

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 confidential session agendas

BOARD OF GOVERNORS MEETING – OPEN SESSION

Date: Thursday, April 22, 2021
Time: 1:00 p.m.
Place: Zoom

1.0	Land Acknowledgement	
2.0	Adoption of Agenda – Open Session	Approval
3.0	Report of the President (A. Shepard)	Information
4.0	Consent Agenda	Approval
4.1	Open Session Minutes of the Meeting of January 21, 2021	Approval
4.1(a)	Business Arising from the Minutes	Information
4.2	Items from the Property & Finance Committee	
4.2(a)	New Scholarships, Awards, and Prizes	Information
4.2(b)	S&P Credit Rating Report	Information
4.2(c)	Annual Report and Recommendations of the Student Services Committee	Information
4.3	Items from the Senior Policy and Operations Committee	
4.3(a)	Senior Appointment - Appointment of the Vice-President (University Advancement) Board E-Approval as of February 11, 2021	Information
4.3(b)	Senior Appointment - Vice-Provost (Academic Planning, Policy and Faculty	Information
4.3(c)	Senior Appointment - University Secretary Board E-Approval as of March 11, 2021	Information
4.3(d)	Board Appointment – External Board Member Board E-Approval as of April 15, 2021	Information
4.3(e)	University Disciplinary Appeals Committee (UDAC) – Student Nominees	Approval

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| 4.4 | Items from the Governance and By-Laws Committee | |
| 4.4(a) | Board Meeting Date – June 2021 | Approval |
| 4.5 | Items from the Fund Raising and Donor Relations Committee | |
| 4.5(a) | Fund Raising Activity Quarterly Report to January 31, 2021 | Information |
| 4.6 | Items Referred by Senate | |
| 4.6(a) | Closure of the Department of Applied Math | Approval |
| 4.6(b) | Subcommittee on Enrolment Planning and Policy (SUEPP) Report | Information |
| 4.6(c) | Revisions to MAPP 7.12 (Policy and Procedures for the Use of Animals in Research and Teaching) and Elimination of MAPP 7.10 (Institutional Animal User Training Program) and MAPP 7.15 (Post Approval Monitoring Program) | Approval |
| 4.6(d) | Recommendation of 2021-22 University Operating and Capital Budgets | Information |
| 4.6(e) | Academic Administrative Appointments for January and February 2021 | Information |
| 4.6(f) | Report of the COU Academic Colleague (January, March, and April 2021) | Information |
| 5.0 | Items removed from the Consent Agenda | |

AGENDA

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|--------|---|-------------|
| 6.0 | Committee and Senate Reports | |
| 6.1 | Report from the Property & Finance Committee | |
| 6.1(a) | 2021-22 University Operating and Capital Budgets and Tuition Fees | Approval |
| | 6.1(a-1) 2021 – 22 University Operating and Capital Budgets | |
| | 6.1(a-2) Program Specific Tuition and Other Supplemental Fees | |
| | 6.1(a-3) 2021-22 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies | |
| 6.2 | Items Referred by Senate | |
| | 6.2(a) Vice-Provost's Annual Report of Faculty Recruitment and Retention | Information |
| | 6.2(b) Indigenous Strategic Plan Progress Report | Information |
| 6.3 | Report of the Audit Committee | |
| | 6.3(a) Campus Community Police Service 2021 Annual Report | Information |

6.4 Report of the Senior Policy and Operations Committee

6.4(a) [Board Membership – Extension of the Term of R. Konrad](#)

Approval

7.0 Questions from Members

8.0 Other Business

9.0 Adjournment to Confidential Session

ITEM 1.0 - Land Acknowledgement

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION/DISCUSSION

EXECUTIVE SUMMARY:

D. Simmonds will offer a land acknowledgement.

ITEM 2.0 - Adoption of Agenda – Open Session

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

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

ITEM 3.0 - Report of the President

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

A. Shepard will provide the Report of the President.

ATTACHMENT(S):

[Report of the President](#)

REPORT OF THE PRESIDENT

To: Board of Governors

From: Alan Shepard

Date: April 15, 2021

Re: Quarterly report

Dear Governors,

This report highlights some noteworthy developments since my quarterly report of January 15, 2020, and my interim update of March 29.

COVID-19 update: The dynamic nature of the pandemic continues to test our adaptability. Several outbreaks on campus and in the broader community prompted our decision to move most remaining in-person classes and final exams online. And with the declaration of the province-wide stay-at-home order, most campus facilities are now closed, including libraries, eateries, and recreation facilities. Approximately 60% of students living in residence have now moved home, and this will continue to increase as final exams conclude. New three-layer face covering measures have been implemented for all community members who may be required to remain on campus. We remain deeply grateful for the resiliency and hard work of all community members. Please continue to watch <https://www.uwo.ca/coronavirus/> for the latest news. I will provide the latest news on our pandemic response in my oral report to the Board.

Strategic planning update: Work on Western's next strategic plan continues to progress well. Engagement with members of the campus community has been enthusiastic with input provided from well over 3,500 faculty, students, staff, and alumni. I will provide a more detailed update on emerging themes and next steps in the process during the Education Session of our upcoming meeting.

EDI Advisory Council named: On March 25, eight community members were named to an advisory council that will guide our anti-racism and EDI work, including the collection and publication of relevant data and metrics to measure progress. Members include:

- **Bipasha Baruah**, Canada Research Chair in Global Women's Issues and professor in the Department of Gender, Sexuality, and Women's Studies
- **Candace Brunette-Debassige**, Special Advisor to the Provost (Indigenous Initiatives)
- **Susan Knabe**, Associate Dean, Undergraduate, FIMS, and professor in the Department of Gender, Sexuality, and Women's Studies
- **Erica Lawson**, professor in the Department of Gender, Sexuality, and Women's Studies
- **Donna Fagon-Pascal**, BA'92, Vice-President, Human Resources, Communications & Public Relations, Dynacare
- **David Simmonds**, BA'07, Senior Advisor, Canadian Centre for the Purpose of the Corporation and member of Western's Board of Governors
- **Sean Waite**, BA'11, professor in the Department of Sociology
- **Laura Williams**, BA'91, Founder and Principal, Williams HR Law Professional Corp., and Williams HR Consulting Inc.

Special Advisors on Anti-Racism **Nicole Kaniki** and **Bertha Garcia** will convene the council until such time as the new Associate-President of EDI is in place. In addition to the eight-person advisory council, a diverse network of more than 50 department representatives across campus, called the EDI Action Network, has been meeting monthly since January. Recruitment for the position of AVP EDI is now underway. We thank Bertha and Nicole for helping to lay the foundation for this council and for their ongoing leadership.

Improving campus accessibility: Western is acting on recommendations in an external report studying accessibility issues on campus. Initiated by AVP Student Experience, **Jennie Massey**, the external review followed practices endorsed by the Council for the Advancement of Standards in Higher Education and was conducted by colleagues from Dalhousie, Queen's, and the University of Toronto. Among our first steps will be striking an implementation committee and student advisory committee, and hiring an accessibility engagement coordinator to lead initiatives that facilitate community-building for students with disabilities.

Social Science partners with LEDC to pilot career apprenticeship program: The Faculty of Social Science began working with the London Economic Development Corporation last month to launch an innovative program that will connect new graduates to employment opportunities in London and region. The program will provide funding support for 10 positions in concert with local employers who commit to providing 12-month contracts to a recent graduate from one the Faculty's academic streams. Successful candidates will be eligible to start their careers in May in jobs with a minimum annual salary of \$35,000. Participating employers will be reimbursed by the program for four months' salary to a maximum of \$4,000 per month.

Summer internship programs announced: The Summer Student Internship Program and the Undergraduate Student Research Internship Program that were each so well received last summer will return in 2021. Combined, they will provide employment for as many as 400 students with up to \$7,500 in compensation during the 16-week period May 1 through August 31. Up to 100 Summer Program interns will work on OWL course sites, editing and captioning

lecture material, developing assessments, and creating instructional videos. The remaining 300 positions will be for students working directly with faculty members to support their research and to offer those students a research-intensive academic experience.

Business + Higher Education Roundtable: Western has joined this national non-profit group to help create more career opportunities for young Canadians while boosting innovation. Established in 2015, the group includes several of Canada's leading universities, colleges, polytechnic institutes, private-sector and government partners. BHER is chaired by Western alumnus and RBC President & CEO **Dave McKay** (MBA'92, LLD'19) who recognizes the profound impact of COVID-19 on work-integrated learning opportunities for students. BHER is committed to restoring and growing opportunities as Canada emerges from the pandemic. I attended my first BHER meeting in March and look forward to contributing to the work of this group on Western's behalf.

Western named among Canada's best employers: In February, Western was named among Canada's 50 best employers in *Forbes*. Ranked 43rd, Western is one of only two London employers making the top 100 on a list of 300 workplaces reviewed by the business magazine in 25 sectors, including manufacturing, government, education, retail, and wholesale.

CIHR and SSHRC grant program success: Several Western-led research projects involving dozens of colleagues across campus have recently received good news from federal funding councils, including:

- Seventeen projects involving colleagues from the Faculties of Social Science, Education, Business, Music, Arts & Humanities, and Health Sciences awarded a total of \$2.7M from the Social Sciences & Humanities Research Council's Insight Grants program.
- Twelve research projects in the Schulich School of Medicine & Dentistry and Faculties of Health Sciences and Science awarded a total of \$7.4M from the Canadian Institutes of Health Research.
- Four additional SSHRC Partnership Development Grants and two SSHRC Connection Grants awarded to colleagues in the Faculty of Health Sciences.
- A \$2.5M SSHRC Partnership Grant awarded to a collaborative international research project led by FIMS professor **Amanda Grzyb**, titled *Surviving Memory in Postwar El Salvador*, that involves a large consortium of academic, business, and other partners.

Accolades: Congratulations to the following campus community members who, among others, received special honours in recent months:

- Alumna and Dean of the Faculty of Law **Erika Chamberlain** (LLB'01) appointed by Prime Minister Trudeau to an advisory board that will identify candidates to fill a Supreme Court of Canada vacancy created by the retirement of Justice Rosalie Abella.
- Ivey professor **Paul Beamish** received the Outstanding Contribution to the Case Method Award from the Case Centre. A majority of Paul's 150 cases have been translated into

other languages and more than 3.5 million copies have been studied worldwide.

- Alumnae **Michelle Baldwin** (BA'99, Med'09), **Michele Beaudoin** (BA'82, MLS'96), and **Kyle MacDonald** (HBA'82) named 2021 Women of Excellence by the YMCA of Southwestern Ontario.
- Nominated for JUNO Awards by the Canadian Academy of Recording Artists and Sciences: alumni **Andrew Fedyk** (BA'15) and **Joe Depace** (BA'14) of Loud Luxury; **Basia Bulat** (BA'06); and Faculty of Music professors **Sharon Wei** (BMus'00) and **Angela Park**.
- Young alumni named to London's Top 20 Under 40 list for 2020:
 - **Carolyn Conron**, LLM'13, Principal, Conron Law Professional Corp.
 - **Katelynn Drake**, JD'17, Lawyer, Legate Personal Injury Lawyers
 - **Rasha El-Tawil**, LLB'07, Law Associate, Siskinds LLP
 - **Zamir Khan**, MEd'07, Founder & CEO, VidHug
 - **Jennifer Miller**, BA'09, Special Project Manager, Sifton Properties Ltd.
 - **Erika Oakes**, BA'07, Owner & co-founder of Os & Oakes
 - **Divyansh Ojha**, HBA'20, Founder, FoodFund Inc.
 - **Emily Strybosch**, CERT'19, Brand Specialist, Libro Credit Union
- Alumnus **Frank Worrell**, BA'85, MA'87 (Psychology) elected president of the American Psychological Association.

Leadership update: The work of review/selection committees for the following leadership positions remains underway: Provost & Vice-President (Academic), and Associate Vice-President (Equity, Diversity & Inclusion). Newly constituted review/selection committees will begin their work later this spring for the Dean of Law, Vice-Provost (Academic Programs), and Vice-Provost (Graduate & Postdoctoral Studies).

ITEM 4.0 – Unanimous Consent Agenda

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

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 -- *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 Boards 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 Board to focus on major items of business. While approval of an omnibus motion saves time at Board 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, she 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 and in committee reports 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, he or she 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 presented.

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 4.1 - Approval of Minutes

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

Recommended: That the open session minutes of the meeting held January 21, 2021 be approved as circulated.

ATTACHMENTS:

4.1 [Open Session Minutes of the Meeting of January 21, 2021](#)



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

JANUARY 21, 2021

The meeting was held at 1:00 p.m. on Zoom.

PRESENT: R. Konrad, Chair
A. Bryson, Acting Secretary

S. Bennett	G. Pollock
W. Boye	C. Rorabeck
C. Burghardt-Jesson	B. Ross
G. Dick	A. Shepard
K. Gibbons	S. Shortreed
D. Keddy	D. Simmonds
J. Kum	C. Stephenson
M. Lerner	M. Surkont
S. Neiman	J. Toswell
G. Parraga	S. Trosow
S. Pitel	H. Usher

By Invitation: A. Blackburn-Evans, R. Chelladurai, P. Eluchok, D. James, L. Logan, E. Mallory, M. Mills, J. O'Brien, S. Prichard, T. Rice, L. Rigg [Lesley]

Secretariat Resource: L.A. McKivor, C. Price, L. Rigg [Lisa]

Regrets: L. Hasenfratz, E. Holder, P. Thomlinson

Note: K. Gibbons served as Chair of the meeting due to R. Konrad having technical difficulties.

Land Acknowledgement

D. Keddy offered a Land Acknowledgement.

Adoption of Agenda – Open Session

It was moved by H. Usher seconded by W. Boye,

That the agenda for the Open Session be approved as circulated.

CARRIED

BG.21-01 **REPORT OF THE PRESIDENT**

The Report of the President, distributed with the agenda, consisted of the following topics:

- The President acknowledged the impact that the pandemic has had across campus amongst students, staff, and faculty and thanked the Western community for their continued commitment in supporting one another and the University during this challenging time
- The President reported that the communications team at Western will be drafting a campaign that will be circulated publicly in the spring, recognizing the covid-19 related research achievements that have occurred across various disciplines and faculties at the University over the last twelve months
- The University is set to return to in-person classes after the University's spring break in February. It was noted that this was delayed due to the emergency stay-at-home orders that were issued over the December holidays
- The President reported that the University has received questions from current students as to whether classes will remain in a mixed model come the Fall 2021 academic year. He stated that decisions around program delivery for the Fall 2021 will be made in late February, however it is anticipated that the University will return to in-person program delivery for the Fall term but remain virtual for the Summer 2021 term.

The President concluded his report by providing a brief report on the strategic planning process highlighting that work has continued despite the challenges arising from the COVID-19 pandemic. He reported that a website was recently published that highlights key messages and themes from the strategic planning sessions and acknowledges consultations that have been completed to date.

A Board member inquired whether the University is offering rebates to students in residence as a result of the delay to in-person learning on campus. The President reported that the University is offering rebates to any students who choose to stay at home but noted that there is an interest by most students to return to campus. As a result, the University is encouraging students to return to campus at a later date once the stay-at-home order has lifted. Exceptions are being made for individuals who must return to campus due to research or in situations where international travel is required.

A Board member asked how much flexibility the University has to accommodate a summer term should the situation with the pandemic change. The President stated that the decision to pivot to online learning was made in March of last year when the pandemic began, and despite the summer term being delivered in solely a virtual format, last year's summer term had the highest enrolment in the history of the University. He reported that there was ample time to modify program delivery for the summer term in the event that the situation with the pandemic changes, but recognized the effort required on the part of Faculty and staff to modify course delivery in a short period of time and acknowledged the potential opportunity that the University has to engage a broader group of students in a virtual format.

BG.21-02 **UNANIMOUS CONSENT AGENDA**

It was moved by H. Usher, seconded by W. Boye,

That the items listed in the Unanimous Consent Agenda except Items 4.2(f), 4.5(b) and 4.8(d), be approved or received for information.

CARRIED

BG.21-03 **Minutes of the Previous Meeting**

The open session minutes of the meeting of November 19, 2020 were approved as circulated.

BG.21-04 **Business Arising from the Minutes**

There were no items noted as business arising from the November 19, 2020 minutes.

BG.21-05 **New Scholarships, Awards, and Prizes**

The new scholarships, awards, and prizes approved by the Property and Finance Committee, on behalf of the Board of Governors, were provided for information in Item 4.2(a).

BG.21-06 **Key Financial Indicators Report**

The Key Financial Indicators Report was provided for information in Item 4.2(b).

BG.21-07 **Ancillary Financial Report**

The Ancillary Financial Report was provided for information in Item 4.2(c).

BG.21-08 **Annual Report on Trademark Licensees doing Business with the Western Bookstore**

The Annual Report on Trademark Licensees doing Business with the Western Bookstore was provided for information in Item 4.2(d).

BG.21-09 **Report of the Investment Committee**

The Report of the Investment Committee was provided for information in Item 4.2(e).

BG.21-10 **E-Approvals of December 17, 2020**

The Special Policy & Operations Committee approved the following senior appointments on behalf of the Board of Governors:

1. Renewal of Dean of Faculty of Health Sciences
2. Extension of Acting Vice-Provost & Associate Vice-President (Indigenous Initiatives)
3. Appointment of Vice-Provost & Associate Vice-President (Indigenous Initiatives)

BG.21-11 Health Sciences Research Ethics Board (HSREB) appointment to the Board of Governors

The Health Sciences Research Ethics Board (HSREB) appointment to the Board of Governors was reported to the Board for information in item 4.3(b).

BG.21-12 Revisions to Special Resolution No. 3 – Banking

It was moved by H. Usher, seconded by W. Boye,

That the Board of Governors approve the revisions to Special Resolution No. 3 – Banking, as shown in Item 4.4(a).

CARRIED (by Unanimous Consent)

BG.21-13 Western Office of the Ombudsperson Annual Report 2019/20

The Western Office of the Ombudsperson Annual Report 2019/20 was provided for information in Item 4.5(a).

BG.21-14 Fund Raising Activity Quarterly Report as at October 31, 2020

The Fund Raising Activity Quarterly Report at October 31, 2020 was provided to the Board for information in Item 4.6(a).

BG.21-15 Acquisition of Two Photographs by A. Grauerholz

The acceptance of *Musée Carnavalet #7 2018*, inkjet print on Arches paper, and *Musée Carnavalet #26 2018*, inkjet print on Arches paper, by artist Angela Grauerholz were reported to the Board for information in Item 4.7(a).

BG.21-16 Introduction of the Master of Management (MM)

It was moved by H. Usher, seconded by W. Boye,

That, pending Quality Council approval, the Master of Management (MM) be introduced in the Ivey Business School, as set out in Item 4.8(a), effective September 1, 2021.

CARRIED (by Unanimous Consent)

BG.21-17 Guidelines on the Use of Digital Resources

The Guidelines on the Use of Digital Resources are provided in Item 4.8(b) for information.

BG.21-18 **Revisions to the Appointment Procedures for Senior Academic and Administrative Officers of the University – Change of Title in Section U: Secretary of Senate**

It was moved by H. Usher, seconded by W. Boye,

That the Board of Governors approve the title of “Secretary of Senate” in the Appointment Procedures for Senior Academic and Administrative Officers of the University (Section U) be changed to “University Secretary”.

CARRIED (by Unanimous Consent)

BG.21-19 **Western Libraries Annual Report 2019/20**

The Western Libraries Annual Report is provided to the Board of Governors for information via Senate.

BG.21-20 **ITEMS REMOVED FROM CONSENT AGENDA**

BG.21-20.1 **Investment Committee Membership Renewal**

The Report of the Investment Committee Membership Renewal was provided for information in Item 4.2(f).

A Board member queried the composition of the Investment Committee and asked if there was an opportunity to review the diversity of membership when a renewal is required citing the importance of focusing on diversity across Board committees when possible. L. Logan, Vice-President (Operations & Finance) reported that the Investment Committee will be proposing a revision to the Investment Committee Terms of Reference this coming Spring to allow for additional external members and stated that a list of potential female candidates has been provided to the committee for review, acknowledging a desire to see more gender balance amongst appointed external members. She noted that she is the Chair of the Investment Committee and a voting member on behalf of the University.

BG.21-20.2 **Health, Safety & Well-Being Annual Report 2020**

The Health, Safety & Well-Being Report was provided to the Board for information in Item 4.5(b).

A Board member commended the work and associated report of M. Mills, Director (Health, Safety & Well-being) and the health & safety employees who supported the work outlined in the report.

A Board member commented on the economic concerns outlined in the report related to mental health citing long-term mental health claims as an area of concern. It was proposed that the University consider providing additional funding to Faculty and staff seeking mental health support noting that this was a continued area of concern within employee agreements and

could benefit both employees of the University and the institution itself. J. O'Brien, Associate Vice-President (Human Resources) stated that the University has additional access to mental health services for employees of the University through the well-being team and extensive services available through the employee assistant program that supports mental health. Additionally, she reported that the University will be launching a new program that specifically focuses on supporting the mental health and well-being of staff and faculty in February. She reported that the University regularly reviews employee benefits and is always open to discussing benefits packages with employee groups when requested.

BG.21-20.3

Revisions to the Appointment Procedures for Senior Academic and Administrative Officers of the University – Addition of the Associate Vice-President (Equity, Diversity & Inclusion)

It was moved by W. Boye, seconded by C. Rorabeck,

That the Board of Governors approve the *Appointment Procedures for Senior Academic and Administrative Officers of the University* be amended to include the Associate Vice-President (Equity, Diversity & Inclusion) as shown in Item 4.8(d).

CARRIED (by Unanimous Consent)

A Board member asked for clarification regarding the job description of the Associate Vice-President (Equity, Diversity & Inclusion) position and the expected timeline for recruitment. The President reported that the position will not be solely operationally focused and stated it will be broad in scope and provide support across the institution in initiatives that impact equity, diversity, and inclusion.

When asked whether a faculty member or staff member was preferred for the position, the President stated that the position was open to both faculty and staff, however a staff member was preferred.

When asked whether the Associate Vice-President (Equity, Diversity & Inclusion) position would be involved in a human resources capacity at the University, the President reported that the position would engage with the Human Resources team and liaise with the Equity and Human Rights Office that lies within the Human Resources department, but noted that the Equity and Human Rights Office would not report to the Associate Vice-President (Equity, Diversity & Inclusion) position.

REPORT OF THE PROPERTY & FINANCE COMMITTEE

BG.21-21

Update on Operating Budgets as at October 30, 2020

R. Chelladurai, Associate Vice-President (Planning, Budgeting & Information Technology) provided an update on the operating budget as of October 30, 2020. During his update he acknowledged the additional costs incurred by the University associated with the COVID-19 pandemic and highlighted the strong enrolment during the summer 2020 and Fall 2020 academic terms despite the pandemic.

BG.21-22 **QUESTIONS FROM MEMBERS**

A Board member inquired whether the Canadian Centre for Activity and Aging will be open this year as initially planned. R. Chelladurai reported that the centre will be moving to Elborn College where the Faculty of Health Sciences is located. He stated that the pandemic has impacted the timeline to reopen the centre but it will be open as soon as timing allows.

BG.21-23 **OTHER BUSINESS**

No other business was noted.

ADJOURNMENT TO CONFIDENTIAL SESSION

The meeting adjourned to the confidential session at 1:50 p.m.

R. Konrad
Chair

A. Bryson
Acting University Secretary

ITEM 4.1(a) - Business Arising from the Minutes

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

There is no business arising at this time.

ITEM 4.2(a) – New Scholarships, Awards, and Prizes

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

At its meeting on April 13, 2021, The Property & Finance Committee approved the scholarships, awards, and prizes shown in Item 4.2(a). New Scholarships, Awards, and Prizes recommended by the Senate are approved by the Property & Finance Committee on behalf of the Board of Governors in accordance with the Property & Finance Committee Terms of Reference.

ATTACHMENT(S):

[New Scholarships, Awards, and Prizes](#)

ITEM 4.2(a) – New Scholarships and Awards

Gary Manning Memorial Scholarship in Journalism (Journalism)

Awarded annually to a full-time graduate student entering the Master of Media in Journalism and Communications program based on outstanding academic achievement and an interest in pursuing a career in the Arts or Public Relations. The recipient will be selected in accordance with the FIMS Awards and Scholarships Policy. This scholarship was made possible by a generous gift from Mrs. Joanna Manning in memory of her late husband Gary Manning (BA Honours Journalism 1971).

Value: 1 at \$1,000

Effective Date: May 2021

Gary Manning knew from the age of 15 that he wanted to be a journalist. He believed that giving people the best information could help them make good personal decisions. His first job after graduation was in Corner Brook, Newfoundland, during the Smallwood premiership; a great introduction to journalism. Following that he became City Editor in Sarnia and a respected Managing Editor in Cornwall, Guelph, Woodstock and Welland, Ontario. His staff appreciated his patience, commitment and enthusiasm; always receptive to new ideas for columns, features and reviews. Journalism was Gary's life, one he loved unreservedly. A gentleman in the newsroom and beyond he was rarely seen without a smile. In the arts world Gary's first love was theatre, followed by music, from classical to a wide range of genres. Gary died in 2020 at the age of 74.

Susan L. Mark Bursary in Engineering (Engineering)

Awarded annually to an undergraduate student in any year in the Faculty of Engineering who has demonstrated financial need. Preference will be given to a student enrolled in Mechanical Engineering. Online financial assistance applications are available through Student Center and must be completed by October 31st. The Office of the Registrar will select the recipient.

This bursary was established through a generous gift from Susan L. Mark (BESc 1987).

Value: 1 at \$1,500

Effective Date: 2021-2022 to 2025-2026 academic years inclusive

Dr. P.H. Brooke International Travel Award in Medicine (Schulich School of Medicine & Dentistry)

Awarded annually to a full-time student entering fourth year of the Doctor of Medicine (MD) program who will be pursuing a medical overseas experience in an African country. This award is intended to assist with the travel or program expenses directly related to a medical overseas elective experience. Interested students are asked to submit an online application to the Undergraduate Medical Education Office by August 31st. The recipient will be selected by a committee from the Internationalization Office from the Schulich School of Medicine & Dentistry with the approval of the Undergraduate Medical Education Awards Committee. This award was established by Dr. Priscilla Brooke (MD 1969). Dr. Brooke's time spent as a medical doctor in several African countries was a life-altering experience.

Value: 1 at \$3,000

Effective Date: 2021-2022 to 2025-2026 academic years inclusive

Douglas and Vivian Bocking Medical Award (Schulich School of Medicine & Dentistry)

Awarded annually to a student in any year of the Doctor of Medicine (MD) program who has exhibited outstanding leadership skills and is actively involved in community-based projects either within the Schulich School of Medicine & Dentistry community and/or outside of the community. Students must also demonstrate financial need. Online financial assistance applications are available through Student

Center and must be submitted by September 30. Students must also submit an online application, detailing their activities and contributions, to the Undergraduate Medical Education Office by October 31st. Once financial need has been determined by the Office of the Registrar, the Undergraduate Medical Education Awards Committee will select the recipient. This award was established by the Bocking family, friends and Alumni, in memory of Dr. Douglas Bocking (MD 1943 and former Dean of Medicine) and his wife Mrs. Vivian Bocking (BA '82).

Value: 1 at \$2,700

Effective Date: 2021-2022 academic year

Dr. Douglas (Doug) Bocking served as Dean of the Faculty of Medicine at Western from 1965 to 1978, Vice-President of Health Sciences until 1984, and Vice-Provost of Health Sciences until 1987. Doug and Vivian raised 6 children, all of whom attended Western. Vivian served as President of both the YM-YWCA Board of Directors and the Women's Christian Association Board. She followed her children in attending Western, graduating in 1982 with a Bachelor of Arts Degree. Doug was the Founding Chair of the Board of the London Intercommunity Health Centre. In 1999, he was appointed a Member of the Order of Canada for his contributions to Health Care and Community Service. Doug died in 2020 at the age of 99, predeceased by Vivian, aged 91, in 2011.

Hadis Hayatdavoudi Graduate Scholarship in Chemistry (Chemistry)

Awarded annually to a full-time graduate student enrolled in a Master's or Doctoral program in Chemistry, based on academic achievement and research merit. The recipient will be selected by a committee in the Graduate Department of Chemistry. At least one member of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship was established by Dr. Nasim Hadj-Bagheri in honour of Hadis Hayatdavoudi who was a PhD student in Chemistry.

Value: 1 at \$3,000

Effective Date: May 2020 to April 2030 inclusive

Hadis Hayatdavoudi came to Western from the city of Shiraz, south of Tehran. She was devoted to her family, science and her community. During her time at Western, she volunteered weekly as a tutor for people with disabilities at Hutton House in London. Hadis was considered a brilliant researcher. She was working on researching corrosion in metal, specifically the interaction of hydrogen within copper/steel canisters planned to safeguard Canada's supply of used nuclear fuel. Hadis was killed in January of 2020 when the Ukraine International Airlines Flight PS752 was shot down near Tehran by an Iranian surface-to-air missile.

Lloyd and Myrna Baetz Undergraduate Engineering Research Fellowship (Engineering)

Awarded annually to a full-time undergraduate student in Year 2 or above of a Software Engineering program based on academic achievement and a desire to complete a 16-week summer research experience prior to completing their final year of study under the supervision of a faculty member in the Department of Electrical and Computer Engineering. Candidates will have a minimum 80% average. Candidates must submit an NSERC USRA application, along with a statement describing their research focus relevant to this fellowship and why they would like to pursue a summer research position to the Faculty of Engineering by January 31. Candidates must be eligible to work in Canada. Recipients will be selected by a faculty committee appointed by the Dean of Engineering. The Committee will include a faculty member from the Department of Electrical and Computer Engineering. Selection will take place annually at the end of February. Engineering will ask fellowship recipients to submit a report at the end of the summer describing the research conducted and how the experience advanced their personal

growth and career aspirations. This fellowship is made possible through a generous donation from Lloyd Baetz (BESc '70) and Myrna Baetz.

Value: 1 at \$7,980

Effective Date: 2020-2021 to 2029-2030 academic years inclusive

David Jon Thomson Memorial Scholarship (Ivey Business School)

Awarded annually to full-time students from Alberta, Canada entering the Master of Business Administration program at the Ivey Business School, based on financial need and academic achievement. Final selection of the recipients will be made by the MBA Scholarship Review Committee, with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies. This Memorial Scholarship has been established to honour the memory of Ivey alumnus, David Jon Thomson.

Value: 1 at \$24,000

Effective Date: May 2021

From humble roots in southern Alberta, David was the first in his family to go to university. Ever striving, he earned a scholarship to join the MBA Class of 1963 at Ivey. Much of the success in his professional life and many of his closest friendships grew out of his time at Ivey. David obsessively planned the Ivey MBA Class of '63 reunions, thrilled to maintain ties among valued classmates.

London Police Association Indigenous Community Impact Award (Sociology)

Awarded annually to a self-identified Indigenous (First Nations, Métis or Inuit) graduate student enrolled in a Master's program in Sociology who is conducting applied research on issues of power and justice which prioritize a focus on issues such as policing practice, but may include legal and justice practices, the inter-relation or work across core social services, mental health, community wellbeing, and/or Indigenous applications of justice. Candidates must submit a one-page statement outlining their proposed research related to these areas by January 15th to the Department Office in Sociology. The recipient will be selected by the Department of Sociology Graduate Committee, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. The recipient may continue to receive the award for a second year. This award was established with a generous donation from the London Police Association.

Value: 1 at \$2,500

Effective Date: May 2021 to April 2026 inclusive

In order to be truly effective and deliver on its core values, policing and the practice of justice is necessarily dependent on the relationships it has with communities. The values of communities and the values of policing should be mutually understood and respected. This is not and has not always been the case especially for Indigenous communities. Establishing this award within the Department of Sociology will provide the London Police Association with the opportunity to learn from within our Indigenous communities.

Katalogic Inc. BMOS Award (DAN Department of Management & Organizational Behaviour)

Awarded annually to an undergraduate student, in any year, of a DAN Department of Management & Organizational Studies program, based on a minimum 70% average and demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30th. The DAN Management Student Awards Committee will select the recipient after the

Office of the Registrar assesses the financial need. This award was established by a generous gift from Ms Wendy Chiu (BA 1994) and her company, Katalagic Inc.

Value: 1 at \$1,500

Effective Date: 2021-2022 to 2025-2026 academic years inclusive

Anne Fenerty International Scholarship (Any Undergraduate Program)

Awarded annually to a full-time International student entering first year of any program, in any faculty, based on academic achievement. Preference will be given to a student who has been granted refugee status prior to November 1 of their first year of study at Western. The recipient will be selected by the Office of the Registrar. This scholarship was established by Mrs. Anne Fenerty (BSc 1954).

Value: 1 at \$1,000

Effective Date: 2021-2022 academic year

Anne Fenerty grew up in a small Hungarian village with her family surviving World War II, despite mortal danger from the Nazis and then the Soviets. Poor and alone, the family escaped to Austria and Anne began her studies at the University of Innsbruck. One day in 1951, a representative from the World Student Relief approached Anne and offered her an opportunity to study in Canada. Working with the International Student Service of Canada, Anne was given a scholarship to attend Western University. At Western, she studied Chemistry and worked in the field before raising two sons. In the 1970's Anne and her husband Mike moved to Boulder, Colorado where they continue to live enjoying friends, hiking, and community involvement.

Roman Hodge Men's Hockey Award (Any Undergraduate or Graduate Program)

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a contribution as a member of the Mustang Men's Hockey team. Preference will be given to a player who is a graduate of the Alberta Junior Hockey League (AJHL), and has demonstrated positive leadership and good will, both on and off the ice with teammates and his community. Candidates who are intercollegiate student athletes must be in compliance with current OUA and U SPORTS regulations. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. The Western Athletic Financial Awards Committee will select the recipient based on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20% respectively). This award was established by Mr. Robert (Doug) Hodge in honour of his son, Roman Hodge.

Value: 1 at \$1,500

Effective Date: 2021-2022 to 2025-2026 academic years inclusive

Grant Young Earth Sciences Field Camp Award (Earth Sciences)

Awarded annually to a student entering second year in Earth Sciences studying Introductory Field Mapping Techniques, based on a minimum 70% average and demonstrated financial need. Online financial assistance applications are available through Student Center and must be submitted by September 30th. In addition, students must submit a one-page statement to the Departmental Office of Earth Sciences by September 30th outlining their interest in field work. Preference will be given to students planning to do field work at the Whitefish Falls Field Camp the following spring. The Awards Committee in the Department of Earth Sciences will select the recipient after the Office of the Registrar assesses the financial need. This award was established by Mrs. Maureen Young and her family, in

memory of her husband Dr. Grant Young.

Value: 1 at \$1,000

Effective Date: 2021-2022 academic year

Dr. Grant Young joined the Earth Sciences Department at Western University in 1963. He was an outstanding Geoscientist whose impact and insight will continue to have a major influence on future research into our understanding of the Earth. His early work began with studies of glacial rocks in northern Ontario, and quickly expanded to include work on glacial and related rocks in the Yukon and Nunavut, Australia, Alaska and northern and southern Africa. Dr. Grant Young's teachings and field courses, most notably the beloved Field Camp at Whitefish Falls, had immeasurable impact to the many students he taught during his tenure, helping to inspire the next generation of geoscientists. Dr. Young died in 2020 at the age of 83.

Dr. Ian Randall Kerr Memorial Award in Law (Law)

Awarded annually to a full-time second or third-year student in the Faculty of Law who has made a positive contribution to student life and the Western Law community. Preference will be given to a student whose involvement in music, art or drama has added to their law school contribution. Nomination forms, completed by students, staff or faculty, can be submitted to the Dean's Office in Law by February 15th. The Faculty of Law Scholarship and Awards Committee will select the recipient. This award was established through generous gifts from the 1994 and 1995 classmates, family and friends of Dr. Ian Randall Kerr (PhD Philosophy 1995, LLB 1995, MA Philosophy 1989).

Value: 1 at \$3,000

Effective Date: 2020-2021 to 2024-2025 academic years inclusive

During Ian's studies in philosophy at Western, he fell in love with the law and was sweet-talked into going to law school in 1991 while completing his doctorate and teaching 800 students. Ian had big hair, big ideas, a big laugh and the biggest heart. He was the drummer for a band called "Jeremy Bentham's Head". At Obiter Dicta, he wrote and starred in many skits including "Schadenfreude Tonight", a playful take on the sometimes competitive nature of law students. No one was surprised when Ian went on to become a groundbreaking scholar and adored Professor. Ian died in 2019 at the age of 54.

Bob McLeod Men's Hockey Award (Any Undergraduate or Graduate Program)

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Men's Hockey Team. Preference will be given to a player who has demonstrated strong character, positive leadership and good will, both on and off the ice with teammates and his community. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). This scholarship was established by Western Hockey coaching staff members and Kyle Piwowarczyk, a former player from 2004-2008.

Value: 1 at \$2,000

Effective Date: 2021-2022 to 2024-2025 academic years

Dr. Helen Irene Battle Memorial Award in Biology (Science)

Awarded annually to a student entering second year Honours Specialization in Biology, based on a minimum 70% average and demonstrated financial need. Preference will be given to a student who has demonstrated leadership skills and who identifies as a member of a Black or Indigenous community who has experienced hardship, economic disadvantage or discrimination. Students must complete an application, available through the Biology Department, outlining their eligibility by September 30th. Online financial assistance applications are available through Student Center and must be submitted by September 30th. The Biology Undergraduate Education Committee will select the recipient after the Office of the Registrar assesses the students' financial need. This award was established by a generous gift from Dr. Kaye Hayashida (MSc 1958) and Mr. Tullio Cedraschi to honour Dr. Helen Irene Battle and her accomplishments to the world of Science.

Value: 1 at \$1,000

Effective Date: 2021-2022 academic year

Dr. Helen Irene Battle was the first Canadian woman to earn a PhD in Marine Biology and was one of the first Zoologists to engage in laboratory research. From 1929 to 1967, Dr. Battle served on the Faculty of Western University. During her tenure, Dr. Battle was a truly exceptional researcher, educator and mentor. She inspired students to discover their passion for Biology and strive for excellence in their studies. Through her thoughtful mentorship, she encouraged and assisted many of her students, particularly women, to pursue graduate education and careers in Biology. In 1956, Dr. Battle became Acting Head of the Zoology Department at Western where she continued to fight for improving the positions and leadership opportunities for women in universities. Helen died in 1994 at the age of 91.

Dr. Rao & Dr. Lakshmi Malempati Scholarship in Psychiatry (Schulich School of Medicine & Dentistry, Windsor program)

Awarded to a 4th year student in good academic standing who is participating in the Clinical Clerkship stage of his/her medical education at the Schulich School of Medicine & Dentistry, Windsor program. No application required.

Value: 1 at \$1000

2020-2021 academic year

London Police Services Community Impact Award (Sociology)

Awarded annually to a graduate student enrolled in a Master's program in Sociology who is Black or a person of colour, who has experienced hardship, economic disadvantage or discrimination. This student will be conducting applied research on issues of power and justice which prioritize a focus on issues such as policing practice, but may include legal and justice practices, the inter-relation or work across core social services, mental health, community wellbeing, and applications of justice. Candidates must submit a one-page statement outlining their proposed research related to these areas by January 15th to the Department Office in Sociology. The recipient will be selected by the Department of Sociology Graduate Committee, with at least one representative holding membership in the School of Graduate and Postdoctoral Studies. The recipient may continue to receive the award for a second year. This award was established with a generous donation from the London Police Services Board.

Value: 1 at \$2,500

Effective Date: May 2021 to April 2026 inclusive

In order to be truly effective and deliver on its core values, policing and the practice of justice is necessarily dependent on the relationships it has with communities. The values of communities and the values of policing should be mutually understood and respected. This is not and has not always been the case especially for Black or people of colour. Establishing this Award within the Department of Sociology will provide the London Police Services Board with the opportunity to learn from within these communities. The London Police Services Board will receive valuable research and insights through an impartial lens.

Sabourin Family Foundation Founders Award (Any Undergraduate Program)

Awarded annually to full-time undergraduate students in Year 2 of any degree program based on demonstrated engagement with entrepreneurship activities at Western and academic achievement. Applications can be obtained online through the Morrisette Institute for Entrepreneurship's website and must be submitted with a one-page statement that describes the applicant's entrepreneurship activities. Applications will be open to students at the end of Year 1, with an application deadline of April 30th. Recipients will be confirmed in the fall once they register in Year 2. A committee in the Morrisette Institute for Entrepreneurship will select the recipients. The award will continue in Years 3 and 4, provided that the recipient maintains full-time status and continues engagement with entrepreneurship activities at Western, as determined by the Morrisette Institute for Entrepreneurship. The award value will increase to \$10,000 in Year 4, as long the recipient progresses to leadership of entrepreneurship activities, as determined by the Morrisette Institute for Entrepreneurship. If a recipient does not maintain the award, a replacement student will be selected from the same cohort. This award was established with a generous gift from the Sabourin Family Foundation.

Value: 2 at \$20,000 (\$5,000 in Years 2 and 3, and \$10,000 in Year 4)

Effective Date: 2021-2022 to 2027-2028 (the last new recipients will be selected in 2025-2026)

Alpine Civil Engineering Extracurricular Achievement Award (Engineering)

Awarded annually to an undergraduate student in Year 3 in the Civil Engineering program in the Faculty of Engineering, based on a minimum 70% average and involvement in extracurricular activities. Preference will be given to a student in a concurrent degree program who is also involved in activities such as student council, the engineering undergraduate society, CSCE Chapter, varsity athletics, the Greek Community and/or volunteering. An online application, highlighting the student's involvement in extracurricular activities, must be submitted through the Engineering Undergraduate Services' website (<http://www.eng.uwo.ca/undergraduate>) by September 30th. The Undergraduate Services Office in the Faculty of Engineering will select the recipient. This award was made possible by James Kay (BESc 2001) to commemorate his 20th Class Reunion.

Value: 1 at \$1,000

Effective Date: 2021-2022 academic year

Mrs. Gladys Burden Graduate Bursary (Schulich School of Medicine & Dentistry)

Awarded annually to a full-time Master's or Doctoral student in the Schulich School of Medicine & Dentistry, based on research merit and demonstrated financial need. Preference will be given to students who are conducting research on Rheumatoid Arthritis and/or Osteoporosis. Students must submit a one-page statement to the Department of Medicine, Division of Rheumatology by September 30th outlining their research studies and financial need. The Graduate Awards Committee in the Division of Rheumatology will select the recipient. At least one representative must hold membership in the School of Graduate and Postdoctoral Studies. This bursary was established with a generous bequest

from the Estate of Mr. Brian Rolf Burden in memory of his mother, Gladys Burden.

Value: 1 at \$4,000

Effective Date: May 2021

Brian Burden was born in England and his father was a soldier in World War II, during which he was subsequently killed in North Africa. After the war ended, Brian, his mother Gladys and her sister immigrated to Canada and settled in London, Ontario. Brian met his future wife, Miecia in high school and they married after graduation and settled in Kitchener. Brian worked for Zeller's as an Assistant Manager and later at Steve's TV as a Sales Associate. Brian and Miecia had a love for travel and visited many destinations over the years. Brian died in 2020 at the age of 80.

VanBoxmeer & Stranges Engineering Ltd. Award (Engineering)

Awarded annually to a full-time student in Year 4 of the Structural Engineering option of the Civil Engineering program in the Faculty of Engineering, based on a minimum 75% average, demonstrated financial need and involvement in extra-curricular activities or sports, on campus or in the community. An online financial assistance application must be submitted through Student Center by September 30th. In addition to this, an online application must be submitted through the Engineering Undergraduate Services website (<http://www.eng.uwo.ca/undergraduate>) by September 30th. The Undergraduate Engineering Awards Committee will select the recipient once the Registrar's Office has assessed financial need. This award was established with a generous gift by VanBoxmeer & Stranges Engineering Ltd.

Value: 1 at \$1,000

Effective Date: 2021-2022 academic year

ITEM 4.2(b) – S&P Credit Rating Report

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

The S&P Credit Rating Report is published annually and provides the University's credit rating score. The report is provided to Property & 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 with a stable outlook.

The AA Stable 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).

ATTACHMENT:

[Credit Rating Report](#)



University of Western Ontario

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Key Rating Factors

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AA/Stable/--

Enterprise profile	Financial profile
<p>A very strong enterprise profile that is characterized by a healthy demand profile and market position.</p> <ul style="list-style-type: none">• The University of Western Ontario benefits from excellent student quality metrics and a solid market position.• Its core catchment area in the Province of Ontario has excellent economic fundamentals and supportive demographics.• Offsetting these strengths somewhat is Western's more limited geographic draw relative to that of some rated Canadian peers because it attracts most of its students from Ontario.	<p>Western's very strong financial profile will help it weather near-term challenges.</p> <ul style="list-style-type: none">• Western has generated very strong operating margins in the past several years, largely fueled by enrollment growth, helping to maintain a moderate debt burden.• The COVID-19 pandemic and the associated restrictions on campus activities will pressure Western's financial performance in the near term, especially if enrollment falls materially in the next fiscal year.• Despite material near-term challenges, we believe that Western's robust liquidity will help to sustain the university's credit profile.

Outlook

The stable outlook reflects S&P Global Ratings' expectation that, in the next two years, Western will be able to manage its budgetary pressures to generate strong operating margins greater than 5% of adjusted operating expenses on average, its levels of available resources will remain high, and it will maintain a healthy enrollment and demand profile. The outlook also reflects our expectation that the university's relationship with the province will be stable.

Downside scenario

We could lower the ratings in the next two years if the COVID-19 pandemic and associated travel restrictions and social distancing measures persist well into the next fiscal year, materially disrupting the university's operations and impairing enrollment levels and revenue, resulting in significantly weaker financial performance and available resources. Furthermore, evidence of negative government intervention, a strengthening of our assessment of the link between the university and province, or a significant reduction in our assessment of Western's resilience to an Ontario default scenario could also cause us to lower the ratings on the university, potentially to on par with or below those on the province, depending on the severity.

Upside scenario

An improvement in Western's already healthy enterprise profile could lead to a positive rating action. Specifically, a selectivity ratio consistently below 50% or increased geographic diversification of the student body, with out-of-province students accounting for more than 30% of total full-time equivalents (FTEs), could lead to a positive rating action in the next two years.

Rationale

The ratings reflect Western's stand-alone credit profile, which S&P Global Ratings assesses at 'aa'. This reflects our combined assessment of the university's very strong enterprise and financial profiles. The ratings also reflect our opinion of a moderately high likelihood that the Ontario government would provide extraordinary support in the event of financial distress.

We believe the pandemic and resulting prevention measures represent a near-term risk to Western and other universities we rate. They had a modest impact on the university's overall financial results in fiscal 2020 (year ended April 30), and total enrollment increased in fall 2020, despite ongoing restrictions to on-campus learning and other activities. However, Western has budgeted for higher operating expenses and weaker revenue from ancillary operations in fiscal 2021 and we believe that the threat of a more protracted recovery and ongoing restrictions on campus activities and student mobility pose a material risk to longer-term student demand and enrollment growth, particularly international students, which could affect the university's enterprise and financial profiles.

Founded in 1878, Western is a research-intensive, doctoral university. It is in the southwestern Ontario city of London, which has a population of about 384,000. At fall 2020, Western had 35,222 FTE students on its main campus, a 4.4%

increase from the previous year. The university has 12 faculties and schools, including a school of medicine and dentistry, law, engineering, and business. It also has affiliations with three research institutes, three university colleges, and two teaching hospitals.

Western's very strong enterprise profile is characterized by a healthy demand profile and market position, and good management and governance practices. In fall 2020, its first-year selectivity rate (offers-to-applications) of 66% was higher than typical as more offers were sent out in anticipation of a potential decline in enrollment, and we expect that it will moderate back to about 55% within the next two years as it seeks to contain enrollment growth. However, as a consequence, Western's total headcount in fall 2020 increased 3.1%, with growth in undergraduates helping to offset a modest decline in international enrollment. A high proportion of students (78%) are from Ontario, and we therefore view Western's student draw as having limited geographic diversity relative to that of some peers. The university is working toward increasing its international student body and diversifying the source countries, which could support revenue diversity. Western has consistently demonstrated strong retention rates greater than 90% and six-year graduation rates averaging almost 84% in the past five years. Also supporting our assessment is our view of the higher education sector's low industry risk, with counter-cyclicality and low competitive risk and growth. In addition, the university benefits from excellent economic fundamentals, as measured by the province's GDP per capita, which we estimate to be about US\$43,400 in 2020; good income indicators; and moderate employment and population growth projections.

In our view, the university's senior administration has sufficient depth and expertise, and has demonstrated consistent operational effectiveness, as evidenced by a track record of healthy operating margins that we believe lends stability to the credit profile. Overall, we view Western's transparency and disclosure to be good, with policies, procedures, and risk management capacity to adequately identify, monitor, and mitigate risks. The university conducts its activities according to a four-year operating and capital plan that contains what we view as appropriate assumptions. It prepares externally audited financial statements, which have been unqualified; and has formal policies for endowments, investments, debt, and reserves.

We assess Western's financial profile as very strong, supported by very strong operating margins of almost 13% on a three-year weighted-average basis. Although margins declined modestly in fiscal 2020, due to the 10% cut to domestic tuition imposed by the province and the early impacts of the pandemic, healthy enrollment growth, averaging about 2% over the past five years, has helped the university maintain solid financial performance. Western updated its fiscal 2021 budget as of Oct. 31, 2020, to reflect higher-than-budgeted revenues, largely due to higher-than-expected enrollment for first-year undergraduates and part-time students, as well as higher retention of upper year students. This was offset by higher-than-budgeted pandemic-related expenditures, namely health and safety supplies and upgrades, enhanced building maintenance and security, conversion to on-line course delivery, enhanced student service initiatives, and IT infrastructure expansion. In addition, we expect that ancillary operations (housing, parking, food services, etc.) will generate weaker results and that operating margins will be pressured in the next several years.

Similar to that of Canadian peers, the university's limited flexibility to increase its student-generated revenue somewhat offsets its strong financial performance. This is primarily because Ontario monitors and guides domestic tuition rates and student aid (through the tuition framework), and enrollment expansion (through operating grants,

which are not expected to increase in real terms).

Western maintains what we view as very healthy liquidity. At fiscal year-end 2020, our measure of its available resources (internally restricted net assets plus internally restricted endowments) increased to C\$968 million from C\$907 million the year before. This was sufficient to cover more than 80% of adjusted expenses on a three-year weighted-average basis. At fiscal year-end 2020, total cash and investments increased slightly to C\$2.3 billion from C\$2.2 billion in 2019, equal to almost 6.5x Western's outstanding debt and more than 2x our measure of available resources, indicating very robust liquidity. In our view, this high level of cash bolsters our assessment of the financial resources potentially available to Western under a stress scenario. Although the level of available resources could decline somewhat in the next several years due to the unpredictable trajectory of the pandemic, we believe that Western's liquidity will remain more than sufficient to fund all debt service requirements and provide a significant buffer against medium-term stress.

Western has the eighth-largest endowment among Canadian universities, with a market value of C\$805 million at fiscal year-end 2020; this is largely flat year-over-year. Almost C\$31 million of endowed investment returns were allocated for spending in fiscal 2020, in line with its spending policy of 4% of the five-year average market value of the endowment.

In our view, the university has a moderate debt burden. At fiscal year-end 2020, total gross debt outstanding was C\$352.6 million and consisted of: two 40-year fixed-rate bullet debentures totaling C\$288.7 million (maturing in 2047 and 2057); C\$9.9 million related to Western's research park; and C\$54 million in amortizing banker's acceptances (from a C\$100 million nonrevolving facility maturing in fiscal 2027). We view Western's debt structure as aggressive because more than 50% of its total debt is non-amortizing; however, the university has established sinking funds to help repay the bullet debentures (C\$31.9 million at the end of fiscal 2020), which partially mitigates the associated risks. Our estimate of maximum annual debt service (which includes an estimated principal component for non-amortizing debt) equals 3.5% of adjusted fiscal 2020 expenses. In our view, the university's debt burden is manageable, given Western's good operating performance and the healthy level of available resources equal to 2.5x debt based on a three-year weighted average. The university does not expect to take on additional external debt in the next several years and we believe that debt service coverage will remain more than adequate throughout our outlook horizon.

Among rated Canadian universities, Western is the only one to sponsor a pure defined-contribution pension plan for current employees that shifts the plan's investment risks away from itself. This contrasts with some institutions that face the potential requirement to make special solvency payments on their pension plan deficits. The university has a legacy defined-benefit plan that was in a very modest surplus position of C\$323,000 at fiscal year-end 2020, and we do not consider the liabilities associated with this plan significant. The majority of Western's postemployment liabilities relates to unfunded nonpension benefits, such as medical and dental. At fiscal year-end 2020, these liabilities amounted to C\$561.8 million, up 2.8% from the previous year. The university took steps to contain the costs of these liabilities in previous labor negotiations.

Based on public disclosures, we do not believe that Western has any additional contingent liabilities that could materially affect our view of its credit profile.

Moderately high likelihood of extraordinary provincial government support

In accordance with our criteria for government-related entities, our view of Western's moderately high likelihood of extraordinary government support reflects our assessment of the university's important role in the province, given that postsecondary education is one of Ontario's priorities in both expenditure and mandate (after health care and school boards), despite recent changes to university funding. Moreover, our assessment of Western's important role recognizes the absence of viable private alternatives. It also reflects the university's size, strong reputation, and research capabilities, which would make it hard 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 20% of the university's total revenue, and it appoints four of 26 board members.

We rate Western two notches above Ontario. The differential reflects our view that there is a measurable likelihood that the university's substantial financial resources would meet ongoing operational and debt service requirements should the government default and temporarily suspend payments to Western. In addition, the differential reflects our belief that the university operates independently of the Ontario government as an autonomous legal entity with ownership of its assets. The board is responsible for the management, administration, and control of Western's property and other assets and all business affairs. We consider the risk of extraordinary negative government intervention to be low, given the university's operational independence, important public policy role, and the government's hands-off approach to the sector.

In January 2019, the government of Ontario imposed a 10% reduction to domestic tuition for the 2019-2020 academic year and a freeze in 2020-2021. Furthermore, the province did not provide additional grant revenue to offset the tuition cut and has yet to release an updated tuition framework beyond fiscal 2021. Neither the federal nor provincial government has announced any material direct financial support for universities to offset impacts stemming from the COVID-19 pandemic, although the federal government introduced an income support program for students, which should help mitigate affordability concerns. Although we are not expecting any material increase in ongoing operating or capital funding from the province in the medium term, we continue to believe that there is a moderately high likelihood that the province would provide support to Western in a distress scenario.

As vaccine rollouts in several countries continue, S&P Global Ratings believes there remains a high degree of uncertainty about the evolution of the coronavirus pandemic and its economic effects. Widespread immunization, which certain countries might achieve by midyear, will help pave the way for a return to more normal levels of social and economic activity. We use this assumption about vaccine timing in assessing the economic and credit implications associated with the pandemic (see our research here: www.spglobal.com/ratings). As the situation evolves, we will update our assumptions and estimates accordingly.

Key Statistics

Table 1

University of Western Ontario -- Selected Indicators						
(Mil. C\$)	--Fiscal year-end April 30--					Medians for 'AA' U.S. public colleges & universities*
	2021	2020	2019	2018	2017	2019
Enterprise profile						
Full-time equivalent enrollment (no.)	35,222	33,737	33,353	33,059	32,528	36,667
Selectivity rate (%)	66.3	53.4	54.9	51.5	58.1	69.6
Undergraduates as a % of total enrollment	80.6	79.9	80.5	80.5	81.5	79
Retention rate (%)	N.A.	94.4	93.6	93.4	93.1	86
Graduation rates (%)	85.0	82.9	83.4	83.2	83.4	MNR
Financial profile						
Adjusted operating revenue	N.A.	1,290.2	1,305.6	1,259.4	1,169.1	MNR
Adjusted operating expense	N.A.	1,160.7	1,146.4	1,100.3	1,084.3	MNR
Net adjusted operating margin (%)†	N.A.	11.2	13.9	14.5	7.8	1.5
Student dependence (%)	N.A.	35.1	35.3	34.6	34.9	41.2
Government operating grant dependence (%)	N.A.	20.6	20.4	20.9	19.2	18.3
Investment income dependence (%)	N.A.	3.1	7.1	6.3	10.5	1.4
Outstanding debt	N.A.	352.6	360.8	376.6	288.0	808.1
Maximum annual debt service/total operating expense (%)	N.A.	3.5	3.7	3.9	3.2	3.6
Available resources to adjusted operating expenses (%)	N.A.	83.4	79.1	71.1	64.3	36.7
Available resources to total debt (%)	N.A.	274.7	251.5	207.8	242.0	92.9

*U.S. median figures are in U.S. dollars. †As % of adjusted operating expense. N.A.--Not available. MNR--Median not reported.

Related Criteria

- General Criteria: Methodology: Not-For-Profit Public And Private Colleges And Universities, Jan. 6, 2016
- General Criteria: Rating Government-Related Entities: Methodology And Assumptions, March 25, 2015
- General Criteria: Use Of CreditWatch And Outlooks, Sept. 14, 2009

Related Research

- Outlook For Global Not-For-Profit Higher Education: Empty Chairs At Empty Tables, Jan. 20, 2021
- Australia, Canada, Mexico, And U.K. University Medians Report: Pandemic-Related Pressures Could Upset Recent Credit Metric Stability, Oct. 20, 2020
- The Higher Education Sector Outlook Is Now Negative For Australia, Canada, Mexico, And The U.K., May 14, 2020

Ratings Detail (As Of February 11, 2021)*

University of Western Ontario

Issuer Credit Rating	AA/Stable/--
Senior Unsecured	AA

Issuer Credit Ratings History

26-Feb-2013	AA/Stable/--
14-Dec-2010	AA/Negative/--
04-May-2007	AA/Stable/--

*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings' credit ratings on the global scale are comparable across countries. S&P Global Ratings' credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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ITEM 4.2(c) – Annual Report and Recommendations of the Student Services Committee

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

The Student Services Committee Report provides a detailed explanation regarding the recommended Full-Time Student Activity Fee Rates shown in tables 2 and 3 of ITEM 6.1(a-3). The recommendations by the Student Services Committee will be included in the motion for ITEM 6.1(a-3).

ATTACHMENTS:

[Student Services Committee Report](#)



IVEY

MBAA
IVEY BUSINESS SCHOOL
STUDENT ASSOCIATION

Student Services Committee Report

Item:	Student Services Committee Report for the 2020/21 Academic Year
Author:	Matt Reesor, Student Services Committee Chairperson
Date:	March 30th, 2021

Summary

Like all things this past year, the 2020-2021 Student Service Committee's (SSC) year was unique. As a result of the financial pressures stemming from the COVID-19 pandemic and the public health measures implemented to limit the spread, affordability and financial transparency were the primary focuses of the SSC this past year. With the help of Western University's Administration, the committee was still able to accomplish several significant projects this year, including realigning the Student Experience fees and updating the SSC terms of reference. All of this was completed while maintaining strong communication amongst the University Students' Council (USC), Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

Inflationary Increases

The COVID-19 pandemic completely changed 2020, and its impacts were felt at the SSC table. Many students experienced significant financial pressures following the summer of 2020, and as a result the SSC operated with affordability as its primary lens through which to accomplish its work for the year. When University Administration recommended no fee increases to their services for the 2021-2022 academic year, the SSC was appreciative of this student-first approach. One of the SSC's primary roles is to be responsible stewards of the fees that students pay for ancillary services at Western, and this focus must remain year over year, regardless of external factors.

Fee Realignment

A multi-year goal for the SSC has been the realignment of the Student Experience Ancillary fees. Prior to this realignment, the fees paid by students did not clearly indicate the new names of services and departments that students utilized for assistance. By aligning the fees with the new Thriving Model implemented by Student Experience, students will be better positioned to understand what services their fees are funding. Generally speaking, university students experience significant financial insecurity. Providing greater transparency regarding the ancillary services paid for by student fees will allow students to better understand and evaluate if they are receiving adequate service for what they are paying. Additionally, by aligning the fee names with

the unit names, the student representatives on the SSC will be better positioned to make informed decisions on any request from the University to increase fees. Further to informing student decisions, the SSC also worked alongside the university administration to update Western's Student Centre with more detailed and updated fee descriptions for their fees to ensure as much financial transparency as possible.

Referendum Mechanism

Amendments to the committee's terms of reference (ToR) was another longstanding project accomplished by the SSC this year. During the second half of the academic year, the committee focused its efforts on updating the ToR, specifically on the mechanism that would trigger a referendum for all students to vote on the merit of a fee increase. The committee agreed that if a fee were to be increased by the greater of four dollars, or five percent that a referendum would be triggered. These new benchmarks were created to allow for greater flexibility for growth of the larger units at the committee level. The larger units, such as the Western Student Recreation Centre, play a pivotal role for students and their lives at Western. The members of the SSC wanted to ensure that the structure was less restrictive on these positive growth opportunities and we are excited about this direction moving forward.

Student Leader Collaboration and Transition

Finally, to the 2021-2022 SSC, please consider the following goals for your term. The committee's outgoing members would recommend to the next SSC that when safe to do, return to in-person unit tours and accompanying presentations. This committee is exceptionally technical, and without proper onboarding and orientation to the committee's units and the work they do, it can easily be an overwhelming experience for students. This focus on onboarding is also crucially important as the committee is losing several long-standing members who have been on the committee for 3+ years, which is very rare in the recent history of the SSC. As well, the outgoing members of the committee passed an amendment to the ToR to include a timeline of the fee approval process to ensure consistency of the committee year over year. It must also be noted that the current trend of the three student unions working collaboratively around the SSC table must continue. For many years the USC would exert its majority voting bloc over the committee and ultimately control the committee's actions. Over the last number of years, a more collaborative approach has been formed between the USC, SOGS and the MBAA. This unified student voice on the ancillary unit fees is unique in the Ontario post-secondary landscape. It is an asset to the Western community as it ensures the students paying fees are controlling said increases to ensure proper stewardship of students' money. We would recommend that this collaborative effort continue, and future student leaders should endeavour to strengthen it wherever possible.

Signed,

A handwritten signature in black ink, appearing to read 'Matt Reesor', with a large, sweeping loop at the end.

Matt Reesor
Student Service Committee Chairperson
University Students' Council, President

A handwritten signature in black ink, appearing to read 'Kirstyn Seanor', with a long, horizontal stroke extending from the end.

kirstyn seanor
Society of Graduate Students, President

A handwritten signature in black ink, appearing to read 'Terry Lee', with a stylized, cursive script.

Terry Lee
Master of Business Administration Association, President

ITEM 4.3(a) – Senior Appointment – Appointment of the Vice-President (University Advancement)
Board E-Approval as of February 11, 2021

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

On February 11, 2021 the Board of Governors approved by e-approval, the appointment of Jeff O'Hagan as Vice-President (University Advancement) effective April 1, 2021.

ITEM 4.3(b) – Senior Appointment: Vice-Provost (Academic Planning, Policy and Faculty)

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

On behalf of the Board of Governors, the Senior Policy & Operations Committee approved by e-approval the appointment of Margaret McGlynn as the Vice-Provost (Academic Planning, Policy and Faculty), for a four-year term, effective March 15, 2021 and continuing until June 30, 2025.

ITEM 4.3(c) – Senior Appointment: University Secretary Board E-Approval as of March 11, 2021

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

The Board of Governors approved by e-approval the appointment of Amy Bryson as the University Secretary effective March 11, 2021.

ITEM 4.3(d) – Board Appointment – External Board Member Board E-Approval as of April 15, 2021

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

The Board of Governors approved by e-approval the appointment of Michelle Banik to fill the Board vacancy for the terms beginning immediately on election and continuing until June 30, 2025.

ITEM 4.3(e) - University Disciplinary Appeals Committee (UDAC) – Student Nominees

ACTION REQUIRED: ☒ FOR ACTION ☐ FOR INFORMATION/DISCUSSION

EXECUTIVE SUMMARY:

The Board was unable to fill all of the undergraduate student positions on UDAC. Three nominations have come forward from the President of the USC to fill these vacancies for the remainder of the term (to June 30, 2021).

Composition of UDAC

The Board of Governors shall appoint a Chair and 15 members of UDAC: 7 members of faculty and 8 students (5 undergraduates and 3 graduate students).

Required: 3 undergraduate students appointed by the Board

Nominees: Anthony Tan (Ivey/Arts & Humanities)

Christopher Harasym (Ivey/Law)

Nick Nestico (Affiliate)

ITEM 4.4(a) – Board Meeting Date June 2021

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

Recommended: That the Board of Governors approve that the Board meeting in June be moved from June 10, 2021 to June 17, 2021.

EXECUTIVE SUMMARY:

By-Law No. 1 provides that the annual schedule of Board meetings is to be provided to Board no later than November 1 of the preceding year. The annual schedule of Board meetings is set by the Secretariat and is brought to Board for information.

By-Law No. 1 does not however, speak to the issue of changing the date of previously scheduled Board meetings. As such, a request to change the date of one Board meeting is being brought to the Governance and By-Laws Committee for consideration, in order to accommodate the strategic planning process.

The Strategic Planning Steering Committee (SPSC), Chaired by the President, has been busy conducting many important consultation sessions across the University since early January. This consultation work will conclude at the end of March. Feedback from all of these consultation sessions is being collected and shared back with the SPSC for consideration in Western's new strategic plan. The consultations have been very well attended and well received by the university community. The President wishes to ensure there is enough time to review and incorporate all of this feedback in drafting the new strategic plan and then bringing it forward to Board for approval. Adjusting the dates of Board, as outlined below, will help give the SPSC the appropriate time to do so. The SPSC is aiming to bring a draft of the strategic plan to Board in May, before presenting the new strategic plan to Senate for approval in June.

The following change is requested to accommodate the strategic planning process:

- Move the June 10, 2021 meeting to June 17, 2021

ATTACHMENT:

[Schedule of Meetings of the Board of Governors 2021](#)

MEETINGS OF THE BOARD OF GOVERNORS 2021

All meetings will be held on Zoom,
unless otherwise noted.

BOARD – 2021
January 21, 11:00 a.m. (Open Session will begin at 1:00 p.m.)
April 22, 1:00 p.m.
June 10, 1:00 p.m. June 17, 1:00 p.m.
September 21, 1:30 p.m.*
November 18, 1:00 p.m.**

*The Board Retreat is scheduled on September 20 and 21 (Ivey Spencer Leadership Centre).
Open portion of the Board meeting will begin on Tuesday, September 21 at 1:30 p.m.

**The Annual Board Dinner follows the November Board meeting.

Revised: January 7, 2021

ITEM 4.5(a) - Fund Raising Activity Quarterly Report to January 31, 2021

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

Fundraising Quarterly Report at January 31, 2021 shows \$42M in contributions received, trending a little higher than same time last fiscal. A large pledge in arrears from FY2020 was received. We continue to experience a low rate of pledge cancellations despite the pandemic.

