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

BOARD OF GOVERNORS MEETING – OPEN SESSION

Date: Thursday, April 27, 2023
Time: 10:00 a.m. – 12:00 p.m.
Place: Western Interdisciplinary Research Building, Room 3000/Zoom

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

Agenda

		Action	Time
1.0	Land Acknowledgement		
2.0	Approval of Agendas and Minutes		5
2.1	Adoption of Agenda – Open Session	Approval	
2.2	Approval of the Open Session Minutes of the Meeting of February 2, 2023	Approval	
2.3	Business Arising from the Minutes		
3.0	Report of the President	Information	15
4.0	Committee and Senate Reports		
4.1	Report of the Property and Finance Committee		
4.1(a)	University Operating and Capital Budgets and Fees for 2023-2024		45
4.1(a)(i)	2023-24 Operating and Capital Budgets	Approval	
4.1(a)(ii)	2023-24 Program Specific Fees and Other Supplemental Fees	Approval	
4.1(a)(iii)	Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies: 2023-	Approval	

		24 Budgets		
	4.1(a)(iv)	Annual Report and Recommendations of the Student Services Committee	Information	
4.2	Report of the Governance and By-Laws Committee			
	4.2(a)	Revisions to By-Law No. 1 and to Rules of Procedure for Meetings	Approval	5
	4.2(b)	Revisions to Presidential Review Protocol	Approval	5
	4.2(c)	Revisions to Terms of Reference of the Senior Policy and Operations Committee	Approval	5
4.3	Report of the Audit Committee			
	4.3(a)	Campus Safety and Emergency Services 2022 Annual Report	Information	5
	4.3(b)	Health, Safety & Well-being Annual Report	Information	5
5.0	Unanimous Consent Agenda			5
5.1	Items from the Property and Finance Committee			
	5.1(a)	New Scholarships, Awards, and Prizes	Information	
	5.1(b)	Western University Standard and Poor's Credit Rating	Information	
	5.1(c)	Investment Committee Membership	Information	
5.2	Item from the Fundraising and Donor Relations Committee			
	5.2(a)	Fund Raising Quarterly Report (Q3)	Information	
5.3	Item from the Senior Policy and Operations Committee			
	5.3(a)	University Discipline Appeals Committee (UDAC) Membership	Approval	
5.4	Items Referred by Senate			
	5.4(a)	Report of the Academic Colleague	Information	
	5.4(b)	Report of the Subcommittee on Teaching	Information	

	Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2022-23	
5.4(c)	Subcommittee on Enrolment Planning and Policy (SUEPP) Report	Information
5.4(d)	Advice re: 2023-24 University Operating and Capital Budgets	Information
5.4(e)	Vice-Provost's Annual Report on Faculty Recruitment and Retention	Information

6.0 Items Removed from the Consent Agenda

7.0 Questions from Members for the Open Session

8.0 Other Business

9.0 Adjournment to Closed Session

Lunch (12:00-1:00 p.m.); Closed Session (1:00 – 3:30 p.m.)

ITEM 1.0 - Land Acknowledgement

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

David Simmonds will offer a land acknowledgement or reflection.

Land Acknowledgement Volunteer Schedule:

June 29, 2023 – Stephen Poloz

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

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

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

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

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

Western Land Acknowledgement:

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

ITEM 2.1 - Adoption of Agenda – Open Session

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

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

ITEM 2.2 - Approval of the Open Session Minutes of the Meeting of February 2, 2023

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

Recommended: That the open session minutes of the meeting held February 2, 2023, be approved, as circulated.

ATTACHMENTS:

Open Session Minutes of the Meeting of February 2, 2023

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

FEBRUARY 2, 2023 – OPEN SESSION

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

PRESENT: Keith Gibbons, Chair
Amy Bryson, Secretary

Michelle Banik	Stephen Pitel
Susan Bennett	Geoff Pollock
Wade Boye	Stephen Poloz
Arzie Chant	Cecil Rorabeck
Susan Clarke	Bruce Ross
Greg Dick	Effie Sapuridis
Lori Higgs	Alan Shepard
Beth MacDougall-Shackleton	Sarah Shortreed (Vice-Chair)
Marlene McGrath	David Simmonds
Josh Morgan	Sam Trosow
	Ken Yeung

Regrets: Kenisha Arora, Ethan Chen, Linda Hasenfratz, Michael Surkont

By Invitation: Althea Blackburn-Evans, John Doerksen, Paul Eluchok, Lynn Logan, Eric Mallory, Bryan Neff, Jeff O'Hagan

Secretariat Resource: Bonnie Brown

Chair K. Gibbons called the meeting to order at 10:04 a.m.

Land Acknowledgement

G. Dick offered a land acknowledgement.

A. Bryson, University Secretary, welcomed and introduced Caroline Whippey, the new Associate University Secretary.

K. Gibbons extended sincere appreciation to Bruce Ross for his insights and advice noting his term on the Board expires in April. B. Ross reflected on his time on the Board and expressed his own appreciation for the opportunity.

New Board members, Mayor Josh Morgan, representative for the City of London and Councilor Susan Clarke, representative for Middlesex County were welcomed.

BG.23-001 **Adoption of Agenda – Open Session**

Moved by G. Dick, seconded by W. Boye:

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

CARRIED

BG.23-002 **Approval of the Open Session Minutes of the Meeting of November 17, 2022**

Moved by S. Trosow, seconded by C. Rorabeck:

That the open session minutes of the meeting of November 17, 2022, be approved, as circulated.

