	43,086	46,534	4.0%
40	Medicine (M.D.)						
41	Year 1	23,986	23,986	0.0%	86,882	92,095	6.0%
42	Year 2	23,986	23,986	0.0%	n.a.	90,357	4.0%
43	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
44	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2024-25 rates would be effective May 1, 2024.
 The % increase figures are calculated on the previous year of study in the previous academic year;
 for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.
 Includes Arts & Humanities, BMedSci program, Health Sciences, Kinesiology, Music, Science (excl. Computer Science), and
 Social Science (excl. M.O.S.).

Table 10a
2024-25 TUITION FEE PROPOSALS FOR
UNDERGRADUATE OUT-OF-PROVINCE DOMESTIC STUDENTS

		Actual 2023-24 Tuition	2024-25	
			Proposed Tuition	<a> % Increase
1	First-Entry Programs 			
2	Year 1	6,669	7,002	5.0%
3	Year 2	6,669	7,002	5.0%
4	Year 3	6,669	7,002	5.0%
5	Year 4	6,669	7,002	5.0%
6	Computer Science			
7	Year 1	6,669	7,002	5.0%
8	Year 2	6,669	7,002	5.0%
9	Year 3	6,669	7,002	5.0%
10	Year 4	6,669	7,002	5.0%
11	Engineering			
12	Year 1	13,553	14,230	5.0%
13	Year 2	13,553	14,230	5.0%
14	Year 3	13,553	14,230	5.0%
15	Year 4	13,553	14,230	5.0%
16	M.O.S.			
17	Year 1	6,669	7,002	5.0%
18	Year 2	6,669	7,002	5.0%
19	Year 3	6,669	7,002	5.0%
20	Year 4	6,669	7,002	5.0%
21	Nursing			
22	Year 1	6,669	7,002	5.0%
23	Year 2	6,669	7,002	5.0%
24	Year 3	6,669	7,002	5.0%
25	Year 4	6,669	7,002	5.0%
26	Second-Entry Programs			
27	Business (HBA)			
28	Year 1	27,783	29,170	5.0%
29	Year 2	27,783	29,170	5.0%
30	Dentistry			
31	Year 1	38,963	40,911	5.0%
32	Year 2	38,963	40,911	5.0%
33	Year 3	38,963	40,911	5.0%
34	Year 4	38,963	40,911	5.0%
35	Education (B.Ed.)	8,015	8,415	5.0%
36	Law			
37	Year 1	22,215	23,325	5.0%
38	Year 2	22,215	23,325	5.0%
39	Year 3	22,215	23,325	5.0%
40	Medicine (M.D.)			
41	Year 1	26,444	27,766	5.0%
42	Year 2	26,444	27,766	5.0%
43	Year 3	26,444	27,766	5.0%
44	Year 4	26,444	27,766	5.0%

<a> The 2024-25 rates abide by the Provincial Government's framework for domestic out-of-province students -- and would be effective May 1, 2024.
 Includes Arts & Humanities, BMedSci program, Health Sciences, Kinesiology, Music, Science (excl. Computer Science, and Social Science (excl. M.O.S.).

Table 11
2024-25 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS

		Domestic Students			International Students		
		Actual 2023-24 Tuition	2024-25		Actual 2023-24 Tuition	2024-25	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	Masters Category 1						
2	Arts & Humanities	6,360	6,360	0.0%	19,751	20,146	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	19,751	20,146	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	19,751	20,146	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	27,873	28,430	2.0%
6	Interdisciplinary Programs 	6,360	6,360	0.0%	19,751	20,146	2.0%
7	Kinesiology M.A. & MSc	6,360	6,360	0.0%	19,751	20,541	4.0%
8	Law/Studies in Law	10,368	10,368	0.0%	27,830	28,387	2.0%
9	Media Studies	6,360	6,360	0.0%	19,751	20,146	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	19,751	20,146	2.0%
11	Music	6,360	6,360	0.0%	19,751	20,146	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	27,873	28,430	2.0%
13	Science	6,360	6,360	0.0%	19,751	20,146	2.0%
14	Social Science	6,360	6,360	0.0%	19,751	20,146	2.0%
15	Masters Category 2						
16	Master in Management Analytics	46,000	48,300	5.0%	73,800	77,500	5.0%
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	37,412	38,908	4.0%
18	Foods and Nutrition (MScFN)	10,877	10,877	0.0%	37,412	38,908	4.0%
19	Dentistry (Orthodontics)	27,373	27,373	0.0%	89,261	94,617	6.0%
20	Education (MA)	10,877	10,877	0.0%	37,412	38,908	4.0%
21	Engineering (M.Eng.)	10,877	10,877	0.0%	42,737	44,446	4.0%
22	Environment & Sustainability	12,179	12,179	0.0%	37,412	38,908	4.0%
23	Financial Economics	30,549	30,549	0.0%	58,599	60,943	4.0%
24	Library & Information Science	10,877	10,877	0.0%	37,412	38,908	4.0%
25	M.M. in Journalism & Communication	13,543	13,543	0.0%	37,412	38,908	4.0%
26	M.N Nurse Practitioner	10,877	10,877	0.0%	37,412	38,908	4.0%
27	MA in Research for Policy & Evaluation	18,720	18,720	0.0%	33,746	35,096	4.0%
28	Master of Data Analytics	23,308	23,308	0.0%	55,307	57,519	4.0%
29	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	55,307	57,519	4.0%
30	Medicine (Family Medicine)	14,322	14,322	0.0%	37,412	38,908	4.0%
31	Medicine (Pathology Assistant)	11,295	11,295	0.0%	37,412	38,908	4.0%
32	Medicine (Public Health)	33,388	34,055	2.0%	56,252	57,377	2.0%
33	Interdisciplinary Medical Sciences (MSc)	11,295	11,295	0.0%	37,856	39,370	4.0%
34	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	37,412	38,908	4.0%
35	Doctoral						
36	Doctor of Musical Arts	6,360	6,360	0.0%	6,360	6,360	0.0%
37	Doctor of Education (EdD)	10,097	10,097	0.0%	37,412	38,908	4.0%
38	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2024-25 rates would be effective September 1, 2024.

 Includes Biomedical Engineering, Neuroscience, and Theory & Criticism

Table 12
ENROLMENT PROJECTIONS: 2024-25 to 2028-29
includes Enrolments associated with Brescia Integration into Western

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	882	877	853	864	923	1,118	1,131	1,199	1,204	1,221
4	Business (HBA)	1,090	1,057	1,072	1,210	1,336	1,357	1,356	1,356	1,356	1,356
5	Dentistry	262	263	264	281	281	284	284	284	284	284
6	Education	697	677	697	703	783	780	668	668	668	668
7	Engineering	2,008	2,151	2,293	2,497	2,590	2,663	2,739	2,706	2,702	2,697
8	Health Sciences										
9	Foods & Nutrition						159	146	179	203	216
10	Family Studies						107	94	112	120	157
11	BHSc Program	1,251	1,339	1,424	1,437	1,546	1,632	1,639	1,694	1,647	1,639
12	Kinesiology	1,241	1,285	1,283	1,311	1,293	1,317	1,269	1,255	1,254	1,265
13	Nursing	974	989	1,028	1,180	1,326	1,330	1,403	1,464	1,381	1,299
14	Law	485	490	482	496	503	510	520	530	530	530
15	MIT (Media, Information, & Technoculture)	895	871	899	880	909	950	959	1,004	1,020	1,033
16	Medicine										
17	MD Program	683	686	688	689	698	718	735	755	756	759
18	B.Med.Sci. Program	1,036	1,161	1,252	1,305	1,199	1,041	1,118	1,256	1,314	1,406
19	Music	449	443	434	410	375	348	352	365	374	389
20	Science - B.Med.Sci.	1,457	1,731	1,905	1,546	1,500	1,638	1,675	1,734	1,828	1,857
21	Science - Computer Science						400	787	1,162	1,524	1,554
22	Science - All Other	3,869	3,804	3,904	4,416	4,763	4,588	4,002	3,533	2,969	3,013
23	Social Science - MOS	2,689	3,056	3,315	3,397	3,457	3,279	3,217	3,215	3,180	3,225
24	Social Science - All Other	3,814	3,826	4,033	4,280	4,469	4,893	4,744	4,624	4,575	4,594
25	Total Full-Time Undergraduates	23,782	24,706	25,826	26,902	27,951	29,112	28,838	29,095	28,888	29,162
26	Concurrent Programs	288	345	380	370	384	402	402	402	402	402
27	Medical Residents	936	940	968	999	1,023	1,025	1,025	1,025	1,025	1,025
28	Full-Time Graduates										
29	Masters	3,946	3,869	4,360	4,231	4,370	4,571	4,736	4,832	4,874	4,883
30	Doctoral	2,219	2,231	2,345	2,415	2,477	2,511	2,544	2,560	2,579	2,597
31	Total Full-Time Graduates	6,165	6,100	6,705	6,646	6,847	7,082	7,280	7,392	7,453	7,480
32	Total Full-Time Enrolment	31,171	32,091	33,879	34,917	36,205	37,621	37,545	37,914	37,768	38,069
33	Part-Time FTEs										
34	Undergraduate	1,988	2,563	2,408	2,537	2,670	2,700	2,700	2,700	2,700	2,700
35	Education (AQs)	435	447	460	416	417	450	460	460	460	460
36	Masters	110	122	128	111	96	110	110	110	110	110
37	Doctoral	32	35	29	32	30	30	30	30	30	30
38	Total Part-Time FTEs	2,566	3,167	3,025	3,096	3,213	3,290	3,300	3,300	3,300	3,300
39	Total Constituent FTEs	33,737	35,258	36,904	38,013	39,418	40,911	40,845	41,214	41,068	41,369
40	Affiliated University Colleges										
41	Full-Time Undergraduates										
42	Brescia	1,421	1,301	1,171	1,099	1,125					
43	Huron	1,266	1,431	1,525	1,560	1,729	1,999	2,216	2,387	2,497	2,540
44	King's	3,267	3,415	3,253	3,150	2,986	2,975	3,004	3,045	3,096	3,154
45	Total Full-Time Undergraduates	5,954	6,147	5,949	5,809	5,840	4,974	5,220	5,432	5,593	5,694
46	Part-Time Undergraduate FTEs										
47	Brescia	73	70	72	65	61					
48	Huron	48	57	58	50	76	55	55	55	55	55
49	King's	265	299	266	272	269	289	293	298	303	308
50	Total Part-Time FTEs	386	426	396	387	406	344	348	353	358	363
51	Graduate FTEs										
52	Brescia	40	35	31	31	32					
53	Huron	11	13	10	7	8	12	15	15	15	15
54	King's	61	60	62	65	64	64	65	65	65	65
55	Total Graduate FTEs	112	108	103	103	104	76	80	80	80	80
56	Total Affiliate FTEs	6,452	6,681	6,448	6,299	6,350	5,394	5,648	5,865	6,031	6,137
57	Total FTEs - Western Complex	40,189	41,939	43,352	44,312	45,768	46,305	46,493	47,079	47,099	47,506

Table 12
ENROLMENT PROJECTIONS: 2024-25 to 2028-29
includes Enrolments associated with Brescia Integration into Western

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	<i>Rows 59 to 97 Included above</i>										
58	International Students										
59	Constituent Full-Time										
60	Undergraduates	2,763	2,822	2,761	2,593	2,398	2,330	2,391	2,530	2,749	3,060
61	Medical Residents	130	130	173	189	207	185	185	185	185	185
62	Masters (excluding Ivey)	925	695	826	818	905	903	978	1,017	1,025	1,029
63	MBA (Regular), Ivey MSc	81	159	199	222	239	225	216	216	216	216
64	Executive MBA	4	1	2	1	0	0	0	0	0	0
65	Doctoral	665	686	798	875	941	903	905	908	914	918
66	Affiliates										
67	Undergraduates	1,256	1,390	1,233	1,144	1,027	980	1,068	1,163	1,264	1,324
68	Masters	2	4	4	3	3	0	0	0	0	0
69	Year 1 Only										
70	Constituent										
71	Arts & Humanities	209	221	248	202	257	285	290	295	300	305
72	Engineering	586	704	774	893	848	850	850	850	850	850
73	Health Sciences										
74	Foods & Nutrition						50	50	60	60	70
75	Family Studies						0	25	50	50	50
76	BHSc Program	385	407	421	387	477	460	440	445	450	455
77	Kinesiology	339	335	351	351	344	340	340	345	350	355
78	Nursing	144	159	142	142	176	174	210	210	210	210
79	Media, Information, & Tech	252	226	270	212	244	250	250	255	260	265
81	Music	123	117	94	88	98	100	100	105	110	115
82	Science - B.Med.Sci.	797	1,092	1,049	1,000	981	1,000	1,005	1,030	1,055	1,065
84	Science - Computer Science						400	410	420	430	435
83	Science - All Other	879	709	967	1,033	1,084	600	610	620	630	640
80	Social Science - MOS	768	1,072	1,052	1,151	1,200	1,105	1,115	1,135	1,150	1,170
85	Social Science - All Other	840	965	1,054	1,009	990	1,000	1,000	1,005	1,015	1,025
86	Total Year 1 - Constituent	5,322	6,007	6,422	6,468	6,699	6,614	6,695	6,825	6,920	7,010
87	Affiliated University Colleges										
88	Brescia	332	270	258	244	304					
89	Huron	454	489	448	417	575	710	717	734	748	748
90	King's	895	968	840	721	650	750	770	790	810	810
91	Total Year 1 - Affiliates	1,681	1,727	1,546	1,382	1,529	1,460	1,487	1,524	1,558	1,558
92	Total Year 1 - Western Complex	7,003	7,734	7,968	7,850	8,228	8,074	8,182	8,349	8,478	8,568
93	Masters										
94	All Programs (excluding MBAs)	3,491	3,301	3,545	3,429	3,512	3,704	3,888	3,987	4,026	4,035
95	Ivey (excl EMBA)	285	466	665	631	653	664	674	674	674	674
96	Executive MBA	170	102	150	171	205	203	174	171	174	174

For Information

97	Year 1 Constituent International Students	639	592	610	684	622	640	700	800	900	1,000
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** Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.

Table 13
WESTERN'S LONG-RANGE SPACE PLAN
 Note: within each category, the projects are not prioritized

	Project	Type
	Category 1 -- Projects Underway, Soon-to-Start, or in Advanced Planning	
1	Weldon Library Modernization	Modernization (almost complete)
2	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	New Construction (almost complete)
3	New Engineering Building	New Construction
4	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	New Construction
5	Building Addition to consolidate Faculty of Education Clinics	New Construction
6	Undergraduate Residence -- University Drive Location	New Construction
7	Graduate and Upper-Year Housing -- Platt's Lane East	New Construction
8	Pathogen Research Centre Facility	New Construction
9	Replacement of University Drive Bridge	New Construction
10	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	New Construction, Modernization
11	Pedestrian-friendly Campus Initiatives -- <i>Open Space Strategy</i>	New Construction, Adaptation
12	Category 2 -- Projects in Various Planning Stages	
13	Additional Space for Health Sciences -- to support Enrolment Expansion	New Construction
14	Social Sciences Centre Realignment/Expansion	Adaptation / Expansion
15	Western Commons -- Common/Gathering Spaces	New Construction
16	Multi-Sport Field House -- with Parking Garage	New Construction
17	Category 3 -- For Future Consideration (requires funding plan)	
18	Modernization of Schulich School's Medical/Dental Facilities	Modernization
19	Renewal of Facilities at the Brescia Campus	Modernization
20	Renewal/Replacement of Chemistry Laboratory Facilities	Modernization or Replacement
21	Western in Downtown London	Partnership / New Construction
22	Ivey Spencer Hotel and Conference Centre Renewal	Modernization
23	New Space for the McIntosh Gallery	New Construction / Adaptation
24	Space Realignment in the Natural Sciences Centre	Modernization / Adaptation
25	New Research Initiatives/Partnerships at the Research Parks	New Construction
26	Multi-Level Parking Structures	New Construction
27	Residence Renovation Projects	Modernization
28	Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College	Modernization or Replacement
29	Asset Acquisitions	Acquisition

2024-25 Capital Budget

A. The Nature of University Capital Expenditures

The Capital Budget for 2024-25 should be seen in the context of both recent trends in capital spending and the University’s proposed Long-Range Space Plan as outlined in Table 13 of the Operating Budget. Table 14 sets out expenditures in the Capital Budget from 2020-21 in nine categories.

Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research grants, private funds, government, student contributions, and Housing construction – the latter being funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds and government, while category 6 is funded from Housing operations, and category 7 is funded by the Ancillary Unit undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, other expenditures such as purchases of land and buildings, and transfers from the Capital Budget for other purposes. Planned capital expenditures for 2024-25 total \$259.3 million.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the Operating Budget to the Capital Budget, which is budgeted to increase to \$16.0 million in 2024-25 from \$15.5 million in 2023-24. These expenditures are directed at the modification of existing space and the renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to consider the Current Replacement Value (CRV) of our capital assets on campus, which have risen over the last few years with the escalating cost of construction. As shown in Figure D, our buildings and infrastructure have a CRV of approximately \$4,475 million (as at February 27, 2024). Brescia University College, which will integrate with Western on May 1, 2024, has been included separately in the table for information purposes only.

Figure D
CURRENT REPLACEMENT VALUE (BUILDINGS AND INFRASTRUCTURE)

	Western University	CRV (\$M)	Square Metres	Major Buildings
1	Major Non-Residential Buildings	2,794	567,040	74
2	Utilities and Infrastructure	229		
3	Subtotal, Eligible for MMI	3,024	567,040	74
4	Housing	1,102	266,299	14
5	Other Ancillary Buildings	350	71,983	11
6	Total	4,475	905,332	99

	Brescia University College	CRV (\$M)	Square Metres	Major Buildings
7	Major Non-Residential Buildings	100	17,852	5
8	Utilities and Infrastructure	18		
9	Subtotal, Eligible for MMI	118	17,852	5
10	Housing	61	12,223	1
11	Total	179	30,075	6

As at February 27, 2024, the University had approximately 567,000 gross square metres spread amongst 74 major non-residential buildings. The non-residential buildings, including utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. The University also has 266,000 square metres of Housing space in eleven major undergraduate residences, three major apartment buildings, and numerous smaller buildings for graduate students in Platt’s Lane Estates. Other than Housing, there are many buildings which are operated largely or entirely as ancillaries: Western Student Recreation Centre, Thompson Recreation and Athletic Centre, TD Stadium, Boundary Layer Wind Tunnel, Western Day Care, the Ivey Spencer Leadership Centre, and facilities at the Research Parks.

The 2024-25 capital budget expenditures for categories 1 to 9 include Western’s existing buildings and infrastructure planning. Once Brescia’s capital is integrated with Western, the capital budget will incorporate those capital expenditures after appropriate planning processes have occurred. Outside of regular maintenance and commitments made in the Memorandum of Agreement (section 6.2) between Brescia and Western, there is no new construction or major building renovations anticipated for Brescia’s campus in 2024-25. In Table 14, the 2024-25 budgeted replacement values (line E), number of major buildings (line L) and total gross square meters (line M) are inclusive of Brescia’s information from Figure D noted above.

With this background in mind, we briefly set out the nine categories of University capital expenditures.

1. **New Construction.** This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking structures or lots, power plants and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.
2. **Major Building Renovations.** This category involves major maintenance and renovation expenditures on non-residential building projects, with projects generally spanning more than one year. Given that 57% of the 567,000 square metres in major buildings were built before 1980, renovations to major buildings will continue to be a part of our capital planning.
3. **Utilities and Infrastructure Projects.** This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, electrical, water, and sewer distribution systems, and sustainability and energy conservation initiatives such as deep energy retrofits. Construction of a new Chiller Plant or major Power Plant expansion would be included in category 1.

4. **Modernization of Instructional and Research Facilities.** This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.
5. **General Maintenance and Modernization Projects.** This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. Open Space Strategy projects, such as the recent update to UC Hill, may also be included in this category. A provision for unforeseen projects forms part of the allotment in this category.
6. **Housing Renovations.** This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building would be included in category 1. Maintenance and modernization expenditures, projected to be \$13.3 million in 2024-25, are funded from Housing revenues. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings which may be observed in many other University buildings.
7. **Ancillary Projects.** This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy.
8. **Carrying Costs and Debt Repayments.** This category consists of principal repayments and interest on debt for capital projects.
9. **Other Capital Expenditures.** This category includes asset acquisitions and other miscellaneous expenditures. It has been an established principle in Western's Campus Development Strategy (formerly the Campus Master Plan) that the University pursue, as appropriate, the purchase of lands contiguous to University property as lands become available. Western will continue to seek to protect the Regional Facilities zoning around the main campus and to buy land near our campus when it comes up for sale. The University will also look to acquire strategic physical assets.

The last twelve lines of Table 14 are labeled A to M. Line A shows total sources of funding for the Capital Budget, including debt; line B, sources of funds less expenditures; line C, the capital reserve at year-end; and line D, capital debt outstanding at year-end. Details of these items are shown in Tables 16 and 18. Annual changes in the capital reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2022-23, line B shows a net source of \$23.6 million, the difference between funding of \$117.5 million and expenditures of \$93.9 million. The accumulated capital reserve in line C increases by this same amount of \$23.6 million. In years where the expenditure exceeds sources of funding, the reserve is drawn upon as planned, as is forecasted in the 2024-25 budget for (\$118.3 million).

Line E shows the replacement value of non-residential buildings and utilities and infrastructure, the assets eligible for MMI spending, while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2022-23, MMI expenditures were \$42.7 million, while the

estimated replacement value of non-residential buildings, utilities, and infrastructure was \$2,414 million. The ratio of the two is 1.8%, as shown in line F.

Line G of Table 14 shows the annual transfer from the Operating Budget to the Capital Budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). The annual transfer has increased in 2024-25 to \$16.0 million, after having been maintained at \$15.5 million since 2017-18. This consistent level of funding commitment has established Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

Line H of Table 14 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2022-23, the transfer was \$15.5 million, and expenditures were \$42.7 million, so the ratio is 36.3%. This ratio will fluctuate with the level of MMI expenditure each year. Other sources of funding for MMI expenditures can include the annual capital facilities renewal grant from the Province, special Provincial grants, additional one-time allocations from the University's Operating Budget, one-time allocations from the Province, fundraising, and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. Whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we carry out a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 is modernization), while 1/3 of the expenditures in category 4 involve maintenance (the remaining 2/3 is modernization). While the ratio of maintenance to modernization would vary by project and by year, Facilities Management considers them a reasonable average for the four categories over several years.

The value of line J in 2022-23 is \$24.9 million, or 1.0% (line K) of the replacement value in that year. A standard target in industry for this ratio is 2.0%; if large buildings last an average of 50 years, then average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over the last three decades, the level of deferred maintenance will grow. As Western renovates aging buildings, there will be years that deferred maintenance will decline as a result.

Table 15 outlines major capital projects, which are assigned to one of the nine categories. Where possible, the year and month of the start and end of the project(s) are shown.

The projects listed in Table 15 reflect the Long-Range Space Plan outlined in Table 13 of the Operating Budget portion of this document. These projects include new construction that will create new student and research spaces, major building renovations as well as utilities and infrastructure projects. With new building construction on campus continuing, Western is utilizing scarce developable land in the core campus. The Campus Development Strategy highlights the constraints in the amount of buildable land on our campus and the fact that new buildings are being constructed on parking lots – thus increasing the pressure on available parking. We continue planning for the construction of additional parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance these structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 and will play a prominent role in Western's pursuit of net-zero carbon emissions from campus operations by 2050, or sooner. Often, these projects are comprised of multiple projects completed over several years.

The approved integration of Brescia University College with Western on May 1, 2024, will increase the land holdings of the university; however, these lands have not been included in the Campus Development Strategy, which will require further consideration in a future update to the strategy.

B. Sources of Funding and Capital Expenditures in 2024-25

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2023-24, divided into five major categories: federal, provincial, and municipal government grants; funds transferred from Western's Operating Budget; one-time funds from Internally Restricted Net Assets; borrowing; and other sources.

The University must carefully balance its available resources for use in capital expenditures. For example, projects financed by debt require an ultimate funding source, and one-time funding from Internally Restricted Net Assets, such as allocations from the Major Strategic Opportunities Fund, must be used strategically since they can be exhausted.

Table 17 shows expenditures in categories 1 and 2 for 2023-24 (estimates as of March 18, 2024) and 2024-25 (current proposals).

In alignment with the priorities in our Strategic Plan, Western is continuing our capital plan in support of "growth and impact". We closely monitor construction market conditions and have been adjusting our capital plan and related timing of projects accordingly.

Table 14
CAPITAL BUDGET SUMMARY, 2020-21 TO 2024-25
(\$000)

Category	Purpose	Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
	New Construction					
1	New Construction (Table 17, line 13)	13,284	31,367	35,439	31,498	154,628
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 17, line 22)	22,063	27,539	11,321	3,919	20,043
3	Utilities and Infrastructure Projects	4,679	7,513	6,673	12,708	29,464
4	Modernization of Instructional and Research Facilities	5,303	8,925	10,682	14,380	8,626
5	General Maintenance and Modernization Projects	5,764	7,871	14,076	13,019	28,056
	Sub-Total MMI	37,809	51,848	42,751	44,026	86,189
	Other					
6	Housing Renovations	6,914	6,682	6,514	4,452	13,325
7	Ancillary Projects	1,874	2,859	2,261	1,830	4,148
8	Carrying Costs and Debt Repayments	1,026	963	904	823	800
9	Other Capital Expenditures	5,196	12,543	6,072	4,721	232
	Sub-Total Other	15,010	23,047	15,751	11,826	18,505
10	Total Expenditures	66,103	106,262	93,941	87,350	259,322

Line		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 16)	164,258	136,617	117,561	107,639	140,950
B	Sources of Funding less Expenditures	98,155	30,355	23,620	20,289	-118,372
C	Capital Reserve, Year End (Table 18)	153,712	184,067	207,687	227,976	109,604
D	Capital Debt Outstanding, Year End (Table 18)	345,936	328,661	320,623	312,257	303,709
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	2,062	2,162	2,414	3,024	3,342
F	MMI Expenditures/Replacement Value	1.8%	2.4%	1.8%	1.5%	2.6%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	16,000
H	MMI transfer/MMI Expenditures	41.0%	29.9%	36.3%	35.2%	18.6%
J	Estimate of Maintenance Expenditure	23,438	31,590	24,940	24,557	54,584
K	Maintenance Expenditure/Replacement Value	1.1%	1.5%	1.0%	0.8%	1.6%
L	Number of Major Buildings	97	98	99	99	106
M	Total Gross Square Meters (000's)	894	903	905	905	946

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and the Ivey Business School Foundation.

Line B is equal to Line A Total Sources of Funding less Total Expenses.

The change in line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3 and 5 and 1/3 of Category 4.

Table 15
MAJOR CAPITAL PROJECTS

		Category	Start	End
1	Projects Underway, Soon-to-Start, or in Advanced Planning			
2	Weldon Library Modernization	2	Sept 19	tbd
3	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	1	Jun 19	Sep 24
4	New Engineering Building	1	tbd	tbd
5	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	1	tbd	tbd
6	Building Addition to consolidate Faculty of Education Clinics	1	tbd	tbd
7	Undergraduate Residence -- University Drive Location	1	tbd	tbd
8	Graduate and Upper-Year Housing -- Platt's Lane East	1	tbd	tbd
9	Pathogen Research Centre Facility	1	tbd	tbd
10	Replacement of University Drive Bridge	1	tbd	tbd
11	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
12	Pedestrian-friendly Campus Initiatives -- <i>Open Space Strategy</i>	1&5	Ongoing	
13	Projects in Various Planning Stages			
14	Additional Space for Health Sciences -- to support Enrolment Expansion	1	tbd	tbd
15	Social Sciences Centre Realignment/Expansion	1&2	tbd	tbd
16	Western Commons - Common/Gathering Spaces	1	tbd	tbd
17	Multi-Sport Field House -- with Parking Garage	1	tbd	tbd
18	Projects for Future Consideration (requires funding plan)			
19	Modernization of Schulich School's Medical/Dental Facilities	2	tbd	tbd
20	Renewal of Facilities at the Brescia Campus	2	tbd	tbd
21	Renewal/Replacement of Chemistry Laboratory Facilities	2	tbd	tbd
22	Western in Downtown London	1&2	tbd	tbd
23	Ivey Spencer Hotel and Conference Centre Renewal	2	tbd	tbd
24	New Space for the McIntosh Gallery	1&2	tbd	tbd
25	Space Realignment in the Natural Sciences Centre	2	tbd	tbd
26	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
27	Multi-Level Parking Structures	1	tbd	tbd
28	Residence Renovation Projects	6	tbd	tbd
29	Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College	2	tbd	tbd
30	Asset Acquisitions	9	tbd	tbd

Table 16
CAPITAL BUDGET: SOURCES OF FUNDING
(\$000)

		Projected 2023-24	Budget 2024-25
1	Government Grants		
2	MCU Annual Capital Grant (Facilities Renewal Program)	6,719	6,608
3	Ministry of Environment and Climate Change Canada (Decarbonization Incentive Program)	0	3,120
4	Department of Natural Resources Canada (Zero Emission Vehicle Infrastructure Program)	340	110
5	MCU Capital Grant (Training Equipment and Renewal Fund)	175	0
6	Sub-Total	7,234	9,838
7	Operating Budget		
8	Operating Budget MMI Transfer - Base	15,500	16,000
9	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
10	Operating Budget - FRSF Transfer	3,000	3,000
11	Operating Budget - CRC Transfer	904	848
12	Operating Budget - New Engineering Building	5,663	5,772
13	Operating Budget - Building Addition to consolidate Faculty of Education Clinics	4,500	0
14	Operating Budget - Classroom Modernization	250	0
15	Sub-Total	30,417	26,220
16	Major Strategic Opportunities Funding (MSOF) and Undistributed Investment Returns	44,903	9,085
17	Borrowing		
18	Expansion of Residence Capacity	2,200	62,755
19	Sub-Total	2,200	62,755
20	Other		
21	Student Contribution - Western Student Recreation Centre	1,387	1,429
22	Student Contribution - New Engineering Building	200	200
23	Energy Conservation Incentives (Rebates)	422	300
24	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	187	189
25	Unit Contributions	14,417	13,461
26	Projects Funded by Housing	4,452	13,325
27	Projects Funded by Ancillaries	1,820	4,148
28	Sub-Total	22,885	33,052
29	Total Sources of Funding (In-Year)	107,639	140,950

Table 17
CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS
2023-24 and 2024-25
(\$000)

		Projected 2023-24	Budget 2024-25
1	<i>Category 1: New Construction</i>		
2	Undergraduate Residence - University Drive Location	1,600	37,429
3	New Engineering Building	639	28,990
4	Graduate and Upper-Year Housing - Platt's Lane East	600	25,267
5	Western Commons - Common/Gathering Spaces	532	22,500
6	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	24,400	17,750
7	Pathogen Research Centre Facility	480	8,530
8	The Bioconvergence Centre - Interdisciplinary Research & Experiential Learning Facility	400	7,800
9	Building Addition to consolidate Faculty of Education Clinics	1,225	3,500
10	Additional Space for Health Sciences - to support Enrolment Expansion	22	1,600
11	Biomedical Research Facility - Phase 1 of Medical School Project	1,500	1,162
12	Multi-Sport Field House -- with Parking Garage	100	100
13	<i>Total, Category 1</i>	31,498	154,628
14	<i>Category 2: Major Building Renovations</i>		
15	Weldon Library Modernization	1,699	10,860
16	Elborn College, Faculty of Health Sciences Expansion of Physical & Occupational Therapy	466	3,500
17	Donald K. Johnson Leadership Centre - First Canadian Place Leasehold Improvements	100	2,920
18	Social Sciences Centre Realignment/Expansion	100	1,942
19	Fanshawe Boathouse/Rowing Centre Renewal	50	521
20	Biotron Growth Chambers Renewal	1,359	200
21	Wampum Learning Lodge	145	100
22	<i>Total, Category 2</i>	3,919	20,043

Table 18
CAPITAL RESERVES AND DEBT AT FISCAL YEAR END
(\$000)

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
1	A. Capital Reserves					
2	General Capital Fund	39,633	47,218	56,427	51,350	21,652
3	Designated Capital Fund	114,079	136,849	151,260	176,626	87,952
4	Total Capital Reserves	153,712	184,067	207,687	227,976	109,604

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
5	B. Capital Debt					
6	New Construction, Major Renovations & Other	0	0	0	0	0
7	Housing	59,779	50,561	41,061	33,457	86,109
8	Research Park	24,294	12,300	11,662	10,800	10,100
9	Unused and Invested Debenture Proceeds	261,863	265,800	267,900	268,000	207,500
10	Total Capital Debt	345,936	328,661	320,623	312,257	303,709

Line 2 includes the required \$6 million general capital reserve fund.

Line 3 includes fund balances for large capital projects.

Long-Term Financial Trends

The Operating and Capital Budgets set out in Tables 2 and 14 of this document describe proposed spending of some \$1.2 billion for the single year of 2024-25. That spending will take place, however, in a long-term context which must be understood when evaluating the Operating and Capital Budgets. The Administration and Board have identified three elements of that long-term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance.

A. Capital Reserves and Debt

Table 18 displays Capital Reserves and Debt for fiscal years ending April 30. Capital Reserves are divided into two categories:

- the General Capital Fund, which includes funds not yet designated for specific purposes and funds designated for future projects.
- the Designated Capital Fund, which has been assigned to specific capital projects.

Capital Debt is divided into the following categories:

- **New Construction, Major Renovations, Infrastructure, and Other** – represents debt on projects that are largely new construction, additions to existing buildings, other new facilities, non-residential projects that involve major maintenance, and renovations to existing space. It also includes debt on purchases of property.
- **Housing** – debt required for new construction, maintenance, and modernization projects for University residences and apartment buildings.
- **Research Park** – debt incurred by the Research Park.
- **Unused and Invested Debenture Proceeds** – unused proceeds from Western’s debenture issuances that have been committed and invested until specific capital projects require the funding.

Capital Debt is viewed as part of the capitalization structure of the University and a resource that can help the University advance its Long-Range Space and Campus Master Plans. While the use of debt as a financing strategy is important in our planning, this financing requires an ultimate funding source. Careful consideration of the optimal capitalization levels is also required, balancing the ongoing debt burden and service costs with the University’s long-term financial sustainability.

The University has Capital Debt, acquired through debenture issuances of \$190 million and \$100 million in 2007 and 2017, respectively, and by entering into a \$100 million fifteen-year facility in 2013 to finance a residence and other capital projects. The University’s debentures necessitate an annual credit rating review. Standard & Poor’s completed its annual review in February 2024 and the credit rating was re-affirmed at AA although Western’s outlook was upgraded from Stable to Positive.

The Board of Governors has approved a Capital Debt Policy that outlines the principles used in guiding the University’s overall capitalization and debt management strategy. Western is in compliance with both of its compliance ratios set out in the policy (net assets-to-debt and debt burden). The University also utilizes monitoring ratios as part of its management strategy. Figure E shows selected Capital Debt monitoring ratios for the years ending April 30.

Figure E
CAPITAL DEBT MONITORING RATIOS

	FTE Enrolment	Debt (\$M)	Debt per FTE (\$)	Revenues Available for Repayment (\$M)	Debt / Revenues Available for repayment (%)
2020	33,737	353.9	10,490	1,022.5	34.6%
2021	35,258	345.9	9,810	1,152.7	30.0%
2022	36,904	328.7	8,907	1,110.8	29.6%
2023	38,013	320.6	8,434	1,200.8	26.7%
2024p	39,418	312.2	7,920	1,224.8	25.5%

The projected debt is based on Board-approved projects with allowance for other projects, which may be presented to the Board during the period under consideration.

B. Employee Future Benefits

Subject to eligibility rules set within various collective agreements, the University provides medical, dental, and life insurance benefits to eligible employees after their employment with Western ends.

The obligation for these employee future benefits is projected by actuarial valuation every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2023, the University's accrued benefit liability relating to the employee future benefit plans was \$420.7 million (2022 - \$478.6 million). The annual expense for non-pension employee future benefits in 2023 was \$23.3 million (2022 - \$27.6 million).

A recent review of major research universities identified only four institutions with significant post-employment benefit obligations greater than \$100 million, ranging from \$124 million to \$803 million and an unweighted average of \$373 million. Western ranked second in total liability for employee future benefits.

Figure F outlines the University employee future benefits, the obligation and expense for years ending April 30.

Figure F
EMPLOYEE FUTURE BENEFITS (EFB) AS A % OF TOTAL EXPENSES

	EFB Obligation (\$M)	EFB Expense (\$M)	Total University Expenses (\$M)	EFB Expense as % of Total
2019	546.5	23.4	1,170	2.0%
2020	561.8	21.9	1,182	1.9%
2021	565.3	30.1	1,137	2.6%
2022	478.6	27.6	1,212	2.3%
2023	420.7	23.3	1,323	1.8%

C. Deferred Maintenance

Deferred Maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

The estimates of deferred maintenance are different from estimates of debt or employee future benefits in the previous sections. There are actual contracts in place for the first two categories that allow us to make reasonable estimates. For deferred maintenance, this is not the case; therefore, we have to find other ways to quantify this liability. The University uses a capital-asset management system common to the sector to assess, track, and report on the condition of facilities. The system requires that each major component of a building – roof sections, classrooms, heating, ventilation, air-conditioning systems and so on – be inspected, either entirely or on a sample basis. Data on the findings of these inspections are entered into a central database. The system uses industry-standard cost and lifecycle data to forecast the timing and costs of capital renewal projects. Cost forecasts also include soft costs and automatic renewal requirements to maintain assets.

The University, in coordination with all other Ontario universities, is undertaking a campus wide review of its facilities data, to further improve upon our facilities condition estimates. This data review is being conducted by a common vendor across the sector and is expected to be complete by 2024-25. As the data review continues, the estimates of deferred maintenance may fluctuate from year to year.

As at February 27, 2024, the Facilities Management Division estimates that deferred maintenance at Western is \$326 million for non-residential buildings and \$77 million for residences. Approximately 64% of the deferred maintenance for non-residential buildings relates to mechanical and electrical requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over Current Replacement Value (DM/CRV) of the facilities. The calculation as at February 27, 2024, is outlined in Figure G as follows:

Figure G
DEFERRED MAINTENANCE TO CURRENT REPLACEMENT VALUE

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$3,024 million	\$1,102 million
2	Deferred Maintenance (DM)	\$326 million	\$77 million
3	DM/CRV	10.8%	7.0%

The average age of buildings for universities in the Province of Ontario was 56 years as of March 2024. Western’s average age is 43.2 years and 55% of our buildings were built before 1980. Western’s residences are funded through rents which cover maintenance; the University has never had a problem

with deferred maintenance on residences. A ratio of 10.8% (Deferred Maintenance/Current Replacement Value) for non-residential buildings indicates a significant need for maintenance funding.

If the average component of a large building lasts 50 years, then on average, maintenance spending should be 2.0% of replacement value. This level of spending is a standard target in the industry. When the actual ratio is consistently less than 2.0%, as has been the case at most Canadian universities, the volume of deferred maintenance will grow. Failure to adequately address deferred maintenance results in substandard facilities and could result in the failure of critical systems. Based on the Current Replacement Value of our facilities at \$3,024 million, spending on major maintenance for campus buildings at 2.0% should be in the range of \$60 million annually, an estimate that has risen significantly over the past number of years as construction costs have risen.

As explained at the start of the Capital Budget, the annual maintenance transfer is used for Maintenance, Modernization, and Infrastructure (MMI). The Administration is sometimes asked by faculty and staff if the MMI transfer is too large. As lines G and E in Table 14 show, the ratio of the MMI transfer to the Current Replacement Value of our non-residential buildings, utilities, and infrastructure has been below 1% in recent years (Figure H).

Figure H
MMI TRANSFER TO CRV RATIO 2020-21 to 2024-25

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
1	MMI (\$M)	15.5	15.5	15.5	15.5	16.0
2	CRV (\$M)	2,062	2,162	2,414	3,024	3,342
3	Ratio	0.75%	0.72%	0.64%	0.51%	0.48%

Thus, the MMI transfer from the Operating to the Capital Budget is nearly a quarter of the 2.0% required to keep deferred maintenance from growing. Continuation of this MMI transfer is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff, and student morale.

Line J of Table 14 presents an estimate of maintenance spending from all sources, with maintenance defined as spending required to bring aging facilities up to their condition when originally built. The last time the ratio of this estimate to current replacement value was about 2.0% was 2010-11. A projected ratio of 1.6% for 2024-25 will be higher than in recent years, but below the 2.0% target. Additional funding, from provincial and federal sources, continues to be required to catch up and maintain the 2.0% target over the long-term. Achieving the 2.0% target over time is required to sustain the condition of Western's facilities.



Western
UNIVERSITY • CANADA

***2024-25 Program Specific Fees
and Other Supplemental Fees***

March 31, 2024

Western University

Notes regarding 2024-25 Program-specific Tuition and Fees and Other Supplemental Fees

Table 1: Program-Specific Tuition

This table includes tuition fees that do not align with the standard structure of tuition fees outlined in Tables 10, 10a, and 11 of the Operating Budget document – and include concurrent programs, new programs, and graduate diploma programs.

Table 2: Program-Related Fees

This table includes program-related fees – including internship/placement fees, course materials fees, tuition deposits, and the health insurance plan for International Students.

Table 3: Application Fees

This table includes application fees for graduate programs, professional programs, and undergraduate exchange programs.

Table 4: Supplemental Fees and Other Charges

This table includes a variety of other fees including late registration fees, course cancellation/change fees, and charges for official documentation, supplemental exams, and photo identification.

Table 5: Business School Course Material Fees

Reports the costs of custom course material fees (course packs and related) for all pre-HBA courses.

Western University

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
1	Concurrent Programs				
2	HBA/BESc Program				
3	Entering After 2 Years of Engineering	<i>Domestic</i>	22,138.00	22,138.00	0.0%
4	Entering After 3 Years of Engineering	<i>Domestic</i>	32,095.00	32,095.00	0.0%
5	Entering After 2 Years of Engineering	<i>Domestic Out-of-Province</i>	24,407.00	25,627.00	5.0%
6	Entering After 3 Years of Engineering	<i>Domestic Out-of-Province</i>	35,385.00	37,154.00	5.0%
7	Entering After 2 Years of Engineering	<i>International</i>	86,637.00	90,643.00	4.6%
8	Entering After 3 Years of Engineering	<i>International</i>	114,987.00	120,668.00	4.9%
9	HBA/JD Program				
10	All Years	<i>Domestic</i>	29,505.00	29,505.00	0.0%
11	All Years	<i>Domestic Out-of-Province</i>	32,529.00	34,155.00	5.0%
12	All Years	<i>International</i>	74,815.00	79,278.00	6.0%
13	HBA/BA-BSc Program				
14	Entering After 2 Undergraduate Years	<i>Domestic</i>	17,361.00	17,361.00	0.0%
15	Entering After 3 Undergraduate Years	<i>Domestic</i>	27,902.00	27,902.00	0.0%
16	Entering After 2 Undergraduate Years	<i>Domestic Out-of-Province</i>	19,141.00	20,098.00	5.0%
17	Entering After 3 Undergraduate Years	<i>Domestic Out-of-Province</i>	30,762.00	32,300.00	5.0%
18	Entering After 2 Undergraduate Years	<i>International</i>	70,583.00	74,792.00	6.0%
19	Entering After 3 Undergraduate Years	<i>International</i>	98,933.00	104,817.00	5.9%
20	JD/BA-BSc Program				
21	Entering After 2 Undergraduate Years	<i>Domestic</i>	15,600.00	15,600.00	0.0%
22	Entering After 3 Undergraduate Years	<i>Domestic</i>	19,955.00	19,955.00	0.0%
23	Entering After 2 Undergraduate Years	<i>Domestic Out-of-Province</i>	17,199.00	18,059.00	5.0%
24	Entering After 3 Undergraduate Years	<i>Domestic Out-of-Province</i>	22,000.00	23,100.00	5.0%
25	Entering After 2 Undergraduate Years	<i>International</i>	59,132.00	62,680.00	6.0%
26	Entering After 3 Undergraduate Years	<i>International</i>	67,582.00	71,637.00	6.0%
27	JD/BESc Program				
28	Entering After 2 Years of Engineering	<i>Domestic</i>	18,891.00	18,891.00	0.0%
29	Entering After 3 Years of Engineering	<i>Domestic</i>	22,192.00	22,192.00	0.0%
30	Entering After 2 Years of Engineering	<i>Domestic Out-of-Province</i>	20,827.00	21,869.00	5.0%
31	Entering After 3 Years of Engineering	<i>Domestic Out-of-Province</i>	24,467.00	25,690.00	5.0%
32	Entering After 2 Years of Engineering	<i>International</i>	69,835.00	73,247.00	4.9%
33	Entering After 3 Years of Engineering	<i>International</i>	75,609.00	79,562.00	5.2%
34	MBA/JD Program				

Western University

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
35	Note: 2023-24 = March 2024; 2024-25 = March 2025				
36	Year 1	<i>Domestic</i>	63,982.00	63,982.00	0.0%
37	Years 2 and 3	<i>Domestic</i>	42,380.00	42,380.00	0.0%
38	Year 1	<i>Domestic Out-of-Province</i>	65,268.00	66,704.00	2.2%
39	Year 2	<i>Domestic Out-of-Province</i>	42,804.00	43,746.00	2.2%
40	Year 3	<i>Domestic Out-of-Province</i>	42,380.00	43,746.00	2.2%
41	Year 1	<i>International</i>	111,400.00	116,190.00	4.3%
42	Years 2 and 3	<i>International</i>	77,671.00	81,011.00	4.3%
43	JD/MA-MSc Program				
44	Entering Before Year 1 Law	<i>Domestic</i>	22,229.00	22,229.00	0.0%
45	Entering After Year 1 Law	<i>Domestic</i>	23,507.00	23,507.00	0.0%
46	Entering Before Year 1 Law	<i>Domestic Out-of-Province</i>	24,335.00	25,445.00	4.6%
47	Entering After Year 1 Law	<i>Domestic Out-of-Province</i>	25,395.00	26,505.00	4.4%
48	Entering Before Year 1 Law	<i>International</i>	53,049.00	55,968.00	5.5%
49	Entering After Year 1 Law	<i>International</i>	56,341.00	59,326.00	5.3%
50	MBA/MEng Program				
51	Note: 2023-24 = March 2024; 2024-25 = March 2025				
52	Years 1 - 2	<i>Domestic</i>	48,154.00	48,154.00	0.0%
53	After 2 years	<i>Domestic; per term</i>	16,050.00	16,050.00	0.0%
54	Years 1 - 2	<i>Domestic Out-of-Province</i>	48,154.00	48,154.00	0.0%
55	After 2 years	<i>Domestic Out-of-Province: per term</i>	16,050.00	16,050.00	0.0%
56	Years 1 - 2	<i>International</i>	82,053.00	84,350.00	2.8%
57	After 2 years	<i>International; per term</i>	27,351.00	28,117.00	2.8%
58	MBA Direct /JD Program				
59	Note: 2023-24 = July 2023; 2024-25 = July 2024				
60	Year 1	<i>Domestic</i>	41,688.00	41,688.00	0.0%
61	Year 2	<i>Domestic</i>	34,425.00	34,425.00	0.0%
62	Year 3	<i>Domestic</i>	34,425.00	34,425.00	0.0%
63	Year 1	<i>Domestic Out-of-Province</i>	43,752.00	45,021.00	2.9%
64	Year 2	<i>Domestic Out-of-Province</i>	36,489.00	37,547.00	2.9%
65	Year 3	<i>Domestic Out-of-Province</i>	36,489.00	37,547.00	2.9%
66	Year 1	<i>International</i>	78,371.00	82,054.00	4.7%
67	Year 2	<i>International</i>	67,612.00	70,790.00	4.7%
68	Year 3	<i>International</i>	67,612.00	70,790.00	4.7%

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
69	Ivey Business School				
70	The rates shown below are program fees				
71	Business (MBA)	<i>Domestic</i>	83,250.00	83,250.00	0.0%
72	Business (MBA)	<i>International</i>	126,600.00	129,750.00	2.5%
73	Business (MSc) -- all streams	<i>Domestic</i>	38,250.00	38,250.00	0.0%
74	Business (MSc) -- all streams	<i>International</i>	73,800.00	81,180.00	10.0%
75	Business (MGMT/CEMS)	<i>Domestic</i>	43,200.00	43,200.00	0.0%
76	Business (MGMT/CEMS)	<i>International</i>	79,500.00	87,380.00	9.9%
77	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	<i>Domestic (total for 5 terms) - effective with the September 2024 intake</i>	47,800.00	47,800.00	0.0%
78	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	<i>International (total for 5 terms) - effective with the September 2024 intake</i>	85,300.00	93,800.00	10.0%
79	Tuition, Executive MBA Program- Canada -- September & February Intake	<i>Domestic: total for 3 terms</i>	119,925.00	122,900.00	2.5%
80	Tuition, Executive MBA Program- Canada -- September & February Intake	<i>International: total for 3 terms</i>	119,925.00	122,900.00	2.5%
81	Tuition, MBA Direct (Domestic) -- July Intake		50,085.00	50,085.00	0.0%
82	Tuition, MBA Direct (International) -- July Intake		74,200.00	75,960.00	2.4%
83	Tuition, Accelerated MBA (Domestic) -- November Intake		83,000.00	86,000.00	3.6%
84	GDip in Management				
85	If taken in Hong Kong				
86	Per Module (1-4)	<i>Fees in U.S Dollars</i>	3,000.00	3,000.00	0.0%
87	Term 5	<i>Fees in U.S Dollars</i>	3,000.00	3,000.00	0.0%
88	Entry Assessment	<i>Fees in U.S Dollars</i>	1,000.00	1,000.00	0.0%
89	Graduate Diploma in Accounting				
90	Summer program	<i>Domestic, 1 term</i>	9,000.00	9,200.00	2.2%
91	Summer program	<i>International, 1 term</i>	16,640.00	17,300.00	4.0%
92	Graduate Diploma in Business and Sustainability (MSc)	<i>Domestic</i>	5,000.00	5,000.00	0.0%
93	Graduate Diploma in Business and Sustainability (MSc)	<i>International</i>	5,000.00	5,000.00	0.0%
94	Graduate Diploma in Climate Risk Assessment and Opportunity (Business and Climate Impact)	<i>Domestic (per-course)</i>	5,000.00	5,000.00	0.0%
95	Graduate Diploma in Climate Risk Assessment and Opportunity (Business and Climate Impact)	<i>International (per-course)</i>	7,500.00	7,500.00	0.0%
96	Faculty of Education				
97	Tuition - Post Graduate Certificate in Education	<i>per course</i>	250.00	250.00	0.0%
98	3-Part Additional Qualification	<i>per course</i>	685.00	685.00	0.0%
99	Additional Basic Qualification	<i>Domestic, per course</i>	735.00	735.00	0.0%
100	Additional Basic Qualification	<i>International, per course</i>	1,470.00	1,470.00	0.0%
101	Honor Specialist Additional Qualification	<i>per course</i>	735.00	735.00	0.0%

Western University

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
102	Honor Specialist Additional Qualification	<i>International, per course</i>	1,470.00	1,470.00	0.0%
103	Technology Studies: Additional Qualification	<i>per course</i>	735.00	735.00	0.0%
104	Certificate of Unified English Braille Competence (non-credit)	<i>per level</i>	325.00	325.00	0.0%
105	Master of Professional Education (MPEd)				
106	Domestic Students				
107	All Fields	<i>per course</i>	2,719.00	2,719.00	0.0%
108	International Students				
109	Onsite	<i>per course</i>	4,454.00	4,632.00	4.0%
110	Online	<i>per course</i>	3,399.00	3,535.00	4.0%
111	Faculty of Engineering				
112	University Network of Excellence in Nuclear Engineering Program	<i>10 courses or 8 courses and project</i>	22,500.00	22,500.00	0.0%
113	Graduate Diploma in Engineering Leadership and Innovation	<i>Domestic: per term tuition fee</i>	3,625.00	3,625.00	0.0%
114	Graduate Diploma in Engineering Leadership and Innovation	<i>International: per term tuition fee</i>	14,246.00	14,815.00	4.0%
115	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Risk and Infrastructure Resiliency)	<i>Domestic (per-course)</i>	5,000.00	5,000.00	0.0%
116	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Risk and Infrastructure Resiliency)	<i>International (per-course)</i>	7,500.00	7,500.00	0.0%
117	Faculty of Information and Media Studies				
118	MLIS Part-Time	<i>Domestic; per-course tuition fee</i>	725.13	725.13	0.0%
119	MLIS Part-Time	<i>International; per-course tuition fee</i>	2,494.13	2,593.00	4.0%
120	Faculty of Health Science				
121	Compressed Nursing Program				
122	Years 3 and 4, Fall/Winter	<i>Domestic</i>	6,050.00	6,050.00	0.0%
123	Years 3 and 4, Fall/Winter	<i>Domestic Out-of-Province</i>	6,669.00	7,002.00	5.0%
124	Year 3, Fall/Winter	<i>International</i>	54,197.00	56,364.00	4.0%
125	Year 4, Fall/Winter	<i>International</i>	52,189.00	56,364.00	4.0%
126	Summer Term between Years 3 and 4	<i>Domestic</i>	3,025.00	3,025.00	0.0%
127	Summer Term between Years 3 and 4	<i>Domestic Out-of-Province</i>	3,334.50	3,501.00	5.0%
128	Summer Term between Years 3 and 4	<i>International</i>	26,094.50	27,138.00	4.0%
129	Combined Health Professional Masters and PhD				
130	All Years	<i>Domestic</i>	11,294.00	11,294.00	0.0%
131	All Years	<i>International</i>	37,412.00	38,908.00	4.0%
132	Graduate Diploma in Applied Health Sciences	<i>Domestic; per-course tuition fee</i>	1,418.00	1,418.00	0.0%
133	Graduate Diploma in Applied Health Sciences	<i>International; per-course tuition fee</i>	3,623.00	3,767.00	4.0%
134	Graduate Diploma in Primary Health Care Nurse Practitioner	<i>Domestic; per term</i>	2,666.66	2,666.00	0.0%
135	Masters of Kinesiology (MKIN)	<i>New -- Domestic; per term</i>		2,120.00	

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
136	Masters of Kinesiology (MKIN)	<i>New -- Internation; per term</i>		9,476.67	
137	Brescia School of Foods & Nutrition				
138	Diploma in Dietetic Education & Practical Training (DDEPT)	<i>Domestic</i>	6,050.00	6,050.00	0.0%
139	Diploma in Dietetic Education & Practical Training (DDEPT)	<i>Out of Province</i>	6,669.00	7,002.00	5.0%
140	Diploma in Dietetic Education & Practical Training (DDEPT)	<i>International</i>	37,712.00	39,220.00	4.0%
141	Faculty of Law				
142	Graduate Diploma in Mining Law, Finance and Sustainability	<i>Domestic; per-course tuition fee</i>	2,250.00	2,250.00	0.0%
143	Graduate Diploma in Mining Law, Finance and Sustainability	<i>International; per-course tuition fee</i>	3,786.00	3,937.00	4.0%
144	Schulich School of Medicine and Dentistry				
145	Medicine (M. D.) -- Year 5	<i>due to unmatched residency</i>	11,993.00	11,993.00	0.0%
146	Medicine (M. D.) -- Year 6	<i>due to unmatched residency</i>	5,996.00	5,996.00	0.0%
147	Medicine (M. D.) -- Year 7	<i>due to unmatched residency</i>	5,996.00	5,996.00	0.0%
148	MSc in Clinical Medical Biophysics	<i>Domestic; per-course tuition fee</i>	1,411.75	1,411.75	0.0%
149	MSc in Clinical Medical Biophysics	<i>International; per-course tuition fee</i>	4,368.00	4,543.00	4.0%
150	Internationally Trained Dentistry Program	Year 2 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
151	Internationally Trained Dentistry Program	Year 3 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
152	Internationally Trained Dentistry Program	Year 4 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
153	International Medical Trainees	<i>includes Saudi Trainees</i>	100,000.00	100,000.00	0.0%
154	Dentistry, Prior Learning Assessment (PLA) -- Internationally Trained Dentists	<i>reflects changes in exam structure</i>	800.00	800.00	0.0%
155	Grad Diploma: Pathology and Laboratory Medicine	<i>Domestic per Term</i>	2,496.00	2,595.00	4.0%
156	Grad Diploma: Pathology and Laboratory Medicine	<i>International per Term</i>	3,245.00	3,375.00	4.0%
157	Grad Diploma: Clinical Translational Sciences	<i>Domestic; per-course tuition fee</i>	1,350.00	1,350.00	0.0%
158	Grad Diploma: Clinical Translational Sciences	<i>International; per-course tuition fee</i>	3,375.00	3,510.00	4.0%
159	Master of Health Sciences (MHSc) -- Global Health Systems	<i>Domestic</i>	22,000.00	22,000.00	0.0%
160	Master of Health Sciences (MHSc) -- Global Health Systems	<i>International</i>	55,307.00	57,519.00	4.0%
161	Master of Science in Drug Safety and Pharmacovigilance	<i>Domestic</i>	22,002.00	22,002.00	0.0%
162	Master of Science in Drug Safety and Pharmacovigilance	<i>International</i>	36,000.00	37,440.00	4.0%
163	Faculty of Music				
164	Music Recording Arts, All Years - Domestic tuition	<i>Domestic: compressed prgm with Fanshawe</i>	6,914.00	6,914.00	0.0%
165	Music Recording Arts, All Years - Domestic tuition	<i>Domestic Out-of-Province: compressed prgm with Fanshawe</i>	7,623.00	8,004.00	5.0%
166	Music Recording Arts - Year 1 - International tuition	<i>compressed prgm with Fanshawe</i>	36,798.00	38,270.00	4.0%
167	Music Recording Arts - Year 2 - International tuition	<i>compressed prgm with Fanshawe</i>	36,798.00	38,270.00	4.0%
168	Music Recording Arts - Year 3 - International tuition	<i>compressed prgm with Fanshawe</i>	36,798.00	38,270.00	4.0%
169	Faculty of Science				

Western University

Table 1

2023-2024 and Proposed 2024-2025 PROGRAM-SPECIFIC TUITION FEES

			2023-24	Proposed 2024-25	
			Amount	Amount	% change
170	Graduate Diploma in Climate Risk Assessment and Opportunity (Natural Hazards and Risks)	<i>Domestic (per-course)</i>	5,000.00	5,000.00	0.0%
171	Graduate Diploma in Climate Risk Assessment and Opportunity (Natural Hazards and Risks)	<i>International (per-course)</i>	7,500.00	7,500.00	0.0%
172	Faculty of Social Science				
173	Graduate Diploma in Public Administration				
174	per-course tuition	<i>Domestic</i>	920.00	920.00	0.0%
175	per-course tuition	<i>International</i>	4,781.00	4,971.00	4.0%
176	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Change Governance)	<i>Domestic (per-course)</i>	5,000.00	5,000.00	0.0%
177	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Change Governance)	<i>International (per-course)</i>	7,500.00	7,500.00	0.0%
178	UG Diploma in Management Studies	<i>Domestic</i>	6,050.00	6,050.00	0.0%
179	UG Diploma in Management Studies	<i>International</i>	19,900.00	21,000.00	5.5%
180	School of Graduate and Postdoctoral Studies				
181	Graduate Diploma in Accounting				
182	Summer program	<i>Domestic, 1 term</i>	9,000.00	9,200.00	2.2%
183	Summer program	<i>International, 1 term</i>	16,640.00	17,300.00	4.0%
184	Per-Course Tuition Fees				
	<i>First Entry Programs:</i> <ul style="list-style-type: none"> • Tuition per full course is one-fifth (20%) of full program tuition for the respective program. • Tuition per full audited course is one-tenth (10%) of full program tuition for the respective program. 				
185	<i>Law:</i> Tuition per full course is one-seventh of full program tuition.				
186	<i>Medicine/Dentistry:</i> Tuition will be set by special arrangement.				
187	<i>Graduate Programs:</i> Tuition per term is one-half (50%) of full-time tuition for the respective program.				

