



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

APRIL 25, 2019

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: P. Jenkins, Chair
K. Kwan, Secretary

W. Boye	K. Mequanint
C. Burghardt-Jesson	G. Parraga
A. Chakma	B. Ross
G. Dick	S. Shortreed
K. Gibbons	C. Stephenson
R. Giffin	K. Sullivan ☎
C. Karakatsanis	J. Toswell
D. Keddy	H. Usher
R. Konrad	S. Bennett
M. Lerner	V. Pirone
M. Robinson	M. Robinson
C. Rorabeck	J. Shapiro

By Invitation: J. O'Brien, J. Capone ☎, A. Hrymak, L. Logan, K. Cole
H. Connell, M. Ruddock

Regrets: S. Chrominska

Land Acknowledgement

D. Keddy read the Land Acknowledgement.

BG.19-24 **Chair's Remarks**

P. Jenkins welcomed everyone to the meeting, noting it was the first meeting for Dr. C. Rorabeck, the newest Board member.

BG.19-25 **REPORT OF THE PRESIDENT**

The President indicated he had no separate comments than those items already on the agenda for the meeting.

BG.19-26 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by K. Mequanint, seconded by J. Toswell,

That the 19 items listed in Appendix 1, Unanimous Consent Agenda be approved or received for information.

CARRIED

BG.19-27 **Minutes from the Previous Meeting**

The open session minutes of the meeting of November 29, 2018 were approved as circulated.

BG.19-28 **Business Arising from the Minutes**

There were no items noted as business arising from the January 24, 2019 minutes.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

Prior to considering the Report of the Property & Finance Committee, K. Gibbons introduced the Budget item, with the President providing comments to set the context and provide background information for the Budget's consideration.

BG.19-29 **2019-20 University Operating and Capital Budgets**

It was moved by K. Gibbons, seconded by R. Konrad,

That the Board of Governors approve the 2019-20 University Operating and Capital Budgets and the proposed Program Specific Fees and Other Supplemental Fees for 2019-20.

Dr. A. Hrymak presented the 2019-20 University Operating and Capital Budgets detailed in Appendix II, Annex 1. He set the planning context as outlined in the slides used in the presentation which are attached as [Appendix 1](#). His presentation highlighted: the external context and the impact on Western's budget; the internal budgeting parameters, particularly that the budget would need to take into account the changes on an ongoing basis, which meant that the reserve funds should not be relied upon to address funding decreases as the cuts would hit the operating budget for a number of years; the planning basis is for 2 years, to re-align operating and base spending with new revenue trajectory, which itself is likely to be constrained after the 2 year period. Dr. Hrymak noted that the budget took a balanced approach, balancing fiscal pressures with those long term initiatives that align with strategic objectives.

Dr. Hrymak noted the changes to the OSAP system, and the ancillary fees (which now have an opt-out provision), with details to be forthcoming and the full impact yet to be determined. He also reviewed recruitment and international tuition levels, projected operating revenues (total \$778.2M) and the 2019-20 Operating Expenditures (total \$792.2M), investments and new initiatives, and the projected operating reserve of \$73.4M. An executive summary of the revenues, expenditures and the capital budget are contained in pages 1-4 of Annex 1.

Discussion about the budget included the following points/concerns:

- It was clarified that the approval sought was for only the 2019/20 budget year
- Some faculties are facing difficulties due to the high entrance averages which results in recruitment challenges
- There will be recruitment to Canada Research Chairs, with a new initiative to be announced
- The change in the status of some of the ancillary fees will mean that each of these services will need to be reviewed in light of the actual opt-out rates as to which will need additional funding support
- Transit is considered a mandatory fee

CARRIED

BG.19-30 **Student Fee-Funded Units, Ancillaries and Academic Supports**

It was moved by K. Gibbon, R. Konrad,

That the Board of Governors approve the 2019-20 budgets for Student Fee- Funded Units, Ancillaries, and Academic Units summarized in the report entitled "Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies".

CARRIED

BG.19-31 **Student Organization Fee Proposals for 2019-20**

It was moved by K. Gibbons, seconded by R. Konrad,

That the Western Student Ancillary Fees for 2019-20 as shown in Table 2 (Full-Time Students) and Table 3 (Part-Time Students) be approved.