CARRIED

Business Arising from the Minutes – None.

BG.23-003 **Report of the President**

A. Shepard, President & Vice-Chancellor, opened his remarks by highlighting the events planned for Black History month. Information may be found at: https://www.president.uwo.ca/black-history/.

A. Shepard continued his report by advising the Provost & Vice-President (Academic) has embarked on a new global engagement strategy process that will involve consultation with Senate and the Board. He noted this is in alignment with the third pillar of Western's strategic plan.

A. Shepard further reported on the Weldon Library renovations; the Ivey Business School year-long celebrations planned in recognition of their 100-year anniversary; and the December 1, 2022 visit to Western by Prime Minister Justin Trudeau to announce the new Federal dental program.

A. Shepard extended his appreciation to L. Logan, E. Mallory, M. Bélanger, and the Investment Committee for their exceptional work on the investment portfolio.

A. Shepard reported the searches for several leadership positions continue including the Vice-President (Research), Dean of Arts and Humanities, the Registrar, and the Vice-Provost (International).

In concluding, A. Shepard reported on the senior leadership review of the Open

Space Strategy that originally was completed in 2018. He further added the principles contained in the report were affirmed.

In responding to questions regarding the Open Space Strategy, A. Shepard confirmed the goal of reducing the cross-through traffic through the University continues to be a focus. He recognized, however, the challenges in making progress given the change in the rapid transit plans around the University.

J. Morgan described the City of London's 25-year Mobility Master Plan for movement of people and goods across the city. Currently the city is in the early phases of the consultation. The importance of Western engaging closely in these efforts was identified especially as it relates to higher order transit options around the University.

L. Logan advised on the quarterly meetings with the City and advised the mobility component of the Open Space Strategy will be reopened given the delay in implementing a bus rapid transit strategy around the University.

In responding to a question regarding Western's focus on global engagement and the scope of this initiative, A. Shepard advised the focus is on increasing the number of international students at Western and the number of international research partnerships. In reaching those goals, he advised Western will be looking at where to put recruiters, the cultivation of research partnerships, and potential for "outposts" in other countries. It was noted F. Strzelczyk is hosting consultation sessions regarding the global engagement strategy.

In responding to questions regarding Western's current masking mandate and comments regarding the difficulties experienced in enforcing the mandate in instructional spaces, A. Shepard advised the mandate may be coming to an end. It was clarified instructors are not expected to 'police' the classroom; safety representatives from the Health and Safety team are available and may be arranged through the HR main line.

In response to a comment regarding an earlier request that the library be designated as instructional space, A. Shepard advised that was considered but ultimately it was determined to not make that designation.

In response to a question regarding Fall Preview Day, it was confirmed the number of students participating on campus this year was slightly below pre-pandemic numbers.

The discussion considered the evolving field of Artificial Intelligence (AI) and the current/future impact on higher education. A. Shepard advised departments and Faculties are paying attention to this. There was a suggestion that the Board have an educational session on this topic.

AGENDA

COMMITTEE AND SENATE REPORTS – See Unanimous Consent Agenda.

BG.23-004 **UNANIMOUS CONSENT AGENDA**

Moved by S. Shortreed, seconded by K. Yeung:

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

CARRIED

ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE

BG.23-005 **New Scholarships, Awards, and Prizes**

The report on the terms of reference approved by the Property and Finance Committee for the new scholarships, awards, and prizes was received for information in item 5.1(a).

BG.23-006 **Key Financial Indicators Report**

The Key Financial Indicators report presented to the Property and Finance Committee was received for information in item 5.1(b).

BG.23-007 **Ancillary Financial Report**

The Ancillary Financial report presented to the Property and Finance Committee was received for information in item 5.1(c).

BG.23-008 **Update on Operating Budget as of December 31, 2022**

The update on the operating budget as of December 31, 2022 was received for information in item 5.1(d).

BG.23-009 **Annual Report on Trademark Licensees doing Business with the Western Bookstore**

The annual report on trademark licensees doing business with the Western Bookstore, presented to the Property and Finance Committee, was received for information in item 5.1(e).

BG.23-010 **CFMM MR Scanner Purchase**

A report on the approved purchase by the Property and Finance Committee, pursuant to its authority under MAPP 2.8, of a BioSpec 152/11 MR scanner with

a complementary Avance NEO BioSpec console and a three-year extended service package was received for information in item 5.1(f).

ITEM FROM THE AUDIT COMMITTEE

BG.23-011 **Western Office of the Ombudsperson Annual Report 2021-22**

The annual report from the Western Office of the Ombudsperson was received for information in item 5.2(a).

ITEMS FROM THE FUND RAISING AND DONOR RELATIONS COMMITTEE

BG.23-012 **Quarterly Report on Fund Raising at October 31, 2022**

The quarterly report on fund raising at October 31, 2022, presented to the Fund Raising and Donor Relations Committee, was received for information in item 5.3(a).

BG.23-013 **Naming Opportunities**

A report advising the Board of Governors on the naming of various rooms approved by the Naming Sub-Committee of the Fund Raising and Donor Relations Committee was received for information in item 5.3(b).

ITEMS REFERRED BY SENATE

BG.23-014 **Academic Administrative Appointments**

A report presented to Senate regarding the academic administrative posts approved, on behalf of the Board of Governors, as of the month of November 2022, was received for information in item 5.5(a).