Western University

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
1	Faculty of Arts and Humanities			
2	Student Donation	<i>opt out option: to support Faculty priorities</i>	50.00	50.00
3	Visual Arts Field Trip Fee	<i>Applicable to several VA courses</i>	45.00	60.00
4	1020 Safety Kit & Materials Fee	<i>SA 1601</i>	30.00	40.00
5	236 Printmaking Materials Fee	<i>SA 2630 A/B</i>	100.00	120.00
6	330 Printmaking Materials Fee	<i>SA 3633</i>	160.00	190.00
7	SA 2690Y-Studio Art Ceramics Materials Fee	<i>SA 2690 Y</i>	160.00	160.00
8	Printmaking Silk Screen Fee	<i>SA 4605 / 9500</i>	50.00	60.00
9	Workshop Fees	<i>Applicable to several VA courses</i>	20.00	25.00
10	Sculpture 1 Workshop Materials Fee (half course)	<i>Applicable to several VA courses</i>	80.00	95.00
11	Sculpture 2 Workshop Materials Fee (full course)	<i>SA 2643 / 3643</i>	160.00	190.00
12	Toronto: Culture and Performance field trip fee	<i>Theatre Studies 3581F/English 3581F/ArtHum 3393F</i>	150.00	175.00
13	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	150.00
14	Internship Fee - (Professional Internship) - 4 month work term	<i>one instalment</i>	125.00	150.00
15	Studio Art Materials Fee	<i>Studio Art 3678</i>	30.00	50.00
16	Destination Theatre Trip (accommodation, live theatre, seminars/workshops)	<i>Theatre Studies 3900G</i>	2,500.00	2,700.00
17	Havana Course	<i>Spanish 2104F/G</i>	1,800-2,000	1,800-2,000
18	Rondine Course	<i>Italian 3040A/B</i>	4,500-5,000	4,500-5,000
19	San Luis Potosi Mexico	<i>Spanish 2908H/3908B</i>	2,500-3,000	2,500-3,000
20	Sevilla Course	<i>SP 3910B and SP 2956G</i>	3,000-3,500	3,000-3,500
21	Study Trip to Oaxaca, Mexico	<i>AH2680G/SA2690B</i>	4,500-5,000	4,500-5,000
22	Study Tour to Greece	<i>New: Classical Studies 3010G</i>		3,500.00
23	Vindolanda Field School Fees	<i>New: Classical Studies 4580G</i>		2,800-3,200
24	Continuing Studies			
25	Tuition Deposit for Diploma Programs in: Not for Profit Management, Clinical Trials Management, Occupational Health & Safety Management, Public Relations, Pedorthics, Marketing, Human Resources, Computer Science	<i>non-refundable</i>	250.00	500.00
26	Faculty of Education			
27	Tuition Deposit - B.Ed./Dip.Ed.	<i>non-refundable</i>	500.00	500.00
28	Tuition Deposit - Add'l Qualifications (per full course)	<i>non-refundable</i>	100.00	100.00

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
29	Tuition Deposit - All Graduate programs	<i>non-refundable</i>	500.00	500.00
30	Deferral Fee - All Graduate programs	<i>admission deferral, non-refundable</i>	500.00	500.00
31	Practicum Supports B.Ed./Dip. Ed.	<i>Year 1</i>	550.00	550.00
32	Practicum Supports B.Ed./Dip. Ed.	<i>Year 2</i>	550.00	550.00
33	Student Donation	<i>opt out option: to support Faculty priorities</i>	30.00	30.00
34	Technology AQ Facility Fee	<i>to rent space & equipment needed for course EDTECH 5677</i>	75.00	75.00
35	School & Applied Child Psychology -- Access to Psychological Test Material		40.00	40.00
36	Faculty of Engineering			
37	M.Eng Tuition Deposit	<i>non-refundable</i>	500.00	500.00
38	Student Donation	<i>opt out option: to support UG Student Initiatives (i.e., project teams, events, clubs)</i>	100.00	100.00
39	Undergraduate Student Laboratory Endowment Fund	<i>opt out option: to support Faculty Laboratories</i>	50.00	50.00
40	Co-op Program Application	<i>non-refundable</i>	125.00	125.00
41	Co-op Program	<i>Fee Per Term</i>	550.00	550.00
42	Undergraduate Student Co-curricular Learning Space	<i>non-refundable</i>	75.00	75.00
43	MME 4490 - Engineering in a Global Context: Advanced Manufacturing	<i>International Component Course Fee</i>	2,300.00	2,300.00
	<p>Exchange Programs</p> <p>For information on fees for the International Study Centre, please contact Western International at exchange@uwo.ca or call (519) 661-2111 ext. 89309</p> <p>Incoming Exchange, Fees Payable to Western:</p> <ul style="list-style-type: none"> • <i>Full or half year:</i> bus pass, Western One card, and UHIP for International Students <p>Outgoing Exchange, Fees Payable to Western:</p> <ul style="list-style-type: none"> • <i>Full Year:</i> full program tuition fees, USC health and dental plans • <i>Half Year at Western:</i> full program tuition fees, USC health plan and dental plans, bus pass, half of full-time ancillary fees • <i>Half Year not at Western:</i> half of full-time tuition fees, USC health and dental plans 			
44	Faculty of Health Science (CSD, Nursing, OT, PT, Health Studies, Kinesiology, AHCP)			
45	Graduate Professional Programs Tuition Deposit fee	<i>Domestic</i>	500.00	500.00
46	Graduate Professional Programs Tuition Deposit fee	<i>New: International</i>		2,000.00
47	School of Health Studies			
48	Course fee: Aging Globally, Lessons from Scandinavia		4,000.00	4,000.00
49	Student Donation (<i>Student Opportunity Fund</i>)	<i>opt out option: to support Faculty priorities</i>	100.00	100.00

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
50	School of Kinesiology			
51	Holster Kit Fee	<i>Applicable to specific courses</i>	120.00	120.00
52	Student Donation (<i>Student Opportunity Fund</i>)	<i>opt out option: to support Faculty priorities</i>	100.00	100.00
53	Kinesiology - Taping supplies		85.00	95.00
54	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2032</i>	30.00	30.00
55	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 3388</i>	30.00	30.00
56	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2276</i>	30.00	30.00
57	Kinesiology - First responder certification training	<i>for students in Kinesiology 4585</i>	425.00	425.00
58	Kinesiology - Course Reader Fee	<i>New: Opt out option -- for students in Kinesiology 3362</i>		45.00
59	School of Kinesiology AND School of Health Studies			
60	Internship fee: 4 month work term	<i>paid in one installment</i>	450.00	450.00
61	Internship fee: 8 month work term	<i>paid in two installments</i>	700.00	700.00
62	Internship fee: 9-12 month work term	<i>paid in three installments</i>	950.00	950.00
63	Internship fee: 13-16 month work term	<i>paid in three installments</i>	1,200.00	1,200.00
64	Health Record Verification	<i>for students in Kinesiology 4995F/G and Health Science 4995F/G</i>	40.00	50.00
65	School of Nursing			
66	Student Donation (<i>Student Opportunity Fund</i>)	<i>opt out option: to support Faculty priorities</i>	100.00	100.00
67	Placement Kit	<i>for students in Nursing 1201 and Nursing 1080</i>	20.00	20.00
68	Clinical Fieldwork Placement Fee - Crisis Intervention Training	<i>for students in Nursing 3900, Nursing 3911 and Nursing 2271</i>	60.00	70.00
69	NurseAchieve eLearning Tool - Collaborative & CTF Program	<i>for students in Nursing 3630</i>	450.00	450.00
70	NurseAchieve eLearning Tool - Collaborative Program	<i>for students in Nursing 3910</i>	550.00	550.00
71	School of Occupational Therapy			
72	Clinical Fieldwork Placement Fee - Crisis Intervention Training	<i>for students in Occupational Therapy 9580</i>	60.00	70.00
73	School of Physical Therapy			
74	Clinical Fieldwork Placement Fee - Crisis Intervention Training	<i>for students in Physical Therapy 9181</i>	60.00	70.00
75	School of Communication Sciences and Disorders			
76	Laboratory and Clinic Kit fee		300.00	300.00
77	Applied Health Care Practice			
78	AHCP Wound Healing Supplies	<i>for students taking AHCP9660, 9670</i>	300.00	550.00

Western University

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
79	AHCP Sport & Exercise Medicine Taping Supplies and Certificate Costs	<i>for students taking AHCP9691</i>	510.00	550.00
80	AHCP MCISc Clinical Mentorship		2,100.00	2,100.00
81	Brescia School of Foods & Nutrition			
82	Student Donation (<i>Student Opportunity Fund</i>)	<i>NEW: opt out option -- to support Faculty priorities. All undergraduate students in Foods & Nutrition & Family Studies</i>		100.00
83	Course fee: Canadian & Japanese FN Diet Professions	<i>for students in FN 4488</i>	3,500.00	4,000.00
84	Lab Fee: Foods & Nutrition Labs	<i>for all students in FN 3310A/B, FN 3340A/B, FN 3342A/B, FN 3348A/B FN 3400A/B, FN 4420A/B, FN 4435A/B, FN 9342A/B, FN 9420A/B, FN 9430A/B</i>	50.00	50.00
85	Lab Fee: Foods & Nutrition Labs	<i>for all students in FN 2130, 2232</i>	100.00	100.00
86	DDEPT Clinical Preceptorship	<i>for students in DDEPT program. Summer Term for students in FN 4903</i>	4,000.00	4,000.00
87	Masters of FN (MScFN) Clinical Preceptorship Fees	<i>Payable installments for students in MScFN paid per term (5 installments)</i>	4,000.00	4,000.00
88	Crisis Intervention Training	<i>NEW: All Master Program & DDEPT only. Training in May.</i>		70.00
89	Faculty of Information and Media Studies			
90	MLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	800.00
91	PhDLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	800.00
92	Internship Fee, FIMS, Academic Internship		125.00	125.00
93	Internship Fee, MMJC, non-academic, Third-Term Internship		103.00	103.00
94	Tuition Deposit, MMJC	<i>non-refundable</i>	412.00	412.00
95	Tuition Deposit, Library and Info. Science (Graduate)	<i>non-refundable</i>	412.00	412.00
96	Student Donation	<i>opt out option: to support Faculty priorities</i>	50.00	50.00
97	Health Information Sciences Placement	<i>New: Applicable to specific courses</i>		800.00
98	Faculty of Law			
99	Tuition Deposit, JD program, Year 1 only	<i>non-refundable</i>	500.00	500.00
100	Tuition Deposit, LLM and MSL programs, new students only	<i>non-refundable</i>	500.00	500.00
101	International Law Capstone Course field trip fee; Ottawa	<i>optional</i>	500-600	600-700
102	International Organizations Course field trip fee; Washington/NY	<i>optional</i>	1,000-1,600	1,200-1,800
103	Career Management Platform (12Twenty)		40.00	40.00
104	Schulich School of Medicine and Dentistry			

Western University

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
105	Dental Kits	<i>Year 1</i>	17,000.00	17,000.00
106	Dental Kits	<i>Year 2</i>	18,000.00	18,000.00
107	Dental Kits	<i>Year 3</i>	4,500.00	4,500.00
108	Dental Kits	<i>Year 4</i>	1,000.00	1,000.00
109	Internationally Trained Dentists Program - Dental Kits	<i>Year 2</i>	35,000.00	35,000.00
110	Internationally Trained Dentists Program - Dental Kits	<i>Year 3</i>	4,500.00	4,500.00
111	Internationally Trained Dentists Program - Dental Kits	<i>Year 4</i>	1,000.00	1,000.00
112	Tuition Deposit, Dentistry, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
113	Tuition Deposit, Dentistry, Year 2, Internationally Trained Dentistry	<i>\$500 non-refundable</i>	4,950.00	4,950.00
114	Instrument Deposit, Dentistry, Year 2, Internationally Trained Dentistry	<i>non-refundable</i>	5,000.00	5,000.00
115	International Medical Elective Insurance Fee (Specific Partnerships)	<i>New: per elective</i>		445.00
116	Tuition Deposit, Medicine, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
117	Tuition Deposit, Masters of Public Health	<i>\$500 non-refundable</i>	500.00	500.00
118	Visiting Medical Elective, Canadian Universities	<i>per elective</i>	100.00	150.00
119	Visiting Medical Elective, International Universities	<i>per elective</i>	1,050.00	945.00
120	Student Donation, Undergraduate BMSc	<i>opt out option: to support Faculty priorities</i>	75.00	75.00
121	Interdisciplinary Medical Sciences MSc: Fee for Material and External Assessment Tool		150.00	150.00
122	Summer Experiential Learning Fee -- MHSc (Global Health Systems)		4,000.00	5,000.00
123	Faculty of Music			
124	Music Lesson (2 term total)	<i>Applicable to specific courses</i>	2,700.00	2,700.00
125	Music - Audition Fee		80.00	85.00
126	Music - Opera Workshop Fee		80.00	85.00
127	Music - Music Education Instrument Fee		55.00	60.00
128	Music Performance String Instrument Bank Fee		125.00	130.00
129	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
130	Student Donation (Gift Fund)	<i>opt out option: to support Faculty priorities</i>	100.00	100.00
131	Ivey Business School			
132	Tuition Deposit, MBA	<i>\$500 non-refundable</i>	5,000.00	5,000.00
133	Tuition Deposit, Executive MBA Program (Canada)	<i>non-refundable</i>	3,000.00	3,000.00

Western University

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
134	Tuition Deposit, Accelerated MBA	\$500 non-refundable	5,000.00	5,000.00
135	Tuition Deposit, Master of Management-Analytics (MMA)	non-refundable	2,000.00	2,000.00
136	MMA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	non-refundable	5,000.00	5,000.00
137	Executive MBA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	non-refundable	5,000.00	5,000.00
138	Tuition Deposit, HBA	\$500 non-refundable	2,000.00	2,000.00
139	Tuition Deposit, MSc program	\$500 non-refundable	2,000.00	2,000.00
140	Tuition Deposit, PhD	non-refundable	300.00	300.00
141	Course Material Fees, MBA		2,639.00	2,639.00
142	Course Material Fees, MBA (exchange students)		420.00	420.00
143	Course Material Fees, JD/MBA		2,325.00	2,325.00
144	Course Material Fees, Direct MBA		1,490.00	1,490.00
145	Course Material Fee, Graduate Diploma in Accounting		1,000.00	1,000.00
146	Pre Business Custom Course Material Fees	See Ivey Custom Course Material Fees 2024-2025		
147	HBA 1 Custom Course Material Fees		1,500.00	1,500.00
148	HBA 2 Custom Course Material Fees		600.00	600.00
149	HBA Dual Degree Course Material Fees		300.00	300.00
150	MSc Business Analytics Course Material Fees (Fall 2024 Intake)	Fall 2024 & Winter 2025 terms	625.00	650.00
151	MSc International Business Course Material Fees (Winter 2024 & Winter 2025 Intakes)	Fall 2024 & Winter 2025 terms	600.00	625.00
152	MSc Digital Management Course Material Fees (Fall 2024 Intake)	Fall 2024 & Winter 2025 terms	875.00	875.00
153	Faculty of Science			
154	Telescope Access Fee	Astronomy 2801	35.00	35.00
155	<i>For internships:</i>			
156	Internship Fee - 4 month work term (Science 3397)	\$500 per 4-month term	450.00	500.00
157	Internship Fee - 8 month work term (Science 3393 / 3396)	\$500 per 4-month term	700.00	1,000.00
158	Internship Fee - 12 month work term (Science 3394)	\$500 per 4-month term	950.00	1,500.00
159	Internship Fee - 16 month work term (Science 3395)	\$500 per 4-month term	1,200.00	2,000.00
160	Student Donation	opt out option: to support Faculty priorities	75.00	75.00
161	Accelerated Masters in Geology	field school course; refundable upon successful completion of course	1,600.00	1,600.00
162	Accelerated Masters in Geophysics		1,600.00	1,600.00

Western University

Table 2

Proposed 2024-2025 PROGRAM-RELATED FEES

			2023-24 Amount	Proposed 2024-25 Amount
163	Master of Environment and Sustainability (MES)	<i>placement costs</i>	3,000.00	3,000.00
164	Master of Management of Applied Science Internship Fee	<i>placement costs</i>	3,000.00	3,000.00
165	Master of Data Analytics	<i>placement costs</i>	3,000.00	3,000.00
166	Faculty of Social Science			
167	MOS 4410 Strategic Management Singapore field trip fee	<i>approximate cost; optional</i>	1,500.00	1,500.00
168	Internship Fee (replace varied work term rates)	<i>per 4-month term</i>	500.00	500.00
169	Masters of Research for Policy and Evaluation: Internship Fee		3,000.00	3,000.00
170	Student Donation	<i>opt out option; to support Faculty priorities</i>	50.00	50.00
171	Course Material Fees, Graduate Diploma in Accounting		1,000.00	1,000.00
172	General			
173	Admission Deferral Deposit	<i>non-refundable</i>	250.00	500.00
174	Tuition Deposit, Full-time Undergraduates	<i>non-refundable</i>	500.00	500.00
175	Tuition Deposit, Part-time Undergraduates	<i>non-refundable</i>	100.00	150.00
176	Tuition Deposit, Full-time International Undergraduates	<i>New: non-refundable</i>		1,000.00
177	University Health Insurance Plan for International Students			
178	Undergraduates, Full-time and Part-time	<i>12 month term</i>	756.00	TBD
179	Graduates, excluding MBA	<i>per term</i>	252.00	TBD
180	Graduates, MBA	<i>12 month term</i>	756.00	TBD
181	Exchange students	<i>per term</i>	252.00	TBD

Western University

Table 3

Proposed 2024-2025 APPLICATION FEES

			2023-24 Amount	Proposed 2024-25 Amount
1	Undergraduate Programs			
2	Arts and Humanities - Application fee for Student Service Learning Option in Cuba	<i>Spanish 2200 or 3300</i>	60.00	60.00
3	Arts and Humanities - Application fee for summer study at University of Holguin Oscar Lucero Moya in Cuba	<i>academic credit via Letter of Permission (Spanish 2200 or 3300)</i>	60.00	60.00
4	Arts and Humanities - Visual Arts Portfolio Application Fee	<i>BFA Studio Arts; USD</i>	12.00	15.00
5	Dentistry		375.00	375.00
6	Dentistry International Student Application		375.00	375.00
7	Dentistry: Advanced Standing Dentistry Application		375.00	375.00
8	Dentistry: Internationally Trained Dentist Program Application		375.00	375.00
9	Education, B.Ed./Dip.Ed.		80.00	80.00
10	Engineering, Leadership and Innovation Certificate	<i>change in name from Technological Entrepreneurship Certificate</i>	100.00	125.00
11	Exchange programs: Western International Exchange, Study Abroad, Internship, Research & Summer programs		60.00	60.00
12	Exchange programs, Faculty of Law		55.00	60.00
13	Part-time Application Fee		70.00	75.00
14	Law		115.00	115.00
15	Medicine		125.00	125.00
16	Ivey Business School			
17	HBA		125.00	150.00
18	HBA Advanced Entry Opportunity Program		125.00	150.00
19	Continuing Studies			
20	Application Fee due at time of submission for Diploma Program in: Not for Profit Management, Clinical Trials Management, Occupational Health & Safety Management, Public Relations, Pedorthics, Marketing, Human Resources, Computer Science	<i>non-refundable</i>	100.00	100.00
21	Graduate Programs			
22	Communication Sciences and Disorders (M.CL.Sc.)		250.00	275.00
23	Occupational Therapy M.Sc. (OT)		250.00	275.00
24	Physical Therapy (MPT)		250.00	275.00
25	Ivey MBA		150.00	150.00
26	Ivey MSc		100.00	150.00
27	Ivey MMA		150.00	150.00

Western University

Table 3

Proposed 2024-2025 APPLICATION FEES

		2023-24 Amount	Proposed 2024-25 Amount
28	Orthodontics	350.00	350.00
29	All other graduate programs	150.00	170.00

Western University

Table 4

Proposed 2024-2025 SUPPLEMENTAL FEES AND OTHER CHARGES

			2023-24 Amount	Proposed 2024-25 Amount
1	Course Cancellation/Change Fees			
2	Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA		370.00	380.00
3	Part-time Undergraduates	<i>per full course</i>	80.00	100.00
4	Part-time Undergraduates	<i>per half course</i>	40.00	50.00
5	Education - B.Ed./Dip.Ed.		350.00	350.00
6	Education - Additional Qualifications		100.00	100.00
7	Law - JD, First year only		500.00	500.00
8	Law - LLM and MSL programs		500.00	500.00
9	EMBA	<i>if withdrawing up to 30 days from start of session</i>	5,000.00	5,000.00
10	HBA		645.00	645.00
11	MMA Deferral Fee		200.00	200.00
12	Identification Cards			
13	Photo Identification Card (Western ONEcard)		35.00	40.00
14	Photo Identification Replacement		35.00	40.00
15	Late Payment Charges: based on overdue balance on new consolidated account including tuition and residence charges (Fall 2024)			
16	Late payment charges will be charged monthly at an interest rate of 1.5% on overdue balances, which is equivalent to an annual interest rate of 19.56%			
17	Late Registration Fees			
18	Full-time Undergraduates		190.00	200.00
19	Part-time Undergraduates		95.00	100.00
20	Accommodated Exam, Unauthorized Exam Absence Fee		22.00	25.00
21	Courier	<i>Within Ontario</i>	35.00	45.00
22	Courier	<i>Canada (Outside of Ontario)</i>	40.00	50.00
23	Courier	<i>U.S.</i>	50.00	55.00

Western University

Table 4

Proposed 2024-2025 SUPPLEMENTAL FEES AND OTHER CHARGES

			2023-24 Amount	Proposed 2024-25 Amount
24	Courier	<i>International</i>	80.00	100.00
25	Course Description/Course Syllabus	<i>1 course</i>	2.00	3.00
26	Deregistration Fee		320.00	350.00
27	Diploma Authentication		7.00	10.00
28	Amended Tax Receipts (T2202/T4A)	<i>includes electronic filing of amendments</i>	30.00	35.00
29	Early Release of Diploma		120.00	130.00
30	Education - French as a Second Language Testing		100.00	100.00
31	Braille Drills Supplement Book	<i>one time charge for levels 2-4; included if entering in level 1</i>	30.00	40.00
32	PLA Testing Braille Certificate	<i>if studied at other Braille provider</i>	100.00	100.00
33	Education - Kodaly certification		320.00	320.00
34	Engineering - Supplemental Examination	<i>non-refundable</i>	100.00	125.00
35	Exchange Placement fee, Faculty of Law		165.00	165.00
36	Exchange , Western International & Western Heads East Placement Fee		165.00	165.00
37	Facsimile (Fax)/PDF charge		25.00	28.00
38	Electronic Degree Parchment		50.00	55.00
39	Late Application to Graduate		105.00	120.00
40	Letter of Permission - Outgoing Students		80.00	90.00
41	Letter of Permission - Incoming Students		80.00	90.00
42	Mailing of Diplomas	<i>Outside of Canada</i>	80.00	90.00
43	Mailing of Diplomas	<i>Within Canada</i>	40.00	50.00
44	Mailing of Miscellaneous Items	<i>for mailing items through Canada Post (excludes mailing of transcripts, official letters, forms)</i>	12.00	15.00
45	Medicine - Supplemental Examination	<i>London</i>	75.00	75.00
46	Dentistry - Supplemental Examination	<i>London</i>	75.00	75.00

Western University

Table 4

Proposed 2024-2025 SUPPLEMENTAL FEES AND OTHER CHARGES

			2023-24 Amount	Proposed 2024-25 Amount
47	Medicine - Supplemental Examination	<i>Outside Centre</i>	100.00	100.00
48	Medicine - Postgraduate Fellowship Administrative Fee		150.00	150.00
49	Medicine - Masters of Public Health - Learning Materials	<i>charged 1/3 in each of 3 terms</i>	800.00	800.00
50	Medicine - Masters of Public Health - Field Trip Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
51	Medicine - Masters of Public Health - Practicum Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
52	Medicine - Postgraduate Verification-Dates only	<i>Regular & Rush</i>	50.00	50.00
53	Medicine - Postgraduate Verification-Dates & Performance		75.00	75.00
54	Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement		25.00	25.00
55	Medicine - Postgraduate Courier	<i>Within Canada</i>	15.00	15.00
56	Medicine - Postgraduate Courier	<i>To USA</i>	25.00	25.00
57	Medicine - Postgraduate Courier	<i>International</i>	50.00	50.00
58	Medicine - Postgraduate Registration - Residents/Fellows	<i>set by provincial COFM</i>	910.00	945.00
59	Medicine - Undergraduate Non-credit Summer Elective	<i>per elective</i>	60.00	60.00
60	Medicine - Undergraduate Verification-Dates only		50.00	50.00
61	Medicine - Undergraduate Verification-Dates & Performance		75.00	75.00
62	International Health and Equity Learning (IHEL) - International Placement Fee	<i>per placement</i>	50.00	50.00
63	Music - Recital Cancellation Fee		200.00	210.00
64	Nursing - Foreign Licensure Documentation		300.00	300.00
65	Nursing - Professional Practice Remedial Fee		300.00	300.00
66	Official Western Letter	<i>Per Electronic Letter</i>	17.00	20.00
67	Official Western Letter, on demand	<i>Per Paper Letter</i>	25.00	30.00
68	Physical Therapy - Foreign Licensure Documentation		300.00	300.00
69	Physical Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00

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Table 4

Proposed 2024-2025 SUPPLEMENTAL FEES AND OTHER CHARGES

			2023-24 Amount	Proposed 2024-25 Amount
70	Occupational Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
71	Occupational Therapy - Foreign Licensure Documentation		300.00	300.00
72	Communication Sciences & Disorders - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
73	Communication Sciences & Disorders - Foreign Licensure Documentation		300.00	300.00
74	Physical Therapy - Supplemental Examination		250.00	250.00
75	Occupational Therapy - Supplemental Examination		250.00	250.00
76	AHCP - MCISc Supplemental Practical Examination		500.00	500.00
77	Re-admission Fee (Undergraduates deleted for non-payment of fees)		80.00	90.00
78	Removal of Academic Sanctions (Sealing charge)		70.00	75.00
79	Replacement Cheque Fee		30.00	35.00
80	Replacement/Duplication of Graduation Diplomas		65.00	70.00
81	Reprinting of non-current fee bills		21.00	25.00
82	Returned Cheque Charge		75.00	80.00
83	Self-service Letters	<i>Per Letter</i>	8.00	10.00
84	Supplemental Examination	<i>London; for Faculties not listed above</i>	45.00	50.00
85	Third Party Forms	<i>per form; standard processing time</i>	17.00	20.00
86	Third Party Forms on demand	<i>New</i>		30.00
87	Transcripts, electronic (MyCreds)	<i>per copy; electronic (MyCreds)</i>	17.00	20.00
88	Transcripts, paper	<i>per copy; paper</i>	25.00	25.00
89	Transcript Special Handling	<i>to include with a transcript an external student-provided form that does not require completion</i>	5.00	5.00
90	Transcript Evaluation Fee		96.00	100.00
91	Visiting Research Only Processing Fee	<i>Graduate</i>	200.00	200.00

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Table 4

Proposed 2024-2025 SUPPLEMENTAL FEES AND OTHER CHARGES

			2023-24 Amount	Proposed 2024-25 Amount
92	Visiting Research Only Processing Fee	<i>Undergraduate</i>	200.00	200.00
93	Writing Proficiency Examination		75.00	90.00
94	Payment Plan Charge	<i>New</i>		100.00

Western University

Table 5

PROPOSED 2024-25 BUSINESS SCHOOL COURSE MATERIAL FEES

				2023-24 Amount	2024-25 Amount	% change
BUSINESS FOUNDATIONS CUSTOM COURSE MATERIAL FEES						
	Course		<i>Fees include program activity fees if applicable</i>			
1	1220E	Bus 1220E Introduction to Business	<i>Making Business Decisions Text and Cases 16th Edition</i>	215.00	230.00	7.0%
2	2257	Bus 2257 Accounting and Business Analysis	<i>Bus2257 Accounting and Business Analysis Casebook</i>	290.00	300.00	3.4%
3	2295F/G	Bus 2295 F/G Business Basics for the Sciences	<i>Bus2295F/G Bus Basic for Science Casebook</i>	80.00	90.00	12.5%
4	1299E	Bus 1299E Business for Engineers	<i>Bus1299E Business for Engineers Casebook</i>	230.00	245.00	6.5%
5	Notes					
6	•	<i>Business Foundations course material fees include a custom coursepack, plus all course materials not bound in the custom coursepack including in-class readings, handouts, additional cases and items ordered from outside suppliers like software, workbooks, or other materials.</i>				
7	•	<i>The custom course pack and hardcopy handouts are comprised of purchased material, copyright material reported through copyright holders directly, copyright material reported through Access Copyright, and materials that fall in the fair dealing copyright exception.</i>				

Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies

2024-25 Budgets and Ancillary Fees

A. Introduction

The following provides a financial overview and description of funding sources for Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies

Table 1 includes a summary of the 2023-24 projected year-end results and 2024-25 budgets for each of the units. Tables 2 and 3 provide a listing of the 2023-24 Ancillary fees and the proposed Ancillary fee rates for 2024-25.

B. Student-Fee-Funded Units

Student Fee-Funded Units are supported, in whole or in part, by non-tuition-related compulsory ancillary fees. The proposed 2024-25 Student Organization and University Ancillary Fees are presented on Tables 2 and 3. Student involvement in establishing fee levels for University fee-funded units is facilitated through the Student Services Committee (SSC) – a student-run group comprised of voting representatives from the University Students' Council (USC), the Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

Due to the financial challenges that the pandemic imposed on students and the virtual delivery of some services, the University did not increase ancillary fees for three academic years – 2020-21 through 2022-23. With the full return of on-campus services, a growing study body, and extraordinary levels of inflation, the SSC approved the University's recommendation last year to apply a basic inflationary increase of 2.5% to all student service ancillary fees in 2023-24 and recently approved a further 3% in 2024-25 (as recommended in the Student Services Committee Report).

Some units under the Student Experience portfolio are using operating reserve funds to hire contract staff in 2024-25 to move forward with initiatives around student health (Health & Wellness unit) as well as experiential learning and employer relations (Careers & Experience unit).

C. Ancillary Units

Revenues that support the *Ancillary Unit* budgets are derived primarily from the sale of goods and services to the general University community.

The 2024-25 budget for Housing Services includes costs associated with one-time deferred major maintenance and improvements scheduled for the fiscal year.

The 2023-24 projected deficit for Retail and Hospitality Services is due to lower than anticipated revenue from sales against lower margins due to higher food (inflationary pressures) and labour costs

(collectively bargained agreements and an increase in the minimum wage). Similar patterns and a deficit are projected for 2024-25.

The 2024-25 budget for the Spencer Leadership Centre has higher revenue and expenses that cover 12 months of activity. This is in comparison to 2023-24 that reflects 10 months due to the timing of when Western took over operations.

D. Academic Support Units

The budgets for the *Academic Support Units* are funded from various sources, including recoveries from internal research projects, revenues from external industrial contracts, and course fees. In addition, Animal Care & Veterinary Services (ACVS) receives support from the University operating budget to help offset the costs of housing research animals, unrecoverable regulatory requirements, and training for animal users.

The lower budget figures in 2024-25 for University Machine Services reflect lower contract activity.

The 2024-25 budgeted deficit for Western Continuing Studies is due to the investment required to develop and launch new post-degree programs. The unit reserve is sufficient to cover the deficit and they are expected to return to a positive net position after 2024-25 with the increase in post-degree enrolment anticipated.

E. Associated Companies

The Associated Companies are separate legal business entities that are consolidated into the overall Combined Western University Financial Statements.

The 2023-24 projected result for Ivey Business School Foundation includes one-time transition costs associated with the transfer of Spencer Leadership Centre operations to the University.

Table 1
Western University
Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2024-25 Budgets (\$ 000)

	2023-24 Projected			2024-25 Budget			% Change		Budgeted Reserves		
	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital	
1	A - Student Fee-Funded Units										
2	<i>Student Experience Fee-Funded Ancillary Units</i>										
3	<i>Sport & Recreation Pillar</i>										
4	Recreation	5,747.4	5,753.6	-6.2	5,934.2	5,932.7	1.5	3.25%	3.11%	317.2	1,553.5
5	Sport	7,713.6	7,731.4	-17.8	7,598.6	7,583.6	15.0	-1.49%	-1.91%	83.1	150.0
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	1,292.7	1,282.0	10.7	1,335.0	1,304.8	30.2	3.27%	1.78%	128.2	657.9
7	Spirit & Connection (Spirited Activities & Events)	1,626.6	1,625.6	1.0	1,688.4	1,688.0	0.4	3.80%	3.84%	69.7	100.0
8	<i>Wellness & Well-being Pillar</i>										
9	Health & Wellness	7,114.8	7,014.5	100.3	7,470.4	8,035.6	-565.2	5.00%	14.56%	872.9	650.3
10	Wellness & Equity Education	746.1	624.0	122.1	757.6	807.6	-50.0	1.54%	29.42%	335.0	200.0
11	Student Support & Case Management	538.6	508.9	29.7	547.9	506.0	41.9	1.73%	-0.57%	391.8	82.6
12	<i>Leadership & Learning Pillar</i>										
13	Academic Support & Engagement	2,031.2	1,967.2	64.0	2,073.9	2,067.0	6.9	2.10%	5.07%	789.2	
14	Careers & Experience	1,707.1	1,600.5	106.6	1,742.9	1,899.6	-156.7	2.10%	18.69%	400.7	
15	<i>All Other Fee-Funded Ancillary Units</i>										
16	Financial Aid Office	1,456.4	1,447.2	9.2	1,526.6	1,517.1	9.5	4.82%	4.83%	335.4	
17	International Student Services	595.2	594.8	0.4	614.0	613.7	0.3	3.16%	3.18%	2.1	
18	Indigenous Student Centre	1,022.1	889.3	132.8	915.0	926.0	-11.0	-10.48%	4.13%	499.0	
19	Off-Campus Housing & Housing Mediation Services	579.8	503.1	76.7	561.8	531.5	30.3	-3.10%	5.65%	431.7	
20	Western Foot Patrol	231.8	227.2	4.6	234.7	227.3	7.4	1.25%	0.04%	82.1	56.3
21	Sub-Total	32,403.4	31,769.3	634.1	33,001.0	33,640.5	-639.5	1.84%	5.89%	4,738.1	3,450.6
22	B - Ancillary Units										
23	Employee & Family Health Clinic	638.2	604.1	34.1	666.3	656.7	9.6	4.40%	8.71%	43.5	
24	Housing Services	98,520.5	87,591.3	10,929.2	102,640.8	104,865.7	-2,224.9	4.18%	19.72%	70,708.8	
25	Retail and Hospitality Services	28,271.8	29,711.3	-1,439.5	28,442.4	29,793.9	-1,351.5	0.60%	0.28%	-5,654.0	
26	Spencer Leadership Centre	7,099.1	6,509.4	589.7	9,448.8	8,434.6	1,014.2	33.10%	29.58%	1,592.4	
27	Parking Services	6,438.9	6,243.3	195.6	6,602.4	6,548.7	53.6	2.54%	4.89%	3,160.9	
28	Sub-Total	133,869.4	124,150.0	9,719.4	138,351.9	141,865.0	-3,513.2	3.35%	14.27%	68,259.2	0.0
29	C - Academic Support Units										
30	Animal Care & Veterinary Services	7,798.8	7,924.6	-125.8	7,155.7	7,155.7	0.0	-8.25%	-9.70%	1,670.2	277.8
31	Boundary Layer Wind Tunnel	2,232.1	2,218.8	13.3	2,298.7	2,297.1	1.6	2.98%	3.53%	601.6	300.0
32	University Machine Services	1,696.2	1,696.2	0.0	1,395.4	1,395.4	0.0	-17.73%	-17.73%	0.0	0.0
33	Fraunhofer Innovation Platform	1,317.0	1,317.0	0.0	1,414.8	1,414.8	0.0	7.43%	7.43%	0.0	146.9
34	Surface Science Western	2,287.3	2,286.9	0.4	2,365.7	2,365.5	0.2	3.43%	3.44%	300.6	724.2
35	Continuing Studies at Western	3,866.2	3,272.7	593.5	4,451.0	4,982.5	-531.5	15.13%	52.24%	1,569.0	0.0
36	Sub-Total	19,197.6	18,716.2	481.4	19,081.3	19,611.0	-529.7	-0.61%	4.78%	4,141.4	1,448.9
37	D - Associated Companies										
38	Western Research Parks (incl. ADEISS & AMP)	5,875.2	4,864.0	1,011.2	5,289.5	5,341.4	-51.9	-9.97%	9.81%	5,662.5	
39	Ivey Business School Foundation	36,466.8	34,276.2	2,190.6	37,398.1	31,874.1	5,524.0	2.55%	-7.01%	26,225.5	
40	Ivey Business School Asia Limited	3,110.4	3,108.3	2.1	3,276.2	3,207.9	68.3	5.33%	3.20%	-1,055.1	
41	Sub-Total	45,452.4	42,248.5	3,203.9	45,963.8	40,423.4	5,540.4	1.13%	-4.32%	30,832.9	0.0
42	Grand Total	230,922.8	216,884.0	14,038.8	236,398.0	235,539.9	858.0	2.37%	8.60%	107,971.6	4,899.5

Table 2
Western University
Proposed 2024-2025 Full-Time Student Organization and University Ancillary Fee Rates

	Full-Time Undergraduate			Full-Time Graduate - 3 Terms			Full-Time MBA		
	2023-24 Rate	<a,b> Proposed 2024-25 Rate	% change	2023-24 Rate	<a> Proposed 2024-25 Rate	% change	2023-24 Rate	<a> Proposed 2024-25 Rate	% change
1	Student Organization Fees:								
2	Organization Fee	-	-	97.29	115.62	18.8%	675.00	695.00	3.0%
3	Student Buildings	139.49	140.89	1.0%	26.58	26.58	0.0%	-	-
4	Student Recreation Centre Fund	93.48	96.28	3.0%	93.48	96.28	3.0%	93.48	96.28
5	Transit Pass	288.25	302.66	5.0%	279.25	290.31	4.0%	325.00	<e>350.00
6	Safe Transit Program	17.66	17.84	1.0%	-	-	-	-	-
7	Health and Wellness	13.97	14.11	1.0%	-	-	-	-	-
8	Health Plan <Incl. Dental for Graduate Students> <d>	210.01	224.70	7.0%	816.82	634.38	-22.3%	1,100.00	<c>1,150.00
9	Dental Plan <d>	202.65	216.84	7.0%	-	-	-	-	-
10	Virtual Doctor <f>	39.00	41.73	7.0%	-	-	-	-	-
11	Academic Support (includes Ombuds Fee)	13.55	13.69	1.0%	3.28	3.31	1.0%	-	-
12	Community Legal Services	6.26	6.33	1.0%	6.26	6.33	1.1%	-	-
13	Grad Club Levy	-	-	-	15.00	15.78	5.2%	-	-
14	Canadian Federation of Students Fee	-	-	-	19.41	20.16	3.9%	-	-
15	Government Advocacy	11.91	12.03	1.0%	-	-	-	-	-
16	Student Life	16.07	16.23	1.0%	-	-	-	-	-
17	Peer Programs	5.26	5.31	1.0%	-	-	-	-	-
18	Clubs Administration	13.04	13.17	1.0%	-	-	-	-	-
19	Orientation Week Fee <first year students only>	126.67	127.94	1.0%	-	-	-	-	-
20	Student Initiative Grtants	6.29	6.36	1.0%	-	-	-	-	-
21	Gazette	18.50	18.69	1.0%	-	-	-	-	-
22	Radio Western	11.14	11.25	1.0%	-	-	-	-	-
23	Student Refugee Program	0.90	0.91	1.0%	-	-	-	-	-
24	Marching Band Fee	2.11	2.13	1.0%	-	-	-	-	-
25	Faculty and Affiliate Councils	4.64	4.68	1.0%	-	-	-	-	-
26	Sub-Total: Student Organization Fees	1,240.86	1,293.77	4.3%	1,357.38	1,208.75	-10.9%	2,193.48	2,291.28
27	University Ancillary Fees:								
28	Student Experience Fees								
29	<i>Sport & Recreation Pillar</i>								
30	Recreation	107.97	111.21	3.0%	136.89	141.00	3.0%	136.89	141.00
31	Sport	89.59	92.28	3.0%	89.59	92.28	3.0%	89.59	92.28
32	Spirit & Connection (Thompson Recreation & Athletic Centre)	20.88	21.51	3.0%	20.88	21.51	3.0%	20.88	21.51
33	Spirit & Connection (Spirited Activities & Events)	5.72	5.89	3.0%	5.72	5.89	3.0%	5.72	5.89
34	<i>Wellness & Well-being Pillar</i>								
35	Health & Wellness	113.60	117.01	3.0%	113.60	117.01	3.0%	113.60	117.01
36	Wellness & Equity Education	13.30	13.70	3.0%	13.30	13.70	3.0%	13.30	13.70
37	Student Support & Case Management	10.02	10.32	3.0%	10.02	10.32	3.0%	10.02	10.32
38	<i>Leadership & Learning Pillar</i>								
39	Academic Support & Engagement	45.94	47.32	3.0%	45.94	47.32	3.0%	45.94	47.32
40	Careers & Experience	38.53	39.69	3.0%	38.53	39.69	3.0%	38.53	39.69
41	All Other Unit Fees								
42	Financial Aid Office	41.22	42.46	3.0%	41.22	42.46	3.0%	41.22	42.46
43	International Student Services	15.11	15.56	3.0%	15.11	15.56	3.0%	15.11	15.56
44	Indigenous Student Centre	12.95	13.34	3.0%	12.95	13.34	3.0%	12.95	13.34
45	Off-Campus Housing & Housing Medication Services	9.59	9.88	3.0%	9.59	9.88	3.0%	9.59	9.88
46	Western Foot Patrol	5.07	5.22	3.0%	5.07	5.22	3.0%	5.07	5.22
47	Sub-Total: University Ancillary Fees	529.49	545.39	3.0%	558.41	575.18	3.0%	558.41	575.18
48	Grand Total	1,770.35	1,839.16	3.9%	1,915.79	1,783.93	-6.9%	2,751.89	2,866.46

<a> The proposed rates are effective September 1, 2024, except for the Student Recreation Centre fee, which is effective May 1, 2024.

 In addition to the Full-Time Undergraduate fees, a \$400.00 fee will be collected on behalf of the HBA Association from HBA students entering the first year of their program. The \$400.00 fee covers both years of the program.

<c> The MBA and MBA Direct Health & Dental Plan is administered by the USC and provides a full year coverage, commencing March 2025.

<d> Eligible for opt-out upon presentation of proof of coverage from another source. SOGS has chosen a new insurance provider that offers lower health plan premiums, resulting in a lower fee in 2024-25.

<e> The MBA and MBA Direct Transit Pass fee is administered by the USC and is valid for 13 months, commencing March 2025.

<f> The Virtual Doctor fee is eligible for opt-out without conditions.