That the organization fees for the University Students' Council for 2019-20 as shown in Table 5 (Full-Time Undergraduate Students) and Table 6 (Part-Time Undergraduate Students) be approved.

That the organization fees for Society of Graduate Students for 2019-20 as shown in Table 5 (Full-Time Graduate students – 3 Terms) and Table 6 (Part-Time Graduate Students) be approved.

That the organization fees for the Honors Business Administration Association for 2019-20 as shown in Table 5 – Note <c> be approved, contingent on the Property and Finance Committee receiving the Review Engagement Report and final HBAA Financial Statements no later than April 24, 2019.

That the organization fees for the Master of Business administration for 2019-20 as shown in Table 5 (Full-Time MBA and AMBA) be approved.

CARRIED

BG.19-32 **Annual Report and Recommendations of the Student Services Committee**

It was moved by S. Shortreed, seconded by D. Keddy,

That the ancillary fees collected by the University be those detailed in Annex 4, Table 1, as recommended by the Student Services Committee.

CARRIED

BG.19-33 **Revisions to MAPP 1.16: Smoking, Vaping & Tobacco Use**

It was moved by D. Keddy, seconded by W. Boye,

That the Board of Governors approve the new MAPP 1.16: Smoking, Vaping & Tobacco use policy as outlined in Annex 5.

CARRIED

J. O'Brian noted there will be a communication strategy developed to ensure visitors and member of the community are aware that the campus is smoke free as of July 1, 2019.

BG.19-34 **New MAPP Policy XX: Use of Cannabis, Alcohol and other Substances**

It was moved by C. Karakatsanis, seconded by J. Shapiro,

That the Board of Governors approve the new MAPP Policy XX: Use of Cannabis, Alcohol, and Other Substances as outlined in Annex 6.

CARRIED

BG.19-35 Information Items Reported by the Property & Finance Committee

The Report of the Property & Finance Committee, detailed in Appendix II, contained the following items that were received for information by unanimous consent:

- Scholarships, Awards, Prizes
- Peter C. Maurice Research Fellowship in Biomedical Engineering
- Daryl T. Bean Professorship in Law and Women's Studies
- Report of the Investment Committee
- Quarterly Ratio Report – Non-Endowed Funds
- Credit Rating Review: February 13, 2019
- 2018-19 Operating Budget Update as of January 31, 2019 (Quarterly Report)

REPORT OF THE SENIOR POLICY & OPERATIONS COMMITTEE [Appendix III]

BG.19-36 Code of Student Conduct Revisions

It was moved by M. Lerner, seconded by G. Dick,

That the Board of Governors approve the revisions to the Code of Student Conduct, as provided in Appendix III, Annex 2.

Dr. Chakma set the context for the review of the Code of Conduct, noting that unsanctioned street parties is not unique to London and has become a serious issues at a number of Universities across North America. The draft revision of the Code would enable the University to try and address the issue provided certain conditions are met. The University's work will be done in tandem with other stakeholders.

L. Logan provided an overview of the presentation provided as [Appendix 2](#). Her presentation highlighted background to the issue, work of the City of London Task Force and the Committees that have been established, Western's approach and priorities moving forward, and what the City is undertaking. L. Logan explained that over time the University has evolved its response as the issue has developed. Western is working alongside City partners and other Universities in Canada and the US who are experiencing this issue. She noted that this issue requires a culture shift, something that will take time to change.

J. Massey, Associate Vice-President (Student Experience) provided an overview of the process undertaken to review the Code. A working group was established which looked at the language used in Codes and equivalents elsewhere, and using combined best practices, draft amendments were prepared. These amendments have also been reviewed by legal counsel and an external legal opinion was obtained on Western's changes to the Code. The proposed amendments address jurisdiction and the spirit underlying the change, providing for discretion to be exercised as to when and how the Code is applied.