BG.23-015 **Introduction of an Articulation Agreement for the Admission of Graduates of the Nutrition and Food Service Management Diploma at Conestoga College into the Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics, Honours Specialization in Foods and Nutrition, or Specialization in Foods and Nutrition at Brescia University College**

On the recommendation of Senate, and by unanimous consent, the Board of Governors approved the introduction of an articulation agreement for the admission of graduates of the Nutrition and Food Service Management Diploma at Conestoga College into the Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics, Honours Specialization in Foods and Nutrition, or Specialization in Foods and Nutrition at Brescia University College. The report was received in item 5.5(b).

BG.23-016 **Annual Report of the University Librarian**

The annual report of the University Librarian was received for information in item 5.5(c).

BG.23-017 **Report of the Academic Colleague**

The report from the December 2022 meetings of the COU Academic Colleague was received for information in item 5.5(d).

ITEMS REMOVED FROM THE CONSENT AGENDA

ITEM FROM THE SENIOR POLICY AND OPERATIONS COMMITTEE

BG.23-018 **Board Skills Needs Assessment**

A summary of the identified needs/skills to be considered when filling external Board member vacancies was presented for information in item 5.4(a).

In response to a question regarding the identified need for greater Board diversity, K. Gibbons advised on the work of the Senior Policy and Operations Committee (SPOC) to identify potential candidates who will address the gap in the identified skills and qualities needed on the Board, including diversity.

Through discussion, several suggestions came forward to support greater diversity on the Board. These included an open call for Board members, canvassing of current Board members for suggestions, and internal candidates encouraging Indigenous colleagues to run for election. It also was suggested that while the UWO Act dictates Board membership, there may be an opportunity by resolution of the Board, to designate an Indigenous seat on the Board.

It was noted the process for succession planning through SPOC was reviewed in recent years by the Governance and By-Laws Committee. As a next step, the suggestions provided by Board members will be reviewed by the subcommittee of SPOC as they begin their process of identifying potential candidates for the Board.

QUESTIONS FROM MEMBERS FOR THE OPEN SESSION

None.

BG.23-019 **OTHER BUSINESS**

E. Sapuridis reported on the recent activities of the graduate student community as it relates to housing and funding. She highlighted a report recently published that described the results of a survey conducted by the Society of Graduate

Students (SOGS) on the scope of housing and food security challenges faced by current graduate students. She further reported the Teaching Assistant and Postdoctoral Associate union (PSAC Local 610) is holding a rally on campus next week in relation to this subject.

There was a request to share the SOGS report with the University Secretary for dissemination to the Board.

ADJOURNMENT TO CLOSED SESSION

The meeting adjourned at 10:58 a.m.

_____	_____
K. Gibbons	A. Bryson
Chair	University Secretary

ITEM 2.3 - Business Arising from the Minutes

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

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

ITEM 3.0 - Report of the President

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

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

ATTACHMENT(S):

Report of the President

REPORT OF THE PRESIDENT

To: Board of Governors

From: Alan Shepard

Date: April 20, 2023

Re: President's Report

Dear Members of the Board,

Following are some noteworthy developments since my last written report to the Board of January 26, 2023.

Engage Western attracts 600 Londoners to RBC Place: Western hosted a large-scale community outreach event on April 11, providing a unique opportunity to highlight some of the exciting things happening on campus. Dozens of colleagues and students from all Faculties and Schools and administrative units gathered at the downtown convention centre, engaging with guests at over fifty booths and showcasing a variety of Western programs, services and facilities. Displays ranged from our Bone & Joint Institute, the Canadian Centre for Activity & Aging, and Fraunhofer Innovation Platform, to Community Legal Services, the Centre for Research & Education on Violence Against Women & Children, and the new Wampum Learning Lodge. It was a proud day for our university, which helped demonstrate the range of important social, cultural, and economic contributions we make as one of London's largest institutions.

Gift supports leadership education: On April 3, we celebrated a $3.5M gift from BMO Financial Group to our Ivey Business School's Ian O. Ihnatowycz Institute for Leadership, which will fund the creation of a new cross-campus leadership certificate program available to all undergraduate students, regardless of their discipline of study. The gift will also strength the institute's "Leadership Under Fire" course for HBA student and enhance its outreach to small- and medium-sized businesses through a free leadership playbook. It was a pleasure to make the announcement at BMO's downtown Toronto location where we were joined by dozens of Ivey and Western alumni, including BMO's Chief Human Resources Officer and Head of People & Culture **Mona Malone** (HBA'94).

Donation endows new chair in kidney research: On March 31, we celebrated a $3.5M donation from Western professor emeritus **Dr. William F. Clark** to establish an endowed research chair in nephrology. Matched with funds raised through the London Health Sciences Foundation and the Kidney Foundation of Canada, the new role will bolster capacity at the Schulich School of Medicine & Dentistry to develop better practices, policies, tools, and technology in pursuit of

enhanced patient care. Dr. Clark's career at Western spanned forty years, during which time his research significantly advanced our understanding of myeloma kidney disease and how to screen for it, including his study of the long-term health consequences of Canada's worst-ever E. coli contamination in Walkerton. We are deeply grateful for his lifetime contributions to Western and his remarkable gift to support ground-breaking research continues on our campus.