ATTACHMENT:

[Fund Raising Activity Quarterly Report to January 31, 2021](#)



**FUND RAISING QUARTERLY REPORT
as at January 31, 2021
(with comparative figures for Fiscal Year 2020 and 2019)**

PLEDGE DATA¹

	May 1, 2020 to January 31, 2021 (000's)			Fiscal Year 2020 (000's)		Fiscal Year 2019 (000's)	
	Target	Actual	Actual as a % of Target	Year to Date May to Jan	Year End May to April	Year to Date May to Jan	Year End May to April
Pledges outstanding May 1st ₁	90,430	90,430	N/A	103,042	103,042	91,903	91,903
New Gifts & Pledges (Gross)	60,390	28,724	47.57%	34,668	66,792	55,181	78,123
Pledges cancelled/amended on new/prior pledges	-1,887	-311	16.47%	-706	-2,092	-1,385	-2,010
Net New Pledges/Gifts	58,502	28,414	48.57%	33,962	64,699	53,797	76,113
Contributions received in payment of pledges/gifts ₂	55,845	42,013	75.23%	27,532	77,311	41,169	64,974
Net Pledges Outstanding	93,087	76,830	82.54%	109,472	90,430	104,531	103,042

COST PER DOLLAR RAISED

	May 1, 2020 to January 31, 2021 (000's)			May 1, 2019 to April 30, 2020 (000's)			May 1, 2018 to April 30, 2019 (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
Advancement Fund Raising Units	23,844	6,850	NA	57,329	8,949	\$0.16	56,248	9,259	\$0.16
Alumni Relations & Development	4,871	1,026	NA	9,014	1,098	\$0.12	21,558	1,101	\$0.05
Richard Ivey School of Business									
Total Expenses/Cost Per Dollar Raised	28,715	7,876	NA	66,343	10,047	\$0.15	77,806	10,359	\$0.13
3-Year Average Cost Per Dollar Raised₃	NA	NA	NA	71,390	10,040	\$0.14	68,279	9,820	\$0.14

RETURN ON INVESTMENT

	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment
Fundraising/Development/Advancement	31,509	7,876	NA	62,492	10,047	\$6.22	47,751	10,359	\$4.61
Total Return on Investment	NA	7,876	NA	62,492	10,047	\$6.22	47,751	10,359	\$4.61
3-Year Average Return on Investment	NA	NA	NA	54,384	10,040	\$5.42	51,077	9,820	\$5.22

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 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.

³ 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 4.6(a) – Closure of the Department of Applied Mathematics in the Faculty of Science

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION/DISCUSSION

Recommended: That the Board of Governors approve that the Department of Applied Mathematics (AM) be dissolved and its members welcomed into the departments of Mathematics and Physics & Astronomy (P&A) effective July 1, 2021,

And,

That following Senate and Board approval, the Faculty of Science Constitution be amended to remove the Department of Applied Mathematics.

EXECUTIVE SUMMARY:

For what were then excellent academic reasons, Western's Department of Applied Mathematics (AM) was created in 1968 by faculty members then in the departments of Mathematics and Physics. AM has had an illustrious history and continues to be home to outstanding researchers and teachers. However, we believe that it is now unhelpful for the distinctions between Applied Mathematics and Mathematics, and between Applied Mathematics and Physics, to continue to be enshrined in departmental structures. The lines between the disciplines have both blurred and moved. Indeed, in recent years AM and Mathematics have collaborated in the teaching of first year Calculus, and the new School of Mathematical and Statistical Sciences has provided a mechanism to share staff resources among the departments of Applied Mathematics, Mathematics, and Statistical & Actuarial Sciences and to mount common activities in outreach and research. At the same time, many of the Physics PhD-holding faculty in AM have, in recent years, been jointly appointed to the Department of Physics & Astronomy (P&A).

Over the past decade or so AM has shrunk in numbers of faculty and become very heavily oriented to service teaching, despite continuing to mount small high-quality graduate and undergraduate programs. The result has been a department in which filling all leadership positions and collective agreement mandated committees, as well as doing immense amounts of service teaching, left little room for much else within the Teaching and Service slice of faculty workload.

The solution we propose is to dissolve AM with all faculty (tenured, tenure track, LT, or standing appointment LD) moving either to Mathematics or to P&A; joint appointments outside the two units would remain. AM appointed staff would continue to support the School of Mathematical and Statistical Sciences. Service teaching will be divided across Mathematics and P&A in roughly equal quantities, with AM engineering service teaching going to the P&A department where Engineering Mathematics courses will be distinguished from Physics or Astronomy Courses by a unique prefix.

Undergraduate opportunities currently offered by AM will continue to be offered by Mathematics or P&A. The Major in Theoretical Physics program currently offered through AM will be available through existing programs in Physics. Non-service undergraduate courses will be divided as academically sensible. Students currently enrolled in AM modules will be able to complete their degrees, and intake into the undergraduate program will continue. Reform of undergraduate curricula have begun in both Mathematics and P&A to capture the academic goals of this reorganization.

Most graduate students in AM would follow their advisors to their new department and all will be able to complete their current degree program with their current advisor. Applied Mathematics would become a graduate field within the Department of Mathematics, while leadership of the Graduate Program in Scientific Computing would move to P&A. Graduate students interested in Applied Mathematics, Theoretical Physics, and Scientific Computing would continue to be recruited to Western Science.

The proposal to dissolve AM into the two other departments was made at a special meeting of the three departments of Applied Mathematics, Mathematics, and P&A on May 1, 2020. A detailed brief describing all aspects of the reorganization has since been drafted by the chairs of the three departments with input from all interested colleagues; a public version of this brief is available in the attachment “Dissolution of the Department of Applied Mathematics Brief”.

ATTACHMENT(S):

[Dissolution of the Department of Applied Mathematics Brief](#)

Proposal to Close the Department of Applied Mathematics

Graham Denham (Mathematics), Robert Sica (Physics & Astronomy), Geoff Wild (Applied Mathematics)

In consultation with Matt Davison, Dean of Science

December 2020

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1. Executive Summary

- This document describes a proposal for the closure of the Department of Applied Mathematics in the Faculty of Science, as of July 1, 2021.
- This document is intended to fulfill requirements set out by the “Closure and Reorganization of an Academic Unit” Article of the 2018-2022 UWOFA Collective Agreement (Clause 2).
- While closure is a response to workload challenges faced by Applied Mathematics, it does open the door to new academic opportunities for faculty and students.
- No staff, Limited-Term faculty, Probationary or Tenured faculty positions will be eliminated as a necessary consequence of the proposed closure. Current Standing Appointments held by Limited-Duties colleagues will be honoured in new units. Staff members that currently support Applied Mathematics will continue to support faculty and students in the School of Mathematical and Statistical Sciences. Applied-Math faculty will be reassigned within Science, primarily to the Department of Mathematics and the Department of Physics & Astronomy, but with potential joint appointments to other Science units as appropriate. Future activities governed by the UWOFA Collective Agreement (especially APE) can be modified via Letters of Understanding.
- Responsibility for undergraduate programs and courses currently administered by the Department of Applied Mathematics will be divided between the Department of Mathematics and the Department of Physics & Astronomy. Proposed reassignment of faculty to new units will compensate for additional teaching responsibilities and will improve metrics by bringing the Department Physics & Astronomy nearer the Faculty-of-Science Weighted-Teaching-Unit (WTU) average.
- The academic requirements of the Applied Mathematics Graduate Program will be unchanged. The program, itself, will be administered in the Department of Mathematics and its Graduate Affairs Committee. Current students, including those supervised by colleagues being re-assigned to Physics & Astronomy, can choose to finish their degrees in Applied Math. Responsibility for the Collaborative Specialization in Scientific Computing will transfer from Applied Mathematics to Physics & Astronomy.
- As will be demonstrated in the following, program changes and reassignment of faculty members makes good academic sense and will strengthen the Faculty of Science.
- Extensive consultation with Applied Math faculty members has occurred, as has consultation with members of the Department of Mathematics and the Department of Physics & Astronomy; this consultation began in May 2020.
- Closure of Applied Mathematics fits with a longer-term vision for the Mathematical and Physical Sciences in the Faculty of Science.

2. Environmental Scan

The Department of Applied Mathematics is an academic unit within the Faculty of Science. It was founded in 1968 after a series of developments allowed members of the former Department of Mathematics & Astronomy to focus on areas of greatest interest to them at the time. Current research and teaching commitments in the Department of Applied Mathematics emphasize applications of mathematics and computation to the natural sciences, computational sciences, and engineering. Teaching commitments in Applied Mathematics are skewed heavily in favour of service courses, with about two dozen students finding their way to the department’s undergraduate modules each year.

Applied Mathematics has, for nearly two decades, worked closely with the Department of Mathematics to deliver undergraduate Calculus. Applied Mathematics also works closely with both the Department of Mathematics and the Department of Statistical & Actuarial Sciences by sharing staff resources and research facilities, under the umbrella of the School of Mathematical and Statistical Sciences. Applied Mathematics personnel have established formal connections with other units across campus, including the Brain & Mind Institute, the Department of Chemistry, the Department of Philosophy, the Rotman Institute, and the Department of Physics & Astronomy. Applied Mathematics personnel have also helped advance the teaching mission of the Faculty of Engineering for many years.

Over the past decade, the Department of Applied Mathematics has faced significant challenges, mainly related to workload. Undergraduate enrolments in the Faculty of Science and the Faculty of Engineering have increased, which in turn has led to greatly expanded enrolments in Applied Math courses. At the same time, the faculty complement in Applied Mathematics has been reduced markedly, exacerbating the impact of increased demand for teaching, on a per-person basis. To their credit, members of the Department of Applied Mathematics have continued to conduct top-quality research despite the challenges they face, but their pace is not sustainable.

Our ability to address the obvious challenges faced by the Department of Applied Mathematics is constrained by the current fiscal climate. Although the Faculty of Science has invested in new hires for the department, it cannot make the kind of targeted, sustained investment in the unit that the department requires. Alternative solutions to the challenges are needed. The alternative presented in this document involves the closure of the department with a reassignment of all staff and faculty personnel to new academic units within the Faculty of Science.

3. Vision and Opportunities

Our proposed vision for the Mathematical Sciences at Western is the following:

The Mathematical Sciences at Western will be a diverse and vibrant community of researchers, staff, students, and teachers. It will generate impact outside of mathematics proper, while remaining firmly rooted in the rigorous intellectual traditions of the discipline. It will be recognized as a leader on the international academic stage and will demonstrate that leadership locally by advancing the interests of Western.

Our vision for the Physics & Astronomy at Western is the following.

As physics becomes more highly interdisciplinary in the coming decades it is critical to bring together the physicists at Western, both theoretical and applied, together into a single collaborative hub. In addition to benefiting the research mission of the Faculty of Science, it will improve the student experience by giving students a broader exposure to the subject.

The closure of the Department of Applied Mathematics offers a new path toward achieving this vision. Applied-Mathematics faculty members have wide-ranging expertise in Biology, Chemistry, Computer Science, Engineering, and Physics. Departmental closure will afford these individuals time to share their perspectives with students and colleagues in units outside of mathematics. In some cases, this will be made even easier as new departmental affiliations become formally established. It also recognizes the fact that about half the current Department members hold PhDs in the field of physics.

At the same time, the lines between mathematics and its applications have shifted with time. New applications to the study of networks, data, and communication are of increasing interest. A departmental structure that unifies mathematics with its applications (outside of the physical sciences) will put Western in a strong position to continue internationally recognized research in a way that also supports future initiatives.

From an administrative perspective, departmental closure would allow staff roles to be streamlined. Team members no longer would be required to support program chairs in Applied Mathematics, as responsibility for Applied-Math programs will be subsumed by other units. At the very least, this will create space for even more effective delivery of services in the Mathematical Sciences and will create a more consistent experience for both students and faculty.

4. Undergraduate Programs & Courses

4.1 Overview of Applied-Math Undergraduate Responsibilities

Applied Mathematics is solely responsible for eight undergraduate modules. Applied Mathematics delivers a ninth module (Specialization in the Mathematical Sciences) jointly with the Department of Mathematics. The names and recent enrolments of all modules are presented in the table below. According to the Western Databook, in FW 2019-20 total undergraduate-program enrolment in Applied Math was 69 students, with 21, 25, and 23 students in Years 2, 3, and 4, respectively.

Table 4.1 Enrolments in undergraduate modules delivered by Applied Mathematics (IPB).

	2016-17				2017-18				2018-19			
	Year 2	Year 3	Year 4	Total	Year 2	Year 3	Year 4	Total	Year 2	Year 3	Year 4	Total
Major in Applied Mathematical Methods	1	2	2	5	0	5	2	7	0	2	1	3
Major in Applied Mathematics	5	12	4	21	7	16	7	30	4	12	13	29
Minor in Applied Mathematics	2	5	1	8	3	1	3	7	3	1	0	4
Specialization and Honours Specialization in Applied Mathematics	5	3	3	11	5	4	4	13	6	5	7	18
Minor Math & Numerical Methods	0	0	0	0	0	0	0	0	0	0	1	1
Honours Specialization Mathematical and Statistical Sciences*	0	0	2	2	0	1	2	3	0	0	2	2
Major in Scientific Comp & Numeric Methods	0	0	0	0	1	0	0	1	0	1	0	1
Major in Theoretical Physics	3	2	1	6	1	1	0	2	0	1	1	2
Total	16	24	13	53	17	28	18	63	13	22	25	60

*delivered jointly with the Department of Mathematics

4.2 Undergraduate Modules Transferred to Mathematics

The Department of Mathematics will assume responsibility for all Applied Mathematics modules (Minor, Major, and Specialization), the Major in Applied Mathematical Methods, and the Minor in Mathematical & Numerical Methods. The Department of Mathematics will also take full – rather than shared – responsibility for the Honours Specialization in Mathematical and Statistical Sciences (these are the first several modules listed in Table 4.1). Proposed changes would take effect on July 1, 2021.

One course cancellation is being proposed, and so impact on undergraduate students will be minimal. Where a course cancellation does occur due to currently unforeseen operational reasons, students can be accommodated with special permission to take suitable alternatives, as has been done this year in response to COVID-related changes to Applied-Math course offerings.

The one planned course cancellation is AM 3611F. There are only two modules that require this course: Honours Specialization in Applied Mathematics, and Honours Specialization in Financial Modelling. In the former case, the Department of Mathematics (the new home for Hon Spec in AM, see below) has identified suitable alternatives that can replace the AM 3611F. Mathematics will grant students in the Hon Spec AM module permission to substitute certain senior-undergraduate courses for AM 3611F in the event that their degrees need to be adjudicated before DAP approvals are complete. In the latter case, consultation with the Chair of the Department of Statistical & Actuarial Sciences (the home for Hon Spec in FM) has revealed that suitable alternatives to AM 3611F have already been identified; in fact, removal of AM 3611F is consistent with their future plans for this module.

4.3 Undergraduate Modules Transferred to Physics & Astronomy

Under this proposal, the Department of Physics & Astronomy will assume responsibility for the Major in Theoretical Physics and the Major in Scientific Computing and Numerical Methods following the closure of Applied Mathematics (the bottom rows in Table 4.1.). This transfer of responsibilities reflects the academic interests of the faculty members who will be reassigned to Physics & Astronomy. The transfer is also in keeping with the undergraduate training opportunities available in similar departments across Canada.

The impact on students is expected to be minimal for a few reasons. First, the enrolment in the modules in question is low (Table 4.1). Second, the Theoretical Physics module is sufficiently like ones already offered by Physics & Astronomy that any student hoping to pursue theoretical topics could do so through existing Physics modules; the Major in Theoretical Physics will be discontinued. The Scientific Computing and Numerical Methods module will be redesigned to include a broader range of courses in Mathematics, Physics & Astronomy, and Chemistry.

4.4 Redistribution of Undergraduate Courses

In a typical year, the Department of Applied Mathematics delivers about 45-50 separate undergraduate classes (FW and Summer combined), though some of these classes are different sections of the same half-course equivalent (HCE). Besides teaching its own program students, Applied Mathematics offers service courses for the Faculty of Engineering and the Faculty of Science.

In rough terms, this proposal will see service teaching for the Faculty of Science transferred to the Department of Mathematics, and service teaching for Faculty of Engineering transferred to the

Department of Physics & Astronomy. Most program courses currently offered by Applied Mathematics will transfer to Mathematics. Exceptions, here, include a small number of senior undergraduate courses with outcomes that emphasize Scientific Computing and Physics. These courses will go to Physics & Astronomy.

Overall, teaching in Applied Mathematics amounts to approximately 1300-1400 Weighted Teaching Units (WTUs), or more than 100 WTUs per full-time faculty member. This estimate is among the highest in the Faculty of Science, and similar in Mathematics. By way of comparison, a similar estimate in Physics & Astronomy is about 60 WTUs per full-time faculty member. Of course, WTU totals do not indicate the value of the teaching contribution made by any given unit. Large WTU gaps within a given Faculty, however, do suggest some rebalancing of responsibilities is needed. Moreover, given the desire to rationalize departmental growth, in part, using WTUs it seems clear that gaps like those seen above should be reduced, if not closed completely.

Details of the proposed transfer of undergraduate-teaching duties are provided in Tables 4.4.1 and 4.4.2. Table 4.4.1 shows 25.5 HCEs will be transferred to Mathematics, bringing an additional 743.5 WTUs to that unit. In many cases, responsibility for courses with a "Calc" code is either currently shared or has been shared in the past. In all cases, the transfer makes good academic sense. Table 4.4.2 shows that 25.5 sections HCEs will be transferred to Physics & Astronomy, along with 694 WTUs. In several cases, the transfer has no impact on workload as Physics equivalents of mothballed Applied Math courses exist. In all cases, the transfer of courses makes good academic sense.

Table 4.4.1 Undergraduate-teaching duties to be transferred to Mathematics

	Title	HCE (Sections)	Projected WTUs	Comment
AM 1201B	Calculus and Probability for Biology	4	200	
AM 2402A	Ordinary Differential Equations	1	20	
AM 2811B	Applied Linear Algebra	1	17	
AM 2814G	Numerical Analysis	1	17	
AM 3615A	Mathematical Biology	0.5	1.5	Can alternate with Applied Computer Algebra, so cell weighted by 0.5
AM 3811A	Applied Complex Variables	1	5	
AM 3813B	Nonlinear ODEs and Chaos	1	5	
AM 3815A	PDE 1	1	14	
AM 4615A	Applied Computer Algebra	0.5	1.5	Can alternate with Mathematical Biology, so cell weighted by 0.5
AM 4624B	Introduction to Neural Networks	1	1.5	

AM 4815B	PDEs II	0.5	2	Alternates with AM 4817B, so weighted by 0.5 in cells
AM 4999Z	Honours Thesis Project	1	1	
Calc 1000A	Calculus I	6	250	Currently taught in partnership with Math
Calc 1301B	Calculus II	4	150	Summer offerings as well (significant)
Calc 2402A	Calculus for Statistics	1	38	
Calc 2503B	Advanced Calculus II	1	20	
Total		25.5	743.5	

Table 4.4.2. Undergraduate-teaching duties to be transferred to Physics & Astronomy.

	Title	HCE (Sections)	Projected WTUs	Comment
AM 1411A	Linear Algebra for Engineering	2	140	Engineering enrolments grew to ca 700 in FW 2020-21
AM 1412A	Applied Math for Engineering I	5	145	Engineering enrolments grew to ca 700 in FW 2020-21
AM 1414B	Applied Math for Engineering II	5	145	Engineering enrolments grew to ca 700 in FW 2020-21
AM 2270A	Applied Math for Engineering II	4	110	
AM 2276B	Applied Math for Engineering III (Mech/Elec)	4	85	
AM 2277B	Applied Math for Engineering III (Chem/Civ)	1	25	
AM 3413B	Advanced Applied Mathematics for Mech Engineering	1	20	
AM 3415B	Advanced Applied Mathematics for Elec Engineering	1	20	
AM 3151A/B	Classical Mechanics I	0	0	Equivalent to Physics 3151A/B
AM 3911G	Modelling and Simulation	1	3	Antirequisite is Physics 3926F (due to similarities)
AM 4251A/B	Quantum Mechanics II	0	0	Equivalent to Physics 4251A/B

AM 4351A/B	Electromagnetic Theory II	0	0	Equivalent to Physics 4351A/B
AM 4551A/B	Introduction to Elementary Particles	0	0	Has not been offered recently
AM 4613B	Finite Element Methods	0.5	2	Alternates with AM 4617B, so weighted by 0.5 in cells
AM 4617B	Numerical Solutions of PDEs	0.5	2	Alternates with AM 4613B, so weighted by 0.5 in cells
AM 4817B	Methods of Applied Mathematics	0.5	2	Alternates with AM 4815B, so weighted by 0.5 in cells
Total		25.5	694	

5 Graduate Programs & Courses

5.1 Overview of the Applied-Mathematics Graduate Program

The Applied-Mathematics Graduate Program offers three degrees: a course-based MSc, a thesis-based MSc, and a PhD. To support these programs, Applied Mathematics offers a variable number of graduate-level courses. In recent years, the number of dedicated graduate-level courses has been between 2 and 4 HCEs. There are 2 core HCEs in the PhD program.

There are currently 32 students enrolled in the Applied Mathematics Graduate Program:

- 1 Domestic MSc
- 10 International MSc
- 6 Domestic PhD
- 15 International PhD

An Applied-Mathematics Faculty Member also coordinates a Collaborative Specialization in Scientific Computing, and occasionally staffs a graduate-level course for students enrolled in this program.

5.2 Transfer of Applied-Mathematics Programs to Mathematics

As of July 1, 2021, the Applied-Mathematics Graduate Program will be managed by the Department of Mathematics alongside the current Mathematics Graduate Program. Importantly, two different administrative-team members support the Applied-Math and Math graduate programs, respectively. Moreover, total program support for both programs does not exceed 1.0 FTE. Following the closure of Applied Mathematics, one administrative-team member and one Graduate Chair will manage both programs.

All but one student currently enrolled in the Applied-Mathematics Graduate Program will remain in the program and be relocated to the Department of Mathematics. The lone student not relocating to Mathematics plans to transfer to the Physics Graduate Program, and this plan has been reviewed by Physics & Astronomy leadership.

From consultations involving the Graduate Chairs of Mathematics and Applied Mathematics (July 21, Oct 6), it is evident that graduate students in Applied Mathematics are funded in a way (and at a level) that

agrees closely with the funding schemes in Mathematics (Table 8.2.1). One potential consequence of transferring some of the Applied-Math undergraduate-teaching responsibilities to Physics & Astronomy is the loss of GTA funding support. At present the Department of Applied Mathematics must hire about 10.0 GTAs from outside the program in order to meet its staffing needs. Thus, any reduction in overall funding to Applied-Math graduate students, as a group, is projected to be minimal and could be compensated by increased contributions supervisor research grants, or other temporary sources (see Section 7.2). A larger consultation involving Applied-Mathematics faculty interested in being reassigned to Mathematics and Mathematics faculty (Oct 15) reinforced the idea that programs are sufficiently similar that they can be managed harmoniously.

Not all Applied-Mathematics faculty members plan on being reassigned to Mathematics. Those individuals will still be able to shepherd their current graduate students through to completion. It is the understanding of leadership in Mathematics and Faculty of Science that individuals not seeking reassignment to Mathematics would eventually focus their supervisory efforts primarily on the graduate program of the departments where their primary appointment(s) lies.

Consultation with the Department of Physics & Astronomy has identified a potential funding gap for that subset of the Applied-Math faculty who plan on relocating to Physics & Astronomy. Minimum funding for graduate students in that department is \$28 000 per year, whereas Applied-Math faculty members need only commit to providing \$25 000 per year at present. This may impact a handful of research groups negatively in the short term, as faculty PIs transition from supervising in the SMSS to supervising in Physics & Astronomy¹. As noted below (Section 7.2), carry-forward funds can be disbursed to Physics & Astronomy to cover any gaps that come to be realized in practice.

Current graduate students and alumni are concerned about visibility of the program that awarded them (or will award them) their degrees. Specifically, these stakeholders are concerned that their credentials will be called into question following the closure of the Department of Applied Mathematics. Concerns like these are not unheard of, as other academic units at Western have closed in the past. With that in mind, it is not surprising that Western has experience addressing these concerns. In the event that this proposal is accepted, alumni will be provided with official letters attesting to the validity of their degree, and an explanation of the history of the Applied-Mathematics Graduate Program will be posted on the webpage of the School of Mathematical and Statistical Sciences.

5.3 Transfer of Responsibility for Collaborative Specialization to Physics & Astronomy

The Department of Physics & Astronomy will be responsible for administering the Collaborative Program in Scientific Computing as of July 1, 2021. This includes providing a faculty member to serve as Program Coordinator and providing staff support.

This proposal is consistent with the academic expertise and research interests of Applied-Math faculty members who plan to seek reassignment to Physics & Astronomy. It is also consistent with the proposed transfer of undergraduate courses: senior-undergraduate courses being transferred to Physics & Astronomy are cross-listed with graduate courses relevant to progress in the Collaborative Specialization.

¹ It should be noted that two faculty members who have proposed a move to Physics & Astronomy already have joint appointments to that unit, and three others do not maintain a research group.

6 Reassignment of Staff and Faculty

No staff or faculty positions will be eliminated as a necessary consequence of the closure of Applied Mathematics.

Currently, staff supporting Applied Mathematics work with the School of Mathematical & Statistical Sciences (SMSS) as part of a larger administrative team. These staff members will continue to work in the SMSS, but the specifics of their roles may change slightly in recognition of the fact that Applied Mathematics would no longer be a unit within the SMSS.

In consultation with Applied-Mathematics faculty members, the reassignments outlined in Table 6.1 and Table 6.2 have been proposed. Alongside potential reassignments, those tables explain how the workload of each faculty member would be distributed following closure of Applied Math. For context, a regular 40/40/20 probationary or tenured appointment Applied-Math requires a faculty member to teach 4 HCEs or 3HCEs with significant graduate-thesis supervision. Not included in either Table 6.1 or 6.2 is Prof. D. Goldman, whose current appointment with Applied Mathematics (joint with Medical Biophysics, Schulich; 20% AM/ 80% MBP) expires on June 30, 2021. We will address the potential for continuing the joint appointment in the event that this proposal is accepted.

Reassignment will provide personnel needed to cover the HCEs transferred to Mathematics and Physics & Astronomy, respectively (Tables 6.1 and 6.2). Key advantages that will result from reassignment include eliminating the need for teaching relief for the Applied-Math Chair and Associate Chairs, and reduced reliance on LD instructors.

Note that 741 WTUs will follow eleven faculty members to Mathematics. Since this amounts to $741/11 = 67$, the transfer will lower the current Wtu-per-faculty rate in Mathematics. Note also that 693 WTUs will follow seven faculty members to Physics & Astronomy. Since this is $693/7 = 99$ WTUs per faculty member, the transfer will raise the current Wtu-per-faculty rate in that unit, helping to correct the imbalances previously discussed.

There are two Part-Time faculty members associated with Applied Mathematics. Natalia Kiriushcheva has a Standing Appointment connected to Calculus 1000A and we propose that this appointment follow Calculus 1000A to the Mathematics Department. Zinovi Krougly has a Standing Appointment in Calculus 1301B and AM 3611F, and we propose that the former follow Calc 1301B to the Mathematics Department. As mentioned above, we are proposing the cancellation of AM 3611F along with the closure of Applied Mathematics. Should this proposal be accepted, then, appropriate arrangements will be made for Krougly.

Outstanding issues related to Workload or Annual Performance Evaluation of UWOFA Members can be addressed through Letters of Understanding, if closure is approved.

Emeritus Professors will continue to have access to shared office space through the School of Mathematical & Statistical Sciences. Staff in the School of Mathematical & Statistical Sciences will also continue to administer grants for retired faculty members, with approvals via Mathematics.

Table 6.1 Full-time Applied-Math faculty members to be reassigned to Mathematics

Name	Area of Expertise	Rank	Workload Following Closure (T/R/S)	Comment	Additional HCEs covered in new unit following closure
Davison	Quantitative Finance, Risk Management	Professor	40/40/20	Joint with DSAS, currently Dean of Science	1.5
Essex	Thermodynamics, and Dynamical Systems	Professor	40/40/20	Joint with P&A	2
Ghorbanpour	Geometry, Mathematical Physics	Assistant Professor	80/0/20	Limited Term	4
Jeffrey	Computer Algebra	Professor	40/40/20		2
Muller	Computational Neuroscience, Math Biology	Assistant Professor	40/40/20	Joint with BrainsCan, 40/40/20 after 2023	3
Nguyen	Theoretical Physics	Assistant Professor	72/0/8	Limited Term, not 100% FT	7
Reid	Computer Algebra, PDEs	Professor	40/40/20		4
Wahl	Math Biology	Professor	40/40/20		3
Wild	Math Biology	Professor	40/40/20		3
Zou	Dynamical Systems, Math Biology	Professor	40/40/20		3
Yu	Dynamical Systems, Mathematical Biology	Professor	40/40/20		3
Unknown	Math Biology	Assistant Professor	40/40/20	Job Advertised, Joint position with Math	3

Total: 38.5

Table 6.2. Full-time Applied-Math faculty members to be reassigned to Physics & Astronomy

Name	Area of Expertise	Rank	Workload Following Closure (T/R/S)	Comment	Additional HCEs covered in new unit following closure
Buchel	Theoretical Physics	Professor	40/40/20	Currently, Joint Appointment with Physics & Astronomy	2
Denniston	Condensed Matter Physics, Scientific Computing	Professor	40/40/20	Currently, Joint Appointment with Physics & Astronomy	1.5

Essex	Thermodynamics, and Dynamical Systems	Professor	40/40/20	Joint with P&A	2
Karttunen	Soft Condensed Matter Physics, Scientific Computing	Professor and Tier I CRC	20/60/20	Currently, Joint Appointment with Chemistry	1
MacIsaac	Condensed Matter Physics, Scientific Computing	Assistant Professor	80/0/20	Limited-Term, no end date	8
Tudose	Quantum Mechanics	Assistant Professor	80/0/20	Limited-Term, no end date	8
Vidotto	Foundations of Physics	Assistant Professor	20/60/20	Currently, Joint Appointment with Philosophy; Tier II CRC Candidate	1

Total: 23.5

7 Reallocation of Other Resources

7.1 Space and Furniture

Space will remain under the control of SMSS and office furniture will remain in place. **Physics and Astronomy will work with Applied-Math faculty who want to relocate to PAB to find appropriate space for themselves and their students.** Math and Applied Math are already collocated in Middlesex College.

7.2 Carry-forward Funds

Science Dean's office will control the balance of carry-forward funds currently controlled by Applied Mathematics. This office will distribute the funds pro rata.

7.3 Computing Resources

Workstations used to support research, locally, in Applied Math will remain accessible to current Applied-Math Faculty for the duration of the equipment's life. Teaching-related computing resources can be divided in a rational way between departments.

8 Consultations

8.1 Applied Mathematics

The Science Dean's intention to develop a proposal for the closure of Applied Mathematics was announced to staff and faculty by the Chair of that unit in a series of small-group meetings. These meetings were held on April 23-24 of 2020. One week later, on May 1, the Science Dean hosted a town-hall style meeting for members of Applied Mathematics, Mathematics, and Physics & Astronomy. At that meeting, the challenges facing Applied Mathematics were acknowledged, and possible forms that a proposal for closure could take were presented.

Following the town-hall meeting, the Science Dean welcomed the receipt of email feedback from Applied-Mathematics faculty members. In addition, the Chair of Applied Mathematics hosted two one-

hour input meetings for Applied Math faculty (May 6, May 12)². At the meetings Applied-Math faculty members asked to create a grass-roots document outlining concerns. Two faculty members outside of the departmental leadership team volunteered to create a consultation document. The result of the consultation has been appended.

Key interests raised by the grass roots Applied-Mathematics consultation include:

- Support for undergraduate and graduate students currently enrolled in AM programs.
- A desire for teaching assignments to be made for a multi-year period.
- Subsidized financial support for graduate students supervised by Applied-Math faculty and targeted support for research programs of Applied-Math faculty members.
- A desire for multiple opportunities for input into the plan for Applied-Math closure.

Some of the points raised are clearly reflected in this plan; others involve arrangements that have been collectively bargained and measures to address these will not be taken. While some recommendations arising from points above have been adopted, not all recommendations have been. It must be emphasized that no plan for departmental closure can guarantee zero impact.

Based on a subsequent consultation (Dec 11, 2021) key recommendations adopted include:

- The creation of a list of potential instructors in each department who would be capable of teaching each Applied-Math course transferred to the unit. Where appropriate, the list produced for one department may include former members of Applied Math not in said unit. Such cross-over is meant to be an indication of the flexibility that can be achieved through inter-departmental collaboration.
- The Graduate Chair in Applied Math will produce estimates of potential shortfalls in financial support for each current graduate student in Applied Math. The aim of such a list would be to guide the distribution of funds (e.g. current AM carry-forward funds), and/or the assignment of GTA positions until said students have completed their degrees.
- Consultations with donor families connected to "Fund 4" accounts in Applied Math (Mignerón Travel Fund, Rasmussen Award) to determine the appropriate procedure for disbursement of funds going forward.

8.2 Mathematics Undergraduate Chair (David Riley³)

Housing the undergraduate programmes from both Mathematics and Applied Mathematics in a single department (namely, the Department of Mathematics) presents us with various challenges and opportunities.

First of all, I believe this change will naturally foster a much greater sense of community within the mathematical sciences, something that has already begun to develop within our new School of Mathematical and Statistical Sciences. Sharing physical space and a single departmental webpage should only accelerate this process.

² Applied-Math faculty members who will be reassigned to Physics & Astronomy have been kept abreast of activities in that department via emails and have been invited to attend (and are attending) regular departmental meeting.

³ Chair of an ad hoc committee with representation from Applied Mathematics (Wahl and Reid) reporting on consensus achieved by this committee.

More importantly, the Joint Curriculum Committee has been tasked with developing a proposal that embraces this unusual academic opportunity. The primary objective of this proposal is to enhance the cross-disciplinary training of all undergraduate students enrolled in the Mathematics and Applied Mathematics programmes.

Between the two departments, we currently offer 15 modules (six in Mathematics and nine in Applied Mathematics). The total enrolment in these modules is heavily concentrated in only a few from each department. Therefore, the Committee is developing a DAP proposal to replace the existing collection of modules with a simplified set of six harmonized modules; namely, a Major and Honours Specialization in each of Applied Mathematics and Mathematics and a Minor and Specialization in Mathematical Sciences. The Honours Specialization modules are viewed as the normal pathway to graduate studies for students in the respective programme. Practically speaking, the Specialization in Mathematical Science is meant as a joint “fall back” module for any students who are unable to meet the standards of one of our two newly defined Honours Specialization modules.

After first year calculus and linear algebra, students who enroll in the current Mathematics and Applied Mathematics modules generally share only second year calculus. We would like to change this because we believe strongly that Mathematics students would benefit greatly from more exposure to the concrete applications of mathematical theory, while Applied Mathematics students would benefit greatly through more experience with rigorous axiomatic mathematics. To this end, we intend to require all Mathematics students to take some applied courses and all Applied Mathematics students take some theoretically based courses, the minimum number of these crossover courses depending on the module in question. Furthermore, the Committee views some of our current modules as overly prescriptive in that they do not always permit students the academic freedom to count relevant courses that interest them simply because they happen to lie outside their particular programme of study. So, we propose to make it possible for all Applied Mathematics students to count more Mathematics courses towards their module, and vice versa.

We believe these simple practical changes will improve the overall academic training of all programme students in the mathematical sciences.

8.3 Mathematics and Applied-Math Graduate Programs (Chris Kapulkin, Xingfu Zou)

Table 8.2.1 Summarizes the discussions involving Graduate Chairs of Applied Mathematics and Mathematics, respectively. Meetings were held on July 21 and Oct 6. Table 8.2.1 was shared with Applied Mathematics faculty interested in being reassigned to Mathematics at a meeting held on Oct 16. At that meeting, the table was also shared with Mathematics faculty and attendees had a chance to discuss its contents. There was a consensus expression of support for the proposal at the meeting.

Table 8.2.1 Comparison of Graduate programs offered by Applied Mathematics and Mathematics.

Applied Mathematics	Mathematics
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Admission 1. A supervisor is needed to care academic and financial responsibility (for minimum of two years for MSc, and four years for PhD). 2. Supervisor's minimum financial commitment: \$6k for PhD; \$5.5k for domestic MSc; \$7k for international MSc. 3. Procedure: in general, faculty identify potential students first and then graduate affair committee (GAC) discusses these recommended students; occasionally, GAC recommend exceptional strong students to related supervisors.	Admission Program-based admissions: 1. Applications are screened by the Grad Affairs Committee. 2. Selected applications are distributed to potential supervisors. 3. Offers are made based on supervisors' preferences and the evaluation of the Grad Affairs Committee. Supervisors need to commit 7k/year for a Ph.D. student (4 years) and 3k/year for an M.Sc. student (1 year). Note M.Sc. students in Math are not thesis students.
Course Requirements 1. Thesis based MSc: 4 courses (plus a thesis) 2. Course Based MSc: 8 courses including one project course (AM9999). 3. PhD: 4 courses including the two mandatory core courses: (A) PDEs; (B) Advanced Numeric Methods. 4. Minimum average of 78% and no course has below 60% are required.	Course Requirements The M.Sc. program is one-year course-based – students complete 8 half-courses, including 5 designated core half-courses, including at least one course in each: Algebra, Analysis, Geometry/Topology. Core courses have regular homework and exams. Ph.D. students are required to take a total of 6 courses, including at least three at level 9100+. The average of 70+ with no grade below 60 is required.
PhD comprehensive exam 1. A PhD student must pass the comprehensive exam by the end of first year. 2. Once a year, typically in later May or early June. If failed the first time, a second sitting (make-up) is allowed by the end of August. 3. Consisting of two parts: (I) undergraduate level courses (calculus, linear algebra, differential equations, numeric methods); (II) contents at graduate level, including the two core courses, plus research area related questions.	Ph.D. comprehensive exam Part 1: Exams in abstract algebra and analysis to be passed by the beginning of the 2 nd year. These exams are offered twice a year (May and October), and a student is allowed 2 attempts at each exam. Part 2: To be completed within 8 months of Part 1, it consists of a written document (10-15 pages), one-hour presentation, and one-hour examination by the supervisory committee. Internal defense: 2 weeks before submitting draft dissertation to SGPS.
Progress track of PhD students 1. A supervision committee of three (supervisor and other two faculty) is needed 2. Annual PhD talk: each PhD student is required to give a presentation in late August or early September to report his/her progress in the past year	Progress track of Ph.D. students 1. Supervisory committee of 1-2 faculty members in addition to the supervisor. 2. Annual reports, now moving to Pathfinder.

Potential future of the programs:

1. One program with one Graduate Chair, but different degrees (Ph.D. Applied Math, Ph.D. Math, etc.).
2. Unified admissions, recognizing different character of different degrees. Funding commitments would stay at their current levels.
3. Course requirements for Ph.D. programs would remain different. M.Sc. programs are already very similar.
4. Ph.D. Comprehensive Exams would remain different. Potential for improving efficiency in the future.
5. Methods of tracking progress of Ph.D. students could be unified.

8.4 Physics & Astronomy Chair (Bob Sica)

The creation of an Applied Mathematics Department at Western in the early 1970s was a bold experiment that reflected a more siloed approach to theory versus experiment which was appropriate at the time. However, two major paradigm shifts have occurred in the last 50 years. First is the explosion of computational science, expanding the world of physics beyond just theory and experiment. Second is the now highly interdisciplinary nature of physics. Currently almost every member of the Physics and

Astronomy Department works primarily in an interdisciplinary area where one or more of biology, chemistry, earth science, computer science, engineering, etc. converge with physics. This interdisciplinary trend is the result of the fundamentally reductionist approach physics takes to problem solving, which has broad applicability to many problems.

This broad applicability is also true for applied mathematics. At Western this breadth has resulted in an Applied Mathematics Department where about half of the research-active faculty identify as mathematicians, while the other half identify as theoretical physicists. There is nothing subtle in regard to this fit; the Applied Mathematics members who would potentially join the Physics Department *all* have PhDs from Physics Departments. They are able to teach any of the foundational physics courses in our Department, as we would expect of any Department member. Several of them already collaborate with current Department members. Two members currently hold Joint Appointments between Applied Mathematics and Physics, and another holds a CRC Tier II Chair in the “Foundations of Physics.”

In conclusion, bringing these members into Physics & Astronomy from Applied Mathematics has no element of trying to fit a round peg into a square hole. It is a natural fit that reflects the evolution of research in the two Departments over the last half century.

8.5 Physics & Astronomy Undergraduate Program (Pauline Barmby)

Two modules offered by Applied Mathematics are closely aligned with Physics & Astronomy:

Theoretical Physics Major

- No students are currently enrolled in this module.
- This major requires students to also complete a major or minor in applied math. The combination of theoretical physics and applied math modules is very similar to Physics modules offered by Physics & Astronomy, such that a student who had been planning to enrol in theoretical physics could be accommodated by switching to a Physics specialization or honours specialization.
- Admission to this module will be discontinued.
- The existing Advanced Physics minor module will be adapted to emphasize theoretical physics in the future; we have a team in the Department currently developing this pathway.

Scientific Computing & Numerical Methods Major

- Six students are currently enrolled in this module: 3/2/1 in years 4/3/2, respectively.
- Students already in the module will be supported in completing their programs; this is already happening with special permissions for such students to take relevant physics courses.
- This module is being redesigned to include a broader range of courses in Mathematics, Physics & Astronomy, and Chemistry.
- Complementary “computational physics” modules are also being developed with planning for this is already underway involving members of both Applied Mathematics and Physics & Astronomy.

Two Applied Mathematics courses (AM2402A, AM 3815A) are required for students in Physics & Astronomy (and other) modules. These have some overlap in content with Applied Mathematics courses required by upper-level engineering students (AM2270A, 2276B, 2277B, 3413A, 3415A) that are also planned to move to Physics & Astronomy. Discussions on possible rationalization of these courses are underway between both Departments and Engineering.

8.6 Physics & Astronomy Graduate Program (Aaron Sigut)

Consultation: The Applied Mathematics (AM) faculty members (potentially) joining the Physics and Astronomy (P&A) Department have been invited to P&A Faculty Meetings since the announcement of the dissolution of the AM Department at our May 1, 2020, faculty retreat. This includes faculty meetings on May 29, June 24, July 24, September 17, and October 15. A significant portion each of these meetings was devoted to discussing the graduate issues connected with dissolution of the AM Department. At the meeting on June 24, Colin Denniston (Applied Math/Physics) gave a presentation on the workings of the Applied Mathematics graduate program and highlighted several concerns the transferring faculty have with supervising students in the Physics graduate program. This presentation informed much of the subsequent discussion.

Physics Graduate Program Review Timeline: The Physics (and Astronomy) graduate programs were scheduled for periodic review in 2021, with the written brief due in June, 2021. We have secured permission from SGPS (Linda Miller) and the Provost (Andy Hrymak) to delay the periodic review for one year until 2022. This delay allows the new Departmental members from AM (both faculty and graduate students) to be fully involved in the planning and preparations for the graduate review (i.e., consultation; brief development; planning for/participation in the site visit).

Transferring Graduate Students: P&A has identified those students who wish to transfer to the Physics graduate program by July 1, 2021. We have been in contact with them and their supervisors about course requirements, timelines, and the PhD comprehensive exam.

Graduate Students Remaining in the Applied Math Program: It is the understanding of P&A that AM graduate students can opt to finish their Applied Mathematics degrees, instead of transferring to another graduate program, and that the Applied Mathematics graduate degree will now be administered by the Mathematics Department. The only issue we can see is that of the total GTA allotments in the 2021/22 academic year: with some AM undergraduate courses moving to Physics and others to Mathematics, the total number of GTA units formally available to continuing AM students *may* be insufficient, but this is difficult to quantify without information from the Faculty of Science about the GTA allotments for the 2021 academic year.

Admissions: Admissions in P&A are governed by a vetting committee of three faculty members that reviews all applications via a rubric and decides on admissibility. Once a student is deemed admissible, the application is opened up to potential supervisors. We plan to appoint one additional member to the physics vetting committee, chosen from among the transferring AM faculty. This member will broaden the expertise of the committee and help with the workload arising from increased applications.

Funding: The graduate funding model in P&A is similar, but not identical, to that used in AM: the P&A minimum stipend is somewhat larger (\$28,000 v. \$25,000) and the program funding (WGRS) is distributed somewhat differently. The new members from AM will bring a larger number of international graduate students to the Physics program. In addition, the undergraduate teaching reassignments resulting from the dissolution of AM will likely lead to a larger number of GTA appointments in the P&A Department. As the number of GTA appointments has been an important limitation on the growth of the Physics program, this change will be very positive.

Student Advisory Committees: All P&A graduate students have a three-faculty-member advisory committee (AC) that meets twice yearly with the student (October/April) to offer advice and assess

progress. This is different from the practice in AM, where advisory committees meet only if there is a problem with student progress. P&A plans to continue with twice-yearly, required AC Meetings.

Course Requirements: Both the MSc and PhD Physics degrees have a 3.0 half-course equivalent (HCE) course requirement. Transferring AM faculty felt the requirement of completing all three “core physics” half-course courses (Electrodynamics, Quantum Mechanics, and Statistical Mechanics) as part of this requirement was too restrictive for their students, a feeling echoed by some current P&A members. Following discussion at several faculty meetings, it was decided at the July 24th meeting, that the Physics MSc and PhD requirements would be changed to “3.0 HCE with at least 2.0 HCE chosen from the offerings of the P&A Department, approved by the student’s Advisory Committee.” A major program modification request has been made to SGPS and is in the approval process. These changes considerably increase the flexibility of course requirements in the Physics graduate programs.

Course Offerings: Development of a new Physics course catalogue was initiated at the October 15th faculty meeting, modelled on the successful revision of the Astronomy graduate courses in 2019. This revision will examine the role of our “core” courses (see above), introduce new courses, consolidate our current offerings, and explore the potential of using more quarter-courses (0.5 HCE). Transferring AM faculty will be fully involved in this process, and we expect new courses to be introduced, with some AM graduate courses transferred to the Physics program. This process will be complete by the end of January 2021, with the new curriculum in place for September 2021.

Comprehensive Exam: The Physics PhD requires the completion of a comprehensive exam, given in two parts and usually completed within the first year of study. Part 1 is a series of written tests (covering classical mechanics, electrodynamics, quantum mechanics, and statistical mechanics) completed as part of a graduate half-course Physics 9610 “Fundamentals of Physics.” Transferring AM faculty expressed reservations on the narrow focus of the exam topics, similar to the course requirement concerns outlined above. To address this, the P&A Department approved a motion at the September 17th faculty meeting to expand Physics 9610 to a full year (blended) course with eight topic areas, i.e. four new topics will be added to the four listed previously, of which a student must complete four of their choice. The topics for these four new modules will be developed with the input of the transferring AM faculty, and the new Physics 9610 will be in place for September 2021. Part 2 of the comprehensive exam, an orally defended research report, will remain, as this report is tailored directly to the student’s research area.

The Collaborative Specialization in Scientific Computing: It is the understanding of P&A that the administrative home of the Scientific Computing collaborative specialization program will move to the P&A Department as of July 1, 2021. Both Astronomy and Physics MSc and PhD degrees have been long-standing participating degrees in this program, and we expect participation to deepen with the transfer of some AM faculty to our Department. Note that this collaborative program is separately accredited and reviewed, and changes need to be initiated by the director in consultation with all participating Departments.

Implications for the Astronomy Graduate Program: The P&A Department is also the home of MSc and PhD degrees in Astronomy. We do not anticipate any impact on the Astronomy graduate degrees from the dissolution of the AM department.

ITEM 4.6(b) – Subcommittee on Enrolment Planning and Policy (SUEPP) Report

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

The Subcommittee on Enrolment Planning and Policy (SUEPP) Report is provided to the Board of Governors for information via Senate.

Senate, at its meeting of February 12, 2021, approved the plans and processes for first-year first-entry undergraduate enrolment for the University and Affiliated University Colleges, and approved the 2021-22 enrolment projections/plans to be used for University budget planning purposes.

ATTACHMENT(S):

[Fall 2021 Entrance Standards for Undergraduate Admissions](#)
[Enrolment Projections for 2021-22](#)
[Report on Entering Averages & First Year Grades Presentation](#)

2021-22 ENROLMENT PROJECTIONS

Senate Meeting -- February 12, 2021

		Actual					2020-21			2021-22
		2015-16	2016-17	2017-18	2018-19	2019-20	Plan	Actual	Difference	Projected
1	Constituent University									
2	Full-Time Undergraduates									
3	Arts & Humanities	1,027	979	985	938	882	857	877	20	869
4	Business (HBA)	1,093	1,120	1,109	1,085	1,090	1,100	1,057	-43	1,046
5	Dentistry	265	265	263	262	262	264	263	-1	264
6	Education	286	653	747	716	697	697	677	-20	668
7	Engineering	1,761	1,951	1,981	2,032	2,008	2,042	2,151	109	2,262
8	Health Sciences									
9	BHSc Program	1,179	1,199	1,189	1,227	1,251	1,309	1,339	30	1,306
10	Kinesiology	1,204	1,247	1,231	1,215	1,241	1,238	1,285	47	1,300
11	Nursing	868	903	960	969	974	969	989	20	974
13	Sub-Total	3,251	3,349	3,380	3,411	3,466	3,515	3,613	98	3,580
14	Law	474	482	478	480	485	487	490	3	490
15	Media, Information, & Tech	983	966	898	916	895	904	871	-33	867
16	Medicine									
17	MD Program	684	682	699	685	683	684	686	2	684
18	BMedSci Program	881	928	1,021	1,000	1,036	1,000	1,161	161	1,100
19	Music	432	417	412	414	449	457	443	-14	450
20	Science	4,679	4,826	4,948	5,143	5,326	5,420	5,535	115	5,733
21	Social Science	6,482	6,520	6,501	6,497	6,503	6,437	6,882	445	6,910
22	Total Full-Time Undergraduates	22,298	23,138	23,422	23,579	23,782	23,865	24,706	841	24,923
23	Concurrent Programs	255	233	231	247	288	250	345	95	345
24	Medical Residents	923	942	934	956	936	955	940	-15	940
25	Full-Time Graduates									
26	Masters	3,276	3,431	3,750	3,734	3,946	4,181	3,869	-312	4,300
27	Ph.D.	2,088	2,083	2,185	2,177	2,219	2,243	2,231	-12	2,274
28	Total Full-Time Graduates	5,364	5,514	5,935	5,911	6,165	6,424	6,100	-324	6,574
29	Total Full-Time Enrolment	28,840	29,827	30,522	30,693	31,171	31,494	32,091	597	32,782
30	Part-Time FTEs									
31	Undergraduate <1>	2,226	2,084	2,012	2,061	1,988	1,980	2,562	582	2,100
32	Education (AQs) <1>	595	499	401	456	435	460	412	-48	420
33	Masters	79	89	95	114	110	110	122	12	120
34	Ph.D.	32	29	29	32	32	32	35	3	35
35	Total Part-Time FTEs	2,932	2,701	2,537	2,663	2,566	2,582	3,131	549	2,675
36	Total Constituent FTEs	31,772	32,528	33,059	33,356	33,737	34,076	35,222	1,146	35,457
37	Affiliated University Colleges									
38	Full-Time Undergraduates									
39	Brescia	1,327	1,329	1,306	1,392	1,421	1,469	1,301	-168	1,184
40	Huron	1,062	979	882	1,038	1,266	1,276	1,431	155	1,443
41	King's	3,004	3,070	3,034	3,162	3,267	3,368	3,415	47	3,310
42	Total Full-Time Undergraduates	5,393	5,378	5,222	5,592	5,954	6,113	6,147	34	5,937
43	Part-Time Undergraduate FTEs									
44	Brescia	80	69	84	76	73	80	68	-12	70
45	Huron	58	42	65	64	48	30	76	46	75
46	King's	260	232	234	254	265	258	309	51	300
47	Total Part-Time FTEs <1>	398	343	383	394	386	368	453	85	445
48	Graduate FTEs									
49	Brescia	33	35	35	38	40	43	35	-8	30
50	Huron	9	9	7	5	11	7	13	6	13
51	King's	29	41	48	50	61	60	60	0	60
52	Total Graduate FTEs	71	85	90	93	112	110	108	-2	103
53	Total Affiliate FTEs	5,862	5,806	5,695	6,079	6,452	6,591	6,708	117	6,485
54	Total UWO FTEs	37,634	38,334	38,754	39,435	40,189	40,667	41,930	1,263	41,942

2021-22 ENROLMENT PROJECTIONS

Senate Meeting -- February 12, 2021

		Actual					2020-21			2021-22
		2015-16	2016-17	2017-18	2018-19	2019-20	Plan	Actual	Difference	Projected
	<i>Rows 55 to 85 Included above</i>									
55	International Students									
56	Constituent Full-Time									
57	Undergraduates	1,990	2,217	2,342	2,692	2,763	2,945	2,822	-123	2,865
58	Medical Residents	136	134	123	142	130	140	130	-10	140
59	Masters (excluding Ivey)	576	596	715	717	925	878	695	-183	854
60	MBA (Regular), Ivey MSc	56	68	75	63	81	174	159	-15	201
61	Executive MBA	24	2	1	4	4	0	1	1	0
62	Ph.D.	562	562	581	607	665	681	686	5	690
63	Affiliates									
64	Undergraduates	661	718	732	991	1,256	1,351	1,390	39	1,278
65	Masters	0	2	0	0	2	2	4	2	1
66	Year 1 Only									
67	Constituent									
68	Arts & Humanities	217	240	229	233	209	215	221	6	230
69	Engineering	637	598	571	588	586	625	704	79	725
70	Health Sciences									
71	BHSc Program	336	320	335	393	385	350	407	57	350
72	Kinesiology	335	350	318	304	339	330	335	5	335
73	Nursing	143	162	144	142	144	145	159	14	145
74	Media, Information, & Tech	350	304	245	263	252	260	226	-34	250
75	MOS Program	794	861	769	819	768	825	1,072	247	850
76	Music	100	102	112	121	123	125	117	-8	125
77	Science	1,445	1,599	1,551	1,680	1,676	1,720	1,801	81	1,775
78	Social Science	796	817	815	835	840	835	965	130	815
79	Total Year 1 - Constituent	5,153	5,353	5,089	5,378	5,322	5,430	6,007	577	5,600
80	Affiliated University Colleges									
81	Brescia	350	321	313	320	332	349	270	-79	283
82	Huron	290	253	250	415	454	502	489	-13	457
83	King's	774	777	788	834	895	915	968	53	890
84	Total Year 1 - Affiliates	1,414	1,351	1,351	1,569	1,681	1,766	1,727	-39	1,630
85	Total UWO Year 1	6,567	6,704	6,440	6,947	7,003	7,196	7,734	538	7,230
86	Masters									
87	All Programs (excluding MBAs)	2,877	3,004	3,280	3,319	3,491	3,543	3,301	-242	3,520
88	Ivey (excl EMBA)	208	255	265	241	285	465	466	1	632
89	Executive MBA	191	172	205	174	170	173	102	-71	148

For Information

90	Year 1 Constituent International Students	508	618	638	855	639	830	592	-238	670
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<1> 2020-21 part-time undergraduate FTEs are preliminary estimates. Final numbers will be available at the end of February 2021.

Report on Fall 2020 First-Year Class and Associated Metrics

Senate

February 12, 2021



Institutional Planning & Budgeting

Context

- Western continues Approach using “Standard Minimum Entrance Requirement”

– Fall 2020	83.5%	(final = 83.5%)
– Fall 2019	83.5%	(final = 83.5%)
– Fall 2018	83.5%	(final = 83.5%)
– Fall 2017	83.5%	(final = 83.5%)
– Fall 2016	83.5%	(final = 83.5%)
– Fall 2015	83.5%	(final = 83.5%)
– Fall 2014	84.0%	(final = 83.0%)
– Fall 2013	84.0%	(final = 83.0%)
– Fall 2012	83.0%	(final = 82.5%)
– Fall 2011	83.0%	(final = 82.0%)
– Fall 2010	83.0%	(final = 81.0%)
– Fall 2009	83.0%	(final = 80.0%)
– Fall 2008	82.5%	(final = 79.0%)
– Fall 2007	82.0%	(final = 78.0%)
– Fall 2006	81.0%	(final = 78.0%)
– Fall 2005	80.5%	(final = 77.0%)
– Fall 2004	80.5%	(final = 78.0%)
– Fall 2003	83.0%	(final = 78.0%)
– Fall 2002	79.5%	(final = 74.0%)
– Fall 2001	77.0%	(final = 73.0%)



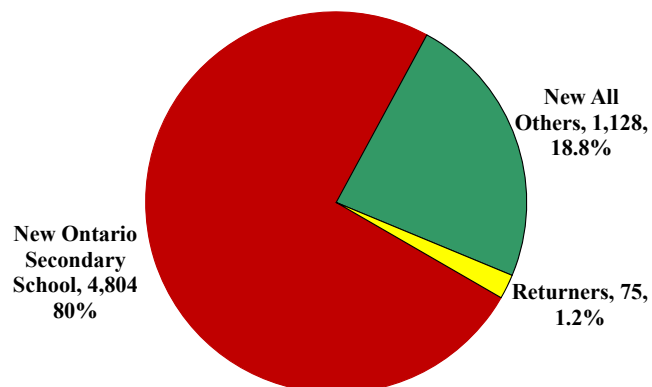
Student Profile: Applicant Type & Geographical Origin

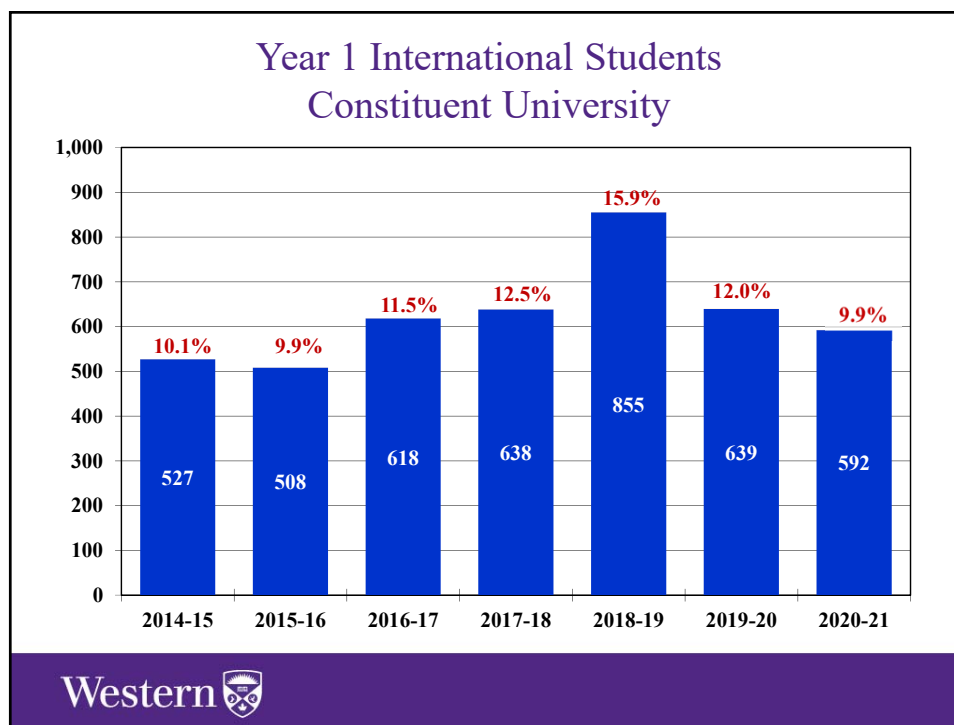
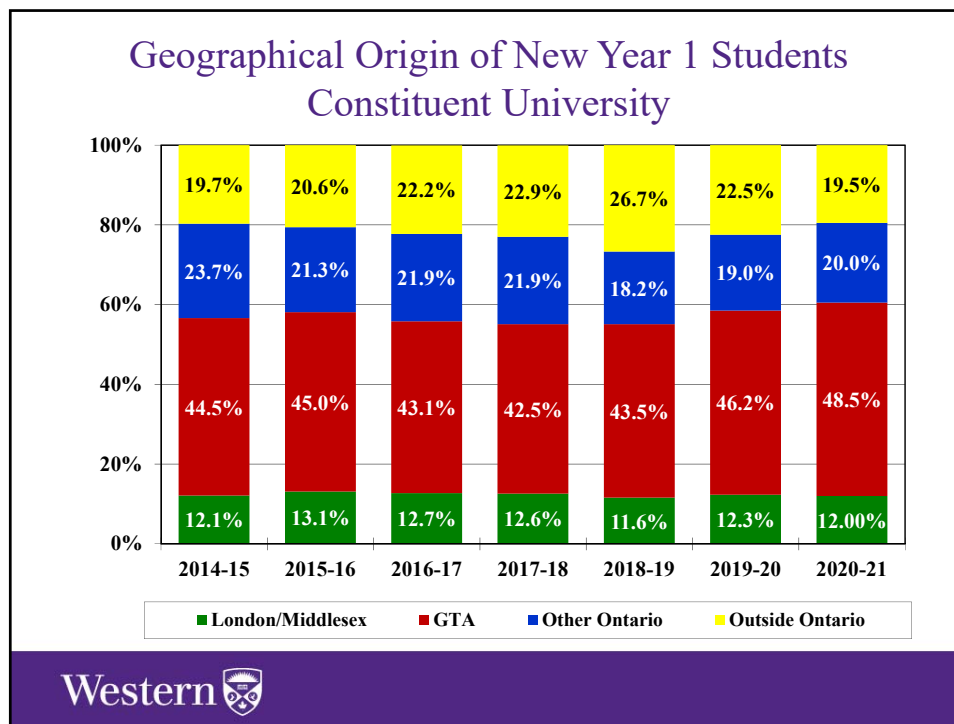
Constituent University

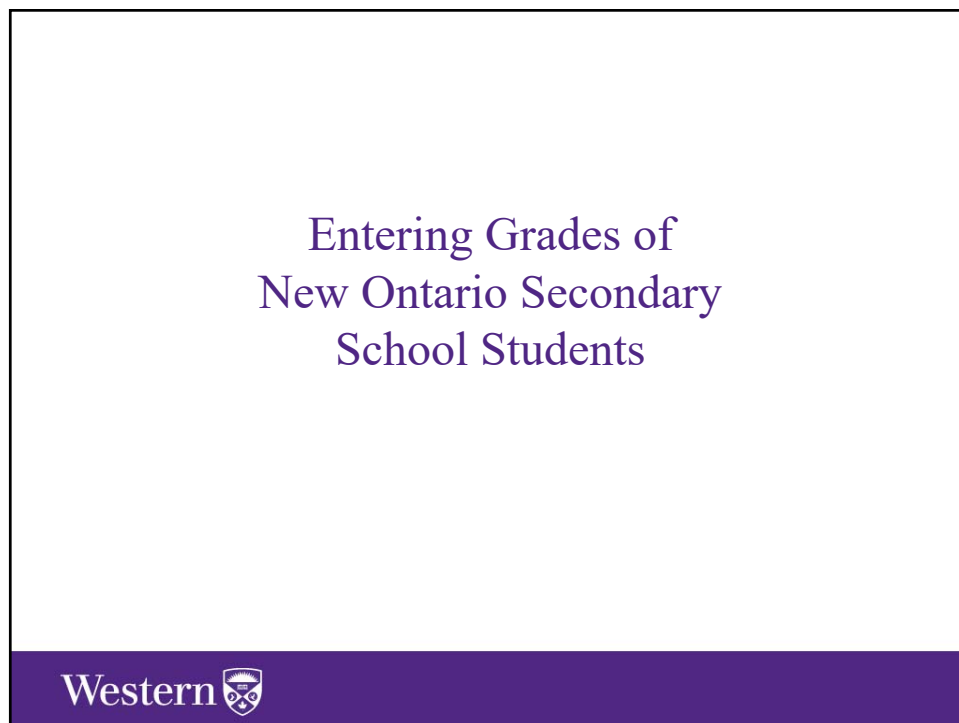
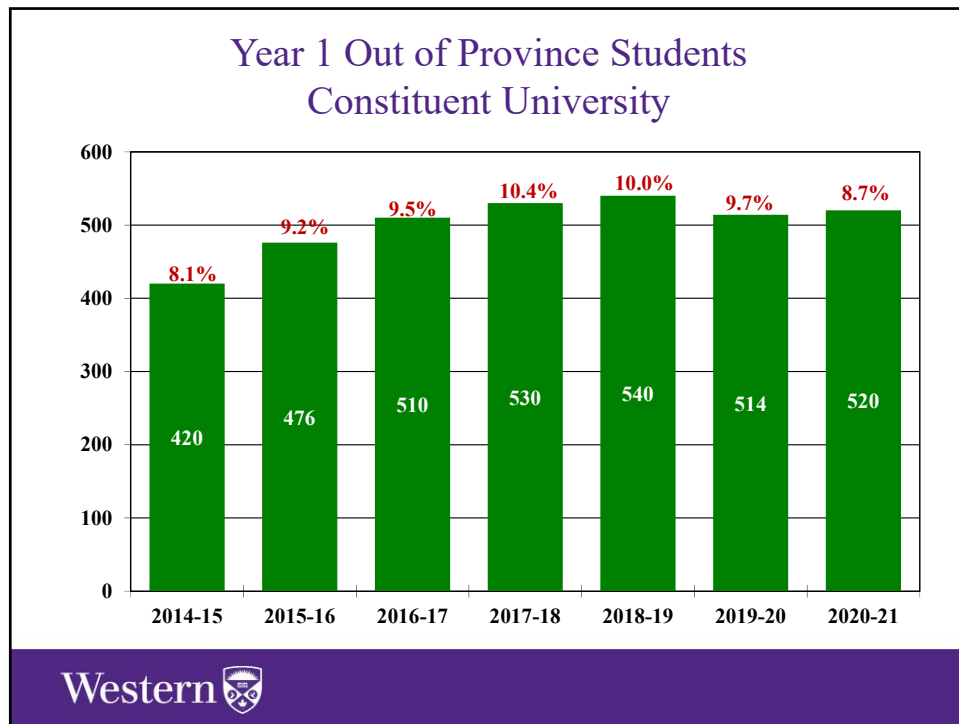