Table 3
Western University
Proposed 2024-2025 *Part-Time* Student Organization and University Ancillary Fee Rates

	Part-Time Undergraduate - per full course			Undergraduate: Summer - per full course			Part-Time Graduate - per term		
	2023-24 Rate	<a> Proposed 2024-25 Rate	% change	2023-24 Rate	<a> Proposed 2024-25 Rate	% change	2023-24 Rate	<a> Proposed 2024-25 Rate	% change
1	Student Organization Fees:								
2	Organization Fee	-	-	-	-	-	18.77	19.27	2.7%
3	Student Buildings	27.90	28.18	1.0%	13.96	14.10	1.0%	-	-
4	Student Recreation Centre Fund	18.69	19.26	3.0%	9.68	9.97	3.0%	15.58	16.05
5	Safe Transit Program	3.53	3.57	1.0%	-	-	-	-	-
6	Health and Wellness	2.79	2.82	1.0%	1.40	1.42	1.0%	-	-
7	Academic Support (includes Ombuds Fee)	2.71	2.74	1.0%	1.36	1.37	1.0%	-	-
8	Community Legal Services	1.25	1.26	1.0%	0.63	0.64	1.0%	-	-
9	Grad Club Levy	-	-	-	-	-	-	1.67	1.75
10	Canadian Federation of Students Fee	-	-	-	-	-	-	3.23	3.36
11	Government Advocacy	2.39	2.41	1.0%	1.20	1.21	1.0%	-	-
12	Student Life	3.22	3.25	1.0%	1.61	1.63	1.0%	-	-
13	Peer Programs	1.06	1.07	1.0%	0.53	0.53	1.0%	-	-
14	Clubs Administration	2.61	2.63	1.0%	1.31	1.32	1.0%	-	-
15	Student Initiative Grtants	1.26	1.27	1.0%	0.63	0.64	1.0%	-	-
16	Gazette	3.70	3.74	1.0%	1.86	1.88	1.0%	-	-
17	Radio Western	2.23	2.25	1.0%	1.12	1.13	1.0%	-	-
18	Marching Band Fee	0.43	0.43	1.0%	0.21	0.22	1.0%	-	-
19	Faculty and Affiliate Councils	0.92	0.93	1.0%	0.47	0.47	1.0%	-	-
20	Sub-Total: Student Organization Fees	74.69	75.81	1.5%	35.96	36.53	1.6%	39.25	40.43
21	University Ancillary Fees:								
22	Student Experience Fees								
23	<i>Sport & Recreation Pillar</i>								
24	Recreation	21.59	22.24	3.0%	10.80	11.12	3.0%	-	-
25	Sport	17.91	18.45	3.0%	8.96	9.23	3.0%	-	-
26	Spirit & Connection (Thompson Recreation & Athletic	4.18	4.30	3.0%	2.09	2.15	3.0%	-	-
27	Spirit & Connection (Spirited Activities & Events)	1.14	1.18	3.0%	0.57	0.59	3.0%	-	-
28	<i>Wellness & Well-being Pillar</i>								
29	Health & Wellness	22.72	23.40	3.0%	11.36	11.70	3.0%	18.92	19.49
30	Wellness & Equity Education	2.66	2.74	3.0%	1.33	1.37	3.0%	2.21	2.28
31	Student Support & Case Management	2.00	2.07	3.0%	1.00	1.03	3.0%	1.67	1.72
32	<i>Leadership & Learning Pillar</i>								
33	Academic Support & Engagement	9.19	9.46	3.0%	4.60	4.74	3.0%	7.66	7.89
34	Careers & Experience	7.71	7.94	3.0%	3.85	3.97	3.0%	6.43	6.62
35	All Other Unit Fees								
36	Financial Aid Office	8.24	8.49	3.0%	4.12	4.25	3.0%	6.87	7.07
37	International Student Services	3.02	3.11	3.0%	1.51	1.56	3.0%	2.52	2.60
38	Indigenous Student Centre	2.59	2.67	3.0%	1.29	1.33	3.0%	2.16	2.23
39	Off-Campus Housing & Housing Medication Services	1.92	1.98	3.0%	0.96	0.99	3.0%	-	-
40	Western Foot Patrol	1.01	1.05	3.0%	0.51	0.52	3.0%	0.85	0.88
41	Sub-Total: University Ancillary Fees	105.89	109.08	3.0%	52.96	54.55	3.0%	49.29	50.77
42	Grand Total	180.58	184.89	2.4%	88.92	91.08	2.4%	88.54	91.20

<a> The proposed rates are effective September 1, 2024, except for the Student Recreation Centre fee, which is effective May 1, 2024.

Summary of Student Organization Ancillary Fee Increases

(Table 2 of Ancillary Fee Document)

	Undergraduate Students (through USC)	Graduate Students (through SOGS)	MBA Students (through MBAA)
Overall Increase	4.3% → to \$1,293.77	-10.9% → to \$1,208.75	4.5% → to \$2,291.28
<i><u>Major Specific Items</u></i>			
Student Rec Centre Fund	3.0%	3.0%	3.0%
Transit Pass	5.0%	4.0%	7.7%
Health Plan	7.0%	-22.3%	4.5%
Dental Plan	7.0%		
Virtual Doctor	7.0%		
Student Organization Fee	1.0% average	18.8%	3.0%
Grad Club Levy		5.2%	
CFS Fee		3.9%	



MBA
IVEY BUSINESS SCHOOL
STUDENT ASSOCIATION

Student Services Committee Report

Item:	Student Services Committee Report for the 2023/24 Academic Year
Author:	Bianca Gouveia, Student Services Committee Chairperson
Date:	March 22, 2024

Summary

This year we saw effective communication and collaboration between the USC, SOGS and MBA. We made intentional use of meeting time, having meetings only when necessary. In between a couple of the meetings, the student reps met to discuss agenda items to ensure that the entire committee was not meeting unnecessarily. With the overall cost of living having such an increase on all fronts, we found the inflationary increase reasonable. However, we had decided against the Off-Campus Housing Fee request due to lack of data and evidence for the need.

Off-Campus Housing Fee Request

This year, Off-Campus Housing came to the Student Services Committee to request a fee increase totalling \$120,000, this would equal to about \$3 a student. This amount budgets OCA Wages & Programming (24 new) (\$72,000), Summer Search Support and Education (\$20,000), and Loss of Fanshawe funding (\$28,000). These staff and student staff increases were going to aid to cover a wider geographic area that is covered by this service.

Denial of Off-Campus Fee Request

The voting members of SSC met to prepare for how we wanted to vote on this request. After consulting with the committee we decided that we would be voting against this request for several reasons. There was concern with the lack of data shared that shows the usage of the services by undergraduate students versus graduate students. Additionally, there was not any data that was presented which proved there has been an increased use in services over the past several years. Without having concrete evidence to support Off-Campus Housing's statements surrounding increased needs, we could not reasonably vote for this request.

Inflationary Increases

The Student Services Committee voted to approve the inflationary increase. Considering the current economic climate and the fact that there has been such a huge cost increase across all fronts, we found the increase reasonable.

Conclusion

This year we were concise in our efforts and as student representatives put an emphasis on collaboration and coming to decisions that we felt would benefit the entire student body. We carefully analyzed each fee request, considering both the evidence provided and the current economic atmosphere to ground our decisions.

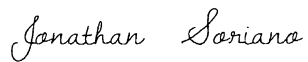
Signed,



Bianca Gouveia
Student Service Committee Chairperson
University Students' Council, VP Student Services



Waliu Alaka
Society of Graduate Students, President



Jonathan Soriano
Master of Business Administration Association, President

ITEM 4.1(b) – Bill S-211 – Fighting Against Forced Labour and Child Labour in Supply Chains Act

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Property and Finance Committee, the Board of Governors approve the Draft 2024 Public Report submission to comply with Bill S-211; and

Grant the President and Vice-Chancellor the authority to attest to the report and approve, on behalf of the Board of Governors, any editorial changes required to the Draft 2024 Public Report prior to submission.

EXECUTIVE SUMMARY:

On May 3, 2023, Canada’s Federal Government passed Bill S-211, the Fighting Against Forced Labour and Child Labour in Supply Chains Act (the “Act”), which came into force January 1, 2024. The first reporting period for entities in scope of the Act is no later than May 31, 2024. The Department of Public Safety will be responsible for administering the reporting and issued reporting guidelines to the public in December 2023.

The Act is intended to assist Canada in its commitment to fight against forced labour and child labour, increase industry awareness, transparency, and drive entities to improve practices with respect to forced labour and child labour in their supply chains.

In-scope entities must prepare a Public Report, responding to the requirements of the Act. The Public Report must be published in a prominent place on Western’s website; we expect this will be hosted on Western’s Procurement Services website and linked to Western’s Public Accountability website.

Western’s Public Report must be approved by the Board of Governors and must have an attestation of approval by one or more members of the Board (proposed as the President & Vice-Chancellor). Failure to comply with the Act (including failure to report, attest, or report false information) may carry significant fines (up to \$250,000) at the individual and entity level.

Scope and Reporting

Western falls in scope of the definition of an entity, and further, must report since we are an importer of goods produced outside of Canada. There are two required items for successful reporting to Public Safety:

1. Approved Public Report, with signed attestation
2. Online questionnaire

The Public Report is expected to answer the following for Western:

1. Its structure, activities and supply chains;

2. Its policies and due diligence processes in relation to forced labour and child labour;
3. The parts of its business and supply chains that carry a risk of forced labour or child labour being used and the steps it has taken to assess and manage that risk;
4. Any measures taken to remediate any forced labour or child labour;
5. Any measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains;
6. The training provided to employees on forced labour and child labour; and
7. How the entity assesses its effectiveness in ensuring that forced labour and child labour are not being used in its business and supply chains.

The Public Report is attached in the appendices. The answers to the Public Report will form the responses to the Online Questionnaire, which standardizes the format for data collection to Public Safety.

The reporting has no set criteria to compare to, no prescribed form or expected answers. The development of community best practices will occur as reporting is made to Public Safety and we expect an evolution in our practices and reporting over time. We have answered Western's inaugural submission factually and simply as a result. Barring a change in scope to the Act, we expect that Western will report annually.

Reporting entities must provide their submission no later than May 31, 2024.

Western's Response

In preparing the Public Report, Procurement Services outlined the steps taken by Western to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods Western imports into Canada.

The introduction of Bill S-211 necessitates a response framework that deepens our existing commitments on the issue of forced labour, while leveraging the work underway with our Sustainable Procurement Strategy. Our framework includes policies and procedures, education and training, risk assessments, risk mitigation, data evaluation and monitoring, and reporting.

Procurement Services has reviewed our existing policies and procedures in relation to the Act. Our Sustainable Procurement Strategy was launched in 2023, and an updated procurement policy is requested for approval in April 2024. An inherent risk assessment was performed over the supply chain to identify high-risk categories for forced labour and child labour based on our spending practices.

We noted that we could improve on our agreed upon expectations of vendors by implementing a campus wide Supplier Code of Conduct (SCoC), as only Retail Services had an existing code in place that addressed forced labour. The SCoC will be implemented with policy and procedure updates in spring 2024 and be available for new vendor onboarding thereafter. Existing vendors in high-risk categories will be asked to comply with Western's SCoC as well.

The SCoC will be implemented alongside a Procurement Services Leadership Assessment Questionnaire, that will be issued to vendors and inquire about environmental, social, governance and ethical practices.

The implementation of the SCoC and Leadership Assessment Questionnaire will provide necessary information to help manage inherent risk, engage with our vendor community, inform risk assessments and determine whether actions must be taken to reduce the risk, if any, of forced labour and child labour in the supply chain for imported goods.

Training and toolkits also form part of our response. The Sustainable Procurement Strategy, implemented in 2023, incorporates sustainability considerations, such as ethical supply chain practices, into procurement decisions. Further internal training, related to sustainability and ethical procurement considerations, will be implemented in 2024, along with community wide training for the buyer community thereafter.

Our current plans do not yet include a formal remediation procedure or have an evaluation framework to determine our program's effectiveness. These will be considered as part of continuous improvement to our program. Best practices, informed by Canada-wide community reporting, will be considered for incorporation into Western's response framework.

Links

- [Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act](#)
- [Sustainable Procurement - Financial Services - Western University \(uwo.ca\)](#)

ATTACHMENT(S):

[Western's Public Report and Attestation](#)

Bill S-211: Fighting Against Forced Labour and Child Labour in Supply Chains Act

Public Safety Canada Report

University of Western Ontario

Last revision: **May XX, 2024**

Reporting entity's legal name: University of Western Ontario

Financial reporting year: May 1, 2023, to April 30, 2024

Identification of a revised report: N/A

Business number(s), if applicable: 108162587 RR0001

Identification of a joint report: N/A

Identification of reporting obligations in other jurisdictions: N/A

Entity categorization according to the Act: Entity (University)

Sector/industry: Public Sector / Higher Education

Location: London, Ontario, Canada

Introduction

At the [University of Western Ontario](#) (Western University or Western) we recognize that modern slavery remains prevalent around the world. We are a leading research-intensive university and global community of individuals focused on making change in the world, today, and are committed to playing our role in mitigating all forms of modern slavery within our operations and supply chains. In addition to Western University's strategic plan, [Towards Western at 150](#), which identifies global sustainability as a key focus, the University has initiated a number of activities to strive toward ethical supply chain management. This report will serve to address these activities as they relate to **Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act (the Act)**.

Reporting Entity and Structure

The University operates under the governance framework set forth by the University of Western Ontario Act, 1982, which establishes its primary governance bodies: the Board of Governors, the Senate, and the University Council. The [Board of Governors](#) is responsible for the overall governance of the University. In consultation with Senate, the Board sets the strategic direction of the institution. The Board appoints the President and Vice-Chancellor, Vice-Presidents, Deans, and other senior administrators of the University. The Board has responsibility for all financial matters and matters related to property. It establishes and enforces regulations for the use of the University's buildings, grounds and ancillary operations, approves the University's operating and capital budgets, oversees expenditures from those budgets, and sets fees.

The University is globally minded and attracts students and staff from around the world. It aims to attract, develop, reward, and retain top-tier talent to maintain its status as a leading institution in teaching and research. Western has a strong international presence, with partnerships, research collaborations, and alumni networks spanning the globe.

As of November 2023, the University employed 1,435 faculty members, 2,697 staff members, and welcomed around 35,000 students¹. The University reported revenues of \$1.4 billion and had assets of \$4.6 billion in 2023².

Supply Chain

Western engages in extensive procurement activities, adhering to public procurement regulations and ethical sourcing practices. These activities encompass a broad spectrum of goods and services, including but not limited to construction, office supplies, electronics, food and catering, travel services, laboratory equipment and supplies, books, printing services, and waste management. The central Procurement Services unit manages the oversight and compliance to domestic directives, legislation, and international trade agreements, and manages procurements through collaborative frameworks, notably with the Ontario Education Collaborative Marketplace (OECM) and other consortia, to leverage collective purchasing power and achieve cost efficiencies. Operating in a decentralized environment, individual units manage procurement processes where the value is less than the open competitive threshold as outlined in the [Broader Public Sector Procurement Directive](#).

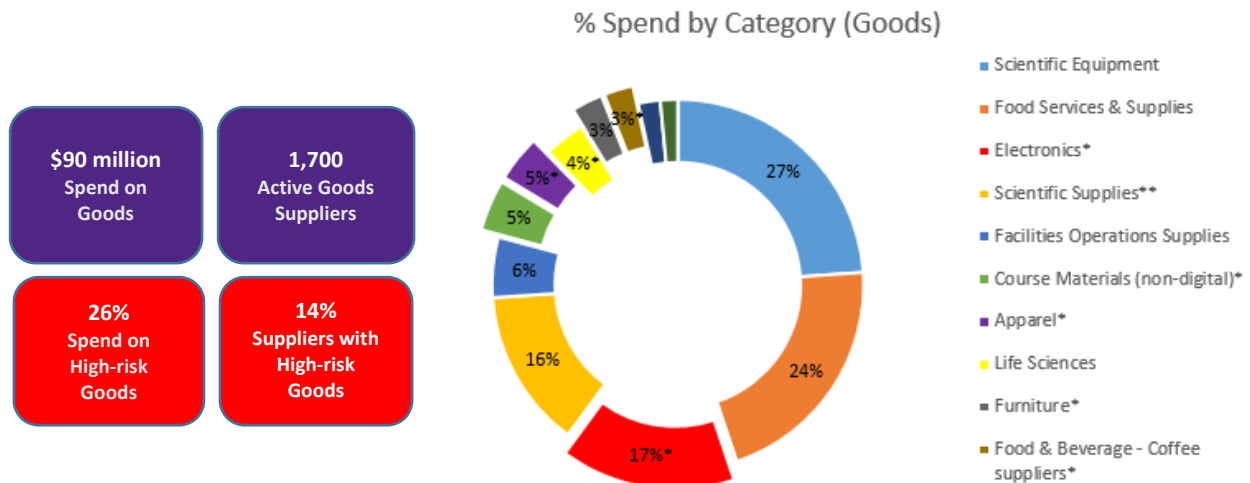
¹ About Western – Facts & Figures <https://www.uwo.ca/about/whoweare/facts.html>

² Western University Financial Statements https://www.uwo.ca/finance/forms/docs/corporate_accounting/2023.pdf

The University recognizes the existence of modern slavery risk across its supply chains and, further, that these risks may be elevated in certain supply chains due to factors such as geographical location and/or source locations for materials and products the University procures. There is an identified lack of visibility in certain overseas markets which may present increased risk of modern slavery, especially in secondary (and further) supply chain tiers, and in source materials used in the University's goods and services.

Category Spend

Western's annual spend on goods *in scope* of the Act is approximately \$90 million, across approximately 1,700 suppliers. The highest categories of spend include scientific equipment, food services & supplies (non-coffee), electronics*, and scientific supplies**.



*High-risk Categories:

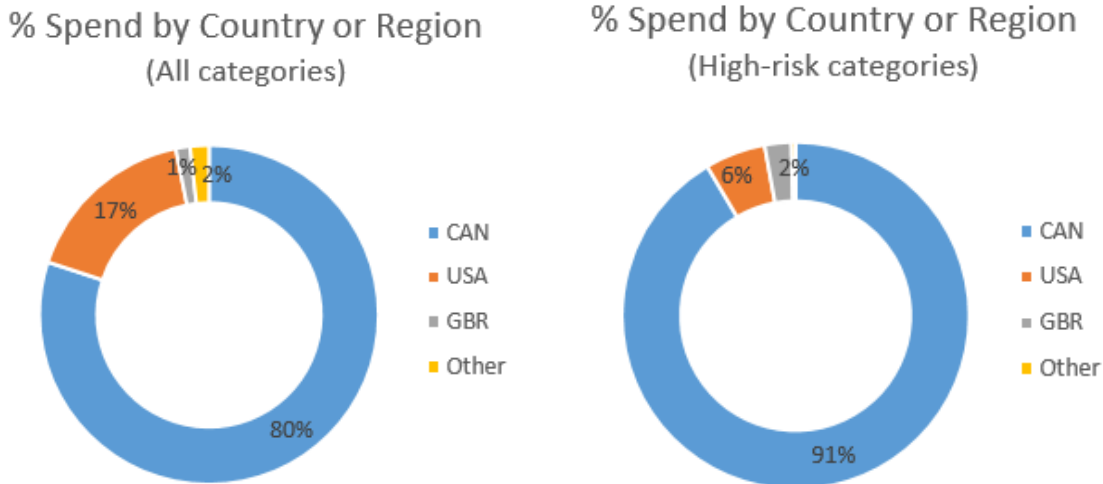
The following have been identified as high-risk categories relevant to the University. The [US Department of Labor report: 2022 List of Goods Produced by Child Labor or Forced Labor](#) was consulted for the development of this list.

- Electronics
- Apparel
- Promo products
- Office furniture
- Office supplies (paper)
- Food & beverage (coffee suppliers)
- Course materials (non-digital or paper based)

**Scientific Supplies is identified as a category which contains subcategories that may carry risk in the supply chains, particularly personal protective equipment and safety gear.

Local Buying

Operational units strive to work with local vendors. Approximately 80% of spend on all goods *in scope* of the Act, and 91% of spend in high-risk categories, is with Canadian businesses.



The Province of Ontario has recently enacted the [Building Ontario Business Initiatives Act](#), effective April 1, 2024, which will further prioritize Western’s spending with Ontario-based businesses.

A high-level assessment was conducted on international spend with suppliers located in high-risk countries. The result was a very nominal occurrence of spend, which was largely with service firms. However, the University acknowledges the risk of forced or child labour in our supply chains which are not covered by our initial assessment of our direct (tier 1) suppliers.

Policies and Procedures

The University has a number of policies and procedures which govern our activities and aim to reduce the risk of modern slavery in our operations and supply chain. Western’s [Sustainable Procurement program](#) incorporates social, governance, and ethical considerations into procurement policy. As part of the University procurement policy, employees are required to consider the ethical and governance impacts of all purchasing decisions.

Supplier Code of Conduct (SCoC)

Western University is committed to sourcing in an ethical, legally compliant, and socially responsible manner and expects suppliers to adhere to equivalent standards. The Supplier Code of Conduct (SCoC) sets out the minimum ethical standards and business conduct for any supplier that provides the University with goods or services.

The SCoC has been developed drawing insights from benchmarking against leading post-secondary institutions and cross-industry best practices. The standards set out in the SCoC address issues such as forced and child labour, fair treatment of employees, wages and benefits, worker health and safety, etc., that align with the International Labor Organization (ILO) and other applicable regulations such as the new [Supply Chains Act, Canada](#).

Western has also adopted a collaborative approach to the SCoC, actively engaging with major suppliers in its development to ensure comprehension and commitment. This is to ensure that adherence to the SCoC is not merely a formality, but a shared responsibility. The Supplier Code of Conduct is a key component for the relationship between Western and its suppliers to share the responsibility of meeting regulatory compliance, managing risks, and reputation. Western will expect suppliers to affirm their compliance with the SCoC.

The SCoC will be issued to vendors who are entering into an agreement or contract with the University, have a significant spend, or are deemed to fall into a high-risk category, commodity, or geographical location. Vendors in identified [high-risk categories](#) will be included audit programs.

In early 2024, all new vendors will be provided Western's SCoC and will be required to provide attestation to reading and having understood the terms and conditions. Additionally, we have integrated the SCoC into the University's procurement procedures and terms and conditions for purchase orders.

Upon being notified of a potential violation of the SCoC, Procurement Services will validate the non-compliance with due diligence procedures. In the event that a supplier is confirmed to be non-compliant with Western's SCoC, they will be issued a notice of non-compliance and expected to bring forth corrective actions within thirty (30) days of receiving the notice. Western shall have the option, at its sole discretion, to terminate the agreement with the supplier.

Leadership Assessment Questionnaire

To support the distribution of the SCoC to contracted, high spend, and/or high-risk vendors, an environmental, social, governance & ethical Leadership Assessment Questionnaire will be issued alongside the SCoC. The goals of this questionnaire include:

- Provide an overview of our commitments to responsible sourcing and the expectation we have of our supply chain
- Obtain information from vendors about their practices and commitments, to help us identify risks & opportunities and improve our collective impact through partnerships, collaboration and learning, and
- Distribute Western's SCoC.

The questionnaire, in relation to the ethical and governance pillars of sustainability, includes questions pertaining to responsible management practices and human rights due diligence practices.

Sustainable Procurement Toolkit and Request for Proposal/Quote Processes

Supply chains and procurement hold significant potential for both positive and negative sustainability impacts. It is essential to emphasize the collective responsibility of every purchase, regardless of its scale.

To facilitate this impact and empower Western's procurement team, a decision-making toolkit was developed early in 2023. The toolkit helps to streamline the process of identifying and integrating sustainability considerations into purchasing decisions, including Request for Proposals (RFPs).

The toolkit helps to identify where there may be a high risk for ethical supply chain practices, based on the product category or commodity, and provides suggested questions to assess and evaluate in an RFP. This may include requesting information on systems, policies, practices, or code of conducts to ensure compliance with human rights standards within their supply chain and/or operations.

Training and Education

As a place of learning, we recognize our responsibility to raise awareness of the issue of modern slavery, and to educate specifically on modern slavery risks and best practices. Western Procurement Services is incorporating ethical supply chain management into internal employee training. This will include best practices to encourage units to work with vendors who have responsible labour practices and are complying with Western's SCoC, where applicable and feasible. This may require an assessment of the company's supply chain management during the procurement process.

Category-specific training will be available throughout 2024 and will focus on risks and opportunities related to all pillars of sustainability, including ethical considerations. The target groups will include employees involved in all levels of purchasing activities. The training will be in the form of webinars and knowledge-based articles on modern slavery, for all staff members to access.

Building on a History of Practice

Food and beverage and apparel have been identified as high-risk categories. Western's Hospitality and Food Services, and Retail Services (the Book Store) have a history of practice related to ethical sourcing and reducing the risk of forced labour in supply chains.

For example, Western obtained Fair-Trade Campus designation in 2015. All residence dining operations, campus outlets, and vending services offer products required to meet this designation. In addition to serving Fair Trade coffee, Fair Trade tea, bananas, and chocolate are also available for purchase. Hospitality and Food Services also prioritizes buying local, and tier 1 suppliers are predominantly located in Ontario. This local spend is captured in the [Food Services & Supplies and Food & Beverage spend categories](#).

Additionally, the Book Store, owned by Western Retail Services, has had a [Code of Conduct](#) with University licensees and their contractors since 2010. The code of conduct includes, but is not limited to establishing ethical principles, employment standards, and International Labour Organization practices for child labour and forced labour. Retail Services' code of conduct was used to inform Western's overall Supplier Code of Conduct.

Action Plan and Priorities – 2024 and beyond

Western's Sustainable Procurement program will continue to develop and incorporate best practices relevant to our sector. Future program development may include the following:

Audit Programs

Western University reserves the right to audit vendors and request additional documentation to ensure compliance with all applicable laws and standards as set out in the SCoC. Procurement Services will review potential audit tools and take steps to develop an audit program. A comprehensive audit program may include:

- Mapping the supply chain of high-risk vendors
- Conducting risk assessments and further due diligence inquiries
- Utilizing a verifiable audit tool to identify vendors with forced labour in their supply chain

Key Performance Indicators (KPIs)

KPIs will be developed to measure the effectiveness of Western's program and may include:

- # of signed Supplier Code of Conducts
- % compliance to Supplier Code of Conducts
- % of spend with Canadian suppliers
- # of reported modern slavery cases in our direct areas of influence
- # of report cases resolved

Remediation

Western does not currently have an institution-wide procedure addressing remediation specifically related to loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities. For clarity, we have not identified any instances where this has been applicable. As part of continuous improvement to Western's program, we will review best practices and consider a remediation framework.

Approval for The University of Western Ontario

This report was approved by the Board of Governors on May XX, 2024.

Attestation for The University of Western Ontario

In accordance with the requirements of the *Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act*, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

Alan Shepard, President and Vice-Chancellor, May XX 2024.

I have the authority to bind the University of Western Ontario.

ITEM 4.1(c) – Revisions to MAPP 2.8 – Procurement and Materials Services

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That the Property and Finance Committee approve and recommend to the Board of Governors the approval of amendments to MAPP 2.8, and a corresponding amendment to the Resolution re: Delegation of Authority, as outlined in item 4.1(c).

EXECUTIVE SUMMARY:

The procurement policy was last updated in 2018 and governs the general procurement of goods and services at Western. The policy incorporates Western's responsibilities as it relates to Canadian trade agreements and the provincial Broader Public Sector (BPS) procurement requirements.

The revised policy incorporates updates for the following, among other editorial changes:

- Expansion from inclusion of environmental considerations in procurement to include environmental, social, governance and ethical impacts of procurement
- More explicit language regarding financing arrangements
- Updates to authority limits to be more representative of Western's size and scale, as well as acknowledging rising prices of goods and services
- An update to section 11 clarifies that recurring, regular and expected procurements that are part of normal budgeting on campus can be approved by the Vice-President, Operations & Finance or Associate Vice-President, Financial Services.

The proposed change in authority limits will require an update to the signing authority register under the MAPP 1.49 Procedure. With the approval of the revisions to MAPP 2.8, the Secretariat will update the signing authority register with the new authority limits.

In addition, it was noted that the Delegation of Authority Resolution will require an update to the limits included in that resolution to be consistent with this policy. Changing the resolution to be in line with MAPP 2.8 approved authority limits will remove this discrepancy.

Other relevant updates to BPS (for information only)

The University is subject to the Province of Ontario's BPS directive, which was updated in 2023, having an effective date of January 1, 2024. The updates to BPS included an increase in procurement values requiring an open competitive process to \$121,200 (from \$100,000). Additionally, the Province introduced new legislation, the Building Ontario Businesses Initiative, Act, commonly referred to as BOBIA, with an effective date of April 1, 2024. The new legislation will require Western and other BPS entities to give preference to purchasing from Ontario businesses for all

procurements below the open competitive process (so, certain procurements under \$121,200).

The university sector has collaborated to engage with the province on BOBIA, primarily around determination of what is an Ontario business. Significant uncertainty regarding what is an 'Ontario business' and how Western would verify this has been mitigated through this advocacy as the province clarified that businesses may represent to Western that they meet the province's definition.

This change represents a significant adjustment to current requirements and Procurement Services has begun educating the Western purchasing community on the updated requirements. Tracking purchases to determine whether users have incorporated BOBIA requirements commenced in April 2024.

ATTACHMENT(S):

[MAPP 2.8 - Procurement of Materials and Services \(revised\)](#)

[Resolution re: Delegation of Authority \(revised\)](#)

POLICY 2.8 – Procurement of Materials and Services

Policy Category: Financial

Subject: Procurement of Materials and Services

Approving Authority: Board of Governors

Responsible Officer: Vice-President (Operations & Finance)

Responsible Office: Financial Services

Related Procedures: [Procedures Related to the Procurement of Materials and Services](#)

Related University Policies:

~~Policy 1.25 – Lease of University Facilities for Long-Term Use~~

Policy 1.49 – Contract Management and Signing Authority

Policy 2.6 [Retention of Legal Counsel](#)

Policy 2.12 [Acquisition of Investment Services](#)

Policy 2.15 [Approval of Capital Projects](#)

Policy 2.23 [Contracting of Brokers and Consultants](#)

Policy 3.4 [Conflicts of Interest](#)

~~Spec. Res. 2~~ **Resolution** [Delegation of Authority](#)

Effective Date: ~~June 21, 2018~~ **April 24, 2024**

Supersedes: **June 21, 2018**, November 24, 2011; April 30, 2009

I. PURPOSE

The purpose of the Procurement Services Policy is to define:

- the responsibilities and accountability associated with the acquisition of goods and services, whether by purchase, rental or lease, related to the constituent University
- the limits of authority
- the guidelines that will maximize value-for money
- a system for accountability

Those responsible for **the** procurement of goods and services will have regard for ~~the development of an~~ **associated** environmental, **social, governance and ethical impacts**, ~~sustainable campus~~ while complying with University policies, financial controls and provisions with respect to conflict of interest.

POLICY 2.8 – Procurement of Materials and Services

This policy, and all goods and services procured on behalf of the University, must be in accordance with all applicable domestic and international trade agreements and federal and provincial legislation.

Authority thresholds are in Canadian dollars, or equivalent, at the date of the transaction or initiation of an agreement or contract.

II. DEFINITIONS

Approval Authority: the authority delegated by the University to an individual to approve, on its behalf, one or more procurement functions within the procure-to-pay-cycle up to specified dollar limits subject to the application of legislation, regulations and procedures in effect at such time.

Competitive Procurement: a set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids.

Consultant: a person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related services for consideration and decision making.

Consulting Services: the provision of expertise or strategic advice that is presented for consideration and decision making.

Employee: typically on payroll, with deductions made at the source. An individual may be hired on a full-time or part-time, temporary or permanent basis. The University maintains the right of direction and control over the employee's actions, has the power to dismiss the individual, and provides the tools and equipment for the job.

Invitational Competitive Procurement: any form of requesting a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by an individual/organization.

Non-Consulting Service Provider (NCSP): an individual/company who contracts to provide services, other than consulting services to another individual or business. Examples may include "consultants" such as property brokers, head hunters or trainers.

Procurement Value: the estimated total financial commitment resulting from procurement, taking into account optional **term** extensions.

***Purchase Requisition:* the document created and approved by the user department through Western's electronic requisitioning tool for the purchase of goods and services.**

***Purchase Order:* the formal, legally binding document that is sent to the supplier once the Purchase Requisition has been approved by Procurement Services.**

III. POLICY

1.00 The responsibility for the identification of needs and specifications is the responsibility of the **u**User Department.

2.00 Except as otherwise specifically delegated by the Board of Governors or the President, all

POLICY 2.8 – Procurement of Materials and Services

acquisitions for the University of materials and services from all sources of revenue (i.e. general operating budget, ancillary operations, research funds, capital funds and other monies held in trust for special purposes) shall be the responsibility of Procurement Services.

Exclusions are:

- a) Contracts for construction (new buildings, additions, or major alterations or renovations). Refer to [Policy 2.15](#).
- b) Contracts for the acquisition or lease of land or buildings. Refer to [Policy 1.25](#), [1.49](#) and [Policy 2.15](#).
- c) Personnel services (i.e., benefits, wage and salary administration, and occupational health and safety). Refer to [Policy 2.23](#).
- d) Investment services, including Pension Board and Treasury. Refer to [Policy 2.12](#), [Policy 2.23](#) and ~~Special~~-Resolutions 1-J and 1-K.
- e) Insurance. Refer to [Policy 2.23](#).
- f) Legal Services. Refer to [Policy 2.6](#).

3.00 Procurement Services, in discharging its responsibilities, shall have the final decision in the selection of the supplier and establishing the price, terms, and conditions of purchase.

4.00 Procurement Services will work co-operatively with the University ~~Development-Office~~**Advancement** when suppliers or potential suppliers to the University are to be solicited for donations. However, in no case, shall donations or other gifts given in the past, present, or offered in the future be considered a factor in a purchase decision with the exception of in-kind contributions and partnerships associated with granting agency funded research purchases.

5.00 Procurement Services may delegate its operational responsibilities, up to a maximum of \$500,000, to other ~~groups~~**Departments** in specific instances while retaining functional authority.

6.00 Procurement Services will strive to provide suppliers opportunities to bid on University business in a fair, open and competitive process. This will be achieved by the use of informal **and**, formal ~~and sealed~~ bids. Competitive bids will be solicited in accordance with all applicable domestic and international trade agreements, federal and provincial legislation and processes as outlined in the Policy 2.8 Procedures document.

7.00 Under no circumstances will the University entertain purchasing goods for subsequent sale to individuals for personal consumption or utilization except through its normal retail operations.

8.00 The University does not enter into leasing or financing arrangements for the procurement of goods or services. In rare circumstances, where the nature of the acquisition requires a financing arrangement, approval must be obtained through the Director, Procurement Services and the Controller, Financial Services, prior to proceeding with the procurement.

EXPENDITURE AUTHORITIES

89.00 The President, Vice-Presidents, Associate Vice-Presidents, Vice-Provosts, Deans, Budget Unit Heads and Principal Investigators are authorized to sign/approve purchase requisitions

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without limit for their respective areas of responsibility when the expenditure is provided for in approved budgets, with such purchases to be effected by Procurement Services in accordance with approved policies and procedures. The above officers may delegate their authority to approve purchase requisitions for goods, services and recoverable salaries and benefits. Such delegations, including specified limits, must be provided to Procurement Services in writing.

~~9.00~~**10.00** The following have the authority to commit the University to the expenditure of funds for any one transaction, **contract, or agreement** up to the limits specified below, taking into account optional **term** extensions, ~~through the execution of Purchase Orders, contracts and agreements~~ (i.e. service, licensing and maintenance agreements/warranties, and non-consulting services) to:

(a)	Board of Governors	Over \$10,000,000
(a) (b)	Property and Finance Committee	\$7,500,000 10,000,000
(c)	President* or Vice-President (Operations & Finance), Vice-President (Research) for research funded acquisitions, or, in their absence, of, the Vice-President (Academic)	\$2,500,000 5,000,000
	Vice-President (Research) for research funded acquisitions. The President may authorize research equipment purchases in excess of this limit, provided the criteria from paragraph 4, Delegation of Authority, are met.	
(b) (d)	Associate Vice-President (Financial Services) or the Associate Vice-President (Institutional Planning & Budgeting)	\$12,500,000
(c) (e)	Director, Procurement Services	\$1,050,000
(d) (f)	Associate Director, Procurement Services or Procurement Manager	\$500,000
(e) (g)	Procurement & Contract Specialists	\$250,000
(f) (h)	Procurement Buyers	\$5075,000
(g) (i)	Local Business Unit Authorized Personnel	\$4025,000

~~*The President also has authority to sign purchase orders,~~

11.00 ~~Ongoing expenses for transactions, contracts and agreements for expenditures over \$5,000,000 for research equipment if the expenditure falls within the constraints set out in Special Resolution No. 2, section 5.~~

~~Notification will be given to the Associate Vice-President (Financial Services) and the Director, Procurement Services for contracts whose life-time total value exceeds the above limits but where individual transactions within the contract fall within the above limits and in section 10.00.~~

~~10.00~~ ~~Ongoing expenses for purchases~~ that have already been approved during Western's regular budget approval process (e.g. insurance, library expenses) can be approved by the **President, Vice-President, (Operations & Finance) or the Associate Vice-President, (Financial Services) without limit. The nature of these ongoing expenses is such that they are planned for and expected in order to operate the university (e.g. insurance,**

POLICY 2.8 – Procurement of Materials and Services

telecommunications, supplies)

~~11~~12.00 The tendering and purchase of utilities (electricity, natural gas, and water) is administered by Facilities Management with the support of Procurement Services. Contracting for electricity and natural gas will occur using a competitive bidding and review process. The authority to sign contracts with suppliers is as follows:

- (a) Associate Vice-President (Facilities Management) \$4,000,000
and Director, Procurement Services
- (b) Vice-President (Operations & Finance) over \$4,000,000
~~or designate~~ or President

POLICY 2.8 – Procurement of Materials and Services

RELATED DOCUMENTS AND OTHER RESOURCES

Accessibility for Ontarians with Disabilities Act (AODA)

<https://www.ontario.ca/laws/statute/05a11>

Broader Public Sector (BPS) Accountability Act

<https://www.ontario.ca/page/broader-public-sector-accountability>

Broader Public Sector (BPS) Procurement Directive

<https://files.ontario.ca/tbs-bps-procurement-directive-en-2023-08-23.pdf>

~~http://www.fin.gov.on.ca/en/bpssupplychain/documents/bps_procurement_directive.html~~

Canada-European Union Comprehensive Economic and Trade Agreement

<http://www.international.gc.ca/gac-amc/assets/pdfs/publications/European-Union-Government-Procurement-Guide-ENG.pdf>

Canadian Free Trade Agreement

<https://www.cfta-alec.ca/>

Third Party Service **Technology** Risk Assessment

~~https://security.uwo.ca/information_governance/risk_management/third_party_service_risk_assessment/index.html~~

<https://trac.uwo.ca>

Delegation of Authority

Employees

1. In accordance with applicable agreements negotiated with employee groups and policies and procedures established by the Board, the President (or the President's designate) is authorized to approve the following:
 - a) In respect of the Vice-Presidents, any leaves and acting appointments;
 - b) In respect of all other employees of the University (faculty and staff), all changes involving appointments, acting appointments, promotions, conferment of tenure, sabbatical leaves and the granting of continuing appointments;
 - c) All related salaries or salary changes for all positions below the level of Vice-President, except for the Deans, the Registrar, the University Librarian and the University Secretary, unless the President is authorized by the Senior Policy and Operations Committee to fix, in accordance with policies which may be established by the Board from time to time, the remuneration, retirement benefits and severance of those excepted employees;
 - d) All employee changes involving resignations, terminations, and retirements, except that any such change which will entail a continuing commitment on the part of the University other than normal pension benefits or which falls outside existing University policies shall be referred to the Senior Policy and Operations Committee.
2. While the Senior Policy and Operations Committee, at its discretion and on behalf of the Board, may impose conditions or limitations to apply in discussions or agreements, the Board authorizes the President to reach agreement with unions or associations representing employee groups, on collective changes in salaries and benefits and conditions attached thereto on the understanding that the agreements are subject to approval by the Board.

Operations and Research

3. The President is authorized to commit the University to the expenditure of funds and approve contracts, as follows:
 - a) **Without limit**, ~~For the payment of~~ externally-imposed levies, such as municipal taxes and Workers' Compensation assessments, ~~without limit~~; **or**

any ongoing expenses for transactions, contracts, and agreements that have already been approved during Western's regular budget approval process; and

- b) Up to a limit of ~~\$1,500,000~~ **5,000,000** for any one transaction, **not otherwise included above.** ~~when such expenditure has been provided for in approved budgets.~~
4. In addition, the President may authorize purchases over ~~\$1,500,000~~ **5,000,000** of research equipment funded by external awards that require the funds to be used only for the specified purchase, provided that any contribution from the University's operating budget toward any one such purchase does not exceed ~~\$1,500,000~~ **5,000,000**. Any purchases so approved by the President shall be reported to the Property and Finance Committee.
5. In addition, the President is authorized to approve real property purchases as follows:
- a) Up to \$10 million for acquisition of real property directly adjacent to, or contiguous with, existing university property; and
- b) Up to \$5 million for any other real property.
- Any purchase so approved by the President shall be reported to the Property and Finance Committee in a timely manner.
6. The President and Vice-Presidents are authorized to transfer funds between accounts within approved budgets as required for the effective management of the University.
7. The President is authorized to sell or otherwise dispose of the University's physical assets, excluding real property, having a fair market value of up to \$1 million.

Imposition of Sanctions for Non-Academic Offences

8. The President is authorized to take such measures as are appropriate to promote the orderly conduct of students and to impose academic and other sanctions on students who commit non-academic offences. This authority may be sub-delegated by the President. This authority is not limited by proceedings taken under other internal policies or codes but can be limited by resolution of the Board.
9. The Administration, on the authority of the President (or the President's delegate), retains the discretion to impose academic and other sanctions on students for non-academic offences notwithstanding any other civil, criminal or quasi-criminal proceedings.

ITEM 4.2(a) – Revision to By-Law No. 1

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendment to *By-Law No. 1* as outlined in item 4.2(a).

EXECUTIVE SUMMARY:

Section 9 of By-Law No. 1 reads: “Section 12(4) of the Act requires that the Board, by resolution, declare a membership vacant if the member fails to attend less than 25 percent of the regular meetings of the Board in a membership year.”

It has been amended to read: “... if the member attends less than 25 percent...”. This should be corrected so it is consistent with s.12(4) rather than its opposite.

ATTACHMENT(S):

[Proposed Revisions to By-Law No. 1](#)

By-Law No. 1

Effective Date: ~~April 27, 2023~~ **April 24, 2024**

Supersedes: **April 27, 2023**, September 21, 2021, June 27, 2019; September 26, 2017

Being a by-law to regulate generally the affairs and the exercise of the powers of The Board of Governors (hereinafter referred to as the **Board**) as set forth in The University of Western Ontario Act 1982 as amended in 1988 and 2016 (hereinafter referred to as the **Act**) and the calling and conduct of its meetings.

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of the Board as follows:

CORPORATE SEAL

1. The Corporate Seal of the Board shall be in the form impressed in the margin hereof and it shall be in the custody of the University Secretary or such other person as the Board may from time to time designate.

ELECTION OF BOARD MEMBERS

2. The election and appointment of members of the Board shall be governed by the provisions of the Act in respect to number, eligibility for election and term of office.
3. The University Secretary shall be the Chief Returning Officer.
4. Elections shall be conducted in accordance with procedures determined by special resolution of the Board.¹

MEMBERSHIP ON THE BOARD

5. The University Secretary shall maintain a roll showing the names and addresses of each member which may be used for service of any notice. Each member shall maintain current information with the University Secretary.
6. Except for the *ex officio* members, the University Secretary shall maintain records of the service of members appointed to the Board and shall notify the appointing authority of the expiration of a member's term of office at least one month in advance of the expiration date.

¹ See [Election Procedures](#)

7. For purposes of this by-law, membership year means the twelve-month period beginning on July 1 and ending on June 30.
8. Pursuant to section 12(3) of the Act, where within any membership year a member of the Board, other than an *ex officio* member, who has not been granted leave of absence, attends less than 50 percent of the regular meetings of the Board, the Board may by resolution declare such membership vacant. The Chair of the Board shall contact any member who does not meet the requirements of section 12(3) of the Act and termination of Board membership may be recommended to the Board.
9. Section 12(4) of the Act requires that the Board, by resolution, declare a membership vacant if the member ~~fails to attend~~ attends less than 25 percent of the regular meetings of the Board in a membership year.
10. The Chair of the Board may grant a leave of absence to a member, but, with the exception of an *ex officio* member, a member who expects or finds an inability to fulfill responsibilities as a member of the Board for six consecutive months or more should resign membership on the Board.
11. Pursuant to section 17 of the Act, no member of the Board whose salary is paid under a collective agreement or Memorandum of Agreement between the University and a union or employee association may serve as a member of any team negotiating matters related to the remuneration or benefits, terms of employment, rights or privileges available to employees in a class or group of employees of the University.
12. At the discretion of the Chair of the Board, a member of the Board or a member of its committees may be reimbursed for expenses incurred in attending meetings or in the performance of duties as a member of the Board or a Board committee member, at rates applicable to officers of the University.
13. Pursuant to section 12(5) of the Act the Board has the authority to terminate membership of a member (save for *ex officio* members and the Vice-Presidents). The Board may elect to sanction or terminate membership of a member in the event a member has violated any provision of the Act, by-laws, written policies of the University, and/or the Principles of Engagement.

OFFICERS OF THE BOARD

14. The Board shall elect, from those members eligible under the Act, a Chair and a Vice-Chair who shall each hold office for a term of 24 months, commencing on the following first day of July. The Chair and the Vice-Chair may be re-elected for successive terms.
15. In the event of a vacancy in the office of Chair or Vice-Chair for any reason, the Board shall elect a replacement from those members eligible under the Act, who shall hold office until the next election under section 12 hereof; provided, however, that if the time remaining in the term of office falling vacant is six months or less, the Board in its discretion may allow the office to remain vacant until the next regular election.

16. The Chair shall preside at all meetings of the Board and shall carry out such other duties as the Board may from time to time prescribe. In the case of absence or illness of the Chair, or there being a vacancy in that office, the Vice-Chair shall act and shall have all the powers of the Chair.

17. In the absence or illness of both the Chair and the Vice-Chair, or there being vacancies in these offices, the powers and duties of the Chair shall be exercised by an Acting Chair who shall be determined by order of precedence as follows, subject to the provisions of section 14(2) of the Act:

The Chair of the Property and Finance Committee
The Vice-Chair of the Property and Finance Committee
Other members of the Senior Policy and Operations Committee in order of seniority of Board membership

18. The University Secretary shall be appointed by the Board, shall hold office at the pleasure of the Board and shall serve as Secretary of the Board.

19. Unless otherwise determined by the Board, in the absence of the University Secretary, an Associate University Secretary designated by the University Secretary to so act shall perform the duties of the Secretary of the Board.

20. The University Secretary shall attend all meetings of the Board and shall:

- (a) enter or cause to be entered in books for that purpose, minutes of all proceedings;
- (b) provide copies of such minutes to all Board members as soon as possible;
- (c) give, or cause to be given, all notices required to be given to members of the Board as well as agenda and related documents as may be necessary for a meeting;
- (d) be responsible for arrangements for meetings;
- (e) be the custodian of the minute books, papers, records, documents, and other instruments of the Board;
- (f) be responsible for the dissemination of decisions or instructions by the Board to all parties concerned unless otherwise ordered by the Board; and
- (g) perform such other duties as may from time to time be prescribed by the Board or required by law.

MEETINGS

21. The following provisions apply to regular meetings of the Board:

- (a) There will normally be at least five regular meetings of the Board each year, unless

otherwise determined by the Board. The Chair may cancel a regular meeting if, after consultation with the President, the Chair is satisfied that the holding of a regular meeting is not warranted because of insufficient agenda.

- (b) Unless the University Secretary, in consultation with the Chair, determines that special circumstances warrant meeting remotely, regular meetings shall be held in person. Members may attend up to two in-person regular meetings in an academic year by teleconferencing or other electronic means.
 - (c) The schedule of regular Board and committee meetings for the next academic year will be presented to members at the first regular meeting of the calendar year.
 - (d) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair and President as required. The University Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Board not less than seven days before the day of the meeting at which they are to be presented, and only those matters of which the University Secretary has been so notified shall be included in the agenda.
 - (e) Normally, an agenda and documents for a regular meeting will be provided to members at least five days prior to the meeting. With the permission of the Chair, items may be added to the agenda, or additional documentation provided after the five-day deadline.
 - (f) Notices of meetings and agenda materials are normally distributed by electronic means.
 - (g) The accidental failure to give notice of a regular meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
 - (h) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.
22. The following provisions apply to special meetings of the Board:
- (a) Special meetings shall be held as agreed by the Board, or as called by the Chair, or as called by the University Secretary on direction in writing by seven members of the Board.
 - (b) Board members may attend special meetings through teleconferencing or other electronic means.
 - (c) The agenda for a special meeting shall be prepared by the University Secretary in consultation with the Chair and President as required. No business may be conducted at a special meeting other than those matters for which it was called.

- (d) Notice of special meetings, together with the agenda, shall normally be made available to each member not less than two days before the meeting is to take place. In urgent circumstances, and with the approval of the Chair, a special meeting may be called and materials provided within a shorter time frame.
 - (e) Notices of special meetings and agenda materials are normally distributed by electronic means.
 - (f) The accidental failure to give notice of a special meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
 - (g) In the event that a special meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.
23. In-person meetings of the Board will be held on Western's central campus unless notice of a different location is given.
24. Normally, regular meetings of the Board are divided into open and closed sessions. Subject to limitations of space, members of the public may attend the open session of any Board meeting. Notice of the date, time, and location of the public session of regular meetings shall be sufficiently given if posted on the University Secretariat's web page at least two weeks in advance. Notice of special meetings open to the public may be given by other means and for a shorter period of time at the discretion of the Chair.
25. The Board meets in closed session to consider confidential business, such as matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Attendance at closed session meetings is limited to members, Secretariat staff, and those invited to attend by the Board to assist with its deliberations.
26. The following provisions apply to items of business on the Board's agenda:
- (a) Items of business shall normally be presented to the Board by only:
 - The Chair of the Board
 - The Chair of a committee of the Board
 - The President (or another member of Western's senior administration at the request of the President)
 - The Senate (through the President as its Chair)
- but a member of the Board may present an item which has been submitted to and approved by the Chair of the Board for inclusion in the agenda of the meeting prior to the meeting.

- (b) In special circumstances, and with advanced notice, the Chair may grant speaking privileges to others.
 - (c) Other than as provided in this section, the Board shall not accept recommendations, proposals, or submissions from, or deal directly with, any individual or component of the University or any campus organization.
 - (d) Except for the reports of committees, items of business furnished to the University Secretary for inclusion on the agenda pursuant to this section, shall be summarized in appropriate form with relevant supporting documents to be attached as necessary.
27. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve its introduction.
28. The conduct of meetings shall follow the Rules of Procedure at Meetings approved by the Board, and for matters not covered in the Rules of Procedure at Meetings, the Board's approved parliamentary authority.

VOTING

29. The following provisions apply to voting:
- (a) Each member shall have one vote except the Chair who may vote only when the vote is by ballot or to break or create a tie, but if the Chair creates a tie the Chair cannot break it.
 - (b) Voting may be by show of hands, by assumed consent when no dissent is voiced or by such other method as the Board may determine, including electronically where permitted by the Chair.
 - (c) For electronic votes, voting shall be by email or other electronic method identified by the University Secretary.
 - (d) For elections involving more than one candidate, voting shall be by a ~~means~~ method that does not allow members eligible to vote to identify how any other member voted.
 - (e) Unless otherwise stated in this by-law, the Board's meeting procedures, or the Board's approved parliamentary authority, motions require a simple majority of those present and voting to pass.
 - (f) A special resolution of the Board requires a two-thirds majority of those present and voting to pass.

- (g) A resolution signed by all members of the Board shall have the same force and effect as if passed at a regularly constituted meeting of the Board.
 - (h) A resolution by electronic vote permitted by the Chair and passed by a majority of the Board members eligible to vote on the resolution, or a two-thirds majority in the case of a special resolution, shall have the same force and effect as if passed at a regularly constituted meeting of the Board.
30. The following provisions apply to the recording of votes:
- (a) For meetings in person, votes shall be counted whenever the Chair is in doubt as to the result or if any member requests a count prior to the vote being taken. In such cases, the Minutes shall reflect the number of votes in favour, against and abstained if any.
 - (b) All dissenting votes by Board members which relate to issues that may incur personal liability as a result of statutory regulation shall be recorded in the minutes if requested by the dissenting member at the time the vote is taken. Members absent from a meeting may submit to the University Secretary notice of dissent not more than 7 days after receipt of the Board minutes. Notices of dissent so submitted will be retained on file by the University Secretary but shall not affect the outcome of the vote nor be recorded in the Minutes.

CONFIDENTIALITY

31. Members of the Board shall observe strictly the confidential nature of business dealt with in closed session and it shall be their responsibility to ensure that such information is not divulged to unauthorized persons. At the commencement of a closed session the Chair shall remind members of their obligations in respect to confidentiality, by reading or directing their attention to the following caution:

Members are reminded that discussions entered into and the decisions made during the closed session of this meeting are carried out in confidence and are not to be repeated or discussed outside the Boardroom. Any material provided for the session will be retained in confidence afterwards, or may be returned to the University Secretary at the end of the meeting.

Decisions reached during the closed session which are to be announced after the meeting will be made public by official announcement or press release only and such publication does not free members of the obligation to hold in confidence the discussions which took place in the meeting or the material involved.

The continued presence of a member in the room shall indicate acceptance of these conditions.

32. Should a member declare an intention of noncompliance with the conditions of confidentiality and refuse to leave the room when requested to do so, the Chair shall,

subject to a resolution of the Board:

- (a) inform the offending member that, pending assurance to the effect that henceforth the member shall abide by the rules of the Board in respect to the confidentiality of information, the member shall be barred from attendance at any meeting of the Board or its committees at which business of a confidential nature will be dealt with and shall not be sent any notices or material in respect to them; and/or
- (b) adjourn the meeting, after having informed members that it will be reconvened at a time and place of which the offending member will not be notified.