Support for graduate students increased by $1.5 million over three years: In February, Western announced that an additional $500,000, allocated over three years, would be invested to increase the overall funding envelope supporting graduate students. Then, following further consultation with the community, we announced on March 20 that our funding increase would be tripled—resulting in a $500,000 investment in each of the next three years. This includes a $4,000 top-up to minimum guaranteed funding for PhD students, and international graduate students who are new to Canada will receive a special grant to help with associated transition costs. Other investments include a new staff position in SGPS to support incoming graduate students; increased staff support for graduate students seeking off-campus housing; and planning is underway for new on-campus housing tailored to the needs of upper-year undergraduate and graduate students.

Western joins new research hub for pandemic preparedness: On March 7, Western was named one of 80 partners in the Canadian Hub for Health Intelligence and Innovation in Infectious Diseases (HI^3), funded by the federal government and created to develop life-saving vaccines, therapeutics, and processes that target existing and emerging infectious diseases. Anchored at the University of Toronto, HI^3 is a multidisciplinary coalition linking the resources of eight Ontario universities and six research hospitals with regional and national commercialization, biomanufacturing and pharmaceutical partners. Western's participation in the hub is led by **Prof. Miguel Quiñones-Mateu** and will leverage the world-class facilities and expertise at the Imaging Pathogens for Knowledge Translation lab (ImPaKT) located at our Schulich School of Medicine & Dentistry.

Western announces new partnership focused on clean energy: On February 14, Western formalized a new partnership with Canadian Nuclear Laboratories (CNL) and the Atomic Energy of Canada Limited (AECL) that will advance research in health and environmental sciences, clean energy and nuclear safety. The agreement will leverage Western's strengths in areas including imaging and radiopharmaceuticals; cybersecurity; high-performance computing and artificial intelligence; hydrogen; materials science and degradation; decommissioning and waste management as well as advanced and small modular reactors, fuels and power grids. Students will also benefit from the partnership through increased experiential learning opportunities, internships and scholarships, and new pathways to employment opportunities in related industry.

New federal guidelines focus on national research security: On February 13, Minister of Innovation, Science & Industry Jean-Yves Duclos announced that Canada's federal research

granting agencies and the Canada Foundation for Innovation are implementing new measures aimed at protecting Canadian research and intellectual property from foreign interference, espionage and theft. In his letter to the U15 and Universities Canada announcing the policy change, Minister Duclos writes that the government will "work with the research community on implementing this guidance in a manner that is risk-targeted and minimizes administrative burden." Details of the *National Security Guidelines for Research Partnerships* are available online.

Black student scholarships and recipients celebrated: On February 7, I was delighted to attend a special dinner organized by our Office of Equity, Diversity & Inclusion to celebrate the 25 inaugural recipients of three new major scholarships awarded to Black students at Western, as well as to posthumously honour three prominent Black community leaders after whom the new scholarships have been named. Present at the dinner were the families of: **James Jenkins**, after whom a new *President's Entrance Scholarship for Black Students* has been named and will be awarded annually to five recipients; **Lieutenant Colonel Kenneth Jacobs**, after whom a new *Continuing Admission Scholarship of Distinction for Black Students* has been named and will be awarded annually to 10 recipients; and **Carmeta Thelma Hodges**, after whom a new *Continuing Scholarship of Excellence for Black Students* has been named and will be awarded annually to 10 recipients. Each of these leaders made significant contributions to their community, the field of education, and the advancement of social justice during their lifetime.

Ivey faculty rank third globally in sustainability research: On January 30, in its annual Responsible Business Education Report, the Financial Times ranked Ivey third in the world for how well the school's research is aligned with the United Nations' Sustainable Development Goals. The rankings are based on an analysis of the significance and number of peer-reviewed papers published in FT50 journals from 2018 to 2021. Ivey's ranking reaffirms Western's similar high standing in other global sustainability rankings. In April 2022, *Times Higher Education* 2022 Impact Rankings placed Western first in Canada and third globally among universities working towards the UN SDGs. And last October, the first edition of the QS World University Rankings: Sustainability ranked Western third in Canada for social and environmental impact.

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

- Seventeen research projects led by colleagues at the Schulich School of Medicine & Dentistry and Faculty of Engineering awarded $9M in grants from the *Canadian Institutes for Health Research*. An additional $2.9M awarded to projects led by colleagues at Lawson Health Research Institute, London Health Sciences Centre, and St. Joseph's Health Care.

- **Amit Garg** (Schulich Medicine & Dentistry) awarded $3.4M from the Canadian Institutes of Health Research to develop the Health Data Research Network Canada Pragmatic Trials Training Program. Dr. Garg is also a member of a newly established pan- Canadian clinical trials consortium that received $39M from CIHR to strengthen

Canada's ecosystem of randomized-controlled trials.

- Recognized by the *Senior Women Academic Administrators of Canada* with awards for their commitment to academic excellence, service, and empowering leadership: Professor & Associate Dean **Kathy Hibbert** (Education), and PhD candidates **Effie Sapuridis** (Media Studies) and **Olivia Ghosh-Swaby** (Neuroscience).

- **Godwin Arku** (Geography & Environment) presented the Robbins-Ollivier Excellence in Equity Award by the *Canada Research Chairs Program*.

- **Kim Baines** (Chemistry) named recipient of the *2023 Rio Tinto Award from the Chemical Institute of Canada* for her distinguished contributions to the field of inorganic chemistry.

- Professor Emeritus **Gordon McBean** (Geography & Environment) named Fellow of the *American Association for the Advancement of Science* for his leadership and significant contributions to climate change science.

- **Kaitlynn Mendes** (Sociology), **Stephanie Baird** (King's, Social Work) and **Barb MacQuarrie** (Centre for Research & Education on Violence Against Women & Children) each awarded $30K from SSHRC's Knowledge Synthesis Grants program, supporting their respective work related to gender-based violence.