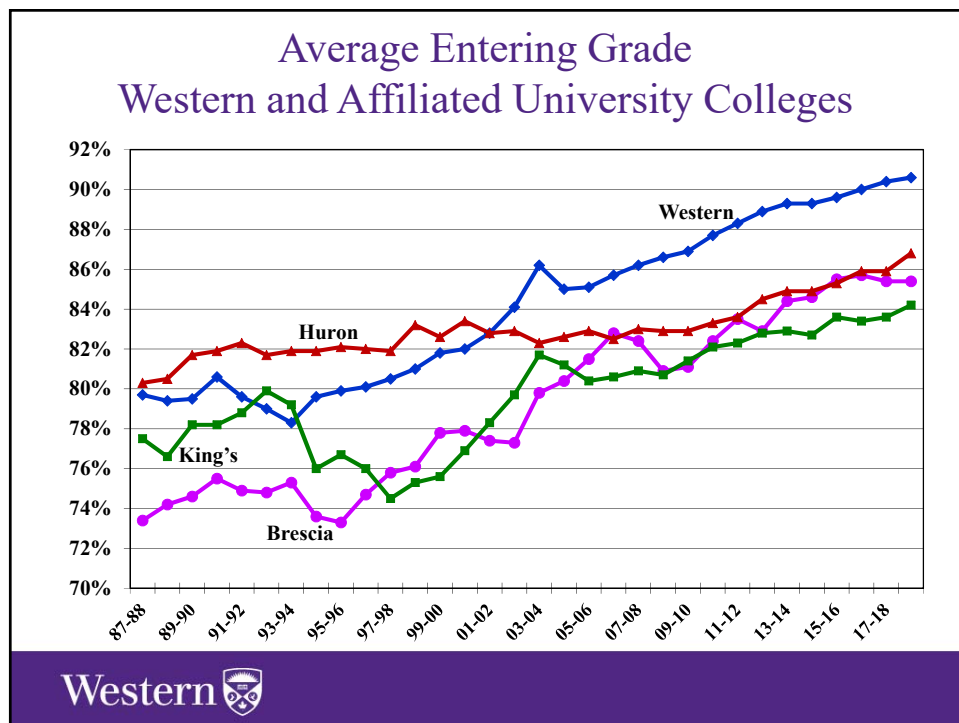
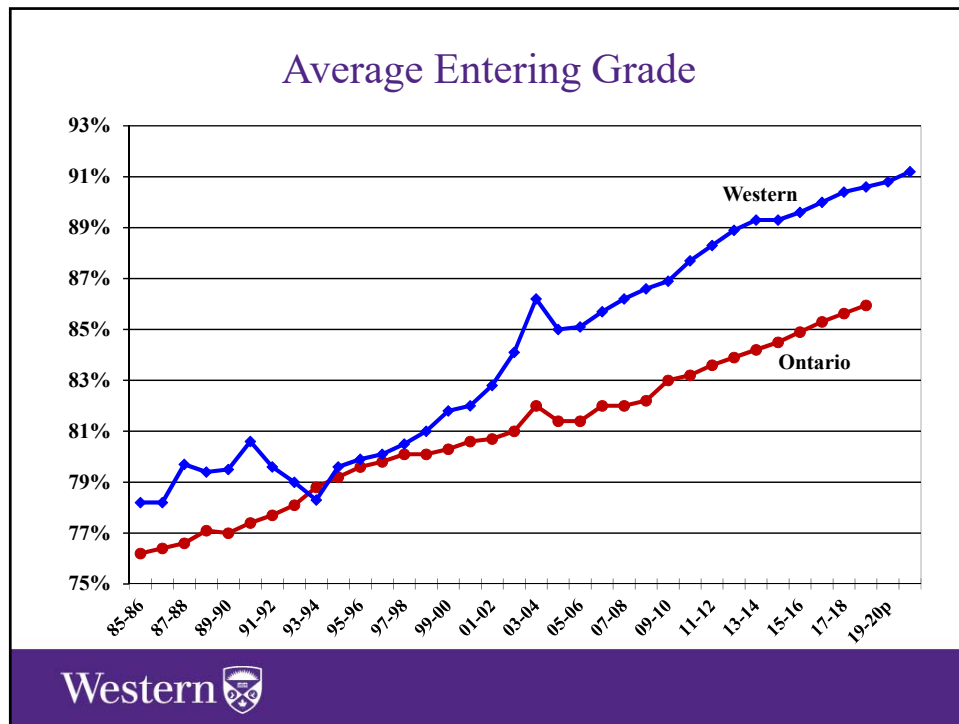
2020-21 Year 1 Students by Applicant Type Constituent University

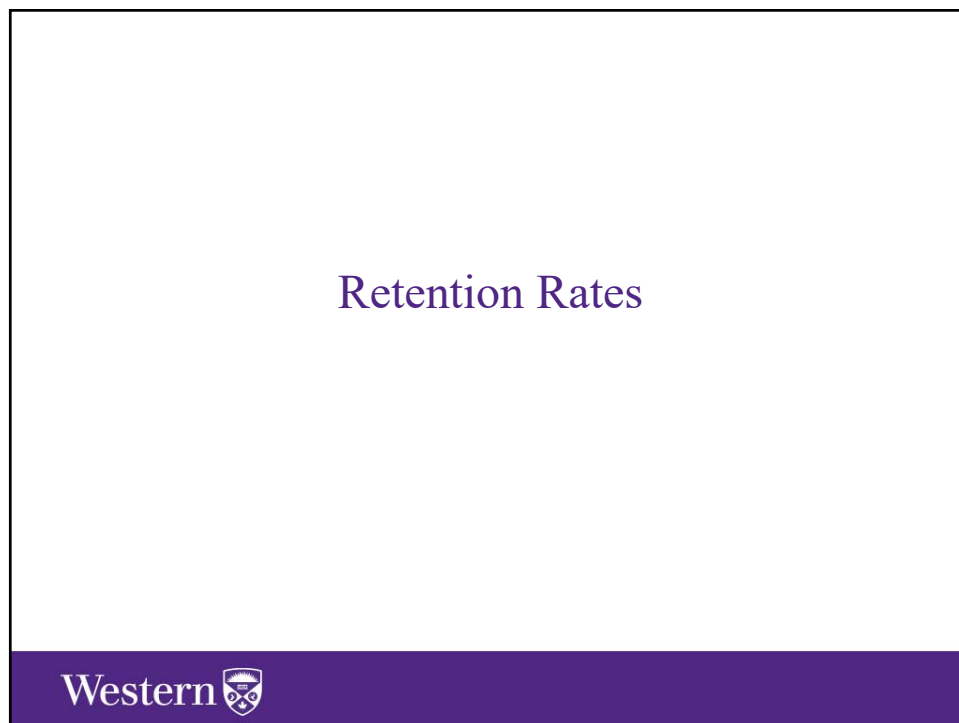
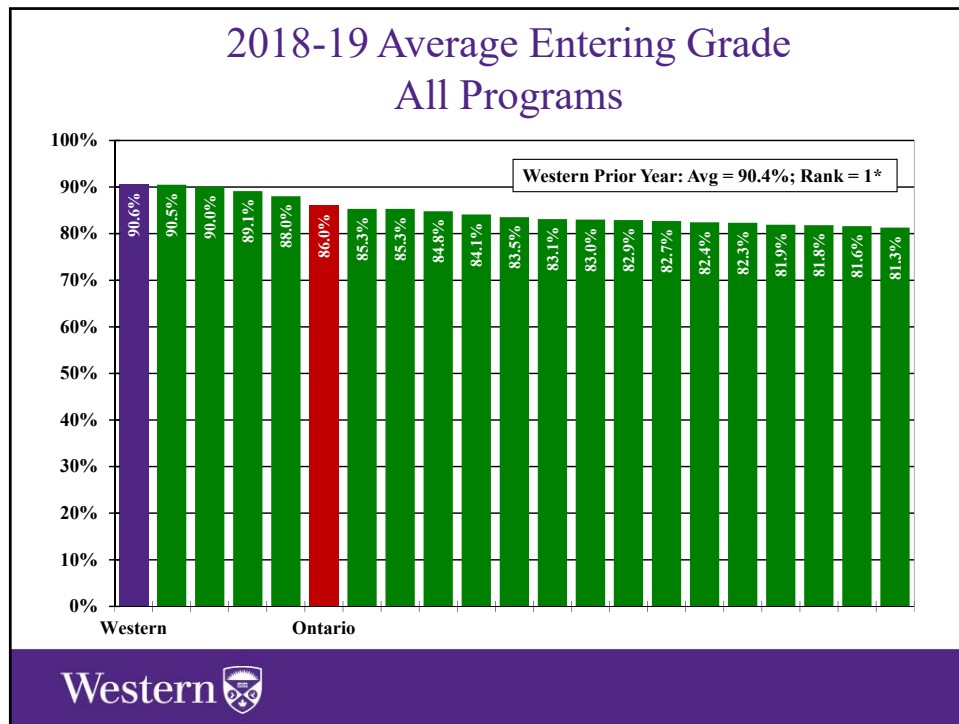
Total Year 1 = 6,007

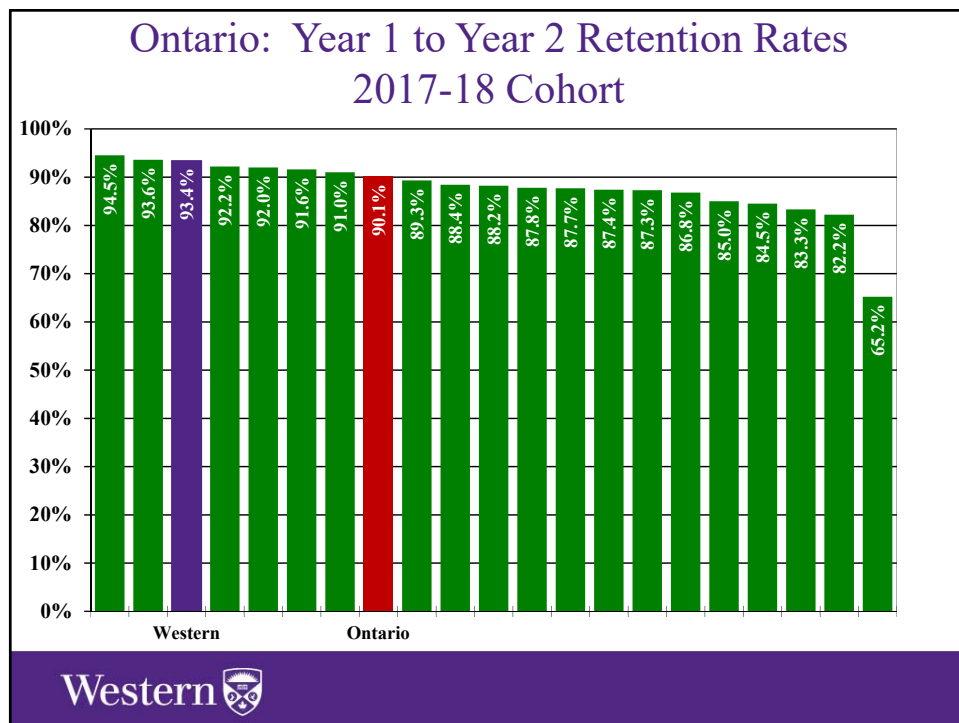
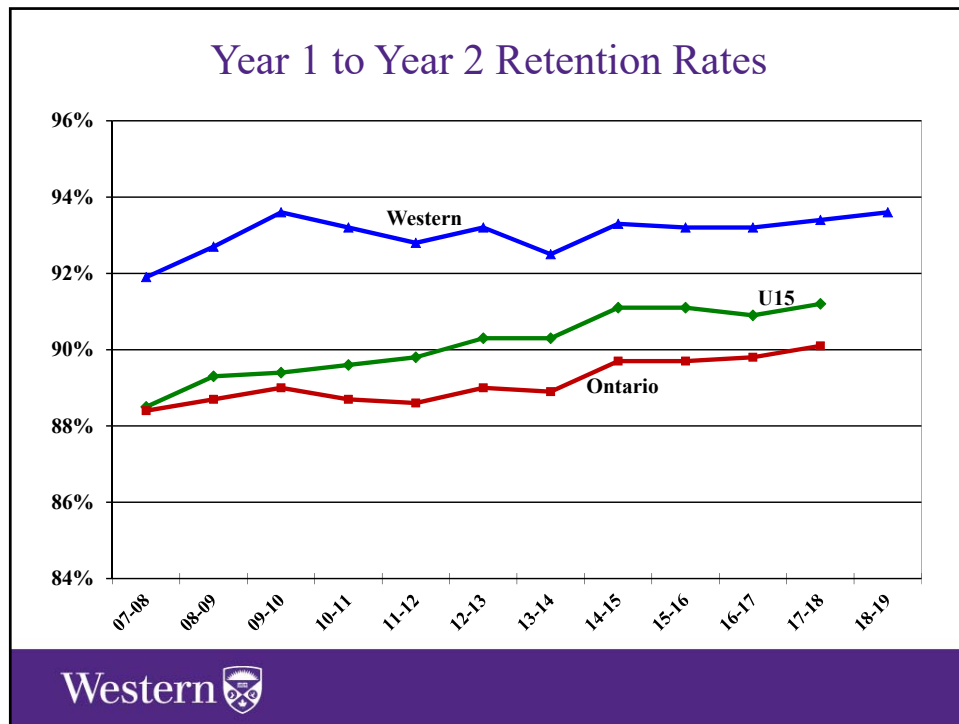


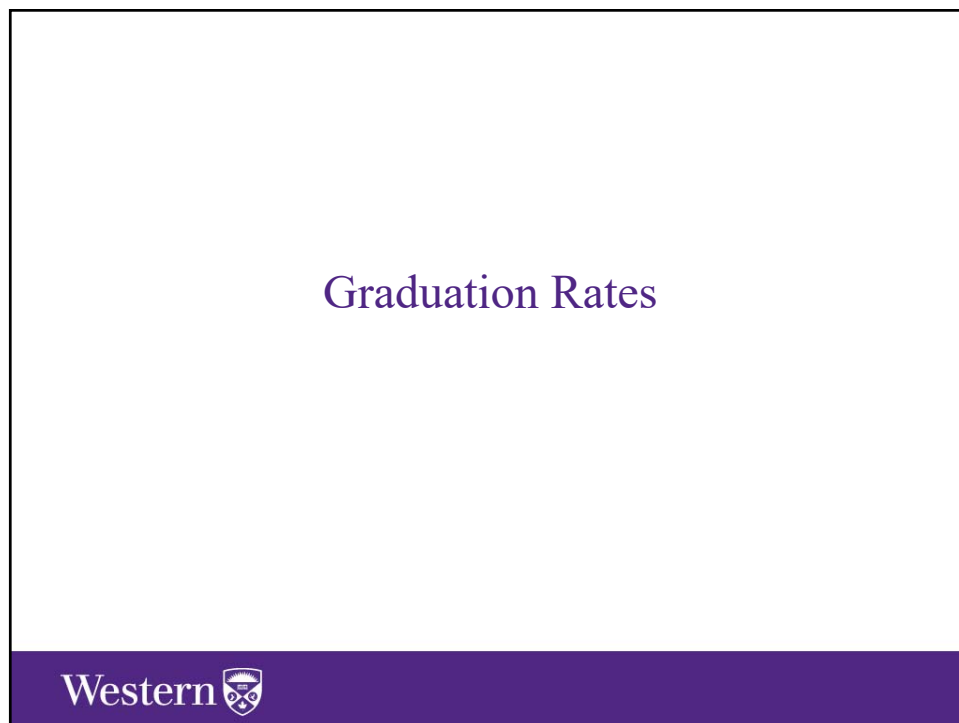
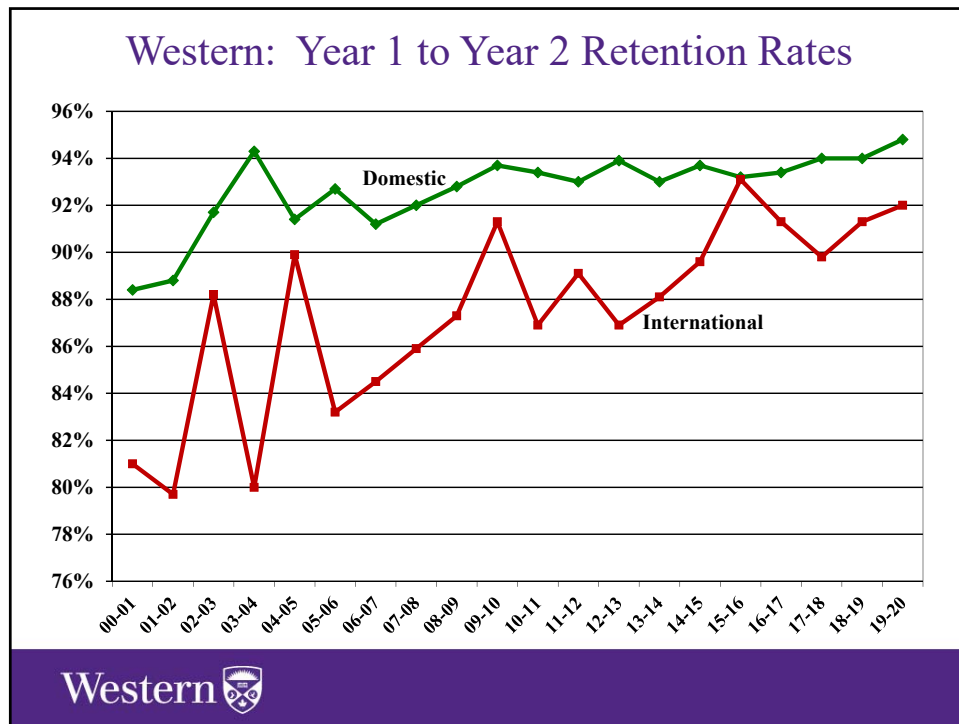


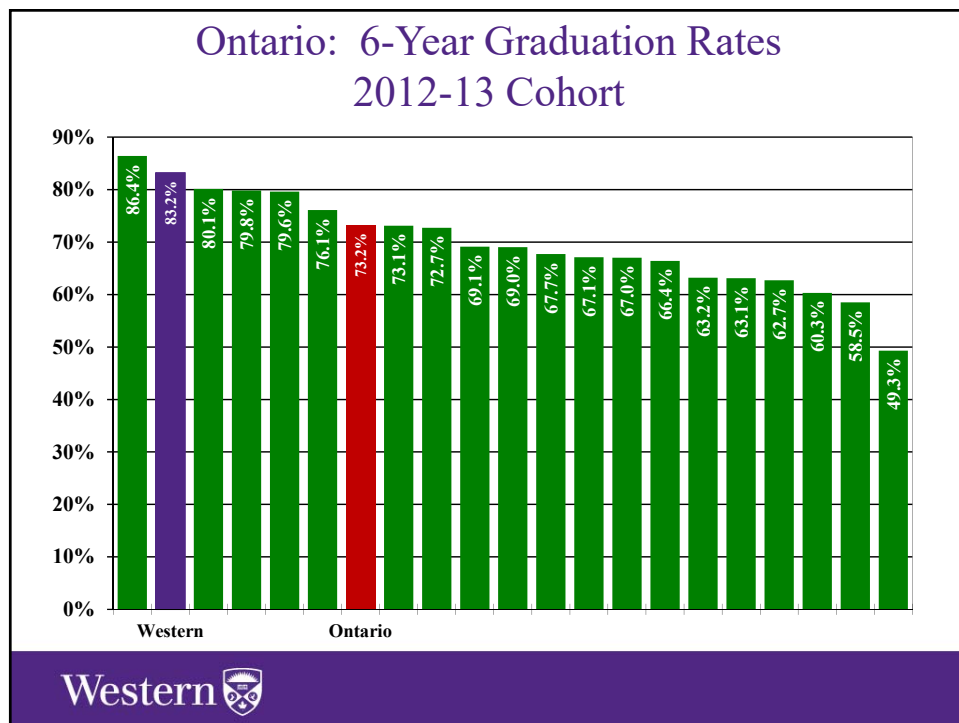
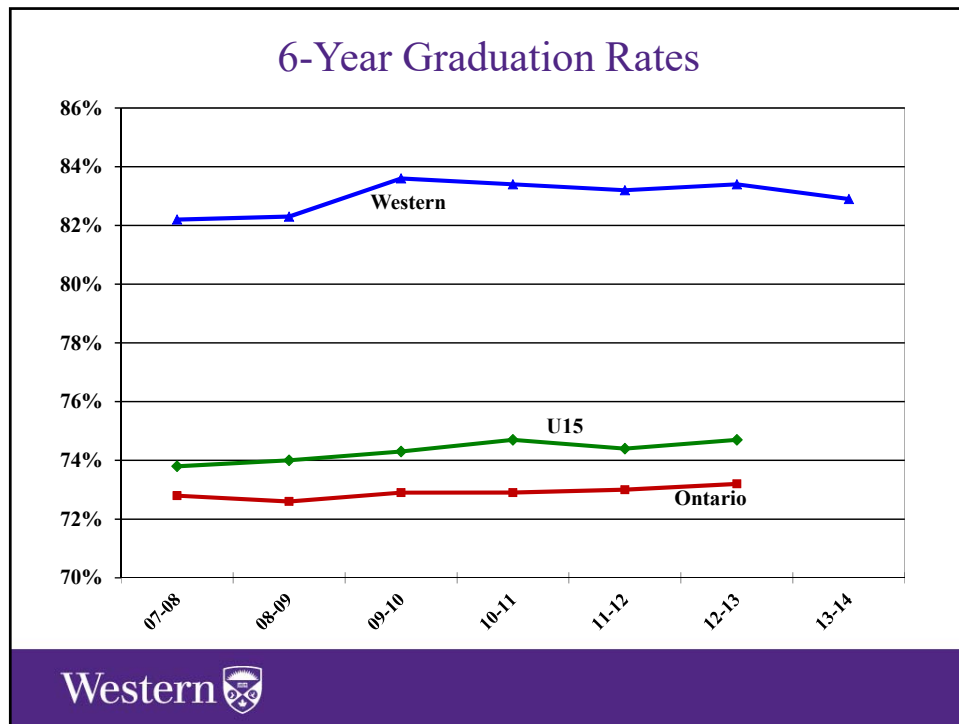














Western University

SUEPP Report to Senate

Fall 2021 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. Our approach to first-year admissions – approved by Senate in November 2010 <* see note below> – included the following high-level priorities:

1. Our objective should be to continue to 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 increasing 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 – *Achieving Excellence on the World Stage* – includes the following enrolment-planning related objectives:

- a. Attract the brightest students as demonstrated through the highest entering grade average.
- b. Achieve the highest student retention and graduation rates among Canada’s leading research-intensive universities.
- c. Increase international undergraduate enrolment to at least 15% and domestic out-of-province student enrolment to at least 10% of the undergraduate student body.
- d. Increase graduate student enrolment to at least 20% of the total student body.

*** Note: The University Strategic Planning Process currently underway will guide our enrolment planning in future years, starting with the fall 2022 admissions cycle.**

B. Update on the Fall 2020 Entering Class and Entrance Standards

Constituent University

1. The Constituent University's full-time first-year enrolment was 6,007. Of this, 592 (or 9.9%) were international students.
2. The common minimum entrance requirement was a mid-year offer grade of 83.5% (for Arts & Humanities, Engineering, FIMS, Music, Science, MOS, and Social Science). For all other programs, the mid-year offer grades were higher – ranging from 86.0% to 92.0%. At offer time, the condition for the final grade was a minimum of 83.5% for all programs.
3. For information, full-time graduate enrolment was 6,100 – which equates to 19.0% of total full- time enrolment.

Affiliated University Colleges

4. Full-time first-year enrolment at the Colleges were as follows:
 - Brescia 270
 - Huron 489
 - King's 968
5. The final grade requirement at each of the Colleges was 79.0% (i.e. compared to the 83.5% at the Constituent University).

C. Fall 2021 Admissions Plans

Constituent University

1. The admissions strategy of the recent years will continue for the fall 2021 admissions cycle – and it is expected that our mid-year offer grade (for all programs) will be no less than 83.5%, with a final grade requirement of at least 83.5%.
2. Based on the current applications data, we are estimating a first-year class in the range of 5,600 – which (in the context of the current global pandemic) includes 670 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.

Affiliated University Colleges

3. The final grade requirement at each of the Colleges will be no less than 79.5% – 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 77.0% which is 2.5% points below the 79.5% 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:
 - Brescia 283 (250 domestic and 33 international)
 - Huron 457 (327 domestic and 130 international)
 - King's 890 (650 domestic and 240 international)

ITEM 4.6(c) – Revisions to MAPP 7.12 (Policy and Procedures for the Use of Animals in Research and Teaching) and Elimination of MAPP 7.10 (Institutional Animal User Training Program) and MAPP 7.15 (Post Approval Monitoring Program)

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION ☐ FOR DISCUSSION

Recommended: That the Board of Governors approve revisions to MAPP 7.12, Policy and Procedures for the Use of Animals in Research and Teaching and,

 The elimination of MAPP 7.10 Institutional Animal User Training Program and 7.15 Post Approval Monitoring (PAM) Program as Senate level policies, effective March 12, 2021.

EXECUTIVE SUMMARY:

At the November 15, 2019 meeting, Senate approved and recommended to the Board of Governors that the University Council on Animal Care (UCAC) be disbanded and that, consequently, the Animal Care Committee (ACC) be disbanded as a Senate Subcommittee.

As part of the approval, it was outlined that the MAPP Policies associated with animal-based research would continue to require approval from the University Research Board, Senate, and the Board of Governors (MAPP 7.10 – Institutional Animal User Training Program; MAPP 7.12 – Policy for the Use of Animals in Research, Testing and Teaching (new name: Animal Ethics and Care Program); MAPP 7.15 – Post Approval Monitoring (PAM) Program). Proposals for these MAPP policies were to be sent directly to the University Research Board from the Animal Care Committee. Animal Ethics and Care Program (AEC) reporting would also be sent directly to the University Research Board from the ACC.

As part of the ongoing Animal Ethics and Care Program's (AEC) operational and structural updates, there is now a need to revise the University's Manual of Administrative Policies and Procedures (MAPP) associated with animal-based scholarship at Western University and its affiliates to again accurately reflect current structure, policy and practice.

ATTACHMENT(S):

[Background, Primary Contact, Consultation](#)

[MAPP 7.10 - Institutional Animal User Training Program](#)

[MAPP 7.15 - Post Approval Monitoring \(PAM\) Program](#)

[MAPP 7.12 - Policy and Procedures for the Use of Animals in Research and Teaching](#)

[Animal Care Committee \(ACC\) Terms of Reference – For Information](#)

Background:

Western Research has been working diligently under the leadership of Lesley Rigg, Vice President (Research), to ensure that Western's policies and procedures relating to Animal Research Ethics are accurate, appropriate, and compliant.

Currently three MAPPs pertain to the Animal Ethics and Care Program (ACEP):

MAPP 7.10 - Institutional Animal User Training Program

MAPP 7.12 - Policy and Procedures for the Use of Animals in Research and Teaching

MAPP 7.15 - Post Approval Monitoring (PAM) Program

MAPP 7.12 was initially approved in 2006 and updated in 2016. It is the cornerstone of Western's responsibilities to the AECP and in its current updated form describes the overall institutional oversight of the AECP. It also encompasses all the components of the program, including Animal Use Protocol (AUP) review and approval, institutional animal user training, animal procurement, housing, animal health monitoring and intervention, Post Approval Monitoring (PAM), and crisis management.

In 2005 and 2015 respectively, MAPPs 7.10 and 7.15 were developed in response to Canadian Council on Animal Care (CCAC – The National Regulator) recommendations that Animal User Training and Post Approval Monitoring (PAM) initiatives be represented in institutional documents. At the time Animal User Training and Post Approval Monitoring (PAM) initiatives were not captured in the scope of MAPP 7.12.

Given subsequent development and approval of policies specifically related to Animal User Training and PAM to align with other existing policies such as Animal Use Protocol (AUP) review and approval, animal procurement, housing, animal health monitoring and intervention, and crisis management, MAPP 7.10 and 7.15 are now considered superfluous from a policy perspective. Furthermore, as these two MAPP policies pertain to operations now directly overseen by Western's Animal Care Committee (ACC), the scope of MAPP 7.10 - Institutional Animal User Training Program and MAPP 7.15 - Post Approval Monitoring (PAM) Program are redundant given their scope is covered in ACC-level policies.

MAPP 7.12, changes are requested given that included in the policy details, the University Council on Animal Care (UCAC) oversees and advises on all matters pertaining to animal-based scholarship activities associated with Western University and its affiliate institutions. To align with external regulatory requirements and to eliminate operational impediments, on November 15, 2019, Senate approved the disbandment of the UCAC as a Senate-level committee and the direct accountability of Western's ACC to the senior administrator responsible for the AECP, Western's Vice-President (Research). With the disbandment of UCAC, updates to MAPP 7.12 are being presented to remove reference to UCAC and to reflect the current institutional structure and accountabilities. The proposed amendments also outline that senior-level accountabilities reside solely within MAPP 7.12.

Overview of proposed amendments:

MAPP 7.12

Most significantly, a recommended amendment to this policy includes a proposed name change to "Animal Ethics and Care Program" to better reflect the overarching scope of the revised version of MAPP 7.12. This policy is associated with all animal-based scholarship activities involving approved Animal Use Protocols (AUP) under the jurisdiction of Western's ACC and outlines the responsibilities of the institution as per our external regulatory requirements for instituting and maintaining a compliant AECP.

Additional recommended updates to this policy include:

- Removal of reference to the 'University Council on Animal Care' (UCAC), previously a Senate-level committee.
- Addition of institutional senior administration to reflect accountability for ensuring the allocation of ongoing financial and administrative resources to maintain a compliant AECF.
 - Specific resource requirements are outlined.
- Addition of Western Research's 'Research Ethics and Compliance Office' in support of Western's ACC, which reflects an organizational change that took place in 2019.

MAPP 7.10 and 7.15

MAPP 7.10 and 7.15 are predominantly focused upon the functional operations of the ACC, and accountabilities of institutional support staff and animal-based scientists, except for reference to the accountabilities of senior administration to ensure allocation of adequate resources in support of a compliant AECF.

The operational elements within MAPP 7.10 and MAPP 7.15 have been duplicated within ACC-level policies and procedures to align with CCAC expectations, e.g., Post Approval Monitoring Program (POL-005), Institutional Animal User Training Program (POL-017, PROC-017), Concerns (POL-004). To understand the specific allocations of MAPP content to ACC policies, please reference the included information.

Recommendations for MAPP 7.10 and MAPP 7.15 elements associated with senior-level accountabilities have been added to MAPP 7.12 (see Item 4.).

Since both 7.10 and MAPP 7.15 are focused on operational aspects of the program, their contents are best suited within an ACC-level rather than a Senate-level policy structure, which would eliminate operational impediments.

Reporting / Policy Approval Accountabilities

The proposed AECF MAPP 7.12 will continue to require approval from the University Research Board (URB), Senate and the Board of Governors. Proposals for this MAPP policy will be sent directly to the URB from the Animal Care Committee. At the conclusion of each academic year, the ACC will submit a report to the URB and Senate regarding the ACC's activities.

Summary

In conclusion, to better reflect the AECF, align with CCAC's external regulatory requirements and eliminate operational impediments, it is proposed that

- Senior administration's accountabilities for ensuring adequate resources be approved as incorporated into MAPP 7.12, and
- MAPP 7.10 and 7.15 be removed as Senate-level policies, and
- Western's ACC be empowered to develop AECF operational policies that align with statutory requirements.
- Removal of reference to the 'University Council on Animal Care' (UCAC), previously a Senate-level committee.
- Addition of Western Research's 'Research Ethics and Compliance Office' in support of Western's ACC, which reflects an organizational change that took place in 2019.

Primary Contact

Erika Basile, Director, Research Ethics and Compliance ebasile@uwo.ca
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Consultation

K. Shoemaker, Associate Vice-President (Research)
University Secretariat
Research Services, Animal Research Ethics

MAPP 7.10 - Institutional Animal User Training Program

Comparison of current MAPP 7.10 with repositioning of responsibilities

Policy 7.10 – Institutional Animal User Training Program	Alternative Policies
The purpose of this policy is to apply CCAC’s guidelines for the training of Animal Users; and to outline the associated roles and responsibilities for the Animal User Training Program associated with Western’s Research Community.	This is reflected in Western ACC’s policy: Institutional Animal User Training Program Policy & Procedures (POL-017/PROC-017)
1. Animal User Training Program elements must engender a culture of respect for animal life and must be designed to align with the Three Rs, as per CCAC’s guideline on: training of personnel working with animals in science (2015).	POL-017 – Policy #1 - Animal User Training Program elements must engender a culture of respect for animal life and must be designed to align with the Three Rs, as per CCAC’s guideline on: training of personnel working with animals in science (2015).
a. All Animal Users must demonstrate their understanding of ethics associated with the humane use of animals, including the Three R’s tenet of replacement, reduction and refinement.	POL-017 – Policy #2 - All Animal Users and caregivers must demonstrate their understanding of ethics associated with the humane use of animals, including the Three R’s tenet of replacement, reduction and refinement.
2. Institutional senior administration must ensure adequate resources are available to facilitate the delivery of an up-to-date and relevant Animal User Training Program that supports the knowledge and skills required for undertaking ACC-approved Animal Use Protocols and institutional roles of Animal Care/Husbandry personnel and aligns with current veterinary standards of animal care.	Added to MAPP 7.12 – Item 4. Institutional senior administration must ensure Western’s AECP is provided with necessary and sufficient ongoing financial and administrative resources as outlined within Appendix 1 – Responsibilities – b) through g).
3. The Animal User Training Program must be administered centrally by the Department of Animal Care & Veterinary Services (ACVS), which is responsible to: determine Animal User training requirements; establish training competency benchmarks; develop and maintain training program content and training platforms; and maintain training records.	POL-017 -P. 1 - The Animal User Training Program must be administered centrally by the Department of Animal Care & Veterinary Services (ACVS), which is responsible to: determine Animal User training requirements; establish training competency benchmarks; develop and maintain training program content and training platforms; and maintain training records.

<p>a. Other Animal User trainers will be pre-approved by ACVS and will follow the centralized training program elements.</p> <p>b. The ACC via its Executive must be apprised of any significant changes to the Animal User Training Program.</p>	<p>POL-017 -P. 1 - The Animal User Training Program must be administered centrally by the Department of Animal Care & Veterinary Services (ACVS), which is responsible to: determine Animal User training requirements; establish training competency benchmarks; develop and maintain training program content and training platforms; and maintain training records.</p>
<p>4. Animal Users must complete the following CCAC-mandated animal training prior to undertaking animal-based science or animal care work, as outlined within ACC-approved Animal Use Protocols (AUPs) and/or associated with institutional roles:</p> <p>a. Western’s Basic Animal Care and Use online ethics course, or an ACVS-approved alternative; and,</p> <p>b. As required by the Animal User’s role, hands-on animal workshops / training sessions and their associated online course prerequisites.</p>	<p>POL-017 P. 2 - Animal Users and caregivers must complete the following CCAC-mandated animal training involving both theoretical and practical skills and prior to undertaking animal-based science or animal care work, as outlined within ACC-approved Animal Use Protocols (AUPs) and/or associated with institutional roles:</p> <ul style="list-style-type: none"> • Western’s Animal Ethics and Regulations online ethics course, or an ACVS-approved alternative; and, • as required by the Animal User’s role, hands-on animal workshops / training sessions and their associated online course prerequisites.
<p>c. Exemption from the training requirements outlined in 4.a-b may be requested and will be considered by the ACC based upon documented and/or demonstrated evidence that an equivalent course or experience has been obtained elsewhere (See Procedures for the Institutional Animal User Training Program).</p>	<p>POL-017 P. 2 - Exemption from the training requirements may be requested and will be considered by the ACC Training Exemption Working Group based upon documented and/or demonstrated evidence that an equivalent course or experience has been obtained elsewhere (See Procedures for Institutional Animal User Training-PROC-017).</p>
<p>5. Animal User training must be offered with adequate frequency and oversight by proficient trainers to ensure all animal users receive necessary knowledge, skills and competency prior to performing ACC-approved animal procedures independently.</p>	<p>POL-017 P. 2 - Animal User training must be offered with adequate frequency and oversight by proficient trainers to ensure all animal users receive necessary knowledge, skills and competency prior to performing ACC-approved animal procedures independently.</p>
<p>a. The responsibility for ensuring Animal Users are competent will be shared among ACC-approved trainers and supervisors of Animal User trainees, e.g. Principal Investigators, Animal Care facility supervisors.</p>	<p>POL-017 – P. 2 - The responsibility for ensuring Animal Users and caregivers are competent will be shared among ACC-approved trainers and supervisors of Animal User trainees, e.g. AUP Holders, Facility supervisors.</p>

<p>b. Until personnel have obtained competence to perform animal procedures, a competent individual must closely supervise their work with animals.</p> <p>c. When practical skills must be acquired, training should be timed in proximity to the timeframe when the skills are required.</p>		<p>POL-017 – P. 2 - Until personnel have obtained competence to perform animal procedures, a competent individual must closely supervise their work with animals. When practical skills must be acquired, training should be timed in proximity to the timeframe when the skills are required.</p>
<p>6. Any concerns associated with respect to Animal User competency and/or the Animal User Training Program must be forwarded to the ACC Executive for consideration, as per UCAC's Concerns Identification, Project Refinement and Corrective Response Policy (POL-004).</p>		<p>POL-017 – P. 1 - Any concerns associated with respect to Animal User and caregiver competency and/or the Animal User Training Program must be forwarded to the ACC Executive for consideration, as per the Concerns Policy (POL-004).</p>

MAPP 7.15 - Post Approval Monitoring (PAM) Program

Comparison of current MAPP 7.15 with repositioning of responsibilities

Policy 7.15 – Post Approval Monitoring (PAM) Program	Comments / Alternative Policies
<p>I. PURPOSE & SCOPE</p> <p>This policy provides a framework for the establishment and maintenance of a post approval monitoring (PAM) program for all animal-based science at Western.</p>	<p>The ACC has developed its own policy outlining PAM elements, as these are operational in nature.</p>
<p>PAM encompasses regular assessment of core AUP elements including but not limited to animal procurement, animal housing and husbandry, animal procedures, animal monitoring, sick animal response, animal health/procedural records, and related documentation.</p>	<p>These are operational in nature, so are included within the ACC's PAM Policy (POL-005) and related ACC policies.</p>
<p>III. POLICY</p> <p>1. The Vice-President (Research), the Animal Care Committee (ACC), the ACVS Veterinarians, the Animal Care (AC) staff, and Principal Investigators (PIs) must have safeguards in place to ensure that difficulties experienced with any aspect of animal care or use can be effectively identified and addressed.</p>	<p>Safeguards are outlined within the ACC PAM policy</p>
<p>2. The ACC must actively work with PIs, ACVS Veterinarians and Animal Care (AC) Facility Supervisors, and their designates, to identify and correct all variances from approved AUPs, institutional policies and ACC-approved standard operating procedures (SOPs) and/or current veterinary standards.</p>	<p>ACC PAM policy Para 2 - Post approval monitoring must be undertaken using a collaborative approach by all responsible parties to identify and correct all variances from approved AUPs, institutional policies and procedures and/or current veterinary standards, and to prevent and/or relieve unnecessary animal pain and suffering.</p>
<p>3. The ACC must work with the members of ACVS veterinary and Animal Care staffs to ensure compliance with its decisions and with the conditions set out in approved Animal Use Protocols (AUPs).</p>	<p>ACC PAM policy Para 1 Following the approval of an Animal Use Protocol (AUP) by the Animal Care Committee (ACC), the animal-based scientist must endeavour to undertake his/her AUP in practice as approved in principle, and support the oversight of his/her animal care and use by arms-length designates of the Animal Care Committee (ACC) and University Veterinarian.</p>

<p>4. All stakeholders must work collaboratively in a collegial manner in attempting to correct variances from the approved AUP and institutional policies and procedures.</p>	<p>ACC PAM policy Para 2 - Post approval monitoring must be undertaken using a collaborative approach by all responsible parties to identify and correct all variances from approved AUPs, institutional policies and procedures and/or current veterinary standards,</p>
<p>5. The ACC and its designates must prioritize post approval monitoring (PAM) activities for AUPs by sensitive species, categories of invasiveness, and projects associated with previous incidents and non-compliance.</p>	<p>ACC PAM policy Para 3 - Post approval monitoring must be undertaken by arms-length designates of the ACC, who must ensure that all animal holding and use areas, including procedure rooms, are visited with a frequency proportional to risks to animal health and welfare.</p>
<p>6. Persistent breaches of compliance or threats to the health and safety of personnel or animals must be reported promptly to the ACC Chair.</p>	<p>This is covered in the ACC's 'Concerns' Policy (POL-004): All members of Western's Research Community must promptly notify the ACC Executive of any Concerns that are not appropriately and quickly resolved through preliminary discussions between the concerned individual and the Responsible Person (RP), and persistent breaches of compliance or threats to the health and safety of personnel or animals.</p>
<p>7. The ACC and ACC Chair must promptly address persistent breaches of compliance or threats to the health and safety of personnel or animals through communications with PIs and their staffs, related meetings and site visits, and communications with the Senior Administrator, as necessary.</p>	<p>This is covered in the ACC's Concerns Policy (POL-004) Where the ACC, or designate, has reason to believe that an offence has been or will be committed against section 16 of the Animals for Research Act, R.S.O. 1990, pertaining to unnecessary animal suffering, the ACC or designate(s) must immediately prevent, stop or alleviate that suffering....The ACC Chair and/or Institutional Veterinarian must immediately intervene to prevent and/or relieve animal suffering, as per ARA, Section 17, and promptly address persistent breaches of compliance or threats to the health and safety of personnel or animals by following this policy and associated procedures</p>
<p>8. Breaches of compliance that cannot be corrected by the ACC working with the concerned animal-based scientists, Veterinarians and Animal Care staffs must be referred to Senior Administration.</p>	<p>This is covered in the ACC's Concerns Policy (POL-004) For instances involving allegations of Non-Compliance, and as applicable to the situation: the ACC Executive must notify the full ACC, institutional senior administration and external regulators of the allegations and action plans/sanctions imposed.</p>

	Breaches of compliance that cannot be corrected by the ACC and its Executive in conjunction with institutional stakeholders must be referred to the Vice President (Research), or designate.
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April 22, 2021

POLICY 7.12 — Policy for the Use of Animals in Research, Testing and Teaching Animal Ethics and Care Program

Policy Category:	Research
Subject:	Use of Animals in Research, Testing, Teaching and Display
Approving Authority:	Board of Governors
Responsible Officer:	Vice-President (Research)
Responsible Office:	Office of the Vice-President (Research)
Related University Policies:	MAPP 7.0 – Academic Integrity in Research Activities MAPP 7.10 – Standardized Training in Animal Care and Use MAPP 7.15 – Post Approval Monitoring Program
Effective Date:	
Supersedes:	September 26, 2006, November 26, 2009, November 22, 2012, November 26, 2015, June 23, 2016

I. PURPOSE

The purpose of this policy is to set out provisions that all Animal-Based Science activities at Western University and/or its affiliate institutions and hospitals are conducted in accordance with best practices and all external regulatory standards for animal care in a research environment including instituting and maintaining an Animal Ethics and Care Program (AECPP).

I. PURPOSE & SCOPE

This policy and its associated procedures apply to all instances of research, testing, teaching and display involving animals at Western, its affiliated hospitals, affiliated university colleges and research institutes, to field research that involves more than simple observation (e.g. trapping, artificial provisioning), and to Principal Investigators (PIs) using animals owned by the public, and to all PIs and/or instructors and their staffs.

The policy outlines the responsibilities and accountabilities of university officers and the various committees and subcommittees established in accordance with the regulations of the Canadian Council on Animal Care (CCAC) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

Failure to comply with this policy and its associated procedures may prevent approval of Animal Use Protocols (AUPs), and may result in the withdrawal of AUP approval by ACC. As warranted by the severity of circumstances, this may also include revoking University approval for animal based research, testing, teaching and displaying, and notification of this decision to Department Chairs, Institute Heads, and appropriate granting and licensing agencies.

POLICY 7.12 – Policy for the Use of Animals in Research, Testing and Teaching Animal Ethics and Care Program

II. SCOPE

This policy applies to all Animal-Based Science activities associated with Western University and/or its affiliated institutions and hospitals.

II. POLICY

1. The University Council on Animal Care (UCAC), chaired by the Vice President (Research), is responsible to Senate for all aspects of procurement, maintenance, use and ethical treatment of animals in research, testing, teaching and display as defined by the Canadian Council on Animal Care (CCAC), hereafter referred to as “animals.” UCAC must ensure adequate institutional oversight according to the outlined procedures in this document, and as outlined within its Terms of Reference.

2. The Vice President (Research) is the senior administrative officer of the University responsible for the care and use of animals at the University and its affiliated institutions – London Health Sciences Centre/Lawson Health Research Institute, St. Joseph’s Hospital, Robarts Research Institute, Siebens Drake Medical Research Institute, Huron University College, Kings University College, Brescia University College, Child and Parent Resource Institute, as outlined within the Senior Administrator’s Terms of Reference (see Appendix 1).

3. The institution’s Animal Care Committee (ACC) of UCAC, under the leadership of its Chair and Vice Chairs, is responsible to UCAC for ensuring that the care and use of animals associated with the University’s animal-based research, testing, teaching and display activities are in compliance with all Federal, Provincial, and University policy statutory requirements, regulations and guidelines, as outlined within its Terms of Reference.

4. The Department of Animal Care and Veterinary Services (ACVS), under the leadership of its Director and directly accountable to the Vice President (Research), serves the University and its affiliated institutions, its associated committees, and the research community, by ensuring animal care and use meets all Federal, Provincial, and University policy statutory requirements, regulations, and guidelines, and by facilitating the research of scientists using CCAC defined animal models.

5. ACVS, Institutional Compliance Officers, Animal Care Facility Supervisors, Principal Investigators, and their respective staffs share responsibility for the ongoing assessment and maintenance of ethically appropriate animal care and welfare.

6. Any Principal Investigator or instructor intending to use animals for research, testing, teaching or display in association with the University or its affiliates must be a University faculty member, an ACVS veterinarian, or a LHSC-Lawson appointed scientist, unless otherwise approved by the ACC.

III. AUTHORITY AND RESPONSIBILITY

a. Regulators having direct certification and licensing authority for the AECF include the Canadian Council on Animal Care (CCAC), the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and, for U.S. funding, the Office of Laboratory Animal Welfare (OLAW).

i. At the national level, the CCAC sets standards, certifies, and continually assesses institutions wishing to engage in Animal-Based Science activities. Institutions that maintain these standards receive a certificate of Good Animal Practice (GAP).

ii. At the provincial level, OMAFRA enforces Ontario’s *Animals for Research Act*, R.S.O. 1990 through unannounced inspections. Institutions that comply with the *Act* maintain annual licensing.

**POLICY 7.12 – Policy for the Use of Animals in Research, Testing and Teaching
Animal Ethics and Care Program**

- b. Through collaborative and collegial interactions with one another, all stakeholders listed in this policy are responsible to align their practices with external and institutional statutory requirements relating to animal ethics and care.
- c. Western's senior administration must ensure the AECP is provided with the necessary and sufficient ongoing financial and administrative resources as outlined in Appendix 1 – Responsibilities – b) through g).
- d. The Vice-President (Research) is designated as the senior administrative officer of the University responsible for the administration of this Policy, and as outlined within the *Senior Administrator's Terms of Reference* (see [Appendix 1](#)).
- e. To ensure Western is following the standards required to maintain regulatory certification and licensing, Western's Animal Care Committee (ACC), as delegated by the Vice-President (Research), will undertake the role of 'working Animal Care Committee' per its [Terms of Reference](#) and with reference to CCAC's [Terms of Reference for Animal Care Committees](#) (2006).
- f. Western's Research Ethics and Compliance Office (RECO), is responsible to provide administrative support and to facilitate ACC operations and directives in collaboration with senior administration, the University Veterinarian and other institutional stakeholders (e.g., Animal-Based Scientists, animal health professionals, facility supervisors and staff).
- g. Animal Care and Veterinary Services (ACVS), is responsible to provide leadership to the AECP and to serve Western's research community and its associated committees, to ensure alignment with all external and institutional statutory requirements, and to facilitate compliant Animal-Based Science activities.
- h. Faculty, staff and students share responsibility for undertaking Animal-Based Science activities in alignment with all external and institutional statutory requirements, including the ACC's [Policies and Procedures](#).

IV. NON-COMPLIANCE

- a. Failure to comply with this policy may result in the revocation of grant funding, institutional certification (CCAC's Good Animal Practice – GAP) and/or provincial licensing (OMAFRA) and/or U.S. licensing (OLAW).
- b. All contraventions of AECP policies and procedures will be adjudicated by the Animal Care Committee, as per its [Terms of Reference](#).

POLICY 7.12 – Policy for the Use of Animals in Research, Testing and Teaching Animal Ethics and Care Program

Glossary of Terms

Affiliates – Lawson Health Research Institute, London Health Sciences Centre, St. Joseph's Health Care London, Huron University College, Kings University College, Brescia University College.

Animal-Based Science – Branches of scholarship where live vertebrate and cephalopod animals are used in research, teaching or testing

Animal Care Committee (ACC) – Western's Animal Care Committee (ACC), under the leadership of its Chair and Vice Chairs, maintains and improves the Animal Ethics and Care Program (AECPP) so it remains in compliance with all external and institutional statutory requirements, as outlined within its Terms of Reference. The ACC advises the Vice President (Research) on all aspects of the program and to ensure compliance with regulators' requirements, those who have direct certification and licensing authority for the AECPP

Animal Care Committee Executive – An ACC Working Group, as per the ACC Terms of Reference, that provides real-time feedback and support to institutional stakeholders accountable for the animal care and use program; provides leadership for animal ethics reviews; acts as front-line responders to Concerns brought to its attention, as outlined within the Concerns Policy (POL-004); receives updates from ACC designates regarding their mandated activities; provides direction and support to other ACC Working Groups; and relays decisions to the Full ACC

Animal Care and Veterinary Services (ACVS) – A department under Western Research led by its Director – the University Veterinarian – that is responsible to provide animal health professional support for the Animal Ethics and Care Program to ensure alignment with all external and institutional statutory requirements and to support Animal-Based Science programs

Animal Ethics and Care Program (AECPP) – A comprehensive integrated program consisting of operations and compliance assurance components. The program is integrated across Western and its affiliates through its Animal Care Committee with accountability for the program resting with Western's Vice President (Research). Compliance assurance occurs through institutional structures, policies and processes focused upon ensuring regulatory alignment of Animal-Based Science activities

Animal Use Protocol (AUP) – The Animal Care Committee's (ACC) mandatory animal ethics form that contains details of a AUP holder's intended live vertebrate and cephalopod animal use, which must be reviewed and approved by the ACC in advance of Animal-Based Science activities (see POL-002)

Canadian Council on Animal Care (CCAC) – A not-for-profit organization, created in 1968 to oversee the ethical use and care of animals in science (research, teaching and testing) throughout Canada on behalf of Tri-Agency and the Canadian public; responsible for developing national policies and guidelines, assessing research facilities' compliance with these standards, and administering the Certificate of Good Animal Practice (GAP) to compliant facilities

Institutional Animal User Training Program – A Canadian Council on Animal Care (CCAC) mandated centralized program focused on training Animal-Based Scientists and those responsible for animal care on the ethics, care and use of live animals, which is developed, presented and administered by delegates of Western's Animal Care Committee (ACC), e.g., animal health professionals within the Department of Animal Care and Veterinary Services (ACVS).

Institutional Veterinarian – A veterinarian within the Department of Animal Care and Veterinary Services (ACVS) that, under the direction of the University Veterinarian, provides veterinary support for the Animal Ethics and Care Program (AECPP) in alignment with the Canadian

POLICY 7.12 – Policy for the Use of Animals in Research, Testing and Teaching
Animal Ethics and Care Program

Association for Laboratory Animal Medicine's (CALAM) Standards of Veterinary Care as well as external and internal regulators' laws, policies and guidelines

Post Approval Monitoring (PAM) Program – A Canadian Council On Animal Care (CCAC)-mandated program overseen by the Animal Care Committee (ACC) and undertaken by arms-length designates (e.g., Visits by Animal Health Professionals (POL-020), ACC Site Visits (POL-019)) to ensure animal-based science practice aligns with principle (as outlined within the approved Animal Use Protocol (AUP)) and current standards of ethics and care (see POL-005)

University Veterinarian – Western's senior veterinarian accountable to Western's Vice President (Research) who is responsible for providing expert leadership for the citywide Animal Ethics and Care Program (AECF) in conjunction with institutional senior administration and the Animal Care Committee (ACC), and for acting as Director of the Department of Animal Care and Veterinary Services (ACVS)

Vice-President (Research) – The senior administrative officer of the University responsible for the Animal Ethics and Care Program (AECF), as outlined within the *Senior Administrator's Terms of Reference* (see MAPP 7.12, Appendix 1).

Appendix 1



Institutional Senior Administrator Responsible for Western's Animal Care and Use Program
Terms of Reference

Purpose

The Canadian Council on Animal Care's (CCAC) *policy statement for senior administrators responsible for animal care and use programs* (2008),¹ requires that an institution names a single senior administrator ultimately responsible for ensuring appropriate animal care and use in partnership with institutional members and with the CCAC. While the institution ultimately bears responsibility for its animal ethics and care program through institutional leaders, the senior administrator is the individual responsible to coordinate efforts, ensure that all organizational responsibilities are fulfilled, and ensure the associated Institutions provide adequate resources to fulfill their commitments.

Responsibilities

Western University's Vice President, (Research) is designated as the senior administrator ultimately responsible for the Animal Ethics and Care Program (AECPP). Other institutional leaders with shared accountability for supporting the Vice President (Research) in fulfilling these responsibilities include Deans, Vice-Deans, Associate Deans, and Chairs/Directors.

As such, Western's Vice President (Research) is responsible to ensure that:

- a) A CCAC Certificate of GAP – Good Animal Practice – is in place for all areas associated with Animal-Based Science under the authority of Western's Animal Care Committee (ACC);
- b) At minimum one Animal Care Committee (ACC) is appropriately composed, structured and well-functioning in accordance with CCAC's policy statement on terms of reference for animal care committees; that this committee is provided with sufficient human resources to function appropriately and effectively;
- c) AECPP operations are appropriately resourced to meet the institution's scientific goals of research, field research, and teaching; appropriate and sufficient animal facilities are in place to accommodate the species and types of work to be undertaken;
- d) Sufficient, well-structured and knowledgeable veterinary and animal care staff are in place to provide effective support to Animal-Based Scientists and to the health and welfare of animals;

¹ Canadian Council on Animal Care (2008) Retrieved from
http://www.ccac.ca/Documents/Standards/Policies/Senior_administrators.pdf

POLICY 7.12 – Policy for the Use of Animals in Research, Testing and Teaching
Animal Ethics and Care Program

adequate resources are provided to these roles to support their continuing education and training specific to their field;

- e) Animal users are well-informed with regard to all aspects of Western's AECP; Animal-Based Scientists understand that animal use is a privilege granted conditionally upon adherence to all regulatory and institutional standards of animal ethics and care, and appropriate training resources are in place;
- f) A sound structure is in place to support solid pre- and Post-Approval Monitoring (PAM) programs that eliminates unnecessary barriers to Animal-Based Science, that fosters effective communications between Animal-Based Scientists, the ACC and veterinary and animal care staff, and that results in prompt resolution of concerns; in the event of serious differences of opinion that cannot be readily resolved between researchers and the ACC, the Vice President (Research) will provide direct support to the ACC in order to seek prompt resolution that aligns with regulatory and institutional standards;
- g) Institutional measures are in place to protect those who may be exposed to animals from related hazards, including an occupational health and safety and a crisis management program; and
- h) Those involved in the AECP appropriately prepare for and contribute to every CCAC assessment visit; key roles associated with the AECP, including the Vice President (Research), are made available to respond to questions; the Vice President (Research) acts as the main institutional contact with CCAC by receiving and sending all formal CCAC communications; comprehensive responses from the Vice President (Research) are provided in a timely manner to address CCAC recommendations about institutional program deficiencies.



Animal Care Committee
Terms of Reference

1. ACC Responsibilities and Authority

As defined within the Canadian Council on Animal Care (CCAC)'s *Terms of Reference for Animal Care Committees*, and acting under the authority of the **Vice President (Research), who is the** senior administrator responsible for the Animal Ethics and Care Program **(AECPP)**, ~~within Western's Research Community~~ the Animal Care Committee (ACC) is responsible **to:**

1.1 To Assume all responsibilities mandated by:

1.1.1 The Canadian Council on Animal Care **through their** policy statements, guidelines and other standards;

1.1.2 The *Animals for Research Act* (R.S.O. 1990), **as executed by the** Ontario Ministry of Agriculture and Rural Affairs (OMAFRA);

1.1.3 **Section 4.4 of Research Involving Animals within** Tri-Agency's *Agreement on the Administration of Agency Grants and Awards by Research Institutions*;

1.1.4 *CALAM Standards of Veterinary Care* (Canadian Association for Laboratory Animal Medicine);

1.1.5 Other Federal agencies whose policies apply to the use of animals and/or materials used in research involving animals, including but not limited to:

1.1.5.1 Canadian Food Inspection Agency

1.1.5.2 Health Canada

1.1.5.3 Public Health Agency of Canada

1.1.5.4 Environment Canada, and

1.1.5.5 Transport Canada;

1.1.6 For Animal-Based Science involving U.S. funding, **the** *Policy on Humane Care and Use of Laboratory Animals* **through the** Public Health Service – Office of Laboratory Animal Welfare (OLAW) ; and

1.1.7 University policies

1.1.7.1 MAPP 7.0 – *Academic Integrity in Research Activities*

1.1.7.2 MAPP 7.12 – *Animal Ethics and Care Program*

1.1.7.3 MAPP 7.10 – Institutional Animal User Training Program

1.1.7.4 MAPP 7.15 – Post Approval Monitoring (PAM Program)

~~1.1.7.3 ACC approved policies, procedures and Standard Operating Procedures;~~

1.1.8 ACC-approved policies, procedures, and Standard Operating Procedures, as listed on the ACC OWL site;



1.2 Develop, approve, regularly review and disseminate institutional policies and procedures associated with Western's AECF; to review and approve all Animal-Based-Science related Standard Operating Procedures (SOPs);

~~1.2 To ensure that animal-based scientists working off-site, such as field researchers, those collaborating at other sites or institutions (including sabbaticals and other periods of academic leave), and those conducting studies or teaching with animals owned by them or the public, are in compliance with 1.1;~~

~~1.3 To~~ Provide ethical review and oversight of Animal Use Protocols (AUPs) once they have been found to have scientific, pedagogical, or regulatory merit;

1.3.1 The ACC shall review the ethical acceptability of all Animal-Based Science conducted under Western's jurisdiction or auspices by faculty members, staff or students, regardless of where the scholarship is conducted.

1.3.2 This includes (a) rejecting, proposing modifications to, or terminating any proposed or ongoing Animal-Based Science that the ACC deems to be non-compliant in accordance with regulations or (b) approving any research that the ACC deems to comply with CCAC and OMAFRA requirements.

1.4 The ACC shall act independently when making decisions regarding the ethics of research. Neither the Vice-President (Research) nor any other entity may override the ACC's decision to approve, reject, request modifications to, or terminate any proposed or ongoing research. Stop or limit the use of animals associated with Animal-Based Science in accordance with regulations of all entities listed in 1.1 above;

~~1.4 To ensure that Animal Use Protocols are undertaken in practice as approved in principle;~~

1.5 Use its authority as delegated by the Vice-President (Research) to:

1.5.1 stop any procedure it considers objectionable on the basis that unnecessary distress or pain is being experienced by an animal;

1.5.2 stop immediately any use of animals which deviates from the approved use, any non-approved procedure, or any procedure causing unforeseen pain or distress to animals;

1.5.3 have an animal euthanized humanely if pain or distress caused to the animal is not part of the approved AUP and cannot be alleviated; and

1.5.4 delegate authority to treat or euthanize animals to an Institutional Veterinarian, where in the veterinarian's opinion and judgment 1.6.1 – 1.6.3 are met;

~~1.5 To develop, approve, regularly review and disseminate institutional policies and procedures associated with Western's Animal Ethics and Care Program; to review and approve all animal-based related Standard Operation Procedures (SOPs);~~

1.6 Support unrestricted access by ACC leaders and Institutional Veterinarians at all times to all areas where animals are held or used;



- ~~1.6 To ensure that all individuals involved in animal-based science activities receive CCAC-mandated animal user training;~~
- 1.7 Ensure that Animal-Based Scientists working off-site, such as field researchers, those collaborating at other sites or institutions (including sabbaticals and other periods of academic leave), and those conducting studies or teaching with animals owned by them or the public, are in compliance with regulations of all entities listed in 1.1;**
- ~~1.7 In collaboration with institutional officials, to ensure the sufficiency of and continuing education and training for institutional animal health professional and husbandry staff;~~
- 1.8 Ensure a robust Post Approval Monitoring (PAM) Program is in place, and that AUPs are undertaken in practice as approved in principle;**
- ~~1.8 To ensure that all animals used within Western's Research Community for animal-based science activities are within institutional spaces are sourced only from ACC-approved commercial and non-commercial sources;~~
- 1.9 To ensure that all individuals involved in Animal-Based Science activities receive CCAC-mandated Institutional Animal User Training;**
- ~~1.9 To ensure a robust post-approval monitoring program is in place;~~
- 1.10 In collaboration with Western's Vice President (Research), to ensure the sufficiency of and continuing education and training for institutional animal health professional and husbandry staff;**
- ~~1.10 To support unrestricted access by ACC leaders and Institutional Veterinarians at all times to all areas where animals are held or used;~~
- 1.11 Ensure that all animals used for Animal-Based Science activities within institutional spaces are sourced only from ACC-approved commercial and non-commercial sources;**
- ~~1.11 As necessary, to establish other working groups in order to undertake specific projects on behalf of the full ACC, and to include the following working groups (See Terms of Reference for ACC Working Groups):~~
 - ~~1.11.1 An Executive;~~
 - ~~1.11.2 Animal Use Protocol (AUP) Review;~~
 - ~~1.11.3 Training Exemption;~~
 - ~~1.11.4 Laboratory Animal Facility Supervisors; and~~
 - ~~1.11.5 Policies and Procedures.~~
- 1.12 Determine and lead in the correction of breaches of compliance with approved AUPs and current veterinary standards of care (e.g., ACC's *Concerns Policy* (POL-004), Ontario's *Veterinarians Act, 1989*, as overseen by the Ontario College of Veterinarians);**
- ~~1.12 To stop or limit the use of animals associated with animal-based science in accordance with 1.1 above;~~



1.13 As necessary, establish other Working Groups to undertake specific projects on behalf of the ACC, including the following Working Groups (See *Terms of Reference for ACC Working Groups*):

1.13.1 An Executive

1.13.2 Animal Use Protocol (AUP) Review

1.13.3 Training Exemption

1.13.4 Laboratory Animal Facility Supervisors, and

1.13.5 Policies and Procedures.

~~1.13 To determine and lead in the correction of breaches of compliance with approved Animal Use Protocols and current veterinary standards of care;~~

1.14 Bring to the attention of the Vice President (Research) and Lawson Health Research Institute's (LHRI) Director any matters requiring their special attention, e.g., disease outbreak, non-compliance, animal rights activism, and make recommendations as appropriate; and

~~1.14 To use its authority as delegated by the Vice President (Research) to:~~

~~1.14.1 stop any procedure it considers objectionable on the basis that unnecessary distress or pain is being experienced by an animal;~~

~~1.14.2 stop immediately any use of animals which deviates from the approved use, any nonapproved procedure, or any procedure causing unforeseen pain or distress to animals;~~

~~1.14.3 have an animal euthanized humanely if pain or distress caused to the animal is not part of the approved Animal Use Protocol (AUP) and cannot be alleviated; and~~

~~1.14.4 delegate authority to treat or euthanize animals to an Institutional Veterinarian, where in the veterinarian's opinion and judgment 1.14.1 – 1.14.3 are met; and~~

1.15 At the conclusion of each academic year, to submit a report to the Senate regarding the AECP's activities.

~~1.15 To bring to the attention of the Vice President (Research) and Lawson Health Research Institute's Director any matters requiring their special attention, and to make recommendations as appropriate; to report to the University Research Board minimum annually, or as necessary~~

2. ACC Composition

The ACC must have adequate active membership to allow it to fulfill its Terms of Reference, to include:

2.1. A Chair, who is accountable to and appointed by the Vice-President (Research) in consultation with ACC, the University Veterinarian and the Director of the Office of Research Ethics and Compliance.



2.1.1. The Chair must be a tenured faculty member with minimum ten years' experience at Western and who has been an active ACC member and who has served at least two years on the ACC.

2.2. Two Vice Chairs must be appointed by the ACC Chair.

2.2.1. As a general guideline, one Vice Chair should be affiliated primarily with Lawson Health Research Institute (LHRI) and the other affiliated primarily with Western.

2.3. Ex officio members will include:

2.3.1. The University Veterinarian

2.3.2. The ACVS Assistant Director-Compliance Assurance

2.3.3. Research Western's Research Animal Safety Consultant

2.3.4. The ACC Coordinator(s), and

2.3.5. Laboratory Animal Facility Supervisors.

2.4. In addition to the above-mentioned ex-officio members, the ACC must be comprised of sufficient membership that represents the community, all faculty, staff and students at Western and hospital staff that engage in Animal-Based Science, to include the following categories:

2.4.1. Category 1 – Animal-Based Scientists – Minimum two suitably qualified persons with substantial experience in the use of animals in Animal-Based Science activities within Western's research community.

2.4.1.1. Members from this category will be representative of all faculty and LHRI divisions that engage in Animal-Based Science.

2.4.2. Category 2 – Community Representatives – Minimum two persons who represent the community who are not employed by Western or LHRI, who are not involved in the care and use of animals associated with Animal-Based Science, and who are not otherwise in a conflict of interest.

2.4.3. Category 3 – Non-Animal User - Minimum two employees of Western or LHRI who are not involved either directly or indirectly in the care and use of animals for Animal-Based Science activities.

2.4.4. Category 4 – Technical Representative - Minimum two employees of Western or LHRI with veterinary technician (VT) or Registered Laboratory Animal Technician (RLAT) qualifications, expertise, and experience.

2.4.5. Category 5 – Student Representative - Minimum two students; preferably students will be those at a PhD level and involved in Animal-Based Science.

2.4.6. Category 6 – Laboratory Animal Facility Supervisor Representatives – A total of two individuals with the expertise and experience in Laboratory Animal Facility operations and who are at arms-length from the related Animal-Based Science activities.



2.5. With the exception of Category 2, all nominations will be sought from Deans of Faculties, Directors or Chairs of Departments/Schools/Institutes/Units as membership opportunities become available.

2.6. Potential Community Representatives will be recommended by the ACC.

2.7. Prior to appointment, all category members must first:

2.7.1. Meet with the ACC Chair and University Veterinarian in the first instance, and then meet with the ACC Executive to ensure compatibility with the mission;

2.7.2. Attend a formal orientation session;

2.7.3. Acknowledge in writing that they will accept and support:

2.7.3.1. The ACC *Terms of Reference*;

2.7.3.2. An ACC member-specific *Confidentiality Agreement*;

2.7.3.3. An ACC member role-specific responsibilities outline;

2.7.3.4. ACC policies; and

2.7.4. Attend an ACC meeting as an observer.

2.8. With the exception of ex officio members and the Chair, all members of the ACC will be appointed by the ACC Chair.

2.9. Other Western / LHRI employees will be called upon by the ACC or the Executive to provide consultation and support on an as-needs basis.

2.9.1. In situations where a non-ACC member wishes to attend an ACC meeting in order to provide information or receive clarification on specific elements associated with the committee or its meeting-specific Agenda, the Chair will review the request and grant permission on a case-by-case basis.

2.10. Any non-member attendees at ACC meetings will be considered to have a 'non-consensus/non-voting' role, and will be required to sign a confidentiality agreement, as deemed appropriate by the Chair.

2. ACC Meetings

2.1. A face-to-face meeting is the principal forum used for full ACC discussion and decision-making. At the Chairs discretion, they may conduct an ACC meeting with all members attending via simultaneous videoconference or teleconference, provided everyone has received the review materials and quorum is met.