Discussion about the Code included the following points/concerns:

- The current Homecoming date does not appear to be experiencing the same issues as the unsanctioned street party

- A communication strategy will need to be developed to ensure that all Students are aware of the Code and how it can be applied, including consideration would be given to having Students “sign” the Code
- “an unlawful assembly” would fall within the provisions of the Code

CARRIED

BG.19-37 **Information Items Reported by the Senior Policy & Operations Committee**

The Report of the Senior Policy & Operations Committee, detailed in Appendix III, contained the following items that were received for information by unanimous consent:

- Committee Appointment: C. Rorabeck to the Fund Raising and Donor Relations Committee

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE [Appendix IV]

BG.19-38 **Western Athletics Coaching Matching Fund**

It was moved by B. Ross, seconded M. Lerner,

That the Board of Governors approve the allocation of \$5,000,000 for endowment in support of the Western Athletics Coaching Matching Fund.

C. Stephenson provided an overview of the Coaching Matching Fund. During the discussion P. Jenkins queried whether the Board has sufficient oversight of Athletics and whether this might be a matter for further consideration by the Audit Committee.

CARRIED

BG.19-39 **Information Items Reported by the Fund Raising and Donor Relations Committee**

The Report of the Fund Raising and Donor Relations Committee, detailed in Appendix IV, contained the following item that was received for information by unanimous consent:

- Fund Raising Activity Quarterly Report to January 31, 2019

ITEMS REFERRED BY SENATE [Appendix V]

BG.19-40 **Renewal of the Articulation Agreement between Western University, King's University College, Huron University College and Fanshawe College Regarding the Transfer of Credit for Students in the Business-Accounting Diploma Program**

It was moved by K. Mequanint, seconded by J. Toswell,

That the Board of Governors approve the Articulation Agreement between Western University, King's University College, Huron University College and Fanshawe College regarding the transfer of credit for students in the Business-Accounting Diploma Program effective January 1, 2019, as shown in Appendix V, Annex 1.

CARRIED (Unanimous Consent)

BG.19-41 **Information Items Referred by Senate**

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- 2019-20 University Operating and Capital Budgets
- 2019 Entrance Standards for Undergraduate First-Year Admissions
- Five-Year Enrolment Projections
- Report on Year One Class and Entering Averages
- Report of the Academic Colleague
- Academic Administrative Appointments
- Teaching Award Recipients 2018-19
- Spring Convocations 2019 – Honorary Degree Recipients

The meeting adjourned to the confidential session. (2:47pm)

P. Jenkins
Chair

K. Kwan
Secretary

Budget 2019-20

**Board of Governors
April 25, 2019**

External Context

- Provincial Government Actions to-date
 - Domestic Tuition Rolled-back 10% in 2019-20 and then held flat for 2020-21
 - Changes to Ancillary Fee System – by providing students “opt out” on some fees
 - Changes to OSAP
 - No change to Grant Funding

Impact on Western's Budget

- Domestic Tuition Roll Back
 - Revenue loss of \$43M at the end of next 2 years
 - Partially offset by Increases in Int'l Tuition
- Changes to Ancillary Fee System
 - Lower revenues for some Student Services
 - Actual impact will not be known until Fall 2019
- Changes to OSAP
 - Waiting for details from Government