- **Laura Misener** (Kinesiology) named recipient of the Joy Desensi Diversity Award for Inclusive Excellence from the *North American Society for Sport Management*.

- Chemistry professors **Beth Gillies**, **Felix Lee**, and **T.K. Sham**, along with **Jesse Zhu** from the Department of Chemical & Biochemical Engineering, each presented with awards from the *Chemical Institute of Canada* for their leadership and exceptional contributions to their respective disciplines.

- Schulich Medicine & Dentistry professors and learners **Laura Foxcroft, James Ross, Tamara Van Hooren, Jonathan Keow**, and **Hailey Guertin** each honoured with awards from the *Canadian Association for Medical Education* for their leadership and exceptional contributions to their respective disciplines.

- Schulich Medicine & Dentistry professors **Bertha Garcia** and **Lorelei Lingard** each honoured with awards from the *Associations of Faculties of Medicine of Canada* for their leadership and exceptional contributions to their respective disciplines.

- **Shehzad Ali** (Epidemiology & Biostatistics) named recipient of the *Robyn Tamblyn Health Services & Policy Research Award* by the *Canadian Institutes of Health Research*.

- Ivey professors **Tima Bansal**, **Paul Beamish**, **Robert Klassen**, **Klaus Meyer** and **Simon Parker** each named among Canada's top 40 business and management scientists by *Research.com*. **Professor Beamish** also received the Canada Leader Award for 2023.

- **Charys Martin** (Anatomy & Cell Biology) named recipient of the *Basmajian Award* from the *American Association of Anatomy* in recognition of her accomplishments in biomedical research and teaching.

- PhD candidate **Brendon Samuels** (Biology), first-year undergraduate **Cogie Cogan** (Global Studies, Huron), and **Craig Clifford** (Operations Manager, Hospitality Services) named recipients of *Western's Green Awards for 2023* in recognition of their sustainable practice initiatives.

- Undergraduate students awarded *Canada Space Fellowships* from the Zenith Canada Pathways Foundation: **Nima Abbaszadeh** (Integrated Science), **Cameron Brooks** (Electrical Engineering), **Rafael Estrada** (Mechatronics & Business), **Jessica Kerr** (Mechanical Engineering & Computer Science), and **Sana Raisfirooz** (Medical Sciences).

- Alumni **Boluwaji Ogunyemi** (BSc'08), **Jennie Coleman** (MLIS'98), and **Judy Fairburn** (MBA'01) recognized among *Canada's Changemakers by The Globe & Mail's Report on Business magazine.*

- Alumnae **Charlie Wall-Andrews** (MBA'17) and **Notisha Massaquoi** (BA'91) named among recipients of the *YWCA of Toronto's Women of Distinction Award*.

- Alumnus **Dave McKay** (MBA'92, LLD'19) named *Canadian CEO of the Year* by Bennett Jones LLP, Caldwell Partners International Inc. and the National Post.

- Alumna and gold-medal Olympian **Marnie McBean** (BA'97, LLD'03) the first woman to be presented with the *Conn Smythe Lifetime Achievement Award*.

- Brescia University College president **Lauretta Frederking,** London Health Sciences Centre president **Dr. Jackie Schleifer Taylor**, and alumnae **Deb Matthews** (BA'98, PhD'06), **Kathleen Holland** (BSc'87), and **Karen Fryday-Field** (BSc'80, MBA'98) named among the *2023 YMCA Women of Excellence* honourees.

- **Bruce Elijah** named the first Elder-in-Residence at Western's Wampum Learning Lodge.

Leadership update: In February, we announced that Professor **Jan Plug** (English & Writing Studies) has accepted an invitation from Provost Strzelczyk to serve as Acting Dean of the Faculty of Arts & Humanities, beginning July 1, 2023, through June 30, 2024, allowing for the search for our next Dean of Arts & Humanities to be relaunched later this year. An expert in 19th

and 20th century English and German literature, Professor Plug currently serves the faculty as Associate Dean (Academic). In recent years, Jan has also served as Chair of the Department of English & Writing Studies, Director of Theory & Criticism, and was Acting Associate Dean (Academic) during the early stages of the pandemic.

In late March, we announced the appointments of Western's new Vice-Provost & AVP International, **Lily Cho**, and our next University Registrar, **Marisa Modeski**.

Professor Cho will be a familiar face to many on campus as she served as a faculty member in English from 2004 to 2010 before joining York University, where she currently serves as Associate Dean, Global & Community Engagement in the Faculty of Liberal Arts & Professional Studies. Lily returns to Western July 1 where she will also hold a faculty appointment in the Department of English & Writing Studies. She earned her PhD in English from the University of Alberta and completed postdoctoral studies at the University of California, Riverside.

Marisa Modeski will join Western on May 1 following her most recent role as Director & Associate Registrar of Admissions & Student Recruitment at the University of Toronto in Mississauga. Prior to her current position, Marisa served Toronto Metropolitan University as its inaugural Director of International Enrolment & Assistant Director of Student Recruitment. She holds a BA in journalism from TMU and a master's in leadership from Guelph.

Meanwhile, searches remain underway for the Vice-Provost (Graduate & Postdoctoral Studies) and Vice-President (Research). New leadership review/selection committees will begin work soon for the Vice-Provost & Chief Librarian, Dean of Engineering, and Dean of the Ivey Business School, the latter following the April 17 announcement that Sharon Hodgson will retire at the end of her term in June 2024.