2.2. Meeting Frequency The full ACC will meet regularly.

2.2.1. ACC working groups will determine meeting frequency based upon need (Terms of Reference for ACC Working Groups).

2.3. Meetings will consist of Agenda topics that arise from the ACC's accountabilities, as outlined in Section 1, including but not limited to:

2.3.1. Review, discussion and approval determination of Animal Use Protocol forms;

2.3.2. Post approval monitoring updates; and



~~2.3.3. Review of ACC working group decisions and actions brought forward by the ACC Chair or designate.~~

~~2.4. Minutes describing all discussions and decisions taken during any ACC meeting will be produced and made available to the ACC and the Vice-President (Research).~~

3. ACC Member Terms of Office

3.1. Terms of Office - The term of elected or appointed members of faculty, staff or the general community will be no less than two years and no more than four years, renewable up to a maximum of eight consecutive years, unless otherwise granted by the Vice-President (Research), or as identified below.

3.1.1. These terms do not apply to ex officio members.

3.1.2. The term of the Chair will be four years, renewable.

3.1.3. The term of Vice Chairs will be four years, renewable.

3.1.4. The term of students will be one year, renewable a maximum of two times.

3.1.5. The term of Laboratory Animal Facility Supervisor representatives will be one year, renewable a maximum of three times.

3.2. Members may resign from the ACC at any time by advising the Chair in writing.

3.3. The ACC Chair may remove any members of the ACC where such members consistently fail to discharge their responsibilities as a member.

3.3.1. The Chair's decision to remove any member is reviewable by the Vice President (Research).

3. Decision Making

~~3.1. Typically decisions will be made by consensus, where consensus is defined as widespread rather than unanimous agreement. Opportunity will be given for individual members to register their vote as approve, not approve or abstention.~~

~~3.2. From time to time where consensus cannot be reached, the ACC Chair may call for a vote or may defer the decision.~~

~~3.2.1. In the event that a vote is taken, a 60% majority will be required for approval of a motion.~~

~~3.2.2. Roles involved in voting will include one representative from each Category (Sect. 6.4), plus an institutional veterinarian, totaling seven individuals.~~

~~3.2.3. The ACC Chair will only vote in the event to break a tie.~~



3.3. As brought forward by the Chair, decisions made by ACC working groups will be disclosed to the full ACC.

4. ACC Meetings

4.1. A face-to-face meeting is the principal forum used for ACC discussion and decision-making. At the ACC Chair's discretion, they may conduct an ACC meeting with all members attending via simultaneous videoconference or teleconference, provided everyone has received the review materials and quorum is met.

4.2. Meeting Frequency - The ACC will typically meet monthly, unless otherwise determined by the ACC Chair.

4.2.1. ACC Working Groups will determine meeting frequency based upon need (*Terms of Reference for ACC Working Groups*).

4.3. ACC meetings will consist of Agenda topics that arise from the ACC's accountabilities, as outlined in Section 1. of this document including but not limited to:

4.3.1. Review, discussion and approval determination of AUP forms

4.3.2. PAM program updates, and

4.3.3. Review of ACC Working Group decisions and actions brought forward by the ACC Chair or designate.

4.4. The Principal Investigator (PI) can be invited to answer specific questions and help clarify aspects of the AUP but not be present during the final discussion and voting

4.5. Minutes describing all discussions and decisions taken during any ACC meeting will be produced and made available to the ACC and the Vice-President (Research).

4. Conflict of Interest

4.1. All ACC members shall disclose any conflicts of interest (actual, apparent, perceived or potential) prior to the review and/or discussion of items on the meeting agenda.

4.2. All ACC members shall follow recusal requirements

5. Quorum

5.1. Typically decisions will be made by consensus, where consensus is defined as widespread rather than unanimous agreement. Opportunity will be given for individual members to register their vote as approve, not-approve or abstention.

5.2. From time-to-time where consensus cannot be reached, the ACC Chair may call for a vote or may defer the decision.

5.2.1. Roles involved in voting will include one representative from each role listed in Section 5.3.

5.2.2. The ACC Chair, or Vice Chair acting as the Chair's designate, will only vote in the event to break a tie.

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5.2.3. At the beginning of each meeting, the ACC Chair will assign one individual representing each role to participate in voting should it be required during the meeting.

5.3. Quorum will require at minimum one representatives from each the following roles:

5.3.1. The ACC Chair, or Vice Chair

5.3.2. The University Veterinarian, or Institutional Veterinarian designate

5.3.3. Animal-based Scientist

5.3.4. Community Representative

5.3.5. Non-Animal User

5.3.6. Technical Representative

5.3.7. Student Representative

5.3.8. Laboratory Animal Facility Supervisor

5.3.9. ACC Coordinator

5. ACC Member Terms of Office & Quorum

5.1. Terms of Office—The term of elected or appointed members of faculty, staff or the general community will be no less than two years and no more than four years, renewable up to a maximum of eight consecutive years, unless otherwise granted by the Vice President (Research), or as identified below:

5.1.1. These terms do not apply to ex officio members.

5.1.2. The term of the Chair will be four years, renewable.

5.1.3. The term of Vice Chairs will be four years, renewable.

5.1.4. The term of students will be one year, renewable a maximum of two times.

5.1.5. The term of Animal Care Facility Supervisor representatives will be one year, three times renewable.

5.1.6. Members may resign from the ACC at any time by advising the Chair in writing.

5.1.7. On the recommendation of the ACC, the Vice President (Research) may request a member of the ACC to resign from the ACC.

5.2. Quorum

5.2.1. Quorum requirements will be one half the membership plus one member (50% + 1) at full ACC meetings.

5.2.2. Quorum must include at minimum one of each of the following roles: Chair/Acting Chair, Community Representative, ACC Coordinator/Manager, and an Institutional Veterinarian.



6. Conflict of Interest

6.1. All ACC members shall disclose any conflicts of interest (actual, apparent, perceived, or potential) prior to the review and/or discussion of items on the meeting agenda.

6.2. All ACC members shall follow recusal requirements.

6. ACC Composition

The ACC must have adequate active membership to allow it to fulfill its Terms of Reference, to include:

6.1. A Chair, who is accountable to and appointed by the Vice President (Research) in consultation with ACC and the University Veterinarian and the Director of the Office of Research Ethics and Compliance.

6.1.1. The Chair must be a tenured faculty member with at least ten years' experience within Western's research community who has been an active ACC member and who has served at least two years on the ACC.

6.2. Two Vice Chairs must be appointed by the ACC Chair.

6.2.1. As a general guideline, one Vice Chair should be affiliated primarily with Lawson and the other affiliated primarily with Western.

6.3. Ex-officio members will include:

6.3.1. The University Veterinarian;

6.3.2. The ACVS Assistant Director Compliance Assurance;

6.3.3. The Director of Research Ethics and Compliance

6.3.4. Research Western's Research Animal Safety Manager;

6.3.5. The ACC Coordinator,

6.3.6. The ACC Manager, and

6.3.7. Laboratory Animal Facility Supervisors.

6.4. In addition to the above mentioned members, the ACC must be comprised of sufficient membership that represents all faculty and hospital divisions that engage in animal-based science, to include the following categories:

6.4.1. Category 1 – Animal-Based Scientists – At least two suitably qualified persons with substantial experience in the use of animals in animal-based science activities within Western's research community.

6.4.1.1. Members from this category will be representative of the animal-based science undertaken within and the organizational structures associated with Western's Research Community. Animal-based scientists associated with Lawson and St. Joseph's will be appropriately represented on the ACC.

6.4.2. Category 2 – Community Representatives – Minimum two persons who represent the community who are not employed by this institution, who are not involved in the care



and use of animals associated with animal based science, and who are not otherwise in a conflict of interest.

6.4.3. Category 3 – Non Animal User – Minimum two employees of Western or Lawson who are not involved either directly or indirectly in the care and use of animals for animal based science activities.

6.4.4. Category 4 – Technical Representative – Minimum two employees of Western or Lawson with veterinary technician (VT) or Registered Laboratory Animal Technician (RLAT) qualifications, expertise and experience.

6.4.5. Category 5 – Student – Minimum two students involved in animal based science; preferentially students will be at the PhD level.

6.4.6. Category 6 – Laboratory Animal Facility Supervisor Representatives – A total of two with adequate qualifications, expertise and experience in Laboratory Animal Facility operations and who are at arms length from the related animal based science activities.

6.5. With the exception of Category 2, all nominations will be sought from Deans of Faculties, Directors or Chairs of Departments/Schools/Institutes/Units as membership opportunities become available.

6.6. Potential Community Representatives will be recommended by the ACC and other institutional stakeholders.

6.7. For all member categories, nominees will meet with the ACC Chair and University Veterinarian in the first instance, and then meet with the ACC Executive to ensure compatibility with the mission.

6.8. Prior to appointment, all category members must first:

6.8.1. Attend a formal orientation session;

6.8.2. Acknowledge in writing that they will accept and support:

6.8.2.1. The ACC Terms of Reference;

6.8.2.2. An ACC member specific Confidentiality Agreement;

6.8.2.3. An ACC member role specific responsibilities outline;

6.8.2.4. ACC policies; and

6.8.3. Attend an ACC full meeting as an observer.

6.9. With the exception of ex officio members and the Chair, all members of the ACC will be appointed by the ACC Chair.

7. Appeals

7.1. A Principal Investigator (PI) may appeal the decision of the ACC to the Office of the Vice President (Research) if the disagreement between the PI and the ACC cannot be resolved through the reconsideration process.

7.2. A final decision after reconsideration must be issued by the ACC before an appeal can be initiated.

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7.3. Appeals of ACC decisions will be adjudicated through the Office of the Vice President (Research) and in accordance with the *Appeals Policy*.

~~7. Other institutional stakeholders and citywide support staff will be called upon by the ACC or the Executive to provide consultation and support on an as-needs basis.~~

~~7.1. In situations where a non-ACC member wishes to attend an ACC meeting in order to provide information or receive clarification on specific elements associated with the committee or its meeting specific Agenda, the Chair will review the request and grant permission on a case-by-case basis.~~

~~7.2. Any non-member attendees at ACC meetings will be considered to have a 'nonconsensus/non-voting' role, and will be required to sign a confidentiality agreement, as deemed appropriate by the Chair.~~

~~8. Appeals to ACC decisions will be adjudicated through the Research Ethics and Compliance Office.~~



Glossary of Terms

Animal-Based Science – Branches of scholarship where live vertebrate and cephalopod animals are used in research, teaching or testing

Animal Care Committee (ACC) – Western’s Animal Care Committee (ACC), under the leadership of its Chair and Vice Chairs, maintains and improves the Animal Ethics and Care Program (AECPP) so it remains in compliance with all external and institutional statutory requirements, as outlined within its Terms of Reference. The ACC advises the Vice President (Research) on all aspects of the program and to ensure compliance with regulators’ requirements, those who have direct certification and licensing authority for the Animal Ethics and Care Program (AECPP)

Animal Care Committee (ACC) Coordinator – Administrative roles under the Research Ethics and Compliance office and ACC ex officio members dedicated to providing the ACC and Animal Use Protocol (AUP) Holders and their staff with support for ACC and AUP-related activities, as outlined by the CCAC in its *Terms of Reference for Animal Care Committees*

Animal Care Committee (ACC) Working Groups – Subgroups of the Animal Care Committee (ACC) that undertake various activities as outlined within their *Terms of Reference*

Animal Ethics and Care Program (AECPP) – A comprehensive integrated program consisting of operations and compliance assurance components. The program is integrated across Western and its affiliates through its Animal Care Committee with accountability for the program resting with Western’s Vice President (Research). Compliance assurance occurs through institutional structures, policies and processes focused upon ensuring regulatory alignment of Animal-Based Science activities

Animal Use Protocol (AUP) – The Animal Care Committee’s (ACC) mandatory animal ethics form that contains details of a AUP holder’s intended live vertebrate and cephalopod animal use, which must be reviewed and approved by the ACC in advance of Animal-Based Science activities (see POL-002)

CALAM Standards of Veterinary Care – The Canadian Association for Laboratory Animal Medicine’s (CALAM) guidelines on institutional veterinarian involvement in the Animal Ethics and Care Program that is referenced by national and provincial regulators

Canadian Council on Animal Care (CCAC) – A not-for-profit organization, created in 1968 to oversee the ethical use and care of animals in science (research, teaching and testing) throughout Canada on behalf of Tri-Agency and the Canadian public; responsible for developing national policies and guidelines, assessing research facilities’ compliance with these standards, and administering the Certificate of Good Animal Practice (GAP) to compliant facilities

Institutional Animal User Training Program – A Canadian Council on Animal Care (CCAC) mandated centralized program focused on training animal-based scientists and those responsible for animal care on the ethics, care and use of live animals, which is developed, presented and administered by delegates of Western’s Animal Care Committee (ACC), e.g., animal health professionals within the Department of Animal Care and Veterinary Services (ACVS)

Institutional Veterinarian – A veterinarian within the Department of Animal Care and Veterinary Services (ACVS) that, under the direction of the University Veterinarian, provides veterinary support for the Animal Ethics and Care Program (AECPP) in alignment with the Canadian



Association for Laboratory Animal Medicine's (CALAM) Standards of Veterinary Care as well as external and internal regulators' laws, policies and guidelines

Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) – Provincial governing body responsible to administer the *Animals for Research Act R.S.O. 1990* through regular unannounced inspections of all areas associated with animals used in research, teaching, or testing activities

Post Approval Monitoring (PAM) Program – A Canadian Council on Animal Care (CCAC)-mandated program overseen by the Animal Care Committee (ACC) and undertaken by arms-length designates (e.g., Visits by Animal Health Professionals (POL-020), ACC Site Visits (POL-019)) to ensure Animal-Based Science practice aligns with principle (as outlined within the approved AUP) and current standards of ethics and care (see POL-005)

University Veterinarian – Western's senior veterinarian accountable to Western's Vice President (Research) who is responsible for providing expert leadership for the citywide Animal Ethics and Care Program (AECF) in conjunction with institutional senior administration and the Animal Care Committee (ACC), and for acting as Director of the Department of Animal Care and Veterinary Services (ACVS)

Vice-President (Research) – The senior administrative officer of the University responsible for the Animal Ethics and Care Program (AECF), as outlined within the *Senior Administrator's Terms of Reference* (see MAPP 7.12, Appendix 1)

ITEM 4.6(d) – 2021-22 University Operating and Capital Budgets

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

Senate, at its meeting on April 16, 2021, reviewed the 2021-22 University Operating and Capital Budgets and offered its advice to the Board of Governors through the President & Vice-Chancellor, recommending approval of those budgets (see the Report of the Property & Finance Committee and the budget documents issued as shown in Item 6.1(a-1) and Item 6.1(a-2).

ITEM 4.6(e) - Academic Administrative Appointments for January and February 2021

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

The Academic Administrative Appointments for January and February 2021 are outlined in the tables below.

Information for Senate – January 2021				
Start Date	End Date	Name	Admin Appointment	Department
1/1/2021	6/30/2021	Campbell,Craig	Interim Co-Chair/Co-Chief Clinical Department	Paediatrics
1/1/2021	6/30/2023	Hibbert,Kathryn	Associate Dean (Ugrd Program)	Education - Office of the Dean
1/1/2021	6/30/2023	Hutter,Jeffrey	Associate Dean (Acad Programs)	Science - Office of the Dean
1/1/2021	12/31/2021	Joanisse,Marc	Associate Dean (Research)	Soc Science - Office of Dean
1/1/2021	12/31/2025	Kotsopoulos,Donna	Dean	Education - Office of the Dean
1/1/2021	12/31/2021	Prichard,Sarah	Acting Provost and VP (Academic)	Provost & VP Acad Office
1/1/2021	6/30/2021	Singh,Ram	Interim Co-Chair/Co-Chief Clinical Department	Paediatrics
1/1/2021	6/30/2021	Yeung,Ken	Assistant Dean	Science - Office of the Dean

Information for Senate – February 2021				
Start Date	End Date	Name	Admin Appointment	Department
1/1/2021	12/31/2021	Smeltzer, Sandra	Assistant Dean	Info & Media Studies - General
1/1/2021	12/31/2023	Meister ,Darren	Associate Dean(Administration)	Ivey - Associate Dean
1/1/2021	12/31/2025	Crumley,Tracey	Clinical Department Chair	Obstetrics & Gynaecology
1/1/2021	12/31/2025	Schemitsch, Emil	Clinical Department Chair	Surgery
1/1/2021	6/30/2021	Kontogiannis, Konstantinos	Acting Department Chair	Computer Science

ITEM 4.6(f) – Report of the COU Academic Colleague (January, March, and April 2021)

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

The attached reports are the reports of the COU Academic Colleague as reported to Senate in January, March, and April 2021.

ATTACHMENTS:

[Report of the COU Academic Colleague January 2021](#)
[Report of the COU Academic Colleague March 2021](#)
[Report of the COU Academic Colleague April 2021](#)

Report of the COU Academic Colleague, Professor Erika Chamberlain January 2021

The COU Academic Colleagues met via Zoom on 8-9 December 2020. The following discussion items may be of interest to Senators.

Indigenous Faculty Survey: on December 14, COU released *Lighting the Fire: Experiences of Indigenous Faculty in Ontario Universities*. This survey, believed to be the first of its kind in Canada, had 86 participants from across the province, of all academic ranks. Participants were surveyed about their experiences in research, teaching, service, and leadership.

Among the primary findings were the significant service activities of Indigenous faculty, especially a perceived obligation to represent Indigenous perspectives in a range of committees and initiatives on campus. Participants described the supports offered by their institutions with respect to teaching and research, as well as their experiences of racism (subtle or overt), tokenism, and challenges to their credentials by both faculty and students. The report concludes with Calls to Action for university leaders, including measures related to research ethics boards, support for Indigenous pedagogies, practices and spaces, mentorship for Indigenous faculty, and a review of policies relating to Indigenous community engagement.

The report can be accessed here: <https://ontariosuniversities.ca/indigenous-faculty-ontario-universities>

Financial Sustainability Advocacy: in the context of COVID-19, COU has been advocating for adequate revenue for universities, as well as affordability and access for students. COVID-related costs and lost revenues are estimated to be more than \$1B across the sector for this fiscal year. Most of the costs are for upgrades to remote learning infrastructures, student supports, and health and safety. The lost revenue is mainly on the ancillary services side (parking, residences, conference services).

SMA3: the Strategic Management Agreements are now publicly posted. The government has agreed to de-couple funding from performance for the first two years of SMA3 because of the de-stabilizing effects of COVID-19. Generally speaking, the framework is not expected to cause financial instability for Ontario universities.

Universities' Role in Combating Misinformation: The Academic Colleagues hosted Dr. Scott Henderson from Trent University to lead this discussion, which was inspired by but not limited to the pandemic. Dr. Henderson noted that the increasing volume and rapid spread of information can weaken an individual's ability to discern good information from misinformation. These factors also create challenges for academics, who validate their work through a lengthy and rigorous peer-review process. Often, individuals have already made up their minds about an issue by the time research is made public.

Colleagues noted that one of the most important ways in which universities can contribute to combating misinformation is to provide a high standard of education that enables students to critically evaluate information. Colleagues also stressed the importance of being transparent about what we know and what we don't yet know, stressing that scientific knowledge is still evolving.

**Report of the COU Academic Colleague, Professor Erika Chamberlain
March 2021**

The COU Academic Colleagues met via Zoom on 15-16 December 2021. The following discussion items may be of interest to Senators.

COVID-19: COU is doing a survey of universities to collect data on their capacity to support COVID-19 vaccination efforts. This includes, among other things, freezers available to store vaccines and personnel who can perform and assist with vaccinations. COU will communicate its findings to the government and convey that universities stand ready to contribute to the effort.

Strategic Management Agreements: Early in the pandemic, the Ministry agreed to de-couple SMA3 performance-based evaluations from funding. The government indicated that all other elements of the performance-based model will continue as planned. This includes data reporting, calculation of minimum performance targets, and performance evaluation. The Year 1 evaluations for SMA3 have concluded, and minimum allowable targets for Year 2 have been established. Year 1 performance results are expected to be published on the Ministry's website in late spring 2021.

Mental Health: On February 9, the Ministry announced that it will provide an additional \$7 million in one-time funding to support Ontario's students in publicly-assisted colleges and universities. Institutions will receive a fixed base amount of \$100,000 plus an enrolment share top-up. Universities will have flexibility on how to spend these funds to address mental health needs but the government notes the importance of "virtual" mental health services and other hybrid models, and its expectation that universities will work to ensure that the needs of vulnerable and diverse groups are met through these supports.

Equity, Diversity and Inclusion: The Ontario Human Rights commissioner wrote to universities in December inquiring about policies and approaches to EDI. COU responded with a letter detailing some of the steps and approaches taken by the sector. Executive Heads have also proposed setting up a special committee on EDI and the plan is to leverage the Senior Equity Officers Reference Group as well as representatives from other COU affiliates.

Micro-credentials: On December 17, 2020, the provincial government filed a new regulation that outlines the process by which student financial assistance for micro-credential programs will be assessed and distributed. The OCAV (Provosts') Micro-credential Working Group is working on developing policy recommendations and advocacy on this file, including trying to help the Ministry land on a definition of micro-credentials and encouraging the Ministry not to superimpose burdensome regulatory frameworks—either related to tuition or to quality control.

The Working Group is drafting a letter that will be sent by COU to the Ministry seeking clarification and further information about the emerging micro-credential framework. It will also propose a joint sector-Ministry technical working group to develop micro-credential policy and programming.

Financial Sustainability: In light of recent events, the Ministry has increased its interest in the financial health of universities and on transparency regarding universities' financial information. COU has reiterated that the Ontario university sector is already transparent. Publicly-available information includes the individual financial reports of all universities, Ontario and Canada standardized financial reports (COFO and CAUBO), and financial health indicators/benchmarks developed in collaboration with MCU.

COU continues to advocate for adequate revenue for universities as well as affordability and access for students. COU President and CEO Steve Orsini has recently called for \$500M in financial support to universities in light of losses/costs related to the pandemic.

Report of the COU Academic Colleague Professor Erika Chamberlain April 2021

The COU Academic Colleagues and full Council met virtually on April 1. The following items are of potential interest to Senators.

Ontario Budget: Budget 2021 centres on two key pillars: “Protecting People’s Health” and “Protecting Our Economy.” The Budget focuses on “defeating COVID-19” through a series of actions, and increases COVID-19-related funding to \$51 billion over four years.

The budget did not itself provide detailed information about funding for higher education, but did “re-announce” some funds that were already committed:

- \$106.4M in COVID-19 funding for institutions facing the greatest financial impacts from the pandemic, taking into account size and relative financial health/resources (announced March 19). (Western did not receive any of these funds.)
- \$39.5M to help Mitacs create up to 8000 paid research internships for postsecondary students (announced March 10).
- expansion of OSAP to include nearly 600 micro-credential programs (announced March 18). The budget also included \$21.4M over two years toward the “Virtual Learning Strategy” (eCampus Ontario).
- \$7M to increase student access to mental health and addiction services (announced February 9).
- \$493M over three years for post-secondary facilities renewal; universities are expected to receive 64.4% of this envelope.
- \$1.5M to support the Special Implementation Team on Intellectual Property, which includes support of a web-based IP curriculum, development of a centralized Ontario resource, and creation of robust IP policy to help prioritize commercialization of Ontario-based ideas. The budget indicates that the government wants to clarify the commercialization mandates of post-secondary institutions, with the objective of ensuring that IP generated through taxpayer-funded research will have social and economic benefits for Ontario.
- \$614.3M over two years for targeted employment and training supports, including supports for those facing the highest rates of unemployment during the pandemic, and workers in the hardest-hit sectors.
- the domestic tuition freeze appears not to have been extended past the current year.

The full Council meeting included an open discussion period on the Post-Pandemic University, including the main themes of student mental health, hybrid/blended learning, EDID, and accessibility of higher education.

ITEM 6.1(a) – 2021-22 University Operating and Capital Budgets

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

A) University Operation and Capital Budgets

Recommended: That the Board of Governors approve the 2021-22 University Operating and Capital Budgets, [ITEM 6.1\(a-1\)](#), and the proposed Program Specific Fees and Other Supplemental Fees for 2021-22, [ITEM 6.1\(a-2\)](#).

B) Student Fee Funded Units, Ancillaries, and Academic Support Units

(See ITEM 6.1(a-3))

2021-22 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies

Recommended: That the Board of Governors approve the 2021-22 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in [ITEM 6.1\(a-3\)](#), Table 1,

And,

That the ancillary fees collected by the University will be as detailed in [ITEM 6.1\(a-3\)](#), 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.

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 Fee Policy (Policy 2.4). These are reported for information.

ATTACHMENTS:

[6.1\(a-1\) 2021-22 University Operating and Capital Budgets](#)

[6.1\(a-2\) Program Specific Tuition and Other Supplemental Fees](#)

[6.1\(a-3\) 2021-22 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies](#)



2021-22 Operating and Capital Budgets

March 31, 2021

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ACRONYMS used in University Budget Document

	Acronym	Description
1	APF	Academic Priorities Fund
2	AQ	Additional Qualification Courses in the Faculty of Education
3	B.Ed.	Bachelor of Education Program/Degree
4	CRCs	Canada Research Chairs
5	CRV	Current Replacement Value (of Buildings)
6	CSD	Communication Sciences and Disorders Program
7	DM	Deferred Maintenance
8	Ed.D.	Doctor of Education Degree
9	EDI	Equity, Diversity, and Inclusion
10	EFB	Employee Future Benefits
11	FIMS	Faculty of Information & Media Studies
12	FRSF	Federal Research Support Fund (formerly FFICR)
13	FTE	Full-Time Equivalent
14	GGRP	Greenhouse Gas Reduction Program
15	HBA	Honours Business Administration Degree/Program
16	IBA	Inflationary Budget Adjustment
17	IDCI	Interdisciplinary Curriculum Initiative
18	IDRI	Interdisciplinary Research Initiative
19	ITIF	Information Technology Infrastructure Fund
20	M.Cl.Sc.	Masters in Clinical Sciences Degree
21	M.Ed.	Masters in Education Degree/Program
22	M.O.S.	Management & Organizational Studies Program
23	MBA	Master of Business Administration Degree/Program
24	MC	Middlesex College
25	MD	Doctor of Medicine Degree/Program
26	MEng	Master of Engineering Degree/Program
27	MESc	Master of Engineering Science Degree
28	MMI	Maintenance, Modernization, and Infrastructure
29	MSc	Master of Science Degree
30	MCU	Ministry of Colleges and Universities
31	NCB	North Campus Building
32	OSAP	Ontario Student Assistance Program
33	OT	Occupational Therapy (School/Program)
34	PACES	President's Advisory Committee on the Environment and Sustainability
35	Ph.D.	Doctor of Philosophy Degree
36	PT	Physical Therapy (School/Program)
37	RISF	Research Infrastructure Support Fund
38	SGPS	School of Graduate & Postdoctoral Studies
39	SIF	Federal Government's Strategic Investment Fund
40	SSHRC	Social Science and Humanities Research Council
41	STEM	Science, Technology, Engineering, and Mathematics
42	SUPF	Support Unit Priorities Fund
43	USRI	Undergraduate Summer Research Internship
44	WRCs	Western Research Chairs
45	WSC	Western Science Centre

2021-22 Operating Budget

The budget presented here for 2021-22 marks the second of the university's pandemic budgets. And while last year's was presented in a climate of uncertainty at the very start of the global health crisis, this budget has been prepared with much greater clarity of the efforts to be undertaken by the university and the fiscal impacts of those efforts. In short, as a public institution, Western has continued to thrive in spite of the crisis, and we have even been able to move forward with strategic planning for the years to come.

This proposed 2021-22 budget makes significant investments in the academic missions of the university. For example, it anticipates the appointment of 94 new faculty members; it expands our investments in student-research; it strengthens our commitment to an equitable, diverse, and inclusive community; it furthers our work in a number of areas related to sustainability; it invests in our physical environment; it brings new investments to support research, scholarship, and creative activity across the university; it invests in our engagement with the digital revolution and its effects on teaching and research; it helps us to deepen our engagement in the world – in the local community and globally too; and it invests in the renewal and intensification of the Western student experience.

These and other investments are critical to Western's commitment to pursue the various components of our mission as a prominent public research university committed to public service and the public good.

A. Planning and Budgetary Context

The recently completed planning cycle has led to the development of the 2021-22 University Budget as a one-year transitional plan. This budget builds on the 2-year plan which was impacted by the global pandemic this past year, and has been developed in the context of the current Strategic Plan – *Achieving Excellence on the World Stage* – and in alignment with the Faculty Academic Plans and Support Unit Operational Plans. Our new Strategic Plan, currently under development, will guide our overall strategy and budgetary investments from 2022-23 onwards.

A year ago, we were faced with the sudden and rapid impacts of COVID-19. We were faced with uncertainties about enrolments (in particular international enrolments), the ability of federal/provincial governments to maintain grant funding levels, the equity markets and associated impacts on university resources, and the overall economic pressures on individuals and the private sector which could have ripple effects on university revenues. At Western, we decided to move forward with the budget recommendations developed just prior to COVID-19, with the understanding that we may need to defer some one-time expenditures that were proposed in the 2020-21 budget.

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The major changes in our 2020-21 Operating Budget (i.e. the current year) are as follows:

- In total, enrolments exceeded our projected figures by 1,180 full-time equivalent (FTE) students and tuition revenue is estimated to be higher by about \$9.5 million.

-
- COVID-19 had a significant impact on our Ancillary Units. Therefore the transfers from these units to the Operating Budget (i.e. associated with space/rent costs and central administrative services provided by the University) were lower by about \$12 million. All other revenues were higher by about \$2.5 million.
 - As a result of higher enrolments, our spending in scholarships and bursaries is estimated to be higher by about \$2.1 million.
 - We had set aside \$13.5 million in special one-time funding to support students impacted by COVID-19 and who are faced with financial pressures. From this, a sum of \$3 million was used to support our students through various programs which left about \$10.5 million unspent.
 - Since many of our activities in the current year were “virtual”, the use of our on-campus facilities was reduced significantly. As a result, physical plant utilities costs were lower than budget by about \$5.3 million.
 - In response to the global pandemic, Western operated in a hybrid mode (virtual and on-campus) for much of the academic year, both in the academic and administrative activities of the University. As a result, there were significant additional one-time costs (totalling \$18.2 million) in the following areas: on-line course development, I.T. infrastructure expansion, pandemic supplies, facilities planning and modifications to ensure a safe campus, virtual student services, and other health and safety initiatives in support of our students, faculty, and staff.
 - The general disruption of health and dental services resulted in lower utilization of these benefits by our employees and their families which led to lower costs in this component of the employee benefits budget. During this period, the University invested additional resources to support the health and well-being of employees including the expansion of *Lifeworks* Employee Assistance Services, *Living Well at Western* initiatives, and a number of safe work initiatives. The net result was a reduction of \$3.4 million in employee benefits expenditures. Our projections for the upcoming year include cost increases that will result from (projected) higher employee utilization of health and dental services.
 - The net result of the above changes is an estimated variation of slightly above \$1 million to the “in-year budget position” in the current year relative to the budgeted “in-year position”.

Looking ahead to 2021-22, we have developed the University budget with the following general assumptions regarding revenues:

- Under the Provincial Governments corridor-based block-grant funding system, our 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. We have not received any information on the domestic tuition framework for 2021-22 and our revenue forecasts are based on a “no change” assumption to domestic tuition rates.
 - Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class is assumed to be 5,600 students and the graduate enrolment plans are the aggregate of the plans developed by the Faculties. On the undergraduate side, we will work to exceed the 5,600 figure, through expansion in areas of demand and capacity and in consultation with the Deans.
-

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 2020 was 91.2%, well above the Ontario average.
- Nearly 94% 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 rates at our peer universities in Canada and the United States. About 83% of Western's 2013-14 entering cohort graduated within 6 years.
- In the pandemic year, our efforts in undergraduate international enrolment recruitment resulted in 10% of our fall 2020 first-year class coming from other countries. However, a vast majority of these students are from one country and are being admitted into three programs. Our aspirations are to increase international undergraduate enrolments while diversifying geographical source and program destination.
- 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 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 the students experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our new Strategic Plan.

Figure A
Total FTE Enrolment at Western

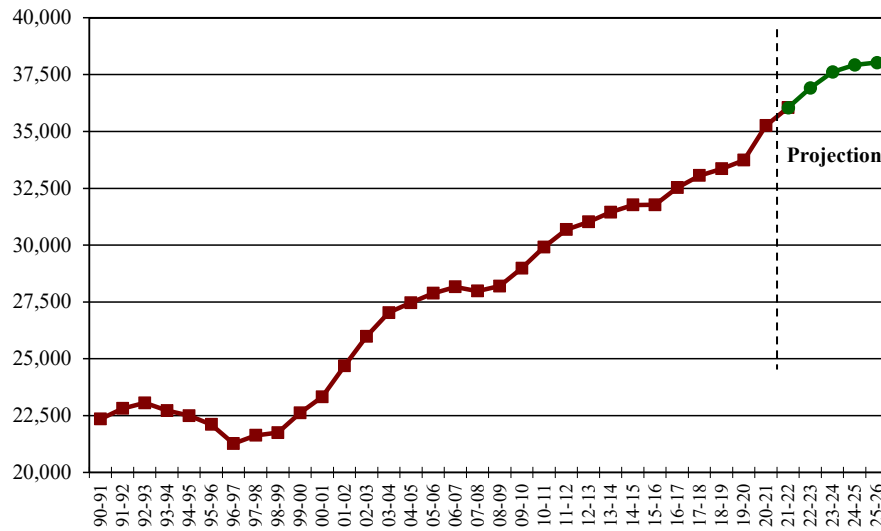
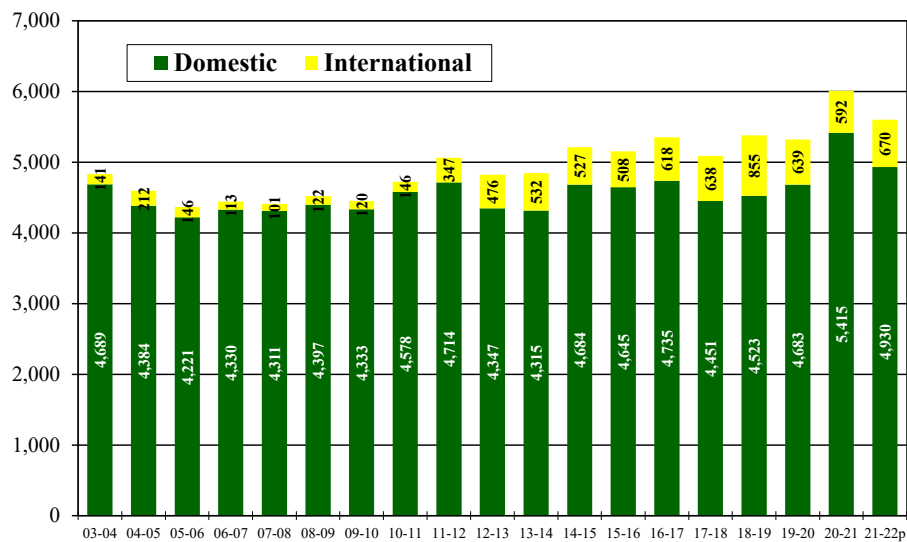


Figure B
Full-Time Year 1 Undergraduate Enrolment at Western



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

The following initiatives were included in the 2020-21 Budget, and involved substantial investments.

1. Office of Indigenous Initiatives

Last year's budget committed to the creation of a new Office of Indigenous Initiatives. That commitment resulted in the creation of a new unit with permanent staffing in the areas of community relations, recruitment/admissions/enrolment planning, curriculum and pedagogy advising, and elders in residence. Effective March 1, 2021, Christy Bressette has been appointed Western's first Vice-Provost and Associate Vice-President (Indigenous Initiatives).

2. Long-Range Space Plan

In the 2020-21 budget, a total of \$50 million in one-time funding was allocated to support priority capital projects in our Long-Range Space Plan. The following projects are in various stages of implementation:

- The third floor of the Western Centre for Public Health and Family Medicine (previously shelled space) has been completed and will be home to the Department of Epidemiology & Biostatistics, which will be permanently relocated from the Kresge Building.
- The Kresge Building and other adjacent facilities are part of the planning currently underway for the multi-phased Medical School Project including an Interdisciplinary Research Facility involving Medicine, Science, Engineering, and Health Sciences. The Deans of these Faculties are currently developing the space plan/vision for this facility.
- A second University Hub, aimed at creating common/gathering spaces for our students, faculty, and staff, is in the preliminary planning stage, including an assessment of the site for the facility.

In addition, funding was also allocated to support our Open Space Strategy (\$6 million), sustainability and energy conservation initiatives (\$5 million), and the installation of a multi-sport inflatable sports dome to provide much-needed indoor recreation space for our students in the winter months. The first two initiatives are in various stages of implementation. The sports dome project has been delayed due to difficulties with identifying a workable site/location. We are in the process of reconsidering our approach to the indoor sports facility and details are provided later in this document (in Section C.2).

3. Special Funding to Support Students in Financial Need

In response to concerns about the pandemic's impact on the financial situation of our students, we set aside \$13.5 million in one-time funding to support students' financial need through needs-based bursaries, work-study opportunities, summer research opportunities, and residence accommodation subsidies. As noted earlier (in section A), of this \$13.5 million, a sum of \$3 million was used to support our students, leaving about \$10.5 million unspent.

4. Continuation of the Western Research Chairs (WRC) Program

Last year's budget allocated \$10 million in one-time funding to support the continuation of the WRC Program. The funds have been transferred to the Vice-President (Research) who, in collaboration with the Provost, is developing the go-forward approach for the WRC program. The WRC Program, which was created specifically to model Tier 1 CRCs, is being re-envisioned to

support a wider pool of talent, and is expected to create additional capacity and high-visibility appointments that will contribute to Western's strategic research objectives. In addition, the creation of shorter-duration appointments will allow for the infusion of new ideas and innovative concepts into Western's research priorities and its reputation as a university that is particularly committed to student success. The WRCs will be used to either attract new talent (recruit) or promote (retain) talent from within. Each year, the number of available WRCs will be shared with the Deans and University-level Institute Leaders. The proposals will be evaluated by a WRC Steering Committee. Guidelines for retention and visiting WRCs will be developed this year. Changes to the current university selection process for WRCs are needed to include internal candidates. The final details of the process and governance of WRCs will be established through broad consultation by the VPR. Our current plan is to invest approximately \$500,000 per year in retention and research support, while using \$7.5 million over the next 3 to 5 years to hire WRCs into areas of strategic focus to significantly and selectively advance Western's research mission.

5. Interdisciplinary Research Initiatives (IDRIs)

A sum of \$2.9 million in one-time funding was committed in last year's budget in support of Interdisciplinary Research Initiatives, bringing the total funding to \$4 million (including the \$1.1 million unspent from previous allocation in 2015-16). The funds have been transferred to the Vice-President (Research) who is developing the program with the following objectives:

- Investment in a limited number of IDRIs that have a demonstrated potential to become national and international models of excellence;
- IDRIs will be exceptional programs that advance Western's research mission, attract scholars and graduate students, and bring prestige to the University;
- The IDRIs, to be led by established or emerging scholars, will have clearly articulated research dimensions and objectives;
- Investments will total \$4 million over 4 years, with allocation of approximately \$1 million per year (subject to proposals);
- Each year, a call for proposals will be issued and Deans will be requested to submit rank-ordered proposals;
- Projects will be nominally 1 to 2 years in duration with two funding streams: Emerging (\$25,000) and Established (up to \$200,000);
- Typically, there would be 4 to 6 Emerging IDRIs and 3 to 5 Established IDRIs granted per year depending on the scope and duration of successful proposals; and
- Faculties will be encouraged to provide matching support.

Details of the IDRIs can be found at: <https://www.uwo.ca/research/funding/internal/idi.html>

6. The Western Academy for Advanced Research

A sum of \$1 million in one-time funding was set aside in the 2020-21 budget to support the first-year of the Western Academy for Advanced Research. The Academy's mission is to seek ideas for solutions to major issues facing humanity through a period of focused enquiry that draws from across the full spectrum of scholarship, across all disciplines. However, due to the global pandemic, the launch of the Academy has been delayed until spring or early summer of 2021. The Provost and the Vice-President (Research) will bring forward details regarding the launch of the Academy, its structure, and operational parameters in the near future.

7. University-wide Data Strategy Initiatives

Last year's budget allocated a sum of \$1 million in one-time funding to support University-wide Data Strategy Initiatives aimed at enabling Western to empower its students, faculty, and staff with the data acumen they need to become 21st century citizens. The Data Strategy outlined a series of objectives and activities across four pillars: Faculty Development, Training Students, Understanding Students, and Corporate Data. To-date, the following initiatives are underway:

- Four Presidential Data Fellows have been recruited to bring advanced data analytic skills to four research groups on campus and to teach a series of introductory data science bootcamps for staff and faculty. The first of these bootcamps – Data Science without Tears – is now up and running.
- The Data-focused Faculty Growth Strategy is under review by the Provost and involves significant growth opportunities for Western in the areas of Medical Informatics, Data & Society, and Business/Management/Finance Analytics.
- New honours specialization, major, minor, and certificate programs in Data Science have been created and approved by Western's Senate, along with several new courses.
- A pilot data-centered industry connector hub is in development in collaboration with the Schulich School of Medicine & Dentistry.
- Early planning for the Institutional/Administrative data aspects including data governance, recruitment of a Chief Data Officer and a Chief Technology Officer, and additional staff resources.

8. Strategic Expansion of Engineering

The multi-year self-funding Engineering Expansion Plan, launched in 2015-16, continues. The plan includes expansion of enrolments, faculty/staff complements, and space/facilities. The specific elements for 2020-21 were as follows:

- Full-time undergraduate enrolment reached 2,151, an increase of 605 from the 2014-15 level of 1,546.
- \$912,000 in incremental base funding was added to the Engineering budget to support expansion of faculty and staff complements.
- \$11.1 million in one-time funding was transferred to the capital budget in support of Engineering facilities expansion and renewal.

C. Priorities for the 2021-22 Budget and New Initiatives

The recently completed planning process identified the following themes as high priorities for the University and our Faculties and Support Units:

- *Faculty and Staff Renewal*
- *Enhancing the Student Experience*
- *Support for Scholarship/Research Initiatives*
- *Investments in Curriculum Enhancement*
- *Ensuring a Safe and Sustainable Campus Physical Infrastructure that Supports our Academic Needs*
- *Preparing for our Next Strategic Plan.*

1. Faculty and Staff Renewal

As an outcome of the recently completed planning process, faculty and staff renewal was identified as a high and immediate priority, especially in the context of the employee retirement programs in 2019 and 2020, when 62 faculty and 116 staff took the option to retire.

In order to support the Deans with base budget flexibility to pursue faculty and staff renewal, Faculties with substantial carryforward funds (which are one-time in nature) were provided with the option of exchanging carryforward funds for base funding at the rate of \$1 million carryforward for \$150,000 base budget. This option was made available in-year in the current year (2020-21). Six Faculties participated in the program with a total exchange of \$19 million carryforward for \$2.85 million in base funding. This base funding has been incorporated into the Faculty budgets in-year in the current year and will be used to support faculty and staff complement expansion plans. In total, the Faculty plans include 94 incremental faculty positions (77 tenured/probationary and 17 limited-term) and 42 incremental staff positions in 2021-22. At the time of the writing of this budget, we did not have the final plans from the Support Units. However, based on the initial plans, we are projecting these units to add about 100 staff positions in the coming year.

The recovered carryforward funds (i.e. \$19 million one-time) are being used to support priority initiatives as described in section C.3 below.

2. Enhancing the Student Experience

Accessible Education

A recent external review (under the direction of the Provost) included 48 compelling recommendations underscoring the urgent need for a campus-wide shift to support accessibility to ensure the full engagement and success of students with disabilities, including changes in co-curricular programs and supports for these students. A student advisory committee is being established to guide the development of new programming and an implementation working group with campus-wide representation will prioritize and develop the action plan to implement the recommendations. In support of this priority, a sum of \$1 million in one-time funding in 2021-22 is being allocated.

Western Undergraduate Summer Research Internships (USRIs)

The USRI Program was introduced in the summer of 2020 with a one-time budget allocation of \$1 million. This provided 16-week research internship opportunities for 220 Western students. The program was extremely successful and demand exceeded the available spaces. It is recommended that the program continue in summer 2021 with a one-time budget allocation of \$2 million. The program will be adapted to current parameters and will be offered in collaboration with the Faculties as funding partners.

Western Summer Student Teaching Support Internship Program

Similar to the USRI Program described above, we also introduced the Summer Student Teaching Support Internship Program last summer, with a one-time budget allocation of \$1.1 million. The program was one important element of the University's support of the rapid transition to virtual delivery of courses necessitated by the global pandemic. The program supported 180 student internships. A year later, while the urgency is not as critical, it is still recommended that this program continue in the summer of 2021 and is being supported by a central one-time budget allocation of \$500,000. The plan is to support 100 internships. The students' activities will continue to provide key supports for our academic community in on-line course development. This program, to be available to undergraduate and graduate students, will also be adapted and be offered in collaboration with the Faculties as funding partners.

Academic Advising

Through various student feedback mechanisms, Academic Advising has been identified as an area needing improvement and expansion at Western. In response to these calls from our students, the Provost has established a Working Group to review our current approach to academic advising and to make recommendations. The Working Group will review the following areas: how to align work-integrated experiences into student learning outcomes, how to assist students to manage their programs and plan for their careers, what specialized services are required by equity-deserving groups, and how best to align/structure Faculty-based and central university-wide academic advising roles and processes. A sum of \$1 million in one-time funding is being recommended in 2021-22 to support the implementation of the Working Group's recommendations, which will follow the Provost's review, in collaboration with the Deans.

New Office of Equity, Diversity, and Inclusion (EDI)

In response to recommendations in the report of the Anti-Racism Working Group, Western's President committed to establishing a senior role to help lead our EDI efforts – the Associate Vice-President (EDI). In anticipation of the new position, the University is establishing a new Office of Equity, Diversity, and Inclusion, with an initial base budget allocation of \$420,000 in 2021-22. Further investments in our EDI efforts will follow after the AVP-EDI has taken up the post.

Facilities to Support Student Experience, Health, and Well-Being

A central component of Western's aspirations in the area of Student Experience is the provision of space/facilities to support all aspects of student life including health, wellness, and sports & recreation. In support of this priority, two major capital projects are being recommended for 2021-22:

- A University Gathering Hub which will house common/gathering/collision spaces, similar to some aspects of the University Community Centre. This facility was identified in last year's budget (as part of the University's Long-Range Space Plan) and funding has already been set-aside through previous University budgets.
- A Multi-Sport Fieldhouse which will provide much-needed indoor recreation space in the fall/winter months when the majority of our students are on campus. Last year's budget recommended the concept of a multi-sport inflatable sports dome at TD Stadium and \$4.5 million was allocated for that project. A subsequent detailed review of the pros and cons of the dome concept, including site considerations, has led to the recommendation of replacing the dome with a permanent structure (i.e. the Fieldhouse). Siting the facility on our core campus where buildable land is at a premium and needed for future educational needs is a significant consideration in our planning for sports facilities. We are therefore proposing the Fieldhouse to be constructed on top of a previously-proposed future parking structure at the current Huron Flats parking lot which is located between the Western Student Recreation Centre and TD Stadium. Preliminary assessment indicates that this approach in the proposed site is viable. We will move forward with detailed planning for the Fieldhouse and, if difficulties with the site/approach are identified, we may need to revisit the strategy. In support of this project, we are recommending \$15.5 million in one-time funding which, when added to the \$4.5 million already set aside for the Sports Dome, will bring the total to \$20 million. The Parking Garage costs will be in addition to the \$20 million Fieldhouse and will be funded through debt.

3. Support for Scholarship/Research Initiatives

Expansion of Services Provided by the Vice-President (Research) Portfolio

In order to better support the University's innovation agenda and be competitive within the Canadian university landscape, the Vice-President (Research) has proposed a centralized unit dedicated to supporting innovation. In support of this need/priority, a sum of \$700,000 in base funding is provided to the Vice-President (Research) Portfolio. This investment is expected to provide significant economic and reputational benefits and is vital to increasing the societal impact of research. Through this investment, Western will be able to provide unique training opportunities, nurture our entrepreneurship ecosystem, leverage external funding opportunities, and establish mutually beneficial partnerships that empower our academic community to connect their work to communities, knowledge users, and industry. The proposed new unit will be led by a new Associate Vice-President (Innovation & Strategic Partnerships), and will assume oversight responsibility for WORLDdiscoveries and the Western Research Parks. The staffing and structure of the new unit will be determined by the new AVP.

Incremental Resources to Support Pan-University Academic Priorities

As described earlier, a sum of \$19 million in carryforward funds was transferred to the central budget (in exchange for \$2.85 million in base funding to the Faculties) in-year in the current year. Of this \$19 million, we have allocated \$15 million to an endowment to support the academic priorities. This endowment will yield an annual amount for spending of approximately \$600,000 in the steady-state. In conjunction with the Vice-President (Research), support for a revised WRC program and/or the Western Academy for Advanced Research could become important components of the annual spend

of this fund. The use of the annual spendable amount in subsequent years will be reviewed in the context of the University's next Strategic Plan which is currently under development.

The remaining \$4 million (from the \$19 million) will be used by the Provost, in collaboration with the Deans and the Vice-President (Research), as supplemental funding to enhance Western's academic and scholarship/research performance through investments across all disciplines as opportunities are identified.

The Postdoctoral Fellowships Program

The 2018-19 University Budget introduced an initiative aimed at attracting and retaining top-tier postdoctoral talent (domestic and international) – the Postdoctoral Fellowships Program – as a pilot program with one-time funding. As recommended by the Vice-President (Research), the program is being continued in 2021-22 with an allocation of \$310,000 in one-time funding. The program will be adapted to current parameters and will continue as a partnership with the Faculties providing matching funding.

An Innovative Clinical Research Platform to Test Simple Scalable Solutions in Care for Big Impact on Health

Health care should be backed by high-quality evidence. This evidence-base is difficult to establish because of the formidable logistical and financial challenges of running traditional clinical trials. Western's clinical researchers are poised to build the evidence-base for feasible and sustainable health care solutions by employing innovative approaches to embed research at the point of care. By focusing on novel and creative approaches to clinical trials, Western can be a leader in advancing health outcomes for our community and enhancing our ranking and reputation as a health research University.

A sum of \$6 million in one-time funding is being recommended to support the development of a Clinical Research Platform that will differentiate Western by focusing on clinical studies that address simple scalable solutions in routine care for big impact on health. This platform will enable affordable randomized studies that incorporate pragmatic trials, virtual health research, quality improvement research, population and community-based research, health policy, and innovative interventions. The platform will operate with a core services model to provide flexible 'wrap-around' support for investigators including methodological expertise (including biostatistics and health economics), data analysis and management capabilities, streamlining ethical review processes, knowledge transfer planning with implementation, and training of the next generation of health researchers.

Support of University-level Research Institutes

In order to strengthen the activities of University-level Research Institutes reporting to the Vice-President (Research), a sum of \$750,000 in one-time funding is being recommended in 2021-22. This funding will support resources already existing within the Vice-President's research support funding envelopes and will be used to support the indirect costs of research within the institutes.

Interdisciplinary Research Facilities

Last year's budget signaled the construction of an Interdisciplinary Medicine/Science Research Facility as one component of the multi-phased Medical School Facilities Renewal/Expansion Project.

As an outcome of early discussions on the vision for the Interdisciplinary Facility, the project has evolved and now includes the Faculties of Engineering and Health Sciences. The Deans of Schulich, Science, Engineering, and Health Sciences are in the program planning/vision stage of the project. Details of the project will be developed this year. It is expected that other Faculties would also participate in the collaborative research activities that will eventually reside in the facility.

The University's Long-Range Space Plan (outlined in Table 13) includes many other capital projects that are critical to the University's research aspirations, including other facilities in Chemistry, Medicine, and Engineering. The scale and scope of these subsequent projects will depend on the activities that are housed in the proposed Interdisciplinary Medicine/Science/Engineering/Health Sciences Facility – and therefore, planning for the subsequent projects will follow at a later date.

4. Investments in Curriculum Enhancement

Interdisciplinary Curriculum Initiatives (IDCIs)

Interdisciplinarity in all aspects of our academic activities continues to be a high priority. The Interdisciplinary Research Initiatives Program (IDRIs), described earlier in section B.5, is being re-launched under the direction of the Vice-President (Research). As a complement to the IDRIs, funding support (\$2 million, one-time) for the development of interdisciplinary courses/programs is being recommended for 2021-22. Under the direction of the Provost, the IDCIs will provide resources to our Faculties to allow faculty members to dedicate time to develop and deliver courses/programs, across Faculties and departments, with the appropriate support from staff and students. The Provost will work with the Deans to set priorities and adjudicate funding requests.

EDI Curriculum Development

A sum of \$1 million in one-time funding is being recommended to support Equity, Diversity, and Inclusion (EDI) curriculum development across the University.

Pedagogy and curriculum are widely noted as the essential links to operationalizing institutional equity, diversity, and inclusion (EDI) goals. Curricular and pedagogical EDI change is a complex process which requires an institution-wide systemic approach in order to be sustainable. A 'pathways' approach to EDI teaching and learning creates programming which offers multiple entry-points for all instructors at various stages along their EDI journeys.

Hosted by the Centre for Teaching and Learning, the EDI Pathways program will offer scaffolded initiatives that enhance instructors' skills across three domains of inclusive education: foundational, pedagogical, and curricular skills. EDI Pathways will enhance instructors' foundational awareness of how EDI impacts student experiences in the classroom, empower instructors with the pedagogical skillset and confidence to take a strengths-based approach to student diversity in their teaching, and equip instructors with the curricular knowledge and resources to collaboratively implement programmatic change.

Indigenizing University Curriculum

A sum of \$1 million in one-time funding is being recommended in support of Indigenizing university curriculum, which calls for ethical attention and respect for the integrity of Indigenous knowledge.

Guiding principles of this work include: privileging Indigenous academic leadership and local Indigenous community voices; upholding the integrity of Indigenous knowledges and worldviews, and engaging Indigenous Knowledge Keepers in the processes of sharing Indigenous knowledges in the university; supporting ongoing learning and capacity building of non-Indigenous instructors across disciplines; and investing in Indigenous curricular changes at programmatic levels.

The Office of Indigenous Initiatives will create a library of broad-based thematic resources (Online Learning Bundles) that are accessible to all faculty members and programs at Western. The creation of an Indigenous Curriculum Developer role will support the respectful integration of Indigenous Learning Bundles into courses and will support changes to pedagogical practices and curricular change more broadly. An Indigenous Curriculum Grant will support curricular change at the program level.

The Next Round of Strategic Expansion of Engineering

As an outcome of the recently-completed planning process, a proposal from Engineering (in collaboration with Science), to further expand undergraduate Engineering programs has received support from the Provost. The proposed expansion involves 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. The program is being developed by the Department of Electrical and Computer Engineering, in partnership with other departments in Engineering and the Faculty of Science. The proposed plan is expected to result in 700 incremental undergraduate students in the steady-state and involves corresponding expansion of faculty/staff complements and facilities. Details of the proposal are currently in early planning stages and, similar to the currently-ending first round expansion plan, will be fully self-funding. Budget investments (in both Engineering and Science) will begin in 2022-23.

As described in section B.8, a multi-year self-funding Engineering Expansion Plan was launched in 2015-16 and included expansion of enrolments, faculty/staff complements, and space/facilities. That first round of expansion is reaching steady-state in 2021-22 with the final base budget investment of \$895,000.

5. A Safe and Sustainable Campus Physical Infrastructure that Supports our Academic Needs

The University's space/facilities requirements to support our academic priorities are reviewed as part of our integrated approach to planning and the updated Long-Range Space Plan is summarized in Table 13. As part of this budget, we seek approval from the Board of Governors to proceed with planning for the projects in Category 1 and 2 of Table 13, with the understanding that these projects and the detailed funding plans will be brought forward on an individual basis for formal Board approval.

In addition to the capital projects noted in sections C.2 to C.4 above, the 2021-22 Budget recommends investment in the following two high priority initiatives:

University-wide Sustainability Initiatives

Western is committed to addressing sustainability challenges and recognizes that as a university we have an important role to play in building a sustainable future. Western has made several regional, national, and international sustainability commitments, including the Talloires Declaration, the COU Pledge: Ontario Universities Committed to a Greener World, and the Paris Pledge for Action.

By signing onto the Paris Pledge for Action, Western has committed to reduce our Green House Gas Emissions by 30% by 2030 (compared to 2005) and by 80% by 2050. In order to meet these commitments, Western is taking bold steps and making significant investments.

Western has committed to continuous improvement in sustainability performance. We have maintained an active STARS rating since 2011, through the Association for the Advancement of Sustainability in Higher Education and received a Gold rating in 2018. Western also participates in Times Higher Education's Impact Rankings, which assess universities against the United Nations Sustainable Development Goals (UN SDGs). We are proud to rank #26 in 2020, out of 768 universities in 85 countries.

In 2012, Western developed its first 10-year Sustainability Plan, and that plan has guided the university. Later this year, Western will be embarking on the development of a new Climate and Sustainability Strategy. The President's Advisory Committee for the Environment and Sustainability (PACES) will be instrumental in building this strategy – and this strategy is expected to be informed by the University's new Strategic Plan currently under development.

PACES: To support PACES in developing short-term engagement strategies to promote sustainability across campus, we are recommending the allocation of \$1.5 million in one-time funding in 2021-22. This allocation will support consulting services, outreach & programming, events, internships, and a \$1 million "green innovation fund".

Campus-wide Greenhouse Gas Reduction Initiatives: As described earlier, by signing onto the Paris Pledge for Action, Western has committed to significantly reducing our Green House Gas Emissions. In order to meet these commitments, Western has been taking bold steps and making significant investments (over \$35 million over the last 4 years). In this budget, we are recommending an additional \$10 million in one-time funding to support our campus-wide sustainability initiatives.

Western has partnered with an energy and carbon focused engineering firm, and has embarked on a Deep Energy Retrofit Program for existing buildings. The program optimizes and re-engineers building systems to enable sharing or transferring of energy within the building in order to minimize external energy requirements and reduce the carbon footprint. The \$10 million investment in this budget will allow Western to continue implementing Deep Energy Retrofit projects, a key strategy to enable achievement of the 2030 carbon reduction goal.

Additionally, these funds will be used to continue the expansion of the campus energy loop that will allow the most efficient use of heating and chilling equipment across the campus supporting carbon emission reduction.

The Open Space Strategy

A sum of \$10 million in one-time funding is proposed to support our Open Space Strategy. This multi-year initiative involves projects aimed at the transformation of our core campus into a more pedestrian-friendly campus.

6. Preparing for our Next Strategic Plan

The University is currently in the process of developing a new Strategic Plan which is expected to be presented for approval to the Senate and the Board of Governors in June 2021. In anticipation of the aspirations and directions of our new Strategic Plan, the following are being recommended for the 2021-22 Budget:

- A sum of \$20 million in one-time funding to support the implementation of priorities recommended in the new Strategic Plan.
- A sum of \$2.5 million in one-time funding to the Vice-President (Advancement) Portfolio – in order to begin pre-planning for the necessary staff resources to support the next fundraising campaign. Fundraising to support our academic aspirations will be a high priority in the coming years. We expect the details of our campaign priorities and targets to be established after approval of the new Strategic Plan.
- A sum of \$1 million in base funding for Western Communications to enhance our central communications infrastructure which plays an increasingly critical role in all aspects of promoting and communicating our priorities, and celebrating our successes, in a rapidly-evolving high-tech global environment. Our communications strategy is expected to play a key role in supporting our Strategic Plan directions and fundraising activities.

Note: Many of the initiatives in this section C are funded through one-time allocations. After these initiatives get underway, additional resource needs will be reviewed as part of future planning cycles and incremental funding (base and/or one-time, as appropriate) will be recommended.

D. One-Year Transitional Plan Summary

We seek approval of the 2021-22 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the upcoming year. These projections respect the requirement of an operating reserve at the Board-mandated minimum level of \$7.5 million. Table 1 summarizes our current forecast for 2021-22 and the major underlying assumptions are as follows:

Revenues

- Provincial government grant funding remains constant in 2021-22 – consistent with the current corridor funding system.
- 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, remains constant in 2021-22.
- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21. At this point in time, we have not received any information on the domestic tuition framework for the upcoming year.

International tuition rates are de-regulated, and our proposed rate increases are shown in Tables 10 and 11.

- Enrolment projections and plans underlying the 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 5,600 students. However, we will work to achieve higher enrolments in areas of demand and capacity and in the expansion of international enrolments.
- As noted earlier (in section A), COVID-19 had a significant impact on our Ancillary Units and therefore the transfers from these units to the Operating Budget (i.e. associated with space/rent costs and central administrative services provided by the University) were reduced substantially in the current year. For 2021-22, we are expecting our ancillary units to gradually return to pre-COVID operational levels and the revenue from this source reflects this gradual ramp up of operations.

Expenditures

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA).
- Enrolment-related revenue sharing allocations to the Faculties continues in 2021-22, and the projections are shown in Table 4a.
- Increases in non-salary costs for major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) were impacted by the global pandemic, and the expenditures in Table 7 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 \$62.7 million at the end of the current year (i.e. 2020-21). The reserve is projected to be \$66.6 million at the end of the upcoming year (2021-22) – above the current Board-mandated minimum level of \$7.5 million.

Table 1
ONE-YEAR TRANSITIONARY PLAN

		2018-19	2019-20	2020-21	2021-22
1	REVENUES				
2	Government Grants				
3	Provincial: Core Operating Grant (enrolment-based)	241.8	241.8	241.7	241.7
4	Provincial: Differentiation Envelope	22.0	22.0	22.0	22.0
5	Provincial: Special Purpose Grants	20.0	20.8	19.4	19.0
6	Federal: Research Support Fund (FRSF)	11.1	11.5	11.5	11.5
7	Total	294.9	296.1	294.6	294.2
8	Tuition Revenue	406.6	401.5	418.4	442.6
9	All Other Revenues				
10	Canada Research Chairs (CRCs)	6.7	6.8	8.5	8.8
11	Recoverable Salaries	26.1	26.5	25.8	25.8
12	All Other	68.5	76.5	60.0	61.7
13	Total	101.3	109.8	94.3	96.3
14	Total Revenues	802.8	807.4	807.3	833.1
15	EXPENDITURES				
16	Faculties				
17	Base Budgets	427.8	423.6	424.3	427.5
18	Revenue Sharing Allocations	0.0	5.5	9.7	14.7
19	Canada Research Chairs (CRCs)	5.8	5.9	7.4	7.6
20	All Other	49.7	47.2	46.6	46.7
21	Total	483.3	482.2	488.0	496.5
22	Scholarships and Bursaries	34.3	32.9	35.1	35.2
23	Support Areas	104.6	105.3	108.4	109.7
24	University-wide Expenditures	76.2	78.6	76.2	79.6
25	Provision for Cost Fluctuations	0.0	0.0	0.2	20.0
26	One-Time Allocations	91.4	104.5	135.1	88.1
27	Total Expenditures	789.8	803.5	843.0	829.1
28	REVENUES minus EXPENDITURES	13.0	3.9	-35.7	4.0
29	OPERATING RESERVE				
30	Beginning Operating Reserve	81.5	94.5	98.4	62.7
31	Surplus / (Deficit) -- from Line 28 above	13.0	3.9	-35.7	4.0
32	Ending Operating Reserve	94.5	98.4	62.7	66.6

E. Summary of the 2021-22 Operating Budget

Table 2 summarizes the 2021-22 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 \$833.1 million in 2021-22 – an increase of 3.2% over 2020-21. Details of the operating revenues are shown in Table 3.
- Line 13: Total expenditures are projected to be \$829.2 million in 2021-22 – a decrease of 1.6% over 2020-21. 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 (planned) deficit of \$35.7 million in 2020-21 and a surplus of \$4.0 million in 2021-22.
- Line 17: The Operating Reserve is forecast to be \$62.7 million at the end of 2020-21 and \$66.6 million at the end of 2021-22.

Table 2
SUMMARY OF OPERATING BUDGET: 2021-22

		<a> 2020-21 Budget (@Feb 28, 2021)	 2021-22 Budget	<c> \$ Change from 2020-21
1	Operating Revenues (Table 3)			
2	Government Grants	294,643,930	294,249,462	-394,468
3	Tuition Revenue	418,382,602	442,627,592	24,244,990
4	All Other	94,302,730	96,255,051	1,952,321
5	Total Revenues	807,329,262	833,132,105	25,802,843
6	Expenditure Budgets			
7	Faculties (Table 4)	487,995,253	496,463,751	8,468,498
8	Scholarships and Bursaries (Table 5)	35,126,611	35,234,591	107,980
9	Support Areas (Table 6)	108,424,892	109,775,508	1,350,616
10	University-wide Expenditures (Table 7)	76,226,825	79,645,907	3,419,082
11	Provision for Cost Fluctuations	200,000	19,972,528	19,772,528
12	One-Time Allocations	135,031,510	88,084,609	-46,946,901
13	Total Expenditures	843,005,091	829,176,894	-13,828,197
14	Surplus / (Deficit) - Line 5 minus Line 13	-35,675,829	3,955,211	
15	Beginning Operating Reserve Balance	98,399,681	62,723,852	
16	Surplus / (Deficit) -- Line 14 above	-35,675,829	3,955,211	
17	Closing Operating Reserve Balance	62,723,852	66,679,063	
18	Board-mandated Minimum Level Reserve Target	7,500,000	7,500,000	

F. Details of the 2021-22 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 provincial grants would flow as a block grant, provided the institution maintains an overall level of domestic enrolments. More recently, the Province had signaled the move to a performance-based funding system whereby, gradually, over the next 5 years (starting with 2020-21), the major portion of grant funding would be tied to ten performance/outcomes metrics. However, in response to the global pandemic and its impact on university operations, the Province has delayed the transition to the performance-based funding system for a two-year period. Therefore, we continue to present the provincial government grant information using the current structure (Table 3, lines 2 through 4).

Tuition Fees

The recommended tuition fee rates for 2021-22 are summarized in Tables 10 and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

Domestic Students

As noted earlier (in section A), we have not heard from the Province about the domestic tuition framework for 2021-22 and beyond.

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 with 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 75 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 57 occupied Chairs in the current year and we are projecting this to increase to 59 in 2021-22, with \$8.8 million in associated revenue.

- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate for 2021-22 is at the steady-state level of 12% of the Colleges' grant and tuition revenue, and our current projection is that the transfer will remain unchanged in the coming year.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2021-22, we project a sum of \$9.4 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.
- 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. The category also includes the payment from the Ivey Business School to the University for services provided by the University to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

G. Details of the 2021-22 Expenditure Recommendations

1. Faculty Budget Recommendations

Table 4 shows the 2021-22 **base budget recommendations** for Western's Faculties. Final 2021-22 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Faculty Turnover Recovery (for pre-2016 retirements), which returns the greater of \$92,000 or 60% of the retiring or departing member's salary to the Faculty budget;
- Academic Priorities Fund (APF) allocations;
- Targeted government program expansion or program-specific funding; and
- Funds associated with CRC positions (detailed in Table 9).

The **Inflationary Budget Adjustment (IBA)** – which reduces the base budget 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. *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 <g> of Table 4.* For information, during the period 2009-10 through 2019-20 (in total), central funding to the Faculties for compensation increases exceeded the Inflationary Budget Adjustments by \$3.1 million.