CONDUCT OF OPEN MEETINGS

33. The following provisions apply to open meetings:

- (a) Spectators (including representatives of the news media) attending the open session of a meeting are not permitted to address a meeting, communicate with individual members during the meeting, or disturb the conduct of a meeting in any way. Spectators must remain in their assigned seats while in the meeting room.
- (b) Recording is not permitted, except with the permission of the Chair.
- (c) Space permitting, members of the press may video record a meeting provided that they have made arrangements in advance with the University Secretary and the Chief Communications Officer. Placement of cameras within the meeting room will be at the direction of the University Secretary.
- (d) Space permitting, and with the approval of the Chair, placards or signs may be brought into the meeting room provided that they are of a size that will not obstruct any doorway, or the view of others in the room, and are made of materials that could not be used to harm individuals or damage property. Placards or signs that have been permitted in the meeting room or been brought in without permission must be removed if so ordered by the Chair at any point in the meeting.
- (e) Spectators may obtain copies of the agenda and the non-confidential portion of the supporting material from the University Secretariat's website.

OFFICIAL MINUTE BOOK

- 34. The official Minute Book shall be open to the inspection of any member of the Board at any time during regular office hours in the office of the University Secretariat, but such inspection shall not be permitted by other persons.
- 35. The University Secretary shall be responsible for safeguarding the confidentiality of the minutes of closed sessions of Board meetings but shall have discretion to furnish extracts therefrom to authorized officers of the University or in satisfaction of a reasonable request.

36. The minutes of the open sessions of Board meetings shall be published electronically by the University Secretary.

QUORUM

37. A quorum of the Board consists of ten members, of whom at least five shall be members appointed or elected under clauses (b), (c), (d), and (h) of section 9(1) of the Act.

COMMITTEES

38. The Board shall maintain as standing committees of the Board, *inter alia*:

The Audit Committee
The Governance and By-Laws Committee
The Fund Raising and Donor Relations Committee
The Property and Finance Committee
The Senior Policy and Operations Committee

and the composition, duties and responsibilities of such committees shall be as determined from time to time by resolution of the Board.

39. The Board may from time to time by resolution establish and appoint such other standing or ad hoc committees as it sees fit and determine the composition, duties and responsibilities of any committees so established.
40. Committees of the Board are established primarily to make recommendations to the Board and they may not commit the Board in any matter unless authority to do so has been specifically delegated by the Board. Unless otherwise authorized by the Board, committees of the Board shall report only to the Board.
41. Standing committees may recommend the establishment of subcommittees as necessary, the composition, duties and responsibilities of which shall be submitted to the Board for approval.
42. The membership of the Board's committees, and the appointment of their Chairs and Vice-Chairs, shall be determined by the Board annually at the last regular meeting of the academic year on the recommendation of the Senior Policy and Operations Committee. A list of the committees and their membership as approved shall be published and distributed to members following that meeting.
43. The Senior Policy and Operations Committee may fill interim vacancies in the membership of committees as necessary and will advise the Board of such appointments.
44. Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board. Continuing membership on committees and organizations external to the Board (where a member was appointed by the Board) will be at the pleasure of the Board and in accordance with the membership regulations of the external organization.

45. The schedules of the regular committee meetings will be posted on the University Secretariat's website.
46. Where the University Secretary is a member or resource person on a standing committee of the Board, the University Secretary may designate another person to act on his/her behalf on such committee or subcommittee.
47. A majority of the voting members of each committee shall constitute a quorum at any meeting.
48. The following provisions apply to regular meetings of committees:
 - (a) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair, the President and the appropriate Vice-Presidents as required. The University Secretary shall be notified of all matters for inclusion in the agenda not less than seven days before the day of the meeting at which they are to be presented.
 - (b) Notice of regular meetings together with the agenda shall be made available to each member not less than five days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.
 - (c) Notice to members may be given by mail, telephone, facsimile, or electronic means.
 - (d) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
 - (e) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
 - (f) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.
49. The following provisions apply to special meetings of committees:
 - (a) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair, the President and the appropriate Vice-Presidents as required. The University Secretary shall be notified of all matters for inclusion in the agenda not less than four days before the day of the meeting at which they are to be presented.
 - (b) Special meetings of a committee shall be held as agreed by the committee or as called by the Chair of the committee. Notice of special meetings together with the agenda shall be made available to each member not less than two days before the

meeting is to take place. With the permission of the Chair of the committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.

- (c) Notice to members may be given by mail, telephone, facsimile, or electronic means.
 - (d) Attendance at committee meetings by teleconferencing or other electronic means is permitted.
 - (e) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.
 - (f) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.
50. The general conduct of committee meetings shall follow the rules and procedures as set forth in the Rules of Procedure at Meetings, and for matters not dealt with in the Rules of Procedure at Meetings, the Board's approved parliamentary authority.
51. Unless provided otherwise in the Rules of Procedure at Meetings or the Board's approved parliamentary authority, all questions at a meeting shall be decided by a majority vote of the members present and voting. Each voting member of the committee present at a meeting, including the Chair, shall be entitled to one vote and any motion on which there is equality of votes shall be deemed to have been defeated. A resolution approved by electronic means permitted by the Chair of the committee and passed by a majority of the voting committee members shall have the same force and effect as if passed at a regularly constituted meeting. A report of decisions taken electronically between meetings shall be provided for information at the next available meeting.
52. The University Secretary shall keep a record of the proceedings of every meeting and the minutes of every such meeting shall be submitted at the next meeting of the committee for adoption.
53. All Board standing committees meet in closed session or in camera. Committee discussions, minutes, agenda materials and related documents are confidential. Committee members, members of the Board and others who are given access to such materials are responsible for their safe custody, unless the materials are explicitly released to the public by the committee concerned or by the Board.
54. Any member of the Board may attend meetings and have access to the materials of the Audit Committee, the Governance and By-Laws Committee, the Fund Raising and Donor Relations Committee and the Property and Finance Committee as an observer, provided that:
- (a) they observe the confidentiality of the proceedings to the same degree required of committee members, and

- (b) a committee may choose, at any time, to move in camera and require those who are not members of the committee or needed resource personnel to leave.

The Senior Policy and Operations Committee always meets in camera and only members of the committee, named resource personnel or others invited by the Chair of the committee may attend its meetings and have access to its materials.

CHIEF EXECUTIVE OFFICER

- 55. The President, as the Chief Executive Officer, shall have the authority and responsibility for administering the affairs of the University in accordance with policies approved by the Board.
- 56. Subject to section 58(b), the President is empowered to delegate presidential authority during the period of any temporary absence to any other officer of the University provided that, in the absence of such delegation of authority, the senior Vice-President present, other than an Acting Vice-President, shall be the Acting President according to seniority as follows:

- The Provost & Vice-President (Academic)
- The Vice-President (Operations & Finance)
- The Vice-President (Research)
- The Vice-President (University Advancement)

The President shall inform the Chair, Vice-Chair and University Secretary of any such absence and delegation.

- 57. Notwithstanding section 56, the Board may, in the absence of the President, and shall, in the event of a vacancy in the office of the President, appoint an Acting President upon such terms and conditions as the Board may prescribe.

DELEGATION OF AUTHORITY

- 58. The Board may delegate authority:
 - (a) to standing committees and other committees created by it by resolution or as set forth in terms of reference or policies approved by the Board. Authority delegated to a committee shall not be further delegated to a subcommittee except as authorized by the Board, and
 - (b) to the President and other persons by resolution. Further delegation of authority by persons named in such resolutions to other persons shall be as defined and described in administrative policies and procedures approved by the President and authorized by the Board.
- 59. During the months of the year when no regular meetings of the Property and Finance Committee or the Senior Policy and Operations Committee are scheduled, the functions of

that committee may be performed by electronic vote or by any three of its members from time to time present at a meeting, of whom at least one shall be

The Chair or the Vice-Chair of the committee, or failing such,
The Chair of the Board or the Vice-Chair of the Board

When such meetings are called, all members of the committee shall be notified and invited to attend. Business transacted at such meetings shall be reported to the relevant committee at its next regular meeting.

EXECUTION OF INSTRUMENTS

60. Unless otherwise provided by the Board, and except as herein provided, documents obligating the University which require the Corporate Seal to be affixed thereto shall be signed by two persons, one of whom shall be the University Secretary, and the other of whom shall be:

(a) Respecting documents which, by reason of subject matter or amount, exceed authority to sign delegated elsewhere by the Board,

The Chair or the Vice-Chair of the Board or in their absence,
The Chair of the Property and Finance Committee or the Vice-Chair of the
Property and Finance Committee

(b) Respecting documents which are within delegated authority to sign or which, in the opinion of the University Secretary, may be reasonably considered to be of lesser importance or value, one of

The President
The Vice-President (Operations & Finance)
The Provost & Vice-President (Academic)
The Vice-President (Research)
The Vice-President (University Advancement)

61. The Corporate Seal may be affixed to:

(a) diplomas and certificates approved by Senate or awarded at Convocation; such documents may be signed by the Registrar, together with the President and the Dean of the Faculty or School concerned or such other officers as may be specified by Senate from time to time.

(b) transcripts of official academic records, which must be signed by the Registrar.

62. The Seal of the Office of the Registrar may be affixed to academic documents of lesser importance. Such documents shall be signed by the Registrar or by such other persons as designated by the Registrar or by other persons consistent with the purpose of the document in question.

63. The Board may at any time determine the manner in which, and the person or persons by whom, any particular deed, transfer, assignment, contract or obligation, or any class thereof may or shall be signed.

BANKING

64. The banking affairs of the University shall be transacted with such banks, or other corporations carrying on a banking business, as the Board may from time to time designate by resolution, and all such banking affairs shall be transacted on behalf of the Board by such persons as the Board may designate by resolution and to the extent therein provided.

INVESTMENTS

65. The Board may designate by resolution authority to manage the investments owned or held in the name of the University and to purchase, transfer, exchange, sell or otherwise dispose of securities in accordance with policy approved by the Board.

FISCAL YEAR

66. The fiscal year of the Board shall be a twelve-month period commencing on the first day of May and ending on the thirtieth day of April in the succeeding year.

USE OF UNIVERSITY NAME AND ARMS

67. No persons shall assume or use the name or the coat-of-arms of The University of Western Ontario, or any design in imitation of the same, or any trademark, copyrighted material or brand of the University without the authority of the Board.

PARLIAMENTARY AUTHORITY

68. The American Institute of Parliamentarians Standard Code of Parliamentary Procedure (latest edition) shall govern the Board and its committees and subcommittees in all parliamentary situations not provided for in the Act, the by-laws of the Board, special resolutions, or Rules of Procedure at Meetings.

AMENDMENT

69. Notice of any motion to enact, amend or repeal any by-law of the Board shall be given to the Board by mail, facsimile, or electronic means at least 30 days prior to the meeting of the Board at which the motion is to be presented.
70. A motion to enact, amend or repeal any by-law of the Board shall not carry unless it receives the affirmative vote of at least 15 members of the Board.
71. Notwithstanding sections 69 and 70, the Board may, by resolution, delegate authority to a committee of the Board to approve non-substantive amendments to the by-laws. Non-substantive amendments require the affirmative vote of a majority of those present at a

duly constituted meeting of the Board or of a committee to which the Board has delegated authority to approve such amendments. Any amendments made by a committee on delegated authority of the Board will be reported to the Board at its next regular meeting.

ITEM 4.2(b) – Governance of the McIntosh Gallery

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of the McIntosh Gallery Committee and the Governance and By-Laws Committee, the Board of Governors approve the dissolution of the McIntosh Gallery Committee with the understanding that the governance of the McIntosh Gallery will be overseen by the Provost along with an advisory committee.

EXECUTIVE SUMMARY:

In May 2022, the McIntosh Gallery Committee (the MGC) reviewed proposed revisions to its Terms of Reference. The discussion raised questions regarding the overall governance of the McIntosh Gallery (the Gallery) and the role the MGC should play in respect of the Gallery, particularly in respect of the hiring of the new Director, review of the Gallery’s budget and the location of the Gallery.

The MGC asked for these questions to be brought to the Governance and By-Laws Committee for consideration before proceeding with consideration of the revised Terms of Reference.

The MGC also expressed the view that the Provost’s role with respect to the Gallery and connection to the MGC could be better defined since the Provost has authority for the appointment of the Gallery’s Director and oversight of the Gallery’s budget.

The Committee reviewed the mandate and governance structure of the Gallery and suggested that the University Secretary and the Provost review this with the intent of providing possible governance models for consideration. It was suggested that the governance structures of other university galleries be reviewed.

As a result of this request, the Provost created a Task Force. The Task Force’s report has been presented to the MGC and to the Governance and By-Laws Committee.

The report provides background and a history of the evolution of the MGC which was initially formed as a standing committee of the Board to comply with the requirements of the Will of Wilhelmina Morris McIntosh (the Will).

A review of the obligations of the Board under the Will did not form part of the mandate of the Task Force but the Committee’s review of the governance of the Gallery would not be complete without consideration of these obligations. A memorandum from the University Secretary is attached in respect of these obligations.

ATTACHMENT(S):

[McIntosh Gallery Review Task Force Report \(Fall 2023\)](#)

[Memorandum from the University Secretary](#)



McIntosh Gallery Review Task Force: Report (Fall 2023)

Submitted to: Provost & Vice-President (Academic) and the McIntosh Gallery Committee

Prepared by: University Secretariat and McIntosh Gallery Review Task Force

Members of the McIntosh Gallery Task Force:

- Chair: Florentine Strzelczyk, Provost & Vice-President (Academic)
- Linda Miller, Vice-Provost (Graduate & Postdoctoral Studies), Chair of McIntosh Gallery Committee
- Catherine Elliot Shaw, Acting Director of McIntosh Gallery
- Patrick Mahon, Faculty Member
- Joel Faflak, Faculty Member
- Aldona Sendzikas, Faculty Member
- James Flath, Faculty Member
- Alena Robin, Faculty Member
- Susan Lewis, Vice-Provost (Academic Programs)
- Amy Bryson, University Secretary – Resource to the Task Force

Mandate

To provide advice on the role of the Director of the McIntosh Gallery (the Gallery), governance of the Gallery, the Gallery's place within Western and considerations regarding the location of the Gallery, in advance of restarting the search for a new Director.

Recommendations

The McIntosh Gallery Task Force recommends that the operation of the McIntosh Gallery be overseen by the Provost, rather than a committee of the Board of Governors, along with an advisory committee established to provide informed advice and support to the Director of the Gallery and the Provost on a variety of matters related to the operation of the Gallery and fulfillment of its mandate, including funding, programming, location, policies and collection development, as well as the Gallery's role in the University and in the broader regional community (the Advisory Committee).

Proposed terms of reference have been drafted for the Advisory Committee. These outline the Advisory Committee's mandate and composition and are attached to this report as Appendix A.

Note: The job description for the Director of the Gallery has been completed and the search has been reinitiated by the Provost.

Background

The McIntosh Gallery Committee (the Committee) originated from a requirement in the Will of Wilhelmina Morris McIntosh (the Will) that a committee of three Board members be appointed "to carry out and perform the conditions of the Will" in respect of a gift to the university of a collection of artworks (the Collection), a sum of money to construct a building for the display of the Collection and a trust under which the remainder of the Estate would be held and the income paid to the university for the maintenance of the building, the acquisition of further art and to fund scholarships.

The building was completed in 1942 and named in accordance with both the Will and an agreement between the university and the trustees of the Estate.

The Collection has been maintained by the university.

TD Canada Trust is the sole remaining trustee of the Estate.

The income from the Estate is paid by the trustee to the university each year and Western Finance receives the funds and ensures that they are spent in accordance with the Will:

- One-half for the maintenance of the building and the acquisition of new artworks for the Collection
- One-half for scholarships (1/4 each) for music, geography, business and public speaking (public speaking awards now appear to be physics awards)

The residue from the Estate remaining with the trustee is approximately **\$95,000**. The income generated is sent to Western in April each year and amounts to approximately **\$4800**, half of which goes to the scholarships and half goes to the McIntosh Gallery for maintenance and art.

The Gallery functions as an art gallery but also serves as a resource for academic research.

Western contributes 40-50% of the operating funds plus in-kind contributions such as rent, utilities, maintenance of the building, groundskeeping, etc. and has responsibility for the Gallery's operations and budget.

As an art gallery with a mandate beyond the bounds of the university's academic and research mission, it is eligible for and receives funding from external arts councils which makes up the balance of its operating funds.

The Committee's mandate broadened over time from "carrying out and performing the conditions of the Will" to overseeing the entire McIntosh Gallery Collection (which is made up of more than just the Collection), including in respect of policies for the operation of the McIntosh Gallery (the Gallery) and the acquisition and deaccessioning of artworks of the McIntosh Gallery Collection.

A history of the evolution of the Committee from 1942 to the present is attached as Appendix B.

The current terms of reference of the Committee include the following:

- supervision of the bequests from the Estate
- control of income from the Estate and making purchases or allocating funds within the terms of the Will
- develop and establish policies for the operation of the Gallery and acquisition of art works
- recommend to the Board the acceptance of gifts or bequests of art objects in accordance with the Board policy on Gift Acceptance
- exercise general surveillance over funds established for the acquisition of art and to authorize expenditures from such funds

- report to the Board annually on the purchase of art objects
- report to the Board annually the yearly appropriations for the purchase of art objects

Given the advancement of the Gallery's operations and current practice with respect to management of university funds, members of the Committee identified the need to update the Committee's mandate in the terms of reference while still acknowledging the history of the Gallery and the Collection.

Based on the Committee's discussion and a review of the terms of reference of six other university art galleries to identify common practices, the University Secretariat (Secretariat) prepared draft revisions to the Committee's terms of reference for the Committee's consideration.

The Committee reviewed the draft revisions in May 2022 and the discussion raised questions regarding the overall governance of the McIntosh Gallery and the role the Committee should play in respect of the Gallery. The Committee asked for these questions to be brought to the Governance and By-Laws Committee of the Board for consideration, prior to proceeding with consideration of the revised terms of reference.

Members of the Committee expressed concerns regarding its lack of involvement in certain oversight functions, including the hiring of the new Director, review of the Gallery's budget and a new location for the Gallery.

Further, it was expressed that the Provost's role with respect to the Gallery and connection to the Committee could be better defined.

Currently, the Provost has authority for the appointment of the Gallery's Director and oversight of the Gallery's budget. The Provost is a non-voting, *ex officio* member of the Committee.

The Governance and By-Laws Committee discussed the current governance structure of the Gallery. Through discussion, there was general agreement that the placement of the Gallery in the overall structure of the University should be reviewed.

It was suggested that the University Secretary and the Provost review this with the intent of providing possible governance models for consideration. It was suggested that the governance structures of other university galleries be reviewed.

An overview of the governance of other university art galleries is attached as Appendix C.

In the meantime, the Provost's Office initiated a search for the next Director of the Gallery. The initial search was unsuccessful.

Given the request of the Governance and By-Laws Committee and the need to commence a new search for a Gallery Director, the Provost created this Task Force.

Recommended Next Steps

- McIntosh Gallery Committee review and consider the recommendations of the Task Force and to make a recommendation to the Governance and By-Laws Committee of the Board
- The Governance and By-Laws Committee review and consider the recommendations of both the Task Force and the McIntosh Gallery Committee, and whether to make a recommendation to the Board
- If recommended by the Governance and By-Laws Committee, the Board to review and consider the recommendations of the Task Force, McIntosh Gallery Committee and Governance and By-Laws Committee, and determine whether to dissolve the McIntosh Gallery Committee as a standing committee of the Board and recommend governance of the Gallery by the Provost and the Advisory Committee
- If the recommendations of the Task Force are endorsed by the Board, dissolve the McIntosh Gallery Committee as a standing committee of the Board and create the Advisory Committee, and amend such policies as are appropriate to give effect to the change

Appendix A: Proposed Advisory Committee Terms of Reference

Effective Date: TBD

Related University

Policies: MAPP 1.57 - McIntosh Gallery Collections Policy
MAPP 2.1 – Gift Acceptance
MAPP 2.28 – Gift Valuation

GENERAL

Created with a substantial bequest from the estate of Wilhelmina Morris McIntosh to the memory of her husband, J. Gordon McIntosh, the McIntosh Gallery (the Gallery), owned and governed by Western University, opened to the public on June 26th, 1942. It was the first university art gallery to be established in Ontario.

The function of the Gallery is to be a centre for the presentation and dissemination of research, scholarship and creative activity in the fields of art history and contemporary visual art. The Gallery serves the students, faculty and staff of the University and the broader community of southwestern Ontario as a teaching, research and cultural resource. Ongoing programs and services actively promote innovative projects in the production, exhibition, interpretation and collection of visual culture.

The Gallery Collection (the Collection) currently consists of over 4000 works of art acquired by the University through the following means:

- (a) the bequest of the “J. Gordon and Wilhelmina Morris McIntosh Collection” from the Estate
- (b) donations by the Alumni Association
- (c) donations and bequests by individual benefactors
- (d) purchases by the McIntosh Gallery
- (e) Western University’s portraits of record

THE MCINTOSH GALLERY ADVISORY COMMITTEE

1. The McIntosh Gallery Advisory Committee (the committee) is an advisory committee established to provide informed advice and support to the Director of the Gallery as well as to the Provost & Vice-President (Academic) (the Provost) on a variety of matters related to the operation of the Gallery and fulfillment of its mandate, including funding, programming, policies and collection development, and its role in the University and in the broader regional community.
2. Operating within the policies of the University, the committee's duties and responsibilities include:
 - (a) To review and advise on the Gallery's mission and strategic priorities to ensure alignment between its programs and the needs of the University and the broader community as appropriate.
 - (b) To advise and support the Director and the Provost with respect to the Gallery's programs and services in accordance with the Gallery's mission and mandate as outlined in the Gallery's strategic plan.
 - (c) To provide leadership and support in the advancement of the Gallery commensurate to its status as a Category A facility (as designated by the Department of Canadian Heritage).
 - (d) To promote and advocate for the Gallery's best interests within the University and in local, regional and national communities as appropriate.
 - (e) To promote the external reputation of the Gallery and advise on public relations and community outreach to increase awareness of Gallery programs, and to assist with fundraising initiatives as appropriate.
 - (f) To advise on the development of new and review of existing policies regarding the operation of the Gallery and to provide advice in respect of MAPP Policy 1.57 - McIntosh Gallery Collections, particularly as it relates to the acquisition of art objects for inclusion in the Collection and any deaccessioning therefrom, which advice will be shared with the University's Board of Governors (the Board) through the President & Vice-Chancellor.
 - (g) To approve the acquisition of art objects for inclusion in the McIntosh Gallery Collection, and any deaccessioning therefrom in accordance with the University's

policies and procedures.

- (h) To make recommendations to the Provost for the acceptance of gifts or bequests of art objects in accordance with the University's policy on Gift Acceptance (MAPP 2.1).
- (i) To report to the Provost annually on the operation of the Gallery, its exhibitions, acquisition and any deaccessioning of art objects who will report to both Senate and Board on McIntosh initiatives annually.

- 3. The committee's duties and responsibilities do not include the following:
 - a. supervising the Director - the Director reports directly to the Provost; or
 - b. financial responsibility for the budget and operations of the Gallery - the University holds this responsibility.

MEMBERSHIP and PROCEDURES

- 4. The membership of the committee shall be:

Appointed Members (minimum 6, maximum 10)

Appointed members are selected and appointed by the committee and shall include artists, other arts professionals, faculty members and deans, students, community members, and others with an interest in the arts and culture.

The term of appointed members is [three] years, renewable for a maximum of [three] consecutive terms. Terms begin on July 1. Initially, one-third of the members will be appointed for a three-year term, one-third for a two-year term and one-third for a one-year term, in order to ensure membership turnover is staggered. After the initial terms, all appointments shall be for a term of three years.

***Ex Officio* members**

The President & Vice-Chancellor (or designate)

The Provost (or designate)

The Chair of the Department of Visual Arts

The Vice-Provost & AVP (Indigenous Initiatives) (or designate)

The Gallery Director

[others TBD? faculty member from Art History or museum and curatorial studies or studio art?]

Resource members (non-voting)

The Gallery Curator

The Recording Secretary

4. The officers of the committee shall be a Chair, Vice-Chair and Recording Secretary:

The Provost will serve as the Chair and will appoint a Vice-Chair from the committee for a two-year term with eligibility for renewal for a further two-year term.

The Recording Secretary shall be appointed by the Director and will maintain membership records and contact information, circulate notice of meetings and agendas, take minutes, circulate draft minutes to the committee members in advance of the next meeting and maintain a record of approved minutes.

5. The committee shall normally meet [three] times per year or at the call of the Chair.
6. Committee members may attend meetings in person, by telephone or by other electronic means.
7. Quorum for meetings shall be a majority of voting members.

Appendix B: History of the McIntosh Gallery Committee

1942	Gallery opens; Joint McIntosh Gallery Committee established in compliance with the Will: 3 appointees from the Board of Governors as recommended by the Executors. The President was also a member and at times the Provost attended meetings. The Committee was a standing committee of the Board but functioned in an administrative capacity.
1967-69	University Advisory Art Committee was formed although its purpose is not clear from the record. It may have related to do with a resident artist program. There were a number of ad hoc committees formed during this period for specific administrative purposes. Joint McIntosh Gallery Committee still existed.
1969	First professional art curator appointed. The Board approved the formation of the Council for University Theatres and Art which was an umbrella organization. Under it were three subcommittees, one of which was called "University Art Collection and McIntosh Gallery" and which became known as the University Art Committee.
1977	The administration of the Gallery was made the responsibility of the Dean of Arts and the McIntosh Gallery Policy and Programs Advisory Committee was set up by Senate (endorsed by the Board).
1980	The Joint McIntosh Gallery Committee and the McIntosh Gallery Policy and Programs Advisory Committee were merged and renamed the McIntosh Gallery Committee. Membership consisted of those stipulated in the Will plus two Senate appointees, the President, one representative from Visual Arts and the Curator. It was determined by the Board that one of the three Board representatives should be drawn from an external constituency.
1993	Following the conduct of a feasibility study into the operations of the Gallery, it was determined that the Committee should be increased in size with the addition of six members-at-large.
2002	Editorial changes to the terms of reference were approved.
2010	Terms of reference were reviewed with a number of revisions made to clarify the role and responsibilities of the Gallery and of the Committee. No changes were made to the membership.

Appendix C: Overview of Governance of other Galleries

<u>Name of University (Gallery)</u>	<u>Advisory Committee Reporting Structure</u>	<u>Board Representation (Y or N)</u>
University of Lethbridge Art Gallery	Consultative body to university supporting the Director/Curator	N
Bishop's University (Foreman Art Gallery)	Consultative body to university supporting the Director/Curator	N
McMaster (McMaster Museum of Art)	Consultative body to university supporting the Director/Curator (reports to President through the Provost)	N (but Board approves community members and Senate approves faculty members)
University of Victoria (Legacy Art Galleries)	Consultative body to university supporting the Director/Curator	N
Queen's University (Agnes Etherington Gallery)	Consultative body to university supporting the Director/Curator	Y (1 Board rep or delegate (out of 7 ex officio members + 7-12 appointed members))
OCAD (Onsite Gallery)	Consultative body to university supporting the Director/Curator	N



MEMORANDUM

To: Governance and By-Laws Committee of the Board of Governors

From: Amy Bryson, University Secretary

Date: January 23, 2024

Re: The Board's obligations under the Will of Wilhelmina Morris McIntosh

The McIntosh Gallery Committee (the Committee) originated from a requirement in the Will of Wilhelmina Morris McIntosh (the Will) that a committee of three Board members be appointed “to carry out and perform the conditions of the Will” in respect of a gift to the university of a collection of artworks (the Collection), a sum of money to construct a building for the display of the Collection and a trust under which the remainder of the estate would be held and the income paid to the university for the maintenance of the building, the acquisition of further artworks and to fund scholarships.

The building was completed in 1942 and named in accordance with both the Will and an agreement between the university and the trustees of the estate (the Agreement).

The Collection has been maintained by the university and TD Canada Trust is the sole remaining trustee of the Estate.

The Will, attached as [Appendix A](#), provides for the gift of the artworks, money to build a building and the creation of a trust to hold the remainder of the estate for the benefit of the university on the following conditions (set out in subsections IV (k) and (l)):

- Western enters into the Agreement (attached as [Appendix B](#)) with the executors, within three months of Wilhelmina Morris McIntosh's death, to appoint a committee of three to carry out and perform the conditions of the Will and to build the building within two years with a suitable room for the display of the Collection
- The Collection is designated as “The J. Gordon and Wilhelmina Morris McIntosh Collection”
- Residue of the Estate to be held by the executors for the university, conditional on the university entering into the Agreement within three months after the death of Wilhelmina Morris McIntosh and undertaking to accept and fulfill the obligations set out in the Will

In compliance with the Will and the Agreement, the Board fulfilled its obligations to enter into the Agreement, name the Collection and the building, and establish the committee of three.

That committee carried out and performed the conditions of the Will, namely to build and name the building within two years and display the pictures in the building in such manner as approved by the executors.

With respect to the residue of the estate, the obligations are those of the executor to provide funds for the maintenance of the building, acquisition of further artworks and annual scholarships. As noted in the Task Force's report, Western Finance receives the funds annually and allocates them in accordance with the provisions of the Will.

In summary, it appears that the Board has met its obligations under the Will and consequently the committee of three Board members is no longer required.

Appendix A

THIS IS THE LAST WILL AND TESTAMENT of me, WILHELMINA MORRIS McINTOSH, of the City of London in the Province of Ontario, Widow.

I. I hereby revoke all former wills or other testamentary dispositions by me at any time heretofore made.

II. I direct my Executors and Trustees hereinafter named to pay all my just debts, funeral and testamentary expenses and the costs of administering my estate, and all succession duty on my estate, including the duty on any gifts which I may have made in my lifetime which are liable for succession duty, as soon as convenient after my decease: my intention being that all bequests herein and gifts made by me during my lifetime shall be free and clear of all succession duty, and no deduction for succession duty shall be made from any particular bequest or be chargeable against any gift made by me during my lifetime.

III. I direct that the plot in Woodland Cemetery known as the south-east quarter of Lot 165 and the North-east quarter of Lot 146, Section "P" registered in the name of J. Gordon McIntosh, shall not be sold, disposed of or used in any way.

IV. I give, devise and bequeath all my estate, real and personal, to my Executors and Trustees hereinafter named, and herein called my Executors, upon the following trusts, -

(a) To sell all my jewellery, furniture, silverware, household furniture and other personal property not herein specifically devised or bequeathed, as soon as possible after my decease:

(b) To sell my automobile as soon as possible after my decease, and the amount realized from same shall form part of the residue of my estate:

X (c) To hold all bonds owned by me at the time of my decease

- 2 -

as far as possible until maturity, and where investments are required to be made for the due carrying out of the terms of this my will, to invest the proceeds of any bonds maturing in the same class of security:

(d) To sell, convey, convert, collect and get in my estate in such manner and at such times as my said Executors consider in the best interests of my estate, with power to my Executors to retain any property or security owned or held by me at the time of my death as an investment for my estate for as long as my said Executors may consider wise to do so, and to invest and re-invest the proceeds of any realization from time to time, without being responsible for any loss occasioned thereby:

(e) To pay to my brother, John C. Butler, now of the City of Toronto in the Province of Ontario, the sum of Five Hundred Dollars: and to his children alive at the time of my decease the sum of Three Hundred Dollars each: such payments to be made within two months after my decease:

(f) To set aside the sum of Three Thousand Dollars and pay the income therefrom to Queen Alexandra Sanatorium, of London, which said fund and the said income therefrom shall be designated as "The Richard and Julia Butler Memorial Fund", the income to be used for such specific purpose or purposes in connection with the said Sanatorium as I may subsequently indicate, and in default of such indication then for such specific purpose or purposes in connection with the said Sanatorium as my Executors may from time to time designate:

(g) To pay the following legacies, bequests and income in the event of the respective beneficiaries surviving me, -

To my sister-in-law Jessie H. McIntosh, the sum of One Thousand Dollars, to be payable within two months after my decease:

To Mrs. Annie Randall of Grimsby, Ontario, the sum of One Thousand Dollars, to be paid within three months

- 3 -

after my decease:

I direct that my said Executors shall set aside such sum of money as they consider necessary, and shall pay to my sister, Mary E. B. Moorhouse, the sum of Two Hundred Dollars per month, the first payment to be made at the expiration of one month after my decease, and the said monthly payments are to continue throughout the lifetime of my said sister; my Executors shall have the right, if they consider it advisable to do so, to encroach upon the principal of any amount so set aside for the purpose of paying the said sum of Two Hundred Dollars a month to my said sister, and any amount remaining from the said sum so set aside shall at the death of my said sister form part of the residue of my estate:

(h) To First St-Andrews United Church, London, Ontario, the sum of One Thousand Dollars, in memory of Alexander McIntosh and Janet McIntosh, the parents of my late husband J. Gordon McIntosh: the income from the said sum of One Thousand Dollars to be used for the Organ Fund:

(i) To pay to St. Paul's Church, London, Ontario, the sum of Two Thousand Dollars, the income from same to be used by St. Paul's Church for the Endowment Fund:

(j) To set aside and pay over the sum of One Thousand Dollars to the Trustees of Woodland Cemetery, at London, Ontario, to be held in trust and the interest therefrom used for special care of the Richard Butler plot in the said Woodland Cemetery where

- 4 -

my parents are buried: the special care shall include the providing of urns and flowers as at the present time and the upkeep of the entire plot and the adjoining plot standing in the name of J. Gordon McIntosh and J. C. Butler, and the providing of flowers for the crypts of myself and my late husband in Woodland Mausoleum.

It is my wish that my Executors should provide for flowers to be placed at the said crypts at least once a week throughout the year:

(k) To give to the University of Western Ontario the following paintings in oil and water colours, prints, engravings and etchings, -

Pictures:

- (1). The Milk Maid, by Julian Dupre.
- (2). The Post Bag, by Charles Green, R.I.
- (3). The Fortune Teller, by N. Diaz.
- (4). Twilight Hour, by R. Rosseau.
- (5). Gathering Flowers, by Annie French.
- (6). Early Flowers, by Charles John Collings.
- (7). The Grey Time of Winter, by Charles John Collings.
- (8). At Sandwich, Kent, by Charles John Collings.
- (9). A bend of the Storm in Winter, by Charles John Collings.
- (10). Camping out in the Selkirks, by Charles John Collings.
- And 9 other Collings - Total 14, by Charles John Collings.
- (11). Cross Purposes, by H. J. Baird.
- (12). Among the Sussex Downs, by H. J. Baird.
- (13). Woman Bathing, by Russell Flint.
- (14). Autumn Scene, by Russell Flint.
- (15). The Mikado, by Russell Flint.
- (16). Stretch of Rock, by Russell Flint.
- (17). The Rowan and the Birches, by Russell Flint.
- (18). Picture in Hall (Title not known), by Russell Flint.
- (19). Winding Road, (Peasant, Peasant Women and Dog), by Gainsborough, R.A. 1727 - 1788).
- (20). Canadian Winter, by E. S. Coburn.
- (21). A Grey Day, by Sir Alfred East, R.A.
- (22). The Vigil, by J. Henry Henshall.
- (23). The Pet Rabbit, by J. Henry Henshall.
- (24). Cottars Saturday Night, by J. Henry Henshall.
- (25). Lesson Help (?), by J. Henry Henshall.
- (26). The Punishment, by J. Henry Henshall.
- (27). The copyist, by J. Henry Henshall.
- (28). Cathedral, by Bell-Smith.
- (29). London Fog, by Bell-Smith.
- (30). The Moth, by Florence Carlisle.
- (31). Cattle in Highlands, by C. W. Oswald.
- (32). Three Figures Crossing Bridge, by George Morland, 1763 - 1804.
- (33). Scene in Scotland, by St. Thomas Smith.
- (34). Russian Priest. (very old).
- (35). Cathedral, (Painted on porcelain), by J. Bosboom.

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- (36). Landscape with Sheep, by Robert Myerheim, R.I.
- (37). Welch Back - Bristol, Samuel David.
- (38). Woman at Spinning Wheel, by Rollins.
- (39). Etching - Choir Boys - by Jennie Brownscombe.

Baxter Prints:

- (1). The Holy Family (Murillo).
- (2). The Six Malagazy Christians Waiting to Embark for Mauritius.
- (3). The First Lesson.
- (4). Babes in the Woods.
- (5). The Carrier Pigeon.
- (6). "Me warm now".
- (7). "So nice".
- (8). Lady Chapel, (Interior) - Warwick.
- (9). Lovers' Letter Box.
- (10). Prince Albert.
- (11). Queen Victoria.
- (12). Day before Marriage.
- (13). The Bride.
- (14). Lake Lucerne.
- (15). "Come pretty Robin".
- (16). The Bridesmaid.
- (17). The Fortune Teller.
- (18). (Title not known).
- (19). (Title not known).

upon and subject, however, to the following conditions, namely, -

That the Board of Governors of the University of Western Ontario shall within three months after my decease enter into a written agreement with my Executors to appoint a committee of three from the general body of the Board of Governors of the said University to carry out and perform the conditions of this my will. The said committee of three members of the general body of the said Board of Governors shall be those nominated by my Executors, who shall remain on the said committee while members of the Board of Governors of the University of Western Ontario: and in case of their resignation or death, successors shall be appointed so that the said committee shall continue to be composed of three members from the general body of the said Board of Governors. The successors in office to the said three original members of the said committee shall also be nominated by my said Executors. The said agreement shall also provide that the said committee of three so appointed from the general body of the Board of Governors of the University of Western Ontario

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and their successors in office shall within a period not later than two years after my death, and subject to the approval of my Executors, construct, erect and provide a suitable building for an Auditorium with a suitable room forming part thereof for the display of the said pictures, which Auditorium with an adequate room for the display of the said pictures shall be of such construction and design as shall be approved of by my Executors.

I direct that the pictures, engravings and etchings hereinbefore and hereinafter referred to shall be known and designated as "The J. Gordon and Wilhelmina Morris McIntosh Collection" and shall, from the time of my death and until the said building is built or the said University makes default in carrying out the provisions of this my will or refuses the gifts made herein, be kept at the University of Western Ontario and displayed in a suitable place which is approved of by my Executors. Should the Board of Governors of the said University of Western Ontario not meet the conditions herein set forth within the time stipulated herein, to the satisfaction of the Executors of this my Will, I direct that the said pictures shall be sold and the proceeds thereof shall form part of my general estate:

(1) The residue and remainder of my estate shall, subject to the conditions and provisions and for the purposes hereinbefore and hereinafter set forth, be held by my Executors for the University of Western Ontario, which residue and remainder shall in the first instance be held conditional upon the said University of Western Ontario entering into the said agreement hereinbefore mentioned within three months after my decease, and the said University undertaking to accept and fulfill the obligations herein set forth in this my Will to be assumed by the said University, and upon the said University agreeing to be bound by the restrictions, stipulations and forfeitures in this my will indicated. Subject as aforesaid, a sum not exceeding Fifty

- 7 -

Thousand Dollars of the said residue of my estate shall be set aside and used for the purpose of constructing a separate building as an Auditorium, and the said building shall be constructed on the lands north of the City of London owned by the said University of Western Ontario. The money required for the cost of construction of the said building shall be advanced from time to time from my estate as the said building is being erected: the said building to be designated "The John Gordon McIntosh and Wilhelmina Morris McIntosh Memorial Building". The remaining portion of the residue of my estate shall be invested by my Executors, and fifty per cent. of the income therefrom shall be set aside for the upkeep of the said building and the purchase of pictures to be added to the said collection: the said pictures are to be selected and paid for by my Executors, who are to purchase only pictures by well-known artists, and the decision of my Executors shall be final as to what pictures are to be purchased; and the balance of the said net income from the said remaining portion of my estate, as same shall become available, shall be used by my Executors for providing annual scholarships to students of the University of Western Ontario obtaining the highest marks in the following subjects, namely, - Public Speaking, Geography and Business Administration, and for providing for the advancement of Music sponsored by the University of Western Ontario, and the giving of prizes or scholarships, - it being my intention that one-quarter of the said income shall be set aside for each purpose, and the said scholarships are to be designated as the "Wilhelmina and J. Gordon McIntosh" scholarships.

Provided that if the Governors of the University of Western Ontario fail to carry out the terms and conditions of this my Will, or for any reason should the said bequests made by me in favour of the said University become inoperative through the failure on the part of the Governors of the said University to carry out and perform the conditions of this my Will or to enter into and carry out the agreement hereinbefore referred to,

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then the said rest, residue and remainder of my estate shall be held by my Executors and the net income therefrom shall be paid over to the University of Toronto for the promotion of such fine arts as may be decided upon from time to time by the Board of Governors of the University of Toronto: the said Board of Governors of the University of Toronto, however, shall satisfy my Executors from time to time that the said income is being used solely for the promotion of such fine arts as aforesaid:

V. I expressly direct my Executors to take immediate steps to collect in all book accounts and any judgments held by me at the time of my decease: such provision, however, not to apply to any loan or other advances made by me during my lifetime to any friends or relatives.

VI. I nominate, constitute and appoint my said sister, Mary E. B. Moorhouse, and Mr. John A. E. Braden K.C., and The Canada Trust Company to be Executors and Trustees of this my Will, with the powers and discretions herein contained, expressed or implied.

VII. I further will and direct that notwithstanding anything herein contained, should any beneficiary or beneficiaries herein mentioned bring any action or participate directly or indirectly in the bringing of such action in any Court of law to set aside this my Will or to dispute or contest the provisions of my said Will, whether made in favour of such beneficiary or beneficiaries or otherwise, then I will and direct that such beneficiary or beneficiaries shall forfeit any interest which such beneficiary or beneficiaries would otherwise have been entitled to hereunder, and the share of such beneficiary or beneficiaries shall pass to the residue of my estate and shall be dealt with the same as if such beneficiary or beneficiaries had not been mentioned in this my Will. I also direct that in the event of there being any ambiguity or conflict in any of the

terms or provisions of this my Will, that the construction or settlement of such ambiguity or conflict of the terms and provisions of this my Will shall be settled by my Executors, and their decisions in respect thereto shall be final and binding on all parties affected thereby.

IN WITNESS WHEREOF I have hereunto set my hand this Twelfth day of June, one thousand nine hundred and forty.

SIGNED, PUBLISHED and DECLARED)
by the said Testatrix as and)
for her last Will and Testament)
in the presence of us who in)
her presence at her request)
and in the presence of each)
other have hereunto subscribed)
our names as witnesses.)

"W. M. McIntosh"

"Dorothy J. Chamberlin"

"J. A. E. Braden"

Appendix B

THIS AGREEMENT made in quadruplicate this Twenty-ninth day of October, 1940.

BETWEEN:

THE UNIVERSITY OF WESTERN ONTARIO, hereinafter called the University,

Of the First Part:

- and -

MARY E. B. MOORHOUSE, of the City of London in the County of Middlesex, Widow, JOHN A. E. BRADEN, of the said City of London in the County of Middlesex, Barrister, and THE CANADA TRUST COMPANY, having its Head Office at the said City of London in the County of Middlesex, the Executors and Trustees under the last will and testament of Wilhelmina Morris McIntosh, hereinafter called the Executors,

Of the Second Part:

WHEREAS Wilhelmina Morris McIntosh, late of the City of London in the County of Middlesex, Widow, died at the said City of London on or about the 30th. day of August, 1940, and by her last Will and Testament, bearing date the 12th. day of June, 1940, did appoint the Executors to be the Executors and Trustees thereof;

AND WHEREAS the said Wilhelmina Morris McIntosh under the provisions of paragraph IV of her said Will did give, devise and bequeath all her estate, real and personal, to the Executors upon trust, and under sub-paragraphs (k) and (l) of said paragraph IV did make certain provisions in favour of the University, subject to the terms and conditions set forth and enumerated therein;

AND WHEREAS in the said sub-paragraphs (k) and (l) of the said Will it was provided that the Board of Governors of the University should, within a period of three months after the decease of the said Wilhelmina Morris McIntosh, enter into a

2.

written agreement with the Executors to appoint a Committee of three from the General Body of the said Board of Governors, to carry out and perform the conditions of the said Will, the said Committee and their successors in office to be nominated by the Executors, as more particularly provided and set out in the said Will;

AND WHEREAS the said Will further provided that all gifts and benefits for the University as contained in the said Will were conditional upon and subject to the University undertaking to accept and fulfill the obligations therein set forth to be assumed by the University, and agreeing to be bound by the restrictions, stipulations and forfeitures therein indicated;

AND WHEREAS the said Will did further provide that should the Board of Governors of the University fail to carry out the terms and conditions of the said Will or to enter into and carry out this agreement, therein referred to, within the times therein provided, in any such event all the said gifts and benefits for the University as contained in the said Will should lapse;

AND WHEREAS at a meeting of the said Board of Governors of the University duly and regularly called and held on the 24th day of September, 1940, at which a quorum was present, it was moved, seconded and carried that the University should accept the gifts and benefits made by the said deceased in favour of the University, upon and subject to the terms and conditions set forth and enumerated in the said Will of the said deceased;

NOW THIS INDENTURE WITNESSETH that in consideration of the premises and other valuable considerations, the said Parties hereto do hereby covenant and agree with each other as follows:

1. The University doth hereby covenant and agree with the Executors to appoint a Committee of three from the general body of the Board of Governors of the University to act as and to be the Committee to be appointed by the University or by the Board of Governors thereof under the terms and conditions contained in

3.

the said Will of the said deceased.

2. The Members of the said Committee, and their successors in office, shall be nominated by the Executors and the persons so nominated by the Executors shall be appointed by the said Board of Governors of the University immediately after the Executors have notified the University of the persons so nominated by them.

3. Upon the resignation or death of any one or more of the said Committee of three, the University will from time to time appoint from the Members of its Board of Governors a successor or successors in office to such member or members of the said Committee so resigning or dying. The said appointment shall be made immediately after the said successor or successors shall have been nominated by the Executors, and it is expressly understood and agreed that each and every member of the said Committee whenever appointed shall be nominated by the Executors and the nomination of any member by the Executors shall be final and binding and there shall be no appeal therefrom.

4. The said Committee so appointed, and their successors in office, shall as soon as possible, but not later than the 30th day of August, 1942, subject to the approval of the Executors, construct, erect, complete and provide a suitable building for an Auditorium with a suitable room forming part thereof for the display of the pictures and paintings referred to in said subparagraph (k) of the Will of the said deceased.

5. The said building to be constructed shall be of such construction and design as shall be approved of by the Executors in writing, and the Executors shall have the right to nominate and appoint the architect for preparing plans and specifications and supervising the construction of the said building, and the construction contractor who shall carry out and perform the work of constructing and erecting the said building;

6. The University shall see that the said pictures referred to in sub-paragraph (k) of paragraph 4, and any other pictures which may be added to the said collection, shall be known

4.

and designated as "The J. Gordon and Wilhelmina Morris McIntosh Collection", and until the said building is built shall provide suitable space in the buildings of the said University in the North end of the City of London, which space and accommodation for the said pictures shall be approved of by the Executors in writing. After the said building is completed the said pictures shall be kept and displayed therein in such manner as the Executors from time to time shall approve in writing.

7. The University shall as soon as possible submit for the approval of the Executors a location or locations upon which the said building shall be constructed: and the said building shall be designated "The John Gordon McIntosh and Wilhelmina Morris McIntosh Memorial Building", with a suitable engraving or inscription in a prominent position on the said building, the form and style of such engraving or inscription and the position thereof to be approved by the Executors.

8. The Executors shall pay the cost of the construction of the said building, and any furnishings required in connection therewith, out of the moneys available from the Estate of the said Wilhelmina Morris McIntosh, deceased, up to but not to exceed a total amount of Fifty Thousand Dollars (\$50,000.00), the said moneys to be advanced by the Executors upon the certificate of the architects from time to time as the work on the said building progresses.

9. The said Committee so appointed by the University, and their successors in office appointed as herein provided, shall confer from time to time with the said Executors in regard to the plans for the said building, the progress of the work thereon, the maintenance of the said building, the purchase of pictures for the said Collection, and in respect to the annual scholarships to be provided as set forth in the said will: and should any difference arise between the said Committee and the Executors in regard to the application of moneys to be provided for the afore-

5.

said purposes or any other matter relating to the application of the said money, the University and the said Committee so appointed agree to be bound by the decision of the Executors. It is also understood and agreed that such prizes and scholarships shall be designated as "The Wilhelmina and J. Gordon McIntosh" scholarships and prizes in a manner satisfactory to the Executors.

10. Should the University or the said Committee so appointed at any time fail to carry out the provisions of these presents or any of the terms and conditions of the Will of the said deceased, or should the University or the said Committee fail to construct, erect, complete and provide the said building within the time stipulated herein, then the Executors shall deal with any money, property or income which may be in their hands or under their control in accordance with the terms and provisions of the said Will.

11. The University and the said Committee so appointed agree to abide by all decisions made by the Executors where any conflict may arise as to the interpretation of this agreement or of the said Will, or the rights of the parties hereto; and the University and the said Committee shall forthwith perform and carry out the terms of the said Will, and all terms and conditions which may be inferred from the provisions of the said Will or this agreement.

12. It is understood that the decision of any two of the Executors (during the period when the Executors shall be three in number) shall be binding upon the Executors and upon the University and upon the said Committee.

13. It is further understood and agreed that this Agreement shall at all times be read and construed by reference as may be necessary to the terms, provisions and conditions of the said Will of the said deceased in the same manner as if such terms, provisions and conditions had been specifically incorporated herein.

14. This agreement shall be binding upon and enure to the

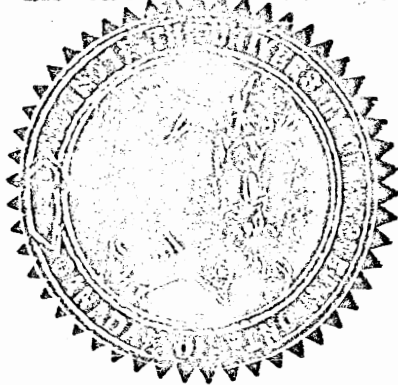
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benefit of the Executors or Executor for the time being of the Will of the said Wilhelmina Morris McIntosh deceased, and the University and its successors respectively. It is further expressly understood and agreed that this agreement is executed by the University under the direction of and in accordance with a resolution passed by the Board of Governors of the University, and the said Board of Governors shall receive the benefits of and be bound by this agreement in the same manner as if it had been made a party hereto.

IN WITNESS WHEREOF the University and The Canada Trust Company have hereunto affixed their Corporate Seals under the hands of their proper officers, and the said Mary E. B. Moorhouse and John A. E. Braden have hereunto set their hands and seals.

SIGNED, SEALED AND DELIVERED

in the presence of:



THE UNIVERSITY OF WESTERN ONTARIO
Board of Governors

[Signature]
Chairman

[Signature]
Executive Secretary

[Signature]

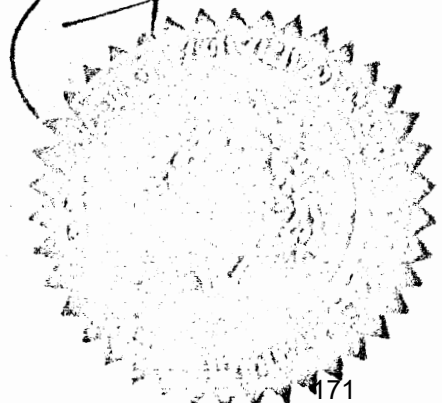
[Signature]

Eura M. Fitch as to execution by J. A. E. Braden

[Signature]

THE CANADA TRUST COMPANY

[Signature]
SECRETARY OF THE BOARD
[Signature]
TREASURER



COUNTERSIGNED... *[Signature]*

ITEM 4.3(a) – Campus Safety & Emergency Services Annual Report

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Campus Safety & Emergency Services Annual Report is provided to the Board of Governors annually for information.

ATTACHMENT(S):

[Campus Safety & Emergency Services Annual Report](#)



Campus Safety & Emergency Services 2024 Annual Report

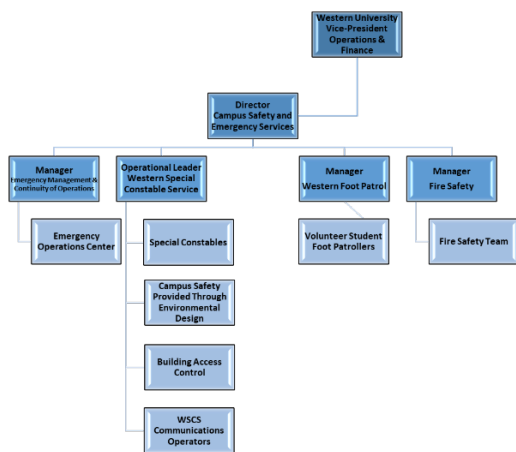
CSES Overview

Campus Safety & Emergency Services (CSES) are values driven services, focusing on collaborative, community-centric, problem-solving approaches to create, maintain and support an environment of safety, security and well-being for students, faculty, staff and visitors at Western.

CSES consists of the following Units:

- Western Special Constable Services (WSCS);
- Emergency Management & Continuity of Operations (EM);
- Fire Safety (FS);
- Foot Patrol (FP); and,
- Building Access Control (BAC).