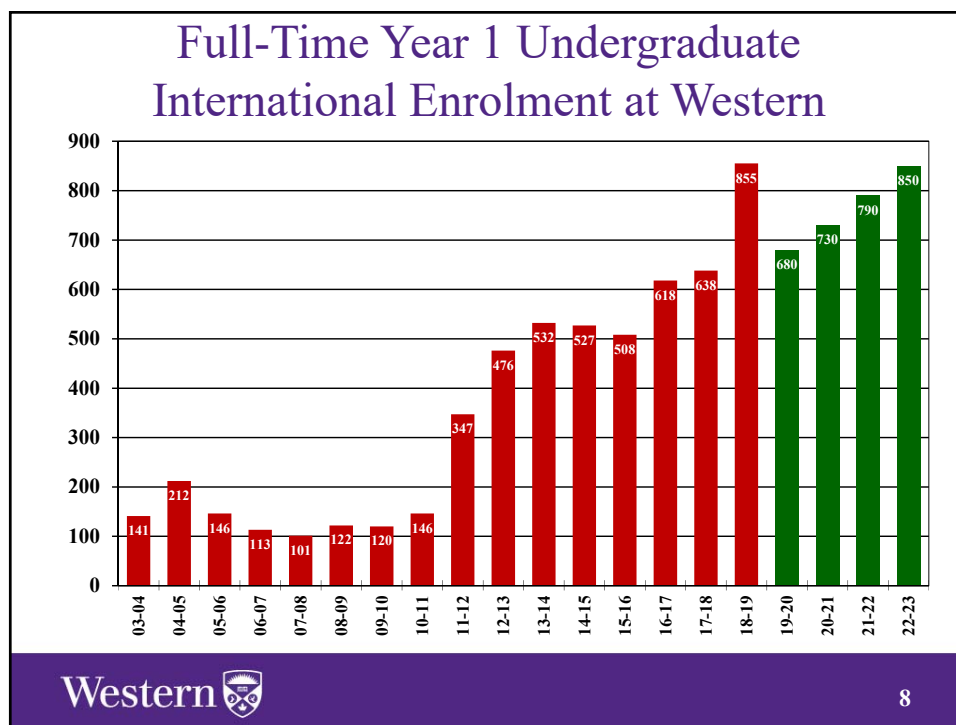
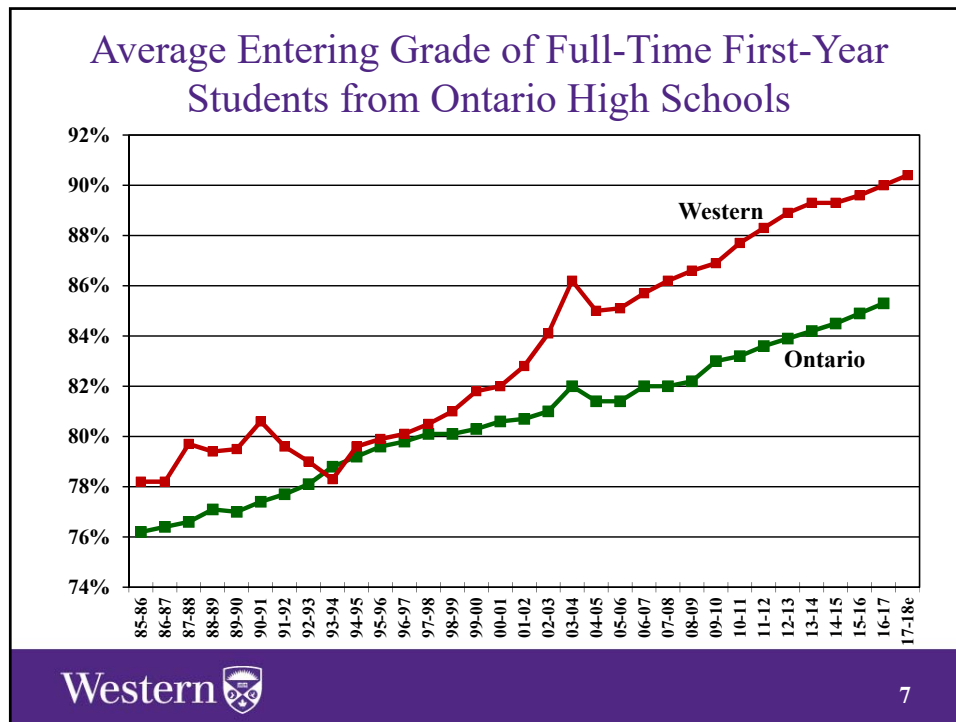
Internal Planning Parameters