ITEM 4.1(a) –University Operating and Capital Budgets and Fees for 2023-2024

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

4.1(a)(i) 2023-24 University Operating and Capital Budgets
4.1(a)(ii) 2023-24 Program Specific Fees and Other Supplemental Fees

RECOMMENDED: That the Board of Governors approve the 2023-24 University Operating and Capital Budgets (Item 4.1(a)(i)) and the proposed Program Specific Fees and Other Supplemental Fees for 2023-24 (Item 4.1(a)(ii)).

4.1(a)(iii) 2023-24 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies

RECOMMENDED: That the Board of Governors approve the 2023-24 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in Item 4.1(a)(iii), Table 1,

And,

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

EXECUTIVE SUMMARY:

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

Senate, at its meeting on April 21, 2023, reviewed the 2023-24 University Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets as outlined in Item 5.4(d).

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

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

ATTACHMENT(S):

4.1(a)(i) 2023-24 Operating and Capital Budgets
4.1(a)(ii) 2023-24 Program Specific Fees and Other Supplemental Fees

4.1(a)(iii) Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies: 2023-24 Budgets

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

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2023-24 Operating and Capital Budgets

March 31, 2023

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ACRONYMS used in University Budget Document

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

2023-24 Operating Budget

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

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

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

- Support for enrolment growth
- Faculty and staff renewal/expansion
- Scholarship/research/creativity
- Graduate student financial support
- Engaging undergraduate students in research
- Our commitment to an equitable, diverse, and inclusive community
- Infrastructure to accommodate growth

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

A. Planning and Budgetary Context

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

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The "in year" position of the 2022-23 Operating Budget (i.e. the current year) is a negative deviation of about $3.4 million largely due to lower-than-projected international undergraduate and masters enrolments. The Operating Reserve at the end of the current year is projected to be $40.9 million compared to the budgeted figure of $44.3 million.

Looking ahead to 2023-24, we have developed the University budget with the following general assumptions regarding revenues:

- Under the Provincial Government's corridor-based block-grant funding system, our overall core provincial grants will remain frozen at the 2016-17 level.
- The Province's tuition framework rolled back domestic tuition rates by 10% in 2019-20 and the rates were kept constant (at the reduced levels) in 2020-21 through 2022-23. Government has confirmed that domestic tuition rates for Ontario students will remain frozen in 2023-24.
- Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class is expected to be about 6,540 students (which includes about 780 international students) and

the graduate enrolment plan is the aggregate of the plans developed by the Faculties – which is a growth of over 500 students and supports our research aspirations. Total full-time enrolment (undergraduate and graduate) is projected to increase by about 760 in 2023-24.

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 2021 was 92%, well above the Ontario average.
- About 92% of our first-year students continue into their second year. Our retention rates are amongst the highest in Canada and much higher than at our peer institutions in the United States.
- Graduation rates of our undergraduate students have been steadily increasing and they are currently much higher than the rates at our peer universities in Canada and the United States. About 85% of Western's 2015-16 entering cohort graduated within 6 years.
- We are continuing to invest in international undergraduate recruitment to grow international enrolments while also diversifying geographical source and program destination. At present, about 9.5% of our undergraduate enrolment is international. Our Strategic Plan aspires to reaching 20% international undergraduate students.
- Expansion of graduate enrolments in areas of demand and capacity continues to be a strategic priority at Western. The current plans from the Faculties show significant growth aspirations. In the current year, full-time graduate students comprise about 19% of total full-time enrolment.

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

Figure A

Total FTE Enrolment at Western

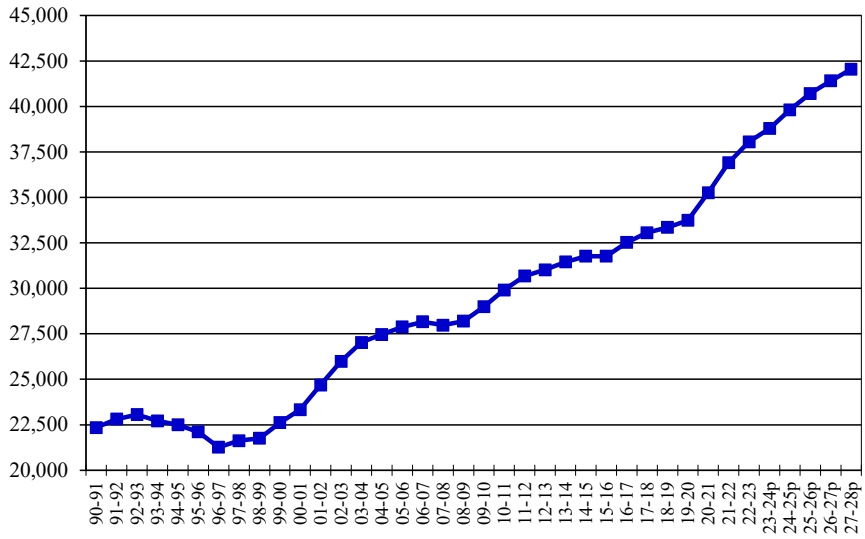
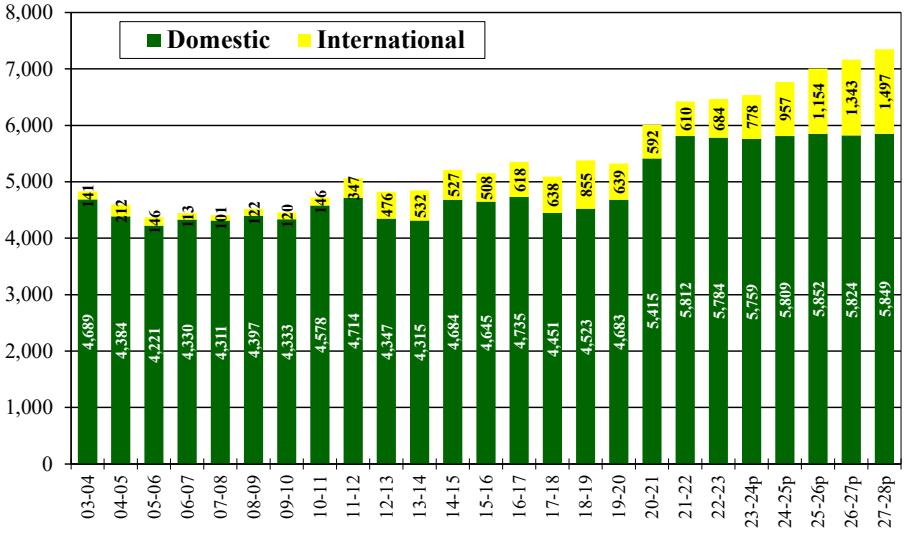