Western Special Constable Service



SPECIAL CONSTABLES OPERATIONS

The Western Special Constable Service (WSCS) provides proactive patrol, community-based services and response to calls for service on the properties of Western University as well as Brescia University College, Huron University College and King’s University College.

The WSCS provides these services with four Special Constable Patrol Sections, each consisting of one Sergeant, three Special Constables, and one Communications Operator (dispatcher). The Patrol Sections are led by the Patrol Staff Sergeant and supported by the Operational Leader, Investigative Staff Sergeant, two Administrative Sergeants, four Campus Community Resources Officers, the Communications Centre Coordinator, and an additional support Communications Operator.



Campus Safety & Emergency Services 2024 Annual Report

General patrol and calls for service response are provided by the WSCS 24 hours a day, 365 days a year.

Western Special Constables are granted specific public safety and law-enforcement authorities under the Ontario Community Safety and Policing Act, 2019 and are appointed Special Constable status by the London Police Services Board (LPSB). Further, the authority to conduct law enforcement activity is granted to WSCS through a Memorandum of Agreement (MoA) between the LPSB and Western University.

Through the MoA Western Special Constables have authorities to respond to law enforcement related calls for service as well as conduct investigations and take law-enforcement actions related to some criminal offences.

Western Special Constables also have authorities under some provincial legislation including the Highway Traffic Act, Liquor Licence Act, Trespass to Property Act and the Mental Health Act.



Table 1 identifies total responses for the most frequent WSCS occurrence types. The WSCS responded to 5,324 incidents during 2023.

Table 1

Type	2023
Total WSCS Incident Responses	5,324
Top 10 Responses	
Assistance	1,562
Trades Call-Ins	694
Suspicious Persons, Vehicles or Activities	518
Lost and Found Property	345
Intrusion Alarm Responses	290
Criminal Investigations	281
Insecurities	178
Community Services	160
Advice	126
Fire Responses	105



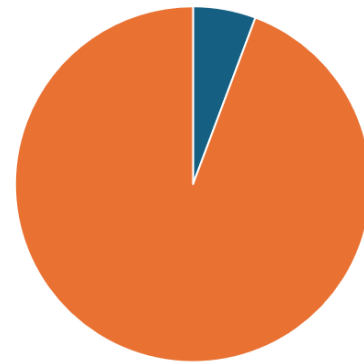
Campus Safety & Emergency Services 2024 Annual Report

Table 2 reports the frequency of specific criminal code related incidents investigated by WSCS Special Constables, which rose from 253 during 2022 to 281 in 2023, an 11% increase. This increase primarily involved property offences, including theft and mischief, however assault occurrence also increased from 5 to 9.

94% (264 of 281) of all reported criminal occurrences were property offences or offences of another nature.

Table 2

	2020	2021	2022	2023
Total Criminal Incidents	137	187	253	281
Type of Incident	2020	2021	2022	2023
Theft/Attempt Thefts	72	107	159	167
Mischief	24	35	47	63
Assault	4	3	5	9
Fraud	16	5	4	9
Break and Enter	10	10	20	7
Harassment	2	5	3	5
Arson	0	0	1	3
Extortion	0	0	0	3
Threats	3	4	2	2
Sexual Assault	1	6	1	2
Possession Stolen Property	0	6	2	1
Robbery	0	0	0	1
Other	2	0	1	9



■ Offences Against Persons ■ Property & Other Offences

Table 3 reports the frequency of provincial offences, municipal by-law, and Mental Health Act incidents investigated by the WSCS. This table informs of increasing incidents relating to trespassers (107% increase) and **mental health** (37% increase – **Table 4**).

The rise in trespass incidents is associated to a large increase in suspicious person reports involving our campus (**Table 5**).

Municipal Bylaw incidents, which generally involve noise complaints, have remained stable.



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Table 3

	2020	2021	2022	2023
Provincial Statutes and Municipal By-law	145	128	103	153
Totals				
Types	2020	2021	2022	2023
Trespass to Property Act	45	55	42	87
Mental Health Act	26	22	30	41
Municipal By-law	58	48	23	22
Liquor License Act	9	1	2	2
Provincial Statutes - Other	0	0	0	2

Table 5 reports the number of WSCS investigations involving suspicious persons, with 396 in 2023. 2023 experienced a substantial increase in comparison to previous years, including a 116% increase over 2022 which had 183 suspicious person occurrences.

These incidents were primarily related to issues in the broader community regarding unsheltered individuals and these individuals making their way on to the Western and Affiliates' campuses.

Table 5

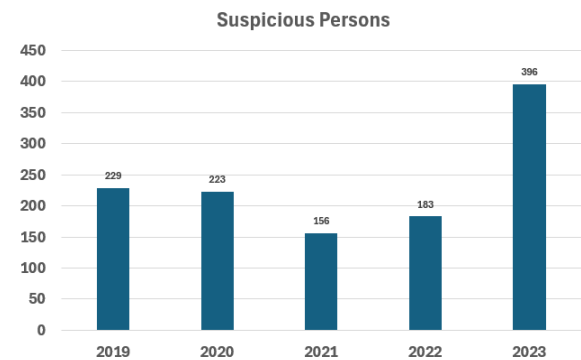
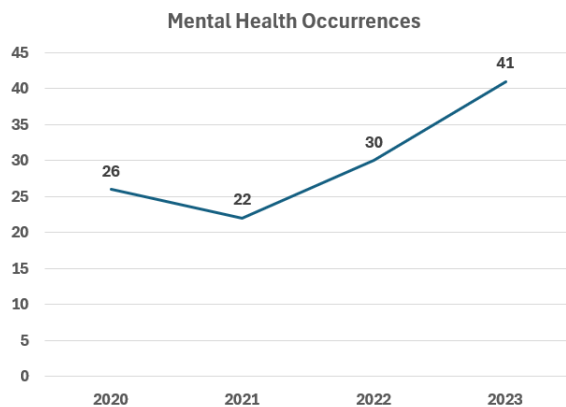


Table 4

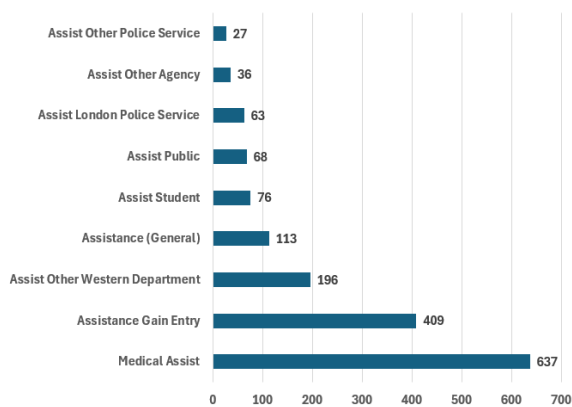




Campus Safety & Emergency Services 2024 Annual Report

Table 6 identifies assistance activities the WSCS provided to the University community. There were a total of 1,562 assistance activities with 67% involving support for the Student Emergency Response Team (637) and assisting community members who were locked out of their spaces (409).

Table 6



CAMPUS ROADWAY SAFETY

Western’s main campus is transected east, west and north by approximately 14 kilometers of publicly accessible roadways. The roadways on our campus are indiscernible from municipal roadways and include lane markings, traffic lights, stop signs, and a posted speed limit of 30km per hour.

In 2015 a vehicle traffic on campus study was conducted that determined an average of more than 12,000 vehicles entered Western campus roadways on a daily basis. It is currently estimated that more than 20,000 vehicles per day enter Western campus roadways.

More than 50% of the vehicular traffic on campus results from the general public using campus roadways as a “cut-through” east and west between the two major municipal roadways of Western Rd. on the west side of campus and Richmond St. on the east side of campus.

In addition, our campus roadways are very frequently accessed by members of the general public and Paramedic/Ambulance services attending the London Health Sciences Centre hospital located adjacent to Western University property on the north side of our campus.

The London Transit Commission (LTC) also significantly utilizes Western campus roadways with approximately 45 LTC buses on campus roadways per hour during peak service periods.

Traffic safety (both motor vehicle and pedestrian) is a critically important issue to the Senior Administration, WSCS, and our entire campus community.

Numerous measures have been taken to enhance traffic safety on campus including: barriers to protect pedestrians along higher risk walkways; traffic calming measures such as speed bumps and stop signs; and education initiatives including use of the Speed Watch program.

Traffic safety initiatives and traffic enforcement conducted by the WSCS are critical components of our campus roadways safety strategy and ensuring we are doing our utmost to provide for the safety of our campus.



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GENDER-BASED & SEXUAL VIOLENCE

WSCS is an important partner in Western's response to Gender Based and Sexual Violence (GGBSV) that includes education, prevention and trauma informed response. WSCS is a designated safe & supportive location for individuals wanting to disclose GBSV incidents.

WSCS Supervisors respond to disclosures of GBSV with oversight provided by the Investigative Staff Sergeant. The Investigative Staff Sergeant possesses the prerequisite knowledge, skills, and abilities related to GBSV and other serious criminal offence investigations, ensuring that the appropriate response occurs.

The Investigative Staff Sergeant will liaise with the victim/survivor, Western support services, and the London Police Service to ensure the victim/survivor is fully informed of all available community resources and supports.

Where the victim/survivor requests formal police involvement, in compliance with provincial guidelines, the London Police Service or the police service of jurisdiction, assumes responsibility for the investigation.

The Investigative Staff Sergeant is a member of the Western Safety & Well-being Gender Based & Sexual Violence (GBSV) Review Team thereby ensuring a collaborative and supportive response to survivors of GBSV.

The Investigative Staff Sergeant is also involved with Western prevention and safety initiatives, such as the Gender-Based & Sexual Violence Action Committee (AC-GBSV).

WSCS members participate in ongoing GBSV training as it relates to a trauma informed approach, dating/domestic violence, harassment, informed consent, and sexual violence.

Community-Based Services

CAMPUS COMMUNITY RESOURCE OFFICER (CCRO) PROGRAM

In 2022 the Residence Liaison Officer program, which was primarily focused on first year students living in residence, was transitioned and expanded to become the Campus Community Resource Officer (CCRO) program.

The CCRO program now includes the entire campus community including our student residence communities and our diverse campus community groups. This change provides WSCS the opportunity to enhance and support a positive student experience on a broader scale.

In 2022, the CCROs were embedded within the Special Constable Patrol Sections, with 1 designated CCRO on each of the 4 Patrol Sections. In 2023 the organizational structure of WSCS was modified to create a CCRO Unit outside of the 4 Patrol Sections.

The CCRO Unit is comprised of 4 Special Constable, supervised by the CSPTED Sergeant, who are specifically dedicated to building positive community relationships, providing collaborative community-based solutions to safety and security concerns, and providing safety and well-being support services to Western students, staff, faculty and guests.

The CCRO Unit is a highly motivated and committed group who contribute to an inclusive



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and safe campus environment and the overall Western student experience in a positive and meaningful way.

Members of the CCRO team facilitate community connections by participating in campus wide events, providing safety education and presentations, and engaging in meaningful conversations with the valued members of our campus community.

CAMPUS SAFETY PROVIDED THROUGH ENVIRONMENTAL DESIGN (CSPTED)

Campus Safety Provided Through Environmental Design (CSPTED) has been successfully applied on Western's campus since 2006. There is a significant and ongoing demand CSPTED service with the continuing development of new buildings and spaces on campus as well as the need for ongoing safety and security audits and updates of existing buildings and spaces.

CSPTED assessments are conducted by the WSCS CSPTED Sergeant. CSPTED assessment consider how the physical environment of a building, office or other space can be altered to improve and promote safety and security.

CSPTED assessments provide strategies to mitigate safety and security risk by identifying vulnerabilities and insecurities related to the physical aspects of a location and making recommendations related to enhancing safety and security.

Typically, CSPTED assessments are conducted for buildings under construction / renovation and other locations throughout campus such as an office, study area or work area that has been

identified as high risk, has some safety/security vulnerabilities, has been subjected to unauthorized activity, or where a person may feel unsafe.

CSPTED assessments are also completed for exterior walkways, roadways, parking lots and areas where the community may congregate as well as isolated spaces where an increased opportunity for unlawful activities may exist.

CSPTED recommendations may include: security of perimeter access points; lighting; target-hardening; improve lock hardware; install access control systems; alarm monitoring and response protocols; improving lines of sight and natural surveillance opportunities; increasing security patrols; and, installation of CCTV video monitoring and recording technology.

When implemented, CSPTED recommendations have been proven to enhance safety and security; mitigate unwanted and illegal behaviour; and provide an enhanced sense of safety and security for our campus community.

VIDEO MONITORING & RECORDING TECHNOLOGY

The CSPTED Sergeant is responsible for the overall management of the Video Monitoring and Recording Technology (VMRT) utilized by the WSCS.

The CCTV cameras and VMRT have proven successful in deterring unauthorized activity, improving safety and security, and supporting investigations.

CCTV cameras and VMRT are utilized on campus in strict accordance with Western's Video Monitoring and Recording Policy. Accessing and viewing video records is strictly controlled and



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video records are destroyed after a 30-day retention period (unless retention of the video record is required for a specific, authorized, purpose) in accordance with Western's Video Monitoring and Recording Policy and the Freedom of Information and Protection of Privacy Act (FIPPA).

SAFETY PRESENTATIONS

Although very unlikely to occur, individuals must proactively consider their own personal safety and be psychologically prepared in the event that a serious personal safety situation arises.

This proactive approach is an important and effective strategy towards ensuring safety on campus.

The WSCS provides safety presentations to a variety of students, faculty and staff across campus.

Safety presentations focuses on the importance of mental preparedness, situational awareness, and effective de-escalation techniques in a variety of crisis situations.

In 2023 the WSCS general safety presentation was significantly updated. The safety presentation is provided on request to groups of students, faculty and staff and was provide 25 times in 2023.

WOMEN'S SELF DEFENCE

The Women's Self Defence Clinic



The Women's Self Defence (WSD) Clinic is a free, 12-hour course offered to female, or people who identify as a female, community members who are 12 years of age and older.

The WSD Clinic is a proven program that teaches participants how to take an active role in their own self-defence and psychological well-being by providing realistic self-defence tactics and techniques.

WSD is comprehensive self-defence course that teaches awareness, prevention, risk reduction and avoidance before progressing on to the basics of hands-on defense training. The program is taught by 3 Western Special Constable Service members who are certified instructors. The self-defence tactics are easy to learn, easy to retain and easy to employ. Simulation training exercises are included at the end, which provides each participant the option to practice what they have learned.



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Building Access Control

BUILDING SECURITY

BAC is responsible for providing and managing card access for approximately 72 buildings and approximately 391 alarm systems, including high-risk locations, campus wide.

BUILDING ACCESS CONTROL SUPPORT

BAC is a resource to support the card access administrators throughout campus (Departments and Affiliates) to ensure required user access is provided, buildings lock and unlock on master schedules, as well as provide for unique classroom-booking automated unlocking and locking.

During 2023, BAC responded to over 12,000 emails, sent to the card access email account (Not including emails and phone calls sent directly to the members of BAC).

The requests for support include hardware / system service; user access (often for 100 or more users) additions, deletions, or changes; and, automated unlock / lock schedule additions, deletions or changes.

BAC SERVICE CALLS

In 2023 BAC Logged 357 calls for service, Service Calls (card access and alarms) ranging from equipment and hardware failure to battery changes.

BAC also supported several small projects, supporting FM project managers with renovation/construction projects,

NEW AFx ENTERPRISE ICT (card-reader) SYSTEM

During 2023 Western continued with a major conversion project to update and enhance the building card access system.

The new Bio-medical building was added to the ICT system and University College was converted in November, Card access conversion is in progress 3M and Sommerville house, these buildings should be completed soon.

Emergency Management & Continuity of Operations (EM)

Throughout 2023 EM successfully completed several projects while focusing on life safety of students, faculty, staff, and visitors on campus in addition to monitoring threats to infrastructure and environment.

ALERT WESTERNU

Through an RFP process a new vendor, OnSolve with their MIR3 product, was selected to support Alert WesternU with service commencing May 1, 2023. Since that date, through to year-end, there have been zero service outages or errors, a marked improvement in reliability of the mass emergency notification system. A successful test of the system on September 13th saw 92,007 contacts made by MIR3 Mobile App, SMS text messaging, and email to 66,602 students, faculty, and staff. App users received their notification within seconds, SMS text messages within minutes, and email in less than 10 minutes.

December saw the successful launch of the MIR3 SOS feature that allows the campus



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community to instantly connect with a live Western Special Constable Service dispatcher.

CONTINUITY of OPERATIONS & RISK MANAGEMENT

In January the Western University Emergency Management Disaster Risk Matrix was updated. This matrix uses a Hazard Identification Risk Analysis (HIRA) to quantify likelihood and severity rankings for human, natural, and technological threats, and risks. Inputs include data from Emergency Management Ontario (EMO) and City of London Emergency Management.

As in 2022 Cyber Attack, Severe Weather (Summer and Winter Incident), as well as Hazardous Material Incident remain the top three threats. The Civil Disorder incident type rose in the rankings due to risks associated with an increase in demonstrations and protests frequency.

In February the Emergency Manager facilitated a tabletop exercise for the Emergency Operations Control Group (EOCG) with a focus on overland flooding. This exercise built upon the Emergency Managers flood experience and design input into the 2022 City of London “Great Flood” Exercise, testing Western’s Flood Response Plan. Post exercise this plan was updated to capture lessons identified by the EOCG.

May 2023 saw an update to Western’s Severe Weather (Spring, Summer, Fall) plan working with several internal Western departments, and external agencies. Inputs into the plan included Environment & Climate Change Canada, Upper Thames River Conservation Authority, and City of London.

In August the number of EOCG Scribes increase as they completed training to enhance their skills and readiness to support response to incidents. This training was beneficial prior to Orientation Week and Homecoming allow the Scribes to exercise their new skills.

Through the summer and into September the Emergency Manager provided support to several departments in planning, preparing for, and executing Orientation Week. This included staffing the CSES Mobile Operations Centre trailer educating students on Alert WesternU and supporting WSCS.



Western Mobile Operations Centre trailer at Orientation Week 2023 (photo: SD)

During the month of October, a social media collaboration between Western Technology Services (WTS) and Emergency Management focused on educating the campus community to the threat of Cyber Security and increase awareness to this increasing risk.

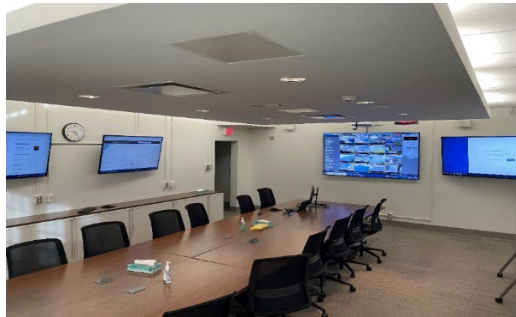
EMERGENCY OPERATIONS CENTER

Throughout 2023 Emergency Management worked with the City of London Emergency Operations Centre (EOC) providing support and opening the CSES Boardroom in-person and virtually as an Emergency Coordination Centre



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(ECC) for St. Patrick’s Day in March, Unsanctioned (Broughdale) Street Party in September, and various protests and demonstrations that took place on campus.



Western CSES Boardroom (photo: SD)

SEVERE WEATHER EVENTS

In 2023 the impacts of climate change were witnessed. A total of 143 warnings or watches received from Environment & Climate Change Canada and Upper Thames River Conservation Authority were monitored including:

Incident Type	Number
Severe Thunderstorm	24
Fog	23
Flooding	21
Rain	19
Freezing Rain	18
Snow	16
Air Quality	7
Heat	7
Funnel Cloud	4
Wind	4
Total	143

The following incidents were Planned, Monitored, or Responded (PMR) to by EM in 2023:

Incident Type	Number
Protest / Demonstration	7
Power Failure	5
Cyber Security	4
Everbridge Outage	4
Critical Infrastructure – Internal Flooding	2
Hazmat / Chemical Spill	2
Labour Disruption	2
Sporting Events	2
Ammonia Detection Sensor Failure	2
Chlorine Sensor Failure	1
Homecoming Weekend	1
Natural Gas Leak	1
Orientation Week	1
St. Patrick’s Day	1
Total	33



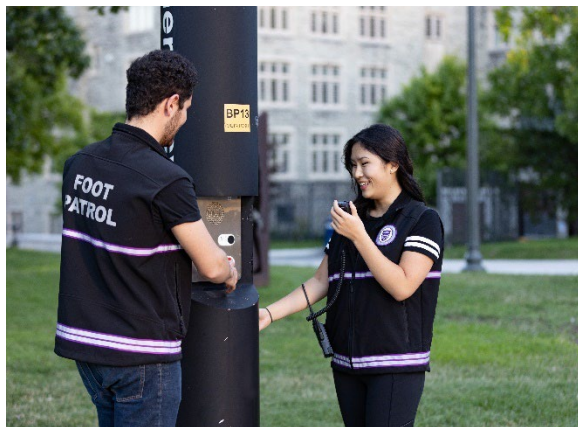
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Foot Patrol

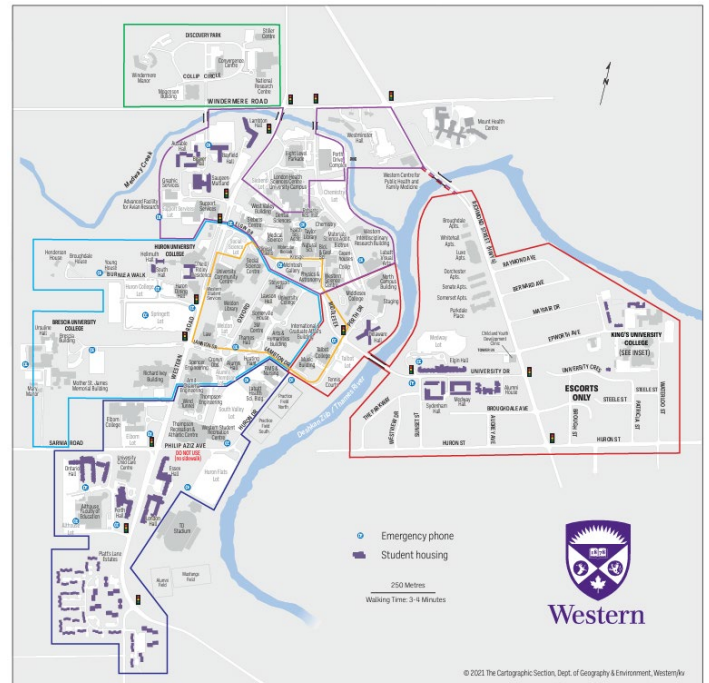


Western Foot Patrol (FP) is a student volunteer-based service, supervised by a full-time manager. This team of volunteers provide safe campus escorts, both on foot and by vehicle, wear high visibility vests to deter crime, and promote safety awareness across the main and affiliate college campuses.

In addition to Foot Patrol escorts, the team also completes emergency blue phone and monthly exterior light audits. These services assist in reducing crime and enhancing campus safety. Foot Patrol also operates Western's main Lost & Found, handling hundreds of requests each year. Only items of value are managed by WSCS.



Campus Foot Patrol – Patrol Areas



Although the echo of pandemic restrictions continues to be felt, volunteer numbers and hours of service continue to increase and meet community needs. Winter 2023 saw the service operating on Friday's again, with further expansion of hours anticipated for 2024. Between September-December, FP conducted an average of 5 regular or plain clothes escorts per night.

Program videos, highlighting services and volunteering, can be found at:

<https://youtu.be/cdyBFboQJHU>



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Fire Safety
(FS)



FS provides expertise in fire safety and fire prevention to ensure safety, security, and quality of life for the Western Community. FS members are responsible for the testing, inspection, and maintenance of fire and life safety equipment such as: fire alarms, sprinklers, standpipes, kitchen suppression systems and fire extinguishers. Fire Safety is responsible for the testing and inspection of 84 Fire Alarm Systems, 28,580 Fire Alarm Devices, 64 Sprinkler Systems, 9 Pre-acting Suppression Systems, 27 Kitchen Suppression Systems, and 4,228 Fire Extinguishers.

FS members also provide education and training to faculty, staff and students. FS Personnel are accredited through the National Fire Protection Association and technicians are certified through the Canadian Fire Alarm Association.

Having a very capable level of in-house expertise in all areas of Fire & Life Safety, our team was able to navigate and adapt to the various challenges presented in 2023 to ensure that Western is meeting all legislative obligations and safeguarding the campus community.

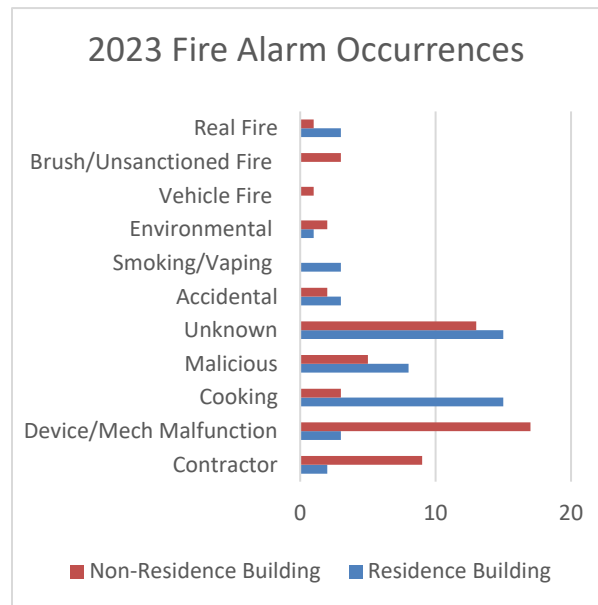
2023 FIRE ALARM OCCURRENCES

In 2023, there was a notable decrease in false fire alarm occurrences of 28 (21%) from a year earlier in 2022. In addition, 2023 saw the least number of occurrences in the last 5 years aside

from 2020 which was an outlier due to the pandemic.

	2019	2020	2021	2022	2023
Total Actual Fires	4	2	4	6	4
Total FA Occurrences	131	97	114	131	109

Of the actual fire occurrences, we also observed a decrease of ~33% bringing the total for 2023 to four. Of the four occurrences 1 fire was caused by a building occupant at Lambton Hall maliciously setting a bulletin board on fire, in another similar event a building occupant purposely started a small fire on top of a microwave in another occupant’s suite. The remaining two real fires were minor in nature.





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There was a significant decline in malicious fire alarm occurrences in residence buildings when comparing 2023 data with 2022 and previous years. In 2023 there were 6 malicious fire alarm occurrences down from 13 a year earlier in 2022.

In addition, the residence buildings “unknown” and “smoking/vaping” fire alarm occurrences also ended the year down 30% and 50% respectively which points to the broader change in student behavior in residence buildings in 2023.

The reduction in residence building malicious fire alarm occurrences is an important element in providing a safe environment to our students and staff in residence.

The reduction in malicious fire alarm occurrences in the residence buildings can be significantly attributed to the efforts of FS staff working collaboratively with on-campus colleagues at Housing, Facilities Maintenance and Western Special Constable Service, as well as off-campus colleagues at the London Fire Department to implement strategies and solutions that ensure adequate and appropriate fire detection/protection coverage is in place for an actual fire event, while at the same time preventing unwanted malicious nuisance alarms.

FS continues to actively work with our Western colleagues and the London Fire Department on the implementation of fire safety and prevention initiatives to mitigate fires and keep our community safe.

FIRE ALARM SYSTEM UPGRADES

In 2023 FS was made aware of various fire alarm system hardware end-of-life updates from our two main fire alarm system manufacturers on campus Johnson Controls (JCI) and Chubb. In 2024 FS will begin upgrading identified systems and will continue upgrading systems over a ~10-year period until all systems are upgraded to the new equipment.

FIRE PROTECTION

FS continued to address new fire code requirement related to hydrostatic (pressure) testing of fire department connections at our various campus sites. This has been a multi-year project due to the age and physical location of some of the infrastructure needing to be accessed/modified for testing. In 2023 we were successful in completing this project, a total of 38 fire department connect sights were tested and updated as needed. An on-going 5-year inspection plan has been implemented to ensure compliance with the Fire Code.

HAZARDOUS MATERIALS (HazMat) RESPONSE TEAM

Western’s HazMat Response Team is comprised of one Team Leader and ~16 volunteer members with various backgrounds, expertise, and competencies related to the areas of chemical, biological, radiological, nuclear, confined space, and mechanical/electrical hazards. The team has a large inventory of related equipment and resources available to support research and operations on campus in case of an emergency.



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Services provided by Western's HazMat Team on campus include:

- 24 x 7 x 365 hazardous materials emergency response.
- Spill assessment and remediation.
- Air quality and natural gas odors assessment and remediation.
- Confined space emergency response and support.

The HazMat Response Team members meet on a monthly basis to establish team structure, updated base-line training requirements, updated respirator fit-testing, reviewed/consolidated existing inventory of HazMat Response Team equipment, and participated in various related training and team-building exercises.

In August 2023, following the retirement of Tony Hammoud, the longtime leader of the HazMat Response Team, the HazMat Response Team became the responsibility of CSES with FS Manager, Mark Widmeyer now responsible for the management and operations of the Hazmat Response Team.



HazMat Team with Tony Hammoud July, 2023

ITEM 5.0 – Unanimous Consent Agenda

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That the items listed on the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

EXECUTIVE SUMMARY:

The Board's parliamentary authority - *American Institute of Parliamentarians Standard Code of Parliamentary Procedure* (formerly called *Sturgis Standard Code of Parliamentary Procedure*) - explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual votes.

A number of Canadian university governing bodies have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the governing body to focus on major items of business. While approval of an omnibus motion saves time at meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, they may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, they can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is present.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

ITEM 5.1(a) – New Scholarships, Awards, and Prizes

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Property and Finance Committee, on behalf of the Board of Governors, approved the Terms of Reference for the new scholarships, awards, and prizes as shown in Item 5.1(a).

Scholarships, Awards, and Prizes are funded in two different ways, through donor funding and through operating funding.

Donor-funded scholarships, awards, and prizes are recommended by the Senate for approval by the Property and Finance Committee, on behalf of the Board, in accordance with the Property and Finance Committee Terms of Reference. These scholarships, awards, and prizes are shown in Item 5.1(a).

There are no operating-funded scholarships, awards, or prizes to be reported.

ATTACHMENT(S):

[New Scholarships, Awards, and Prizes](#)

New Donor-Funded Scholarships, Awards and Prizes

Faculty of Education

Miriam Feldman Memorial Bursary

Awarded to full-time undergraduate students in any year of the Faculty of Education based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 1 at \$1,000 awarded annually
Effective: 2024-2025 academic year

This bursary was established by a generous gift from Jeff Feldman, BEd'88 in memory of his mother who encouraged and supported him in his dream to become a teacher. Jeff shares his support and best wishes to the recipients of the Miriam Feldman Memorial Bursary, as they pursue their own goals as Teacher Candidates in the Bachelor of Education program at Western University.

Faculty of Law

Dale Ponder, LLB'80, Osler Award

Awarded to full-time undergraduate students in the Faculty of Law based on academic achievement. Preference will be given to candidates with the highest standing in selected business law courses in the JD Law/HBA degree program. The Faculty of Law will select the recipients.

Value: 1 at \$5,000 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established by Osler, Hoskin & Harcourt LLP to honour Dale Ponder (LLB 1980) for her contributions to the firm and the community.

Dale Ponder, LLB'80, Osler Entrance Scholarship

Awarded to an entering full-time undergraduate student in the Faculty of Law based on academic achievement, and who demonstrate leadership through community involvement. The Faculty of Law will select the recipients.

Value: 1 at \$15,000 awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award was established by Osler, Hoskin & Harcourt LLP to honour Dale Ponder (LLB 1980) for her contributions to the firm and the community.

Schulich School of Medicine & Dentistry

Dentistry Class of 2007 Bursary

Awarded to full-time undergraduate students in the in the Doctor of Dental Science (DDS) program, Schulich School of Medicine & Dentistry based on financial need.

Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 1 at \$3,000, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This bursary was established by members of the Dentistry Class of 2007 on the occasion of their 15th reunion.

Faculty of Health Sciences

Scott Mackenzie Memorial Bursary in Kinesiology

Awarded to full-time undergraduate students in the Faculty of Health Sciences based on financial need. Preference will be given to candidates in the School of Kinesiology. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 1 at \$1,350, awarded annually
Effective: 2024-2025 academic year

This award was established by family and friends in memory of Scott Mackenzie who had a passion for understanding the human body and inspiring others to live their healthiest lives.

Ivey Business School

Galashan Family HBA Award

Awarded annually to a full-time student entering HBA1 at the Ivey Business School, based on academic achievement, an interest in a career in investment banking or private equity and from the Greater Hamilton Area. This award will be renewed for HBA2 provided the candidates maintain a minimum 80% average. The HBA Scholarship Committee will make the final selection of the award recipients. This scholarship was established with a generous gift from Kris Galashan (HBA '00).

Value: 1 at \$10,000, continuing for two years
Effective: 2024-2025 to 2029-2030 (final new recipient will be selected in 2028-2029)

Schulich School of Medicine & Dentistry

Dr. Tutis Vilis Graduate Award in Neuroscience

Awarded to full-time students in the graduate program in Neuroscience, the Department of Physiology and Pharmacology, or the Department of Psychology based on outstanding academic achievement. Preference will be given to candidates with a research focus on cognitive and neuroscience pathways who do not already hold a large local, provincial, or national award. A committee in the graduate program in Neuroscience will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$2,000 awarded annually

Effective: May 2024

This award was established in memory of Dr. Tutis Vilis (1947-2023), a distinguished Professor of Physiology and Ophthalmology at Western from 1976 until his retirement in 2013. Dr. Vilis is internationally recognized for his work in sensorimotor neuroscience. He was a pioneer in the use of human neuroimaging to investigate the cortical mechanisms of visual motion processing. Dr. Vilis reached thousands around the world through his online courses on neuroscience and survival skills for graduate students. He was an award-winning, passionate teacher, especially proud of his 31 graduate students and postdoctoral fellows, 19 of whom have become university professors across Canada and around the world.

Faculty of Science

Whitfield Family Award in Biodiversity and Conservation

Awarded to full-time undergraduate students in the Department of Biology, Faculty of Science, based on academic achievement. Preference will be given to candidates in a Biodiversity and Conservation module. The Office of the Registrar will select the recipients.

Value: 1 at \$2,500 awarded annually, or as funds permit
Effective: 2024-2025 to 2035-2036 academic years inclusive

This award was established by Gary Whitfield (B.Sc. '87). Growing up next to 100+ acres of grassland, forests and wetlands in London, Ontario, his family always had a strong connection to the natural world, biodiversity and conservation; a connection that eventually led him to pursue a Natural Science degree in Biology at Western University. Having now grown to share this passion with his wife and children, he would like to create a legacy by supporting students and the community through a Biodiversity and Conservation Award at Western University.

Faculty of Social Science

Davis Martindale Award in Accounting

Awarded to full-time undergraduate students in Year 3 of the Accounting program in the DAN Department of Management & Organizational Studies, Faculty of Social Science, based on academic achievement. The DAN Department of Management & Organizational Studies will select the recipients.

Value: 1 at \$1,500, awarded annually
Effective: 2024-2025 to 2028-2029 academic years inclusive

This award is established by Davis Martindale LLP. Davis Martindale believes in four Core Values: Make Relationships Matter, Find a Way, Do the Right Thing, Always, and Think Team First. The goal of this Award is to reward students for demonstrating these core values within the classroom and community, and continue showing those behaviours while pursuing a successful and rewarding career in Accounting.

ITEM 5.1(b) –Standard and Poor’s (S&P) Credit Rating Report

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The S&P Credit Rating Report is published annually and provides the University’s credit rating score. The report is provided to the Property and Finance Committee and the Board of Governors on an annual basis for information. The current report states that the University has maintained the existing AA credit rating, however, the outlook was upgraded to positive from stable.

The AA Positive rating is similar to other comparable Ontario institutions’ most recent ratings, such as the University of Toronto (AA+ Stable), Queens (AA+ Stable), McMaster (AA Stable), Ottawa (AA Stable) and York (A+ Stable).

The attached report is consistent with the information provided to the Property and Finance Committee and the Board of Governors in February 2024.

ATTACHMENT(S):

[Memo from the Associate Vice-President \(Operations & Finance\)](#)
[S&P Credit Rating Report](#)



MEMORANDUM

To: Property & Finance Committee
From: Eric Mallory
Date: February 26, 2024
Re: S&P Credit Rating Report – AA Positive

Members of the Committee,

I'm pleased to share that Western's credit rating report was issued by S&P Global on February 21, 2024, affirming our existing AA credit rating, and revising the outlook from stable to positive.

S&P highlights Western's strong fundamentals, including our strong enterprise and financial profile. The revised outlook relates to S&P's expectation of Western maintaining its market position in the near term.

The published credit rating report is attached for your reference and we'll have the opportunity for discussion when this item is presented for information in April.

Take care,

A handwritten signature in blue ink that reads "Eric Mallory".

Eric Mallory
Associate Vice-President (Financial Services)

Research Update:

University of Western Ontario Outlook Revised To Positive On Stable Enrollment And Strong Financial Results

February 21, 2024

Overview

- We expect operating margins will weaken modestly but remain healthy despite higher employee-related costs, faculty expansion, and limited growth in provincial grants.
- The University of Western Ontario's (Western) consistent enrollment growth, coupled with a recovery in ancillary operations, will contribute to robust financial performance.
- As a result, S&P Global Ratings revised the outlook to positive from stable and affirmed its 'AA' long-term issuer credit and senior unsecured debt ratings on the University of Western Ontario.
- The positive outlook reflects our expectation that Western will maintain its market position and strong credit metrics despite the uncertainties surrounding provincial funding and tuition policies, and a temporary federal cap on international student permits.

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Rating Action

On Feb. 21, 2024, S&P Global Ratings revised the outlook on the University of Western Ontario, in the Province of Ontario, to positive from stable. At the same time, S&P Global Ratings affirmed its 'AA' long-term issuer credit and senior unsecured debt ratings.

Outlook

The positive outlook reflects the likelihood that Western will sustain strong financial performance through stable full-time equivalent (FTE) enrollment and strong liquidity, ensuring a manageable debt burden.

Downside scenario

We could revise the outlook to stable if, in the next two years, through a combination of sector

challenges and capital requirements, Western experiences a sustained weakening in operating performance and its debt burden increases such that cash and investments are no longer sufficient to cover more than 6x debt outstanding. Although unlikely, a strengthening of our assessment of the link between Western and the province could lead to the equalization of our ratings with those on Ontario.

Upside scenario

We could raise the ratings in the next 24 months if the university maintains healthy operating margins and a strong demand profile as we gain more clarity on the tuition and operating grant framework in the Province of Ontario, and the impact of the temporary federal cap on international student permits on operations. We would also expect maximum annual debt service to remain below 4% of operating expenses. In addition, we expect no change to our assessment of the university's role and link to the province.

Rationale

Western's 'aa' stand-alone credit profile (SACP) reflects the university's very strong enterprise and financial risk profiles.

Similar to other rated universities in Ontario, Western faces operational challenges such as constrained domestic tuition fees and operating grants, as well as inflationary cost pressures that we expect will affect operating margins in the next few years. Our financial performance forecast over the next two years is tempered by our expectation that growth in operating expenses will outpace revenue growth, compounded by constrained provincial grants and no change in domestic tuition fees. Despite these issues, we expect Western will maintain healthy operating margins above 7% through the outlook horizon, although we believe they will decrease as costs accelerate. Furthermore, Western has exceptionally strong liquidity and a moderate debt burden.

The university is strategically positioned to accommodate growth and navigate obstacles.

We believe Western has a very strong enterprise profile. Supporting our opinion is our assessment of the higher education sector, which is marked by low industry risk due to high barriers to entry and its typically countercyclical nature, making it more resilient during downturns compared with other sectors. In addition, the university benefits from excellent economic fundamentals in its main service area, Ontario, the most populous province in Canada, with high GDP per capita, estimated at almost US\$55,400 in 2024.

The Canadian government recently announced a temporary two-year cap on processing new student visa applications starting in fall 2024, projecting a 35% reduction in approved study permits compared with 2023. Provinces will be allocated a portion of the cap based on their population but Ontario has not yet articulated how its allocation will be distributed among its designated learning institutions.

We expect that Ontario, which already had a disproportionately large number of foreign students, will face a significant reduction in incoming international students, although the cap will not apply to current permit holders, or masters and doctoral applicants. While we believe that Western will see a moderate decline in higher-fee-paying international students in the next several years, we note that it is relatively less exposed than some domestic peers, with international

undergraduates accounting for only 9% of total fall 2023 FTEs. In addition, Ontario will require its post-secondary institutions to guarantee housing options are available for incoming international student cohorts. Western, equipped with a first-year housing guarantee, supported by 11 existing residences, and with two more proposed, is well positioned to meet this requirement.

In fall 2023, Western saw its total FTE enrollment increase by 3.7%, aligning closely with its five-year average of 3.4%. International students represent about 13% of total FTEs, slightly lower than similarly rated peers in Canada but increasing this proportion remains a strategic goal of the university. In our opinion, student quality at Western remains high, and we expect it to maintain excellent student quality characteristics. Western and Brescia University College, an affiliated institution and the only university-level women's college in Canada, recently agreed to a plan that would see Western absorb Brescia's operations and approximately 1,100 FTEs in the upcoming fall. We forecast that total FTEs will reach about 42,000 by fiscal 2026 (year ending April 30).

In our view, Western exhibits very strong management and governance practices that align well with those of other rated Canadian universities. We consider Western's transparency and disclosure good, with policies, procedures, and risk management capabilities to adequately identify, monitor, and mitigate risks. The senior administration's operational effectiveness is evidenced by a track record of strong operating margins supporting the stable credit profile.

Founded in 1878 and located in London, Ont., Western is a research-intensive, doctoral university with 12 faculties and schools, including schools of medicine and dentistry, law, engineering, and business. It is a founding member of the U15, Canada's most distinguished research universities. It also has affiliations with four research institutes and two university colleges (down from three before Brescia's integration), as well as two teaching hospitals.

Strong enrollment demand will continue to support operations.

Western's financial profile is very strong, in our view, supported by healthy adjusted operating margins averaging about 11% over five years, including the outlook horizon years, which is above medians for 'AA' rated public colleges and universities.

The Ontario government has announced that it intends to repeal its 2019 Bill 124, which capped annual wage increases for public sector employees, including university faculty, at 1% for three years, after the Court of Appeal ruled it was unconstitutional. As a result, we anticipate an upward adjustment in employee-related costs, surpassing the budgeted figures in fiscal 2024 and reflecting a faster-than-expected growth trend.

The government is reviewing recommendations from a commissioned report on the financial sustainability of Ontario's postsecondary sector. Key proposals include raising base per-student funding and adjusting domestic tuition, which has been frozen since the province implemented a 10% reduction in fiscal 2020. We have not incorporated any tuition increase into our current base-case scenario. Student fees, including tuition, contribute approximately 35% of Western's total adjusted operating revenues.

In our view, Western, like other Canadian universities, has limited flexibility to increase student-generated revenue. This is primarily because the province monitors and guides domestic tuition rates through the tuition framework, and enrollment expansion through operating grants, which have not increased in real terms in recent years.

We view Western's liquidity as a key credit strength. At the end of fiscal 2023, Western held C\$3.0 billion in cash and investments, a slight increase from C\$2.9 billion in the previous year. We project that this liquidity will be sufficient to cover more than 2x its operating expenses in the next two years, which we see as extremely strong. As of fiscal year-end 2023, approximately 28% of

total cash and investments is linked to externally restricted endowments.

Western has the eighth-largest endowment among Canadian universities. The endowment market value increased slightly to C\$1.14 billion at the end of fiscal 2023, from C\$1.04 billion in the previous year. The university has a spending policy of 4% of the average value of the total endowment over the most recent five-year period.

Western is executing multiple capital projects on its campus. A significant one, the construction of the Ronald D. Schmeichel Building, is expected to finish later this year, while the second phase of the modernization of the Weldon Library is underway. These projects are financed through a combination of the proceeds of previously issued debentures, reserves, and grants. Additional plans include the construction of two new residences, supplementing the existing 11 campus residences, as well as a new engineering building and a new community hub.

In our view, Western has a moderate debt burden compared with those of other rated Canadian institutions, with about C\$319.3 million of total debt outstanding at the end of fiscal 2023. This comprises two 40-year fixed-rate bullet debentures, amounting to C\$288.7 million (maturing in 2047 and 2057), and C\$30.6 million in amortizing banker's acceptances sourced from a C\$100 million nonrevolving facility maturing in fiscal 2027. We believe the refinancing risks associated with the bullet debenture are partially mitigated by the time until maturity and the voluntary sinking fund, exceeding C\$42.9 million as of fiscal 2023 year-end. In fiscal 2025, Western will take on Brescia's debt, amounting to approximately C\$35 million, which it intends to extinguish with funds on hand. The university does not expect to take on additional external debt in the near term and we believe that debt service coverage will remain more than adequate throughout our outlook horizon. We estimate that the university's maximum annual debt service will remain stable at 2.3% of adjusted expenses by the end of fiscal 2026, down from 2.4% in fiscal 2023. We consider Western's debt burden to be manageable, given its strong operating performance, and we project that total cash and investments will continue to exceed 9x debt outstanding.

Western has a defined-contribution pension plan for current employees, effectively transferring investment risks away from the institution. This compares with certain institutions that might encounter obligations for special solvency payments to address pension plan deficits. Most of Western's postemployment liabilities relate to unfunded non-pension benefits, such as medical and dental. As of fiscal year-end 2023, these liabilities totaled C\$420.7 million, a 12% reduction from the previous year.

We have not identified any additional contingent liabilities that could materially affect our assessment of Western's credit profile.

Moderately high likelihood of extraordinary provincial government support

The ratings reflect Western's SACP and our belief that there is a moderately high likelihood that the government of Ontario would provide extraordinary support to Western in the event of financial distress. The impact of this potential support on the ratings is considered neutral. This view reflects our assessment of the university's important role in the province, given that postsecondary education is one of Ontario's priorities in both spending and mandate (after health care and school boards). Moreover, our assessment of Western's important role recognizes the absence of viable private alternatives. The university's substantial size, distinguished reputation, and robust research capabilities make it difficult to replace. The province's oversight, program-approval rights, and tuition regulation over Western suggest a strong link to the government. Also supporting this view is that the province provides substantial operating grants, which account for about a five-year average of 20% of the university's total revenue, and it appoints four of 28 board members.

We rate Western two notches above Ontario. The differential reflects our view that there is a measurable likelihood that the university's financial resources would be sufficient to sustain ongoing operational and debt service obligations even in the event of a government default or temporary suspension of payments. In addition, the differential reflects our belief that Western operates independently of the Ontario government as an autonomous legal entity with ownership of its assets. We consider the risk of extraordinary negative government intervention low, given the university's operational independence, important public policy role, and the government's largely noninterventionist stance toward the sector.

Environmental, social, and governance

We analyzed Western's risks related to environmental, social, and governance factors and determined them to be neutral in our overall credit analysis as a whole. Although health and safety social risks associated with the pandemic have abated for the higher education sector, considering its substantial impact on instructional methods and enrollment patterns, we maintain the view that a future public health event of comparable magnitude could again influence demand and finances.

Key Statistics

Table 1

University of Western Ontario--Key statistics

(Mil. C\$)	--Fiscal year ended April 30--					Medians*
	2024bc	2023	2022	2021	2020	
Enterprise profile						
Full-time equivalent enrollment (FTE; no.)	39,422	38,060	36,904	35,258	33,737	41,783
Annual FTE change (%)	3.7	3.0	4.7	4.5	1.1	MNR
Undergraduate selectivity rate (%)	68.7	67.1	63.5	66.3	53.4	73.2
Undergraduates as a % of total FTE enrollment	82.3	82.1	81.4	82.3	81.3	80.2
Retention rate (%)	93.1	92.5	92.0	93.0	94.5	86.8
Graduation rates (six years) (%)	83.9	83.7	84.5	85.0	82.9	71.0
Financial profile						
Adjusted operating revenue	1,501.4	1,426.4	1,444.6	1,280.4	1,290.2	2,148.4
Adjusted operating expense	1,385.6	1,299.4	1,183.9	1,106.5	1,160.7	2,030.5
Net adjusted operating margin (%)†	8.4	9.8	22.0	15.7	11.2	3.2
Student dependence (%)	36.5	36.7	34.2	35.6	35.1	37.0
Government operating grant dependence (%)	17.5	18.8	18.6	21.0	20.6	17.3
Endowment and investment income dependence (%)	7.2	8.6	7.8	18.0	3.1	MNR
Cash and investments	3,078.9	3,024.4	2,896.8	2,717.6	2,281.2	2,837.6
Cash & investments to adjusted operating expenses (%)	222.2	232.8	244.7	245.6	196.5	115.3
Outstanding debt	312.1	319.3	327.4	344.6	352.6	1,142.8

Table 1

University of Western Ontario--Key statistics (cont.)

(Mil. C\$)	--Fiscal year ended April 30--					Medians*
	2024bc	2023	2022	2021	2020	
Cash & investments to debt (%)	986.5	947.1	884.8	788.6	647.0	278.4
Maximum annual debt service/total operating expense (%)	2.3	2.4	2.7	2.9	2.8	3.4

bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. †As % of adjusted operating expense. *For 'AA' rated U.S. public colleges and universities. U.S. median figures are in U.S. dollars.

Ratings Score Snapshot

Table 2

University of Western Ontario--Ratings score snapshot

Industry risk	2
Economic fundamentals	1
Market position	2
Management & Governance Score	2
Enterprise risk profile	2
Financial performance	2
Financial Resources Score	1
Debt and contingent liabilities	2
Financial Risk Profile score	2
Stand-alone credit profile	aa
Issuer credit rating	AA

S&P Global Ratings bases its ratings on not-for-profit education providers on the seven main rating factors listed in the table above. S&P Global Ratings' "Global Non-For-Profit Education Providers," published on April 24, 2023, summarizes how the seven factors are combined to derive each not-for-profit education provider's stand-alone credit profile and issuer credit rating.

Related Criteria

- Criteria | Governments | General: Global Not-For-Profit Education Providers, April 24, 2023
- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- General Criteria: Rating Government-Related Entities: Methodology And Assumptions, March 25, 2015
- General Criteria: Principles Of Credit Ratings, Feb. 16, 2011

Related Research

- Outlook For Global Not-For-Profit Higher Education Credit Quality Divergence Continues, Dec. 7, 2023
- U.S. Not-For-Profit Public College And University Fiscal 2022 Medians And Ratios: Road To Recovery Is Paved With Federal Funding; Hazards Remain, July 25, 2023

Ratings List

Ratings Affirmed

University of Western Ontario

Senior Unsecured	AA
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Ratings Affirmed; Outlook Action

To	From
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University of Western Ontario

Issuer Credit Rating	AA/Positive/--	AA/Stable/--
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Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.spglobal.com/ratings for further information. Complete ratings information is available to RatingsDirect subscribers at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.spglobal.com/ratings.

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ITEM 5.2(a) – Fund Raising Quarterly Report (Q3)

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Fund Raising Quarterly Report is received for information by the Fund Raising and Donor Relations Committee and the Board of Governors.

Cost per dollar raised and Return on Investment will be calculated at the end of Q4.

Contributions (or cash) received as a result of one-time gifts and payments on pledges received in past years is trending as expected by end of Q3 – at 36.6% of target.

ATTACHMENT(S):

[Fund Raising Quarterly Report as at January 31, 2024](#)



**FUND RAISING QUARTERLY REPORT
as at January 31, 2024**

(with comparative figures for Fiscal Year 2022 and 2023)

PLEDGE DATA¹

	May 1, 2023 to Jan 31, 2024 (000's)			Fiscal Year 2023 (000's)		Fiscal Year 2022 (000's)	
	Target	Actual	Actual as a % of Target	Target	Actual	Target	Actual
Pledges outstanding May 1st	93,271	93,271	N/A	73,009	73,009	86,866	86,866
New Gifts & Pledges (Gross)	85,000	45,261	53.2%	75,000	93,301	67,500	83,815
Pledges cancelled/amended on new/prior pledges ₂	(2,750)	681	-24.8%	(5,094)	(3,604)	(1,633)	(2,969)
Net New Pledges/Gifts	82,250	45,942	55.9%	69,906	89,697	65,867	80,846
Contributions received in payment of pledges/gifts ₃	71,461	40,105	56.1%	74,236	69,435	63,652	94,703
Net Pledges Outstanding	104,060	99,108	95.2%	68,679	93,271	89,081	73,009

COST PER DOLLAR RAISED

	May 1, 2023 to Jan 31, 2024 (000's)			Fiscal Year 2023 (000's)			Fiscal Year 2022 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Total Expenses/Cost Per Dollar Raised	45,261	7,206	N/A	93,301	11,074	\$0.12	83,815	10,587	\$0.13
3-Year Average Cost Per Dollar Raised₄				86,977	10,749	\$0.12	73,848	10,212	\$0.14

RETURN ON INVESTMENT

	Revenue			Revenue			Revenue		
	Cash Received	Expenses	Return on Investment	Cash Received	Expenses	Return on Investment	Cash Received	Expenses	Return on Investment
Total Return on Investment	37,039	7,206	N/A	63,914	11,074	\$5.77	67,782	10,587	\$6.40
3-Year Average Return on Investment				66,493	10,911	\$6.09	64,149	10,242	\$6.26

¹ Includes total activity of:

Western University
The University of Western Ontario Inc.
The University of Western Ontario (UK) Foundation
The University of Western Ontario (HK) Foundation
Richard Ivey School of Business (Asia) Limited

² Adjustments exclude \$2M pledges written off in FY23 related to outstanding pledge balances that were not included in the opening balance. This was due to pre-2005 pledges that were identified as data conversion errors when migrating to BBRCM.

³ Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the CRM within reporting period and may differ from the general ledger reporting period.

⁴ 3 Year Rolling Average - reflects the major gift factor and the post campaign period. Return on Investment and Cost per Dollar raised are included on April 30th Quarter reports.

ITEM 5.2(b) – Naming Opportunities

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Per MAPP 1.44, the Naming Subcommittee comprised of the Chair of the Fund Raising and Donor Relations Committee (FRDRC), the Chair of the Property and Finance Committee, the President & Vice-Chancellor, and the Provost & Vice-President (Academic) has the authority to name rooms, name another comparable room or facility, or retire the use of a name. Changes to naming must be submitted through the same process as for the original name.

On behalf of the Board, and in compliance with MAPP 1.44, the following were approved by the Naming Subcommittee.

Judi and Lionel K. Conacher Dean's Conference Room

On the recommendation of the Dean of the Faculty of Health Sciences and the Director of the School of Kinesiology, the Naming Subcommittee of the Fund Raising and Donor Relations Committee approved the retirement of the name *Judi and Lionel K. Conacher Dean's Conference Room* in the 3M Centre.

Judi and Lionel Conacher made a generous gift of \$50,000 in 1994 to support the Sport Medicine and Kinesiology Centre at Western, currently known as the 3M Centre. The Judi and Lionel K. Conacher Dean's Conference Room in the 3M Centre was named in recognition of this donation. The Dean's Conference Room space in the 3M Centre has not been used by the Faculty of Health Sciences for this purpose since the opening of the Arthur & Sonia Labatt Health Sciences Building, and a recent renovation in the 3M Centre has converted the space into a research lab. The Faculty of Health Sciences and the School of Kinesiology recommend that the name of this space be retired as a result.

Linda and Walter Zimmerman Access Lab

The Naming Subcommittee of the Fund Raising and Donor Relations Committee approved the change in name of the Linda and Walter Zimmerman Access Lab (Weldon Library Room 102) to the Linda and Walter Zimmerman Accessible Learning Lab (Weldon Library Room 109).

The name of the Linda and Walter Zimmerman Access Lab was approved by the Board of Governors on September 26, 2017. The Access Lab moved to a newly renovated location within the Weldon Library, and was renamed in 2023 as the Accessible Learning Lab. As a result, the name of the Linda and Walter Zimmerman Access Lab will be changed to the Linda and Walter Zimmerman Accessible Learning Lab.

Corso Classroom

On the recommendation of President & Vice-Chancellor and the Dean of the Ivey Business School, the Naming Subcommittee of the Fund Raising and Donor Relations Committee approved the naming of one of the classrooms in the Richard Ivey Building (Ivey 1320) as the Corso Classroom.

The classroom is being named in recognition of a donation of \$500,000 from John J. Corso, MBA '62 and John L. Corso, HBA '92 to the expendable Dean's Strategic Investment Fund at the Ivey Business School.

John L. Corso lives in Arlington, Virginia and was the Former CEO of The Coastal Companies for over 15 years, stepping down from his position in 2022. John acquired Coastal with private equity backing in 2007; under his leadership, the company grew from \$85 million to \$600 million, emerging as the preeminent distributor and processor on the U.S. East Coast. John retired in 2022 and has since turned his full-time attention to investing in middle market companies and startups. John J. Corso passed away in 2022 at the age of 83 after a successful career as a businessman.

Harold Clarke Methodology Station

In recognition of total donations of \$150,000 from family and friends of Dr. Harold D. Clarke to support the Department of Political Science, one of the classrooms in the Social Science Centre (SSC 7200) will be named the Harold Clarke Methodology Station. The naming is recommended by the Dean of Social Science and the Chair of Political Science.

Western Political Science is Canada's top department in computational and quantitative social science - political methodology. The department will use the classroom as an interactive space to integrate zoom audiences from around Canada into conferences, workshops, and classes taught there. Donations will support a technology upgrade to enable this activity. The intent is for the room to be the exact spot at the centre of the Canadian methodology community - the Methodology Station.

The naming will be a fitting tribute to Harold Clarke who graduated with both a BA (1966) and MA (1967) from Western's Department of Political Science. He went on to complete his PhD at Duke University in 1971 and become a leading scholar in the discipline of Political Science. Some of his most notable achievements include serving as a principal investigator of both the Canadian and British Election Studies. In his long career, he published 21 academic books, articles in all the top political science journals, and held the Ashbel Smith Professorship at the University of Texas-Dallas.

ATTACHMENT(S):

None.

ITEM 5.3(a) – University Discipline Appeals Committee (UDAC) Membership

ACTION: APPROVAL INFORMATION DISCUSSION

Composition:

The Board of Governors shall appoint a Chair and 15 members: 7 members of faculty and 8 students (5 undergraduates and 3 graduate students).

No more than two of the faculty members shall be from the same Faculty. Undergraduate students shall be appointed from a broad range of Faculties and no more than two of the graduate students shall be from the same division.

The Chair shall be appointed annually.

Current Elected Members:

Terms continuing to June 30, 2025:

Faculty: Aaron Hodgson (Music), Amy Horton (HS)

Terms continuing to June 30, 2026:

Faculty: Randal Graham (Law), Melody Viczko (Edu), Andrew Walsh (SS)

Required: One (1) member of faculty to act as Chair (term From July 1, 2024 to June 30, 2025)

Nominees: Christopher Sherrin (Law) (Faculty) Term to June 30, 2025

Required: Two (2) members of faculty (terms from July 1, 2024 to June 30, 2027)

Nominees: Mi Song Kim (Edu) (Faculty) Term to June 30, 2027
Ken Kirkwood (HS) (Faculty) Term to June 30, 2027

Required: Five (5) undergraduate students (terms from July 1, 2024 to June 30, 2025)

Nominees: Grace Achonu-Johnson(SS) (Student, UNDG) Term to June 30, 2025
Stephen Warner (Law) (Student, UNDG) Term to June 30, 2025
_____ (Student, UNDG) Term to June 30, 2025
_____ (Student, UNDG) Term to June 30, 2025
_____ (Student, UNDG) Term to June 30, 2025

Required: Three (3) graduate students (terms from July 1, 2024 to June 30, 2025)

Nominees:	<u>Dana Broberg (Schulich)</u>	(Student, GRAD)	Term to June 30, 2025
	<u>Cara Davidson (HS)</u>	(Student, GRAD)	Term to June 30, 2025
	<u>_____</u>	(Student, GRAD)	Term to June 30, 2025

UDAC Nominee Biographies

Christopher Sherrin

Faculty of Law

Dr. Christopher Sherrin joined the Faculty of Law in 2006. His research areas are criminal law and procedure, evidence, the Charter, and wrongful convictions. Previously, he practiced as criminal defense counsel in Toronto. He has acted as part-time Assistant Crown Attorney, consultant to and researcher for various commissions of inquiry, Director of the Innocence Project at Osgoode Hall Law School, member of the Legal Aid Ontario Area Committee, and editor of the Annotated Youth Criminal Justice Act Service and Wrongful Conviction Law Review. He has been active in judicial and continuing legal education and is the current Chair of UDAC.

Ken Kirkwood

Faculty of Health Sciences

Dr. Ken Kirkwood is an Associate Professor in the Faculty of Health Sciences and serves as the Assistant Director (Undergraduate) of the School of Health Studies. He has served on many University committees including Senate, the Senate Committee on Academic Curriculum and Awards (ACA), the Subcommittee on Undergraduate Academic Courses (SOC), the Senate Review Board Academic (SRBA), and the Health Sciences Research Ethics Board (HSREB) for many years.

Mi Song Kim

Faculty of Education

As a Curriculum expert and a Learning Sciences researcher, I have fostered meaningful collaborations with culturally and linguistically diverse students, educators and policy makers in co-designing technology-enhanced curricula. I have successfully developed transdisciplinary research projects and courses with international collaborators. Of particular note is the number of projects funded a total of more than six million through which I have provided training opportunities for 78 HQP. Such design research to promote ethical practice in schools, my teaching/supervision, and related service experiences such as a faculty representative of Student Council have provided me with the background necessary to assume UDAC responsibilities.

Grace Achonu-Johnson

Undergraduate Student, Faculty of Social Science

I am a highly motivated student with a strong interest in policy, student government, and advocacy. I believe that my diverse skill set, including a strong background in administrative work, would greatly benefit the University Senate. I have significant experience in roles pertaining to student government and advocacy, e.g. as an Ambassador for the Social Science Students' Council and VP of Special Events on the Ontario Hall Residence Council. Furthermore, my involvement with the USC this year,

through its Charity branch spurred my interest in progressive social change and the role of the university within the wider community.

Stephen Warner

Undergraduate Student, Faculty of Law

Stephen Warner is a student at the Faculty of Law. He currently volunteers with the Elgin-Oxford Legal Clinic, and serves on the University Students' Council's Appeals Board, which hears student appeals of USC decisions related to elections and clubs. Stephen has more than ten years of cumulative experience serving on four corporate boards, and has previously sat as a student member on his undergraduate college's academic council. Stephen earned Bachelor of Arts and Master of Arts degrees from the University of Toronto, and subsequently spent four years working in communications before pursuing a Juris Doctor in 2022.

Dana Broberg

Graduate Student, Schulich School of Medicine & Dentistry

I will be entering the fifth year of a Ph.D. in Medical Biophysics in September, having also completed my undergraduate degree at Western. My thesis aims to use diffusion imaging to elucidate the neurological basis of cognitive outcomes in neurodegenerative diseases. I look forward to any opportunity that will continue to develop my critical and ethical thinking skills (which are invaluable to researchers) while also serving to uphold the integrity of my broader academic community. As a graduate student member of UDAC these past few years, I would be honoured to serve another term on this committee.

Cara Davidson

Graduate Student, Faculty of Health Sciences

Cara Davidson, a 4th year PhD Candidate in Health and Rehabilitation Sciences, brings nine years of student advocacy experience at Western. With service to eight university and departmental committees since 2020, including SCUP, SCAPA, and URB, and three years of service as a SOGS Councillor (including with the Appeals Review and Pride Committees), Cara excels in liaising with students, equity-based action/policy appraisal, and graduate student advocacy. Further, her role as a Sessional Instructor at Western has provided valuable insights into academic courses and policy in-context. Cara's proven leadership and commitment to students make her an ideal candidate for this opportunity.

ITEM 5.3(b) – McIntosh Gallery Committee Appointment

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

At its meeting on April 16, 2024, the Senior Policy and Operations Committee appointed Catherine Elliot Shaw as a member-at-large to fill one of the vacancies on the McIntosh Gallery Committee.

Catherine Elliot Shaw was serving as a member-at-large of the McIntosh Gallery Committee and in the midst of her term, she stepped up to serve as the Acting Director of the Gallery. She ended up serving in that role for three years, retiring on the arrival in March of the new Director, Lisa Daniels.

On the recommendation of the Governance and By-Laws Committee, the Board of Governors is considering the dissolution of the McIntosh Gallery Committee.

Catherine has requested that she be reinstated to her member-at-large role on the Committee to complete her prior term. She has acknowledged that it may only be for one meeting in May, should the Board determine to dissolve the committee.

Currently, there are four vacancies among the members-at-large of the McIntosh Gallery Committee.

ATTACHMENT(S):

None.

ITEM 5.4(a) – Subcommittee on Enrolment Planning and Policy (SUEPP) Report

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

On the recommendation of the Senate Committee on University Planning (SCUP), Senate approved the plans and processes for first year, first-entry undergraduate enrolment for the University and Affiliated University Colleges as outlined in Item 5.4(a) and the use of the 2024-25 enrolment projections as provided for University budget-planning purposes.

The Subcommittee on Enrolment Planning and Policy (SUEPP) Report is provided annually to SCUP for recommendation to Senate for approval. The report recommends targets and processes for first-year undergraduate enrolment and provides overall enrolment projections for Western and its Affiliated University Colleges in alignment with the University's strategic plan priorities and objectives.

ATTACHMENT(S):

[2023-24 Enrolment Update](#)

[Fall 2024 First-Year Undergraduate Admissions](#)

[Enrolment Projections: 2024-25 to 2028-29](#)

Exhibit 1
2023-24 ENROLMENT UPDATE
 SCUP Meeting -- February 5, 2024

		History					2023-24		
		2018-19	2019-20	2020-21	2021-22	2022-23	Plan	Actual	Difference
1	Constituent University								
2	Full-Time Undergraduates								
3	Arts & Humanities	938	882	877	853	864	867	923	56
4	Business (HBA)	1,085	1,090	1,057	1,072	1,210	1,314	1,336	22
5	Dentistry	262	262	263	264	281	284	281	-3
6	Education	716	697	677	697	703	668	783	115
7	Engineering	2,032	2,008	2,151	2,293	2,497	2,545	2,590	45
8	Health Sciences								
9	BHSc Program	1,227	1,251	1,339	1,424	1,437	1,442	1,546	104
10	Kinesiology	1,215	1,241	1,285	1,283	1,311	1,298	1,293	-5
11	Nursing	969	974	989	1,028	1,180	1,269	1,326	57
12	Sub-Total	3,411	3,466	3,613	3,735	3,928	4,009	4,165	156
13	Law	480	485	490	482	496	510	503	-7
14	MIT (Media, Information, & Technoculture)	916	895	871	899	880	881	909	28
15	Medicine								
16	MD Program	685	683	686	688	689	684	698	14
17	BMedSci Program	1,000	1,036	1,161	1,252	1,305	1,425	1,199	-226
18	Music	414	449	443	434	410	395	375	-20
19	Science - Medical Sciences	1,417	1,457	1,731	1,905	1,546	1,620	1,500	-120
20	Science- Other	3,726	3,869	3,804	3,904	4,416	4,176	4,763	587
21	Social Science - MOS	2,780	2,689	3,056	3,315	3,397	3,425	3,457	32
22	Social Science - Other	3,717	3,814	3,826	4,033	4,280	4,376	4,469	93
23	Total Full-Time Undergraduates	23,579	23,782	24,706	25,826	26,902	27,179	27,951	772
24	Concurrent Programs	247	288	345	380	370	380	384	4
25	Medical Residents	956	936	940	968	999	940	1,023	83
26	Full-Time Graduates								
27	Masters	3,734	3,946	3,869	4,360	4,231	4,744	4,370	-374
28	Doctoral	2,177	2,219	2,231	2,345	2,415	2,431	2,477	46
29	Total Full-Time Graduates	5,911	6,165	6,100	6,705	6,646	7,175	6,847	-328
30	Total Full-Time Enrolment	30,693	31,171	32,091	33,879	34,917	35,674	36,205	531
31	Part-Time FTEs								
32	Undergraduate	2,061	1,988	2,563	2,408	2,537	2,500	2,670	170
33	Education (AQs)	456	435	447	460	416	470	417	-53
34	Masters	114	110	122	128	111	110	96	-14
35	Doctoral	32	32	35	29	32	30	30	0
36	Total Part-Time FTEs	2,663	2,566	3,167	3,025	3,096	3,110	3,213	103
37	Total Constituent FTEs	33,356	33,737	35,258	36,904	38,013	38,784	39,418	634
38	Affiliated University Colleges								
39	Full-Time Undergraduates								
40	Brescia	1,392	1,421	1,301	1,171	1,099	1,026	1,125	99
41	Huron	1,038	1,266	1,431	1,525	1,560	1,663	1,729	66
42	King's	3,162	3,267	3,415	3,253	3,150	3,172	2,986	-186
43	Total Full-Time Undergraduates	5,592	5,954	6,147	5,949	5,809	5,861	5,840	-21
44	Part-Time Undergraduate FTEs								
45	Brescia	76	73	70	72	65	68	61	-7
46	Huron	64	48	57	58	50	55	76	21
47	King's	254	265	299	266	272	320	269	-51
48	Total Part-Time FTEs	394	386	426	396	387	443	406	-37
49	Graduate FTEs								
50	Brescia	38	40	35	31	31	31	32	1
51	Huron	5	11	13	10	7	10	8	-2
52	King's	50	61	60	62	65	65	64	-1
53	Total Graduate FTEs	93	112	108	103	103	106	104	-2
54	Total Affiliate FTEs	6,079	6,452	6,681	6,448	6,299	6,410	6,350	-60
55	Total UWO FTEs	39,435	40,189	41,939	43,352	44,312	45,194	45,768	574

Exhibit 1
2023-24 ENROLMENT UPDATE
 SCUP Meeting -- February 5, 2024

		History					2023-24		
		2018-19	2019-20	2020-21	2021-22	2022-23	Plan	Actual	Difference
56	Rows 57 to 91 Included above								
57	International Students								
58	Constituent Full-Time								
59	Undergraduates	2,692	2,763	2,822	2,761	2,593	2,662	2,398	-264
60	Medical Residents	142	130	130	173	189	175	207	32
61	Masters (excluding Ivey)	717	925	695	826	818	989	905	-84
62	MBA (Regular), Ivey MSc	63	81	159	199	222	234	239	5
63	Executive MBA	4	4	1	2	1	0	0	0
64	Doctoral	607	665	686	798	875	827	941	114
65	Affiliates								
66	Undergraduates	991	1,256	1,390	1,233	1,144	1,159	1,027	-132
67	Masters	0	2	4	4	3	1	3	2
68	Year 1 Only								
69	Constituent								
70	Arts & Humanities	233	209	221	248	202	214	257	43
71	Engineering	588	586	704	774	893	840	848	8
72	Health Sciences								
73	BHSc Program	393	385	407	421	387	400	477	77
74	Kinesiology	304	339	335	351	351	350	345	-5
75	Nursing	142	144	159	142	142	144	175	31
76	Media, Information, & Tech	263	252	226	270	212	235	244	9
77	MOS Program	819	768	1,072	1,052	1,151	1,180	1,200	20
78	Music	121	123	117	94	88	94	98	4
79	Science	1,680	1,676	1,801	2,016	2,033	2,070	2,065	-5
80	Social Science	835	840	965	1,054	1,009	1,010	990	-20
81	Total Year 1 - Constituent	5,378	5,322	6,007	6,422	6,468	6,537	6,699	162
82	Affiliated University Colleges								
83	Brescia	320	332	270	258	244	302	304	2
84	Huron	415	454	489	448	417	594	575	-19
85	King's	834	895	968	840	721	840	650	-190
86	Total Year 1 - Affiliates	1,569	1,681	1,727	1,546	1,382	1,736	1,529	-207
87	Total UWO Year 1	6,947	7,003	7,734	7,968	7,850	8,273	8,228	-45
88	Masters								
89	All Programs (excluding Ivey)	3,319	3,491	3,301	3,545	3,429	3,883	3,512	-371
90	Ivey (excl EMBA)	241	285	466	665	631	687	653	-34
91	Executive MBA	174	170	102	150	171	174	205	31
For Information:									
92	Year 1 Constituent International Students	855	639	592	610	684	778	622	-156

Western University

SCUP's Subcommittee on Enrolment Planning and Policy (SUEPP)

Fall 2024 First-Year Undergraduate Admissions

A. Background/Context

History

Over the past twenty+ years, Western's enrolment planning has placed the highest priority in increasing the quality of our incoming first-year class – which has moved the overall average grade of our first-year class from a position of “below the Ontario average” in 1993 to the top among Ontario universities. In order to achieve that goal, our approach to first-year admissions has included the following high-level priorities:

1. Our objective should be to continue to maintain and increase the quality of our incoming class – and we should continue to maintain and increase entrance standards.
2. The approach of using the common minimum entrance requirement for the large direct-entry programs should be continued. For limited-enrolment programs – based on annual reviews by the Provost and the Deans – the entrance requirements could be higher. The result of this approach is that student demand/choice drives program-specific enrolments.
3. We should work to increase our first-year international enrolments.
4. We should continue to monitor the gap in entrance requirements between Western and the Ontario average – with the objective of maintaining/increasing the gap.

In 2010, in order to be aligned with the Constituent University's strategy on enrolment planning, the Affiliated University Colleges committed to narrowing the gap in entrance requirements between the Colleges and the Constituent University. This commitment was met for Fall 2018 admissions. As part the current Affiliation Agreement (renewed in May 2019), the Colleges agreed to a further “narrowing of the gap” by increasing minimum entrance requirements as follows: 78.5% for Fall 2019, 79.0% for Fall 2020, 79.5% for Fall 2021, and 80.0% for Fall 2022.

Current Strategic Plan Priorities

Our current Strategic Plan – *Towards Western at 150* – includes the following enrolment-planning related objectives:

- a. With the aspiration to “grow strategically”, the plan commits to expand student enrolment (undergraduate, graduate, postdoctoral, and lifelong learners) – in areas of demand and societal need and with deliberate intention to be equitable and inclusive.
- b. Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
- c. Increase our international undergraduate student population to 20% and out-of-province students to 15%.
- d. Promote diverse qualifications as an admissions category to support the recruitment of a more diverse student population.

B. Update on the Fall 2023 Entering Class and Entrance Standards

Constituent University

1. The Constituent University's full-time first-year enrolment was 6,699. Of this, 622 (or 9.3%) were international students.
2. The common minimum entrance requirement was a mid-year offer grade of 82.5% for Arts & Humanities and M.I.T. (offered through FIMS) and 83.5% for Science and Social Science, including the DAN Management Program. For all other programs, the mid-year offer grades were higher – ranging from 86.0% to 91.5%. At offer time, the condition for the final grade was a minimum of 80.0% for Arts & Humanities, M.I.T., and Music (year one of a three-year pilot approved last year) and 83.5% for all other programs.
3. For information, full-time graduate enrolment was 6,847 – which equates to 18.9% of total full-time enrolment.

Affiliated University Colleges

4. Full-time first-year enrolment at the Colleges were as follows:
 - Brescia 304
 - Huron 575
 - King's 650
5. The final grade requirement at each of the Colleges was 80.0%.

C. Fall 2024 Admissions Plans

Constituent University

1. The general approach to admissions from recent years will continue for the Fall 2024 admissions cycle – and it is expected that our mid-year offer grade for most programs will be no less than 83.5%, with a final grade requirement of at least 83.5%. For Arts & Humanities, M.I.T., and Music, it is expected that our mid-year offer grade will be no less than 82.5%, with a final grade requirement of at least 80% (i.e. year two of the three-year pilot). For Music, as in previous years, the offer process will include an assessment of “performance”.
2. Based on the input from our Deans and current application data, we are estimating a first-year class in the range of 6,600 – which includes about 640 international students. We will make every effort to increase enrolments in programs with capacity. Our goal is also to have higher international enrolments – in the context of diversifying country of origin and destination program. *It should be noted that – with the integration of Brescia University College into Western – the above enrolment plans include the Brescia enrolment replacement component.*

Affiliated University Colleges

3. The final grade requirement at each of the Colleges will be no less than 80% – as per the commitment in the current Affiliation Agreement.
4. As is the case at present, in situations where additional assessment is required (for students with exceptional/unusual circumstances), the Colleges may admit students with grades below the minimum final grade requirement (down to only 2.5% points below the minimum requirement). The proportion with final grades below the minimum requirement (i.e. down to 77.5% which is 2.5% points below the 80% minimum requirement) shall not exceed 5% of the new students in the entering class.

5. Where applicable, the Colleges will be bound to the minimum entrance standards established by the Constituent University for limited-enrolment programs – including B.H.Sc. and Kinesiology.
6. The planned first-year class sizes are as follows:
 - Huron 710 (550 domestic and 160 international)
 - King's 750 (600 domestic and 150 international)

Exhibit 3
ENROLMENT PROJECTIONS: 2024-25 to 2028-29
includes Enrolments associated with Brescia Integration into Western
SCUP -- February 5, 2024

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	882	877	853	864	923	1,118	1,131	1,199	1,204	1,221
4	Business (HBA)	1,090	1,057	1,072	1,210	1,336	1,357	1,356	1,356	1,356	1,356
5	Dentistry	262	263	264	281	281	284	284	284	284	284
6	Education	697	677	697	703	783	780	668	668	668	668
7	Engineering	2,008	2,151	2,293	2,497	2,590	2,663	2,739	2,706	2,702	2,697
8	Health Sciences										
9	Foods & Nutrition						159	146	179	203	216
10	Family Studies						107	94	112	120	157
11	BHSc Program	1,251	1,339	1,424	1,437	1,546	1,632	1,639	1,694	1,647	1,639
12	Kinesiology	1,241	1,285	1,283	1,311	1,293	1,317	1,269	1,255	1,254	1,265
13	Nursing	974	989	1,028	1,180	1,326	1,330	1,403	1,464	1,381	1,299
14	Law	485	490	482	496	503	510	520	530	530	530
15	MIT (Media, Information, & Technoculture)	895	871	899	880	909	950	959	1,004	1,020	1,033
16	Medicine										
17	MD Program	683	686	688	689	698	718	735	755	756	759
18	B.Med.Sci. Program	1,036	1,161	1,252	1,305	1,199	1,041	1,118	1,256	1,314	1,406
19	Music	449	443	434	410	375	348	352	365	374	389
20	Science - B.Med.Sci.	1,457	1,731	1,905	1,546	1,500	1,638	1,675	1,734	1,828	1,857
21	Science - Computer Science						400	787	1,162	1,524	1,554
22	Science - All Other	3,869	3,804	3,904	4,416	4,763	4,588	4,002	3,533	2,969	3,013
23	Social Science - MOS	2,689	3,056	3,315	3,397	3,457	3,279	3,217	3,215	3,180	3,225
24	Social Science - All Other	3,814	3,826	4,033	4,280	4,469	4,893	4,744	4,624	4,575	4,594
25	Total Full-Time Undergraduates	23,782	24,706	25,826	26,902	27,951	29,112	28,838	29,095	28,888	29,162
26	Concurrent Programs	288	345	380	370	384	402	402	402	402	402
27	Medical Residents	936	940	968	999	1,023	1,025	1,025	1,025	1,025	1,025
28	Full-Time Graduates										
29	Masters	3,946	3,869	4,360	4,231	4,370	4,571	4,736	4,832	4,874	4,883
30	Doctoral	2,219	2,231	2,345	2,415	2,477	2,511	2,544	2,560	2,579	2,597
31	Total Full-Time Graduates	6,165	6,100	6,705	6,646	6,847	7,082	7,280	7,392	7,453	7,480
32	Total Full-Time Enrolment	31,171	32,091	33,879	34,917	36,205	37,621	37,545	37,914	37,768	38,069
33	Part-Time FTEs										
34	Undergraduate	1,988	2,563	2,408	2,537	2,670	2,700	2,700	2,700	2,700	2,700
35	Education (AQs)	435	447	460	416	417	450	460	460	460	460
36	Masters	110	122	128	111	96	110	110	110	110	110
37	Doctoral	32	35	29	32	30	30	30	30	30	30
38	Total Part-Time FTEs	2,566	3,167	3,025	3,096	3,213	3,290	3,300	3,300	3,300	3,300
39	Total Constituent FTEs	33,737	35,258	36,904	38,013	39,418	40,911	40,845	41,214	41,068	41,369
40	Affiliated University Colleges										
41	Full-Time Undergraduates										
42	Brescia	1,421	1,301	1,171	1,099	1,125					
43	Huron	1,266	1,431	1,525	1,560	1,729	1,999	2,216	2,387	2,497	2,540
44	King's	3,267	3,415	3,253	3,150	2,986	2,975	3,004	3,045	3,096	3,154
45	Total Full-Time Undergraduates	5,954	6,147	5,949	5,809	5,840	4,974	5,220	5,432	5,593	5,694
46	Part-Time Undergraduate FTEs										
47	Brescia	73	70	72	65	61					
48	Huron	48	57	58	50	76	55	55	55	55	55
49	King's	265	299	266	272	269	289	293	298	303	308
50	Total Part-Time FTEs	386	426	396	387	406	344	348	353	358	363
51	Graduate FTEs										
52	Brescia	40	35	31	31	32					
53	Huron	11	13	10	7	8	12	15	15	15	15
54	King's	61	60	62	65	64	64	65	65	65	65
55	Total Graduate FTEs	112	108	103	103	104	76	80	80	80	80
56	Total Affiliate FTEs	6,452	6,681	6,448	6,299	6,350	5,394	5,648	5,865	6,031	6,137
57	Total FTEs - Western Complex	40,189	41,939	43,352	44,312	45,768	46,305	46,493	47,079	47,099	47,506

Exhibit 3
ENROLMENT PROJECTIONS: 2024-25 to 2028-29
includes Enrolments associated with Brescia Integration into Western
SCUP -- February 5, 2024

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Rows 59 to 97 Included above										
58	International Students										
59	Constituent Full-Time										
60	Undergraduates	2,763	2,822	2,761	2,593	2,398	2,330	2,391	2,530	2,749	3,060
61	Medical Residents	130	130	173	189	207	185	185	185	185	185
62	Masters (excluding Ivey)	925	695	826	818	905	903	978	1,017	1,025	1,029
63	MBA (Regular), Ivey MSc	81	159	199	222	239	225	216	216	216	216
64	Executive MBA	4	1	2	1	0	0	0	0	0	0
65	Doctoral	665	686	798	875	941	903	905	908	914	918
66	Affiliates										
67	Undergraduates	1,256	1,390	1,233	1,144	1,027	980	1,068	1,163	1,264	1,324
68	Masters	2	4	4	3	3	0	0	0	0	0
69	Year 1 Only										
70	Constituent										
71	Arts & Humanities	209	221	248	202	257	285	290	295	300	305
72	Engineering	586	704	774	893	848	850	850	850	850	850
73	Health Sciences										
74	Foods & Nutrition						50	50	60	60	70
75	Family Studies							25	50	50	50
76	BHSc Program	385	407	421	387	477	460	440	445	450	455
77	Kinesiology	339	335	351	351	344	340	340	345	350	355
78	Nursing	144	159	142	142	176	174	210	210	210	210
79	MIT (Media, Information, & Technoculture)	252	226	270	212	244	250	250	255	260	265
81	Music	123	117	94	88	98	100	100	105	110	115
82	Science - B.Med.Sci.	797	1,092	1,049	1,000	981	1,000	1,005	1,030	1,055	1,065
84	Science - Computer Science						400	410	420	430	435
83	Science - All Other	879	709	967	1,033	1,084	600	610	620	630	640
80	Social Science - MOS	768	1,072	1,052	1,151	1,200	1,105	1,115	1,135	1,150	1,170
85	Social Science - All Other	840	965	1,054	1,009	990	1,000	1,000	1,005	1,015	1,025
86	Total Year 1 - Constituent	5,322	6,007	6,422	6,468	6,699	6,614	6,695	6,825	6,920	7,010
87	Affiliated University Colleges										
88	Brescia	332	270	258	244	304					
89	Huron	454	489	448	417	575	710	717	734	748	748
90	King's	895	968	840	721	650	750	770	790	810	810
91	Total Year 1 - Affiliates	1,681	1,727	1,546	1,382	1,529	1,460	1,487	1,524	1,558	1,558
92	Total Year 1 - Western Complex	7,003	7,734	7,968	7,850	8,228	8,074	8,182	8,349	8,478	8,568
93	Masters										
94	All Programs (excluding MBAs)	3,491	3,301	3,545	3,429	3,512	3,704	3,888	3,987	4,026	4,035
95	Ivey (excl EMBA)	285	466	665	631	653	664	674	674	674	674
96	Executive MBA	170	102	150	171	205	203	174	171	174	174

For Information

97	Year 1 Constituent International Students	639	592	610	684	622	640	700	800	900	1,000
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** Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.

ITEM 5.4(b) – Faculty of Health Sciences: Approval for the Creation of a New School Named the Brescia School of Food and Nutritional Sciences

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of Senate, the Board of Governors approve the creation of a new School in the Faculty of Health Sciences named the Brescia School of Food and Nutritional Sciences, effective May 1, 2024, conditional on the closing of the merger as contemplated in the MOA between Western University and Brescia University College approved January 10, 2024.

EXECUTIVE SUMMARY:

The Faculty of Health Sciences houses multiple regulated health professional programs: Audiology, Clinical Kinesiology, Nursing, Occupational Therapy, Physical Therapy, and Speech Language Pathology. Each of these programs requires disciplinary oversight of their curriculum and resources to meet accreditation standards. The school-based structure of the Faculty of Health Sciences allows the programs to meet accreditation standards and promotes quality education for the health professions.

The new Brescia School of Food and Nutritional Sciences will similarly enable the program to meet accreditation standards and facilitate graduates of the dietetics program for registration with the College of Dietitians of Ontario.

ATTACHMENT(S):

None.

ITEM 5.4(c) – Vice-Provost’s Annual Report on Faculty Recruitment and Retention

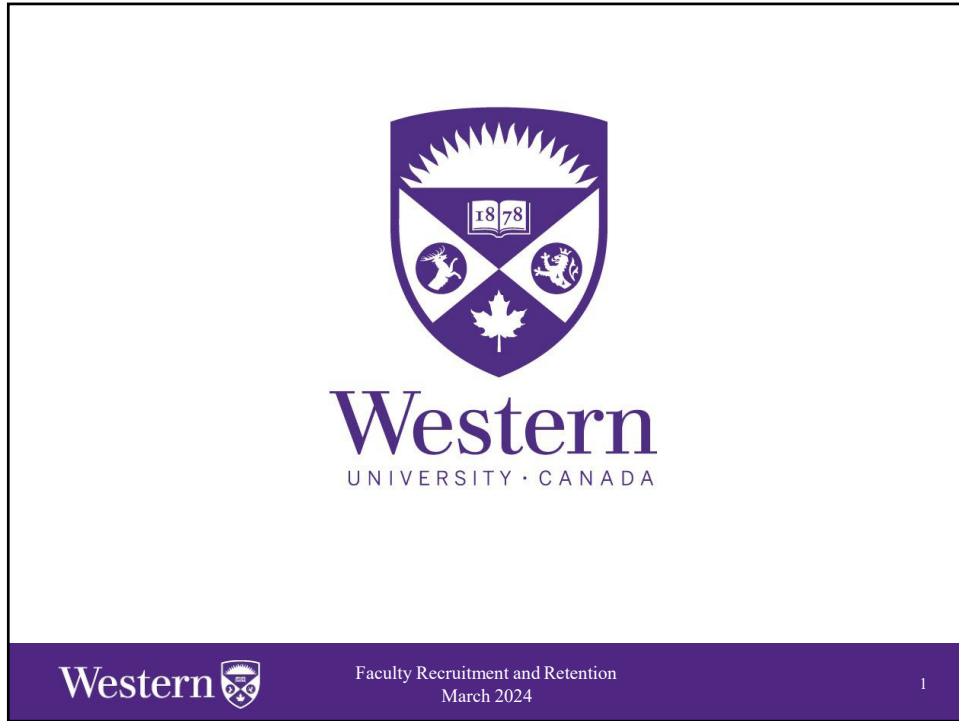
ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The Annual Report on Faculty Recruitment and Retention prepared by the Office of the Vice-Provost (Academic Planning, Policy and Faculty) is provided to the Board for information.

ATTACHMENT(S):

[Vice-Provost’s Annual Report on Faculty Recruitment and Retention](#)



1



2

History, Purpose and Format of the Report

- Beginning 2014, the Faculty Collective agreement has required an annual reporting of metrics related to faculty recruitment;
- The data in this report fulfill that objective; as well, this report provides additional faculty recruitment & retention data;
- Data and analyses are provided with numerical “counts” in order to allow for readers of the report to extract and review these data from a variety of lenses.



3

Organization of the Report

The report is organized by faculty group:

1. Probationary and Tenured Faculty, Probationary Teaching Scholars
2. Limited-Term non-Clinical Faculty
3. Part-Time non-Clinical Faculty
4. Full-Time Clinical Faculty


Definitions for each group and descriptions of data sources are provided.



4

Section 1: Probationary and Tenured Faculty


- Data are cross-sectional counts as of October 1; the most recent data in Western’s HRIS system is October 1, 2023; the most recent U15 (comparator) data are from the 2022 data
 - reflected by different timelines where comparator data are used
- This section pertains to all Full-Time Probationary (Tenure-track) and Tenured Faculty
- It includes those in senior academic administrative roles who are exempt from the UWOPA Collective Agreement provisions
- Probationary Teaching Scholars received their first appointments in 2022 and are included in this section. Women represent **63.2%** of these new appointments.

Faculty Recruitment and Retention
March 20245

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Key Observations from slides 9 to 23: Probationary and Tenured Faculty

- The total number of Probationary/Tenured faculty increased from 1998 to 2008, stabilized, then decreased modestly since 2015; in 2019 and 2020 a further decrease was due largely to a retirement incentive window, followed by an increase in hiring in 2021 through 2024;
- In the 2022 data, women comprised 38.6% of all Western faculty and 51.5% of Assistant Professors, illustrating increasing representation with recent cohorts (reflected in slides 11-12);
- In 2023, women made up 64.6% of new probationary/tenured faculty hires, which is an increase from the last two years.

Faculty Recruitment and Retention
March 20246

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Key Observations from slides 9 to 23 *continued*

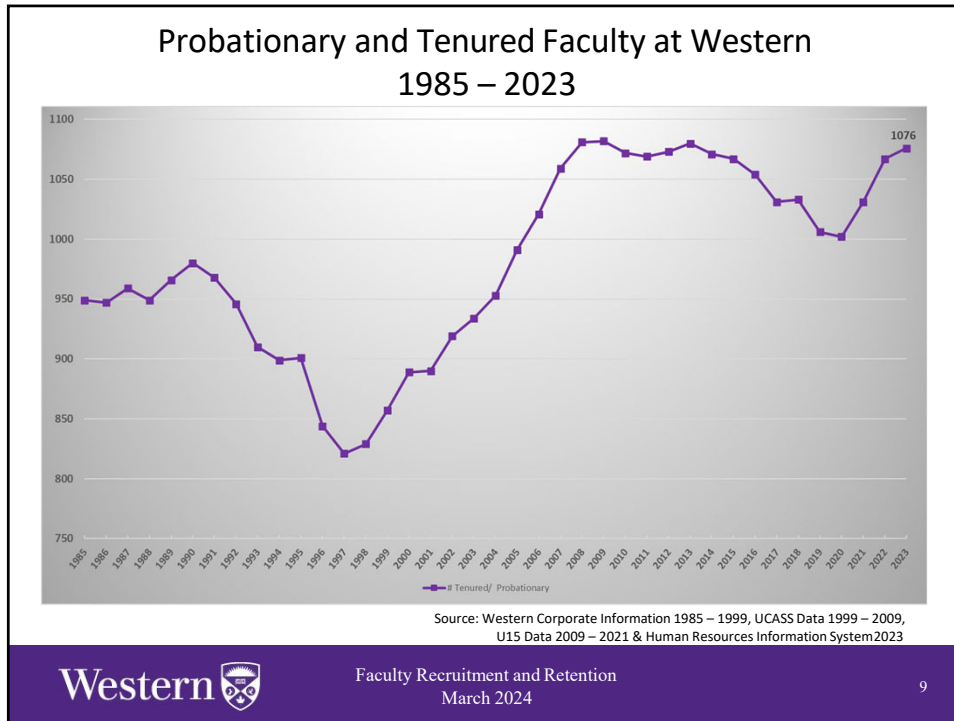
- Representation of women varies by discipline (the data include all faculty thus reflect historic, as well as recent, cohorts);
- Gender shows to have some influence on time-to-tenure in STEM disciplines and on time-to-promotion in both STEM and non-STEM disciplines;
- Discipline (STEM vs. non-STEM) shows to have a greater influence on time-to-tenure and time-to-promotion;
- Probationary cohort success rates were similar for men and women.

7

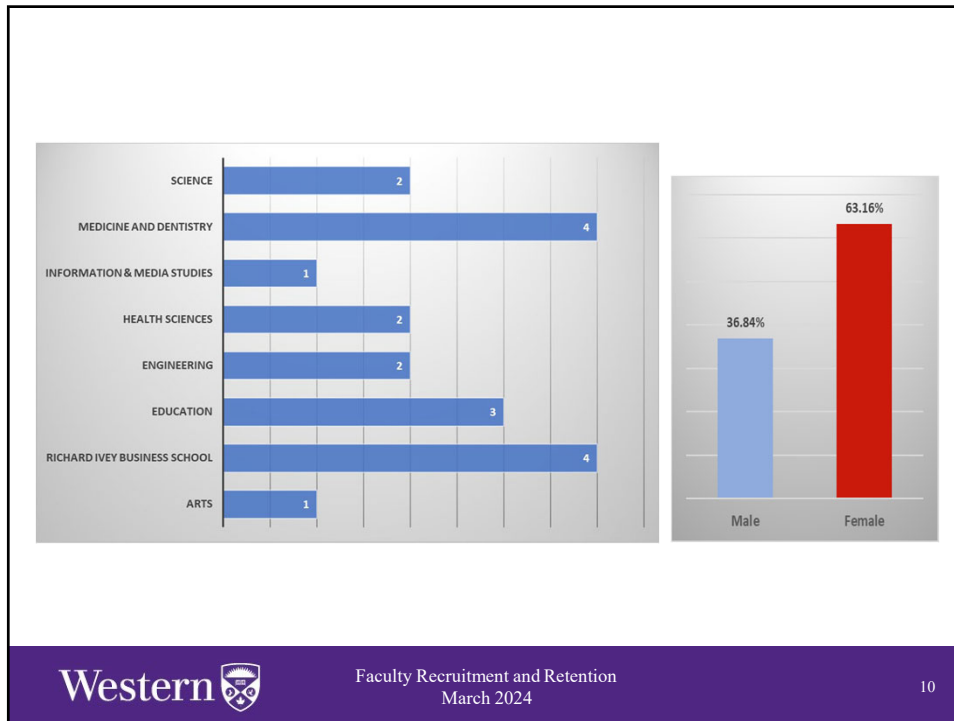
Key Observations from slides 9 to 23 *continued*

- Resignation patterns for tenured and probationary faculty illustrate disciplinary differences in retention with annual attrition rates of 1.58% for women and 1.34 % for men.
- The difference between the purple and grey lines in slide 24 reflect probationary and tenured faculty with a retirement plan on record;
- The number of probationary and tenured faculty continuing past normal retirement date (NRD) has been steadily increasing since 2019.

8

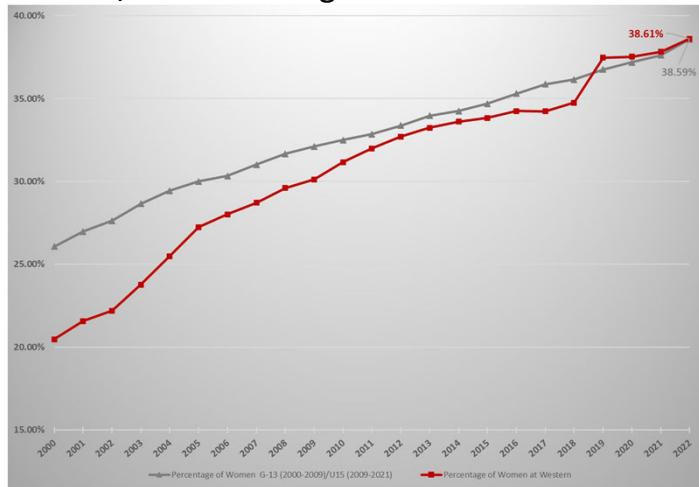


9



10

Women as a Percentage of Tenured/Probationary Faculty: G-13/U15 excluding Western vs. Western



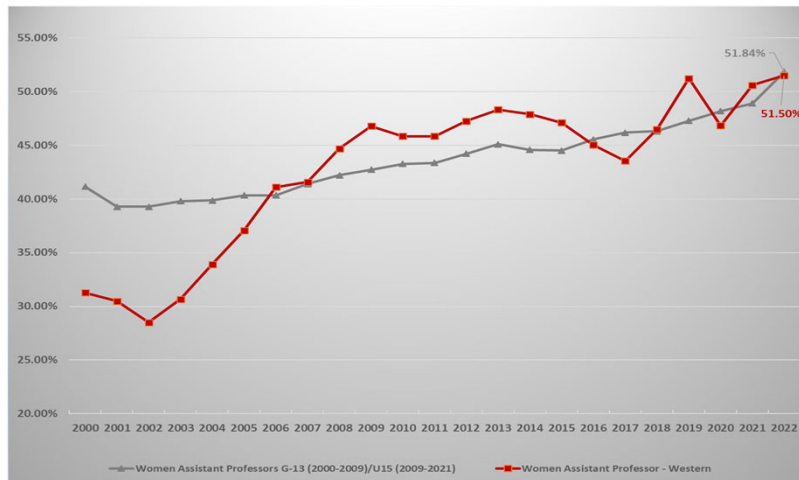
Source: UCASS Data 2000-2009, U15 Data 2009-2022
 (Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, Saskatchewan, 2015, and Toronto 2022. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)



Faculty Recruitment and Retention
 March 2024

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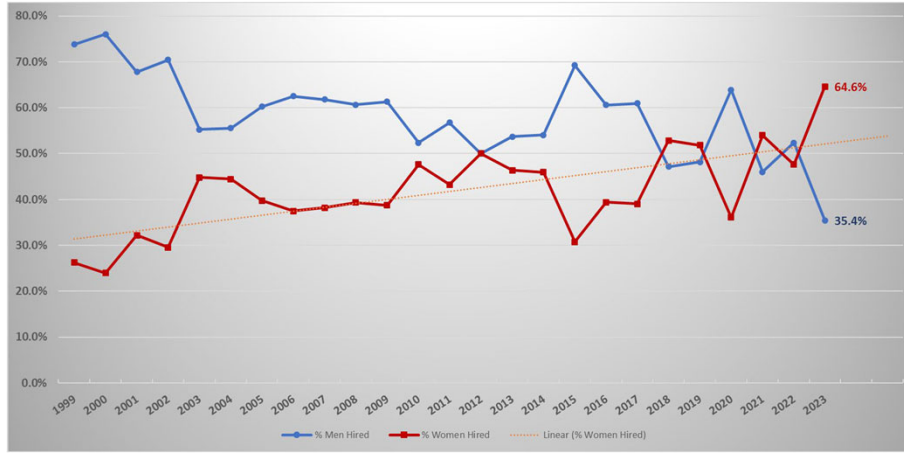
Women as a Percentage of Tenured/Probationary Assistant Professors, G-13/U15 excluding Western vs. Western



Faculty Recruitment and Retention
 March 2024

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Gender distribution, Newly hired Tenured/Probationary Faculty at Western (including those previously in a LT position at Western): 1999 – 2023 with trend line



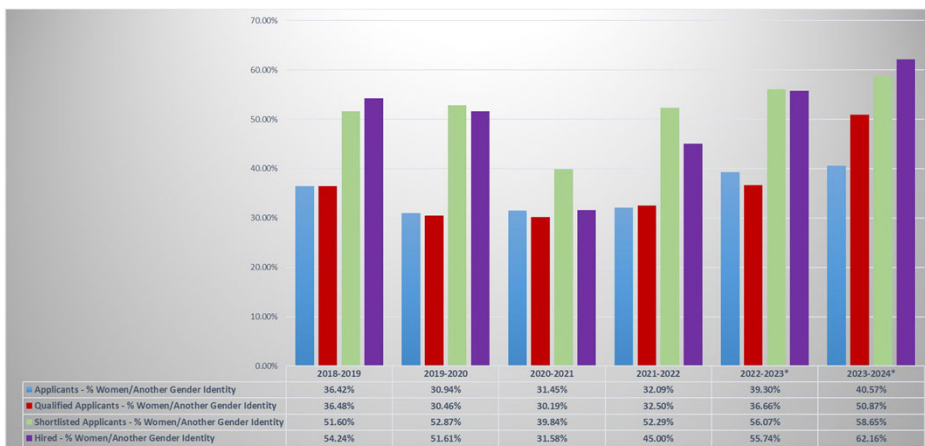
Source: UCASS Data for 1999 – 2010, Western Human Resources Information Systems 2011 - 2023 (October)
 Data excludes faculty joining from Roberts



Faculty Recruitment and Retention
 March 2024

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Percentage of Women/Another Gender Identity as Applicants, Qualified Applicants, Shortlisted Applicants, and New Hires 2018-19 through 2023-24 Academic Years



Faculty Recruitment and Retention
 March 2024

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Percentage of Women, Tenured/Probationary Faculty, 2009 to 2023

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Faculty of Arts and Humanities	42.31%	44.19%	45.45%	47.06%	44.60%	45.00%	45.65%	45.52%	45.31%	42.62%	45.22%	45.54%	46.30%	46.36%	47.71%
Ivey Business School	21.67%	26.09%	24.00%	25.33%	26.92%	25.97%	22.22%	19.74%	18.57%	22.37%	25.00%	25.97%	25.00%	29.79%	32.63%
Faculty of Education	47.62%	48.72%	50.00%	52.94%	54.55%	54.29%	57.14%	61.90%	65.85%	69.05%	68.29%	65.91%	67.39%	66.67%	67.39%
Faculty of Engineering	11.63%	11.63%	11.49%	11.36%	12.36%	12.50%	11.63%	12.64%	15.96%	16.67%	17.35%	17.89%	16.67%	18.63%	19.80%
Faculty of Health Sciences	58.43%	58.70%	59.57%	59.78%	60.22%	60.87%	62.22%	63.33%	60.47%	62.07%	70.00%	70.37%	70.59%	71.74%	72.16%
Faculty of Info/Media Studies	59.46%	58.33%	57.14%	58.82%	58.82%	57.58%	59.38%	57.14%	57.14%	59.26%	60.71%	60.71%	62.07%	60.71%	61.29%
Faculty of Law	23.33%	22.58%	24.14%	27.59%	32.26%	31.03%	34.48%	35.71%	37.50%	39.29%	39.29%	34.62%	31.25%	29.41%	32.35%
Schulich School of Med & Dent	19.65%	20.12%	20.37%	21.34%	22.56%	22.94%	23.84%	24.00%	23.84%	23.39%	27.11%	28.22%	29.09%	29.07%	28.82%
Don Wright Faculty of Music	32.43%	33.33%	36.11%	35.14%	32.43%	33.33%	34.21%	37.14%	37.14%	36.36%	35.48%	35.48%	34.38%	35.29%	33.33%
Faculty of Science	19.15%	20.65%	21.98%	22.78%	23.89%	23.73%	24.72%	24.43%	23.70%	23.53%	25.75%	25.31%	26.19%	27.27%	26.90%
Faculty of Social Science	31.25%	32.16%	33.50%	32.50%	33.33%	36.13%	35.64%	36.61%	37.78%	40.11%	44.32%	43.02%	43.85%	44.09%	45.50%

Western Human Resources Information System 2009 – 2023 (October).