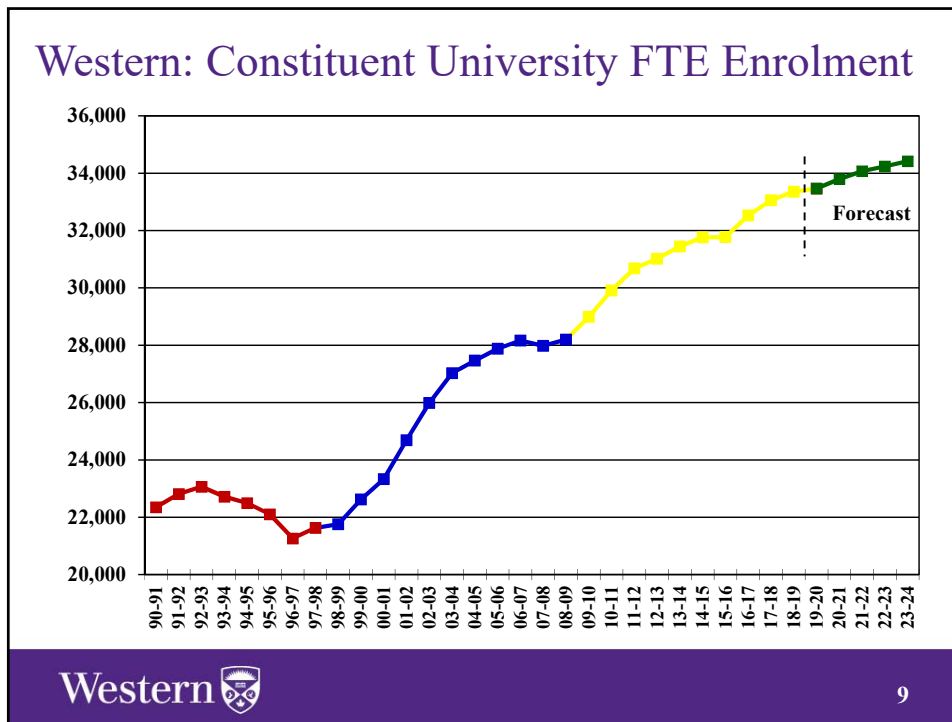
- Current Budget Approach Continues
 - 3% Inflationary Budget Adjustment (IBA)
 - Selective Investments through APF/SUPF
 - Funding for Strategic Priorities
 - Tuition Revenue Sharing with Faculties on Incremental Enrolments
- Additional Base Reductions Required
 - 2.5% in each of the next two years, for a total base reduction of 5% -- on top of IBA

Enrolments: The Main Driver of Operating Revenues

SUEPP-approved Enrolment Forecasts For Budget Planning Purposes – for the next 2 years

- Undergraduate
 - First-year class of 5,250 and 5,300
 - Which includes International intake of 680 and 730
 - Based on input from Deans and academic/educational quality considerations
 - We will do our best to expand further
- Graduate
 - As per the Plans submitted by the Faculties

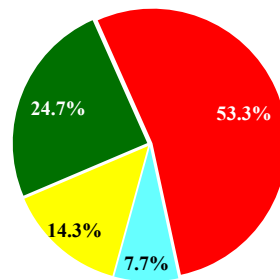




**Before we look at the 2019-20 Operating
and Capital Budgets . . .**

**A Quick Look at Western's Total
Funding**

**From a Planning Perspective . . .
Western has 4 Major Types of Funds
(2017-18 Total = \$1.44 B)**



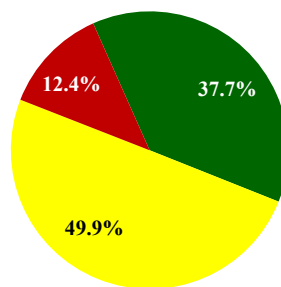
■ Operating ■ Capital ■ Research ■ Ancillary & Other Restricted Funds

Important Notes regarding Fund Types

- **Total Revenues in 2017-18 – according to the University’s Combined Financial Statements – amounted to \$1.25 Billion**
- **The amount shown in the previous slide (i.e. \$1.44 Billion) is higher because the sources of monies for each of the 4 fund types include transfers from one or more of the other three fund types – i.e. monies spent in one fund type is shown as revenue in another.**

The 2019-20 Operating Budget

Projected 2019-20 Operating Revenues (Total = \$778.2M)