Figure B

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 2022-23 Budget and involved substantial investments in alignment with the themes in our Strategic Plan.

Theme 1: Greater Impact

Growth: Enrolments

- The multi-year Engineering expansion involving a new 5-year undergraduate program that combines the core elements of Artificial Intelligence (AI) and Information & Communications Technology with any of the core disciplines in Engineering started in 2022-23 – and includes expansion of enrolments, faculty and staff complements, and space/facilities. The expansion is supported by teaching by the Faculty of Science and the Faculty of Arts & Humanities. In 2022-23, the following allocations were made:

  Engineering: $1.7 million base funding to support 8 faculty and 2 staff positions, $800,000 one-time for faculty start-up funding, and $2.62 million to support the construction of a new building. As of January 31, 2023, Engineering's faculty complement increased by 7 and the staff complement increased by 2.

  Science: $373,363 base funding to support 2 faculty positions and $200,000 one-time for faculty start-up funding. Recruitment for the 2 faculty positions is underway.

  Arts & Humanities: $260,000 in base funding to support the incremental teaching of communications courses.

- A new funding program to support Faculties with PhD enrolment growth was introduced in 2022-23 – and will continue in the upcoming 3-year planning period. The program provides per-incremental-student funding to the Faculties for PhD enrolment growth (on top of the standard revenue sharing allocations) as follows: $20,000 for Arts & Humanities, FIMS, and Music; $18,000 for Education, Health Sciences, and Social Science; and $14,000 for Engineering, Law, Medicine, and Science. In 2022-23, a sum of $1.1 million has been transferred to the Faculties.

Growth: Faculty and Staff Renewal/Expansion

- Last year's budget included a number of initiatives aimed at faculty and staff renewal and expansion:
  - The creation of a $25 million endowment to provide annual income to support the recruitment of faculty from equity-deserving groups. This funding augments the $4 million one-time funding allocated in 2021-21 (to the Provost's Academic Renewal Fund – PARF). The PARF process resulted in the recruitment of 7 Black Scholars and 4 Indigenous Scholars.
  - The allocation of $15 million one-time to the Endowed Chairs Matching Program.
  - The allocation of $22.1 million (majority of the funds received through the carry-forward exchange program) to augment the Western Research Chairs (WRC) endowment.
  - The transfer of base funds as part of the carry-forward exchange program ($2.4 million base to the Faculties in exchange for $16 million carry-forward and $1.5 million base to

the Support Units in exchange for $10 million carry-forward) aimed primarily at supporting faculty and staff positions.
- Other central base allocations – including the Academic Priorities Fund (APF) and Support Units Priorities Fund (SUPF) – to support faculty and staff positions.

The combined impact of the above allocations/initiatives is that full-time faculty complement increased by 47 and full-time staff complement increased by 67 in 2022-23 over 2021-22 (as of January 31, 2023). Recruitment for many other approved positions is on-going.

Space, Facilities, and Infrastructure to Support Growth

In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the 2022-23 Budget included the following one-time allocations:

- $40 million to support our Long-Range Space Plan: $5 million for the creation of student and collision spaces in the Social Centre; $15 million to support the next phase of the Weldon Library modernization project; and $20 million for the Bio-convergence Centre – an interdisciplinary research and experiential learning facility;
- $3.75 million for the renewal of Chemistry laboratories;
- $2.62 million (noted above) for the new Engineering Building; and
- $900,000 to support a 4-year university-wide window maintenance program.

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

Enhancing our Research Profile and Impact

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

- $5.5 million one-time to support the renewal and expansion of clinical research facilities, infrastructure, and equipment. The funding has supported the acquisition of a Spinal Robotic Guidance Platform and Fluoroscopy Machine as well as start-up support for new faculty.
- $1.9 million one-time to support the continuation of the Post-Doctoral Fellowship Program for another two years (i.e. 2022-23 and 2023-24). The program is continuing and supports 15 positions across campus.
- $4.6 million one-time to the Vice-President (Research) to support university-wide research initiatives. The funding is being used to support infrastructure renewal/expansion in Animal Care Facilities and contract staffing in Research Western in the areas of knowledge exchange, bibliometrics, partnership development, and support for external grant applications.