Faculty Recruitment and Retention
 March 2024

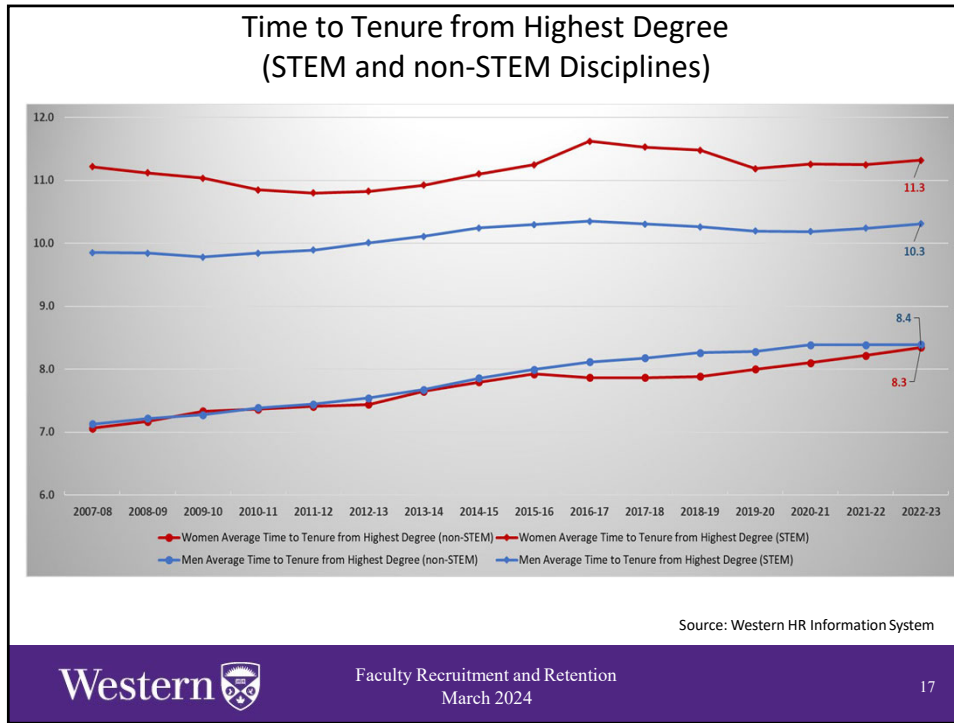
Percentage of Women, Probationary Assistant Professor Rank 2009 to 2023

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Faculty of Arts and Humanities	55.56%	52.63%	55.88%	69.70%	58.06%	50.00%	54.17%	47.37%	53.33%	40.00%	50.00%	100.00%	100.00%	66.67%	85.71%
Ivey Business School	40.00%	39.13%	27.59%	27.59%	32.26%	29.03%	30.30%	26.92%	20.00%	30.43%	33.33%	34.78%	30.77%	41.18%	42.11%
Faculty of Education	80.00%	75.00%	77.78%	71.43%	60.00%	57.14%	50.00%	66.67%	66.67%	81.82%	81.82%	66.67%	76.92%	62.50%	77.78%
Faculty of Engineering	22.22%	18.75%	21.43%	18.18%	23.08%	18.18%	14.29%	12.50%	35.71%	29.41%	29.41%	31.25%	29.41%	38.10%	35.00%
Faculty of Health Sciences	71.43%	61.54%	65.38%	65.22%	68.42%	72.22%	80.00%	90.91%	84.62%	82.35%	90.00%	85.71%	85.71%	79.31%	75.53%
Faculty of Info/Media Studies	84.62%	80.00%	77.78%	75.00%	100.00%	100.00%	100.00%	--	--	--	100.00%	75.00%	83.33%	75.00%	75.00%
Faculty of Law	62.50%	71.43%	80.00%	100.00%	100.00%	100.00%	75.00%	57.14%	60.00%	50.00%	50.00%	44.44%	36.36%	33.33%	38.46%
Schulich School of Med & Dent	29.55%	30.00%	27.27%	32.26%	34.62%	35.71%	36.67%	38.71%	37.50%	37.93%	44.44%	39.13%	47.83%	55.56%	59.26%
Don Wright Faculty of Music	40.00%	40.00%	30.00%	28.57%	40.00%	50.00%	50.00%	40.00%	33.33%	50.00%	--	--	--	0.00%	0.00%
Faculty of Science	34.09%	38.89%	38.46%	35.00%	43.75%	50.00%	50.00%	50.00%	41.67%	45.45%	46.67%	47.06%	60.00%	47.62%	44.83%
Faculty of Social Science	44.00%	48.72%	52.94%	48.28%	57.14%	66.67%	57.89%	47.83%	37.50%	43.75%	47.06%	36.36%	40.63%	42.86%	51.28%

Western Human Resources Information System 2009 - 2023 (October).

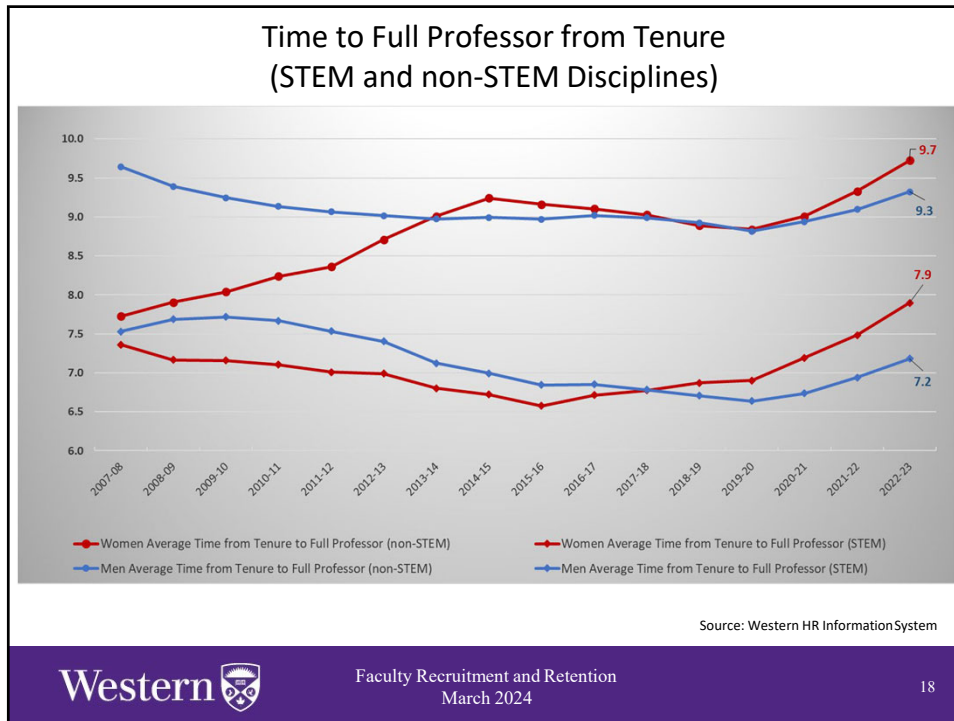


Faculty Recruitment and Retention
 March 2024



Faculty Recruitment and Retention
 March 2024

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Faculty Recruitment and Retention
 March 2024


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_____ from 2002-03 through 2017-18

Action	Women (n)	Men(n)	Total (n)
Granted Tenure	226 (77.66%)	306 (77.27%)	532 (77.44%)
Denied P&T	4 (1.38%)	13 (3.28%)	17 (2.47%)
Withdrew from P&T *	4 (1.38%)	10 (2.53%)	14 (2.04%)
Moved to Limited Term **	3 (1.03%)	2 (0.51%)	5 (0.73%)
Resigned	45 (15.46%)	52 (13.13%)	97 (14.12%)
Other	3 (1.03%)	2 (0.51%)	5 (0.73%)
Probationary Extension ***	3 (1.03%)	5 (1.26%)	8 (1.16%)
Still in Probationary Period ***	3 (1.03%)	6 (1.51%)	9 (1.31%)
Grand Total	291 (100%)	396 (100%)	687 (100%)

Outcomes for Probationary faculty who have entered the P&T cycle:

Action	Women (n)	Women %	Men(n)	Men %
Granted Tenure	226	96.58%	306	93.01%
Denied P&T	4	1.71%	13	3.95%
Withdrew from P&T	4	1.71%	10	3.04%
Grand Total	234	100.00%	329	100.00%



Faculty Recruitment and Retention
March 2024


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_____ from 2002-03 through 2017-18

Reason	Women (n)	% of Women Total	Men (n)	% of Men Total
Career Development and Salary	12	26.67%	17	32.69%
Family and Geography	27	60.00%	23	44.23%
Other	3	6.67%	6	11.54%
P&T Performance Problem	3	6.67%	6	11.54%
Grand Total	45	100.00%	52	100.00%

Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.
 *Includes only faculty under age 55 at the time of resignation



Faculty Recruitment and Retention
March 2024

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Reasons for Resignation: All Probationary and Tenured faculty resigning from 2004-05 through 2023-24

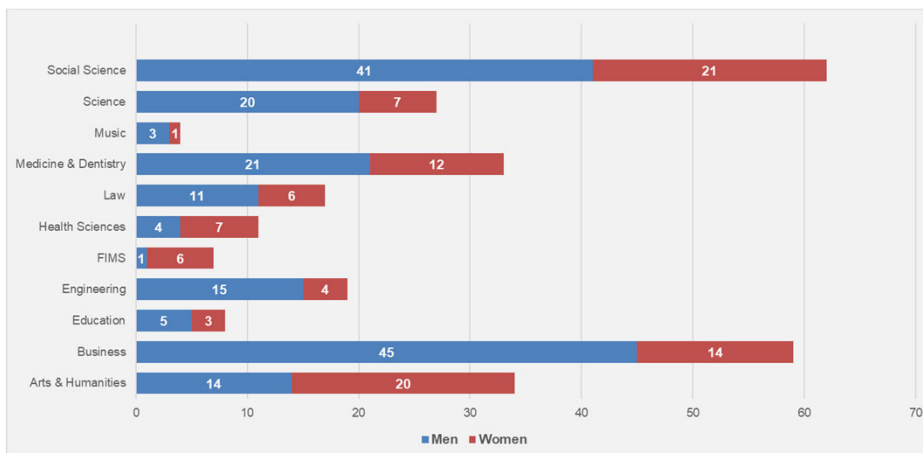
Reasons for Resignation	Women (N)	Women %	Men (N)	Men %
Career Development and Salary	44.5	44.06%	81.49	45.27%
Family and Geography	40	39.60%	49.83	27.68%
Other	10.5	10.40%	23.18	12.88%
Performance - Not Tracking to P&T	6	5.94%	25.5	14.17%
Grand Total	101	100.00%	180	100.00%

Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.
 **Includes only faculty under age 55 at the time of resignation

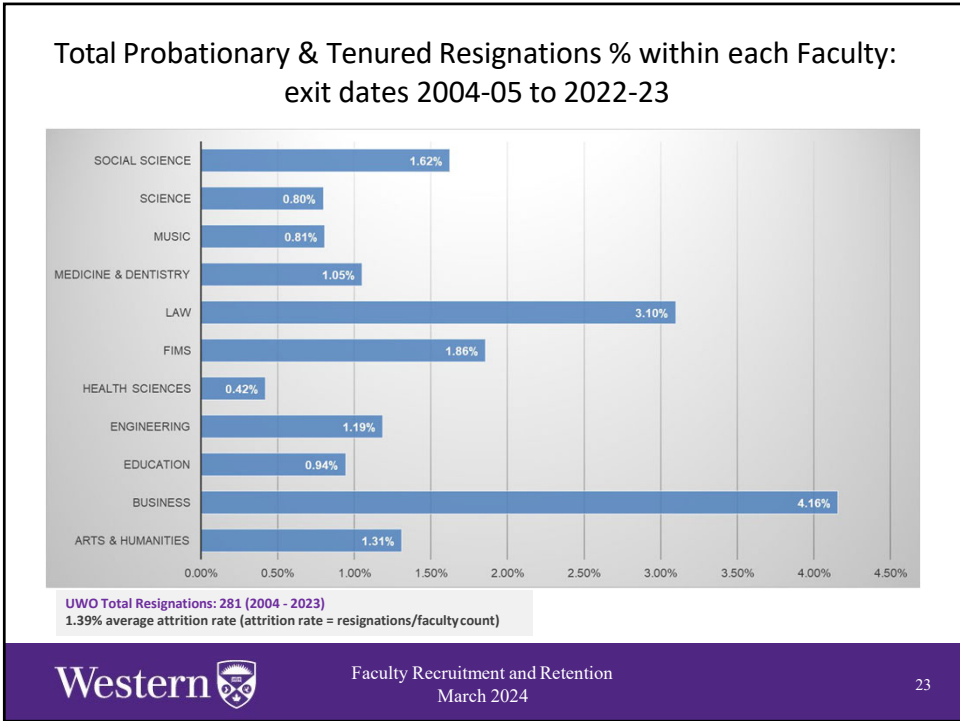


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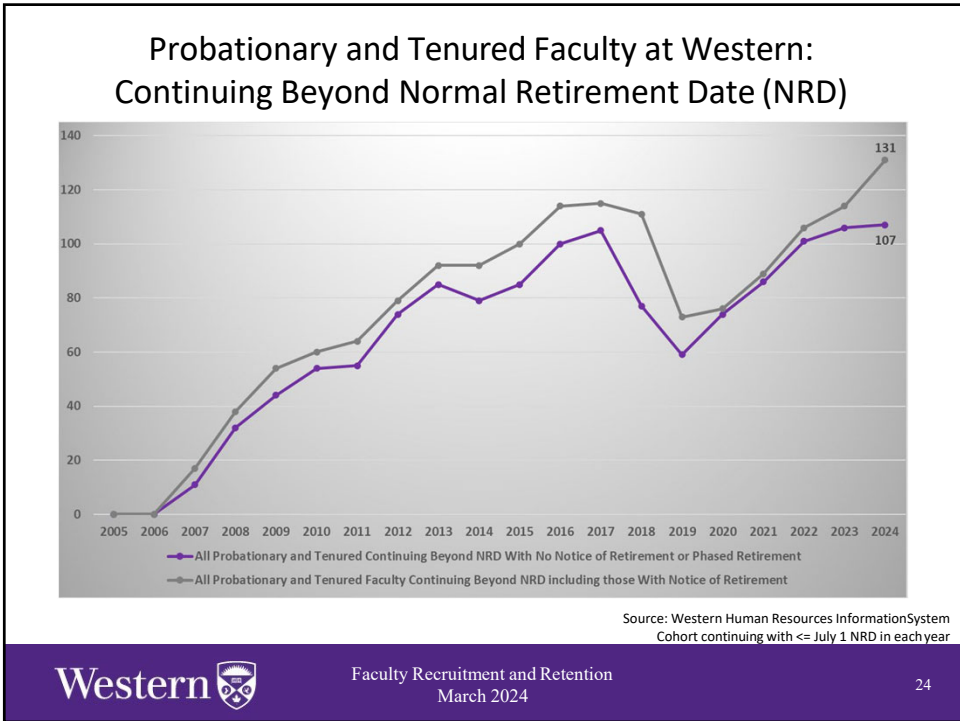
Total Probationary & Tenured Resignations by Faculty: resigning from 2004-05 to 2023-24



22



23



24

Section 2: Limited Term Appointments

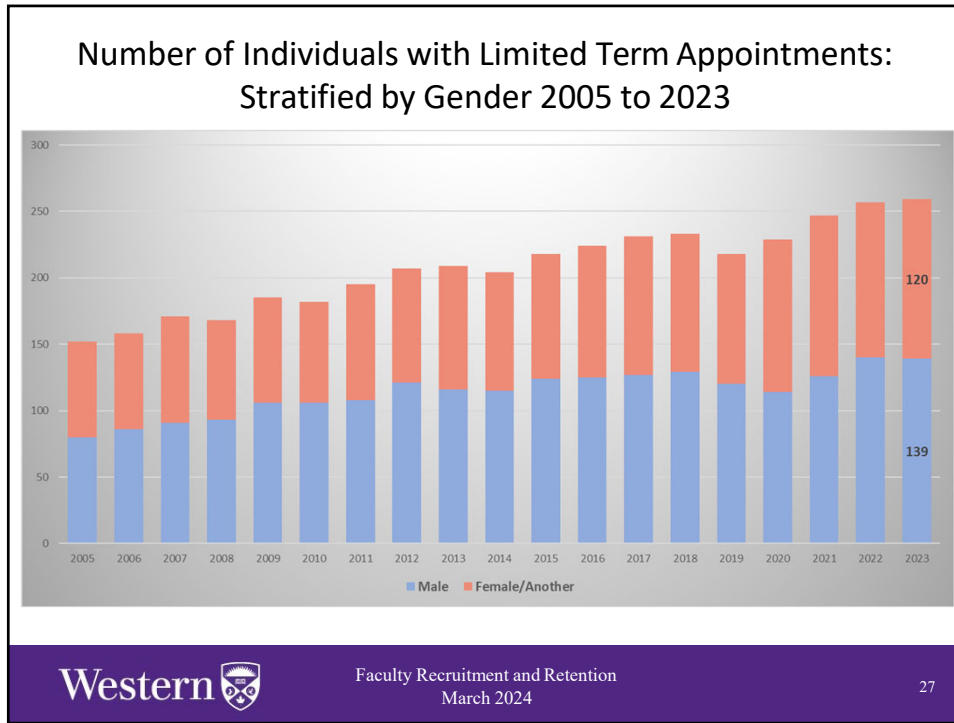
- Data are cross-sectional counts as of October 1, 2023;
- Includes Limited Term UWOFA faculty:
 - Those with fixed-term (with end date);
 - Full-time contract faculty “without end date”;
 - Full-time contract faculty who are “permanent”;
- Does *not* include:
 - Visiting faculty;
 - Externally funded faculty.

25

Key Observations from Slides 26 to 29 Limited Term (LT) Faculty

- On October 1, 2023 there were **259** LT faculty:
 - **120 (46.3%)** women or other gender equity-seeking group and **139 (53.7%)** men;
 - **165 (63.7%)** were at the Professorial ranks
 - **88 (34.0%)** had been employed ≥ 10 years (therefore are either “without end date” or “permanent” or eligible for “without end date” status at next renewal)
 - **146 (56.4%)** have been in LT contract status for <7 years
- Each vertical bar in slide 30 represents the workload (WL) of one LT individual; most LT faculty are teaching-intensive; other WLs are seen (e.g. Basic Scientists in a Clinical Department are often research-focused)

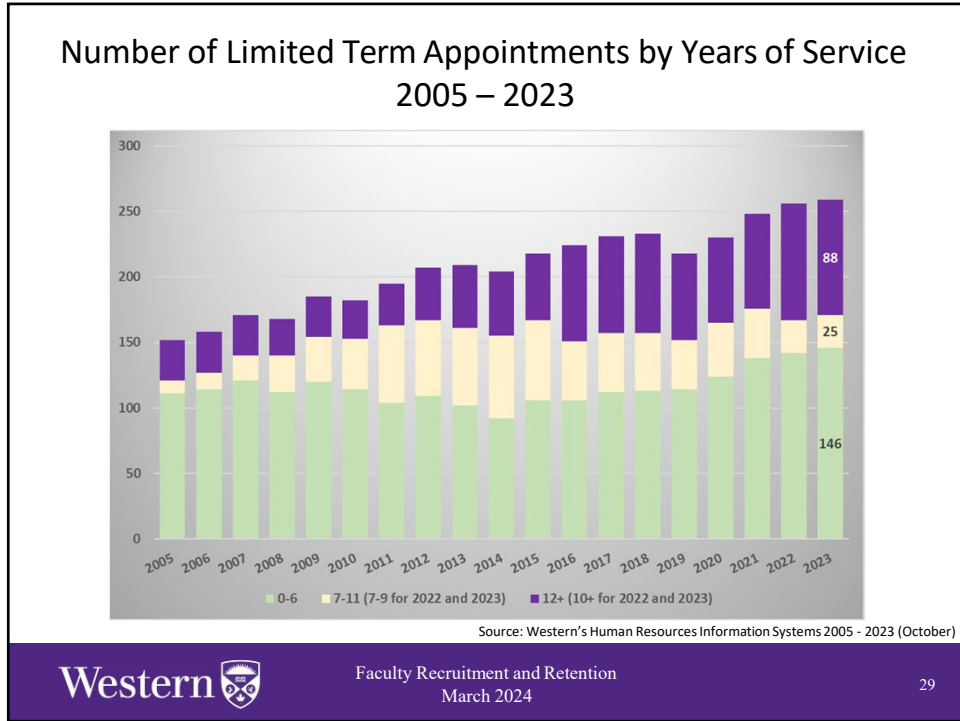
26



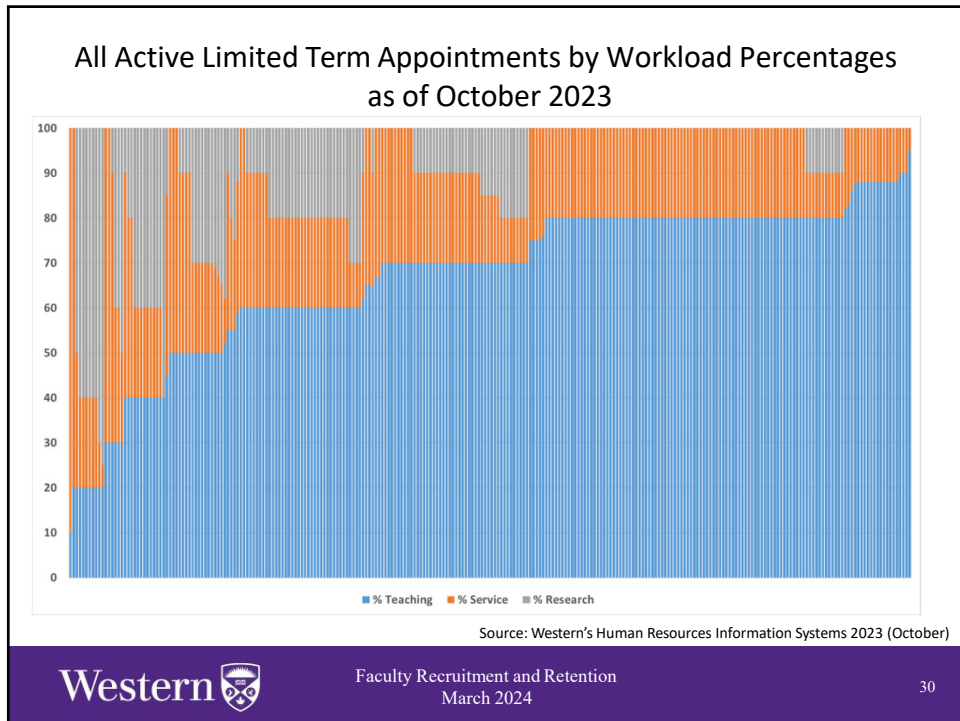
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28

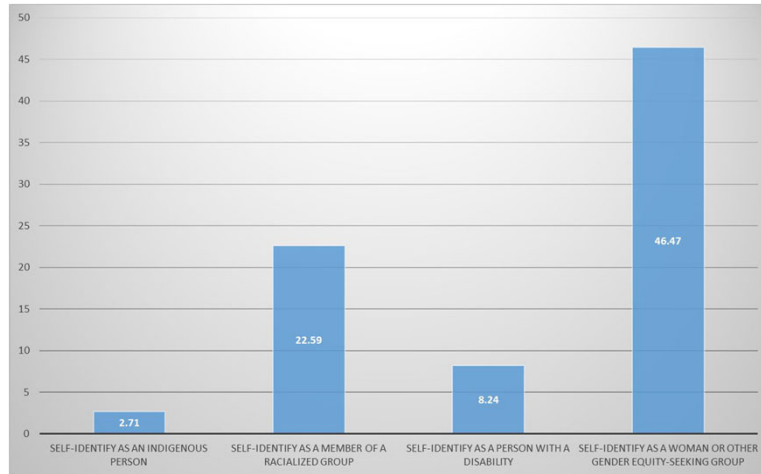


29



30

Full-Time UWOFA Faculty Respondents by Designated Group (Response Rate: 64.79% - Percentage of Total Headcount)



Source: Western Census Data as of August 2023



Faculty Recruitment and Retention
March 2024

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Section 3: Part-Time Faculty

- Count of individuals employed, by fiscal year, as part-time faculty including:
 - Limited Duties (LD) Appointments through competitive advertising (includes individuals with no other employment relationship with Western as well as Post-Retirement individuals, Extra-Load, and Graduate Students or Post Doctoral trainees who applied to an open LD competition) (please note: years of service slides exclude extra-load faculty members);
 - Standing Assignments and Course Authoring agreements;
 - Post Doctoral and Graduate Student Teaching Assignments hired under Appointments Article, Clause 3. d) of the UWOFA Collective Agreement;
 - Excludes LD Appointments at Trois-Pistoles.
- In fiscal 2022-23, there were **884** faculty teaching in part-time appointments; of these, **460** were UWOFA Part-Time Members (taught \geq a half-course in each of 2 of the last 3 fiscal years).



Faculty Recruitment and Retention
March 2024

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32

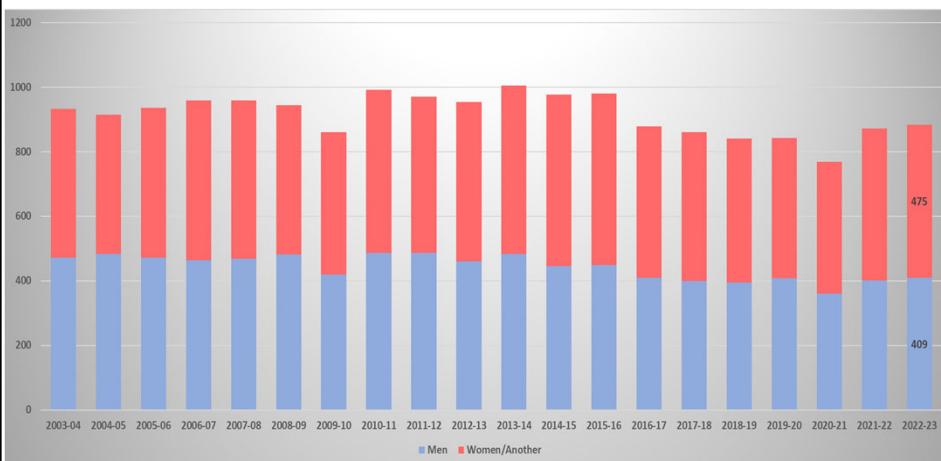
Key Observations from Slides 32 to 37 Part-Time, Non-Clinical Faculty

- Of the **884** faculty with a part-time appointment in fiscal 2022-23:
 - **475 (53.7%)** were women
 - **334 (37.8%)** were at a Professorial rank
- The number of part-time faculty varied by discipline (in Professional programs, this can reflect the part-time employment at Western of professionals employed elsewhere in the community);
- Most part-time faculty are employed for low teaching loads and short duration.



33

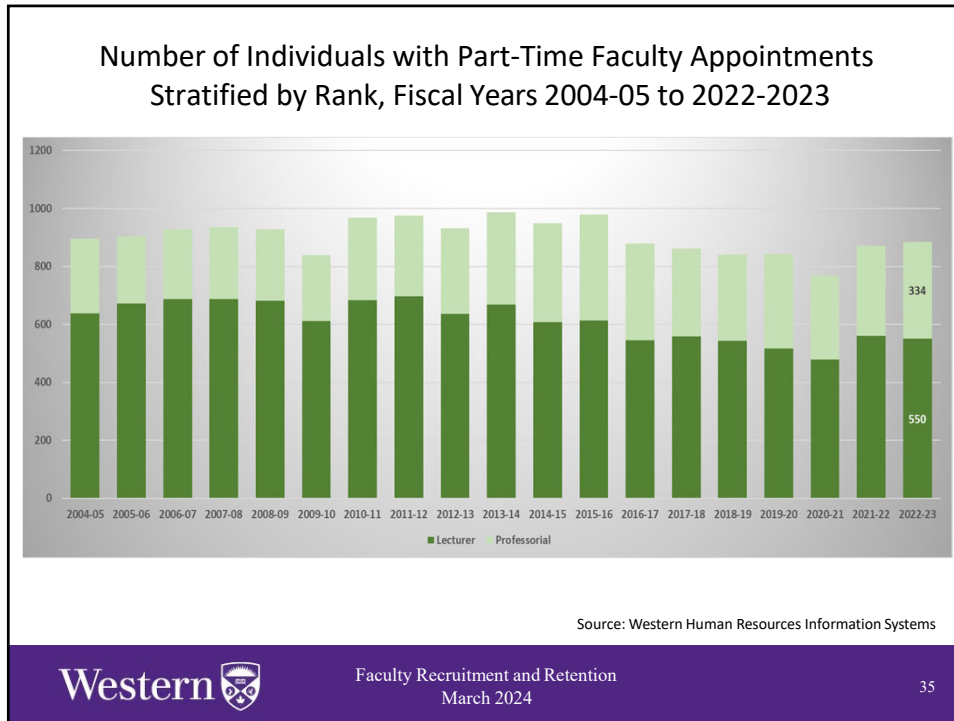
Number of Individuals with Part-Time Faculty Appointments, Stratified by Gender, Fiscal Years 2004-05 to 2022-23



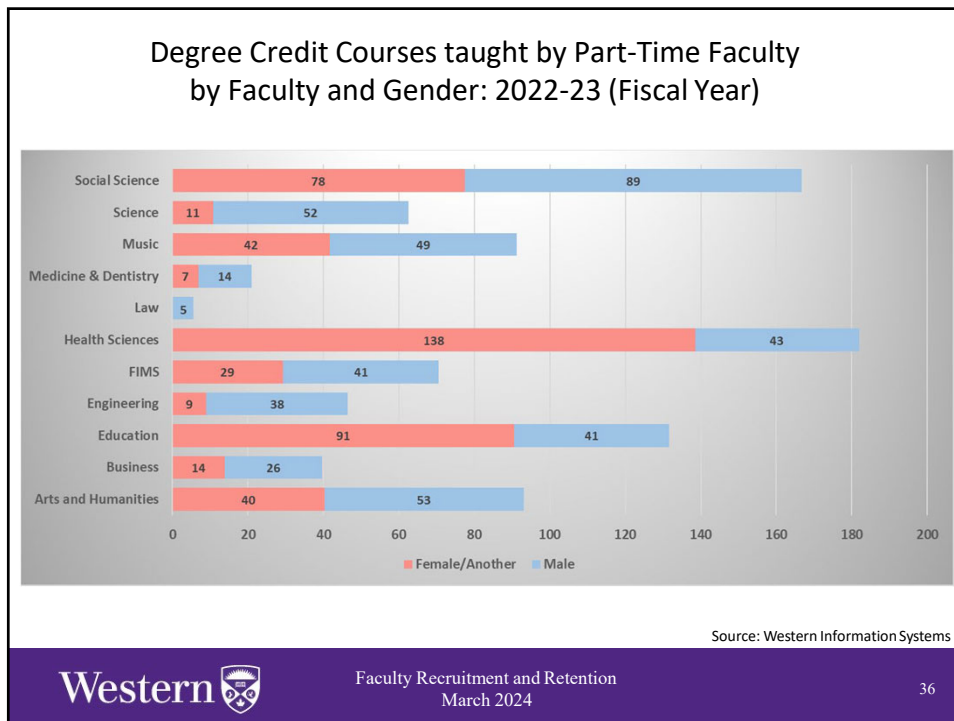
Source: Western Human Resources Information Systems



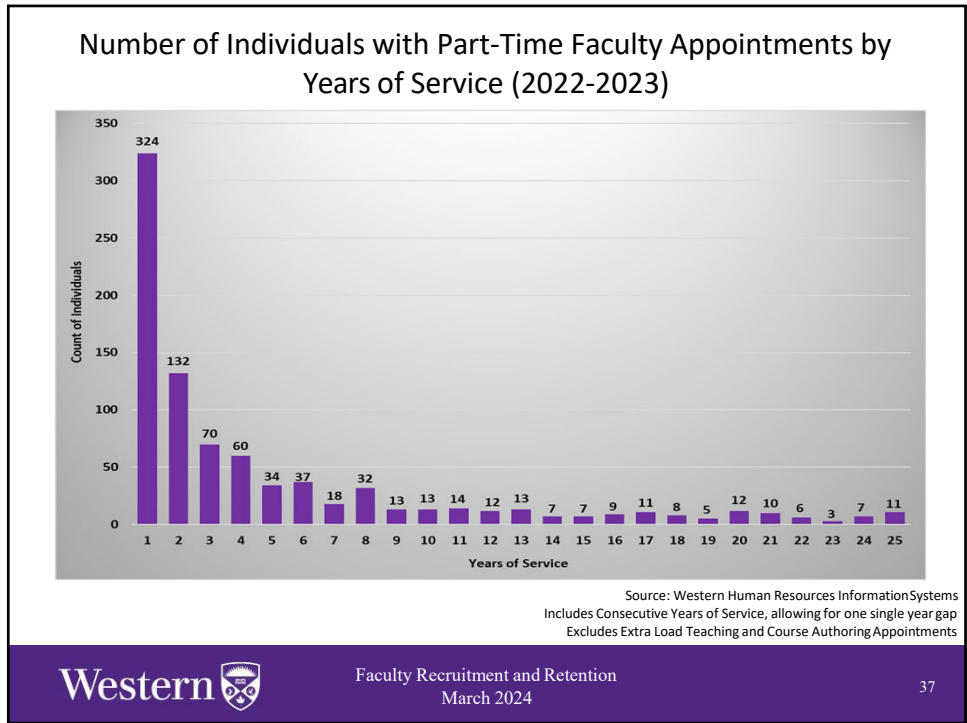
34



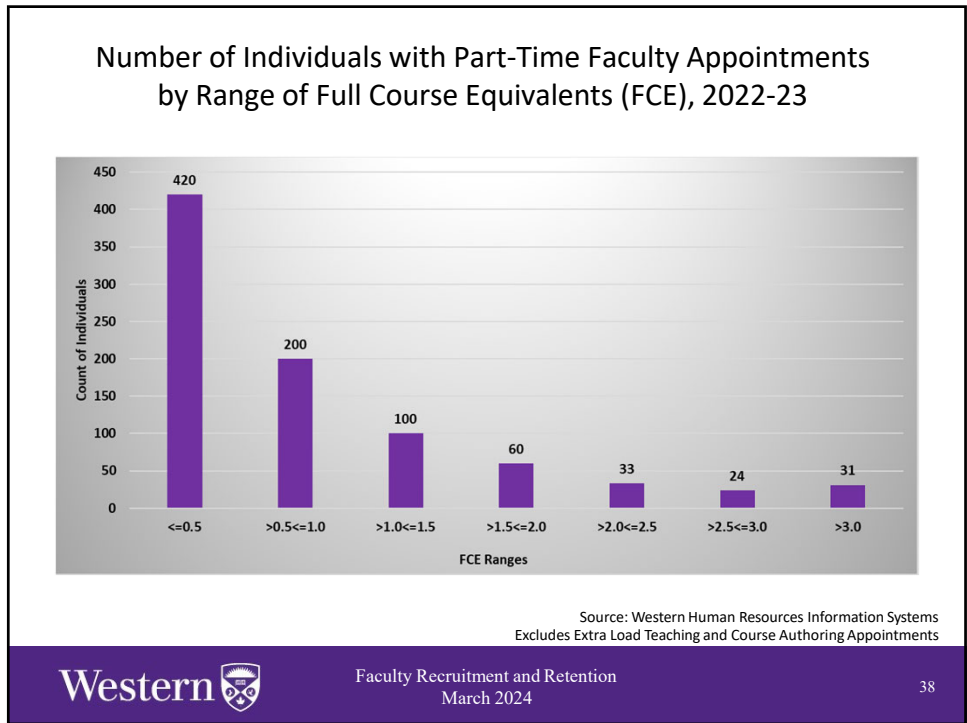
35



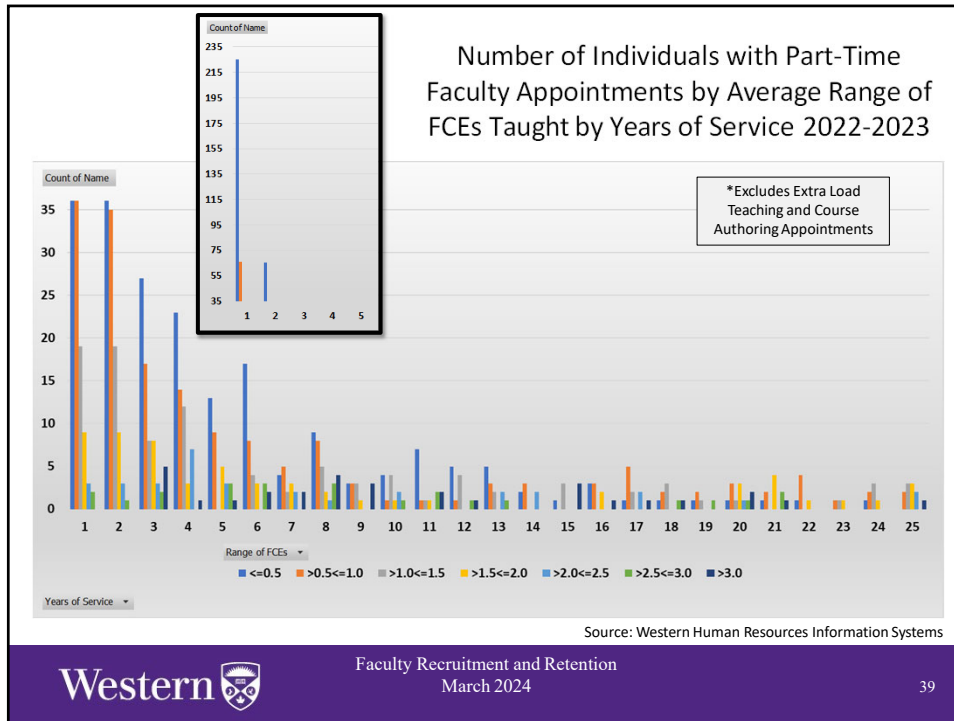
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39

Section 4: Full-Time Clinical Faculty

- Data are cross-sectional counts as of October 1, 2023;
- Includes Physicians in Schulich hired under the “Conditions of Appointment for Physicians” under the following appointment types:
 - Continuing Clinical Appointment;
 - Clinical Limited Term Appointment (some of these will go on to become Continuing Clinical Appointments since “Continuing Track” hires are initially Clinical LT).

Faculty Recruitment and Retention
March 2024
40

40

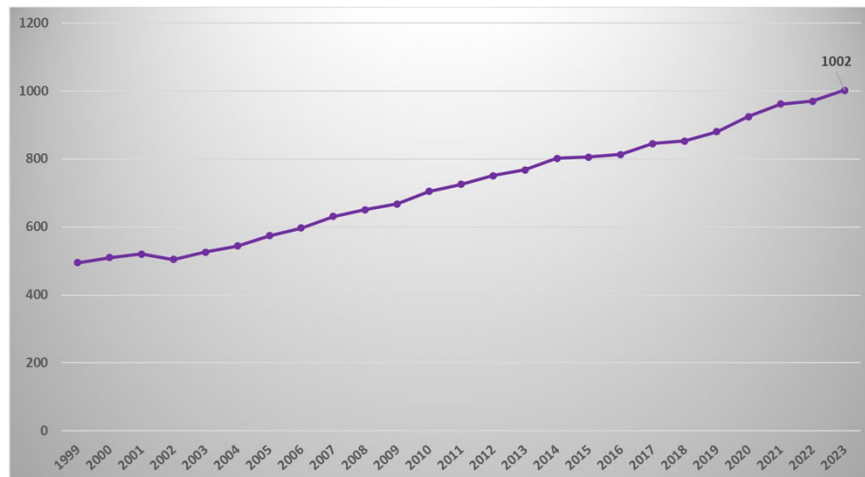
Key Observations from Slides 40 to 44: Full-Time Clinical Faculty

- The number of Clinical full-time faculty has been steadily increasing and is currently 1002;
- The percentage of women overall, inclusive of all career stages, has increased slightly and is currently 38.1%;
- The representation of women among those hired in 2022-2023 has increased over the previous year and is currently 34.8%;
- Annual resignation rates fluctuate due to small numbers.



41

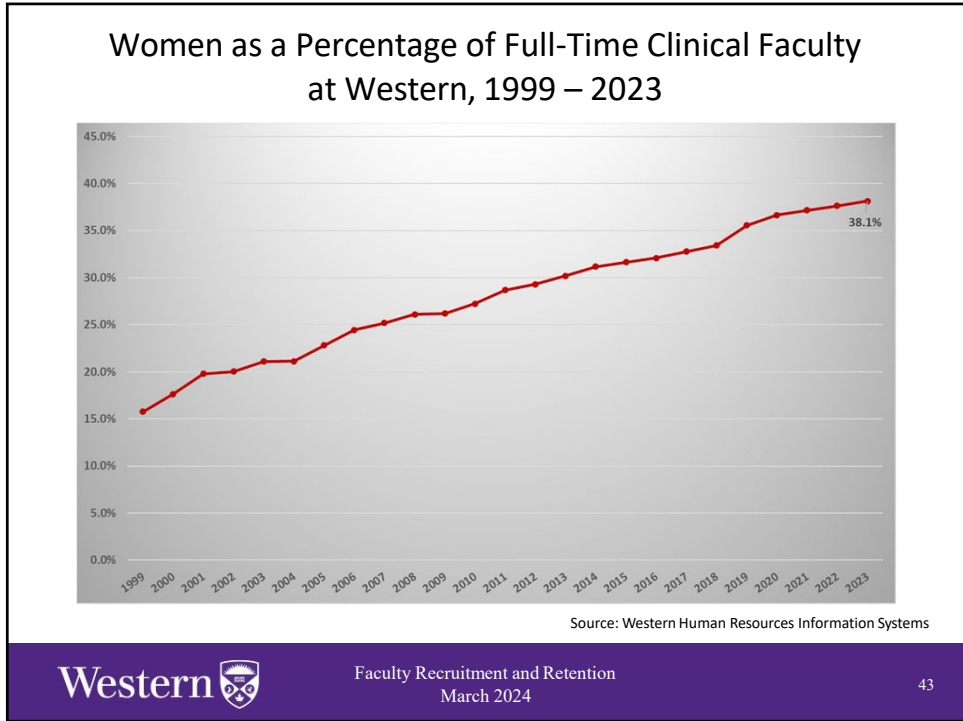
Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2023



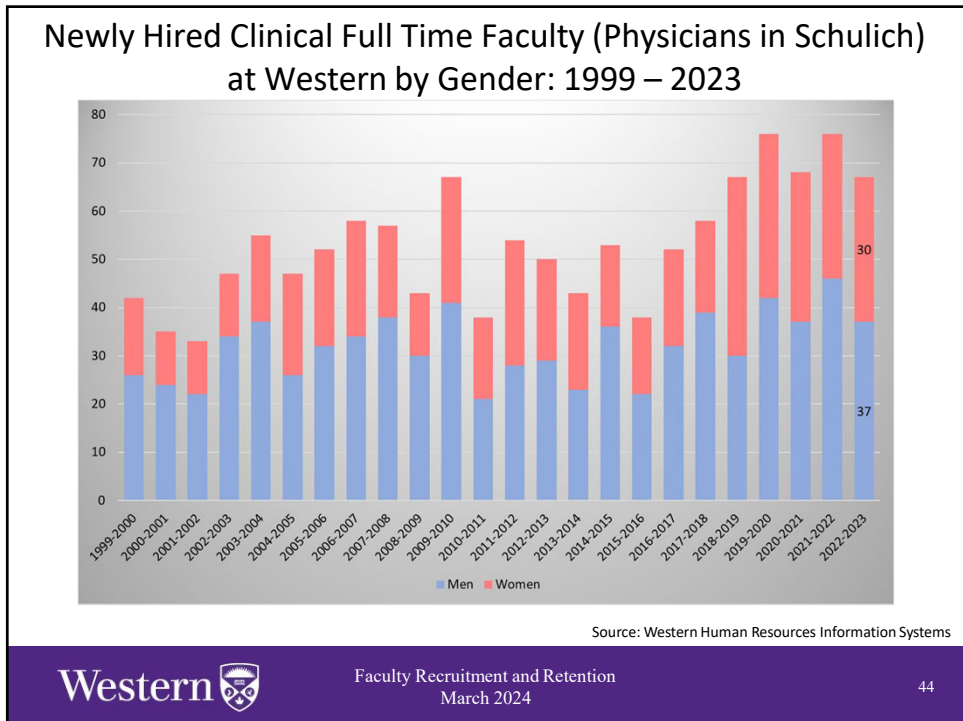
Source: Western Human Resources Information Systems



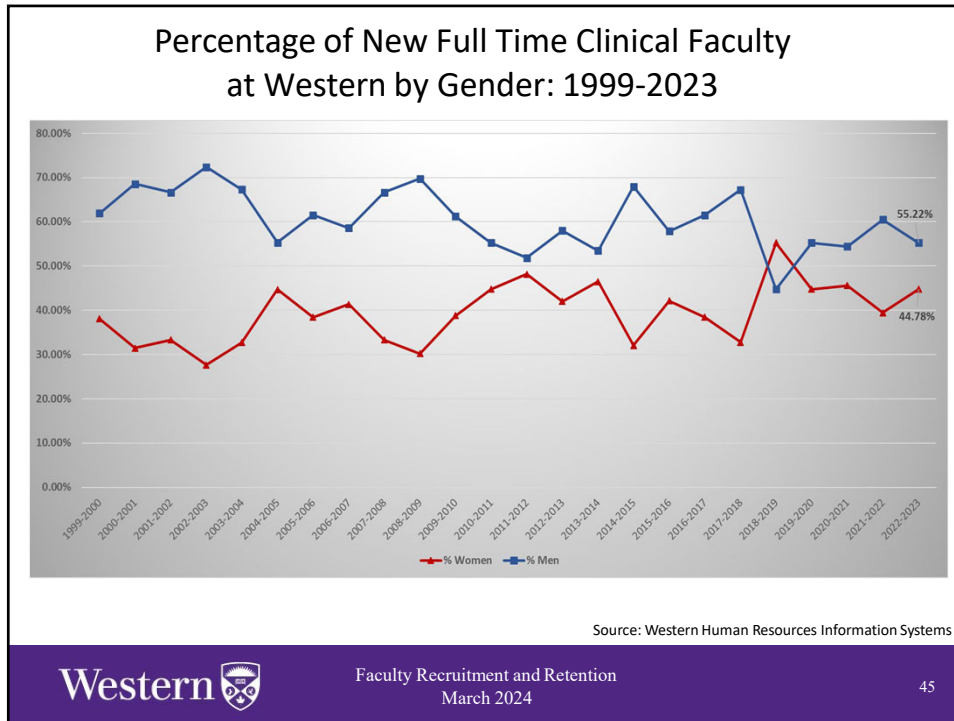
42



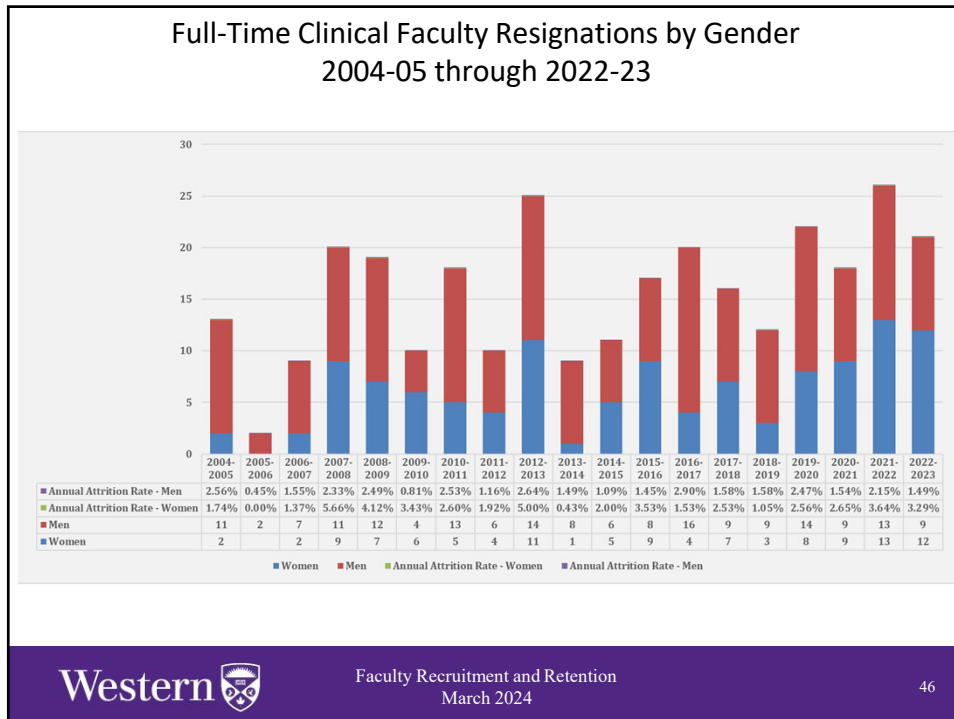
43



44



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46

For further information

- After presentation at SCUP, this report can be found at:
http://uwo.ca/facultyrelations/academic_planning
Reports: Recruitment and Retention Report 2024
- The report on Promotion and Tenure of UWOFA faculty, librarians and archivists, which is presented at the end of each promotion cycle, can be found at:
https://www.uwo.ca/facultyrelations/pdf/vice_provost/promotion-tenure-report-2023.pdf
- For additional information on academic staff, Institutional Planning and Budgeting's website contains additional data:
<https://www.ipb.uwo.ca/>

(Note: definitions, inclusion criteria and the dates at which data are collected will influence counts. Therefore, counts may differ slightly among reports prepared from different data sources and for different purposes.)

ITEM 5.4(d) – Report of the Senate Committee on University Teaching Awards (SUTA): Recipients of Western’s Excellence in Teaching Awards for 2023-24

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The recipients of Western’s Excellence in Teaching Awards are selected by the Senate Committee on University Teaching Awards (SUTA). The recipients of Western’s Excellence in Teaching Awards for 2023-24 were announced to Senate on April 18, 2024 as follows:

THE EDWARD G. PLEVA AWARD FOR EXCELLENCE IN TEACHING

John Paul Minda
Faculty of Social Science, Department of Psychology

Lauren Tribe
Faculty of Engineering, Department of Chemical and Biochemical Engineering

Eugene Wong
Faculty of Science, Department of Physics and Astronomy

THE MARILYN ROBINSON AWARD FOR EXCELLENCE IN TEACHING

Tiffany Bayley
Ivey Business School

Tyler Beveridge
Schulich School of Medicine & Dentistry, Department of Anatomy and Cell Biology

Maxwell Smith
Faculty of Health Science, School of Health Studies

WESTERN AWARD FOR INNOVATIONS IN TECHNOLOGY-ENHANCED TEACHING

Paul Mensink
Faculty of Science, Department of Biology

Two additional teaching awards were provided by the Office of the Vice-Provost (Academic Programs):

THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN COLLABORATIVE TEACHING

Maatookiiying gaa-miinigoowiziying (Sharing our Gifts): Indigenous Learning Bundles

Project Lead: Candace Brunette-Debassige, Faculty of Education

Project Collaborators:

Leadership Advisor: Kahente Horn-Miller, Carleton University

Indigenous Knowledge Holder: Liz Akiwenzie

Indigenous Lead Collaborators: Candace Brunette-Debassige, Sara Mai Chitty, Jennifer Komorowski (Toronto Metropolitan University), Erica Neeganagwedgin, Robyn K. Rowe (Queen's University), Sākihitowin Awāsis, Melissa Schnarr

Bundles Support Team: Aamir Aman, Abby Chapman, Tammy Johnson, Holly Pichette (Urban Iskew), Denise Quildon, Jodie Roach, Darr Sands (S & S Entertainment), Cindy Smithers Graeme, Liz Warwick

THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN ONLINE TEACHING AND LEARNING

Angela Mandelovici, David Bourget, and Christopher Viger

Faculty of Arts and Humanities, Department of Philosophy

ITEM 5.4(e) – Advice re: 2024-25 University Operating and Capital Budgets

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

Senate, at its meeting on April 19, 2024, reviewed the 2024-25 University Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets.

The Operating and Capital Budgets and setting of tuition fees are in the purview of the Board of Governors. The Senate may provide advice to the Board under the authority of Section 30(f) of the UWO Act:

The Senate may pass resolutions and make recommendations to the Board with respect to any matter connected with the administration of the University and the promotion of its affairs but this clause shall not be construed to subtract from the powers and duties conferred on the Board elsewhere in the UWO Act.

ATTACHMENT(S):

None.

ITEM 5.4(f) – School of Graduate and Postdoctoral Studies: Introduction of a Master of Teaching and Learning (MTL)

ACTION: APPROVAL INFORMATION DISCUSSION

RECOMMENDED: That, on the recommendation of Senate, and conditional on the approval by the Ontario Universities Council on Quality Assurance, the Board of Governors approve that effective September 1, 2024, a Master of Teaching and Learning (MTL) be introduced as shown in Item 5.4(f).

EXECUTIVE SUMMARY:

The Master of Teaching and Learning (MTL) is a cohort graduate-level teacher education program that aligns with Western’s status as a research-intensive university, and the profession’s need to prepare teacher candidates for a research-based, research-led practice. It will consist of six fields:

- 1) Primary-Junior
- 2) Junior-Intermediate
- 3) Intermediate-Senior
- 4) Primary-Junior French
- 5) Junior-Intermediate French
- 6) Intermediate-Senior French

Teacher Candidates will also select from a number of specialization areas in the program (for example, globalization, urban education, early childhood).

A version of a Master of Teaching degree was offered at Western until 1975, at which time, the degree was changed to a Bachelor of Education to align with other teacher education programs in Ontario at the time. The proposed MTL will replace the existing Bachelor of Education degree at Western University.