■ Govt Grants ■ Tuition ■ All Other

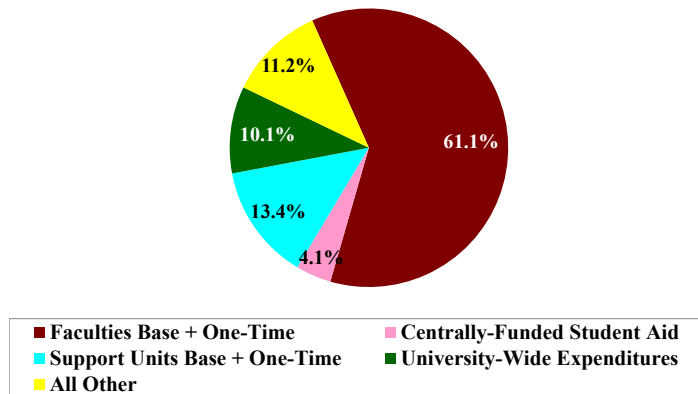
Our Strategic Plan Priorities

Pillar	Priority
1	RAISING OUR EXPECTATIONS: CREATE A WORLD-CLASS RESEARCH AND SCHOLARSHIP CULTURE
2	LEADING IN LEARNING: PROVIDE CANADA'S BEST EDUCATION FOR TOMORROW'S GLOBAL LEADERS
3	REACHING BEYOND CAMPUS: ENGAGE ALUMNI, COMMUNITY, INSTITUTIONAL & INTERNATIONAL PARTNERS
4	TAKING CHARGE OF OUR DESTINY: GENERATE AND INVEST NEW RESOURCES IN SUPPORT OF EXCELLENCE

Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
Growing Our Endowments: The Endowed Chairs Matching Program	\$12M One-Time	1, 3, 4
Long-Range Space/Capital Plan: Indigenous Spaces, Medical Facilities	\$12M One-Time	1, 2
Efficiency and Innovation Fund	\$10M One-Time	4
Strategic Expansion of Engineering: Multi-Year Self-Funding Plan	\$8M One-Time & \$950K Base	1, 2, 4
Innovation & Collaboration Hub in Imaging	\$3M One-Time	1, 2
Postdoctoral Fellowships Program (Pilot)	\$452K One-Time	1, 4
Entrepreneurship Initiatives	\$400K Base	2

2019-20 Operating Expenditures (Total = \$792.2M)



Summary of the 2019-20 Operating Budget (Table 2)

- **Revenue Forecast** = \$ 778.2M
– Decrease of 2.2%
- **Expenditure Plan** = \$ 792.2M
– Increase of 0.3%
- **Projected In-Year Position** = \$ -14.0M
- **Projected Operating Reserve** = \$ 73.4M

Operating Budget 2019-20: Changes from 2018-19

	2018-19e	Changes	2019-20p
1 Revenues	795.9		
2 Government Grants		-1.2	
3 Domestic Tuition		-31.7	
4 International Tuition -- due to volume change		5.9	
5 International Tuition -- due to rate change		8.1	
6 All Other		1.2	
7 Total Changes		-17.7	778.2
8 Expenditures	789.9		
9 Faculties			
10 IBA + 2.5% Cut		-19.1	
11 Re-Investment including Revenue Sharing		12.7	
12 Other -- Turnover Recovery and CRCs		-1.6	
13 Sub-Total		-8.0	
14 Student Aid (tuition set-aside)		-1.7	
15 Support Areas			
16 IBA + 2.5% Cut		-5.3	
17 Re-Investment		2.3	
18 Sub-Total		-3.0	
19 University-wide Expenditures		3.8	
20 One-Time Allocations		-29.1	
21 Provision for Cost Fluctuations and Budget Transition		40.3	
22 Total Changes		2.3	792.2

The 2019-20 Capital Budget

Overview of the 2019-20 Capital Budget

- Supports Long-Range Space Plan (Page 35, Table 14)
- Major Projects – underway or upcoming (Category 1)
 - Modernization of Thames Hall
 - Weldon Library Modernization
 - Biomedical Research Facility: Phase 1 of Medical School Project
 - Ivey Spencer Leadership Centre Renewal / Expansion
 - Space/Facilities for Entrepreneurship Initiatives
 - University-wide Infrastructure Projects
- Preliminary Planning underway for Category 2 Projects
 - Indigenous Spaces, Medical Facilities, Parking Structures

Overview of the 2019-20 Capital Budget

- **Total Spending of \$95.3M** (Table 15, line 10)
 - \$24.8M for New Construction (Table 18, line 11)
 - \$20.6M for Major Renovations (Table 18, line 19)
 - \$49.9M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing and Ancillary Projects