As an outcome of the 2016-17 planning cycle, in order to provide Faculties with resources to support faculty renewal, the **Faculty Turnover Recovery Program** was temporarily suspended. Turnover recovery was waived for all tenured/probationary faculty retirements (or exits of faculty members at age 55 or higher) signed between February 1, 2016 and June 30, 2022 – where the faculty member leaves the University by July 1, 2022. Turnover recovery associated with all previous exits – which are currently built into the Faculties' budget plans – will be applied as planned. The Turnover Recovery Policy will be reviewed as part of the next multi-year planning cycle.

The **Academic Priorities Fund (APF)** shown in line 18 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
- Previous investments made in currently-ending 2-year planning cycle

The **Faculty-specific APF base recommendations** for 2021-22 (shown in column <d> of Table 4) are:

- \$130,000 to the Faculty of Arts & Humanities in support of Second Language Acquisition (French – joint with the Faculty of Education) and Indigenous Artist in Residence initiatives;
- \$105,000 to the Faculty of Education in support of the Second Language Acquisition (French – joint with the Faculty of Arts & Humanities) initiative and a Curriculum Innovation Framework;
- \$150,000 to the Faculty of Health Sciences to support expansion of professional graduate programs;
- \$150,010 to the Faculty of Information & Media Studies in support of a faculty appointment in Communications and a research officer staff position (joint with Law and Music);
- \$36,010 to the Faculty of Law in support of the research officer staff position (joint with FIMS and Music);
- \$100,000 to the Schulich School of Medicine & Dentistry in support of a communications/marketing initiative;
- \$150,000 to the Don Wright Faculty of Music for a faculty position in Piano and the research officer staff position (joint with FIMS and Law);
- \$150,000 to the Faculty of Science to support a faculty appointment in Data Science;
- \$150,000 to the Faculty of Social Science for a faculty position in Clinical Psychology.

As noted earlier (in section C.4), the multi-year **strategic expansion of Engineering** will flow a sum of \$895,000 in base funding to the Engineering budget (Table 4, line 4, column <e>). With this allocation, this round of Engineering expansion funding reaches steady state. As described earlier, another round of Engineering expansion (focused on an Artificial Intelligence stream) is underway and will be supported through targeted resource allocations, starting in 2022-23.

The **funding model for the Ivey Business School**, introduced in 2004-05, flows all tuition fees and government grants deriving from the School's 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 School is responsible for all its costs, including annual employee compensation increases. The School also transfers an annual amount to the central budget reflecting the cost of the services provided to the School 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:

- 40% on direct-entry undergraduate enrolments/teaching
- 40% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

The Faculty-specific breakdown of the projected \$14.7 million in revenue sharing allocations is shown in Table 4a. This amount is on top of a total of \$46.2 million that was rolled into Faculty base budgets in 2018-19.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$7.4 million) – which are detailed in Table 8 (lines 17 to 29);

- **The Research Infrastructure Support Fund (RISF)** -- \$750,000 (Table 4, line 16); and
- Support for **Faculty-specific capital projects** through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (from the various sources described above) is presented in Figure C. These recommendations are for the 2021-22 Budget.

Figure C

SUMMARY OF 2021-22 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES

		Base Allocations	One-Time Allocations	Capital Allocations
1	Arts & Humanities	130,000	175,000	111,500
2	Education	105,000	12,500	300,000
3	Engineering	895,000	150,000	106,000
4	Health Sciences	150,000	150,000	180,000
5	Information & Media Studies	150,010		
6	Law	36,010	113,989	250,000
7	Medicine & Dentistry	100,000	150,000	
8	Music	150,000	150,000	
9	Science	150,000	150,000	100,000
10	Social Science	150,000	100,000	100,000
11	Total	2,016,020	1,151,489	1,147,500

Note: These recommendations are for the 2021-22 budget -- and should be considered in the context of resource allocations made in previous multi-year planning cycles.

2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support are shown in Table 5. Overall student support funding is projected to be \$35.2 million in 2021-22.

- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2021-22, we project a sum of \$9.4 million from this source.
- As the footnote in Table 5 indicates, graduate student funding is now addressed through the Faculty budgets and the Faculty Plans estimate a total of \$56.1 million in 2021-22 for this high priority item.

3. Support Unit Budget Recommendations

Table 6 shows the 2021-22 base budget recommendations for Support Units. Final 2021-22 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Support Units Priorities Fund (SUPF) allocations; and
- Other strategic base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2021-22 (shown in column <c> of Table 6) are:

- \$100,000 to Western Libraries for an operations librarian position;
- \$90,398 to the Registrar's Office for a I.T. systems staff position;
- \$99,250 to the Office of Indigenous Initiatives to support a communications staff position and an Indigenous Learning Fund;
- \$85,000 to the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio to support a data analyst staff position;
- \$100,000 to Western International for a staff position to manage international agreements;
- \$100,000 to Financial Services to build staff capacity in Research Finance;
- \$130,400 to Facilities Management to support additional staffing in the areas of Engineering Drawings and Sustainability Initiatives;
- \$104,000 to Police Services to maintain and enhance staff resources;
- \$15,000 to Internal Audit to sustain operations;
- \$60,000 to Legal Services for additional staffing;
- \$175,000 to the Vice-President (Research) Portfolio to support additional research-related services, including incremental staffing;
- \$180,000 to the Vice-President (Advancement) Portfolio to support the next fundraising campaign;
- \$145,000 to Human Resources to support a Health, Safety, and Well-Being Technology Platform;
- \$100,000 to the Office of the President & Vice-Presidents for additional staffing;
- \$60,000 to Western Communications to support the Western Alumni Gazette;
- \$100,000 to the University Secretariat for staff resources to support the Senate Review Board Academic (SRBA) and the University Disciplinary Appeals Committee (UDAC) appeal processes.

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 Support Units receive over \$2.1 million in additional base allocations (column <d>, Table 6) for **priority initiatives**:

- \$700,000 to the Vice-President (Research) Portfolio as described in section C.3;
- \$1 million to Western Communications as outlined in section C.6; and
- \$420,000 to support the creation of the new Office of Equity, Diversity, and Inclusion as described in section C.2.

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

- **One-time operating budget allocations** (\$4.9 million) which are detailed in Table 8 (lines 30 through 49); and
- Support for **Unit-specific capital projects** 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 the campus gradually returning to normal operations, projected utilities rate increases, utilization patterns, anticipated savings resulting from the implementation of energy efficiency initiatives, and the opening of new buildings.
- The **Library Acquisitions Budget** continues to be a high priority and is being maintained at the current level of \$15.4 million.
- The **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget is being maintained at the Board-approved level of \$15.5 million. This budget line will be reviewed as part of the next multi-year planning cycle.
- The **FRSF Transfer to Capital** continues at the \$3 million level and these funds are used to support major 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 \$2.1 million or 0.25% of Operating Revenues, as in previous years.

5. One-Time Recommendations

The Faculties and Support Units will receive substantial one-time funding in 2021-22. 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 2021-22 budget – with one-time allocations:
 - Support for our **New Strategic Plan Priorities/Directions** in future years: \$20 million.
 - **Multi-Purpose Sports Field House**: \$15.5 million
 - **Sustainability Initiatives** – programming and infrastructure: \$11.5 million
 - **The Open Space Strategy** – \$10 million to continue with the transformation of our core campus into a pedestrian-friendly campus
 - Human Resource support for a **Research Platform in the Medical School**: \$6 million
 - Support for our **next Fundraising Campaign**: \$2.5 million
 - **Interdisciplinary Teaching Initiatives**: \$2 million
 - Continuation of the **Undergraduate Summer Research Internship Program**: \$2 million
 - Curriculum Development in **EDI Education and Indigenous Education**: \$1 million each
 - **Accessible Education** Initiatives: \$1 million

- Enhancement of Student **Academic Advising** Services: \$1 million
- Support for **University-level Research Institutes**: \$750,000
- **The Summer Student Teaching Support Program**: \$500,000
- **The Postdoctoral Fellowships Program**: \$310,000

Table 3
2021-22 OPERATING REVENUES

		2020-21 Budget Forecast (@Feb 28, 2021) (1)	2021-22 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	Government Grants				
2	Provincial: Core Operating Grant (Enrolment-Based)	241,671,833	241,671,833	0	0.0%
3	Provincial: Differentiation Envelope	21,984,916	21,984,916	0	0.0%
4	Provincial: Special Purpose Grants	19,497,924	19,103,456	-394,468	-2.0%
5	Federal Research Support Fund (FRSF)	11,489,257	11,489,257	0	0.0%
6	Sub-Total Government Grants	294,643,930	294,249,462	-394,468	-0.1%
7	Tuition Revenue				
8	Undergraduate	277,313,564	283,752,735	6,439,171	2.3%
9	Graduate	60,870,462	67,122,028	6,251,566	10.3%
10	<i>Sub-Total General Programs</i>	<i>338,184,026</i>	<i>350,874,763</i>	<i>12,690,737</i>	<i>3.8%</i>
11	Ivey Programs (HBA, MBAs, MSc, PhD)	70,044,790	81,602,331	11,557,541	16.5%
12	International Medical and Dental Students	9,328,786	9,325,498	-3,288	0.0%
13	<i>Sub-Total Other Programs</i>	<i>79,373,576</i>	<i>90,927,829</i>	<i>11,554,253</i>	<i>14.6%</i>
14	Miscellaneous Fees	825,000	825,000	0	0.0%
15	Sub-Total Tuition Revenue	418,382,602	442,627,592	24,244,990	5.8%
16	Other Revenues				
17	Canada Research Chairs (CRCs)	8,500,000	8,800,000	300,000	3.5%
18	Fee for Services Transfer from Affiliated University Colleges	11,530,784	11,530,784	0	0.0%
19	Recoverable Salaries	25,805,200	25,812,000	6,800	0.0%
20	Fundraising -- Need-based Student Awards and Bursaries	9,650,000	9,350,000	-300,000	-3.1%
21	Application Fees	1,780,258	1,780,258	0	0.0%
22	Research Overhead Revenues	3,100,000	3,100,000	0	0.0%
23	Royalties and Licences	3,850,000	3,850,000	0	0.0%
24	Scholarship/Research Initiatives in the SSHRC Disciplines	353,702	367,443	13,741	3.9%
25	Fee for Services Transfer from Self-Funded & Ancillary Operations	27,092,400	29,036,400	1,944,000	7.2%
26	Miscellaneous Revenues	2,640,386	2,628,166	-12,220	-0.5%
27	Sub-Total Other Revenues	94,302,730	96,255,051	1,952,321	2.1%
28	Total Revenues	807,329,262	833,132,105	25,802,843	3.2%

Table 4
FACULTIES

	<a>		<c>	<d>	<e>	<f>	<g>
1	2020-21 Base Budget (@Feb 28, 2021)	IBA	Faculty Turnover Recovery	APF	Other Base Changes	Canada Research Chairs	Resulting 2021-22 Base Budget
2	32,337,890	-954,537		130,000			31,513,353
3	18,749,112	-572,321		105,000			18,281,791
4	33,846,411	-981,492			895,000	170,000	33,929,919
5	33,331,568	-979,547	-73,852	150,000			32,428,169
6	10,467,774	-314,033		150,010			10,303,751
7	9,522,130	-282,964		36,010			9,275,176
8	73,367,269	-2,143,418	-32,320	100,000			71,291,531
9	10,799,143	-323,974	-67,140	150,000			10,558,029
10	62,207,296	-1,819,419		150,000			60,537,877
11	62,288,228	-1,842,847		150,000			60,595,381
12	346,916,821	-10,214,552	-173,312	1,121,020	895,000	170,000	338,714,977
13	83,138,938				11,510,265	90,000	94,739,203
14	430,055,759	-10,214,552	-173,312	1,121,020	12,405,265	260,000	433,454,180
15	9,692,847				5,043,615		14,736,462
16	750,000						750,000
17	876,621						876,621
18	7,000,310						7,000,310
19	448,375,537	-10,214,552	-173,312	1,121,020	17,448,880	260,000	456,817,573
20							
21	1,500,000						1,500,000
22	1,181,925				22,950		1,204,875
23	9,678,591				-3,288		9,675,303
24	1,075,000						1,075,000
25	239,000						239,000
26	140,000						140,000
27	25,805,200				6,800		25,812,000
28	39,619,716	0	0	0	26,462	0	39,646,178
29	487,995,253	-10,214,552	-173,312	1,121,020	17,475,342	260,000	496,463,751

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 g), as the information is available.

Table 4a
FACULTIES: REVENUE SHARING ALLOCATIONS

		2019-20	2020-21	2021-22e
1	Arts & Humanities	0	0	10,561
2	Education	1,236,160	2,213,286	1,136,158
3	Engineering	79,233	1,814,562	2,029,829
4	Health Sciences	735,598	851,015	1,788,750
5	Information & Media Studies	421,175	492,982	564,125
6	Law	33,666	0	66,071
7	Medicine & Dentistry	0	246,429	656,493
8	Music	25,726	248,785	215,524
9	Science	1,638,091	3,237,854	4,709,480
10	Social Science	1,327,267	587,934	3,559,471
11	Sub-Total	5,496,916	9,692,847	14,736,462
12	Contingency Hold-back			286,236
13	Sub-Total	5,496,916	9,692,847	15,022,698

Table 5
SCHOLARSHIPS and BURSARIES

		<a> 2020-21 Base Budget (@Feb 28, 2021)	 Changes	<c> Resulting 2021-22 Base Budget
1	Undergraduate Scholarships	7,300,000	450,000	7,750,000
2	Government-Mandated Tuition Re-Investment	15,628,261	-100,020	15,528,241
3	Western Bursaries	776,545		776,545
4	Privately-Funded Need-based Awards & Bursaries	9,650,000	-300,000	9,350,000
5	MCU Bursaries	412,412	58,000	470,412
6	Global Opportunities Awards	200,000		200,000
7	Graduate Bursaries and Fellowships	1,159,393		1,159,393
8	Total Scholarships and Bursaries	35,126,611	107,980	35,234,591

Graduate student funding is now addressed through the Faculty budgets. In 2020-21, this funding is estimated to be \$56.1 million and the plan for 2021-22 is also \$56.1 million.

Table 6
SUPPORT AREAS

		<a> 2020-21 Base Budget (@Feb 28, 2021)	 IBA	<c> SUPP	<d> Other Base Changes	<e> Resulting 2021-22 Base Budget
1	Reporting to the Provost					
2	VP (Academic Programs) Portfolio	1,988,328	-53,350			1,934,978
3	Western Technology Services	11,300,697	-339,021			10,961,676
4	Libraries	12,923,763	-387,713	100,000		12,636,050
5	Registrar's Office	6,390,298	-191,709	90,398		6,288,987
6	Student Experience Portfolio	3,045,495	-80,476			2,965,019
7	Office of Indigenous Initiatives	764,929	-22,948	99,250		841,231
8	Office of Vice-Provost (APPF)	1,577,562	-47,327	85,000		1,615,235
9	Graduate & Postdoctoral Studies	2,078,055	-62,342			2,015,713
10	Institutional Planning and Budgeting	2,334,077	-70,022			2,264,055
11	Western International	2,959,622	-88,789	100,000		2,970,833
12	McIntosh Gallery - Operating Budget Supplement	283,566				283,566
13	Teaching Fellows Program	475,312				475,312
14	Support Unit Priorities Fund (SUPF)	0		400,352		400,352
15	Sub-Total	46,121,704	-1,343,697	875,000	0	45,653,007
16	Reporting to the Vice-President Operations & Finance					
17	Financial Services	5,342,734	-160,282	100,000		5,282,452
18	Facilities Management	18,328,210	-450,176	130,400		18,008,434
19	Police	3,339,633	-100,189	104,000		3,343,444
20	Internal Audit	518,044	-15,541	15,000		517,503
21	Legal Services	733,817	-22,015	60,000		771,802
22	Support Unit Priorities Fund (SUPF)	541,412		155,600		697,012
23	Sub-Total	28,803,850	-748,203	565,000	0	28,620,647
24	Reporting to the Vice-President Research					
25	Animal Care/Veterinary Services - Operating Budget Supplement	1,867,300		75,000	200,000	2,142,300
26	Research Western	5,118,804	-153,564	100,000	500,000	5,565,240
27	Research Promotion Fund	750,000				750,000
28	Small Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	353,702			13,741	367,443
30	Western Innovation Fund	400,000				400,000
31	Sub-Total	8,739,806	-153,564	175,000	713,741	9,474,983
32	Vice-President University Advancement	8,879,984	-266,399	180,000	0	8,793,585
33	General Administration					
34	Human Resources (Including Workplace Health Services)	7,237,409	-211,998	145,000		7,170,411
35	Offices of the President and Vice-Presidents	4,138,543	-124,156	100,000		4,114,387
36	Western Communications	3,668,757	-110,063	60,000	1,000,000	4,618,694
37	University Secretariat	834,839	-25,045	100,000		909,794
38	Office of Equity, Diversity, and Inclusion	0			420,000	420,000
39	Sub-Total	15,879,548	-471,262	405,000	1,420,000	17,233,286
40	Total Support Areas	108,424,892	-2,983,125	2,200,000	2,133,741	109,775,508

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> 2020-21 Base Budget (@Feb 28, 2021)	 New Investment	<c> Other Changes	<d> Resulting 2021-22 Base Budget
1	Utilities	19,875,051		2,063,226	21,938,277
2	Library Acquisitions	15,415,896			15,415,896
3	Transfer to MMI: Operating	15,500,000			15,500,000
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		32,000	936,000
7	Information Technology Infrastructure Fund	10,629,392		318,882	10,948,274
8	Property Taxes	2,423,825		69,000	2,492,825
9	Insurance	2,546,300			2,546,300
10	Contingency	2,018,739		64,091	2,082,830
11	Services for Students with Disabilities	1,469,872			1,469,872
12	Professional Fees	1,455,500			1,455,500
13	Institutional Memberships	1,315,000			1,315,000
14	Sports and Recreation Services - Operating Budget Supplement	815,843		5,883	821,726
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	625,000			625,000
17	Convocation and Diplomas	338,000			338,000
18	Governance-Related Costs	177,800			177,800
19	Ombudsperson	116,400			116,400
20	University Surveys and Teaching Evaluations	75,000			75,000
21	Centre for Research on Violence Against Women and Children - Operating Budget Supplement	55,000			55,000
22	Museum of Ontario Archaeology - Operating Budget Supplement	50,000			50,000
23	Total University-wide Expenditures	80,080,825	0	2,553,082	82,633,907
24	Employee Benefit Plan Costs	124,330,000		-275,000	124,055,000
25	Employee Benefit Recoveries	-128,184,000		1,141,000	-127,043,000
26	Net Employee Benefits	-3,854,000		866,000	-2,988,000
27	Net University-wide Expenditures	76,226,825	0	3,419,082	79,645,907

Table 8
2021-22 ONE-TIME ALLOCATIONS

1	Set-aside for Strategic Plan Priorities/Directions	20,000,000
2	Multi-Purpose Sports Field House	15,500,000
3	Sustainability Initiatives (including PACES)	11,500,000
4	Pedestrian-Friendly Initiatives: Open Space Strategy	10,000,000
5	Development of a Clinical Research Platform (Simple Scalable Solutions in Routine Care for Big Impact on Health)	6,000,000
6	Support for Western's Next Fundraising Campaign	2,500,000
7	Interdisciplinary Teaching Initiatives	2,000,000
8	Undergraduate Summer Research Internship Program	2,000,000
9	EDI in Education -- Curriculum Development	1,000,000
10	Indigenous Education -- Curriculum Development	1,000,000
11	Accessibility Education Initiatives	1,000,000
12	Enhancement of Student Academic Advising Services	1,000,000
13	Support for University-level Research Institutes	750,000
14	General-University Classroom Upgrades	730,000
15	Summer Student Teaching Support Program	500,000
16	Post Doctoral Fellowships Program	310,000
17	Faculties	
18	Arts & Humanities: Technology Renewal Planning	175,000
19	Business: Western Entrepreneurship Ecosystem	220,000
20	Education: Curriculum Innovation Framework Support	12,500
21	Engineering: AI-enabled lab Equipment for Undergrad Teaching in CEE (\$120K), and Programmable Power Supply for Power Systems Research (\$30)	150,000
22	Health Sciences: Targetted Government Funding for Clinical Education (\$814K) and Nurse Practitioner Program (\$580K), and Technology Upgrades -- Elborn Facilities (\$150K)	1,543,701
23	Law: Student Wellness Coordinator (\$114K), and Law Building Facility Assessment/ Planning (\$250K)	363,989
24	Medicine & Dentistry: Targetted Government Funding for Dental Clinical Education (\$1.2M), Robarts Royalties & Licences (\$3.0M), and Center for Virtual Health Pilot (\$150K)	4,283,321
25	Music: Student Recruitment and Student Experience Initiatives	150,000
26	Science: Start-up Funding for Faculty Position in Data Science	150,000
27	Social Science: Support for Archaeological Research Projects - Anthropology	100,000
28	Continuing Studies: Trois-Pistoles	245,740
29	Sub-Total Faculties	7,394,251
30	Support Units	
31	Western Technology Services: Application Programmer / Analyst Contract Staffing	100,000
32	Registrar's Office: Student Central Officer Contract Position	75,371
33	Student Experience: Strengths Programming (\$100K), Digital Student Experience Studio Development (\$100K), and University Contribution for Artificial Turf Playing Fields (\$213K)	412,600
34	Office of Indigenous Initiatives: Head & Heart Program (\$100K), Research, Innovation, and Evaluation Specialist Contract Position (\$88K), and Research Assistant / Consultant (\$7K)	195,540
35	Vice-Provost (APPF): Records Management Project	75,000
36	SGPS: Data Analysis Modules	40,000
37	McIntosh Gallery -- Facility Assessment/Planning	250,000
38	Provost: Unallocated Support Unit Priorities Fund	289,089
39	Financial Services: Digital Transition Initiatives	100,000
40	Police: Support for Special Constables (\$206K) and Communications Repeater and Body Armour (\$26K)	231,717
41	Facilities Management: Engineering Drawings Management Initiative	100,000
42	Internal Audit: Consulting Services	50,000
43	Vice-President (Operations & Finance): Unallocated Support Unit Priorities Fund	83,283
44	Human Resources: Health, Safety, and Well-being Technology Platform	145,000
45	Western Communications: Brand Strategy Development / Implementation	60,000
46	University Secretariat: Data Management and Document Imaging Initiatives	33,000
47	Vice-President (Research): Support for Research/Scholarship Initiatives	2,479,758
48	Vice-President (University Advancement): Development Officer Contract Positions - Science and Major Gifts	180,000
49	Sub-Total Support Units	4,900,358
50	Total One-Time Allocations	88,084,609

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

		2020-21 Final						2021-22 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	2	340,000	2	180,000	4	520,000	2	340,000	2	180,000	4	520,000
2	Business	1	170,000	0	0	1	170,000	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	4	680,000	5	450,000	9	1,130,000	5	850,000	5	450,000	10	1,300,000
5	Health Sciences	4	680,000	0	0	4	680,000	4	680,000	0	0	4	680,000
6	Info & Media Studies												
7	Law	0	0	1	90,000	1	90,000		0	1	90,000	1	90,000
8	Medicine & Dentistry	6	1,020,000	10	900,000	16	1,920,000	6	1,020,000	10	900,000	16	1,920,000
9	Music												
10	Science	6	1,020,000	6	540,000	12	1,560,000	6	1,020,000	6	540,000	12	1,560,000
11	Social Science	4	680,000	2	180,000	6	860,000	4	680,000	2	180,000	6	860,000
12	Total to Faculties	28	4,760,000	29	2,610,000	57	7,370,000	29	4,930,000	30	2,700,000	59	7,630,000
13	Total CRC Funding		5,600,000		2,900,000		8,500,000		5,800,000		3,000,000		8,800,000

Table 10
2021-22 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS

		Domestic Students			International Students		
		Actual 2020-21 Tuition	2021-22 Proposed Tuition	<a> % Increase	Actual 2020-21 Tuition	2021-22 Proposed Tuition	<a> % Increase
1	First-Entry Programs 						
2	Year 1	6,050	6,050	0.0%	33,526	36,208	8.0%
3	Year 2	6,050	6,050	0.0%	32,284	34,867	4.0%
4	Year 3	6,050	6,050	0.0%	31,087	33,575	4.0%
5	Year 4	6,050	6,050	0.0%	29,936	32,330	4.0%
6	Engineering						
7	Year 1	12,294	12,294	0.0%	46,269	49,971	8.0%
8	Year 2	12,294	12,294	0.0%	42,964	48,120	4.0%
9	Year 3	12,294	12,294	0.0%	39,895	44,683	4.0%
10	Year 4	12,294	12,294	0.0%	38,417	41,491	4.0%
11	M.T.P.						
12	Year 2	6,329	6,329	0.0%	34,764	37,545	8.0%
13	Year 3	6,329	6,329	0.0%	33,477	36,155	4.0%
14	Year 4	6,329	6,329	0.0%	32,237	34,816	4.0%
15	M.O.S.						
16	Year 1	6,050	6,050	0.0%	43,244	46,704	8.0%
17	Year 2	6,050	6,050	0.0%	40,156	44,974	4.0%
18	Year 3	6,050	6,050	0.0%	37,287	41,762	4.0%
19	Year 4	6,050	6,050	0.0%	34,624	38,779	4.0%
20	Nursing						
21	Year 1	6,050	6,050	0.0%	43,023	46,465	8.0%
22	Year 2	6,050	6,050	0.0%	41,430	44,744	4.0%
23	Year 3	6,050	6,050	0.0%	39,895	43,087	4.0%
24	Year 4	6,050	6,050	0.0%	38,418	41,491	4.0%
25	Second-Entry Programs						
26	Business (HBA)						
27	Year 1	25,200	25,200	0.0%	50,000	51,500	3.0%
28	Year 2	25,200	25,200	0.0%	44,800	50,000	0.0%
29	Dentistry						
30	Year 1	35,341	35,341	0.0%	95,747	103,407	8.0%
31	Year 2	35,341	35,341	0.0%	92,201	99,577	4.0%
32	Year 3	35,341	35,341	0.0%	88,786	95,889	4.0%
33	Year 4	35,341	35,341	0.0%	85,498	92,338	4.0%
34	Education (B.Ed.)	7,271	7,271	0.0%	34,305	37,050	8.0%
35	Law						
36	Year 1	20,151	20,151	0.0%	39,836	39,836	0.0%
37	Year 2	20,151	20,151	0.0%	39,836	39,836	0.0%
38	Year 3	20,151	20,151	0.0%	38,361	39,836	0.0%
39	Medicine (M.D.)						
40	Year 1	23,986	23,986	0.0%	n.a.	n.a.	n.a.
41	Year 2	23,986	23,986	0.0%	n.a.	n.a.	n.a.
42	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
43	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2021-22 rates are effective May 1, 2021.

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, BMedSc program, Health Sciences, Kinesiology, MIT program, Music, Science,
Social Science (excl. M.O.S.).

Table 11
2021-22 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS

		Domestic Students			International Students		
		Actual 2020-21 Tuition	2021-22		Actual 2020-21 Tuition	2021-22	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	Masters Category 1						
2	Arts & Humanities	6,360	6,360	0.0%	18,612	18,984	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	18,612	18,984	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	18,612	18,984	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	26,265	26,790	2.0%
6	Interdisciplinary Programs 	6,360	6,360	0.0%	18,612	18,984	2.0%
7	Kinesiology	6,360	6,360	0.0%	18,612	18,984	2.0%
8	Law/Studies in Law	10,368	10,368	0.0%	26,749	26,749	0.0%
9	Media Studies	6,360	6,360	0.0%	18,612	18,984	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	18,612	18,984	2.0%
11	Music	6,360	6,360	0.0%	18,612	18,984	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	26,265	26,790	2.0%
13	Science	6,360	6,360	0.0%	18,612	18,984	2.0%
14	Social Science	6,360	6,360	0.0%	18,612	18,984	2.0%
15	Masters Category 2						
16	Master in Management Analytics		46,000			69,000	
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	33,259	34,589	4.0%
18	Dentistry (Orthodontics)	27,373	27,373	0.0%	77,849	81,741	5.0%
19	Education (MA) & (M.Ed)	10,877	10,877	0.0%	33,259	34,589	4.0%
20	Engineering (M.Eng.)	10,877	10,877	0.0%	39,896	39,896	0.0%
21	Environment & Sustainability	12,179	12,179	0.0%	33,259	34,589	4.0%
22	Financial Economics	30,549	30,549	0.0%	56,345	56,345	0.0%
23	Library & Information Science	10,877	10,877	0.0%	33,259	34,589	4.0%
24	M.M. in Journalism & Communication	13,543	13,543	0.0%	33,259	34,589	4.0%
25	M.N Nurse Practitioner	10,877	10,877	0.0%	33,259	34,589	4.0%
26	MA in Research for Policy & Evaluation	18,000	18,000	0.0%	30,000	31,200	4.0%
27	Master of Data Analytics	23,308	23,308	0.0%	49,168	51,135	4.0%
28	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	49,168	51,135	4.0%
29	Medicine (Family Medicine)	14,322	14,322	0.0%	33,259	34,589	4.0%
30	Medicine (Pathology Assistant)	11,295	11,295	0.0%	33,259	34,589	4.0%
31	Medicine (Public Health)	32,734	32,734	0.0%	55,149	55,149	0.0%
32	Interdisciplinary Medical Sciences (MSc)		15,000			35,000	
33	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	33,259	34,589	4.0%
34	Doctoral						
35	Doctor of Musical Arts	6,360	6,360	0.0%	6,360	6,360	0.0%
36	Doctor of Education (EdD)	10,097	10,097	0.0%	33,259	34,589	4.0%
37	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2021-22 rates are effective September 1, 2021.

 Includes Biomedical Engineering, Neuroscience, Theory & Criticism, and Popular Music & Culture

Table 12
SUMMARY OF ENROLMENT FORECAST

		Actual						Forecast
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Constituent University							
2	Full-Time Undergraduates							
3	Arts & Humanities	1,027	979	985	938	882	877	869
4	Business (HBA)	1,093	1,120	1,109	1,085	1,090	1,057	1,046
5	Dentistry	265	265	263	262	262	263	264
6	Education	286	653	747	716	697	677	668
7	Engineering	1,761	1,951	1,981	2,032	2,008	2,151	2,262
8	Health Sciences							
9	BHSc Program	1,179	1,199	1,189	1,227	1,251	1,339	1,306
10	Kinesiology	1,204	1,247	1,231	1,215	1,241	1,285	1,300
11	Nursing	868	903	960	969	974	989	974
12	Sub-Total	3,251	3,349	3,380	3,411	3,466	3,613	3,580
13	Law	474	482	478	480	485	490	490
14	Media, Information, & Tech	983	966	898	916	895	871	867
15	Medicine							
16	MD Program	684	682	699	685	683	686	684
17	BMedSci Program	881	928	1,021	1,000	1,036	1,161	1,100
18	Music	432	417	412	414	449	443	450
19	Science	4,679	4,826	4,948	5,143	5,326	5,535	5,733
20	Social Science	6,482	6,520	6,501	6,497	6,503	6,882	6,910
21	Total Full-Time Undergraduates	22,298	23,138	23,422	23,579	23,782	24,706	24,923
22	Concurrent Programs	255	233	231	247	288	345	345
23	Medical Residents	923	942	934	956	936	940	940
24	Full-Time Graduates							
25	Masters	3,276	3,431	3,750	3,734	3,946	3,869	4,300
26	Ph.D.	2,088	2,083	2,185	2,177	2,219	2,231	2,274
27	Total Full-Time Graduates	5,364	5,514	5,935	5,911	6,165	6,100	6,574
28	Total Full-Time Enrolment	28,840	29,827	30,522	30,693	31,171	32,091	32,782
29	Part-Time FTEs							
30	Undergraduate	2,226	2,084	2,012	2,061	1,988	2,563	2,100
31	Education (AQs)	595	499	401	456	435	447	420
32	Masters	79	89	95	114	110	122	120
33	Ph.D.	32	29	29	32	32	35	35
34	Total Part-Time FTEs	2,932	2,701	2,537	2,663	2,566	3,167	2,675
35	Total Constituent FTEs	31,772	32,528	33,059	33,356	33,737	35,258	35,457
36	Affiliated University Colleges							
37	Full-Time Undergraduates							
38	Brescia	1,327	1,329	1,306	1,392	1,421	1,301	1,184
39	Huron	1,062	979	882	1,038	1,266	1,431	1,443
40	King's	3,004	3,070	3,034	3,162	3,267	3,415	3,310
41	Total Full-Time Undergraduates	5,393	5,378	5,222	5,592	5,954	6,147	5,937
42	Part-Time Undergraduate FTEs							
43	Brescia	80	69	84	76	73	70	70
44	Huron	58	42	65	64	48	57	75
45	King's	260	232	234	254	265	299	300
46	Total Part-Time FTEs	398	343	383	394	386	426	445
47	Graduate FTEs							
48	Brescia	33	35	35	38	40	35	30
49	Huron	9	9	7	5	11	13	13
50	King's	29	41	48	50	61	60	60
51	Total Graduate FTEs	71	85	90	93	112	108	103
52	Total Affiliate FTEs	5,862	5,806	5,695	6,079	6,452	6,681	6,485
53	Total UWO FTEs	37,634	38,334	38,754	39,435	40,189	41,939	41,942

Table 12
SUMMARY OF ENROLMENT FORECAST

		Actual						Forecast
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Rows 54 to 84 Included above							
54	International Students							
55	Constituent Full-Time							
56	Undergraduates	1,990	2,217	2,342	2,692	2,763	2,822	2,865
57	Medical Residents	136	134	123	142	130	130	140
58	Masters (excluding Ivey)	576	596	715	717	925	695	854
59	MBA (Regular), Ivey MSc	56	68	75	63	81	159	201
60	Executive MBA	24	2	1	4	4	1	0
61	Ph.D.	562	562	581	607	665	686	690
62	Affiliates							
63	Undergraduates	661	718	732	991	1,256	1,390	1,278
64	Masters	0	2	0	0	2	4	1
65	Year 1 Only							
66	Constituent							
67	Arts & Humanities	217	240	229	233	209	221	230
68	Engineering	637	598	571	588	586	704	725
69	Health Sciences							
70	BHSc Program	336	320	335	393	385	407	350
71	Kinesiology	335	350	318	304	339	335	335
72	Nursing	143	162	144	142	144	159	145
73	Media, Information, & Tech	350	304	245	263	252	226	250
74	MOS Program	794	861	769	819	768	1,072	850
75	Music	100	102	112	121	123	117	125
76	Science	1,445	1,599	1,551	1,680	1,676	1,801	1,775
77	Social Science	796	817	815	835	840	965	815
78	Total Year 1 - Constituent	5,153	5,353	5,089	5,378	5,322	6,007	5,600
79	Affiliated University Colleges							
80	Brescia	350	321	313	320	332	270	283
81	Huron	290	253	250	415	454	489	457
82	King's	774	777	788	834	895	968	890
83	Total Year 1 - Affiliates	1,414	1,351	1,351	1,569	1,681	1,727	1,630
84	Total UWO Year 1	6,567	6,704	6,440	6,947	7,003	7,734	7,230
85	Masters							
86	All Programs (excluding MBAs)	2,877	3,004	3,280	3,319	3,491	3,301	3,520
87	Ivey (excl EMBA)	208	255	265	241	285	466	632
88	Executive MBA	191	172	205	174	170	102	148

For Information

89	Year 1 Constituent International Students	508	618	638	855	639	592	670
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Table 13
WESTERN'S LONG-RANGE SPACE PLAN

Note: within each category, the projects are not prioritized

	Project	Type
	Category 1 -- Projects Underway or Soon-to-Start	
1	Modernization of Thames Hall	Modernization
2	Weldon Library Modernization	Modernization
3	Biomedical Research Facility - Phase 1 of Medical School Project	New Construction
4	Creation of Indigenous Learning Spaces in Althouse Building	Adaptation
5	Entrepreneurship and Innovation Centre	New Construction
6	Sports Facilities: TD Stadium Renewal	Modernization
7	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	New Construction, Modernization
8	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	New Construction, Adaptation
	Category 2 -- Projects in Various Planning Stages	
9	University Gathering Hub -- Common/Gathering Spaces	New Construction
10	Medicine/Science/Engineering Interdisciplinary Research Facility	New Construction
11	Renewal/Replacement/Expansion of Medical School Facilities: Future Phases of Medical School Project	Modernization, New Construction
12	Expansion of Engineering Facilities	New Construction
13	Multi-Level Parking Structures	New Construction
14	Indoor Sports Facilities: Multi-Purpose Field House	New Construction
15	Space Realignment in the Natural Sciences Centre	Modernization / Adaptation
16	Ivey Spencer Leadership Centre Renewal and Expansion	New Construction, Modernization
17	Renewal/Replacement of McIntosh Gallery	Modernization or Replacement
18	Renewal/Replacement of Chemistry Laboratory Facilities	Modernization or Replacement
	Category 3 -- For Future Consideration (requires funding plan)	
19	Renewal of UCC, Law Building, Spencer Engineering Building, Elborn College, Talbot College	Modernization or Replacement
20	Social Sciences Centre Realignment/Expansion	Adaptation / Expansion
21	Renewal and/or Realignment of Library Facilities -- Future Phases	Modernization
22	New Research Initiatives/Partnerships at the Research Parks	New Construction
23	Residence Projects	Modernization / New Construction
24	Asset Acquisitions	Acquisition

2021-22 Capital Budget

A. The Nature of University Capital Expenditures

The Capital Budget for 2021-22 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 since 2017-18 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 particular 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 2021-22 total \$153.0 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 remain at \$15.5 million in 2021-22 (\$15.5 million in 2020-21). These expenditures are directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to review the current replacement value (CRV) of our fixed assets on campus. At February 25, 2021, our buildings and infrastructure have a CRV of approximately \$2,921 million, as shown in Figure D:

Figure D
CURRENT REPLACEMENT VALUE (BUILDINGS AND INFRASTRUCTURE)

		CRV (\$M)	Square Metres	Major Buildings
1	Major Non-Residential Buildings	1,919	558,711	72
2	Utilities and Infrastructure	143		
3	Subtotal, Eligible for MMI	2,062	558,711	72
4	Housing	623	265,946	14
5	Other Ancillary Buildings	236	69,626	11
6	Total	2,921	894,283	97

On February 25, 2021, the University had approximately 559,000 gross square metres spread amongst 72 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 ten major undergraduate residences, four 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.

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 54% of the 559,000 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, sustainability and energy conservation initiatives, and electrical, water, and sewer distribution systems. 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. 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 \$11.2 million in 2021-22, 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 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 on 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 2019-20, line B shows a deficit of \$13,331, the difference between funding of \$33,720 and expenditures of \$47,051 (all figures in \$000). The accumulated capital reserve in line C decreases by this same amount of \$13,331.

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 2019-20, MMI expenditures were \$28.8 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$2.26 billion. The ratio of the two is 1.3%, 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 been maintained at \$15.5 million since 2017-18, a funding commitment that 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 2019-20, the transfer was \$15.5 million and expenditures were \$28.8 million, so the ratio is 53.9%. 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 (projected at \$5.7 million for 2020-21 and 2021-22), 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. In fact, 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 a number of years.

The value of line J in 2019-20 is \$16.2 million, or 0.7% (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 continues to renovate aging buildings, there will be years that deferred maintenance will decline.

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, and major building renovations and utilities and infrastructure projects – reflecting the need to maintain and modernize Western’s aging physical plant. With new building construction on campus continuing, Western is utilizing scarce developable land in the core campus. The Campus Master Plan, approved in June 2015, 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 parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance the structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 (examples include upgrades to Western’s central power plant, chiller facilities, and major electrical upgrades). Often, these projects are comprised of multiple projects completed over a number of years.

B. Sources of Funding and Capital Expenditures in 2021-22

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2020-21, divided into five major categories: federal, provincial and municipal government grants; funds transferred from Western’s Operating Budget; interest earned; borrowing; and other sources. As compared to a decade ago, the University’s Capital Budget is more dependent on transfers from the Operating Budget and debt.

Table 17 shows expenditures in categories 1 and 2 for 2020-21 (estimates as of February 22, 2021) and 2021-22 (current proposals).

Table 14
CAPITAL BUDGET SUMMARY, 2017-18 TO 2021-22
(\$000)

Category	Purpose	Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
	New Construction					
1	New Construction (Table 17, line 9)	51,484	17,285	6,233	14,153	55,402
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 17, line 17)	18,924	10,983	8,624	23,494	34,512
3	Utilities and Infrastructure Projects	4,262	13,610	4,115	6,312	19,994
4	Modernization of Instructional and Research Facilities	7,543	5,732	8,944	6,046	7,951
5	General Maintenance and Modernization Projects	5,526	7,750	7,078	7,941	16,833
	Sub-Total MMI	36,255	38,075	28,761	43,793	79,290
	Other					
6	Housing Renovations	9,565	7,988	6,747	7,301	11,211
7	Ancillary Projects	1,776	856	1,482	2,558	1,601
8	Carrying Costs and Debt Repayments	2,964	2,448	1,095	1,000	3,500
9	Other Capital Expenditures	88	-1,012	2,733	142	2,000
	Sub-Total Other	14,393	10,280	12,057	11,001	18,312
10	Total Expenditures	102,132	65,640	47,051	68,947	153,004

Line		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 16)	110,681	84,228	33,720	65,969	131,722
B	Sources of Funding less Expenditures	8,549	18,588	-13,331	-2,978	-21,282
C	Capital Reserve, Year End (Table 18)	50,300	68,888	55,557	52,579	31,297
D	Capital Debt Outstanding, Year End (Table 18)	375,759	362,141	353,923	345,974	337,668
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	1,985	2,113	2,264	2,062	2,089
F	MMI Expenditures/Replacement Value	1.8%	1.8%	1.3%	2.1%	3.8%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	15,500
H	MMI transfer/MMI Expenditures	42.8%	40.7%	53.9%	35.4%	19.5%
J	Estimate of Maintenance Expenditure	21,656	23,473	16,193	27,180	50,210
K	Maintenance Expenditure/Replacement Value	1.1%	1.1%	0.7%	1.3%	2.4%
L	Number of Major Buildings	94	95	97	97	97
M	Total Gross Square Meters (000's)	854	859	890	894	894

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and Richard Ivey School of Business 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	<i>Projects Underway or Soon-to-Start</i>			
2	Modernization of Thames Hall	2	Jan 17	Oct 21
3	Weldon Library Modernization	2	Sept 19	tbd
4	Biomedical Research Facility - Phase 1 of Medical School Project	1	Jan 17	Jul 22
5	Creation of Indigenous Learning Spaces in Althouse Building	2	Sep 20	tbd
6	Entrepreneurship and Innovation Centre	1	Jun 19	Dec 22
7	Sports Facilities: TD Stadium Renewal	1&2	Nov 20	Apr 22
8	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
9	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	1&5	Ongoing	
10	<i>Projects in Various Planning Stages</i>			
11	University Gathering Hub -- Common/Gathering Spaces	1	tbd	tbd
12	Medicine/Science/Engineering Interdisciplinary Research Facility	1	tbd	tbd
13	Renewal/Replacement/Expansion of Medical School Facilities: Future Phases of Medical School Project	1&2	tbd	tbd
14	Expansion of Engineering Facilities	1	tbd	tbd
15	Multi-Level Parking Structures	1	tbd	tbd
16	Indoor Sports Facilities: Multi-Purpose Field House	1	tbd	tbd
17	Space Realignment in the Natural Sciences Centre	2	tbd	tbd
18	Ivey Leadership Centre Renewal and Expansion	1&2	tbd	tbd
19	Renewal/Replacement of McIntosh Gallery	1&2	tbd	tbd
20	Renewal/Replacement of Chemistry Laboratory Facilities	1&2	tbd	tbd
21	<i>Projects for Future Consideration (requires funding plan)</i>			
22	Renewal of UCC, Law Building, Spencer Engineering Building, Elborn College, Talbot College	2	tbd	tbd
23	Social Sciences Centre Realignment/Expansion	1&2	tbd	tbd
24	Renewal and/or Realignment of Library Facilities -- Future Phases	2	tbd	tbd
25	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
26	Residence Projects	1&6	tbd	tbd
27	Asset Acquisitions	9	tbd	tbd

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

		Projected 2020-21	Budget 2021-22
1	<i>Government Grants</i>		
2	MCU Annual Capital Grant (Facilities Renewal Program)	5,748	5,748
3	<i>Sub-Total</i>	<i>5,748</i>	<i>5,748</i>
4	<i>Operating Budget</i>		
5	Operating Budget MMI Transfer - Base	15,500	15,500
6	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
7	Operating Budget - Pedestrian-friendly Campus Initiatives - Open Space Strategy	6,000	10,000
8	Operating Budget - University-wide Campus Sustainability and Infrastructure Projects	5,000	10,000
9	Operating Budget - FRSF Transfer	3,000	3,000
10	Operating Budget - CRC Transfer	904	936
11	Operating Budget - Engineering Building Facilities Expansion/Renewal	11,061	0
12	Operating Budget - Classroom Modernization	812	0
13	Health Sciences Operating Budget - LHSB Classroom Addition	0	1,700
14	Medicine Operating Budget - RRI Cuddy Wing Chiller Replacement	100	1,440
15	Miscellaneous Faculty/Department Budgets	2,009	1,463
16	<i>Sub-Total</i>	<i>44,986</i>	<i>44,639</i>
17	<i>Interest Earned</i>	<i>300</i>	<i>300</i>
18	<i>Borrowing</i>		
19	Long-Range Space Plan	0	64,389
20	<i>Sub-Total</i>	<i>0</i>	<i>64,389</i>
21	<i>Other</i>		
22	Student Contribution - Western Student Recreation Centre	1,406	1,449
23	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	174	178
24	Energy Conservation Incentives (Rebates)	100	100
25	Projects Funded by Housing	7,301	11,211
26	Projects Funded by Ancillaries	3,396	2,107
27	Projects Funded by Units	2,558	1,601
28	<i>Sub-Total</i>	<i>14,935</i>	<i>16,646</i>
29	Total Sources of Funding	65,969	131,722

Table 17
CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS
2020-21 and 2021-22
(\$000)

		Projected 2020-21	Budget 2021-22
1	<i>Category 1: New Construction</i>		
2	Entrepreneurship and Innovation Centre	1,375	24,200
3	Biomedical Research Facility - Phase 1 of Medical School Project	10,300	21,700
4	Sports Facilities: TD Stadium Renewal	400	4,600
5	University Gathering Hub - Common/Gathering Spaces	0	3,000
6	Arthur and Sonia Labatt Health Sciences Building Classroom Addition	102	1,598
7	Medicine/Science/Engineering Interdisciplinary Research Facility	101	254
8	Western Centre for Public Health and Family Medicine - 3rd Floor Completion	1,875	50
9	<i>Total, Category 1</i>	<i>14,153</i>	<i>55,402</i>
10	<i>Category 2: Major Building Renovations</i>		
11	Weldon Library Modernization	1,595	14,132
12	Modernization of Thames Hall	15,675	11,720
13	Creation of Indigenous Learning Spaces in Althouse Building	474	5,750
14	Somerville House Renovations to Create Student Space	200	2,750
15	Medical School Innovation Hub	1,598	123
16	Renewal of Spencer Engineering Building	3,952	37
17	<i>Total, Category 2</i>	<i>23,494</i>	<i>34,512</i>

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

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
1	A. Capital Reserves					
2	General Capital Fund	25,783	32,271	40,437	41,987	28,386
3	Designated Capital Fund	24,517	36,617	15,120	10,592	2,911
4	Total Capital Reserves	50,300	68,888	55,557	52,579	31,297

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
5	B. Capital Debt					
6	New Construction, Major Renovations & Other	51,141	22,821	0	0	64,389
7	Housing	107,003	88,346	73,879	59,779	50,561
8	Research Park	27,015	26,142	25,235	24,295	23,318
9	Unused and Invested Debenture Proceeds	190,600	224,832	254,809	261,900	199,400
10	Total Capital Debt	375,759	362,141	353,923	345,974	337,668

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 \$982 million for the single year of 2021-22. That spending will take place, however, in a long-term context which must be understood in 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.

The Designated Capital Fund includes the remaining funds from the sale of the Gibbons property. The University's intention is that when the Gibbons funds are spent, there will be naming opportunities to honor the Gibbons name.

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. As part of the overall management of capitalization, the University has increased its Capital Debt, primarily 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 1,000 bed residence and other capital projects. The University's debentures necessitate an annual credit rating review. Standard & Poor's confirmed Western's credit rating of AA in February 2021.

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 (\$)	Combined Revenue (\$M)*	Debt / Revenue (%)
2017	32,528	283.7	8,722	1,253.1	22.6%
2018	33,059	375.8	11,369	1,253.7	30.0%
2019	33,356	362.2	10,859	1,318.0	27.5%
2020	33,737	353.9	10,490	1,248.0	28.4%
2021p	35,222	345.9	9,821	1,188.0	29.1%

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 has ended.

The obligation for these employee future benefits are 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, 2020, the University's accrued benefit liability relating to the employee future benefit plans was \$561.8 million (2019 - \$546.5 million). The annual expense for non-pension employee future benefits in 2020 was \$21.9 million (2019 - \$23.4 million).

A recent review of major research universities identified only five institutions with significant post-employment benefit obligations greater than \$190 million, ranging from \$192 million to \$644 million and an unweighted average of \$393 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
2016	525.7	25.4	1,079	2.4%
2017	473.5	28.9	1,113	2.6%
2018	495.3	21.8	1,122	1.9%
2019	546.5	23.4	1,170	2.0%
2020	561.8	21.9	1,182	1.9%

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. In 2001, a common capital-asset management system was purchased by the Ontario University system 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. In 2019, at the request of the Ministry of Colleges and Universities, cost-forecasting methodologies were updated in the Ontario university sector to produce a more harmonized approach for facility assessment across provincially owned and broader public sector assets. Overall, this sector wide harmonization has led to an increase in estimates of deferred maintenance, primarily due to the inclusion of soft costs, which added approximately 30% to deferred maintenance estimates. Other factors have included automatic renewal requirements to maintain assets and changes to maintenance life cycles. The University, in coordination with all other Ontario universities, is now undertaking a campus wide review of its facilities data, to further improve upon our 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 facility data improves, the estimates of deferred maintenance may fluctuate from year to year. As at February 25, 2021, the Facilities Management Division estimates that deferred maintenance at Western is \$261 million for non-residential buildings and \$43 million for residences. Approximately 49% 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 of the facilities. The calculation as at February 25, 2021 is shown in Figure G.

Figure G
DEFERRED MAINTENANCE TO CURRENT REPLACEMENT VALUE

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$2,062 million	\$623 million
2	Deferred Maintenance (DM)	\$261 million	\$43 million
3	DM/CRV	12.7%	6.9%

The average age of buildings for universities in the Province of Ontario was 56 years as of March 2021. Western's average age is 40 years. Over 53% 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 12.7% (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 \$2.1 billion, spending on major maintenance for campus buildings at 2.0% should be in the range of \$42 million annually.

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 2017-18 to 2021-22

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
1	MMI (\$M)	15.50	15.50	15.50	15.50	15.50
2	CRV (\$M)	1,985	2,113	2,264	2,062	2,089
3	Ratio	0.78%	0.73%	0.68%	0.75%	0.74%

Thus, the MMI transfer from the Operating to the Capital Budget is less than half 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 was about 2.0% was 2010-11. The estimated ratios for 2020-21 and 2021-22 will not reach the 2.0% target. Additional funding, from provincial and federal sources, will be required to catch up and maintain the 2.0% target in future periods, in order to begin to restore the condition of University facilities.



2021-22 Program Specific Fees and Other Supplemental Fees

March 31, 2021

Western University

Notes regarding 2021-22 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 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 and HBA courses.

Table 1

2020-2021 and Proposed 2021-2022 PROGRAM-SPECIFIC TUITION FEES

			2020-21 Amount	Proposed 2021-22	
				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	HBA/JD Program				
6	All Years	<i>Domestic</i>	29,505.00	29,505.00	0.0%
7	HBA/BA-BSc Program				
8	Entering After 2 Undergraduate Years	<i>Domestic</i>	17,361.00	17,361.00	0.0%
9	Entering After 3 Undergraduate Years	<i>Domestic</i>	27,902.00	27,902.00	0.0%
10	JD/BA-BSc Program				
11	Entering After 2 Undergraduate Years	<i>Domestic</i>	15,600.00	15,600.00	0.0%
12	Entering After 3 Undergraduate Years	<i>Domestic</i>	19,955.00	19,955.00	0.0%
13	JD/BESc Program				
14	Entering After 2 Years of Engineering	<i>Domestic</i>	18,891.00	18,891.00	0.0%
15	Entering After 3 Years of Engineering	<i>Domestic</i>	22,192.00	22,192.00	0.0%
16	MBA/JD Program				
17	Note: 2019-20 = March 2020; 2020-21 = March 2021				
18	Year 1	<i>Domestic</i>	63,982.00	63,982.00	0.0%
19	Years 2 and 3	<i>Domestic</i>	42,380.00	42,380.00	0.0%
20	Year 1	<i>International</i>	102,105.00	104,759.00	2.6%
21	Years 2 and 3	<i>International</i>	71,191.00	73,041.00	2.6%
22	JD/MA-MSc Program				
23	Entering Before Year 1 Law	<i>Domestic</i>	22,229.00	22,229.00	0.0%
24	Entering After Year 1 Law	<i>Domestic</i>	23,507.00	23,507.00	0.0%
25	MBA/MEng Program				
26	Note: 2019-20 = March 2020; 2020-21 = March 2021				
27	Years 1 - 2	<i>Domestic</i>	48,154.00	48,154.00	0.0%
28	After 2 years	<i>Domestic; per term</i>	16,050.00	16,050.00	0.0%
29	Years 1 - 2	<i>International</i>	77,345.00	77,345.00	0.0%
30	After 2 years	<i>International; per term</i>	25,780.00	25,780.00	0.0%
31	AMBA/JD Program				
32	Note: 2019-20 = July 2019; 2020-21 = July 2020				

Table 1

2020-2021 and Proposed 2021-2022 PROGRAM-SPECIFIC TUITION FEES

			2020-21 Amount	Proposed 2021-22	
				Amount	% change
33	Year 1	<i>Domestic</i>	41,688.00	41,688.00	0.0%
34	Year 2	<i>Domestic</i>	34,425.00	34,425.00	0.0%
35	Year 3	<i>Domestic</i>	34,425.00	34,425.00	0.0%
36	Richard Ivey School of Business				
37	The rates shown below are program fees				
38	Business (MBA)	<i>Domestic</i>	83,250.00	83,250.00	0.0%
39	Business (MBA)	<i>International</i>	117,500.00	120,500.00	2.6%
40	Business (MSc) -- all streams	<i>Domestic</i>	38,250.00	38,250.00	0.0%
41	Business (MSc) -- all streams	<i>International</i>	68,250.00	69,950.00	2.5%
42	Business (MGMT/CEMS)	<i>Domestic</i>	43,200.00	43,200.00	0.0%
43	Business (MGMT/CEMS)	<i>International</i>	73,500.00	75,350.00	2.5%
44	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 2021 intake</i>	47,800.00	47,800.00	0.0%
45	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 2021 intake</i>	85,300.00	85,300.00	0.0%
46	Business (MSc) Double Degree Track Program --Tuition for Norwegian School of Economics Students Attending 2 terms at Ivey	<i>total for 2 terms</i>	17,500.00	17,500.00	0.0%
47	Tuition, Executive MBA Program- Canada - - September Intake	<i>total for 3 terms</i>	115,000.00	115,000.00	0.0%
48	Tuition, MBA Direct (Domestic) -- July Intake		50,085.00	50,085.00	0.0%
49	Tuition, MBA Direct (International) -- July Intake		70,500.00	72,300.00	2.6%
50	Tuition, Accelerated MBA (Domestic) -- January Intake		83,000.00	83,000.00	0.0%
51	Tuition, Accelerated MBA (International) -- January Intake		117,500.00	120,500.00	2.6%
52	GDip in Management				
53	If taken in Canada				
54	Per Module (1-4)	<i>Fees in Canadian Dollars</i>	4,000.00	4,000.00	0.0%
55	Term 5	<i>Fees in Canadian Dollars</i>	5,200.00	5,200.00	0.0%
56	Entry Assessment	<i>Fees in Canadian Dollars</i>	1,300.00	1,300.00	0.0%
57	If taken in Hong Kong				
58	Per Module (1-4)	<i>Fees in U.S Dollars</i>	3,000.00	3,000.00	0.0%
59	Term 5	<i>Fees in U.S Dollars</i>	4,000.00	4,000.00	0.0%
60	Entry Assessment	<i>Fees in U.S Dollars</i>	1,000.00	1,000.00	0.0%
61	Faculty of Education				
62	Tuition - Post Graduate Certificate in Education	<i>per course</i>	250.00	250.00	0.0%
63	3-Part Additional Qualification	<i>per course</i>	675.00	675.00	0.0%

Table 1

2020-2021 and Proposed 2021-2022 PROGRAM-SPECIFIC TUITION FEES

			2020-21 Amount	Proposed 2021-22	
				Amount	% change
64	Additional Basic Qualification	<i>Domestic, per course</i>	675.00	675.00	0.0%
65	Additional Basic Qualification	<i>International, per course</i>	1,350.00	1,350.00	0.0%
66	Honor Specialist	<i>per course</i>	725.00	725.00	0.0%
67	Honor Specialist	<i>International, per course</i>	1,450.00	1,450.00	0.0%
68	Technology Studies	<i>per course</i>	725.00	725.00	0.0%
69	Certificate of Unified English Braille Competence (non-credit)	<i>per level</i>	325.00	325.00	0.0%
70	Master of Professional Education (MPed)				
71	Domestic Students				
72	All Fields	<i>per course</i>	2,719.00	2,719.00	0.0%
73	International Students				
74	Onsite	<i>per course</i>	3,959.00	4,117.00	4.0%
75	Online	<i>per course</i>	3,022.00	3,143.00	4.0%
76	Faculty of Engineering				
77	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%
78	Advanced Design and Manufacturing Institute (ADMI) Engineering Program	<i>9 courses; per course fee</i>	2,430.00	2,430.00	0.0%
79	Graduate Diploma in Engineering Leadership and Innovation	<i>Domestic: per term tuition fee</i>		3,625.00	
80	Graduate Diploma in Engineering Leadership and Innovation	<i>International: per term tuition fee</i>		13,299.00	
81	Faculty of Health Science				
82	Compressed Nursing Program				
83	Years 3 and 4, Summer	<i>Domestic; per-course tuition fee</i>	1,210.00	1,210.00	0.0%
84	Year 3, Summer	<i>International; per-course tuition fee</i>	8,604.60	9,293.00	8.0%
85	Year 4, Summer	<i>International; per-course tuition fee</i>	8,286.00	8,949.00	4.0%
86	Years 3 and 4, Fall/Winter	<i>Domestic</i>	6,050.00	6,050.00	0.0%
87	Year 3, Fall/Winter	<i>International</i>	43,023.00	46,465.00	8.0%
88	Year 4, Fall/Winter	<i>International</i>	41,430.00	44,744.00	4.0%
89	Combined Health Professional Masters and PhD				
90	All Years	<i>Domestic</i>	11,294.00	11,294.00	0.0%
91	All Years	<i>International</i>	33,259.00	34,589.00	4.0%
92	Graduate Diploma in Applied Health Sciences	<i>Domestic; per-course tuition fee</i>	1,418.00	1,418.00	0.0%
93	Graduate Diploma in Applied Health Sciences	<i>International; per-course tuition fee</i>	3,350.00	3,350.00	0.0%
94	Faculty of Law				
95	Graduate Diploma in Mining Law, Finance and Sustainability	<i>Domestic; per-course tuition fee</i>	2,250.00	2,250.00	0.0%

Table 1

2020-2021 and Proposed 2021-2022 PROGRAM-SPECIFIC TUITION FEES

			2020-21 Amount	Proposed 2021-22	
				Amount	% change
96	Graduate Diploma in Mining Law, Finance and Sustainability	<i>International; per-course tuition fee</i>	3,500.00	3,500.00	0.0%
97	Faculty of Medicine and Dentistry				
98	Medicine (M. D.) -- Year 5		11,993.00	11,993.00	0.0%
99	MSc in Clinical Medical Biophysics	<i>Domestic</i>	11,294.00	11,294.00	0.0%
100	MSc in Clinical Medical Biophysics	<i>International</i>	31,675.00	31,675.00	0.0%
101	Internationally Trained Dentistry Program	Year 2 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
102	Internationally Trained Dentistry Program	Year 3 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
103	International Medical Trainees	<i>includes Saudi Trainees</i>	100,000.00	100,000.00	0.0%
104	Dentistry, Prior Learning Assessment (PLA) -- Internationally Trained Dentists	<i>reflects changes in exam structure</i>	800.00	800.00	0.0%
105	Grad Diploma: Pathology and Laboratory Medicine	<i>New: Domestic per Term</i>		2,400.00	
106	Grad Diploma: Pathology and Laboratory Medicine	<i>New: International per Term</i>		3,000.00	
107	Faculty of Music				
108	Music Recording Arts, All Years - Domestic tuition	<i>compressed prgm with Fanshawe</i>	6,914.00	6,914.00	0.0%
109	Music Recording Arts - Year 1 - International tuition	<i>compressed prgm with Fanshawe</i>	34,022.00	34,022.00	0.0%
110	Music Recording Arts - Year 2 - International tuition	<i>compressed prgm with Fanshawe</i>	32,762.00	34,022.00	0.0%
111	Music Recording Arts - Year 3 - International tuition	<i>compressed prgm with Fanshawe</i>	31,548.00	32,762.00	0.0%
112	Faculty of Social Science				
113	Graduate Diploma in Public Administration				
114	per-course tuition	<i>Domestic</i>	920.00	920.00	0.0%
115	per-course tuition	<i>International</i>	4,420.00	4,420.00	0.0%
116	Undergraduate Diploma in Public Administration	<i>per half course</i>	727.00	727.00	0.0%
117	School of Graduate and Postdoctoral Studies				
118	Graduate Diploma in Accounting				
119	Summer program	<i>Domestic, 1 term</i>	9,000.00	9,000.00	0.0%
120	Summer program	<i>International, 1 term</i>	16,000.00	16,000.00	0.0%
121	Continuing Studies				
122	Trois Pistoles French Immersion School:				
123	Summer (\$1,210.14 tuition, \$579.86 sociocultural fee, \$450 immersion fee)	<i>Domestic Bursary</i>	2,800.00	2,240.00	-20.0%
124	Summer (\$1,210.14 tuition, \$579.86 sociocultural fee, \$450 immersion fee)	<i>Domestic Non-Bursary</i>	2,800.00	2,240.00	-20.0%
125	Summer (\$605.07 tuition, \$400.63 sociocultural fee, \$337.50 immersion fee)	<i>Domestic Non-Bursary 0.5 credit</i>	1,679.00	1,343.20	-20.0%
126	Summer (\$6,208.49 tuition, \$579.86 sociocultural fee, \$450 immersion fee)	<i>International</i>	7,798.35	7,238.35	-7.2%
127	Summer (\$3,104.25 tuition, \$400.63 sociocultural fee, \$337.50 immersion fee)	<i>International 0.5 credit</i>	4,178.18	3,842.38	-8.0%

Western University

Table 1

2020-2021 and Proposed 2021-2022 PROGRAM-SPECIFIC TUITION FEES

		2020-21	Proposed 2021-22	
		Amount	Amount	% change
128	<i>The % increase figures are calculated on the previous year of study in the previous academic year; for example, the % increase for year 4 is the increase over the year 3 tuition in the previous academic year.</i>			
129	*NOTE* Any student registered in course(s) over and above those specified as program requirements shall be assessed tuition on a per-course basis for those non-required courses.			
130	Per-Course Tuition Fees			
131	<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. 			
132	<i>Law:</i> Tuition per full course is one-seventh of full program tuition.			
133	<i>Medicine/Dentistry:</i> Tuition will be set by special arrangement.			
134	<i>Graduate Programs:</i> Tuition per term is one-half (50%) of full-time tuition for the respective program.			
135	<i>PhDLIS/MLIS Program:</i> <ul style="list-style-type: none"> Tuition per full course will be 30% of full-time (per term) tuition for the respective program or one tenth (10%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Domestic students is \$10,877 for 2021-22. Tuition for one course is \$1,087.7. Tuition for two (2) courses will be one-half (50%) of full-time (per term) tuition for the respective program or one-sixth (16.7%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Domestic students is \$10,877 for 2021-22. Tuition for two courses is \$1,816.5. 			