Board of Governors approval is required for the introduction of the MTL degree designation.

An external review of the program per Western’s Institutional Quality Assurance Process (IQAP) for the introduction of new programs was completed. The Final Assessment Report from the external review is attached.

ATTACHMENT(S):

[Extracted from the Brief for the Proposal of a Master of Teaching and Learning \(MTL\)](#)

[Final Assessment Report](#)

***Extracted from the Brief for the Proposal of a
Master of Teaching and Learning (MTL)***

INTRODUCTION

The requirements for Initial Teacher Education have changed significantly over the years. In 2015, Initial Teacher Education in Ontario doubled from two terms to four terms. Clinical teaching practicum was doubled from a minimum of 40 days to a minimum of 80 days. Despite the expansion of the program, the degree awarded to teacher candidates remained the same: a second entry undergraduate Bachelor of Education (B.Ed.) in all universities except the Ontario Institute for Studies in Education (OISE) at the University of Toronto. OISE's pre-existing Master of Teaching (MT) was grandfathered into the expanded Initial Teacher Education offering.

The Ontario Universities Council on Quality Assurance lays out 'Degree Level Expectations' (DLEs) for Bachelor's degrees, Honours Bachelor's degrees, Master's degrees and Doctoral degrees. Western's Initial Teacher Education program admits students who have already completed an undergraduate degree, thus having already satisfied the DLEs for undergraduate expectations prior to entering the professional program. According to the Council of Ontario Universities (COU), "A master's degree program builds on knowledge and competencies acquired during related undergraduate study, and requires more specialized knowledge and intellectual autonomy than a bachelor's degree program."¹

The knowledge, skills and competencies required of teachers has intensified. Some reasons for this include:

- advances and pace of change in technologies;
- increasing expectation for STE(A)M prioritization;
- ongoing curriculum reform;
- increasing social issues such as students experiencing mental health challenges, systemic racism, transphobia, poverty leading to food and housing insecurity, environmental crises; and
- ongoing marginalization/colonization of Indigenous peoples.

As professionals, teachers are expected to be lifelong learners, and transformative, reflexive practitioners informed by research. Pedagogical decision making that meets the needs of increasingly diverse student populations calls for teachers to be scholars of their practice.

The proposed Master of Teaching and Learning (MTL) is a cohort *graduate-level* teacher education program that aligns with Western's status as a research-intensive university, and the profession's need to prepare teacher candidates for a research-

¹ Council of Ontario Universities,(nd) Ensuring the Value of University Degrees in Ontario: A Guide to Learning Outcomes, Degree Level Expectations and the Quality Assurance Process in Ontario, p. 17, Council of Ontario Universities,

based, research-led practice. It will consist of six fields:

- 1) Primary-Junior
- 2) Junior-Intermediate
- 3) Intermediate-Senior
- 4) Primary-Junior French
- 5) Junior-Intermediate French
- 6) Intermediate-Senior French

Teacher Candidates will also select from a number of specialization areas in the program (for example, globalization, urban education, early childhood).

A version of a Master in Teaching degree was offered at Western until 1975, at which time, the degree was changed to a B.Ed. to align with other teacher education programs in Ontario at the time. The proposed MTL will replace the existing B.Ed. at Western University.

Western is appropriately positioned to be the second program in the province of Ontario to make this change, given the research-intensive focus of the program, the Faculty, and the institution. Western is consistently one of the top ranked Faculties of Education in Ontario and is the top-ranking Faculty in the TIMES higher education rankings at Western University. The MTL extends the expansive professional graduate program offerings currently offered at the Faculty of Education.

The MTL will be comprised of four terms taken consecutively across 16 months. This will ensure that its graduates enter the field more quickly thereby supporting the desperate need for schools struggling to find qualified teachers to fill their required teaching complements.

POTENTIAL MARKET

There is an existing and healthy market of students who apply to the B.Ed. and the Faculty anticipates application numbers to at a minimum remain stable, but likely rise with the MTL. Based on the extensive consultation of Teacher Candidates, board and community partners and Advisory groups, the Faculty anticipates that this change will be a very attractive alternative.

Consistent with the current B.Ed., an MTL requires applicants to have completed an undergraduate degree to qualify. However, given the increasing professional accountability, continual need to synthesize and analyze evidence-based approaches, doubling the length of the program required to be licensed and aligning with the strategic plans, it is time to acknowledge the degree level outcomes the program's students are required to meet, align with the Graduate Degree Level Expectations.

The need for teachers in Ontario and elsewhere has grown and is expected to continue to grow as it has elsewhere in the world. To date, the Faculty has a healthy number of applicants to the program, but are limited by the number of students it is permitted to take in the B.Ed. version of the degree. The Faculty hopes to be able to expand that number in a graduate degree.

DEMAND

Surveys and consultations for the past two year with Teacher Candidates, Board partners, and mandatory governance committees (that include Ministry of Education officers and Ontario Federation Affiliates) have overwhelmingly supported this development to see a two-year post-undergraduate degree be redesigned and recognized as a Master's degree. The need for graduates to engage as professionals who understand how to read, apply and produce research is long overdue.

The local school board Directors see this as an opportunity to create a joint campaign to attract candidates to the city where they can recruit them into full time jobs.

An inquiry-based Initial Teacher Education program prepares teachers to be reflective practitioners, expected to engage in practitioner research. This will help ensure that they are better able to make informed, research-based decisions about their classroom and pedagogical practices.

Being a scholar or research practitioner allows teachers to develop and deepen their understanding of the subject matter that they are teaching this in turn enables them to better connect with their students and create more engaging and in fact of learning experiences.

A Master's degree fundamentally affects the organization of the teacher education program and what teacher education is about. For example, the preparation of teachers in Finland, often held up to be a global model in teacher preparation and student outcomes, has embedded a research-based approach for more than 30 years.

Research demonstrates that teachers with advanced degrees are more effective in the classroom and had a significant positive affect on student achievement.

Since education is a constantly evolving field what was considered best practice a few years ago may no longer be relevant. By staying informed about the latest developments teachers can ensure that they are providing their students with the most effective and up-to-date education possible.

Graduating with an MTL does not change the initial pay governed by the Qualifications Evaluation Council of Ontario (QUCO). Advancing on the pay scale will require graduates to take courses through either Additional Qualifications (AQ) for Teachers, or courses from the suite of Master's in Professional Education that will be available to them.

DESCRIPTION OF THE PROGRAM

Consistent with Regulation 347 (Accreditation of Teacher Education Programs) and aligned with the research-intensive mission of the University and the Faculty, the MTL emphasizes *current research in teacher education* and *the integration of theory and practice in teacher education*.

The MTL is guided by six overarching pillars and major objectives:

Pillar	Objective
Research Practitioner	Teaching is an evidence-based practice.
Pedagogy	Evidence gathered from learners and scholarly inquiry shape effective approaches to instruction.
Learners and Inclusive Education	Effective learning environments support opportunities for growth for all learners.
Social Foundations	Education is shaped by society, culture, and policy.
Community	The practices of teaching and learning are engaged in, with, and by community.
Decolonization, Equity, Diversity, & Inclusion	Through education, injustices to those most marginalized can be ameliorated.

An inquiry-based Initial Teacher Education program prepares teachers to be reflective practitioners, expected to engage in practitioner research. This will help ensure that they are better able to make informed, research-based decisions about their classroom and pedagogical practices.

The design of the MTL centers the relationship between teaching and research through the coherent design of a program that provides an integrated series of opportunities for students to build up their knowledge, skills and understanding about the research that informs education. Students in the MTL will develop the capacity to make conceptual connections within and among courses, between various theoretical perspectives that shape the diversity of perspectives about education.

In this program, teacher candidates will shape questions that relate to significant issues in their own practica and alternative field experiences. They will read current research that relates to their topic focus, determine with the support of their Capstone Instructors appropriate actions and try them out, monitor the impact of their action, and then discuss and analyze their data vis-à-vis the research that has informed their inquiry.

Equipping Teacher Candidates with a solid understanding of the advanced field of educational research, of the need for interdisciplinary and cross-disciplinary practice and with experience engaged in designing, conducting and presenting research will enable them to engage in their professional practice from a scholarly stance.

Differences between B.Ed. and MTL Curriculum

The Faculty has designed a conceptual framework that guides the development of all courses within the program to ensure that it is positioning students as inquirers, and that over the course of the program, they will learn how to use existing research literature and data as required by the OCT.

Similarly, the Faculty has introduced a culminating Teacher Research Capstone Project which allows teacher candidates to work in collaboration with inquiry teams (including their Associate Teachers) and guided by a faculty member who has research expertise in the area, to pull together a meaningful project that addresses a real 'problem of practice' in the practicum setting that aligns with their area of specialization.

Some course names and descriptions will remain the same. Others will shift and become milestones (Capstone) supported by courses that will serve to introduce both the specialization area and the orientation to research inquiry appropriate for that area. However, what is done in those courses will change in alignment with the conceptual framework that has been put in place and has been described above.

Teacher Education is a fairly prescriptive, sequential program that is designed to ensure that graduates meet all of the accredited expectations of the OCT. The Graduate Level Expectations will be met through ensuring the program and course outcomes integrate opportunities for research-based and research-informed teaching, and the Experiential Learning through the Specialization courses and Capstone project ensure that Teacher Candidates meet the overall outcomes expected for a project-based Masters in Teaching and Learning program.

ASSESSMENT IN THE MTL

Assessment in the MTL is Pass/Fail. A 'pass' will be judged using a single point rubric, in which pass is equivalent to 76% in the numerical grading system.

Four practica totaling a minimum of 80 days are completed and are evaluated as either 'satisfactory or unsatisfactory'. Four successful practica must be completed before the Faculty can recommend a teacher candidate for licensing through the OTC.

DELIVERY METHOD OF THE MTL

The program will be offered in a blended format over four consecutive terms. Terms one

and two will be offered on campus and be fully on-site (with the occasional course having blended components). Terms three and four will be offered fully online (with the exception of Practica and Alternative Field Experiences, which will be on-site).

ADMISSION REQUIREMENTS

Applicants require a minimum 70% average on their best 10.0 university courses from an accredited university program. Normally, students will have completed four-year undergraduate degrees (20 full undergraduate credits). Exceptions may be made where the program is working to increase diversity from historically marginalized populations.

Admissions to an ‘Initial Teacher Education’ program are strongly influenced by requirements of the OCT. Within those requirements, the Faculty has consulted with its Board partners to prioritize areas of need in the profession annually, and have then collaborated with its university partners to create pathways for a set number of candidates to ensure diversity of high needs subject areas. Each year the Faculty reviews and renews or adds or concludes pathway agreements based on need.

Program Prerequisites

Applicants must meet prerequisite requirements of the Ontario College of Teachers to register in particular fields of the professional program (e.g., Primary-Junior, Junior-Intermediate, Intermediate-Senior in English and French). In order to teach in the secondary school system, applicants must have a predetermined number of prerequisites in 'two teachable' areas. (e.g., Math and Science, or English and History). There are additional pre-requisites for courses in each field.

Other Admission Components

- CASPer: Computer-Based-Assessment for Sampling Personal Characteristics:
- CASPer ‘SNAPSHOT’

Guaranteed Pathways

Advanced standing or guaranteed entrance agreements continue to be in place for the Teacher Education program with graduates from Arts and Humanities (Music, French), Varsity Athletes, Mathematics, Physics, Brescia, Huron and King’s University College.

Requirements for Admission

Applicants require a minimum 70% average on their best 10.0 university courses from an accredited university program. Normally, students will have completed four-year undergraduate degrees (20 full undergraduate credits). Exceptions may be made where the program is working to increase diversity from historically marginalized populations.

Admission to all Faculty of Education programs is competitive; fulfillment of minimum requirements does not guarantee admission. Admission to the program is a holistically based process with equal consideration given to academics, experience (from statement of intent), and professional/personal characteristics (from CASPer).

Experiential qualifications are considered in the final phase of the selection process. Applicants with 4-year degrees (or the equivalent in course work) receive preference in the admissions process. A 4-year degree provides for increased flexibility in program and future career choices.

Upon successful completion of all components of the MTL program, graduates are recommended to the Ontario College of Teachers (OCT) for certification.

Indigenous Access Program

Indigenous candidates who meet the minimum admission requirements will be given special consideration in the application process. In accordance with the Constitution Act, 1982, an Indigenous candidate is a First Nations, Inuit or Métis person of Canada. Applicants who wish to be considered through the Indigenous Access program must provide proof of native status (such as a copy of status card or letter from the band). Indigenous Access applicants are invited to contact the Teacher Education Office at the Faculty of Education for further information.

Equity Admission

The Faculty of Education is strongly committed to equity, diversity and inclusivity in all that it does. For a designated number of places in the MTL, preference will be given to members of First Nations, Inuit and Métis Peoples, and to those disadvantaged and discriminated because of their race, religion, gender, sexuality, socio-economic status, ability and/or other factors identified by the applicant. Those wishing consideration under the equity admissions process must submit the Equity Admission Application by the application deadline to the Teacher Education Office.

English Language Proficiency

For admission to the Faculty of Education, all applicants must:

- a) speak English as a first language; OR
- b) provide documentation confirming at least three years of full-time study (or the equivalent in part-time study) in an accredited university or college where the language of instruction and of examination was English and which was located in a country where the first language is English; OR

c) provide an official statement of results on a test of English language proficiency; the statement is required before an offer of admission can be made, and must indicate at least the minimum levels of proficiency established by Western.

DEGREE REQUIREMENTS

The program consists of four consecutive terms (16 months). Terms one and two are completed on-site, and consist primarily of the curriculum and pedagogy courses, the core shared courses and mandatory portions of the Transition to Professional Practice. Terms three and four allow candidates to specialize in their field and engage in research inquiry within their specialization as it connects to their practicum and alternative field experiences. They will also have opportunities to take some electives and additional courses in the final two terms. Term three and four are entirely online. Students engage from their practicum placements and alternative field experiences wherever they are in Ontario or internationally.

Sequence of Mandatory Core and Elective Courses per field (Primary-Junior, Junior-Intermediate, Intermediate-Senior in both English and French)

All students will complete a sequence of mandatory, core courses.

Courses will orient the student to: a) becoming a teacher; b) principles and practices of active research; c) standards of the profession and ethical practice and d) principles of Equity, Diversity, Inclusion and Decolonization (EDI-D). They will be organized according to stream (Primary-Junior, Junior-Intermediate, Intermediate-Senior in both English and French).

The courses in the table below will be offered annually.

Course Number	Course Title
TL 9007	Social Foundations
TL 9012	Psychological Foundations
TL 9423	Indigenous Education: Decolonizing Pedagogy for Teachers
TL 9018	Mental Health Literacy and Safe Schools
TL 9173	Curriculum and Pedagogy in Elementary Language Arts
TL 9177	Curriculum and Pedagogy in Elementary Social Studies
TL 9178	Curriculum and Pedagogy in Elementary Science & Technology
TL 9180	Teaching and Learning Mathematics (PJI)
TL 9172	Curriculum and Pedagogy in Elementary Health & Physical Education
TL 9107	French as a Second Language at the Elementary and Secondary Level

Course Number	Course Title
EDU 9175	Curriculum and Pedagogy in Elementary Music
TL 9171	Elementary Visual Arts
EDUC 9179	Curriculum and Pedagogy in Elementary Drama & Dance
TL 9437	Adaptive Instruction in Reading and Writing
TL 9439	Supporting English Language Learners
TL 9107	French as a Second Language at the Elementary and Secondary Level
TL 9208	Curriculum and Pedagogy in Intermediate/Senior English
TL 9210	Intermediate/Senior Family Studies
TL 9220	Curriculum and Pedagogy in Intermediate/Senior Health & Physical Education
TL 9136	Teaching and Learning Mathematics
TL 9467	Computational Modelling in Mathematics and Science Education
TL 9236	Mathematics for Teachers
TL 9137	Curriculum & Pedagogy in Elementary Music for Specialists (J/I)
TL 9239	Curriculum & Pedagogy in Instrumental Music (J/I/S)
TL 9237	Curriculum & Pedagogy in Vocal Music (I/S)
TL 9138	Curriculum & Pedagogy in Religious Education for the Intermediate Grades
TI 9238	Curriculum & Pedagogy in Religious Education for the Senior Grades
TL 9223	Intermediate/Senior General Science
TL 9202	Curriculum and Pedagogy in Senior Biology
TL 9205	Curriculum & Pedagogy in Senior Chemistry
TL 9221	Curriculum & Pedagogy in Senior Physics
TL 9241	Curriculum and Pedagogy in Senior Environmental Science
TL 9214	Intermediate/Senior Social Sciences and Philosophy
TL 9212	Curriculum and Pedagogy in Canadian & World Studies
TL 9107	French as a Second Language at the Elementary and Secondary Level
TL 9439	Supporting English Language Learners
TL 9457	A Pedagogy of Multiliteracies
TL 9425	Teaching Grades 7 & 8
TL 9001	Psychology (Part 1)
TL 9460	Curriculum, Pedagogy, and Learning in Early Childhood (Part 1)
TL 9464	French as a Second Language at the Elementary and Secondary Levels (Part 1)
TL 9470	International Education in a Globalizing World: Toward Cosmopolitan Learning (Part 1)

Course Number	Course Title
TL 9485	Designing Aesthetic Experiences for Young Mathematicians (Part 1)
TL 9465	STEM Education (Part 1)
TL 9477	Urban Schools
TL 9445	Teaching in Roman Catholic Elementary Schools
TL 9472	Teaching Abroad: Opportunities and Challenges
TL 9458	2SLGBTQI+ Studies in Education
TL 9499	Parent Engagement and Supporting Newcomer and Minoritized Families
TL 9426	Ecojustice and Climate Action in Education
TL 9424	Teaching for Equity & Social Justice
TL 9440	Supporting Struggling Readers and Writers in the Secondary Classroom
TL 9446	Teaching in Roman Catholic Secondary Schools

Milestones

a. Experiential Inquiry: Specialization Areas within Fields

All students will choose an area of specialization, identified in their application to the program. Specialization areas will consist of two half courses, with the first course in their Specialization area providing the *critical theoretical/conceptual framing* for students to develop their own deeper inquiries within the program. Those inquiries will link to their Practica, and/or Alternative Field Experience (AFE) or community outreach. The second course in the specialization *brings their inquiry into a project* designed to be completed collectively in groups, culminating in a 'Teacher Research Capstone Project' (TRCP) alongside their professional competencies. The TRCP represents a milestone of this professional master's degree.

The TRCP may address a problem of practice identified from a year 1 practica or an area of interest they would like to pursue through their AFE and informed by their area of Specialization. The outcome will include possible solutions or adaptations to their practice stemming from their problem of practice that can be implemented to transform their teaching.

The TRCP must align with the OCT Standards of Practice: Commitment to student and student learning, professional knowledge, professional practice, leadership in learning communities, and ongoing professional learning. The TRCP is intended to be completed in teams, building on the Community pillar of the program.

b. Transition to Professional Practice (T2P)

Presentations, workshops and professional development series are offered throughout the Teacher Education program. “Transition to Professional Practice” (T2P) is designed to supplement course work and provide candidates with additional knowledge and skills necessary to enter the teaching profession. Some components of T2P are COMPULSORY, some are optional. Compulsory examples are provided by the Ontario College of Teachers and Ontario Teachers’ Federation affiliates. The flexibility of the program allows us to address new initiatives introduced by the Ministry of Education (e.g., Math Proficiency Test) and social issues that arise and need a timely response (e.g., Islamophobia, new OCT advisories and so on).

c. Professional Practice Record

A consistent practice of all Teacher Candidates as part of T2P across all four terms, is the participation in small, interdisciplinary groups of 12 that span the range of levels and specialization under the guidance of a Master Teacher Mentor. In these groups, Teacher Candidates will create and maintain a Professional Practice Record, and ensure that in this space, they are able to consolidate their learning across courses, practicum and AFE. External review of the PPR will be conducted annually with leaders from the Faculty’s board partners serving as external reviewers.

d. Practicum

Candidates are assigned three practice teaching blocks in assigned schools, one block in each of the first two terms, and an extended block in term 4. At the end of each practicum, the Associate Teacher prepares a written evaluation. The Teacher Education office is responsible for the placement of candidates in a practicum setting. Over the three practicum blocks, candidates will acquire a minimum of 80 and possibly up to 100 days of practice teaching experience.

e. Academic Integrity Module

All incoming graduate students are required to complete the SGPS Academic Integrity Module in order to progress beyond the first term of their degree.



**Master of Teaching and Learning
Final Assessment Report & Implementation Plan
September 2023**

Faculty / Affiliated University College	Education	
Degrees Offered	Master of Teaching and Learning (MTL)	
Date of Introduction	September 1, 2024	
Approved Fields	Primary-Junior Junior-Intermediate Intermediate-Senior	Primary-Junior French Junior-Intermediate French Intermediate-Senior French
External Reviewers	Dr. Douglas McDougall, Department of Curriculum Teaching and Learning, University of Toronto	Dr. Kirk Anderson, Faculty of Education, Memorial University
Internal Reviewer	Dr. Dianne Bryant, Assistant Dean of Graduate Programs, Faculty of Health Sciences	Julia Brott, PhD Candidate Anatomy and Cell Biology
Date of Site Visit	July 4 & 5, 2023	
Date Review Report Received	August 22, 2023	
Date Program/Faculty Response Received	Program: September 1, 2023 Faculty: September 20, 2023	
Evaluation	Approved to Commence	
Approval Dates	SUPR-G: January 22, 2024 ACA: February 7, 2024 Senate: February 15, 2024	
Year of First Review	2031-2032	
Progress Report	June 2027	

Overview of Western’s Program Proposal and Approval Process

In accordance with Western’s Institutional Quality Assurance Process (IQAP), the Final Assessment Report (FAR) provides a summary of the new program proposal, report prepared by external reviewers, internal responses, and assessment and evaluation of the Master of Teaching and Learning Program to be delivered by the Faculty of Education, Western University.

This FAR considers the following documents:

- the program’s proposal brief;
- the external reviewers’ report;
- the response from the academic unit; and
- the response from the Dean, Faculty of Education

This FAR identifies the strengths of the proposed program and opportunities for program enhancement and improvement, and details the recommendations of the external reviewers – noting those recommendations to be prioritized for implementation.

The Implementation Plan details the recommendations from the FAR that have been selected for implementation, identifies who is responsible for approving and acting on the recommendations, specifies any action or follow-up that is required, and defines the timeline for completion.

The FAR (including Implementation Plan) is sent for approval through the Senate Graduate Program Review Committee (SUPR-G), ACA and Senate. Following institutional approval, it is then submitted for approval to the Ontario Universities’ Council on Quality Assurance.

Executive Summary

The Master of Teaching and Learning (MTL) is a cohort graduate-level teacher education program that aligns with Western’s status as a research-intensive university, and the profession’s need to prepare teacher candidates for a research-based, research-led practice.

A version of a Master in Teaching degree was offered at Western until 1975, at which time, the degree was changed to a Bachelor of Education to align with other teacher education programs in Ontario at the time. The proposed MTL will replace the existing Bachelor of Education (B.Ed.) degree at Western University.

The MTL is a four-term (16 month), blended, graduate-level program. Terms one and two to be completed on-site at Western’s Faculty of Education. Terms three and four will be completed virtually, drawing on the faculty’s decades of expertise in designing and offering high quality full-distance Continuing Education programs and graduate degrees. Upon successful completion of the program, teacher candidates will be recommended to the Ontario College of Teachers for a Certificate of Qualification and Registration,

which will certify them to teach in Ontario schools. Consistent with current enrolment in the B.Ed. program, the projected intake for the MTL would be 350 Teacher Candidates, with total enrolment at 700.

Strengths and Innovative Features Identified by the Program

- As a new research-based teacher education program working toward the development of reflective and inquiry-oriented teachers, the program aims to:
 - Engage teacher candidates more directly in the ongoing research of its faculty to enable Teacher Candidates to learn through research experience in situ.
 - Equip Teacher Candidates with a solid understanding of the advanced field of educational research, of the need for interdisciplinary and cross-disciplinary practice and with experience engaged in designing, conducting and presenting research that will enable them to engage in their professional practice from a scholarly stance.
- The program's 16-month duration will ensure that graduates enter the field more quickly thereby supporting the need for schools struggling to find qualified teachers to fill their required teaching complements.
- The fully online component in the second half of the program, provides flexibility for teacher candidates who are trying to complete their education while working in this high demand context.
- Expansive practicum agreements with approximately 44 school boards across Ontario, including private and fully virtual schools.
- Faculty researchers, many of whom with international reputation, are well equipped to bridge the frequently cited gaps between theory and practice; which also aligns the department with the University's strategic vision.
- A Teacher Research Capstone Project (TRCP) allows teacher candidates to address a problem of practice identified from a year one practica or an area of interest they would like to pursue through their Alternative Field Experience and informed by their area of Specialization.
- Admission pathways have been created to ensure the recruitment of diverse candidates.

Proposal Preparation and Review Process

Consultations have been ongoing from 2020 to 2023, which includes inquiries with the University's policy governance bodies, a Faculty retreat held in April 2022, and information gathered through surveys. An overview of the groups consulted is presented below:

- All faculty through Academic Research Clusters (Fall, 2021; Spring 2022; monthly in 2023)
- Teacher Education Design Group (representation of Faculty; 2021-2023)
- Ministry of Education, Ministry of Colleges and Universities, April 12, 2021 and in February 2023

- Ministry of Education, May 5, 2021
- Ontario College of Teachers, November 22, 2021 and in January 2023
- Federations (TELC October 26, 2021) monthly from Jan 2022 to Feb 2023
- Education Graduate Student Association in 2022
- Education Students Council: 2022 (survey) 2023 (meetings)
- School Board Partner Advisory Teams (Jan-Feb 2022; Sept-Feb 2023)
- Survey (all teacher candidates and instructors in December 2022)
- Local Board of Education Directors (February 2023)
- Ministry Mandated Teacher Education Advisory Committee, January 31, 2023
- Ongoing programmatic research in Teacher Education (includes Associate Teachers, Advisors, Instructors, Faculty and Teacher Candidates) (from 2020 – present)
- Open Townhall on January 20, 2023

Following approval to proceed with an external review, a review committee was struck comprising two external reviewers, one internal reviewer and one student reviewer. Reviewers were provided with the program proposal brief in advance of the scheduled review and then met in-person over two days with the:

- Vice-Provost, School of Graduate and Postdoctoral studies
- Vice-Provost, Academic Planning, Policy and Faculty
- Dean, Faculty of Education
- Associate Dean, Teacher Education
- Director of Academic Quality and Enhancement
- Director, Thames Valley District School Board
- Teacher Education Design Group
- Teaching Education Liaison Committee
- Faculty Members (Full and Part-time)
- Program Coordinator
- Community Relations and Space Coordinator, Office of Indigenous Initiatives
- Program Staff
- Graduate Student Instructors
- Teacher Candidates
- Head, Collections & Content Strategies, Western Libraries

Following the virtual site visit, the external reviews produced a comprehensive review report with recommendations which was sent to the academic unit and the Dean, Faculty of Education for review and response. These formative documents, including the new program proposal brief, the external reviewer report, and the Program and Faculty responses, have formed the basis of this summative assessment report of the proposed Master of Teaching and Learning Program.

Summative Assessment – External Reviewers’ Report

External reviewers shared that *“The transition from an undergraduate teacher education program to a master-level graduate teacher education program requires great insight and planning. It is clear that the administration, faculty, staff and students have been engaged in a two-year process to get to this stage. We commend the leadership and faculty for their insights and innovation in the development of the new MTL program.”* And that, *“There seems little doubt that this faculty can achieve this transition”.*

Strengths and/or Unique Aspects of the Program

- Positioning of in-person and online sections balances both program strengths, student learning experiences and reduces economic impact on students and enhance program’s accessibility for persons in rural and Indigenous communities.
 - Core faculty, administration, staff, and specialization chairs were well in tune with this transition and were quite supportive. They are leading practitioners and scholars in this type of learning medium.
- Knowledgeable faculty, staff, adequate technology, and a strong history of distance education aid to ensure the program’s success.
- The upgraded research focus of the program is aligned with the future of teacher education which is likely to be at the graduate level.
- Proposed program components are a creative pedagogical response to emerging modes of delivery – 1) the unique Teacher Research Capstone Project which foregrounds research; 2) impressive variety of courses covering major areas in the field of education.
- The Faculty has a history of gathering data on their program, with regular surveys about the quality of the program. The program also has a strong Teacher Education Advisory Committee that would continue to be a sounding board and a feedback partner through the implementation phase of the new program.
- Competent program administrators, who are effectively managing this transition and are capable of addressing gaps in the implementation process.
- Western University leads in teacher education in many areas and already offers a variety of innovative masters programs as well as doctoral level studies.

Opportunities for Program Improvement and Enhancement

- There appeared to be some mixed messaging around the use of a statement of intent as part of the admission process – ensure that the approach is clear. *(In relation to Recommendation # 1)*
- Clarify varied understandings across the program community about the role of the Teacher Research Capstone Project (TRCP) and how it might be completed. *(In relation to Recommendation # 2)*
- The faculty may need to review the use of alternative field placements in the MTL to increase students’ ability to access these experiences – particularly given the

added commitment of the TRCP. (*Tangentially connected to Recommendation # 2*)

- Clarify any concerns or misunderstandings among Faculty in relation to the parts of the program that will be instructed online. (*In relation to Recommendation # 3*)
- If feasible, consider having students back on campus towards the end of Year 2 in relation to the capstone project and to enhance and/or supplement the online learning experience. (*In relation to Recommendation # 4*)
- The change to the MTL may cause some confusion in the use of the word ‘master’ when referring to “*Master teacher Mentors*”. (*In relation to Recommendation # 5*)
- Ensure a clearly articulated approach to how assessment practices for the field experiences, courses, and the capstone project are changing as part of the transition to a graduate program. (*In relation to Recommendation # 6*)
- Review the use of PASS/FAIL as this could impose limitations on students’ access to future advanced academic pursuits which require a numerical grade. (*In relation to Recommendation # 7*)
- Consider ways to mitigate the effects of any potential increases in tuition – the possible result of a transition to a graduate degree. (*In relation to Recommendation # 8*)
- To alleviate the significant workload in association with the capstone courses, consider reducing class sizes or implementing a team-teaching approach (*In relation to Recommendation # 9*)
- Consider ensuring that the capstone project is equivalent to a “Quality Research Paper/Project” which would afford graduates a pathway to future doctoral studies. (*In relation to Recommendation # 10*)
- Review the balance between limited duties instructors and core tenure track faculty, who reflect both strong scholarship and a field experience connected to teacher education. (*In relation to Recommendation # 11*)
- Consider the need for having an in-house educational library, particularly, in the first year of the program. (*In relation to Recommendation # 12*)
- Explore ways to address the loss of any social and educational benefits that exist in face-to-face terms of the program, for the latter two terms of the program when the students will be participating online.

Summary of the Reviewers’ Recommendations and Program/Faculty Responses

The following are the reviewers’ recommendations in the order listed by the external reviewers. Recommendations requiring implementation have been marked with an asterisk (*).

Reviewers’ Recommendation	Program/Faculty Response
<p>Recommendation #1 Consider clarifying the use of a statement of intent.</p>	<p>Program: This was an error. The program removed what was used previously (The Experience Profile) in favour of the “Letter of Intent”, which is terminology used by the SGPS and aligns with their need to propose a specialization area. It is an error of copy/paste and will be corrected.</p> <p>Faculty: The faculty agrees with the program’s clarification that a letter of intent will apply to the MTL. The use of a statement of intent is in line with all graduate programs in Education.</p>
<p>Recommendation #2* Consider developing a consistent definition and expectation for the Teacher Research Capstone Project.</p>	<p>Program: During extensive consultation, faculty specialty coordinators indicated that there was a uniqueness to each of their areas that required distinction. Expectations re: Number of courses and Expectations for Capstone Projects are consistent. They are all two parts, the same length, and include a milestone for completion.</p> <p>The program will continue to work across specialty areas, and look to other similar kinds of pre-defined projects to clarify expectations for Teacher Candidates to reduce any opportunity for confusion.</p> <p>Faculty: Capstone projects and other culminating milestones in a graduate program in Education differ by field within a program. Field academic coordinators and ARC chairs articulate the field specific aspects of capstones and provide respective guidelines for in-course capstone instruction and advice.</p>
<p>Recommendation #3* Seek feedback from faculty and other instructors as to courses needing to be face-to-face and, where possible, alleviate concerns related to the transition to online.</p>	<p>Program: Surveys and lengthy conversations took place over two years. Discussion about the format took place within every Academic Research Cluster, and the implications of changing the format were clear when a vote was taken to decide what the format would be.</p> <p>The program recognizes that some may need additional time and support to move to a new model. To ensure everyone is ready for the changes, the program planned for the 2023/24 year, working with its Teacher Education Design Team, the in-house Instructional Design Staff, e-Learning Manager, faculty members and the CTL as a year of preparation. A consistent and clear online environment will be created along with faculty/instructor PD in preparation for the launch of the new program in fall of 2024, with the online component ready for Spring 2025.</p> <p>Faculty: The focus is on ensuring instructors and coordinators are well-supported as they make the transition from onsite to online teaching. A list of courses to be taught online will be confirmed once the courses are</p>

	<p>approved and the schedule is set. Part-time and full-time members teaching or coordinating specialty area courses were consulted and have seen the list of the courses to be delivered online.</p>
<p>Recommendation #4* Subject to unit priorities and planning, consider the applicability and feasibility of having students back on campus during toward the end of Year 2 for a set of learnings related to the courses and the capstone project to enhance and/or supplement the online learning experience.</p>	<p>Program: It is not feasible to have the students return to London for an in-person ‘wrap up’. Instead, the program plans to conduct a hybrid conference/symposium at the end of the last term to showcase the Capstone Projects and celebrate successes.</p> <p>The program also aims to create a virtual resource bank starting with the first cohort that can be shared with future students, Associate Teachers, used in future teaching and so on, depending upon what is created.</p> <p>Faculty: The faculty agrees with this recommendation and has planned a hybrid learning experience.</p> <p>The final structure and design of a return-to-campus culminating experience is suitable for supplementing the online learning experience and at the same time considers the current student housing climate in which returning to campus for a few weeks after months of being away in different school districts and communities may cause undue hardship.</p>
<p>Recommendation #5* Consider changing the title of Masters Teacher Mentors (MTM) and updating the role consistent with the MTL expectations.</p>	<p>Program: A great deal of consultation took place to come up with this name. Our board partners wanted it to signify that there was a status to it; that one had to have reached a level of ‘Master Teacher’ in order to be able to serve in this role.</p> <p>The program 1) is working towards shifting the role of the MTM in the onboarding this fall, in preparation for the MTL a year from now. Onboarding and support of mentors is coordinated and supported all year by design; 2) will consult with all stakeholders to ascertain whether there is confusion, and if a name change is necessary.</p> <p>Faculty: Multiple Faculty-based teams will work together to finalize relevant professional development ahead of the program launch. The proposed design will consider advice by the stakeholders who sit on the teacher education advisory groups.</p>
<p>Recommendation #6* Assess and correct any information gaps as the process is implemented and provide additional professional development where needed.</p>	<p>Program: The entire proposed program was developed by all full-time faculty. To help with information gaps, the newly hired communication officer will assist with the launching of a new series of internal informational podcasts over the coming year. Professional Development planning has been underway since last year and began in August of this year to prepare everyone more explicitly for the changes.</p> <p>Faculty: The Faculty 1) supports assessing and correcting any information gaps as the program is implemented and supplying more Professional development (PD), where needed; 2) will ensure that PD commitments align with the appointments as defined in the new collective agreement of the instructors, including limited duties and standing appointments.</p>

<p>Recommendation #7* Revisit and/or better support the PASS/FAIL position with respect to the MTL with a view to modifying it, or providing a more robust defence of the use of the PASS/FAIL grade.</p>	<p>Program: A robust defense of the move to Pass/Fail was required when progression requirements were changed. Western is the first in Ontario, and the third in Canada (behind UBC and UPEI) to move to the P/F. It aligns with the way educators are assessed in their professional practice. A numerical grade is not more robust than meaningful feedback. While research supporting the move is available in Higher Education literature, there is none in Teacher Education. The program is conducting programmatic research on the P/F progression requirements (since Jan 2023).</p> <p>A standard (Senate Approved) letter is issued to graduates who need it to apply to programs, secure funding etc., and to date, that letter has satisfied external institutions' needs.</p> <p>Faculty: While the Faculty supports revisiting and/or better supporting the PASS/FAIL position, it also trusts the consultation (including at Faculty Council) on this position, and the research planned to further understand this position. The program may review and further update the standard (Senate Approved) letter, which is issued, upon request, to graduates for purposes of awards and competitions in other programs and institutions' that heavily rely on grades in their adjudications and admissions.</p>
<p>Recommendation #8* Take steps to prevent, or at least minimize any tuition increases, as well as ameliorate cases of possible hardship related to such increases.</p>	<p>Program: Western's data indicates that 58/700 students received a bursary of \$4000. A further 64 applied and did not receive funding because they did not qualify. As graduate students, they will have increased access to support, and the program has 1) multiple sources of bursaries for those who qualify; 2) specific scholarships for students who are Indigenous or who are living with disabilities.</p> <p>Also, the Ministry of Education's change to the Transitional Teaching Certificate (issued August, 2023) was anticipated, and it means that Teacher Candidates will be able to be paid as Occasional Teachers during some part of their practicum (beyond the first 40 days).</p> <p>Faculty: The Program will work with the Faculty to explore models for tuition, funding, scholarships, awards, prizes and bursaries for teacher education graduate students. This will be done once MCU decides if a Masters can be offered, and the nature of the funding envelope. The intent will be to increase the existing funding opportunities and ameliorate possible undue hardship especially for teacher education students who self-identify as members of designated EDI groups.</p>
<p>Recommendation #9* Consider a reduction in the effective student-instructor ratio for the Capstone courses and process.</p>	<p>Program: Enrolment in the specialization courses (where the Capstone is introduced and completed) are already capped now, unlike other courses.</p> <p>The Capstone projects are not intended to be individual projects but will be done in groups by design, as part of the collaboration pillar explained in the proposal. These group projects will serve a need in the field, in their placement, community or alternative field experiences. We want the group projects to reflect the kind of divisional,</p>

	<p>cross divisional or interdisciplinary inquiry projects and initiatives that educators engage with collaboratively in their professional practice.</p> <p>Faculty: The program will discuss with the professional Graduate Education programs in which the capstone is implemented. The intent will be to finalize the design of the Capstone projects and the supports for instructors in ways that lead to capstone experiences and products which also serve a need in both the schools and communities where students are placed for practicum and alternative field experiences.</p>
<p>Recommendation #10* Consider the option of a Quality Research Paper/Project as part of the capstone process.</p>	<p>Program: This option would require more 1:1 supervision and supervisor capacity limits the implementation of this option. If the concern is the ability to move to a research degree (e.g., PhD), then applicants could conduct an individual project as a condition of their acceptance into a doctoral program. This has been the practice for many who apply from a professional graduate degree for decades. As each applicant is assessed individually, it is not always a requirement, but it has been the practice.</p> <p>However, the program will review this recommendation with the Teacher Education Design Group, and Academic Research Clusters in September, 2023 to explore the option of adding this as an alternative for students.</p> <p>Faculty: Faculty supports the programs response to engage the TED Group, and ARCs to explore teacher education options, such as: teacher education students taking an independent reading research upon request; and prospective graduate education students seeking bridging opportunities with a potential supervisor, such as taking part of a research team during field experiences or summer research internship. See also the response on Recommendation 2.</p>
<p>Recommendation #11* Consider increasing the balance of core faculty in support of practice of teaching in the MTL and as part of the faculty complement.</p>	<p>Program: There is an existing expectation that full-time faculty teach in both the Teacher Education program and the Graduate Program. Workload assignments are based on program needs collaboratively between the Associate Dean Grad and the Associate Dean Teacher Education.</p> <p>The program has increased full-time faculty (Music, French, Psychology, Indigenous Education) since the last IQAP report, and are currently interviewing for a teaching scholar in Health and Physical Education. Those positions primarily support the Teacher Education program.</p> <p>Faculty: The Dean’s office will continue to recommend to Central administration new Faculty hires annually, hoping that an increasing number will be approved to harmonize the ratio of core faculty to non-core faculty. The program will explore ways to improve the presence of core faculty in support of teaching in the MTL.</p> <p>Further, the Ontario College of Teachers, OCT, Accreditation recognizes the benefits of a combination of full-time Faculty members and practitioners in the teaching complement of teacher. The Faculty also recognizes the many benefits of having part-time appointments from the profession teaching in the program.</p>

<p>Recommendation #12* Revisit the role of the Education Library with the view to having an in-unit education library/student learning commons concept.</p>	<p>Program: This recommendation focuses on what Western Libraries offers; the program has an on-site library/resource centre and the reviewers note on page 1 of their review, that they visited the unit, and it is located just around the corner from the Teacher Education office.</p> <p>The reviewers may have heard that the in-house physical library space is small with reduced dedicated staff on site. That decision was made nearly five years ago, centrally, based on the reduced foot traffic data the library systems noticed across the university and an increase in the usage of online resources. This led to allocation of resources to support that virtual growth in the way that they support faculty and instructors. While the program retains curriculum instructional kits and heavy use items onsite, the rest has moved centrally. It can be ordered online, and gets delivered to a secure locker in the Faculty of Education. The online support provided to faculty and students is exceptional, and continues to grow.</p> <p>The program will share the reviewers' feedback with the central library administration, and continue to collect data with a focus on the new program to monitor ongoing need.</p> <p>Faculty: The faculty agrees with the program's response.</p>
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Implementation Plan

The Implementation Plan provides a summary of the recommendations that require action and/or follow-up. In each case, the Program Chair (or equivalent), and the Dean of the Faculty is responsible for enacting and monitoring the actions noted in Implementation Plan.

All recommendations presented by the external reviewers have been prioritized for implementation, with the exception of recommendation #1. The catalyst for this recommendation was an error in the program proposal brief which has since been corrected, as indicated in the responses in the summary table above.

Recommendation	Proposed Action and Follow-up	Responsibility	Timeline
<p>Recommendation #2 Consider developing a consistent definition and expectation for the Teacher Research Capstone Project.</p>	<ul style="list-style-type: none"> Articulate area-specific and field specific aspects of capstones and communicate respective guidelines for in-course capstone instruction and advice. 	<ul style="list-style-type: none"> Associate Dean Teacher Education Coordinators of specialty areas ARC Chairs TED Group 	By September 2024
<p>Recommendation #3 Seek feedback from faculty and other instructors as to courses needing to be face-to-face and, where possible, alleviate concerns related to the transition to online.</p>	<ul style="list-style-type: none"> Create online environment alongside faculty/instructor PD in preparation for the launch of the new program in fall of 2024, with the online component ready for Spring 2025. 	<ul style="list-style-type: none"> Associate Dean Teacher Education 	By September 2024
<p>Recommendation #4 Consider the applicability and feasibility of having students back on campus during toward the end of Year 2 for a set of learnings related to the courses and the capstone project to enhance and/or supplement the online learning experience.</p>	<ul style="list-style-type: none"> Host a hybrid conference/symposium at the end of the program to showcase the Capstone Projects. Create a virtual resource bank 	<ul style="list-style-type: none"> Associate Dean Teacher Education TED Group 	By December 2025
<p>Recommendation #5 Consider changing the title of Masters Teacher Mentors (MTM) and updating the role consistent with the MTL expectations.</p>	<ul style="list-style-type: none"> Consult with stakeholders to ascertain if and where there may be confusion, and if a name change is necessary. 	<ul style="list-style-type: none"> Associate Dean Teacher Education teacher education advisory groups 	By June 2024

	<ul style="list-style-type: none"> Continue 1) revising the role of the MTM and communicate changes during onboarding; 2) providing support for mentors. 		
<p>Recommendation #6 Assess and correct any information gaps as the process is implemented and provide additional professional development where needed.</p>	<ul style="list-style-type: none"> Ensure that PD commitments align with the appointments as defined in the new collective agreement of the instructors, including limited duties and standing appointments. Launch a new series of internal informational podcasts. 	<ul style="list-style-type: none"> Associate Dean Teacher Education Dean’s Office 	By June 2024
<p>Recommendation #7 Revisit and/or better support the PASS/FAIL position with respect to the MTL with a view to modifying it, or providing a more robust defense of the use of the PASS/FAIL grade.</p>	<ul style="list-style-type: none"> Continue programmatic research on the PASS/FAIL position to ensure clear understanding of all implications. Review the standard (Senate Approved) letter issued to graduates applying awards and competitions in other programs/institutions. 	<ul style="list-style-type: none"> Associate Dean Teacher Education Associate Dean, Graduate Education 	By June 2024
<p>Recommendation #8 Take steps to prevent, or at least minimize any tuition increases, as well as ameliorate cases of possible hardship related to such increases.</p>	<ul style="list-style-type: none"> Explore models for student funding, scholarships, awards, prizes and bursaries for teacher education graduate students – in particular for students who self-identify as members of designated EDI groups. 	<ul style="list-style-type: none"> Associate Dean Teacher Education Dean’s Office 	June 2024
<p>Recommendation #9 Consider a reduction the effective student-instructor ratio for the Capstone courses and process.</p>	<ul style="list-style-type: none"> Finalize the design of the Capstone projects and the supports for instructors. Monitor the cap of 35 as part of the ongoing programmatic research. 	<ul style="list-style-type: none"> Associate Dean Teacher Education 	By June 2024 and Ongoing
<p>Recommendation #10 Consider the option of a Quality Research Paper/Project as part of the capstone process.</p>	<ul style="list-style-type: none"> Explore teacher education options, such as: teacher education students taking an independent reading research upon request; and prospective graduate education students seeking bridging opportunities with a potential supervisor, such as taking part of a research team during field experiences or summer research internship. 	<ul style="list-style-type: none"> Associate Dean Teacher Education ARC group TED group 	June 2024

<p>Recommendation #11 Consider increasing the balance of core faculty in support of practice of teaching in the MTL and as part of the faculty complement.</p>	<ul style="list-style-type: none"> • Explore ways to improve the presence of core faculty in support of teaching in the MTL. • Continue to recommend to Central administration the need for new Faculty hires annually. 	<ul style="list-style-type: none"> • Dean • ARC group • Associate Dean Teacher Education 	<p>By September 2024 and Ongoing</p>
<p>Recommendation #12 Revisit the role of the Education Library with the view to having an in-unit education library/student learning commons concept.</p>	<ul style="list-style-type: none"> • Continue to collect data with a focus on the new program to monitor ongoing need. <ul style="list-style-type: none"> - Share data with Western Libraries 	<ul style="list-style-type: none"> • Associate Dean Teacher Education 	<p>Ongoing</p>

ITEM 5.4(g) – Honorary Degree Recipients- Spring 2024

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

The list of Honorary Degrees recipients and the Spring 2024 Convocation ceremonies at which they will be awarded their degree was announced to Senate on April 19. It is included for information below.

Stephen Baker & John Smallwood (June 10, 2024 – 3:00 p.m.)

Teachers Stephen Baker and John Smallwood are educational pioneers who developed some of the first fully online courses for high school students in Canada and co-founded the fully online Virtual High School and Virtual Elementary School based out of Bayfield, Ontario. Since 2001, the two schools have seen more than 94,000 students enrolled from 130 countries worldwide. Baker and Smallwood have also trained more than 150 teacher candidates in how to develop content for online courses.

Jay Ingram (June 12, 2024 – 10:00 a.m.)

Jay Ingram is one of Canada’s best-known science journalists and has played a leading role in promoting public awareness of science in Canada and abroad. The long-time host of Quirks & Quarks on CBC radio and Daily Planet on Discovery Channel Canada has published 19 books and received honours including the Queen Elizabeth II Diamond Jubilee Medal, the Order of Canada and the Walter C. Alvarez Award from the American Medical Writers’ Association.

Mona Nemer (June 12, 2024 – 3:00 p.m.)

Mona Nemer has been Canada’s Chief Science Advisor since 2017 and a tireless champion for evidence-based decision-making in government. Under her leadership, policies on scientific integrity and a roadmap for open science have been established, along with a network of science advisors across federal departments. A leader in the field of molecular cardiology, her work has contributed to the development of diagnostic tests for heart failure and the genetics of cardiac birth defects.

Bob Vigars (June 14, 2024 – 3:00 p.m.)

Bob Vigars is a longtime coach, educator and advocate who led his teams to win 42 championships (14 national and 28 conference titles), which to this day is a record among all coaches in all sports in Western Mustangs history. Concurrent with his coaching career, Vigars taught kinesiology, was chair of the kinesiology undergraduate program and authored dozens of publications. A respected leader in the Canadian sporting community, Vigars has hosted over 300 meets and founded the London-

Western Track & Field Club, the Canadian Universities Cross-Country Coaches Association and the Canadian Universities Track & Field Coaches Association. He also

chaired the Labatt 24-Hour Relay for 12 years, helping to raise \$5.8 million for London hospitals.

John Barford (June 19, 2024 – 10:00 a.m.)

John Barford is an entrepreneur and business leader whose success has enabled him to make a significant impact as a community leader and philanthropist in the areas of education, health care and social services. Barford is past Chairman of GSW Inc., a consumer products manufacturer, and is now President of Valleydene Corporation, a private investment company based in Toronto.

Jeff Westeinde (June 19, 2024 – 3:00 p.m.)

Jeff is an award-winning entrepreneur, active impact investor and visionary leader in sustainable engineering. He heads a group of companies dedicated to addressing some of Canada's most complex environmental challenges and creating some of the country's most sustainable communities. As a partner at THEIA Partners and President of Zibi Canada, Jeff is on the forefront of developing one the world's most sustainable developments serving as a global model for community transformation. Westeinde's initiative and passion for entrepreneurship and engineering inspired him to establish companies specializing in environmental remediation, real estate and energy, playing a key role in promoting green building practices and sustainable energy applications across Canada.

Jeff's active involvement in volunteering for industry and community initiatives reflects his dedication to making a difference. Engineering runs deep in the Westeinde family tree. Jeff and his wife Colleen, who is also an engineer, both have fathers who are engineers, and three of their five children work in engineering careers.

Kyle MacDonald (June 20, 2024 – 10:00 a.m.)

Kyle MacDonald has been described as a successful business entrepreneur, pioneer, leader, visionary and status-quo disrupter. For more than 30 years, Kyle has owned and operated numerous successful international businesses. In 1987 she founded Phoenix Interactive Design Inc. and delivered complex self-serve software solutions to the world's largest banks and retailers. After selling Phoenix in 2015, Kyle became an investor/owner and the CEO of Airia Brands Inc., a highly successful company manufacturing best-in-class indoor air ventilation systems under the LIFEBREATH brand. Her newest business venture is the acquisition of Quai du Vin Estate Winery in Elgin County. Kyle is in the process of transforming it into a world-class winery and tourism destination under the new name Skye Chase Estate Winery.

As the CEO of Harbour Grace Holdings Inc., Kyle also understands the social importance and positive impact of charitable support. While she continues to move the needle forward with her business endeavours, Kyle has made significant financial donations to organizations that focus on health and well-being, veterans care, clinical research and continuing education.

Randy Boyagoda (June 21, 2024 – 3:00 p.m.)

Internationally respected writer, critic and scholar Randy Boyagoda is an accomplished author and academic and Professor of English at the University of Toronto, where he also serves as the university's advisor on Civil Discourse as well as Vice-Dean, Undergraduate in the Faculty of Arts & Science. He has held a series of leadership roles at the university, including Principal and Vice-President of St. Michael's College and Acting Vice-Provost, Faculty & Academic Life. From 2015-2017, he served as President of PEN Canada, the writers' organization that celebrates literature, defends freedom of expression and aids writers in peril.

A regular contributor to the New York Times, the Atlantic, the Financial Times of London, the Times Literary Supplement, the Walrus, and the Globe and Mail, Boyagoda is a prominent voice on a range of subjects involving religion, politics, literature, and culture. He appears frequently on CBC Radio and hosts a podcast for the Toronto Public Library. He is the author of six books, including a scholarly monograph, a SSHRC-supported biography, and four novels. His work has been nominated for the Scotiabank Giller Prize, IMPAC Dublin Literary Prize, and named New York Times Book Review Editor's Choice and Globe and Mail Best Books of the Year. His most recent novels, *Original Prin* and *Dante's Indiana*, have generated both critical acclaim and popular response for their satirical explorations of contemporary campus culture, faith, and family life.

ATTACHMENT(S):

None.

ITEM 6.0 - Items Removed from the Consent Agenda

ACTION: APPROVAL INFORMATION DISCUSSION

EXECUTIVE SUMMARY:

This is a placeholder for any items removed from consent.