END

Unsanctioned Street Parties

Board of Governors
April 25, 2019



London
CANADA



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Agenda:

- **Background**
- **City Task Force**
- **Western's Approach**
- **City of London**
- **Priorities**
- **Code of Student Conduct**

A Complex history

- A small crowd has traditionally partied on Broughdale Homecoming weekend
- 2013 police estimated the crowd on Broughdale to be about 3,000
- 2015 police estimated the crowd on Broughdale to be about 10,000
- 2016 responding to police concerns, Western's official Homecoming was moved from Oct. 1 to Oct. 22.
- 2016 Broughdale party organizers immediately rebrand their party as 'fake homecoming' and attract an estimated 10,000 young people
- 2018 police estimate crowd at 20,000

The University's response continues to evolve to address the changing dynamics

Unsanctioned street parties

- **Concern for the safety of our students and the community**
- **A complex issue fanned by social media**
- **This is a North American issue**
- **Comprehensive collaboration through Broughdale Task Force – City of London, emergency partners, the University and the University Students' Council**
- **Commitment to continuous collaboration to put an end to the illegal and dangerous party on Broughdale**

Pulling all the levers

- Collaboration through the *Broughdale Task Force* composed of senior leaders from:
 - City of London, London Police Services
 - London Fire Department,
 - Western administration
 - University Students' Council (USC)
- Feb. 15/19: Leaders from police departments, city halls and universities from 7 cities met to discuss how to deal with large, illegal street parties
- Reviewing how Western University Code of Student Conduct could successfully be used in instances where students have committed serious offences off campus.
- There is NO ONE magic answer It will take a concerted effort on the part of Western, our students and our city partners to find solutions.

Western's Approach:

Using the following framework to tackle the complex issues:

1. **Collaboration with City and emergency partners to utilize available policy levers - focused on curbing the activity, coordinating communication, and conveying consequences**
2. **Education & Communication: Emphasizing safety, responsibility & respect**
3. **Alternative Programming - Safe, spirited, sanctioned on-campus activity where students can celebrate being purple and proud (94% of students who purchased tickets in 2018 attended the event; 19% of attendees did not go to Brouhdale at all before the event)**

Working Group

- **Western's internal *Working Group on Broughdale* has campus-wide representation, including student leaders. Its goal is to:**

Explore all the actions Western could use to deal with Broughdale

Research best practices in Canadian and U.S. universities to curtail these parties

Western has invested nearly \$650,000 in the past five years to provide:

Alternative student programming

Hire additional police and security

Erect fencing

Cleaning up after the crowds are gone

City of London

- **By-law Enforcement – Proactive**
- **Revisions to Public Nuisance By-law – subject to approval in May**
 - **Cost recovery from landlords**
 - **Increased fines**
- **Residential Licensing By-law**

Priorities Moving Forward

- **Safety – students and community**
Education and communication to students about safety concern
- **Reduction in Numbers on Broughdale**
Push and Pull Factors
- **Culture Shift**
Expectations for the community
- **Reduce Impact on Community Safety Services**
Prioritize access to care
EMS, Hospitals, Fire, Police
- **Students as leaders**
Student leadership is key to shifting the culture
- **Coordinate Communications** from all Community Partners - before, during and after

What it will take to shift the culture

- **Compliance**
 - multiple levers that discourage attendance on Broughdale
- **Shift the Street Party Culture**
 - programming that attracts students and builds a new culture
- **Communications**
 - impactful messaging that doesn't lecture students
 - collaborative messaging with community partners

Student Code of Conduct

Steps leading to recommendation:

- **Consultation with and opinion from external legal counsel**
- **Working group established**
- **Consultation with other Ontario universities
– review of codes of conduct**
- **Draft language prepared**
- **Consultation with external legal counsel**

Student Code of Conduct

Committee Chaired by AVP (Student Experience) recommends:

- **revision to the jurisdiction article of the Code, to extend the Code to off-campus conduct at unsanctioned events**
- **Provision of discretion to the AVP (Student Experience) when determining whether to exercise jurisdiction over off-campus conduct**



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