Western University

Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
1	Faculty of Arts and Humanities			
2	Student Donation		50.00	50.00
3	Visual Arts Field Trip Fee	<i>Applicable to specific courses</i>	45.00	45.00
4	1020 Safety Kit & Materials Fee		30.00	30.00
5	236 Printmaking Materials Fee		90.00	90.00
6	330 Printmaking Materials Fee		140.00	140.00
7	Printmaking Silk Screen Fee		40.00	50.00
8	Workshop Fees		20.00	20.00
9	Sculpture 1 & 2 Workshop Materials Fee		80.00	160.00
10	Toronto: Culture and Performance field trip fee	<i>Theatre Studies 3581F/English 3581F/ArtHum 3393F</i>	150.00	150.00
11	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
12	Internship Fee - (Professional Internship) - 4 month work term	<i>one instalment</i>	125.00	125.00
13	Continuing Studies			
14	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	250.00
15	Faculty of Education			
16	Tuition Deposit - B.Ed./Dip.Ed.	<i>non-refundable</i>	500.00	500.00
17	Tuition Deposit - Add'l Qualifications (per full course)	<i>non-refundable</i>	100.00	100.00
18	Tuition Deposit - All Graduate programs	<i>non-refundable</i>	250.00	250.00
19	Deferral Fee - All Graduate programs	<i>admission deferral, non-refundable</i>	250.00	250.00
20	Practicum Supports B.Ed./Dip. Ed.	<i>Year 1</i>	471.50	463.18
21	Practicum Supports B.Ed./Dip. Ed.	<i>Year 2</i>	498.30	451.47
22	Student Donation		30.00	30.00
23	Technology AQ Facility Fee	<i>to rent space & equipment needed for course EDTECH 5677</i>	75.00	75.00
24	Faculty of Engineering			
25	M.Eng Tuition Deposit	<i>non-refundable</i>	500.00	500.00
26	Student Donation		100.00	100.00
27	Undergraduate Student Laboratory Endowment Fund		50.00	50.00

Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
28	Co-op Program Application	<i>non-refundable</i>	100.00	100.00
29	Co-op Program	<i>Fee Per Term</i>	500.00	500.00
30	<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 			
31	School of Graduate and Postdoctoral Studies			
32	MLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	618.00
33	PhDLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	618.00
34	Physical Therapy MCISc Clinical Mentorship		1,500.00	1,500.00
35	Accelerated Masters in Geology	<i>field school course; refundable upon successful completion of course</i>	1,600.00	1,600.00
36	Accelerated Masters in Geophysics		1,600.00	1,600.00
37	Master of Environment and Sustainability (MES)	<i>placement costs</i>	2,600.00	2,750.00
38	Master of Management of Applied Science Internship Fee	<i>placement costs</i>	3,000.00	3,000.00
39	Master of Data Analytics	<i>placement costs</i>	3,000.00	3,000.00
40	Faculty of Health Science (CSD, Nursing, OT, PT, Health Studies, Kinesiology)			
41	Graduate Professional Programs Tuition Deposit fee		500.00	500.00
42	School of Health Studies			
43	Course fee: Aging Globally, Lessons from Scandinavia	<i>optional</i>	2,500 - 3,500	2,500 - 3,500
44	Student Donation (<i>Student Opportunity Fund</i>)		100.00	100.00
45	School of Kinesiology			
46	Holster Kit Fee	<i>Applicable to specific courses</i>	120.00	120.00
47	Student Donation (<i>Student Opportunity Fund</i>)		100.00	100.00
48	Loire Valley (France) Bicycle Tour (Kin 3300B)		2,500.00	2,500.00

Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
49	Kinesiology - Taping supplies	<i>optional, for students in Kinesiology 3336A/B only</i>	85.00	85.00
50	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2032</i>	30.00	30.00
51	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 3388</i>	30.00	30.00
52	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2276</i>	30.00	30.00
53	Kinesiology - First responder certification training	<i>for students in Kinesiology 4585</i>	425.00	425.00
54	School of Kinesiology AND School of Health Studies			
55	Internship fee: 4 month work term	<i>paid in one installment</i>	450.00	450.00
56	Internship fee: 8 month work term	<i>paid in two installments</i>	700.00	700.00
57	Internship fee: 9-12 month work term	<i>paid in three installments</i>	950.00	950.00
58	Internship fee: 13-16 month work term	<i>paid in three installments</i>	1,200.00	1,200.00
59	School of Nursing			
60	Student Donation (<i>Student Opportunity Fund</i>)		100.00	100.00
61	School of Occupational Therapy			
62	Fit mask testing and Immunization check	<i>applicable to students in Year 1 of MSc(OT) program</i>	80.00	80.00
63	School of Communication Sciences and Disorders			
64	Laboratory and Clinic Kit fee		300.00	300.00
65	Faculty of Information and Media Studies			
66	Internship Fee, FIMS, Academic Internship		125.00	125.00
67	Internship Fee, MMJC, non-academic, Third-Term Internship		103.00	103.00
68	Tuition Deposit, MMJC	<i>non-refundable</i>	412.00	412.00
69	Tuition Deposit, Library and Info. Science (Graduate)	<i>non-refundable</i>	412.00	412.00
70	Student Donation		50.00	20.00
71	Faculty of Law			
72	Computer Access Fee		75.00	75.00
73	Tuition Deposit, JD program, Year 1 only	<i>non-refundable</i>	500.00	500.00
74	Tuition Deposit, LLM and MSL programs, new students only	<i>non-refundable</i>	500.00	500.00
75	International Law Capstone Course field trip fee; Ottawa	<i>optional</i>	500-600	500-600
76	International Business Negotiations Course field trip fee; Ghent, Belgium	<i>optional</i>	1,700-2,200	1,700-2,200

Western University

Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
77	International Organizations Course field trip fee; Washington/NY	<i>optional</i>	1,000-1,600	1,000-1,600
78	12Twenty		35.00	35.00
79	Faculty of Medicine and Dentistry			
80	Dental Kits	<i>Year 1</i>	16,000.00	16,000.00
81	Dental Kits	<i>Year 2</i>	18,000.00	18,000.00
82	Dental Kits	<i>Year 3</i>	3,750.00	4,500.00
83	Dental Kits	<i>Year 4</i>	560.00	1,000.00
84	Internationally Trained Dentists Program - Dental Kits	<i>Year 2 - New</i>	31,000.00	31,000.00
85	Internationally Trained Dentists Program - Dental Kits	<i>Year 3</i>	n/a	4,500.00
86	Tuition Deposit, Dentistry, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
87	Instrument Deposit, Dentistry, Year 2, Internationally Trained Dentistry	<i>non-refundable</i>	5,000.00	5,000.00
88	Tuition Deposit, Medicine, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
89	Tuition Deposit, Masters of Public Health	<i>\$500 non-refundable</i>	950.00	1,000.00
90	Visiting Medical Elective, Canadian Universities	<i>per elective</i>	100.00	100.00
91	Visiting Medical Elective, International Universities	<i>per elective</i>	1,050.00	1,050.00
92	Student Donation, Undergraduate BMSc	<i>opt out option</i>	75.00	75.00
93	Interdisciplinary Medical Sciences MSc: Fee for Material and External Assessment Tool	<i>New</i>		165.00
94	Faculty of Music			
95	Music Lesson (2 term total)	<i>Applicable to specific courses</i>	2,500.00	2,500.00
96	Music - Audition Fee		70.00	70.00
97	Music - Opera Workshop Fee		80.00	80.00
98	Music - Music Education Instrument Fee		50.00	50.00
99	Music Performance String Instrument Bank Fee		125.00	125.00
100	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
101	Student Donation (Gift Fund)	<i>opt out option</i>	100.00	100.00
102	Richard Ivey School of Business			
103	Tuition Deposit, MBA	<i>\$500 non-refundable</i>	5,000.00	5,000.00
104	Tuition Deposit, Executive MBA Program (Canada)	<i>non-refundable</i>	3,000.00	5,000.00

Western University

Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
105	Tuition Deposit, Accelerated MBA	\$500 non-refundable	5,000.00	5,000.00
106	Tuition Deposit, Master of Management-Analytics (MMA)	non-refundable		5,000.00
107	MMA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	non-refundable		5,000.00
108	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
109	Tuition Deposit, HBA	\$500 non-refundable	2,000.00	2,000.00
110	Tuition Deposit, MSc program	\$500 non-refundable	2,000.00	2,000.00
111	Tuition Deposit, PhD	non-refundable	300.00	300.00
112	Course Material Fees, MBA		2,795.00	2,639.00
113	Course Material Fees, MBA (exchange students)		437.50	420.00
114	Course Material Fees, JD/MBA		2,470.00	2,325.00
115	Course Material Fees, Direct MBA		1,550.00	1,490.00
116	Course Material Fees, Graduate Diploma in Accounting		950.00	1,000.00
117	Pre Business Custom Course Material Fees	See Ivey Custom Course Material Fees 2021-2022		
118	HBA 1 Custom Course Material Fees	See Ivey Custom Course Material Fees 2021-2022		
119	HBA 2 Custom Course Material Fees	See Ivey Custom Course Material Fees 2021-2022		
120	Course Material Fee, MMA			1,000.00
121	Effective May 2021			
122	MSc Business Analytics Course Material Fees (Fall 2021 Intake)	Fall 2021 & Winter 2022 terms	650.00	650.00
123	MSc International Business Course Material Fees (Winter 2021 & Winter 2022 Intakes)	Fall 2021 & Winter 2022 terms	650.00	600.00
124	MSc Digital Management Course Material Fees (Fall 2021 Intake)	Fall 2021 & Winter 2022 terms	905.00	905.00
125	Faculty of Science			
126	Astronomy 2801 Telescope Access Fee	New: Astronomy 2801		35.00
127	For internships commencing May 2016 and beyond:			
128	Internship Fee - 4 month work term	one instalment	450.00	450.00
129	Internship Fee - 8 month work term	2 installments of \$350 each	700.00	700.00
130	Internship Fee - 12 month work term	three installments of approx \$316.67 each	950.00	950.00
131	Internship Fee - 16 month work term	four installments of \$300 each	1,200.00	1,200.00
132	Student Donation		75.00	75.00

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Table 2

Proposed 2021-2022 PROGRAM-RELATED FEES

			2020-21 Amount	Proposed 2021-22 Amount
133	Faculty of Social Science			
134	MOS 4410 Strategic Management Singapore field trip fee	<i>approximate cost; optional</i>	1,500.00	1,500.00
135	<i>For internships commencing May 2016 and beyond:</i>			
136	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
137	Internship Fee - 4 month work term	<i>one instalment</i>	450.00	450.00
138	Internship Fee - 8 month work term	<i>2 installments of \$350 each</i>	700.00	700.00
139	Internship Fee - 12 month work term	<i>three installments of approx \$316.66 each</i>	950.00	950.00
140	Internship Fee - 16 month work term	<i>four installments of \$300 each</i>	1,200.00	1,200.00
141	Masters of Research for Policy and Evaluation: Internship Fee		3,000.00	3,000.00
142	Student Donation		50.00	50.00
143	Course Material Fees, Graduate Diploma in Accounting		950.00	1,000.00
144	General			
145	Admission Deferral Deposit	<i>non-refundable</i>	250.00	250.00
146	Tuition Deposit, Full-time Undergraduates	<i>non-refundable</i>	500.00	500.00
147	Tuition Deposit, Part-time Undergraduates	<i>non-refundable</i>	100.00	100.00
148	University Health Insurance Plan for International Students			
149	Undergraduates, Full-time and Part-time	<i>12 month term</i>	720.00	TBD
150	Graduates, excluding MBA	<i>per term</i>	240.00	TBD
151	Graduates, MBA	<i>12 month term</i>	720.00	TBD
152	Exchange students	<i>per term</i>	240.00	TBD

Western University

Table 3

Proposed 2021-2022 APPLICATION FEES

			2020-21 Amount	Proposed 2021-22 Amount
1	Undergraduate Programs			
2	Arts and Humanities - Visual Arts Portfolio Application Fee	<i>BFA Studio Arts; USD</i>	12.00	12.00
3	Dentistry		275.00	275.00
4	Dentistry International Student Application		275.00	275.00
5	Dentistry: Advanced Standing Dentistry Application		275.00	275.00
6	Dentistry: Internationally Trained Dentist Program Application		275.00	275.00
7	Education, B.Ed./Dip.Ed.		80.00	80.00
8	Engineering, Leadership and Innovation Certificate	<i>change in name from Technological Entrepreneurship Certificate</i>	100.00	100.00
9	Exchange programs: Western International Exchange, Study Abroad, Internship, Research & Summer programs		55.00	55.00
10	Exchange programs, Faculty of Law		55.00	55.00
11	French Immersion Application Fee	<i>non-refundable</i>	275.00	275.00
12	Part-time Application Fee		64.00	64.00
13	Law		100.00	100.00
14	Medicine		125.00	125.00
15	Social Science - Diploma in Public Administration		75.00	75.00
16	Social Science - Diploma in Public Administration, Late Application		100.00	100.00
17	Richard Ivey School of Business			
18	HBA		125.00	75.00
19	HBA Academic Excellence Opportunity Program		125.00	75.00
20	HBA Late Application Fee		250.00	250.00
21	HBA Academic Excellence Opportunity Late Application Fee		250.00	250.00
22	Continuing Studies			
23	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
24	Graduate Programs			
25	Communication Sciences and Disorders (M.CL.Sc.)		245.00	245.00
26	Ivey EMBA Hong Kong Program		1,500.00	1,500.00
27	Ivey MBA		150.00	150.00

Western University

Table 3

Proposed 2021-2022 APPLICATION FEES

			2020-21 Amount	Proposed 2021-22 Amount
28	Ivey MSc		150.00	100.00
29	Ivey MMA			150.00
30	Occupational Therapy M.Sc. (OT)		245.00	245.00
31	Orthodontics		250.00	250.00
32	Physical Therapy (MPT)		245.00	245.00
33	All other graduate programs		125.00	125.00

Western University

Table 4

Proposed 2021-2022 SUPPLEMENTAL FEES AND OTHER CHARGES

			2020-21 Amount	Proposed 2021-22 Amount
1	Course Cancellation/Change Fees			
2	Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA		360.00	360.00
3	Part-time Undergraduates	<i>per full course</i>	72.00	72.00
4	Part-time Undergraduates	<i>per half course</i>	36.00	36.00
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
12	Identification Cards			
13	Photo Identification Card (Western ONEcard)		32.00	32.00
14	Photo Identification Replacement		32.00	32.00
15	Late Payment Charges: based on overdue balance on new consolidated account including tuition and residence charges (Fall 2021)			
16	Fall/Winter Non-Graduate (<i>per instalment</i>) Graduate (<i>per term</i>) International, Canadian and Permanent Residents (<i>per instalment</i>) <i>*Excluding those in programs listed below</i> <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$1,500</i>	80.00	80.00
		<i>\$1,500-\$4,000</i>	156.00	156.00
		<i>\$4,000-\$8,000</i>	250.00	250.00
		<i>\$8,000 +</i>	430.00	430.00
17	HBA, MBA (<i>per instalment</i>) Medicine (<i>per instalment</i>) Dentistry (<i>per instalment</i>) Law (<i>per instalment</i>) <i>includes combined programs</i> <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$8,000</i>	275.00	275.00
		<i>\$8,000- \$16,000</i>	550.00	550.00
		<i>\$16,000- \$25,000</i>	860.00	860.00
		<i>\$25,000 +</i>	1,200.00	1,200.00

Western University

Table 4

Proposed 2021-2022 SUPPLEMENTAL FEES AND OTHER CHARGES

			2020-21 Amount	Proposed 2021-22 Amount
18	Summer Non-Graduate International (<i>per instalment</i>) Summer Non-Graduate Canadian and Permanent Residents (<i>per instalment</i>) <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$700</i>	80.00	80.00
		<i>\$700-\$2,000</i>	156.00	156.00
		<i>\$2,000-\$5,000</i>	220.00	220.00
		<i>\$5,000+</i>	380.00	380.00
19	Graduate Delinquent Account charge (excluding MBA & Orthodontics)	<i>per term</i>	156.00	156.00
20	Late Registration Fees			
21	Full-time Undergraduates		183.00	183.00
22	Part-time Undergraduates		91.50	91.50
23	Accommodated Exam, Unauthorized Exam Absence Fee		22.00	22.00
24	Courier	<i>Within Ontario</i>	25.00	25.00
25	Courier	<i>Canada (Outside of Ontario)</i>	34.00	34.00
26	Courier	<i>U.S.</i>	48.00	48.00
27	Courier	<i>International</i>	77.00	77.00
28	Course Description/Course Syllabus	<i>1 course</i>	2.00	2.00
29	Deregistration Fee		311.00	311.00
30	Diploma Authentication		7.00	7.00
31	Amended Tax Receipts (T2202/T4A)	<i>includes electronic filing of amendments</i>	27.50	27.50
32	Early Release of Diploma		117.00	117.00
33	Education - French as a Second Language Testing		100.00	100.00
34	Braille Drills Supplement Book	<i>one time charge for levels 2-4; included if entering in level 1</i>	30.00	30.00
35	PLA Testing Braille Certificate	<i>if studied at other Braille provider</i>	75.00	75.00
36	Education - Kodaly certification		320.00	320.00
37	Engineering - Supplemental Examination	<i>non-refundable</i>	100.00	100.00

Western University

Table 4

Proposed 2021-2022 SUPPLEMENTAL FEES AND OTHER CHARGES

			2020-21 Amount	Proposed 2021-22 Amount
38	Exchange Placement fee, Faculty of Law		165.00	165.00
39	Exchange , Western International & Western Heads East Placement Fee		165.00	165.00
40	Facsimile (Fax)/PDF charge		25.00	25.00
41	Electronic Degree Parchment	<i>New</i>		50.00
42	Late Application to Graduate		100.00	100.00
43	Letter of Permission - Outgoing Students		75.00	75.00
44	Letter of Permission - Incoming Students		75.00	75.00
45	Mailing of Diplomas	<i>Outside of Canada</i>	77.00	77.00
46	Mailing of Diplomas	<i>Within Canada</i>	34.00	34.00
47	Mailing of Miscellaneous Items	<i>for mailing items through Canada Post (excludes mailing of transcripts, official letters, forms)</i>	12.00	12.00
48	Medicine - Supplemental Examination	<i>London</i>	75.00	75.00
49	Dentistry - Supplemental Examination	<i>London</i>	100.00	100.00
50	Medicine - Supplemental Examination	<i>Outside Centre</i>	100.00	100.00
51	Medicine - Postgraduate Fellowship Administrative Fee		150.00	150.00
52	Medicine - Masters of Public Health - Learning Materials	<i>charged 1/3 in each of 3 terms</i>	800.00	800.00
53	Medicine - Masters of Public Health - Field Trip Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
54	Medicine - Masters of Public Health - Practicum Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
55	Medicine - Postgraduate Verification-Dates only	<i>Regular & Rush</i>	50.00	50.00
56	Medicine - Postgraduate Verification-Dates & Performance		75.00	75.00
57	Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement		25.00	25.00
58	Medicine - Postgraduate Courier	<i>Within Canada</i>	15.00	15.00
59	Medicine - Postgraduate Courier	<i>To USA</i>	25.00	25.00

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Table 4

Proposed 2021-2022 SUPPLEMENTAL FEES AND OTHER CHARGES

			2020-21 Amount	Proposed 2021-22 Amount
60	Medicine - Postgraduate Courier	<i>International</i>	50.00	50.00
61	Medicine - Postgraduate Registration - Residents/Fellows	<i>set by provincial COFM</i>	805.00	805.00
62	Medicine - Undergraduate Non-credit Summer Elective	<i>per elective</i>	60.00	60.00
63	Medicine - Undergraduate Verification-Dates only		50.00	50.00
64	Medicine - Undergraduate Verification-Dates & Performance		75.00	75.00
65	International Health and Equity Learning (IHEL) - International Placement Fee	<i>per placement</i>	50.00	50.00
66	Music - Recital Cancellation Fee		200.00	200.00
67	Nursing - Foreign Licensure Documentation		250.00	250.00
68	Nursing - Clinical Placement documentation requirement late fee		100.00	100.00
69	Official Western Letter	<i>per letter; standard processing time</i>	16.00	16.00
70	Official Western Letter, on demand	<i>per letter; in-person priority request</i>	25.00	25.00
71	Official Western Letter Special Handling	<i>to include an external student-provided form with Official Western Letter (in addition to form processing fee, if applicable)</i>	20.00	20.00
72	Physical Therapy - Foreign Licensure Documentation		250.00	250.00
73	Physical Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
74	Occupational Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
75	Communication Sciences & Disorders - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
76	Physical Therapy - Supplemental Examination		250.00	250.00
77	Physical Therapy - MCISc Supplemental Practical Examination	<i>for Manipulative Therapy and Wound Healing MCISc programs</i>	500.00	500.00
78	Communication Sciences & Disorders - foreign licensure documentation		200.00	200.00
79	Re-admission Fee (Undergraduates deleted for non-payment of fees)		75.50	75.50
80	Removal of Academic Sanctions (Sealing charge)		67.00	67.00
81	Replacement Cheque Fee		28.50	28.50

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Table 4

Proposed 2021-2022 SUPPLEMENTAL FEES AND OTHER CHARGES

			2020-21 Amount	Proposed 2021-22 Amount
82	Replacement/Duplication of Graduation Diplomas		62.00	62.00
83	Reprinting of non-current fee bills		20.00	20.00
84	Returned Cheque Charge		72.00	72.00
85	Self-service Verification of Enrolment Letters	<i>Per Letter</i>	8.00	8.00
86	Special Examination	<i>Off Campus location</i>	150.00	150.00
87	Supplemental Examination	<i>London; for Faculties not listed above</i>	41.50	41.50
88	Third Party Forms	<i>per form; standard processing time</i>	16.00	16.00
89	Third Party Forms, on demand	<i>per form; in-person priority request</i>	25.00	25.00
90	Transcripts	<i>per copy; standard processing time</i>	15.00	15.00
91	Transcripts, on demand	<i>per copy; in-person priority request</i>	25.00	25.00
92	Transcript Special Handling	<i>to include an external student-provided form with transcript (in addition to form processing fee, if applicable)</i>	20.00	20.00
93	Transcript Evaluation Fee		93.50	93.50
94	Visiting Research Only Processing Fee	<i>Graduate</i>	200.00	200.00
95	Visiting Research Only Processing Fee	<i>Undergraduate</i>	200.00	200.00
96	Writing Proficiency Examination		69.90	69.90

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Table 5

PROPOSED 2021-22 BUSINESS SCHOOL COURSE MATERIAL FEES

				2020-21 Amount	2021-22 Amount	% change
	BUSINESS FOUNDATIONS CUSTOM COURSE MATERIAL FEES					
	Course		Fees include program activity fees if applicable			
1	1220E	Introduction to Business Fall & Spring	Bus1220E Making Business Decisions 11th Edition	185.95	198.00	6.5%
2	2257	Accounting and Business Analysis Fall & Spring	Bus2257 Accounting + Bus Analysis Casbook Vol 1+2	188.95	215.00	13.8%
3	2257	Accounting and Business Analysis	Wiley Plus Finanacial Accouting Canadian Edition	89.00	95.00	6.7%
4	2257	Accounting and Business Analysis	T-account Pad, 45 sheets	6.97	7.25	4.0%
5	2295F/G	Business Basics for the Sciences	Bus2295F/G Bus Basic for Science Casebook	61.95	70.00	13.0%
6	1299E	Business for Engineers	Bus1299E Business for Engineers Casebook	196.95	213.00	8.1%
7	Notes					
8	•	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.				
9	•	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.				
10				2020-21 Amount	2021-22 Amount	% change
	HBA CUSTOM COURSE MATERIAL FEES					
	Course		Fees include program activity fees if applicable			
11	3300	Strategy		115.00	115.00	0.0%
12	3301	Marketing		150.00	150.00	0.0%
13	3302	Communications		115.00	115.00	0.0%
14	3303	Finance		100.00	100.00	0.0%
15	3304	Operations		200.00	200.00	0.0%
16	3311	Leading People in Organizations		300.00	300.00	0.0%
17	3316	Competing with Analytics		175.00	175.00	0.0%
18	3321	Financial Analysis		110.00	110.00	0.0%
19	3322	Leveraging Information Technology		150.00	150.00	0.0%
20	3323	Learning Through Action		75.00	75.00	0.0%

Western University

Table 5

PROPOSED 2021-22 BUSINESS SCHOOL COURSE MATERIAL FEES

21	Electives					
22	4413	Derivatives		65.00	70.00	7.7%
23	4417	Corporate Financial Reporting		200.00	200.00	0.0%
24	4421	Business to Business Marketing		160.00	160.00	0.0%
25	4427	Advanced Corporate Financial Reporting		65.00	65.00	0.0%
26	4433	Portfolio Management		125.00	125.00	0.0%
27	4439	Entrepreneurial Finance		100.00	100.00	0.0%
28	4441	Entrepreneurial Marketing		150.00	110.00	-26.7%
29	4443	Value Investing		110.00	110.00	0.0%
30	4454	Operations Strategy		125.00	125.00	0.0%
31	4458	Leading Change		210.00	200.00	-4.8%
32	4461	Strategic Market Planning		130.00	175.00	34.6%
33	4464	Global Supply Chain Management			100.00	
34	4468	Interpersonal Negotiations		100.00	100.00	0.0%
35	4469	Competing with Analytics		100.00	100.00	0.0%
36	4477	Corporate Financial Reporting II		70.00	70.00	0.0%
37	4479	Taxation for Managers		65.00	25.00	-61.5%
38	4480	Global Strategy		150.00	150.00	0.0%
39	4486	Financial Models		100.00	100.00	0.0%
40	4500	Learning from Leaders		80.00	100.00	25.0%
41	4503	Leadership and Communication		50.00	50.00	0.0%
42	4505	Global Environment of Business		60.00	60.00	0.0%
43	4517	End User Modelling		85.00	85.00	0.0%
44	4518	Project Management		150.00	165.00	10.0%
45	4520	Revenue Management			65.00	
46	4525	Service Learning in Africa		110.00	110.00	0.0%

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Table 5

PROPOSED 2021-22 BUSINESS SCHOOL COURSE MATERIAL FEES

47	4530	Competition & Competitor Analysis		150.00	150.00	0.0%
48	4535	Integrating & Implementing Marketing Decisions		150.00	150.00	0.0%
49	4538	C&S Women in Leadership			125.00	
50	4539	C&S Business Sustainability		110.00	110.00	0.0%
51	4545	Sports and Entertainment Analytics			75.00	
52	4547	Health Sector Leadership		125.00	125.00	0.0%
53	4548	Consumer Insights			110.00	
54	4554	Private Equity		150.00	150.00	0.0%
55	4557	C&S - Business, Government and Globalization		100.00	100.00	0.0%
56	4558	New Venture Creation		150.00	150.00	0.0%
57	4559	Raising Capital in Financial Markets		130.00	130.00	0.0%
58	4600	Data Management for Decision Making			50.00	
59	4564	Design Driven Innovation		150.00	150.00	0.0%
60	4566	Managing High Growth Companies		100.00	150.00	50.0%
61	4567	Investment Management		125.00	125.00	0.0%
62	4569	Ivey Client Field Project (ICFP)		25.00	25.00	0.0%
63	4571	Leadership Under Fire - Developing Character		450.00	450.00	0.0%
64	4574	Mergers and Acquisitions		125.00	125.00	0.0%
65	4580	Reputation Management		90.00	75.00	-16.7%
66	4588	C&S Sustainable Finance		125.00	125.00	0.0%
67	4590	Introductory Data Science			50.00	
68	4592	Sports and Entertainment Marketing		125.00	130.00	4.0%
69	4596	Power and Politics			150.00	
70	4498	Managing People for Exceptional Performance			75.00	
71	4604	Special Topics in Business Statistics			100.00	
72	4607	Microeconomics for Managers		200.00	175.00	-12.5%

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Table 5

PROPOSED 2021-22 BUSINESS SCHOOL COURSE MATERIAL FEES

73	4608	C&S Managing Energy			75.00	
74	4610	Leading Family Firms		50.00	50.00	0.0%
75	4611	Start Ups		100.00	100.00	0.0%
76	4613	Fundamentals of Commercial Real Estate			110.00	
77	4614	Social Media, Analytics and Digital Marketing		150.00	150.00	0.0%
78	4616	Innovation, Entrepreneurship and Economic Growth in Israel		100.00	100.00	0.0%
79	4619	The Performing Leader		100.00	100.00	0.0%
80	4620	Impact Assessment		150.00	150.00	0.0%
81	4621	Design and Technology Management		175.00	175.00	0.0%
82	4622	Corporate Strategy			150.00	
83	4623	International Collaborative Arrangements		150.00	100.00	-33.3%
84	4624	Managerial Accounting & Control		150.00	150.00	0.0%
85	4625	Developing More Sustainable Supply Chain		175.00	175.00	0.0%
86	4626	Special Topics in Cross Cultural Management			100.00	
87	4630	Special Topics in Digital Transformation			125.00	
88	4633	Special Topics in Design Driven Innovation			75.00	
89	4634	Special Topics in Competing with China			75.00	
90	4628	Fintech Disruption of Banking		125.00	125.00	0.0%
91	4629	Sales Foundations			125.00	
92	4635	Simulation and Risk Analysis			75.00	
93	4638	Digital Platform Implementation			150.00	
94	4641	Managing Risk in Organizations			100.00	
95	4643	Global Financial Markets			75.00	
96	4644	Leading Responsibly			35.00	

Western University

Table 5

PROPOSED 2021-22 BUSINESS SCHOOL COURSE MATERIAL FEES

97	4646	Systems Thinking			35.00	
98						
99		Note: Courses may change depending on enrollment for Winter Term 2020				
100		Program Activity Fees				
101	3302	Communications	<i>Improv Workshop</i>	10.00	10.00	0.0%
102	3302	Communications	<i>Supporting Roles</i>	10.00	10.00	0.0%
103	3304	Operations - Operations in various organizations	<i>Field Trip</i>	30.00	30.00	0.0%
104	3311	Leading People in Organizations: Team Building Exercise	<i>Field Trip</i>	60.00	60.00	0.0%
105	3311	Leading People in Organizations: Team Building Exercise	<i>Transportation</i>	10.00	10.00	0.0%
106	3311	Leading People - Supporting Roles Workshop Role-play	<i>Commitment Workshop</i>	40.00	40.00	0.0%
107	4535	SABRE	<i>Simulation</i>	70.00	70.00	0.0%
108	4433	Stock Track Simulation	<i>Simulation</i>	25.00	25.00	0.0%
109	4535	Simulation	<i>Simulation</i>	65.00	65.00	0.0%
110	4441	Entrepreneurial Marketing Simulation	<i>Simulation</i>	30.00	30.00	0.0%
111		Notes				
112	•	Course pack fees include: custom course pack, items not bound in the custom course pack including in-class readings, handouts, additional cases and items ordered from outside suppliers through Ivey Publishing like software, workbooks or other materials.				
113	•	Approximately \$10.00 has been added to the course pack fee to cover the cost of binding, graphic services labour charges and distribution costs.				
114	•	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.				
115	•	Any increase/decrease in fee reflects adjustments made due to actual costs as compared to estimated fees from previous year.				
116	•	Estimated fees for new core courses are based on how many cases and readings will be used.				



***Student Fee-Funded Units, Ancillaries,
Academic Support Units, and Associated
Companies 2021-22 Budgets***

March 31, 2021

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

2021-22 Budgets and Ancillary Fees

The budgets for Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies are presented in the context of the global pandemic. The units that operate as fully self-funding business units (i.e. the Ancillary Units and Associated Companies) were faced with the greatest financial impacts because of their reliance on revenue from sales and services. However, most of our fee-funded student service units were able to support our students by providing the wide array of services ranging from health and wellness supports, academic support services, career services, financial aid support, indigenous student services, and international student services – albeit through adaptations that led to virtual delivery of many services.

As we look ahead to the upcoming year, our primary planning assumption is that we will gradually ramp-up operations in the ancillary/business units in the coming months. Therefore, the year-over-year major fluctuations in revenues and expenditures for the business units (in Table 1) should be read in the context of the impact of COVID-19.

A. Introduction

Table 1 includes a summary of the 2020-21 projected year-end results and 2021-22 budgets for Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies. The Student Fee-Funded Units that are part of the Student Experience Portfolio have been reorganized into three inter-dependent pillars to enhance the integration and coordination of these important services and supports. The presentation in this report now directly aligns with the new organizational structure.

Tables 2 and 3 provide a listing of the 2020-21 Ancillary fees and the proposed Ancillary fee rates for 2021-22. The 2020-21 fee rates for the units in Student Experience Portfolio have been restated to align with the new organizational structure. It is proposed that the 2021-22 University Ancillary Fees remain unchanged from 2020-21, except for Graduate and MBA student fee rates that apply to the Leadership & Learning Pillar. With the approval of the Society of Graduate Students and the Student Services Committee, the Graduate and MBA ancillary fees in the Leadership & Learning Pillar have been reset to be the same as those for Undergraduate Students.

The following provides an overview of the funding source for each category of units detailed on Table 1 and noteworthy comments pertaining to specific 2020-21 year-end projections, 2021-22 budgets, and the 2021-22 projected unit reserve positions.

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 2021-22 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).

Our student service units were able to adapt procedures and programs to continue supporting students in a manner that was both safe and effective. The challenge was greater for units that rely substantially on physical facilities to deliver their programming, such as varsity sports and recreational programming. Unavoidable service reductions were necessary in these areas to keep students, faculty, and staff safe. To be reflective of the physical constraints, in the current year, the University refunded summer term fees for Recreation and refunded 50% of fall and winter term fees for all units in the Sport & Recreation Pillar. The University also made the early decision to refund summer term fees for Western Foot Patrol and Off-Campus Housing & Housing Mediation Services. Lower fee revenue was mitigated by reducing operational costs wherever possible. At year-end (when the actual financial impact of COVID-19 is known), the University has committed to provide backstop funding from the Operating Budget to the units in the Sport & Recreation Pillar, in order to ensure the continued fiscal health of these operations.

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. Deficits are projected in 2020-21 for all of the units in this category due to the implications of COVID-19.

To accommodate students safely, Housing Services implemented a plan to de-densify residences by converting all double rooms in traditional style buildings to single occupancy. To further enhance safety, Housing Services shifted from self-serve dining halls to full-serve, increased cleaning frequencies, and requested that students delay their return to residences after the holiday break for a 5-week period. Residence fees were refunded for the duration of the delayed return. Housing Services provided financial relief to tenants of the Western Apartments by offering rent credits of about \$150 per unit and by pausing evictions due to non-payment of rent. On an annual basis, Housing Services makes a transfer to the University operating budget in lieu of land rent. To help mitigate the impact of lower revenue and increased operational costs, the University has waived the annual transfer for 2020-21 and has reduced the transfer by 50% for 2021-22.

Retail and Hospitality Services includes the University Bookstore, Graphic Services, the Campus Computer Store, and campus eateries. In the current year, revenue generated by Retail and Hospitality Services was substantially impacted by spring and summer campus closures, reduced retail traffic on campus in the fall and winter terms, a significant shift from physical textbooks to lower-margin digital course materials, reduced requirements for printed exams, and the cancellation of spring and fall convocations. On an annual basis, Retail and Hospitality Services transfer occupancy fees to the University operating budget to cover the costs of utilities, caretaking, and general maintenance of their spaces. To help mitigate the impact of COVID-19, the University has waived the standard occupancy transfers for 2020-21.

Parking Services suspended parking fees for students, staff, and faculty during the lockdown periods and phased re-openings. Costs were mitigated by reducing enforcement staff to basic levels required

to maintain fire routes and accessibility spaces and booths remained unattended during the lockdown periods. On an annual basis, Parking Services makes a transfer to the central operating budget in lieu of land rent. To help offset the impact of lost revenue, the University reduced the annual operating budget contribution by 50% for 2020-21.

At the end of 2020-21 (when the actual financial impact of COVID-19 is known), a multi-year plan will be developed to eliminate deficits in the business units.

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 receives support from the University operating budget to help offset the costs of housing research animals, unrecoverable regulatory requirements, and training for animal users.

All of the operations included in this category were able to continue operations on a modified basis in 2020-21. All the units that directly support research (Animal Care & Veterinary Services, Boundary Layer Wind Tunnel, University Machine Services, Fraunhofer Project Centre, and Surface Science Western) received funding from the Federal Canada Research Continuity Emergency Fund to help sustain operations during the lockdown periods. In addition, the Fraunhofer Project Centre received one-time funding from the Faculty of Engineering to eliminate the unit's accumulated startup debt.

E. Associated Companies

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

The deficit projected by the Western Research Parks for 2020-21 is primarily due to the closure of Windermere Manor for commercial purposes. A restructuring plan for Windermere Manor is currently under development and will be brought forward to the Board of Governors for approval in April 2021.

The Ivey Business School Foundation is projecting deficits for 2020-21 and 2021-22, primarily due to the impact of COVID-19 related travel restrictions for the Ivey Spencer Leadership Centre and Donald K. Johnson Centre in Toronto. Revenues from the Ivey Academy and Ivey publishing are also down due to COVID-19, but both business streams are anticipated to be profitable at a reduced level in 2020-21 and 2021-22. The reserves for the Ivey Business School Foundation are sufficient to cover the net shortfalls.

Table 1

Western University

Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2021-22 Budget (\$ 000)

		2020-21 Projected			2021-22 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	2,209.2	3,773.5	-1,564.3	4,764.4	4,719.1	45.3	115.66%	25.06%	-913.1	928.5
5	Sport	3,425.3	3,770.1	-344.8	4,873.1	4,864.7	8.4	42.27%	29.03%	-24.6	
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	525.4	727.7	-202.3	874.4	831.9	42.5	66.43%	14.32%	101.2	370.0
7	Spirit & Connection (Spirited Activities & Events)	130.2	224.1	-93.9	320.1	282.2	37.9	145.85%	25.93%	-0.8	
8	<i>Wellness & Well-being Pillar</i>										
9	Health & Wellness	5,761.4	5,602.6	158.8	6,102.7	6,023.7	79.0	5.92%	7.52%	1,307.0	280.0
10	Wellness & Equity Education	526.3	412.7	113.6	551.9	550.8	1.1	4.86%	33.46%	165.1	200.0
11	Student Support & Case Management	346.3	245.1	101.2	364.7	350.4	14.3	5.31%	42.96%	125.6	60.0
12	<i>Leadership & Learning Pillar</i>										
13	Academic Support & Engagement	1,674.0	1,667.6	6.4	1,756.7	1,749.0	7.7	4.94%	4.88%	401.3	73.1
14	Careers & Experience	1,358.7	1,342.3	16.4	1,484.8	1,466.3	18.5	9.28%	9.24%	123.4	
15	<i>All Other Fee-Funded Ancillary Units</i>										
16	Financial Aid Office	1,259.0	1,202.4	56.6	1,260.1	1,243.9	16.2	0.09%	3.45%	38.8	
17	International Student Services	520.6	520.7	-0.1	521.1	520.7	0.4	0.10%	0.00%	0.1	
18	Indigenous Student Centre	888.0	831.3	56.7	875.5	873.9	1.6	-1.41%	5.12%	367.9	
19	Off-Campus Housing & Housing Mediation Services	461.3	450.5	10.8	485.4	438.6	46.8	5.22%	-2.64%	226.1	
20	Western Foot Patrol	195.1	195.6	-0.5	205.8	205.2	0.6	5.48%	4.91%	49.4	52.5
21	Sub-Total	19,280.8	20,966.2	-1,685.4	24,440.7	24,120.4	320.3	26.76%	15.04%	1,967.4	1,964.1
22	B - Ancillary Units										
23	Family Practice Clinic and Workplace Health Svcs	504.0	605.4	-101.4	482.1	555.3	-73.2	-4.35%	-8.28%	13.7	
24	Housing Services	53,246.5	61,437.4	-8,190.9	86,012.2	75,011.7	11,000.5	61.54%	22.09%	77,421.0	
25	Retail and Hospitality Services	11,013.0	14,854.8	-3,841.8	27,809.0	28,911.1	-1,102.1	152.51%	94.62%	-6,146.3	
26	Parking Services	1,587.5	4,135.0	-2,547.5	6,634.6	5,990.4	644.2	317.93%	44.87%	4,238.0	
27	Sub-Total	66,351.0	81,032.6	-14,681.6	120,937.9	110,468.5	10,469.4	82.27%	36.33%	75,526.4	0.0
28	C - Academic Support Units										
29	Animal Care & Veterinary Services	8,165.0	8,150.5	14.5	6,042.3	6,103.4	-61.1	-26.00%	-25.12%	302.5	
30	Boundary Layer Wind Tunnel	1,945.7	1,937.4	8.3	2,004.7	1,957.9	46.8	3.03%	1.06%	646.8	300.0
31	University Machine Services	2,280.0	2,246.9	33.1	1,827.2	1,820.2	7.0	-19.86%	-18.99%	249.2	
32	Fraunhofer Project Centre	1,669.8	990.4	679.4	1,364.8	1,349.0	15.8	-18.27%	36.21%	15.8	154.9
33	Surface Science Western	1,623.9	1,565.0	58.9	1,557.0	1,551.8	5.2	-4.12%	-0.84%	317.9	407.4
34	Continuing Studies at Western	2,785.2	2,591.0	194.2	2,566.1	2,652.1	-86.0	-7.87%	2.36%	803.5	
35	Sub-Total	18,469.6	17,481.2	988.4	15,362.1	15,434.4	-72.3	-16.82%	-11.71%	2,335.7	862.3
36	D - Associated Companies										
37	Western Research Parks (incl. Windermere Manor, ADEISS & AMP)	5,105.4	7,094.4	-1,989.0	4,641.1	4,677.5	-36.4	-9.09%	-34.07%	2,708.8	
38	Ivey Business School Foundation	15,873.0	18,140.0	-2,267.0	23,931.0	24,368.0	-437.0	50.77%	34.33%	13,584.9	
39	Ivey Business School Asia Limited	2,837.0	2,849.0	-12.0	3,465.0	3,461.0	4.0	22.14%	21.48%	-1,680.7	
40	Sub-Total	23,815.4	28,083.4	-4,268.0	32,037.1	32,506.5	-469.4	34.52%	15.75%	14,613.0	0.0
41	Grand Total	127,916.8	147,563.4	-19,646.6	192,777.8	182,529.8	10,248.0	50.71%	23.70%	94,442.5	2,826.4

Table 2
Western University
2020-2021 and 2021-2022 Full-Time Student Organization and University Ancillary Fee Rates

		Full-Time Undergraduate			Full-Time Graduate - 3 Terms			Full-Time MBA		
		2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change
1	Student Organization Fees:									
2	Organization Fee	-	-	-	81.57	82.38	1.0%	600.00	600.00	0.0%
3	Student Buildings	129.08	129.65	0.4%	24.72	24.72	0.0%	-	-	-
4	Student Recreation Centre Fund	85.55	88.12	3.0%	85.55	88.12	3.0%	85.55	88.12	3.0%
5	Transit Pass	269.24	273.50	1.6%	266.25	271.08	1.8%	288.75	<e>308.75	6.9%
6	Safe Transit Program	16.48	16.73	1.5%	-	-	-	-	-	-
7	Health and Wellness	8.72	9.81	12.5%	-	-	-	-	-	-
8	Health Plan <Incl. Dental for Graduate Students> <d>	172.28	183.44	6.5%	622.74	679.32	9.1%	195.96	<c>215.55	10.0%
9	Dental Plan <d>	166.22	177.01	6.5%	-	-	-	-	-	-
10	Academic Support (includes Ombuds Fee)	10.50	12.84	22.3%	3.38	3.23	-4.4%	-	-	-
11	Community Legal Services	5.83	5.93	1.7%	5.83	5.93	1.7%	-	-	-
12	Grad Club Levy	-	-	-	9.99	9.99	0.0%	-	-	-
13	Canadian Federation of Students Fee	-	-	-	17.43	17.58	0.9%	-	-	-
14	Government Advocacy	8.69	11.28	29.8%	-	-	-	-	-	-
15	Student Life	13.72	15.22	10.9%	-	-	-	-	-	-
16	Peer Programs	2.88	3.84	33.3%	-	-	-	-	-	-
17	Clubs Administration	8.27	10.28	24.3%	-	-	-	-	-	-
18	Orientation Week Fee <first year students only>	119.74	120.00	0.2%	-	-	-	-	-	-
19	Student Initiative Grants	5.93	5.96	0.5%	-	-	-	-	-	-
20	Gazette	18.65	17.53	-6.0%	-	-	-	-	-	-
21	Radio Western	11.48	10.64	-7.3%	-	-	-	-	-	-
22	Student Refugee Program	0.85	0.86	1.2%	-	-	-	-	-	-
23	Marching Band Fee	2.00	2.00	0.0%	-	-	-	-	-	-
24	Faculty and Affiliate Councils	4.32	4.39	1.6%	-	-	-	-	-	-
25	Student Bursary Fund	50.00	50.00	0.0%	-	-	-	-	-	-
26	Sub-Total: Student Organization Fees	1,110.43	1,149.03	3.5%	1,117.46	1,182.35	5.8%	1,170.26	1,212.42	3.6%
27	University Ancillary Fees:									
28	Student Experience Fees									
29	Sport & Recreation Pillar									
30	Recreation	105.34	105.34	0.0%	133.55	133.55	0.0%	133.55	133.55	0.0%
31	Sport	87.40	87.40	0.0%	87.40	87.40	0.0%	87.40	87.40	0.0%
32	Spirit & Connection (Thompson Recreation & Athletic Centre)	20.37	20.37	0.0%	20.37	20.37	0.0%	20.37	20.37	0.0%
33	Spirit & Connection (Spirited Activities & Events)	5.58	5.58	0.0%	5.58	5.58	0.0%	5.58	5.58	0.0%
34	Wellness & Well-being Pillar									
35	Health & Wellness	110.83	110.83	0.0%	110.83	110.83	0.0%	110.83	110.83	0.0%
36	Wellness & Equity Education	11.16	11.16	0.0%	11.16	11.16	0.0%	11.16	11.16	0.0%
37	Student Support & Case Management	8.04	8.04	0.0%	8.04	8.04	0.0%	8.04	8.04	0.0%
38	Leadership & Learning Pillar									
39	Academic Support & Engagement	44.82	44.82	0.0%	39.65	44.82	13.0%	39.65	44.82	13.0%
40	Careers & Experience	37.59	37.59	0.0%	24.87	37.59	51.1%	24.87	37.59	51.1%
41	All Other Unit Fees									
42	Financial Aid Office	40.21	40.21	0.0%	40.21	40.21	0.0%	40.21	40.21	0.0%
43	International Student Services	14.74	14.74	0.0%	14.74	14.74	0.0%	14.74	14.74	0.0%
44	Indigenous Student Centre	12.63	12.63	0.0%	12.63	12.63	0.0%	12.63	12.63	0.0%
45	Off-Campus Housing & Housing Medication Services	9.36	9.36	0.0%	9.36	9.36	0.0%	9.36	9.36	0.0%
46	Western Foot Patrol	4.95	4.95	0.0%	4.95	4.95	0.0%	4.95	4.95	0.0%
47	Sub-Total: University Ancillary Fees	513.02	513.02	0.0%	523.34	541.23	3.4%	523.34	541.23	3.4%
48	Grand Total	1,623.45	1,662.05	2.4%	1,640.80	1,723.58	5.0%	1,693.60	1,753.65	3.5%

<a> The proposed rates are effective September 1, 2021, except for the Student Recreation Centre fee, which is effective May 1, 2021.

 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 Health Plan is administered by the USC and provides coverage to MBA students for a 13 month period. The corresponding rate for the MBA Directs and Accelerated MBAs is \$198.97 (compared to \$180.88 for 2020-21).

<d> Eligible for opt-out upon presentation of proof of coverage from another source.

<e> The MBA, MBA Direct, & AMBA transit pass fee is administered by the USC and will be effective commencing March 1, 2022. When determined, the fee rate is not to exceed \$308.75 and provides a transit pass for a 13 month period.

Table 3
Western University
2020-2021 and 2021-2022 *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		
		2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change
1	Student Organization Fees:									
2	Organization Fee	0.00	0.00	-	-	-	-	16.73	16.89	1.0%
3	Student Buildings	25.82	25.93	0.4%	12.91	12.97	0.5%	0.00	0.00	-
4	Student Recreation Centre Fund	17.11	17.62	3.0%	8.86	9.13	3.0%	14.26	14.69	3.0%
5	Safe Transit Program	3.30	3.35	1.5%	-	-	-	-	-	-
6	Health and Wellness	1.74	1.96	12.6%	0.87	0.98	12.6%	-	-	-
7	Academic Support (includes Ombuds Fee)	2.10	2.57	22.4%	1.05	1.29	22.9%	-	-	-
8	Community Legal Services	1.17	1.19	1.7%	0.59	0.60	1.7%	-	-	-
9	Grad Club Levy	0.00	0.00	-	-	-	-	1.11	1.11	0.0%
10	Canadian Federation of Students Fee	0.00	0.00	-	-	-	-	2.90	2.93	1.0%
11	Government Advocacy	1.74	2.26	29.9%	0.87	1.13	29.9%	-	-	-
12	Student Life	2.74	3.04	10.9%	1.37	1.52	10.9%	-	-	-
13	Peer Programs	0.58	0.77	32.8%	0.29	0.39	34.5%	-	-	-
14	Clubs Administration	1.65	2.06	24.8%	0.83	1.03	24.1%	-	-	-
15	Student Initiative Grants	1.19	1.19	0.0%	0.60	0.60	0.0%	-	-	-
16	Gazette	3.73	3.51	-5.9%	1.87	1.76	-5.9%	-	-	-
17	Radio Western	2.30	2.13	-7.4%	1.15	1.07	-7.0%	-	-	-
18	Marching Band Fee	0.40	0.40	0.0%	0.20	0.20	0.0%	-	-	-
19	Faculty and Affiliate Councils	0.86	0.88	2.3%	0.43	0.44	2.3%	-	-	-
20	Student Bursary Fund	10.00	10.00	0.0%	5.00	5.00	0.0%	-	-	-
21	Sub-Total: Student Organization Fees	76.43	78.86	3.2%	36.89	38.11	3.3%	35.00	35.62	1.8%
22	University Ancillary Fees:									
23	<i>Student Experience Fees</i>	0.00	0.00	0.0%	0.00	0.00	0.0%	0.00	0.00	0.0%
24	<i>Sport & Recreation Pillar</i>									
25	Recreation	21.07	21.07	0.0%	10.53	10.53	0.0%	0.00	0.00	0.0%
26	Sport	17.47	17.47	0.0%	8.74	8.74	0.0%	0.00	0.00	0.0%
27	Spirit & Connection (Thompson Recreation & Athletic	4.07	4.07	0.0%	2.04	2.04	-0.1%	0.00	0.00	0.0%
28	Spirit & Connection (Spirited Activities & Events)	1.12	1.12	0.0%	0.56	0.56	-0.4%	0.00	0.00	0.0%
29	<i>Wellness & Well-being Pillar</i>									
30	Health & Wellness	22.17	22.17	0.0%	11.09	11.09	0.0%	8.96	18.46	106.0%
31	Wellness & Equity Education	2.23	2.23	0.0%	1.11	1.11	-0.4%	1.86	1.86	0.0%
32	Student Support & Case Management	1.61	1.61	0.0%	0.81	0.81	0.5%	1.34	1.34	0.0%
33	<i>Leadership & Learning Pillar</i>									
34	Academic Support & Engagement	8.96	8.96	0.0%	4.49	4.49	0.0%	3.68	7.47	103.0%
35	Careers & Experience	7.52	7.52	0.0%	3.76	3.76	0.0%	4.15	6.27	51.1%
36	<i>All Other Unit Fees</i>									
37	Financial Aid Office	8.04	8.04	0.0%	4.02	4.02	0.0%	6.70	6.70	0.0%
38	International Student Services	2.95	2.95	0.0%	1.47	1.47	0.3%	2.46	2.46	0.0%
39	Indigenous Student Centre	2.52	2.52	0.0%	1.26	1.26	0.2%	2.11	2.11	0.0%
40	Off-Campus Housing & Housing Medication Services	1.87	1.87	0.0%	0.94	0.94	-0.4%	0.00	0.00	0.0%
41	Western Foot Patrol	0.99	0.99	0.0%	0.50	0.50	-1.0%	0.83	0.83	0.0%
42	Sub-Total: University Ancillary Fees	102.59	102.59	0.0%	51.32	51.32	0.0%	32.09	47.50	48.0%
43	Grand Total	179.02	181.45	1.4%	88.21	89.43	1.4%	67.09	83.12	23.9%

<a> The proposed rates are effective September 1, 2021, except for the Student Recreation Centre fee, which is effective May 1, 2021.

ITEM 6.2(a) – Vice-Provost’s Annual Report of Faculty Recruitment and Retention

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION/DISCUSSION

EXECUTIVE SUMMARY:

M. McGlynn, Vice-Provost (Academic Planning, Policy & Faculty) will present the annual report on faculty recruitment and retention.

ATTACHMENTS:

[Vice-Provost’s Annual Report of Faculty Recruitment and Retention](#)



Report to SCUP on Faculty Recruitment and Retention

**Office of the Vice Provost (Academic
Planning, Policy and Faculty)**

February 2021

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

Organization of the Report

The report is organized by faculty group:

1. Probationary and Tenured Faculty
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.

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, 2020; the most recent UCASS (comparator) data are from the 2019 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

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, some of this decrease was due to a retirement incentive window
- In the 2019 data reflected in slides 10-11, women comprise 37.5% of all Western faculty and 51.2% of Assistant Professors, illustrating increasing representation with recent cohorts
- New probationary/tenured faculty hires were approximately 50% women in 2018 and 2019

Key Observations from slides 9 to 23

continued

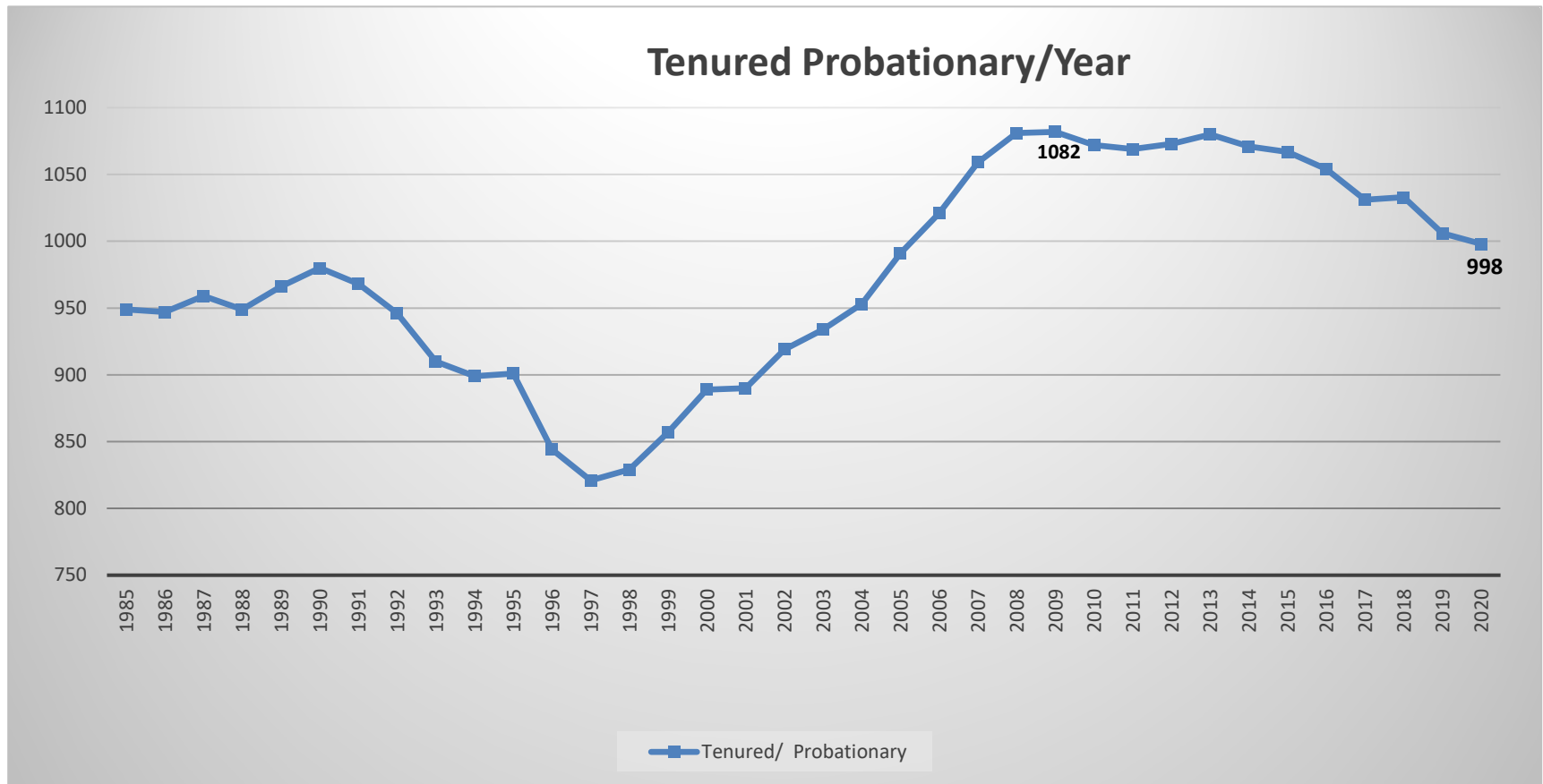
- Representation of women varies by discipline (the data include all faculty thus reflect historic, as well as recent, cohorts)
- Time-to-tenure and time-to-promotion shows little influence of gender but greater influence of discipline (some of this is likely explained by longer post-doctoral training in STEM disciplines)
- Probationary cohort success rates are similar for men and women; data in slide 17-18 reflect the cohorts who would ordinarily have completed their probationary period
- Resignation patterns for tenured and probationary faculty illustrate disciplinary differences in retention with annual attrition rates of 1.71% for women and 1.42 % for men

Key Observations from slides 9 to 23

continued

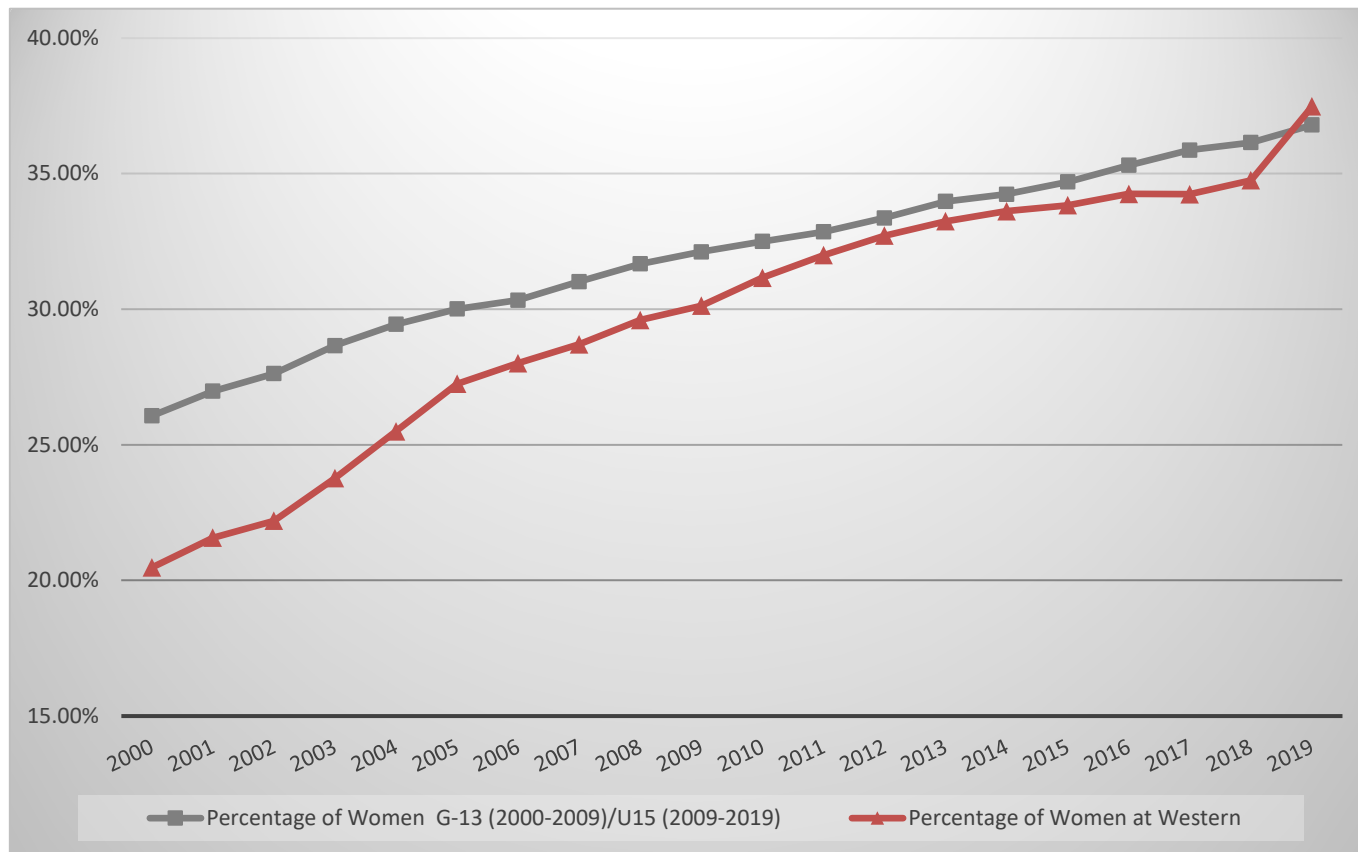
- as shown in slide 22, the annual retiring rate was fairly constant among post-60 faculty cohorts since 2006
- The count of faculty over the age of 65 increased from 2006, then stabilized in 2016 as the rate of exit due to retirement became similar to the rate of entry of new cohorts into the post-65 age group; it decreased in 2019 and 2020 as a result of an incented retirement window
- The difference between the black and grey lines in slide 23 reflect individuals with a retirement plan on record

Probationary and Tenured Faculty at Western 1985 - 2020



Source: Western Corporate Information 1985 – 1999
UCASS Data 1999 – 2009
U15 Data 2009 – 2019
Human Resources Information System - 2020

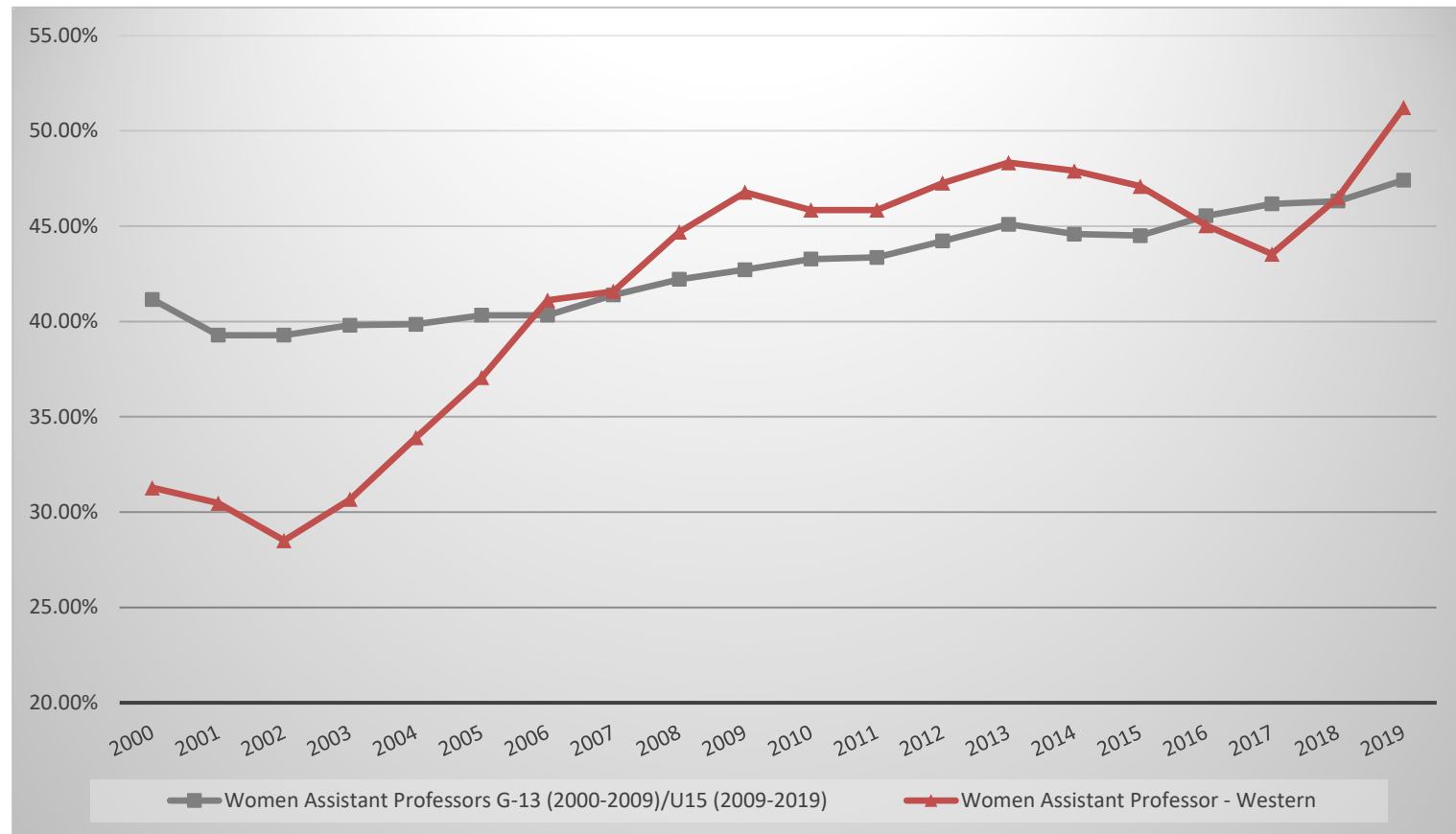
Women as a Percentage of Tenured/Probationary Faculty: G-13/U15 excluding Western vs. Western



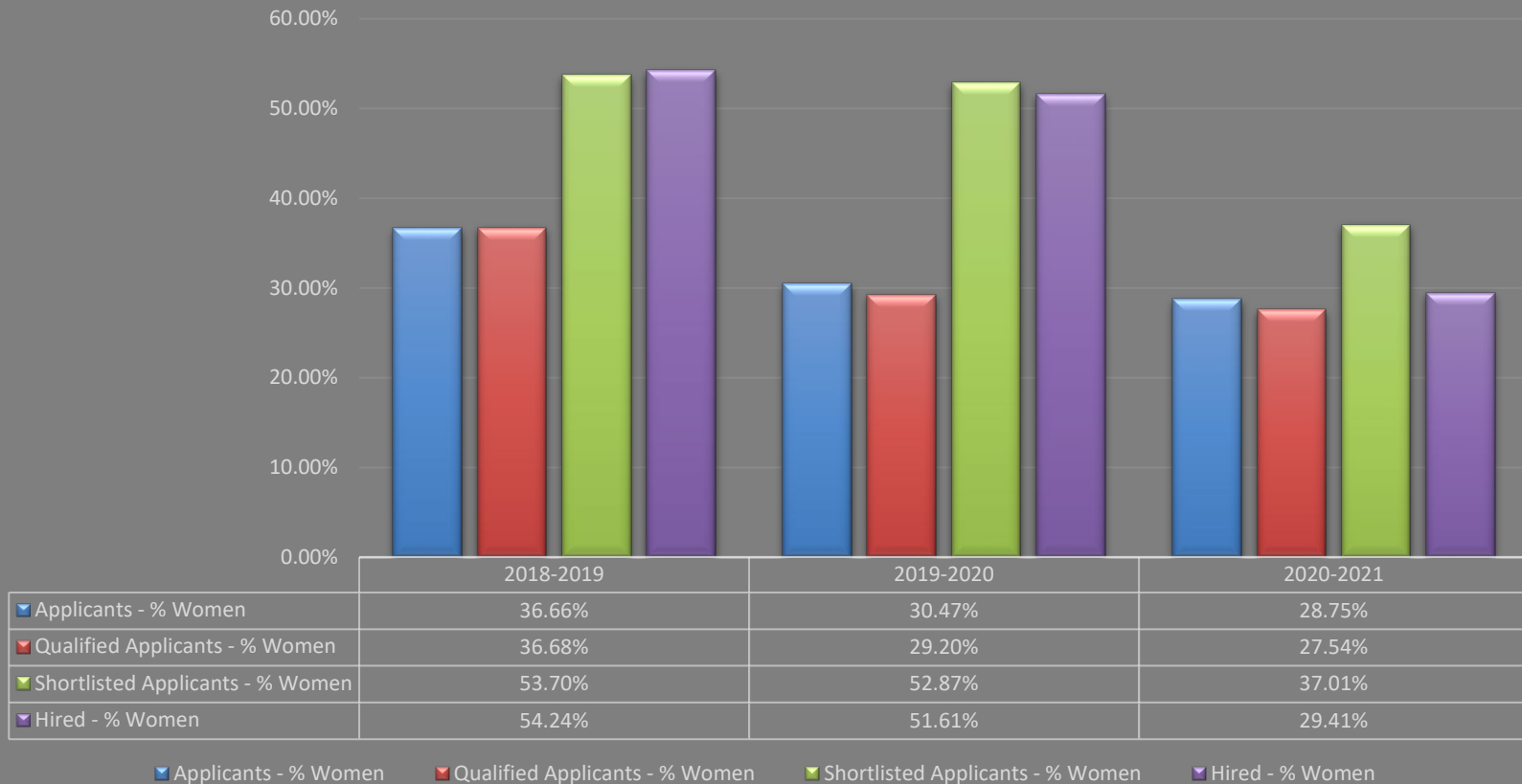
Source: UCASS Data 2000-2009, U15 Data 2009-2019
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, and Saskatchewan, 2015. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

April 22, 2021

Women as a Percentage of Probationary Assistant Professors, G-13 /U15 excluding Western vs. Western



Percentage of Women as Applicants, Qualified Applicants, Shortlisted Applicants and New Hires 2018/19 - 2020/21



Gender distribution, Newly hired Tenured/Probationary Faculty at Western (including those at Western previously in a Limited Term position): 1999 – 2020



Source: UCASS Data for 1999 – 2010
 Western Human Resources Information Systems 2011 - 2020 (October)
 Data excludes faculty joining from Robarts

Percentage of Women, Tenured/Probationary Faculty, 2009 to 2020

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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%
Business	21.67%	26.09%	24.00%	25.33%	26.92%	25.97%	22.22%	19.74%	18.57%	22.37%	25.00%	25.97%
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%
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%
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%
Information & 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%
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%
Medicine & Dentistry	19.65%	20.12%	20.37%	21.34%	22.56%	22.94%	23.84%	24.00%	23.84%	23.39%	27.11%	28.22%
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%
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%
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%

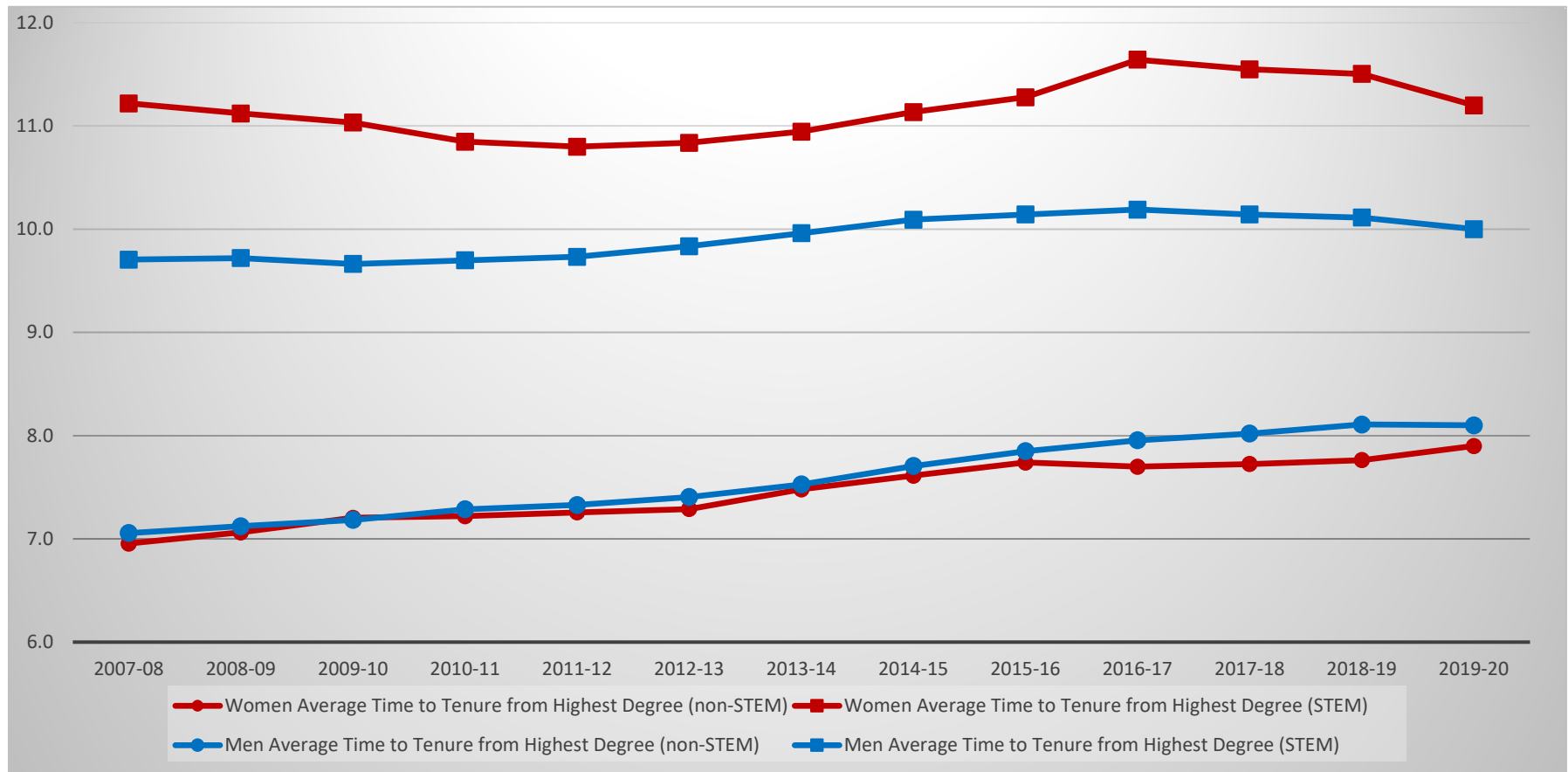
Western Human Resources Information System 2009 – 2020 (October).

Percentage of Women, Probationary Assistant Professor Rank 2009 to 2020

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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%
Business	40.00%	39.13%	27.59%	27.59%	32.26%	29.03%	30.30%	26.92%	20.00%	30.43%	33.33%	34.78%
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%
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%
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%
Information & Media Studies	84.62%	80.00%	77.78%	75.00%	100.00%	100.00%	100.00%	--	--	--	100.00%	75.00%
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%
Medicine & Dentistry	29.55%	30.00%	27.27%	32.26%	34.62%	35.71%	36.67%	38.71%	37.50%	37.93%	44.44%	39.13%
Music	40.00%	40.00%	30.00%	28.57%	40.00%	50.00%	50.00%	40.00%	33.33%	50.00%	--	--
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%
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%

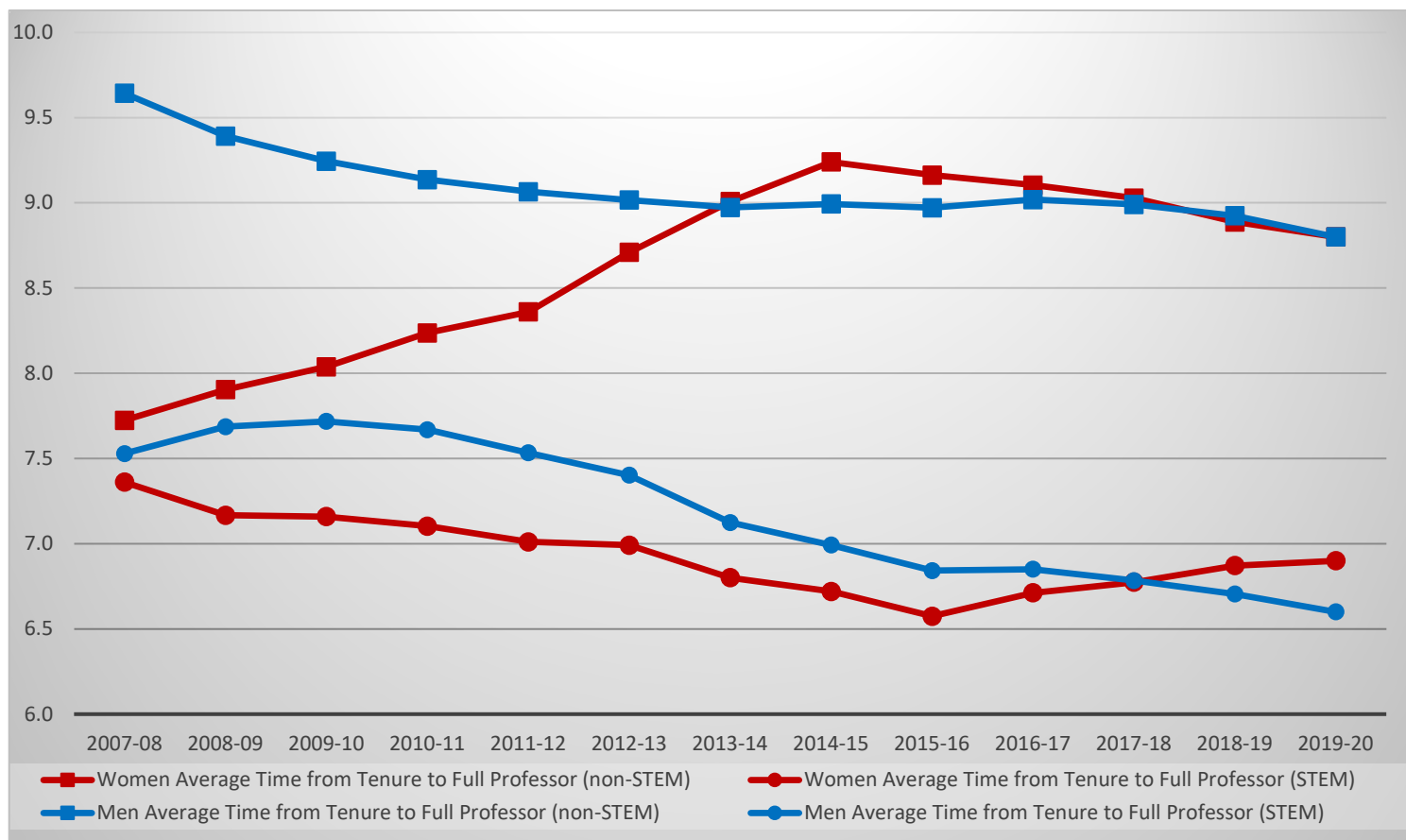
Western Human Resources Information System 2009 - 2020 (October).

Time to Tenure from Highest Degree (STEM and non-STEM Disciplines)



Source: Western HR Information System

Time to Full Professor from Tenure (STEM and non-STEM Disciplines)



Source: Western HR Information System

Action	Women (n)	Men (n)	Total (n)
Granted Tenure	205 (78.24%)	274 (77.62%)	479 (77.89%)
Denied P&T	5 (1.91%)	13 (3.68%)	18 (2.93%)
Withdrew from P&T *	4 (1.53%)	10 (2.83%)	14 (2.28%)
Moved to Limited Term **	3 (1.15%)	1 (0.28%)	4 (0.65%)
Resigned	41 (15.65%)	46 (13.03%)	87 (14.15%)
Other	2 (.76%)	2 (0.57%)	4 (0.65%)
Probationary Extension ***	2 (.76%)	2 (0.57%)	4 (0.65%)
Still in Probationary Period ***	0	5 (1.42%)	5 (0.81%)
Grand Total	262 (100%)	353 (100%)	615

Outcomes for Probationary faculty who have entered the P&T cycle

Action	Women (n)	Men (n)
Granted Tenure	205 (95.79%)	274 (92.26%)
Denied P&T	5 (2.34%)	13 (4.38%)
Withdrew from P&T	4 (1.87%)	10 (3.37%)
Grand Total	214 (100%)	297 (100%)

Reasons for Resignation During Probationary Period (Exit Interviews)

Action	Women (n)	% of Women Total	Men (n)	% of Men Total
Career Development and Salary	10	24.39%	13	28.26%
Family and Geography	25	60.98%	23	50.00%
Other	3	7.32%	4	8.70%
P&T Performance Problem	3	7.32%	6	13.04%
Grand Total	41	100.00%	46	100.00%

Reasons for Resignation: All Probationary and Tenured faculty resigning from 2004-05 through 2019-20

Reasons for Resignation	Women N (%)	Men N (%)	Total N (%)
Performance - Not Tracking to P&T	6.0 (6.7%)	25.5 (15.7%)	31.5 (12.5%)
Family and Geography	37 (41.6%)	43.83 (27.1%)	80.83 (32.2%)
Career Development and Salary	38.5 (43.3%)	73.5 (45.4%)	112 (44.7%)
Other	7.5 (8.4%)	19.17 (11.8%)	26.67 (10.6%)
Grand Total	89 (100%)	162 (100%)	251 (100%)

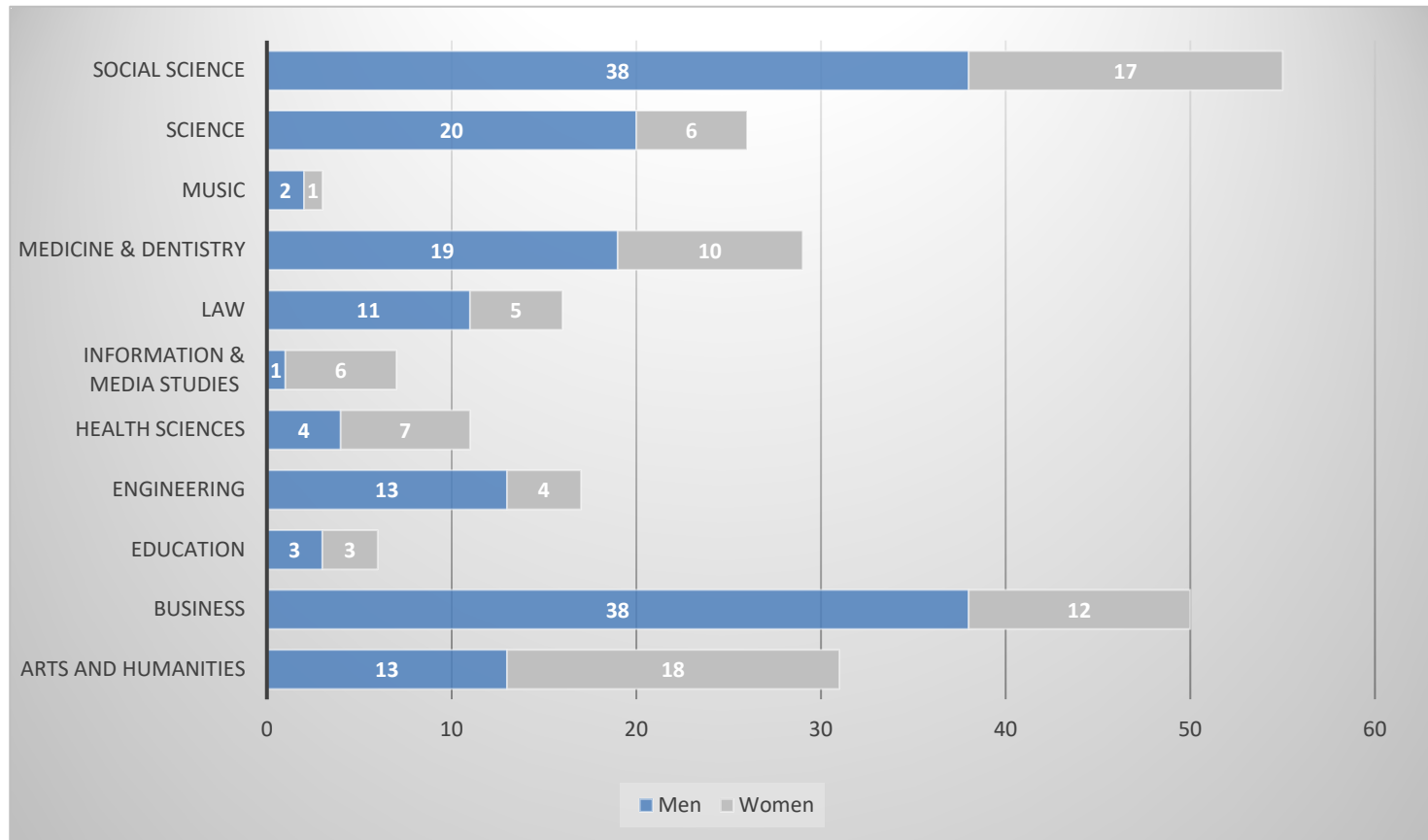
Women: 1.71% average attrition rate (annual attrition rate = resignations/current year faculty count)

Men: 1.42% average attrition rate (annual attrition rate = resignations/current year faculty count)

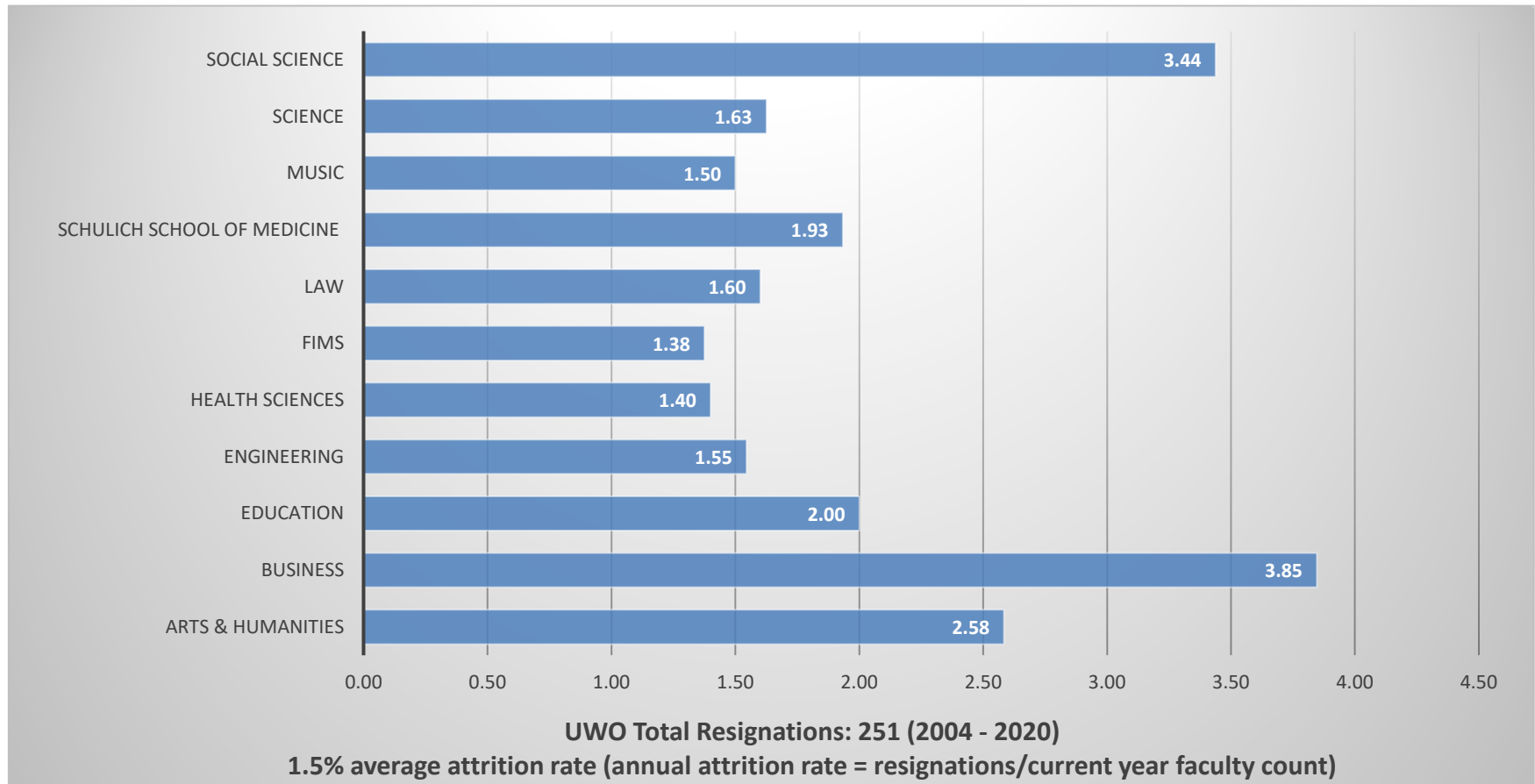
Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.

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Total Probationary & Tenured Resignations by Faculty: resigning from 2004-05 to 2019-20



Total Probationary & Tenured Resignations % by Faculty: exit dates 2004-05 to 2019-20

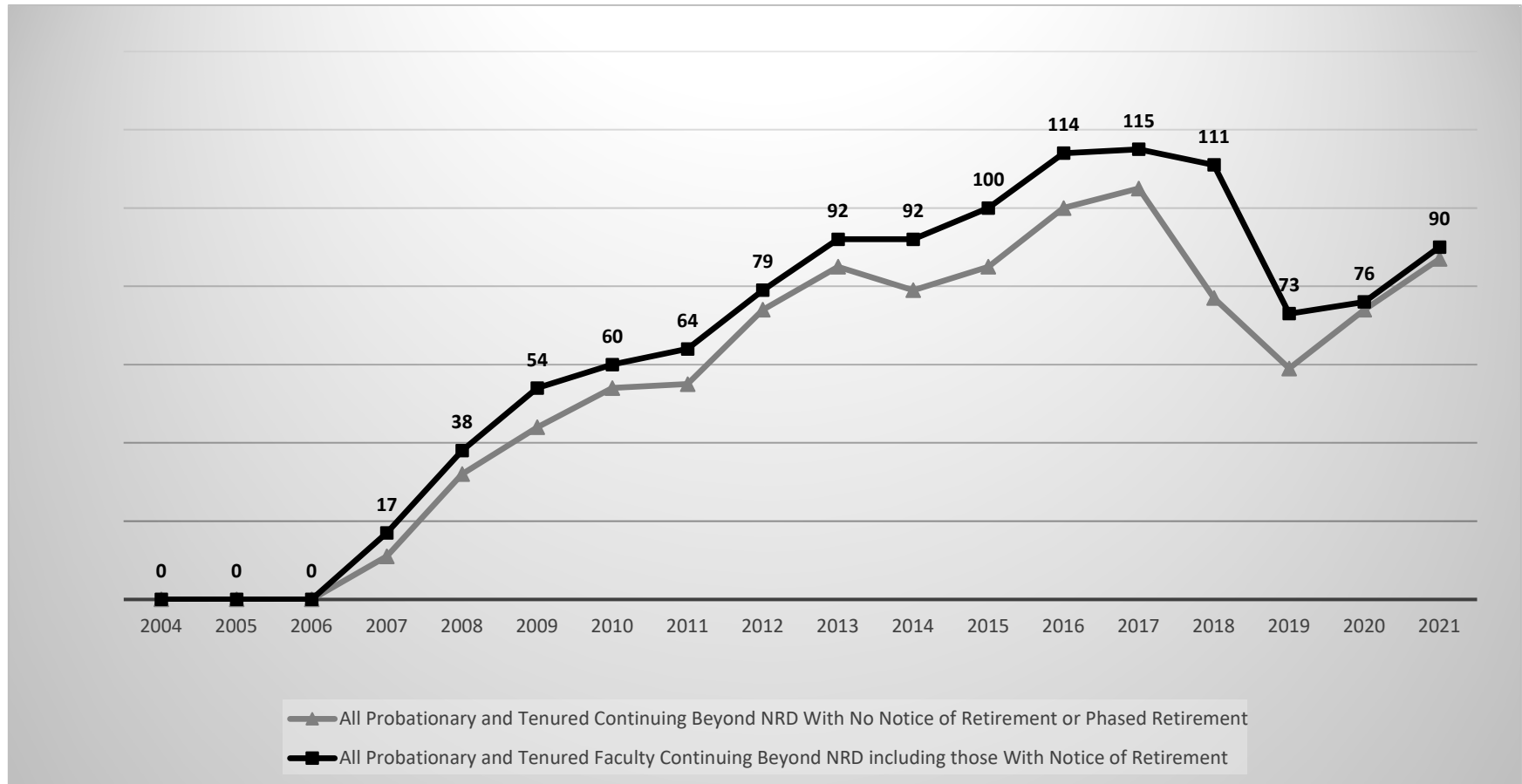


Probationary and Tenured Faculty at Western: Cohorts Aged 60 or Greater

Age	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
60	33	36	23	37	25	23	28	38	27	25	17	28	31	34	24	32	31
61	34	30	34	23	33	25	22	29	38	27	23	15	28	29	32	22	32
62	32	33	30	34	22	32	24	21	28	37	25	21	13	27	31	29	21
63	22	31	32	25	31	21	30	23	21	28	37	24	20	13	27	28	25
64	20	21	29	32	23	30	19	30	23	21	27	36	23	19	13	21	27
65	8	6	9	24	26	22	24	13	28	21	18	25	31	23	18	11	19
66	0	0	0	7	20	21	19	19	11	27	20	16	23	29	17	12	10
67	0	0	0	0	4	18	15	14	17	8	24	17	13	18	19	12	12
68	0	0	0	0	0	3	10	13	11	16	7	20	14	10	17	11	7
69	0	0	0	0	0	0	3	8	11	10	9	6	14	12	6	12	10
70	0	0	0	0	0	0	0	3	8	9	7	8	4	11	11	4	7
71	0	0	0	0	0	0	0	0	3	6	7	6	8	2	9	5	4
72	0	0	0	0	0	0	0	0	0	2	5	7	4	7	2	5	5
73	0	0	0	0	0	0	0	0	0	0	2	5	7	4	7	1	4
74	0	0	0	0	0	0	0	0	0	0	0	2	4	6	3	2	0
75	0	0	0	0	0	0	0	0	0	0	0	0	1	2	5	1	1
76	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	1
77	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Total	149	157	157	182	184	195	194	211	226	237	228	236	238	246	243	211	218

Source: UCASS 2004 – 2010
UWO Data 2011 – 2020

Probationary and Tenured Faculty at Western: Continuing Beyond Normal Retirement Date (NRD)



Source: Western Human Resources Information System
Cohort continuing with \leq July 1 NRD in each year

Section 2: Limited Term Appointments

- Data are cross-sectional counts as of October 1, 2020
- 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

Key Observations from Slides 26 to 29

Board of Governors
April 22, 2021

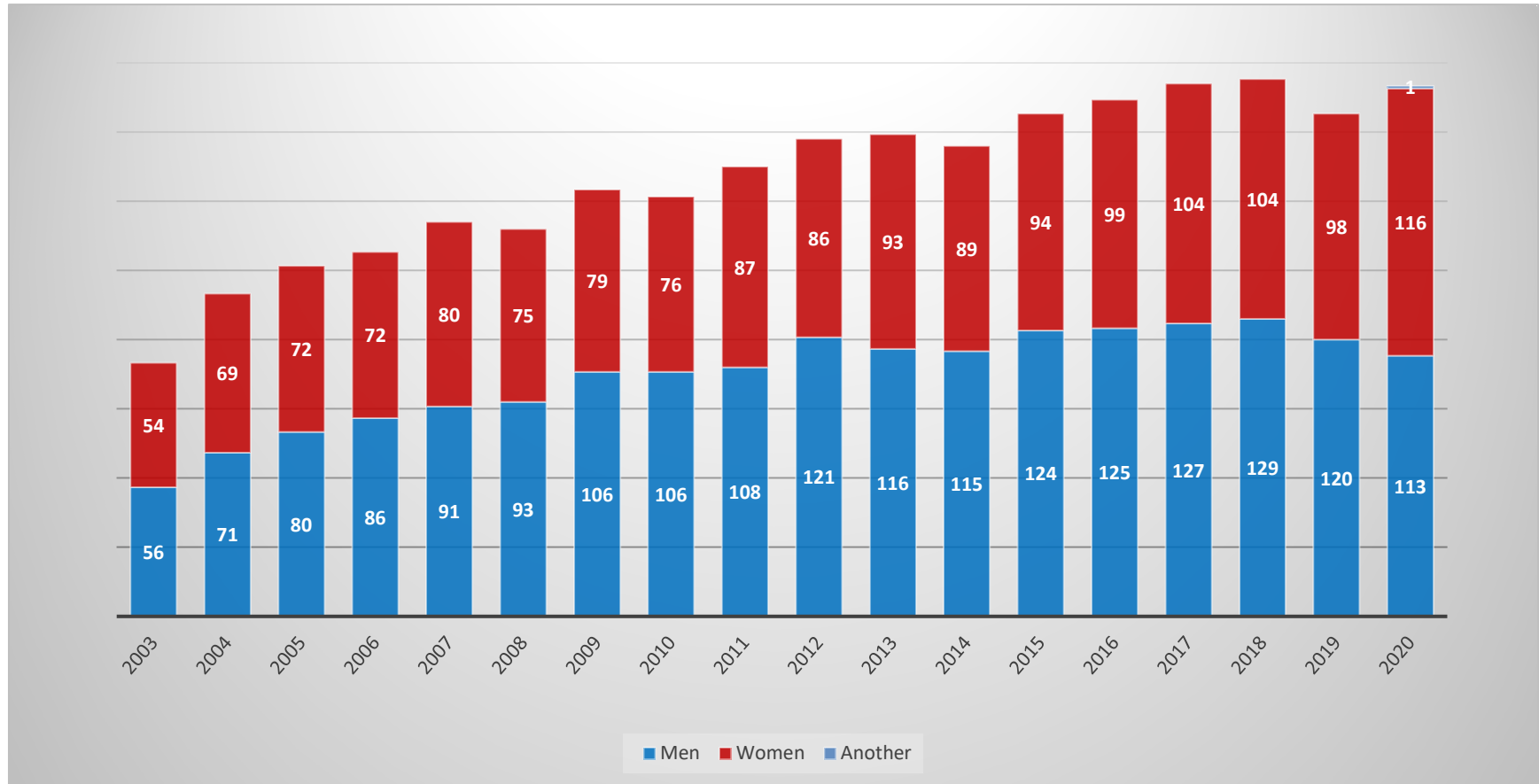
ITEM 6.2(4)

Limited Term Faculty

- On October 1, 2020 there were 230 LT faculty with the following characteristics:
 - 116 (50.4%) are women and 113 (49.1%) are men
 - 141 (61.3%) were at the Professorial ranks
 - Length of employment at Western
 - 65 (28.3%) had been employed >12 years (therefore are either “without end date” or “permanent” or eligible for “without end date” status at next renewal)
 - 124 (53.9.0%) have been in LT contract status for <7 years
- Each vertical bar in slide 29 represents the workload 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)

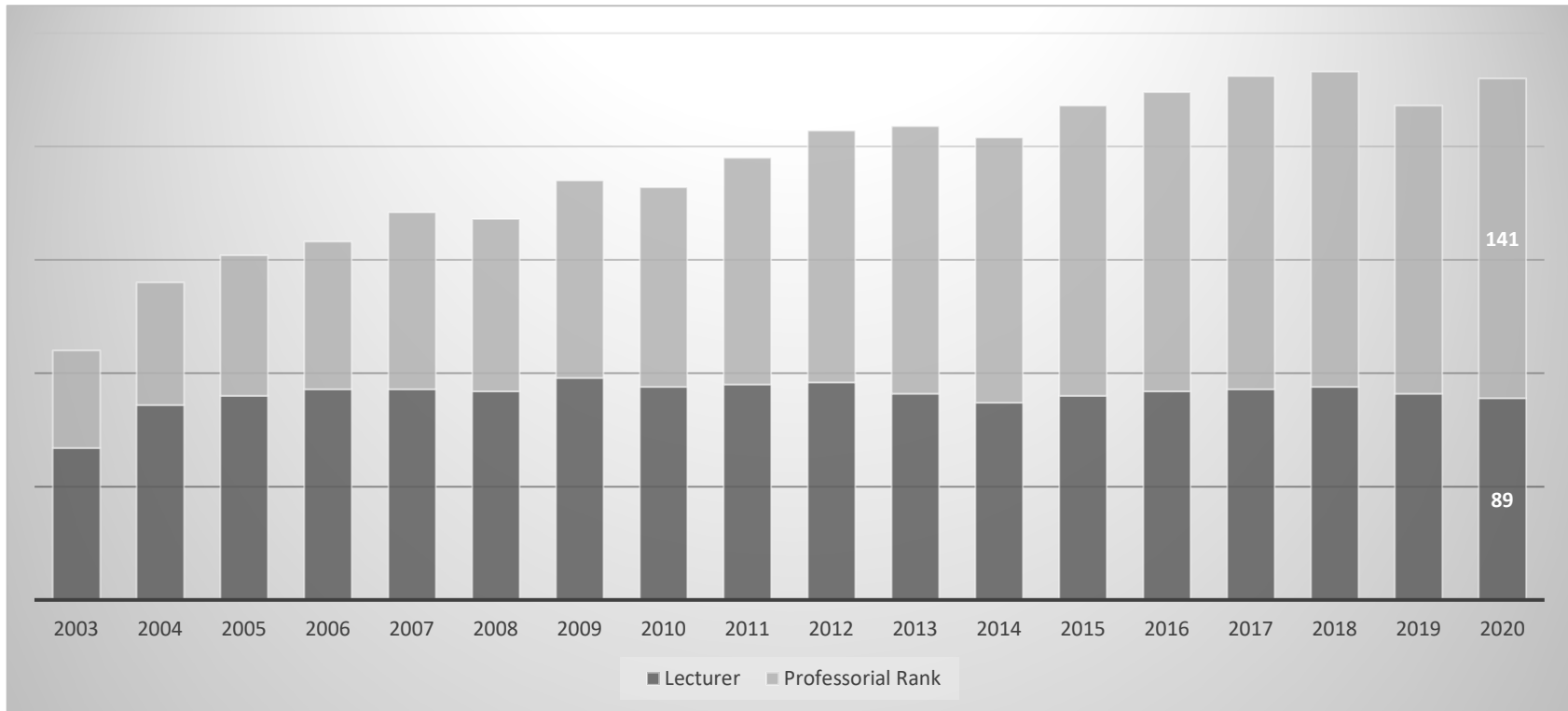
April 22, 2021

Number of Individuals with Limited Term Appointments: Stratified by Gender 2003 to 2020



Source: Western's Human Resources Information Systems 2003 – 2019 (October)

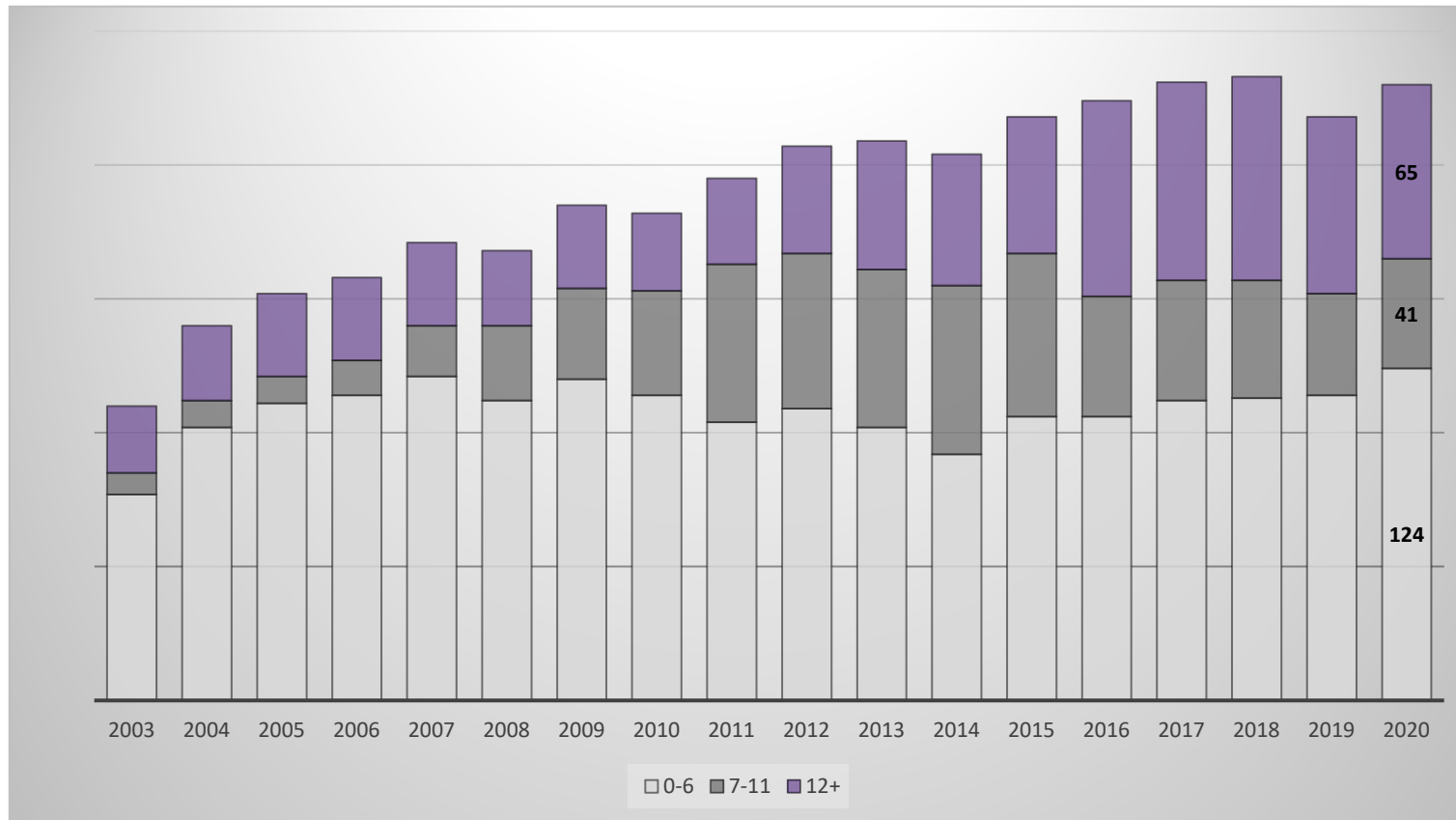
Number of Individuals with Limited Term Appointments Stratified by Rank, 2003 - 2020



Source: Western's Human Resources Information Systems 2003 - 2020 (October)

April 22, 2021

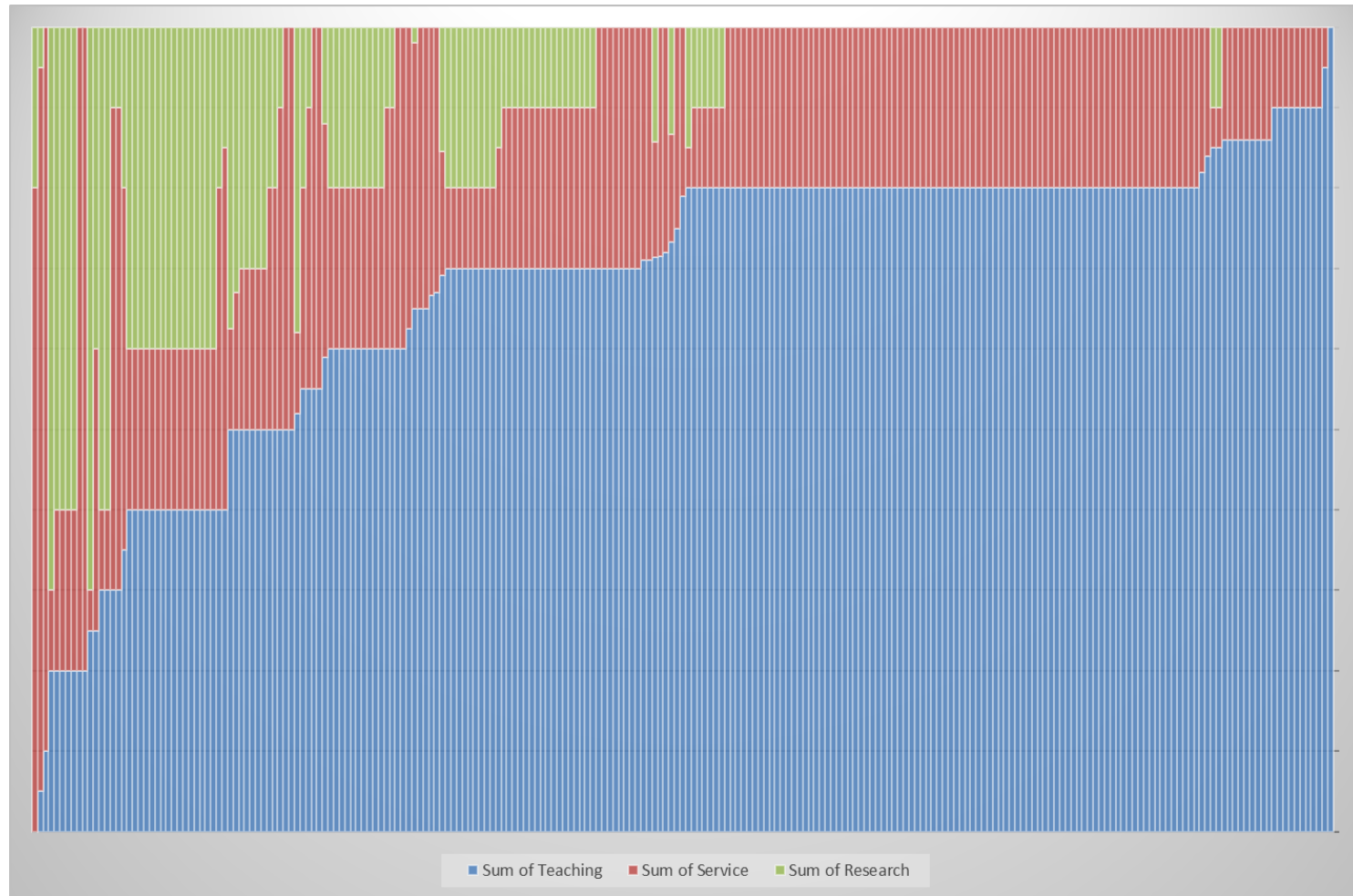
Number of Limited Term Appointments by Years of Service 2003 - 2020



Source: Western's Human Resources Information Systems 2003 - 2019 (October)

April 22, 2021

All Active Limited Term Appointments by Workload Percentages 2020



Source: Western's Human Resources Information Systems 2020 (October)

Section 3: Part-Time Faculty

- Count of individuals employed, by fiscal year, as part-time faculty including:
 - Limited Duties 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 Limited Duties competition)
 - 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 Limited Duties Appointments at Trois Pistoles
- In fiscal 2019-20, there were 843 Part-time faculty; of these, 374 were UWOFA members (taught \geq a half-course in each of 2 of the last 3 fiscal years)

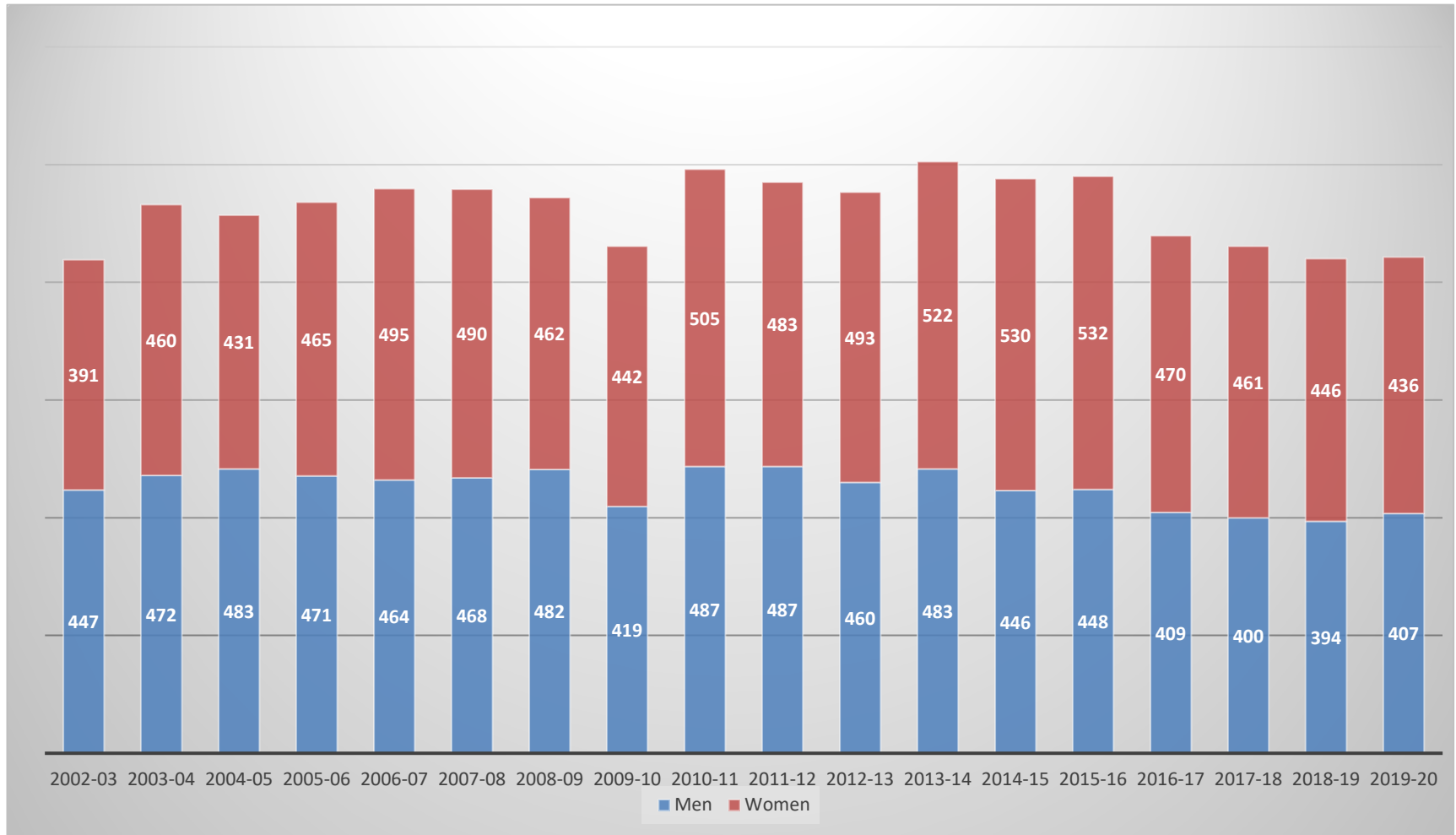
Key Observations from Slides 32 to 37

Part-Time Non-Clinical Faculty

- In fiscal 2019-20, of the 843 part-time non-clinical faculty
 - 436 (51.7%) were women
 - 326 (38.7%) 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

April 22, 2021

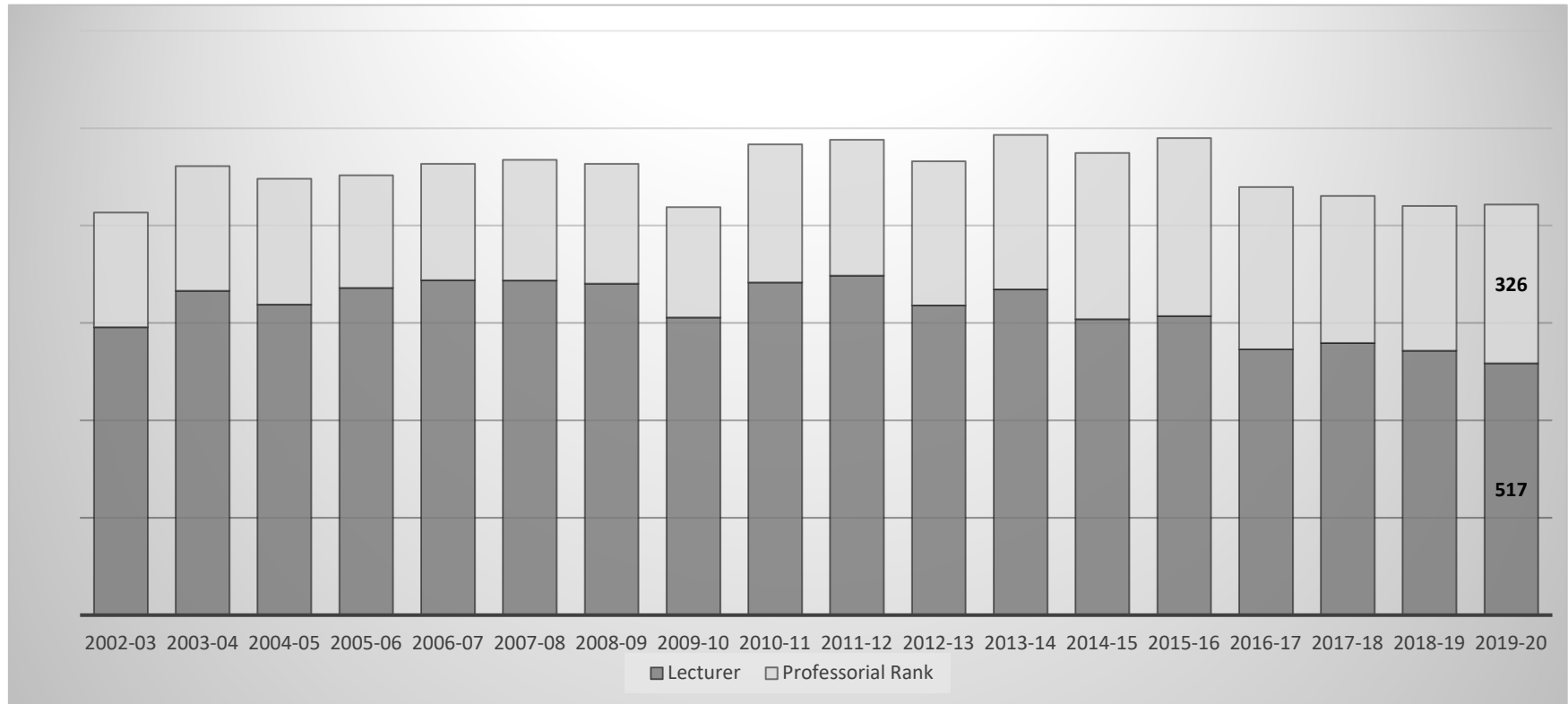
Number of Individuals with Part-Time Faculty Appointments, Stratified by Gender, Fiscal Years 2002-03 to 2019-20



Source: Western Human Resources Information Systems

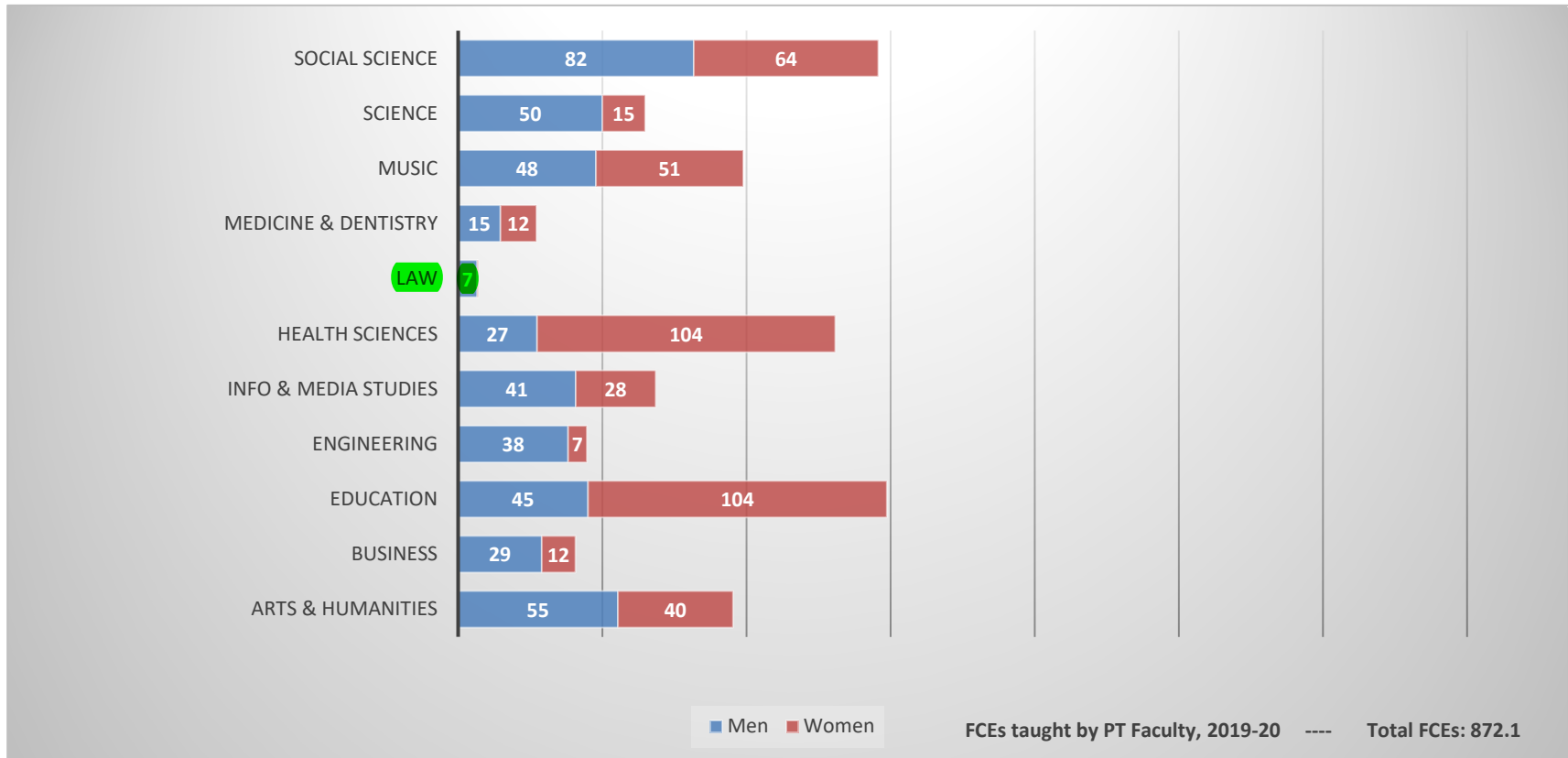
April 22, 2021

Number of Individuals with Part-Time Faculty Appointments Stratified by Rank, Fiscal Years 2002-03 to 2019-2020



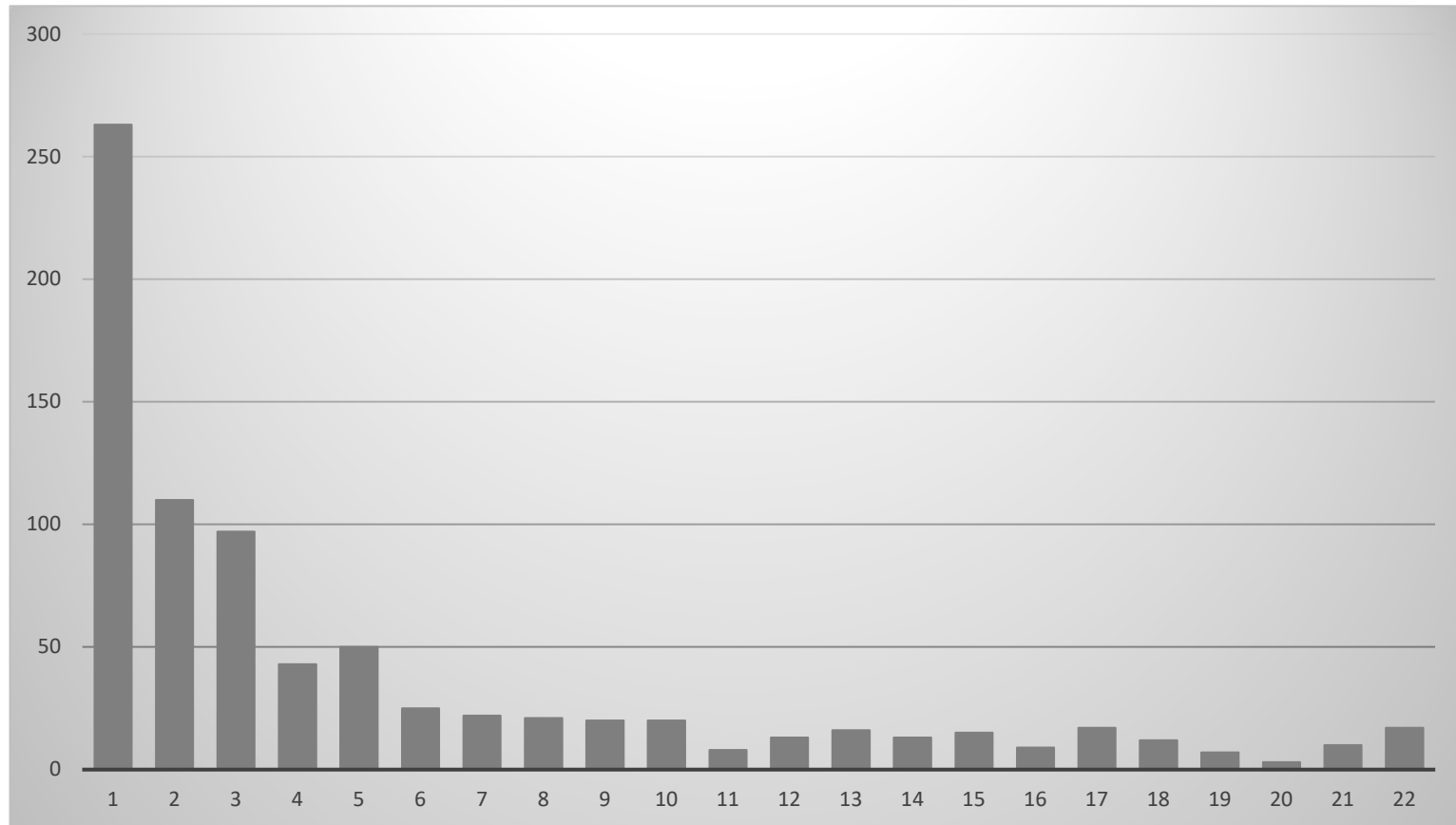
Source: Western Human Resources Information Systems

Degree Credit Courses taught by Part-Time Faculty by Faculty and Gender: 2019-20 (Fiscal Year)



Source: Western Information Systems

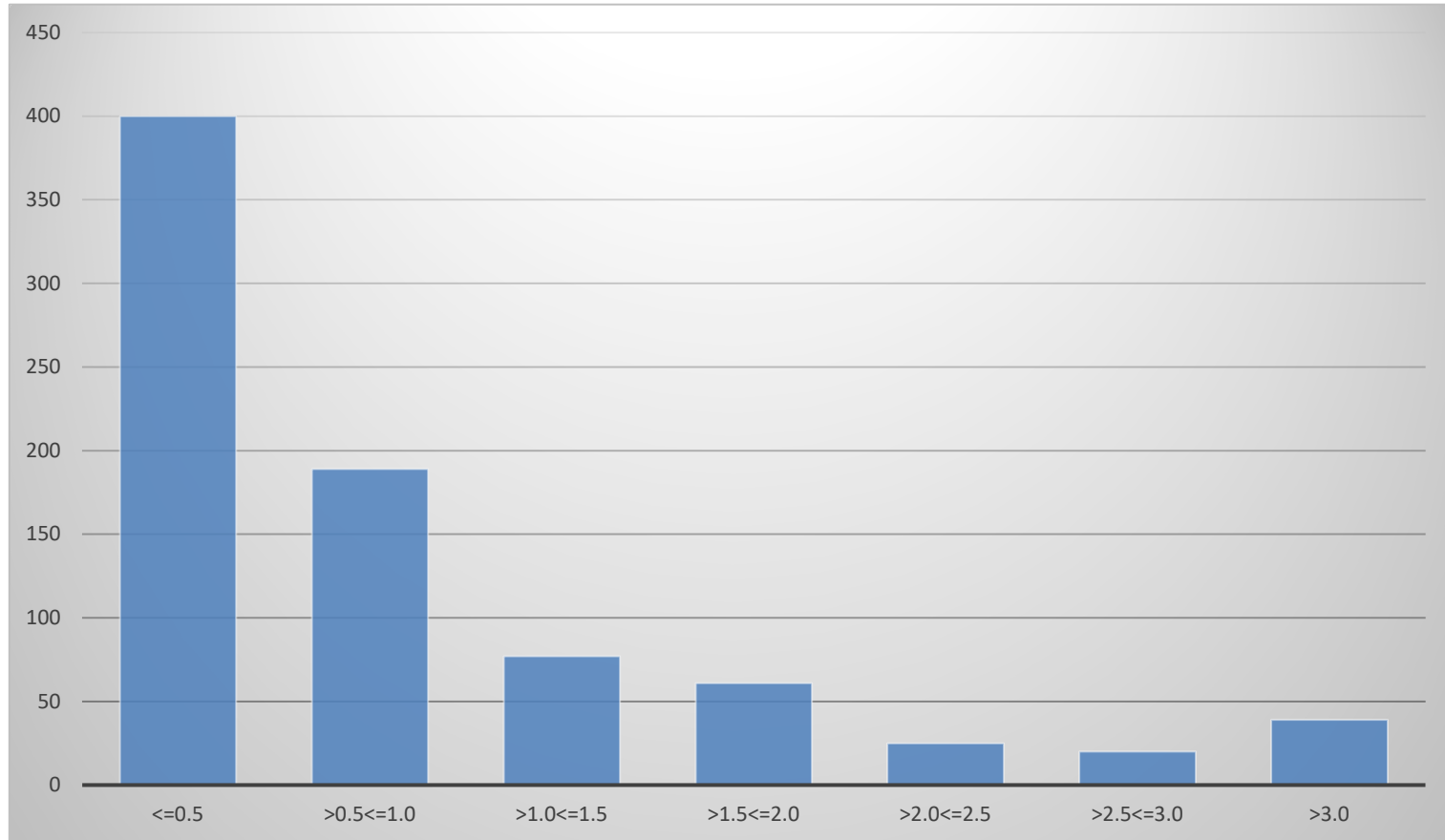
Number of Individuals with Part-Time Faculty Appointments by Years of Service 2019-2020



Source: Western Human Resources Information Systems
Includes Consecutive Years of Service, allowing for one single year gap
Excludes Extra Load Teaching and Course Authoring Appointments

April 22, 2021

Number of Individuals with Part-Time Faculty Appointments by Range of Full Course Equivalents (FCE), 2019-20

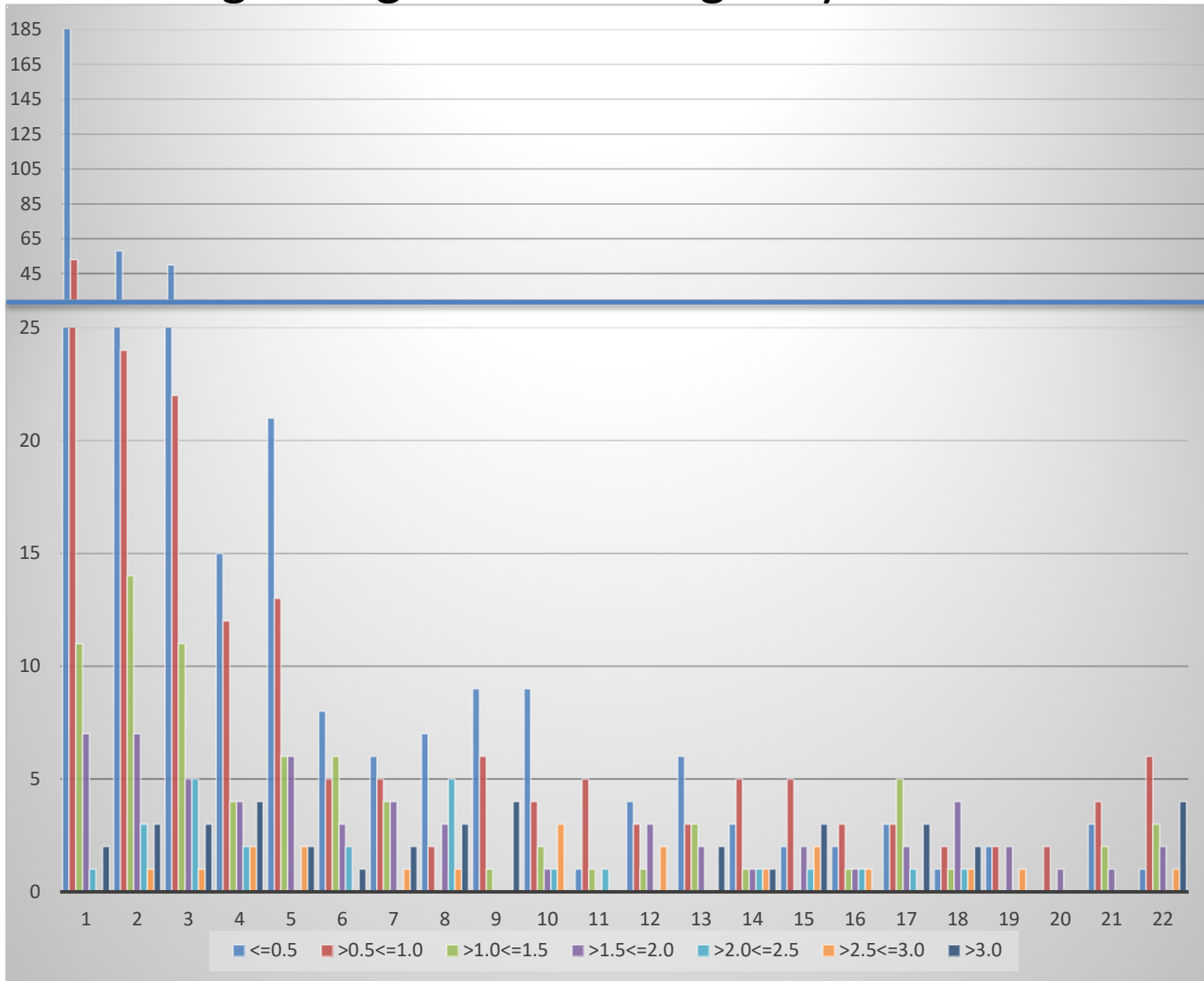


Source: Western Human Resources Information Systems
Excludes Extra Load Teaching and Course Authoring Appointments

Number of Individuals with Part-Time Faculty Appointments by Average Range of FCEs Taught by Years of Service 2019-2020

Board of Governors
April 22, 2021

Item 5.2(a)



Source: Western Human
Resources Information
Systems
Excludes Extra Load
Teaching and Course
Authoring Appointments

Section 4: Clinical Full-Time Faculty

- Cross-sectional counts on October 1
- 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)

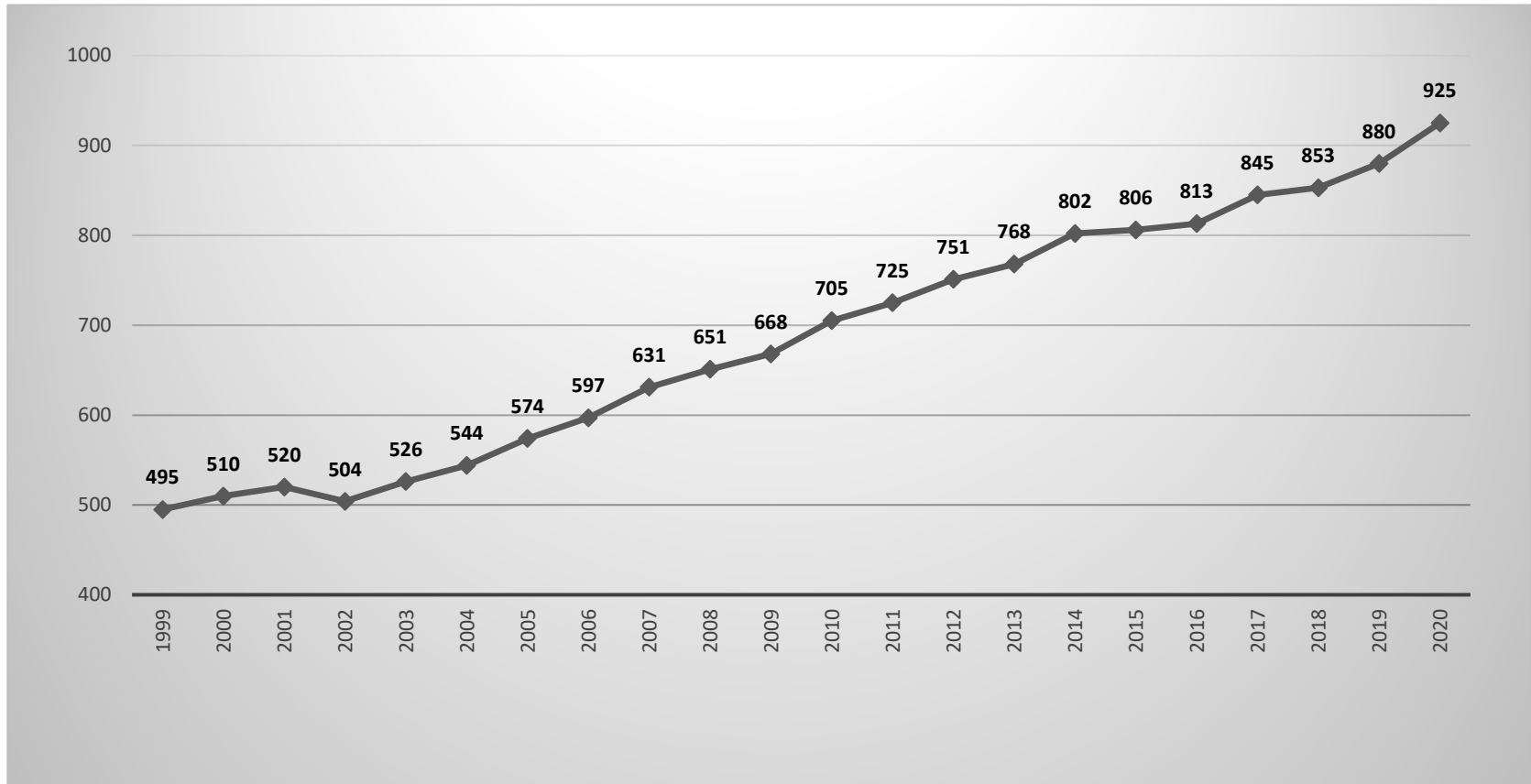
Key Observations from Slides 40 to 44

Clinical Full-Time Faculty

- The number of Clinical full-time faculty has been steadily increasing and is currently 925
- The percentage of women overall, inclusive of all career stages, is increasing and is currently 36.7%
- The representation of women was 44.7% among those hired in 2019-2020
- annual resignation rates fluctuate due to small numbers

Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2020

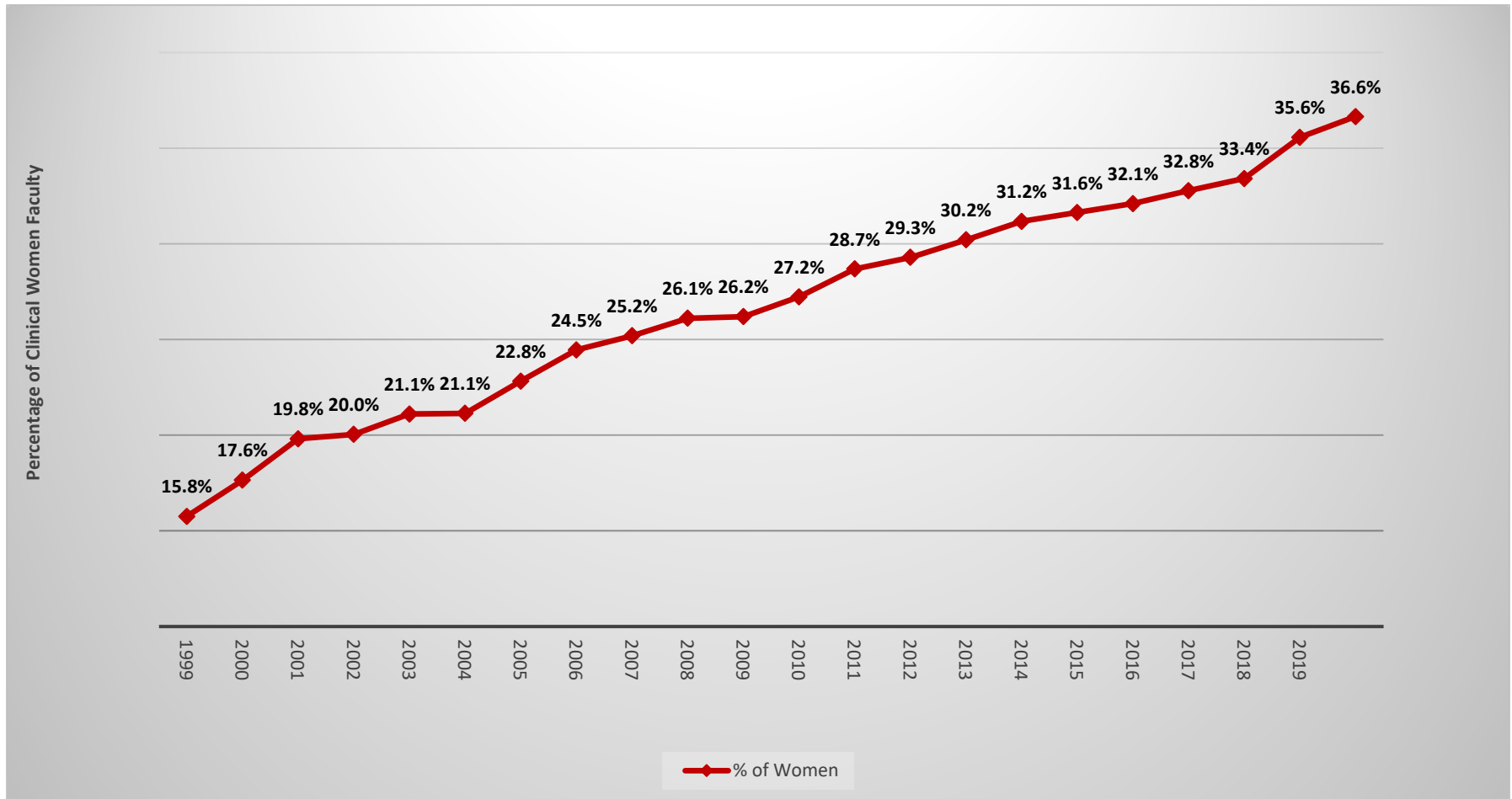
Item 6.2(a)



Source: Western Human Resources Information Systems

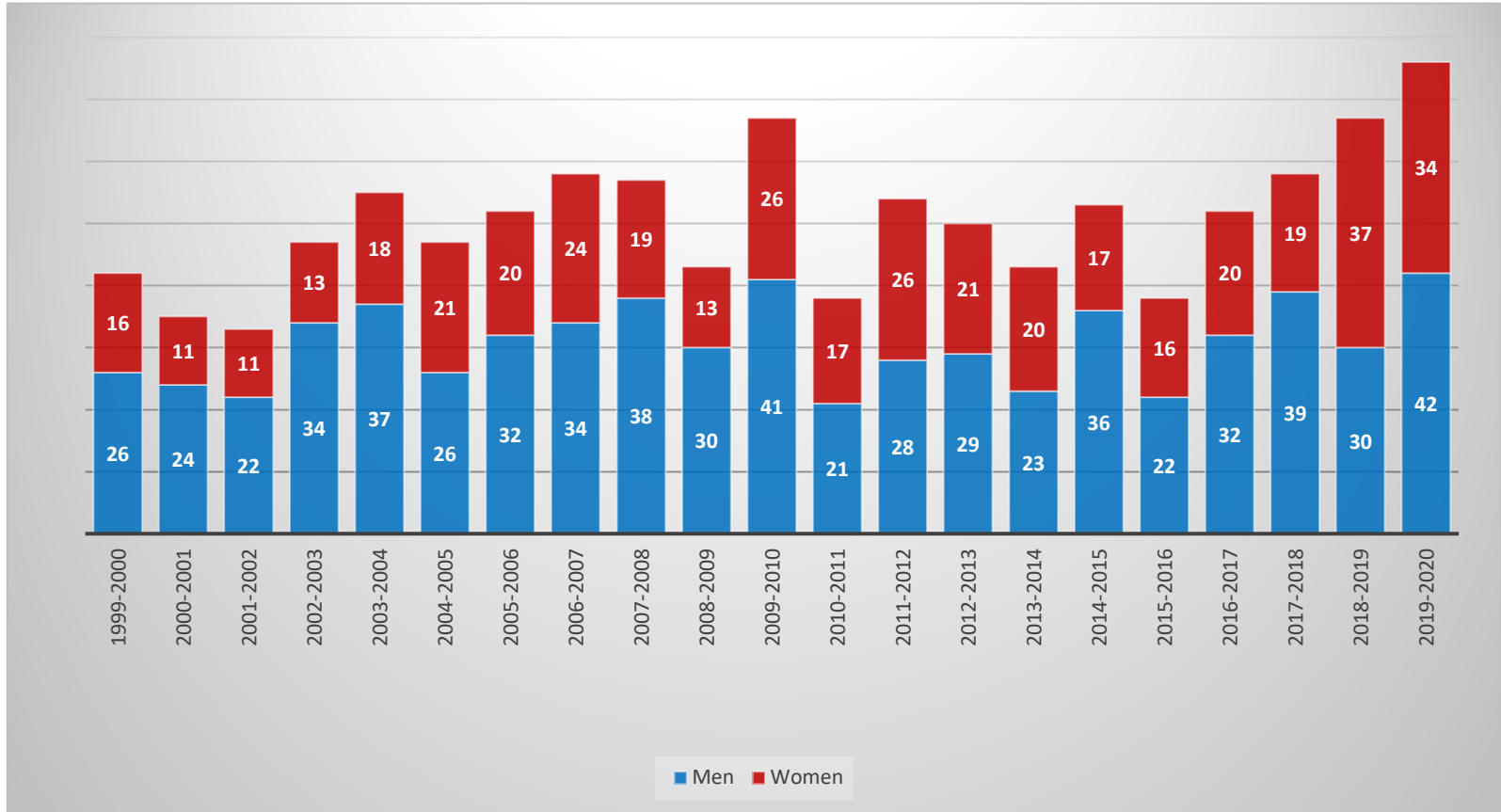
April 22, 2021

Women as a Percentage of Full-Time Clinical Faculty at Western, 1999 – 2020



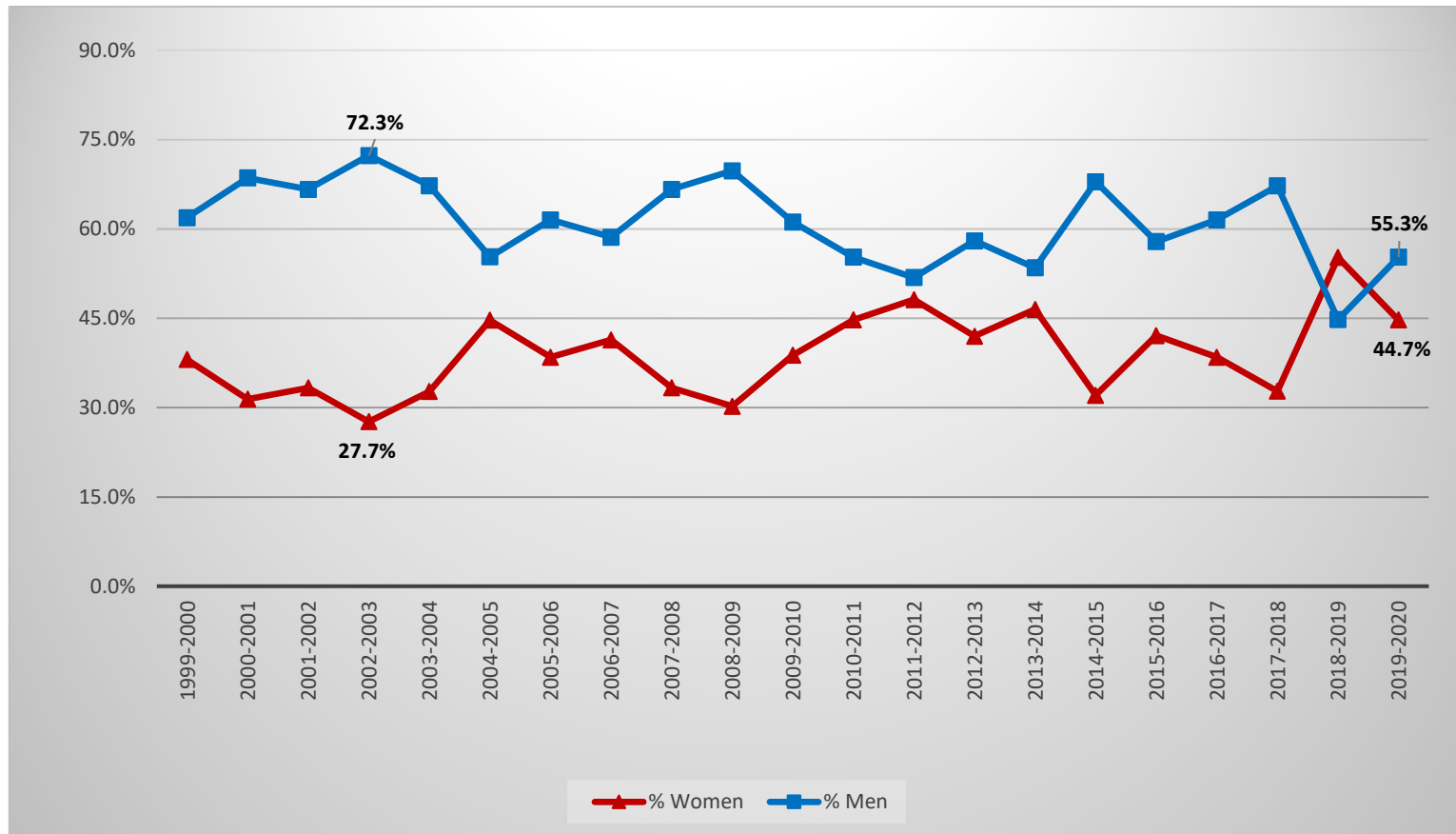
Source: Western Human Resources Information Systems

Newly Hired Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 2000 – 2020



Source: Western Human Resources Information Systems

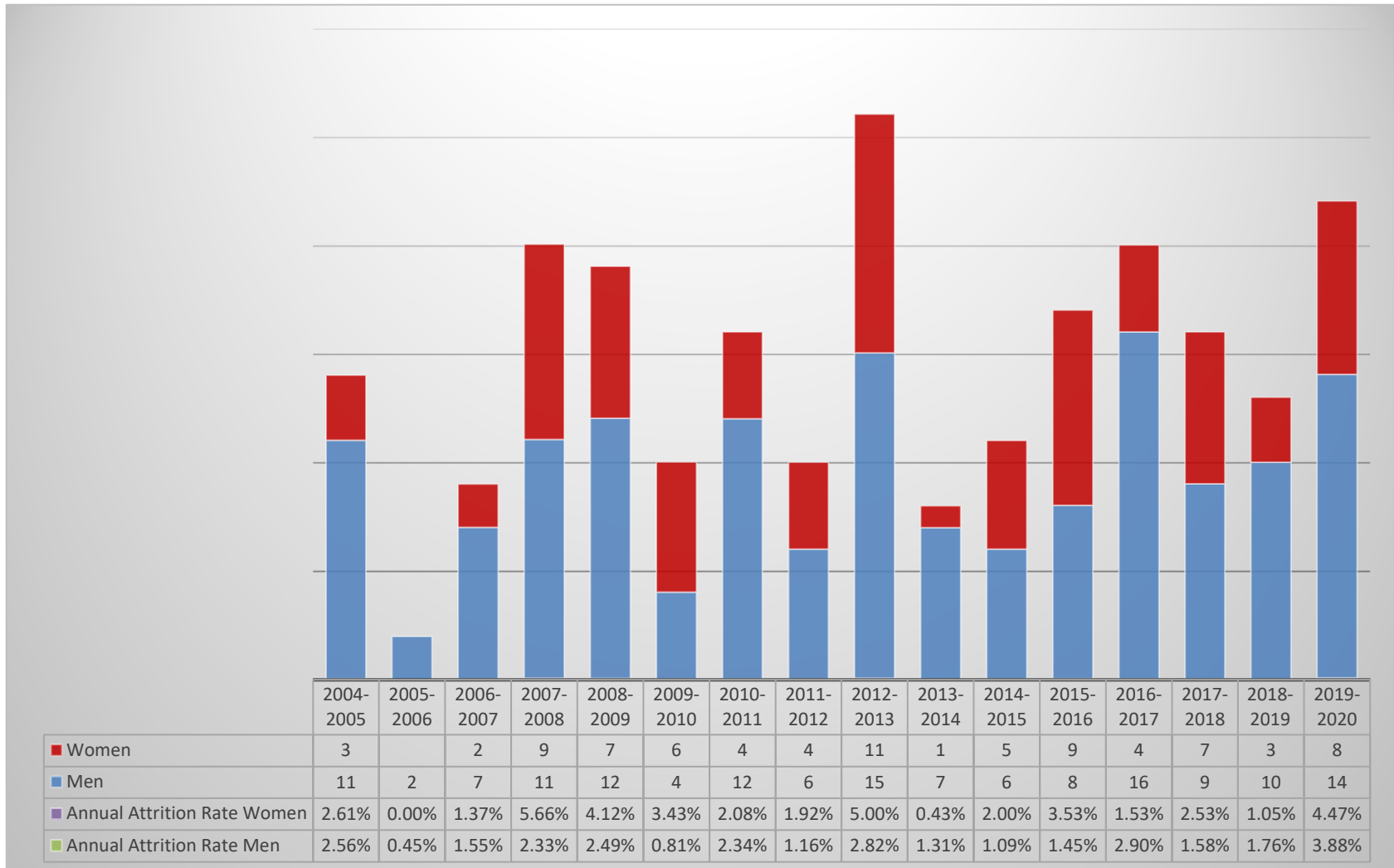
Percentage of New Full Time Clinical Faculty at Western by Gender: 1999-00 – 2019-20



Source: Western Human Resources Information Systems

Full Time Clinical Faculty Resignations by Gender

2004-05 – 2019-2020



Source: Western Human Resources Information System

For further information

- After presentation at SCUP, this report can be found at:
http://uwo.ca/facultyrelations/academic_planning/Recruitment_Retention_Report_2020.pdf
- 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/academic_planning/pdf/promotion-tenure-report-2019.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 6.2(b) – Indigenous Strategic Plan Progress Report

ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION/DISCUSSION

EXECUTIVE SUMMARY:

I'm pleased to bring you an update from the [Office of Indigenous Initiatives \(OII\)](#) in the form of the attached [Indigenous Strategic Plan progress report](#). This report documents some of Western's first steps in implementing the Truth and Reconciliation Commission's Calls to Action and recommendations in the [Provost's Task Force on the Implementation of the Indigenous Strategic Plan](#).

While this progress report does not fully reflect the scope of work taking place across campus, it does highlight new and significant institutional investments into Indigenization since 2016. These investments have, most importantly, engaged Indigenous communities in meaningful ways and have helped establish an Office of Indigenous Initiatives, construct a new Indigenous Learning Space, augment Indigenous student supports, and undertake an Indigenous faculty cluster hire. OII will be disseminating this report broadly to local and regional Indigenous community partners engaged in our institutional efforts.

I would appreciate if you could disseminate the progress report to your teams, asking them to refer to our new Indigenous portal [website](#) for regular updates on institutional work.

My deepest thanks to all who have engaged in the Indigenous strategic planning efforts at Western to date. I recognize that Indigenization work is often challenging, both personally and systemically as we shift previously held ideas and practices and proactively make space for Indigenous Peoples and ways of knowing across all levels of study, work, and research. It is important that we take this time to recognize and celebrate our progress and learnings along the way. At the same time, we must also realize this is an ongoing journey—we need to sustain and augment our efforts, listen deeply to each other throughout reconciliatory processes, and work proactively to deepen and sustain equitable changes at Western.

I hope you are energized to continue these efforts with us.

Sincerely,

Candace Brunette-Debassige

ATTACHMENTS:

[Indigenous Strategic Plan Progress Report](#)

Western University Indigenous Strategic Plan Annual Progress Report Fall 2020





Land Acknowledgement

Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Chonnocton (Neutral) peoples. The Huron-Wendat peoples also have a history of living in this territory. In the London area, there were Treaty 6 London Township, Treaty 7 Sombra Township, and Treaty 21 Longwoods. This land continues to be home to diverse Indigenous Peoples (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to our society. By recognizing First Nations peoples' relationships to land, we make explicit Indigenous Peoples' presence and rights to self-determination.



Contents

Foreword

- 3 Key Milestones on Western's Path Toward Indigenization**
- 5 Message from President Alan Shepard and Provost Andrew Hrymak**
- 7 Message from Candace Brunette-Debassige, Acting Vice-Provost
and Associate Vice-President, Indigenous Initiatives**
- 9 Our Strategic Priorities**

Investing in Infrastructure, Students, Staff and Faculty

- 11 Office of Indigenous Initiatives**
- 13 Indigenous Learning Space**
- 15 Indigenous Students**
- 17 Indigenous Faculty**
- 19 Indigenous Research**
- 21 Indigenous Curriculum and Learning**

Engaging Indigenous Communities

- 23 Councils and Partnerships**

Future Focus

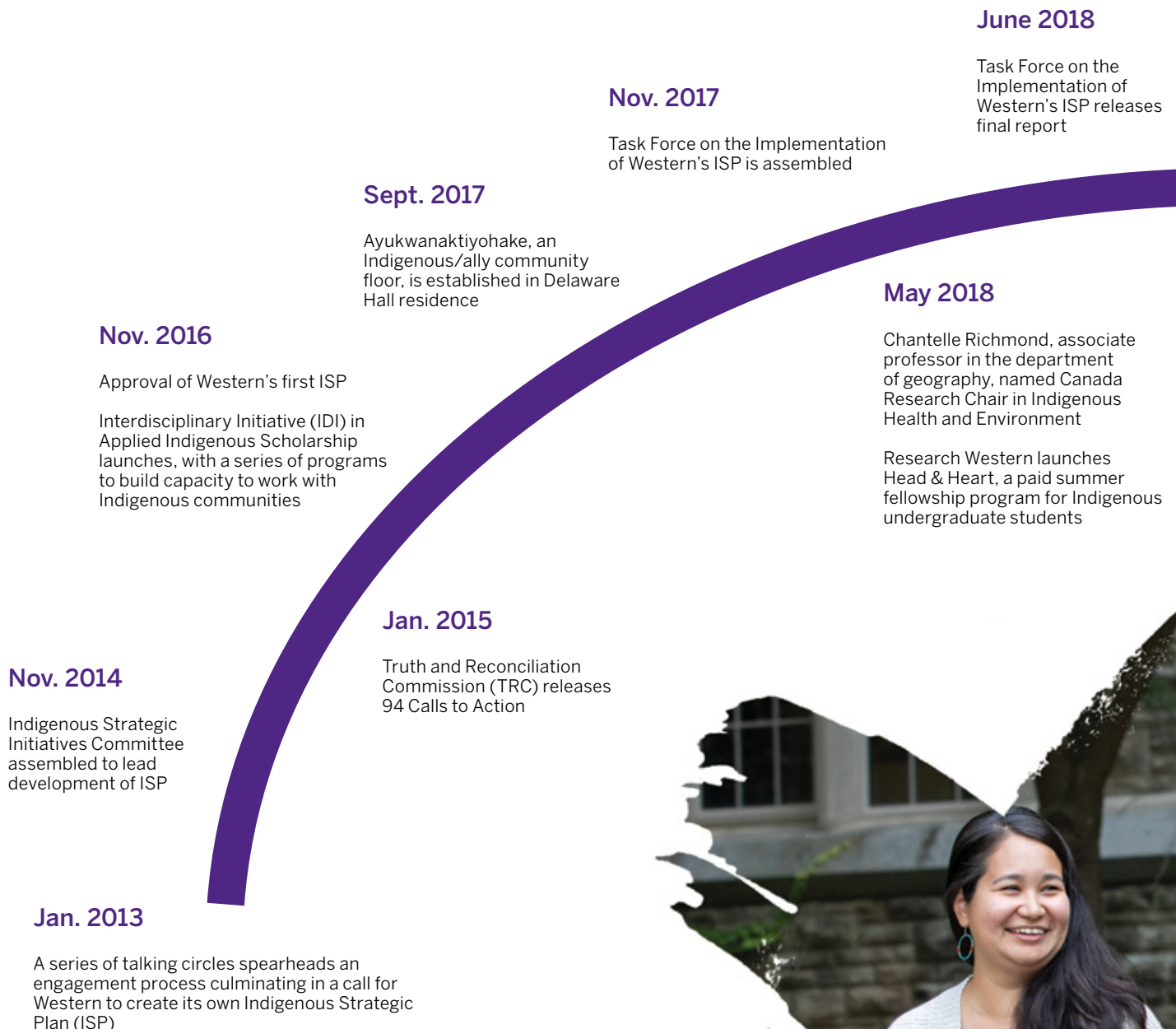
- 25 Challenges**
- 27 Moving Forward Together**

Key Milestones on Western's Path Toward Indigenization

Indigenization is the process by which Indigenous ways of knowing, being, doing and relating are incorporated into all areas of the university, including: student affairs; teaching and learning; research and assessment; space planning; workforce planning; governance, policies and decision-making.

At Western, Indigenization is guided by the "4 Rs" approach of scholars Verna Kirkness and Ray Barnhart*: respect, relevance, reciprocity, and responsibility for Indigenous Peoples and Indigenous ways of knowing.

*First Nations and Higher Education: The Four R's - Respect, Relevance, Reciprocity, Responsibility



July 2018

Faculty of Education partners with Six Nations Polytechnic to host Masters in Professional Educational Leadership in Indigenous Education

Oct. 2018

Indigenous Faculty Advisory Council established

May 2019

Indigenous Faculty Cluster hiring process begins

Former Education Library named as new site for an Indigenous Learning Space

Indigenous Student Centre partners with Thames Valley District School Board to create an Indigenous Academic Tutoring Program for high school students

Sept. 2018

Candace Brunette-Debassige appointed Special Advisor to the Provost (Indigenous Initiatives)

Jan. 2020

Schulich School of Medicine & Dentistry appoints Danielle Alcock as Indigenous Lead

Mar. 2020

Established smudging policy for Western's campus

May 2020

Office of Indigenous Initiatives launched, led by Candace Brunette-Debassige, Acting Vice-Provost/Associate Vice-President (Indigenous Initiatives)

June 2020

Indigenous Learning Fund established to support projects advancing Western's Indigenous strategic priorities



A commitment to sustained action

I'm encouraged by the progress we've made to amplify Indigenous voices at Western—it's been heartening to see the changes happening across campus.

But I know there is much more work to be done.

And I'm committed to taking the actions needed to ensure progress continues.

To Western's Indigenous students, colleagues, and community partners, I want to say thank you.

Thank you for your patience, persistence, support, and guidance in helping the university become a better place for Indigenous Peoples to learn, work, and succeed.

Alan Shepard
President & Vice-Chancellor



An Indigenous voice at the leadership table

Changing the culture of a 140-year-old institution is challenging, time-consuming work, but real progress is being made at Western.

The university passed an historic milestone in 2020 with the creation of an Office of Indigenous Initiatives, to be led by a Vice-Provost & Associate Vice-President who will sit at the table as a key member of Western's senior leadership team.

We owe a debt of gratitude to Candace Brunette-Debassige for her leadership in helping Western reach this important milestone. Candace is not only serving in the acting role while we search for Western's first-ever Indigenous Vice-Provost & AVP, she also played an instrumental role in creating the new office while completing her PhD.

Indigenous voices are resonating across campus, and we are committed to strengthening Western's ties with Indigenous community partners throughout the region.

A handwritten signature in black ink, reading "A. Hrymak".

Andrew Hrymak
Provost & Vice-President (Academic)



More than Words

Wachay/Shekoli/Aanii/Koolamalsi/Greetings

I am pleased to present this report on Western's progress to date in implementing the university's first Indigenous Strategic Plan. Guided by eight broad strategic priorities, I am proud to share we are steadily moving beyond words and making real changes at our university. While we've made some significant progress, we recognize Western still has a long way to go.

It has been an honour working alongside committed colleagues across the university, broadening our approach to Indigenous education—moving from an Indigenous student services model toward a campus-wide approach encompassing proactive changes in our structure and leadership; policies and practices; teaching, learning and curriculum; research; and physical space planning.

Perhaps most exciting, and integral to creating sustainable long-term change in a complex institution like ours, has been the opportunity to establish the mandate of the role of the Vice-Provost/Associate Vice-President (Indigenous Initiatives) and to help create Western's new Office of Indigenous Initiatives (OII).



“This marks a big milestone for our institution. There’s now a team of people waking up every day thinking about how to do this work at all levels, across campus.”

The ongoing support of Western’s leadership, including its Board of Governors, Senate, President, and most notably, its Provosts, past and present, has been integral as we begin to realize our vision. We also could not have achieved these important milestones without the unwavering commitment and deep intergenerational passions of the small and growing Indigenous community we are fortunate to have at Western, along with the support of countless allies who continue to engage in the challenging reconciliatory work of transforming the academy.

To our various campus and community partners, my deep, heartfelt thanks for your trust, guidance and engagement in helping Western become more responsive to Indigenizing agendas, and in implementing Treaty responsibilities. You have played a crucial role in helping us advance Indigenous representation and inclusion, support Indigenous epistemologies and methodologies, and join Indigenous communities in their nation-building efforts. The trail we have started to lay down together will make the pathways of education much less challenging for the future generations of Indigenous Peoples who choose to study and work at Western.

Chi Meegwetch

Candace Brunette-Debassige

Acting Vice-Provost and Associate Vice-President (Indigenous Initiatives)



Our Strategic Priorities

Strengthen and build relationships with Indigenous communities

Nurture an inclusive campus culture that values Indigenous Peoples, perspectives and ways of knowing

Enhance Indigenous students' experiences

Achieve excellence in Indigenous research and scholarship

Excel in Indigenous teaching and learning

Indigenize Western's institutional practices and spaces

Become a university of choice for Indigenous students

Increase representation of Indigenous staff and faculty members





Office of Indigenous Initiatives

Responding to an urgent call from the Provost's Task Force on the Implementation of the Indigenous Strategic Plan (ISP), Western recently welcomed a new Indigenous voice to its leadership table.

The Vice-Provost and Associate Vice-President (Indigenous Initiatives) champions Western's commitment to increase an Indigenous presence across all levels of work, study and research through the new Office of Indigenous Initiatives.

The Office of Indigenous Initiatives and the Vice-Provost/Associate Vice-President (Indigenous Initiatives) leads the system-wide change required to advance truth and reconciliation efforts, achieve equitable outcomes for Indigenous Peoples and implement Western's Indigenous Strategic Plan.





Priority Areas

- Strategic planning and implementation
- Communications and reporting
- Community engagement
- Policy development and practice
- Space planning and management
- Curriculum and training development
- Student affairs, access and recruitment strategies
- Faculty and staff recruitment and retention strategies
- Research and scholarship strategies

Our Team



Candace Brunette-Debassige

Acting VP-AVP (Indigenous Initiatives) (Mushkego Cree, Treaty 9)



Paula Cornelius-Hedgepeth

Community Relations & Space Coordinator (Haudenosaunee, Oneida Nation of the Thames)



Sara Mai Chitty

Curriculum and Pedagogy Advisor (Anishinaabekwe, Alderville First Nation)



Indigenous Learning Space

Knowing Indigenous students engage and persist in learning environments where their Indigeneity is meaningfully reflected*, Western is creating an innovative Indigenous Learning Space. Consultations with Cree architect Wanda Dalla Costa and a community engagement process led to a design for a space rooted in Indigenous perspectives.

The Indigenous Learning Space will be a site for Indigenous learning, serving as a touchstone for gathering together in the spirit of Indigenization, decolonization and reconciliation.



Wanda Dalla Costa
Architect





Features:

- A distinctive circular structure with three levels of indoor space, including an open-concept gathering area, a second-level mezzanine and a lower-level teaching/learning space
- An outdoor classroom with ceremonial space, including an Indigenous food and medicine garden



Indigenous Students

Indigenous students often face complex barriers that are compounded when accessing universities, including: historical and ongoing expectations to assimilate into the university culture; limited access to K-12 and postsecondary environments; financial barriers linked to intergenerational poverty; geographic isolation; social and political barriers linked to ongoing colonialism and racism in the university.

To help reduce some of these obstacles, Western has expanded its Indigenous recruitment and financial aid initiatives in 2020-21.

- Appointed a new **Indigenous Financial Aid Coordinator**
- Established a **National Indigenous Scholarship Program** (three awards valued at \$50,000 each, based on academic excellence and meaningful contribution toward Indigenous communities)
- Expanded **Indigenous needs-based awards**
- Established a **five-year partnership with Indspire***, with a significant investment in Indigenous bursaries
- Created a **travel bursary for Indigenous students** in international exchange programs
- Piloted an **Indigenous student research travel grant**

*Indspire is a national Indigenous charity that invests in the education of Indigenous Peoples



Donna Noah
(Lunaapéexkweew),
Indigenous Financial
Aid Coordinator



Indigenous Faculty

Recognizing the vital role Indigenous scholars often play in Indigenizing the curriculum and research in universities, Western's Indigenous Strategic Plan called for an increase in Indigenous faculty members. In 2019-20, Western undertook an Indigenous faculty cluster hiring process. Since 2016, seven new Indigenous faculty members have joined Western in Law, Medicine, Education and Social Science.

Western Law

Western Law welcomed Mi'kmaw scholar, Frankie Young, PhD, in July 2019. Her research and teaching areas include Indigenous economic development and self-government, the legitimacy of Indigenous laws, trust law, banking and finance law, business law and secured property transactions.



“As an educator, I love to teach students about the first inhabitants and guardians of the land and resources in Canada and how Indigenous Peoples are a critical part of the fabric of the Canadian market economy.”

Frankie Young, PhD
Assistant Professor, Western Law

Schulich School of Medicine & Dentistry

Danielle Alcock, PhD, an Anishanaabe kwe, and member of Chippewas of Rama First Nation, was appointed Indigenous Lead at the Schulich School of Medicine & Dentistry in February 2020, where she is also an Assistant Professor in the Department of Epidemiology and Biostatistics.

As a champion of the School's Indigenous Health Action Plan, Alcock is looking to achieve goals based on the TRC Calls to Action, specifically those related to health care education.

“My goal is to ensure Schulich Medicine & Dentistry is a space representative of First Nations, Métis and Inuit communities. I've enjoyed working with community partners to discover what that looks like, and fostering relationships that go well beyond just my role.”

Danielle Alcock, PhD
Indigenous Lead,
Schulich School of Medicine & Dentistry





Indigenous Research

Canada Research Chair in Indigenous Health and Environment

Western has become the hub of a provincial network for Indigenous health training that is both culturally relevant and scientifically rigorous, thanks to the leadership of Anishinaabe scholar Chantelle Richmond, Canada Research Chair in Indigenous Health and Environment. She is part of a growing movement of academics and Indigenous community members examining how much of the research involving Indigenous communities is too narrowly focused, and does not consider the deeper and more complex situations facing many Indigenous communities.

Professor Richmond is chairing Western's Indigenous Research Sub-Committee in 2020-21, a body that will make several recommendations to advance capacity and the impact of Indigenous research at Western.

"I was feeling the gloom and doom of the stats around Indigenous Peoples having the poorest health of any population in Canada, but Professor Richmond helped me see how Indigenous research can be hopeful and helpful and how I can contribute."

Vanessa Ambtman-Smith, PhD candidate, Geography, Trudeau and Vanier Scholar and a member of the Indigenous Research Lab

Head & Heart Indigenous Research Fellowship Program

For the past three years, Western has delivered a unique research program geared toward Indigenous students that strives, through an intergenerational network, to nurture a community and the next generation of Indigenous scholars.

As an example of the meaningful work undertaken by students in the program, past Head & Heart participant Kristen Longdo, BA'19, added a much-needed Indigenous dimension to a popular sociology textbook used by universities across Canada.

Chantelle Richmond, PhD

Canada Research Chair in
Health and Environment

“We cannot change the past,
but we can shape the future.
Young scholars are the future
and have the strength in their
voices to influence change in
society.”

Kristen Longdo, BA'19

Past participant, Head & Heart





Indigenous Curriculum and Learning

Western recognizes privileging Indigenous perspectives, methods of teaching and ways of knowing in curriculum and learning across disciplines is integral to Indigenousizing the university in meaningful ways, having a transformative impact on students.

Guide for Working with Indigenous Students

Created by a team of faculty, staff and students as members of the Interdisciplinary Initiative in Applied Indigenous Scholarship, this guide was designed in 2018 to help staff, faculty and administrators better understand the realities and needs of Indigenous learners in university settings.

Office of Indigenous Initiatives

In late 2019, the Office of Indigenous Initiatives (OII) appointed Sara Mai Chitty as Western's Indigenous Curriculum and Pedagogy Advisor to support faculty and staff members in including Indigenous perspectives in curriculum and learning.

Indigenous Learning Fund

This pilot program, created by the OII in 2020, invited proposals from faculties, units and student groups to help grow Indigenous teaching and learning at Western. The program drew nearly 20 submissions for one-time, single-year grants of up to \$7,500.

Faculty of Education

Mandatory for students enrolled in the Bachelor of Education program, *Aboriginal Education—Toward a Decolonizing Pedagogy for Teachers* examines the social, political, and historical contexts in which Aboriginal students receive schooling.



Faculty of Health Sciences, School of Nursing

Indigenous Health: The Influence of Policy and Practices provides students with the opportunity to critically examine and reflect on Indigenous health and health-care practices within historical, social, cultural and political contexts.

Western Law

In a reading and study course with Professor Frankie Young, students discuss critical legal issues that apply to Indigenous Peoples in Canada, including the long history of Indigenous legal traditions in the multi-juridical jurisdiction of the country. Students explore whether the law has emancipatory effects for Indigenous Peoples or if it works to inhibit their rights and freedoms.

Faculty of Social Science

Through an *Introduction to Indigenous Studies*, Professor Diana Lewis presents a variety of contemporary Indigenous topics, from both academic and community perspectives. Students learn key terms, facts, events, issues, worldviews and lifestyles of Indigenous Peoples in Canada, and are introduced to current Indigenous scholarship, cultural experts, Elders and researchers.



- ▼ Professor Diana Lewis in a talking circle with students following a screening of *We Were Children*, a film about the impact of residential schools in Canada.





Councils and Partnerships

The Office of Indigenous Initiatives regularly engages with Indigenous communities through two dynamic committees in order to inspire and advance its work.

Indigenous Postsecondary Education Council

For more than two decades, Western has relied on its Indigenous Postsecondary Education Council as an ongoing mechanism through which to seek advice and engage Indigenous communities on university matters. Its diverse membership includes local First Nations representatives both within and beyond the campus community.





Indigenous Faculty Advisory Council

The Indigenous Faculty Advisory Council provides Indigenous faculty members a culturally safe space to meet regularly, experience a sense of community and discuss needs and challenges relevant to their success. The Council also offers guidance to the Office of Indigenous Initiatives in identifying, developing and delivering Indigenous strategies to support and advance Indigenous faculty members.

New Indigenous Community Partnerships

- Western became a signatory on Southern First Nations Secretariat's Postsecondary Education Collaborative Agreement in August 2020
- The Office of Indigenous Initiatives and Western Law joined Indigenous Works Luminary Charter Partnership in August 2020





Challenges

As Western makes progress toward achieving its Indigenous strategic goals, key challenges remain.

- The academic system is steeped in assumed Euro-Western disciplinary constructs and traditions that often need to shift in order to create equitable space for Indigenous Peoples, perspectives and ways of knowing to emerge.
- There is an ongoing and pressing need to attract and retain Indigenous scholars in specific disciplines within a highly competitive academic hiring context.
- The increased workload of Indigenization is often placed on a small number of Indigenous employees and units with limited time and resources. To achieve true progress, a shared responsibility across the university along with partnerships with Indigenous Initiatives is needed.





Moving Forward Together

Advancing transformative change is an ongoing, long-term process dependent on deep listening, critical reflection, relationships and sustainable systemic actions.

Our work at Western has only begun.

As we further our efforts to Indigenize all aspects of teaching and research, we will continue to actively engage our campus and community partners. Just as key allies—from local Indigenous communities and regional organizations to Indigenous students, faculty and staff—played an integral role in shaping the plan that brought us to this beginning stage, we will rely on the same collaborative spirit as we move toward deeper change.



With crucial leadership infrastructure now in place through the Office of Indigenous Initiatives and an incoming Vice-President/Associate Vice-President set to lead the next planning cycle of Western's Indigenous Strategic Plan, we look to move toward increased Indigenous research supports, curriculum development, student recruitment and faculty hiring.

We appreciate the support of all our partners and look forward to growing our relationships along with our progress.

Anushik Meegwetch Yaw:ko Thank You

e: indigenous@uwo.ca

indigenous.uwo.ca

Indigenous Iconography

This past year, the Office of Indigenous Initiatives commissioned three local and regional Indigenous artists/designers to create customized iconography for use in its communication materials, and as featured in this report.



Tsista Kennedy

Tsista Kennedy is a woodland-style artist from Beausoleil First Nation and Oneida Nation of the Thames. He received a 2018 Governor General's Award for his piece, "Seventh Fire Leadership" in 2018.



Walter Darr Sands

Walter Darr Sands is a filmmaker, photographer and visual artist from Walpole Island First Nation. He is an alumnus of Western and recipient of the 2016 Karl Nathan Staats Award for Contemporary Media.



Skydome



Eagle



Snapping Turtle



Thunderbird



Design de Plume

Design de Plume Inc. is an Indigenous-owned communication firm providing accessible, cultural services to First Nations, not-for-profits, governments and communities to help them articulate messages of change.



Lacrosse stick



Smudge



Indigenous
Initiatives

Western University
1151 Richmond Street
London, Ontario, Canada N6A 3K7
t. 519.661.4095
indigenous.uwo.ca

ITEM 6.3(a) - Campus Community Police Service 2021 Annual Report

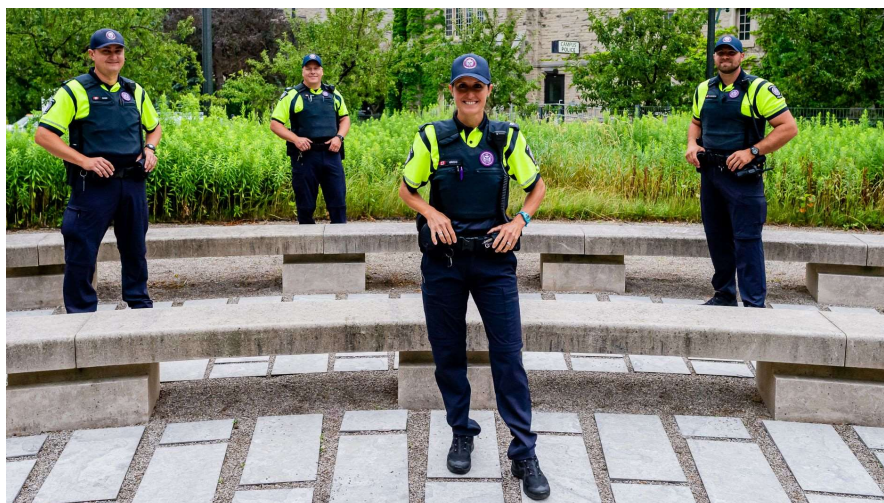
ACTION REQUIRED: ☐ FOR APPROVAL ☒ FOR INFORMATION

EXECUTIVE SUMMARY:

B. O'Shea, Director (Campus Community Police Service) will present the Campus Community Police Service 2021 Annual Report for information.

ATTACHMENT:

[Campus Community Police Service 2021 Annual Report](#)



OVERVIEW

Western's Campus Community Police Service (CCPS) enjoys a proud history of ensuring all faculty, staff, students, and visitors experience Western's beautiful campus in a safe and secure environment. Our team of multi-skilled professionals work collaboratively with the many and varied partners across campus, including Western Administration, Housing, Student Experience, Faculties, the University Student Council, and the multitude of clubs and organizations, towards ensuring Western's campus is welcoming and safe.

Our service delivery model is premised upon working cooperatively to resolve issues of concern using an educational and consultative approach to refocus and correct errant behaviour on campus. The Western community is fortunate to have expertise across a variety of disciplines, providing Western Special Constables various options other than law enforcement based outcomes.

The past year has been one without precedent. As the world navigated the complex challenges related to the global coronavirus pandemic, the Western community worked diligently to protect our faculty, staff, and students, as well as the valuable physical and research assets on campus. The ever changing health environment required constant pivoting in planning and resource deployment across campus.

CCPS staff remained working on campus throughout the pandemic restrictions, focused on campus safety and security during a time of substantial decreased presence of faculty, staff and students. The general deterrence that normally exists

when campus is populated was significantly diminished. Increased high visibility security was necessary to serve as a deterrence to those who may wish to take advantage of a sparsely populated campus to engage in illegal behaviour. In response, to amplify the visual presence of Special Constables, the CCPS transitioned to a high visibility uniform. In addition, the term "Special Constable" was added to the back of the body armour vest, clearly identifying members as persons responsible for campus safety and security. Further, additional contract security guards were retained to enhance a visible presence across campus.



Western Special Constables receive their law enforcement authorities from the Ministry of the Solicitor General upon request and approval by the London Police Services Board. The Special Constable status provides the authority to enforce various Acts and legislation, enhancing the delivery of safety



and security services across Western and the affiliated University Colleges.

The CCPS maintains a strong and supportive relationship with the London Police Service, including administrative and investigative support, officer assistance, and training opportunities.

MINISTRY OF THE SOLICITOR GENERAL LEGISLATIVE CHANGES

The Ministry is in the process of amending the *Community Safety and Policing Act, 2019* as it pertains to Special Constables. These changes are anticipated to come into effect January 01, 2022 and will include prohibiting the use of the term “police” by non public police organizations. As such, the five universities currently permitted to use “Campus Police” will no longer be allowed to do so.

From a practical perspective, the removal of the term “police” will not impact the law enforcement authorities currently available to Western Special Constables. It will however require re-branding and discontinuance of the name *Campus Community Police Service*.

CCPS is currently reviewing re-branding options with Senior Leadership and subject to confirmed direction from the Ministry related to branding parameters, it is hopeful we will be able to re-brand prior to the new school year commencing September, 2021.

MENTAL HEALTH

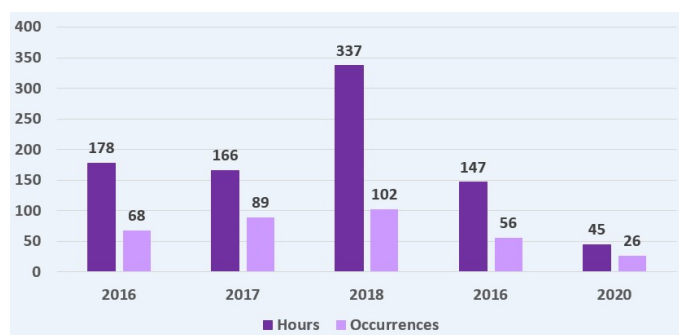


Table 1 – Mental Health Occurrences and Officer Hours

Following an upward trend of Mental Health occurrences over six years, cumulating with 102 in 2018, a 45% decline occurred in 2019. The past year continued to show a decline in CCPS involvement with 26 occurrences compared to 59 in 2019.

Although the actual number of mental health occurrences decreased in 2020, this occurred within the context of a significant decrease in the on-campus student population. By the end of March 2020, residence occupancy was reduced to approximately 400 students and the fall saw residence buildings operating at seventy percent capacity (3700 vs. 5300 normal capacity). Given this context, it is difficult to conclude whether the decline in mental health incidents requiring CCPS involvement was only proportional rather than a downward trend.

Western Special Constables continue to work collaboratively with our partners in Health Services, Student Experience, Housing, and the Mobile Crisis team to ensure persons experiencing Mental Health challenges receive appropriate response and care.

Our members will continue to work closely with these campus partners to improve services, increase community awareness, and provide educational opportunities for our officers.

OCCURRENCES

Western Special Constables respond to a variety of occurrences across campus. With authority to enforce various statutes, both federal and provincial, including the Criminal Code (e.g. theft, mischief, assaults), Trespass to Property Act, Highway Traffic Act, Liquor License Act and the Mental Health Act, Western Special Constables are equipped to address most law enforcement incidents on campus. In addition, their investigative expertise and advice is often provided to other campus groups, including those related to the Code of Student Conduct.

There was an overall 24.3% decrease in occurrences during 2020 (2,496) when compared to 2019 (3,102). Declines were evident in all categories with the exception of Residence Liaison reports where there was a 59.2% increase, from 27 in 2019 to 43 in 2020. This is partially reflective of the assistance provided by Special Constables to Housing staff regarding compliance with Covid-19 requirements.

With the significant decrease of persons on campus and the lockdown of campus buildings for several months, coupled with the highly visible presence of Special Constables and security, it is not surprising that criminal incidents experienced a considerable decline of 116% from 296 incidents in 2019, to 137 in 2020. This was influenced by a large decrease in thefts (72 vs. 213).



2021 Annual Report

Of note, suspicious–unauthorized activity occurrences where a report was submitted, increased during 2020, rising to 442 compared to 385 in 2019 and 325 in 2018. Suspicious person occurrences represented 231 of the 442 total, a slight increase over the 229 in 2019.

As illustrated in Table 2, there has been a steady increase in suspicious person occurrences over the past few years.

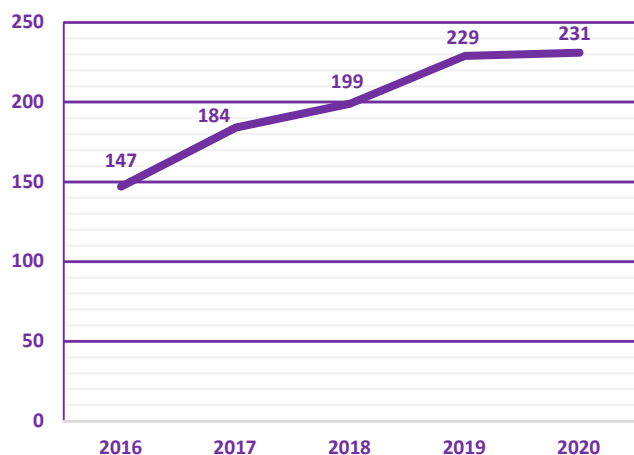


Table 2 – Suspicious Persons occurrences (2016 to 2020)

During 2020, Special Constables were involved in thirty-four (34) Trespass to Property Act investigations resulting in thirteen (13) charges and twenty-one (21) warnings. This compares with fifty-nine (59) occurrences in 2019, and thirty-three (33) in 2018.

The five (5) most frequent occurrences in 2020 in descending order are Intrusion Alarms (790), Suspicious Persons, Vehicles and Activities (596 – includes no-report incidents), Assist Gain Entry (358), Found Property (243), and Assist Other Western Partner (179).

As indicated previously, the total number of criminal incidents declined significantly from 296 (2019) to 137 (2020). Table 3 illustrates the five most frequent criminal occurrences on campus. Theft remains the most common, followed by Mischief (property damage), Fraud / False Pretences / Forgery, Break and Enter, and Assault. Bicycle thefts continue to be the largest item stolen, representing 31 of the 72 theft occurrences.



Table 3 – Five most frequent criminal occurrences

Table 4 illustrates the continuous reduction in campus criminal occurrences since 2016. The sharp decline across the years is partially attributed to the legalization of cannabis, and for 2020, the impact of the Coronavirus pandemic on the campus population.

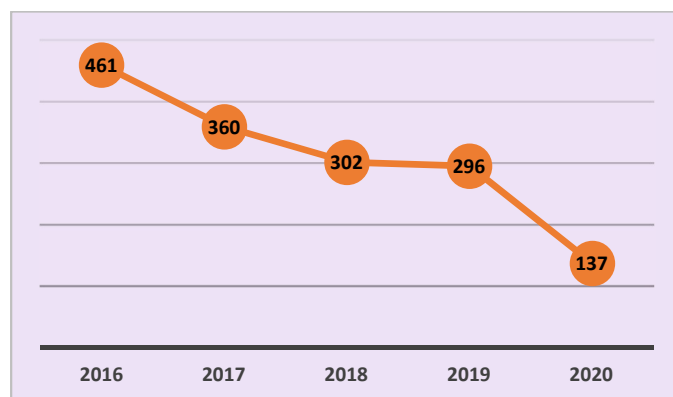


Table-4–Criminal Occurrences (2016 to 2020)



CRIME PREVENTION & CAMPUS SAFETY



Patrol Strategy & Response

Western Special Constables provide service to the broad Western University community, inclusive of the three affiliates, resulting in service delivery for approximately 38,000 full and part-time students, over 4,000 faculty and staff members, as well as security for over 100 buildings. This service is provided through a 24 hour, 7 days a week deployment model, inclusive of vehicle, foot, and bicycle proactive patrols, as well as response to calls for service.

The *Focused Patrol Strategy* includes increased security guard activities and proactive patrols in identified areas to reduce incidents of illegal activity. During 2020, the transition to high visibility uniforms for Special Constables significantly increased their visible presence on campus. This high visibility deterrence is augmented by our contract security guards who also wear fluorescent vests, and during the spring and summer months, by Facilities Management landscaping staff who wore bright coloured t-shirts.

The impacts of pandemic related health restrictions on the campus population during 2020, resulted in a patrol strategy focused on ensuring overall campus safety and protection of physical and research assets. Total patrol hours increased 45.4% to 12,786 vs. 8,794 in 2019. Increased patrol hours were evident in several categories including vehicle patrols (6,733 vs. 4,845), foot patrols (914 vs. 646), bike patrols (282 vs 180), Affiliated University College foot patrols (968 vs. 485), and Western building patrols (3,889 vs. 2,638).



Table 6 illustrates Proactive Focused Patrol hours completed by Special Constables during 2020, averaging thirty-five (35) hours of patrol over each 24-hour cycle, 365 days of the year, representing an increase of eleven (11) daily hours from 2019 (24 hours).

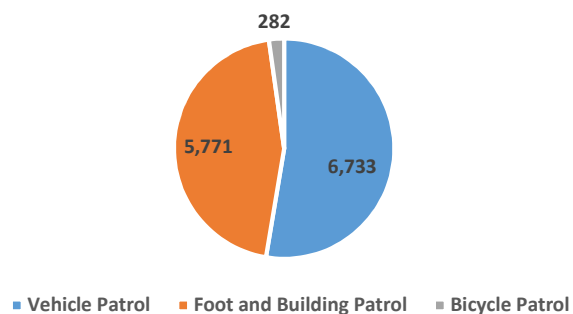


Table 6 – Total of 12,786 patrol hours during 2020



The *Focused Patrol Strategy* continues to be a contributing factor in the reduction of criminal occurrences and the identification and intervention of suspicious persons and activities on campus.

Sexual Violence

Western Special Constables are an important partner in Western's Sexual Violence Policy and CCPS is a designated reporting location for individuals wanting to disclose sexual violence incidents. CCPS Supervisors respond to disclosures of Sexual Violence with oversight provided by the Investigative Staff Sergeant. This member has the prerequisite knowledge, skills, and abilities related to sexual violence and other serious criminal offences, and ensures that the appropriate response occurs. Further, the Staff-Sergeant liaises with the victim/survivor, Western staff, and the London Police Service. This process is designed to ensure the victim/survivor is fully informed of all available resources and supports.

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

Throughout the year CCPS members participate with residence staff in the delivery of education programs related to dating/domestic violence, informed consent, and sexual violence. The Investigative Staff Sergeant is a member of the Sexual Violence Review Team thereby ensuring a collaborative response to Sexual Violence.

Traffic Monitoring/Speed Watch Program

Western's geographic placement within the City of London, results in campus roadways being used by Western community members for campus business and activities, as well as a large volume of vehicular traffic simply cutting across the campus as a route to an off-campus destination.

The pandemic impacted both pedestrian and vehicular traffic across campus. The spring pandemic lockdown reduced traffic flows in general, both related to campus and "cut-through" volumes. Corresponding with the easing of pandemic restrictions by June, Western Special Constables conducted a "Traffic Awareness Campaign" aimed at promoting driver safety related to increased volumes of traffic and pedestrians on campus. Throughout 2020, Special Constables engaged in twenty-two traffic monitoring events, compared to four (4) in

2019. A total of two hundred and seventy hours (270) were spent on traffic monitoring in 2020.

During 2020, sixty-two (62) motorists were either warned or issued fines related to University Regulation driving infractions, compared with seventy-one (71) in 2019. A further seven (7) drivers were charged under the Highway Traffic Act.

To further support improved drive behaviour, CCPS operated five strategically situated speed measuring signs on campus throughout the year. These signs are designed to facilitate "traffic calming", alerting drivers to the speed they are travelling at and thereby encouraging voluntary compliance with the posted speed limits. The speed measuring signs are also used to measure vehicle traffic volumes and assist in identify areas requiring proactive deployment.

For the second consecutive year, there were no personal injury collisions on campus. There were a total of twenty-three (23) collisions on campus in 2020 compared with fifty-four (54) in 2019 and sixty-six (66) in 2018.

As with most 2020 statistics, it is not possible to determine trends due to the impact of pandemic restrictions.

Foot Patrol



Western Foot Patrol 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.

With the cancellation of all classes in the spring and the corresponding significant decrease in students on campus, the program was suspended until the fall. During this time several



initiatives were undertaken. The Foot Patrol APP was promoted, enabling customers to chat online with the dispatcher to request a safe walk. Further, in response to requests from students, commencing in September 2020, customers were now able to request a plain clothes walk where the volunteers would remove their vests.

The summer also saw the creation of two professional videos, one focusing on volunteers and the other on the services offered. This link will launch the program services video.

<https://youtu.be/cdyBFboQJHU>

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 and Found, handling hundreds of requests each year. Only items of value are managed by CCPS.



Residence Liaison Officer (RLO) Program

Within their nine undergraduate residence buildings, Western accommodates 5,300 students on campus. Through Western's commitment to guarantee all interested first year students with residence accommodation, the majority of occupants are first year students, in the 17-18 year age group, living away from home for the first time.

The Residence Liaison Officer (RLO) program is designed to ensure positive interaction and relationship building between students and Western Special Constables. The RLO program facilitates collaboration and coordination within the various Western Housing communities. It is based on a mutual

understanding of expectations, effective communications, education, training, and the professionalism of each individual. Special Constables are encouraged to engage residents in dialogue, as well as participate in meetings and programs promoting campus objectives.

With the exception of January and February, the resident student population in 2020 was significantly decreased and subject to various covid related health parameters. Despite this population decline, our Special Constables participated in seventy-five (75) presentations. Further, patrol hours in residence buildings increased by 121%, totalling 886 hours in 2020 compared to 401 in 2019 and 136 in 2018.

Special Constables frequently accompanied Housing staff on walk throughs of the residences, emphasizing the importance of pandemic related health and safety precautions. Although Western Special Constables were authorized to issue offence notices related to the *Reopening Ontario Act*, through this proactive cooperative approach with Housing staff, no fines were issued for breaches. Matters that required additional follow-up were more appropriately addressed through Student Experience involvement.

This large increase in time spent in residences coupled with a proactive approach, enhanced the opportunity to engage residents and develop positive relationships.





SAFE CAMPUS INITIATIVES

Campus Safety Awareness Training

Western Special Constables provide safety presentations designed and focused on the uniqueness of each community group. Presentations identify potential challenges and offer strategies to mitigate identified risks. Due to pandemic restrictions, Special Constable presentations were reduced to 6 hours in 2020, compared to 54 hours in 2019.

529 Garage Anti-Bike Theft program

During 2020, Western partnered with the London Police Service, initiating the 529 Garage program to combat bicycle thefts. This online App registration program allows for real time notifications by bike owners that their bike has been stolen. The pushed out App message provides identifying descriptors of the bike, notifying all App participants to be on the lookout for the stolen bike.



Women's Self Defence Clinic

(Rape Aggression Defense Program: R.A.D.)

The R.A.D. System is a personal safety awareness and defense program, provided free of charge to Western students, staff and faculty. The program presents women with basic information on personal safety, awareness, prevention, risk reduction, and avoidance. In addition, R.A.D. teaches practical defensive techniques that require no special skills. Due to pandemic restrictions, this popular program was not offered in 2020. It is anticipated that sessions will be offered in the fall of 2021.

Community Prevention Through Environmental Design (CPTED)

CPTED is premised on the concept that crime results partly from the opportunities presented by the physical environment. That proper design, access control and effective

target hardening components within any environment can lead to a reduction in the incidence of crime, a reduction in the incidence of fear, and can improve the overall safety of people, animals and property. The goal of any CPTED review is to increase individual awareness of surroundings and assist in developing and properly securing the environment. Items and areas often subject to revisions include lock hardware, access control, personal identification systems, alarm monitoring, response protocol and other relevant security features that will assist in identifying vulnerabilities and insecurities.

In 2020, 49 CPTED reports were completed. This does not include each individual location visited and assessed. While any Western member can request a CPTED review, certain items such as building perimeter doors and areas identified as high risk or subject to video monitoring, must automatically undergo the CPTED process prior to construction or any other change.

High Risk Locations:

The CPTED Coordinator, with the approval of the Director of Campus Police, determine all high-risk areas. These locations are alarmed, monitored, and responded to by CCPS, and as such, a CPTED review is required prior to construction or any other relevant change. Examples include areas containing radioactive material, hazardous chemicals, dangerous pathogens and other contagious diseases, machinery that can manufacture weapons, living animals, fish or other live specimens, federally regulated Controlled Goods, irreplaceable artifacts, areas associated to victims of crime and locations containing millions of dollars worth of equipment. The CPTED review ensures that each location is secure and assists in preventing false alarms.

Cameras:

All cameras associated to Western fall under Western's Video Monitoring Policy. These guidelines are in accordance with University policy and provincial legislation under the Information and Privacy Commissioner of Ontario. The purpose of these guidelines is to ensure that all cameras are lawful and justifiable. As a result, a CPTED review must be conducted prior to any new camera installation, relocation or removal.

During 2020, a campus wide camera review was completed identifying priority areas for future video camera installation.

Building Security & Card Access

At the end of 2019, Western was informed that the manufacturer of the Card Access system used at Western ceased production, necessitating a Request For Proposal process for a replacement solution. This was a significant undertaking over multiple months, and involving several partners on campus including CCPS, Facilities Management, Procurement Services, Housing, and Western Technical Services.

Following an intensive review process, a vendor was selected in December, 2020 for the multi-year transition project. The project will commence with a pilot building conversion to allow for the considerable back end technology work to be installed and tested. This will be followed by a larger more complex building conversion that will facilitate understanding of challenges that may emerge. Training is required for involved staff, addressing both technical and administrative operational requirements, to ensure general users experience a seamless transition.

Building security and access pertains to both perimeter and interior controlled areas for Western's 100+ buildings, and is a university safety priority impacting faculty, staff, and students, as well as the physical and research assets across campus.

Western's progressive approach related to building security provides enhanced capacity to monitor and control access for operational requirements and emergency situations.

Interior Renovations

The interior office and operational areas related to the Special Constable Service underwent a renovation during the fall of 2020. The general office areas were refreshed with new paint and efficient LED lighting and a new report writing room was established for the Special Constables, ensuring privacy for phone calls and report completion.

The Communications Centre was remodelled inclusive of ergonomically appropriate sit / stand work stations, new lighting, installation of a cushioned floor to assist in comfort during the twelve hour shifts, and a new customer service window complete with amplified conversation capability. This new window will ensure persons with accessibility needs are able to communicate comfortably with our Communication Operators when making in person inquiries.



Emergency Operations Centre

The Emergency Operations Centre boardroom was refreshed and equipped with furniture and technology necessary for the Emergency Operations Control Group when assembled to address campus emergencies. The improvements include additional screens capable of displaying real-time campus video footage that provides visual information to the assembled EOCG members.





Fire Safety & Emergency Management (FSEM)



FSEM provides expertise in fire safety and emergency management to ensure the safety, security, and quality of life for the Western Community. FSEM members are responsible for the testing, inspection, and maintenance of life safety equipment such as fire alarms, sprinklers, standpipes, kitchen suppression systems and fire extinguishers. FSEM members also provide education and training to faculty, staff and students. Western's Fire Safety Officers are accredited through the National Fire Protection Association and technicians are certified through the Canadian Fire Alarm Association.

FSEM experienced some restructuring during 2020, resulting in the recruitment of the Fire Safety Emergency Specialist and the Fire Protection Coordinator. These two positions added a combined total of fifty-six years of experience to the Fire Safety team.

2020 Fire Alarm Occurrences

Fire Safety is responsible for the testing and inspection of 94 Fire Alarm Systems, 28,580 Fire Alarm Devices, 63 Sprinkler Systems, 5 Pre-acting Suppression Systems, 21 Kitchen Suppression Systems, and 4,741 Fire Extinguishers.

	2018	2019	2020
Total Actual Fire Occurrences	6	4	2
Total False Fire Alarms	147	131	97

In 2020, false fire alarms decreased by 34 representing a 26% decline when compared to 2019. This continued reduction is impacted by the overall decrease in campus population and activities due to the pandemic, as well as proactive measures by the FSEM team. Specifically, FSEM staff worked collaboratively with FM and FDE colleagues to establish solutions unique to each site, ensuring adequate and appropriate fire detection was in place for an actual fire occurrence, while at the same time preventing nuisance alarms.

Underwriters Liability Canada (ULC) Fire Monitoring

The full transition to off-site ULC fire alarm monitoring compliance was completed in 2020. This project included the conversion of the Western owned and operated fire monitoring system within CCPS to our third party provider's off-site location.

The transition to this service model results in Western exceeding the requirements of the ULC standard and the London Fire Department.

Life Safety System Upgrades & Advancements

In collaboration with FDE and FM, in 2020 Fire Safety identified and are in the process of upgrading three fire annunciator panels, including all required testing and commissioning.

In anticipation of future upgrades to the Chemistry building, work is ongoing across the various Science buildings for system enhancements to this large networked fire alarm system. When these upgrades are completed, all eighty-two (82) fire alarm systems will have contemporary head-end fire alarm control panels.

By leveraging the modern technology established in head-end control panels, FSEM is able to customize the fire alarm system functions to address operational issues and improve efficiencies. Together this large number of small efficiencies reduces testing and maintenance time and improves system performance simultaneously. Most importantly, these enhancements allow for the alarms to be pinpointed to a specific location and thereby increase response time to emergencies for first responders.

Emergency Management & Continuity of Operations

To enhance Western's emergency preparedness, a new position has been approved for a Manager – Emergency Management & Continuity of Operations. It is anticipated this role will be filled in early 2021, providing specialized expertise in emergency planning, preparation, strategies, and support to the Emergency Operations Control Group (EOCG).

ITEM 6.4(a) – Board Membership – Extension of the Term of R. Konrad

ACTION REQUIRED: ☒ FOR APPROVAL ☐ FOR INFORMATION

Recommended: That the Board of Governors approve that the term of R. Konrad, who is serving as Board Chair, be extended to June 30, 2022.

EXECUTIVE SUMMARY:

At the January 21, 2021 meeting of the Board of Governors, the Board approved that the term of the current Chair and Vice-Chair be extended from December 31, 2021 to June 30, 2022, and that beginning in 2022, the term of the Chair and Vice-Chair of the Board begin on July 1 for a two-year term and continue thereafter with a start date of July 1. This decision was undertaken to better align the terms of the Chair and Vice-Chair of the Board with the academic and financial year of the University.

R. Konrad, Board Chair is currently serving a second term on the Board of Governors in the “Elected by Board” Constituency. His term will end on April 23, 2022.

Section 10.(4) of the UWO Act provides:

Notwithstanding subsection (3), the term of a member who is serving as chairman of the Board may be extended by the Board for a maximum of two years subject to the concurrence of the authority which appointed or elected such member.

The Senior Policy and Operations Committee has recommended to the Board the extension of R. Konrad’s term from April 23, 2022 to June 30, 2022 to coincide with the new end date of the Chair term