Building Institutional Capacity through Expanded Fundraising

In support of preparing for our next fundraising campaign through initial branding and marketing initiatives and staffing for the development of campaign plans, last year's budget allocated: $5 million one-time to the fundraising campaign and $600,000 one-time for the National Brand Campaign.

Expansion of staffing levels in the Vice-President (Advancement) Portfolio has started and will continue in 2023-24. Western Communications has launched a number of brand advertising initiatives and is in the final stages of developing a longer-term brand strategy.

Enhancing the Learning Experience

The 2022-23 budget allocated a sum of $2.6 million one-time to support the continuation of the Undergraduate Summer Research Internship Program (USRI). The program has supported 368 student internships working under the supervision of 312 faculty members – and included an education and training component as part of the overall experiential research opportunity for our students.

State-of-the Art Information Technology Infrastructure

A sum of $3 million one-time was provided in 2022-23 to support the renewal and expansion of I.T. infrastructure across campus. The funds are being used to modernize core network infrastructure and wireless technologies across campus.

Theme 2: People, Community, and Culture

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

- The PARF Endowment (described above) has been created.
- The University Students' Council (USC) was provided with $800,000 (to be used over a 2-year period) to support the distribution of menstrual products to our students, and the USC has implemented the program.
- Many allocations to our Faculties and Support Units to support additional faculty and staff positions and programming initiatives in the areas of EDI and Indigenization were part of the 2022-23 budget. All the allocations have been made and the positions have either been filled or the searches nearing completion. Programming initiatives include the opening of the Wampum Learning Lodge and the Black Western Student Community Ambassadors program which involved 15 student ambassadors.

Theme 3: Western's Place in the World

The commitments under this theme were directly supported in the 2022-23 Budget through the following initiatives:

- Western's Long-Range Space Plan which included the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, the University Community Gathering Hub, the Multi-Sport Field House, the Social Sciences Centre Realignment/Expansion to create student spaces, and the Open Space Strategy. All of these projects are in various stages of progress – ranging from initial assessment (including costing), site planning, design, and actual construction.
- Planning for our new presence in London's downtown core through the acquisition of the building at 450 Talbot Street is underway. The facility is expected to house: an Indigenous Gallery managed by the McIntosh Gallery, gallery space and a black box theatre for the Department of Visual Arts, a FIMS Community Studio, the Faculty of Health Sciences' Western Living Lab (WeLL), the Faculty of Law's Community Legal Services, community outreach initiatives through the Schulich School of Medicine & Dentistry, a multi-Faculty community-engaged learning hub (Music, FIMS, Schulich), the Faculty of Social Science Local Government Program, and shared event and food/catering spaces.
- Various university-wide campus sustainability, energy conservation, and infrastructure projects (supported through an allocation of $21.5 million) are continuing.
- The Ivey Business School is close to finalizing an arrangement to expand its physical footprint in

Toronto – which is a high priority for the University. Western continues to explore options for other space in Toronto to support objectives in the areas of continuing education and life-long learning which could include offerings through all Faculties.

C. Priorities for the 2023-24 Budget and New Initiatives

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

Theme 1: Greater Impact

Growth: Enrolments

1. A central element of "Greater Impact" is to grow strategically in areas of demand and societal need. In support of this imperative, two specific initiatives are recommended in the 2023-24 Budget.
    - As indicated in section B, a strategic Engineering expansion is underway with a fully developed multi-year plan involving expansion of enrolments, faculty/staff complements, space/facilities, and investments in other Faculties that contribute in a significant manner to the teaching of Engineering students.
    - Expansion of our undergraduate Nursing program – with grant funding support from the Provincial Government – is underway. Funding to support new/incremental teaching/clinic spaces is recommended in this budget (Table 8, line 15). Expansion of other programs in the Faculty of Health Sciences (FHS) will also benefit from these teaching/clinic spaces. All of the FHS expansion initiatives will be supported through the University's enrolment-related revenue sharing systems and incremental transitionary short-term and permanent long-term space.

Growth: Faculty and Staff Renewal/Expansion

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

2. The Endowed Chairs Matching Program, whereby private donations to support faculty positions through the creation of endowed chairs are matched by the University, was introduced in 2010-11. To-date, a total of $98.5 million has been allocated for matching purposes. Of this, $78 million has already been spent as matching funds for a total 48 chairs, leaving $20.5 million unspent. The Vice-President (Advancement) is currently in discussions regarding 5 to 10 additional chairs in the current year which will require up to $15 million in matching funds and the plan is to secure 5 to 10 chairs annually. It is expected that this matching program will be a central component of our next fundraising campaign, and further incremental matching funds will be required. Therefore, it is recommended that $15 million in one-time funding (Table 8, line 2) be allocated to support the Endowed Chairs Matching Program.

3. The base budget recommendations to the Faculties and Support Units (Tables 4 and 6) include substantial allocations through the Academic Priorities Fund (APF), the Support Unit Priorities Fund (SUPF) and other targeted strategic base allocations. The Faculties' final plans, which include these budget allocations, show an incremental growth of 59 faculty positions and 137 staff positions in 2023-24 over the current year (as of January 31, 2023).

Space, Facilities, and Infrastructure to Support Growth

4. In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the Strategic Plan calls for investment in facilities and infrastructure. In support of this priority, the following one-time allocations are recommended in this budget:
    - $40 million (Table 8, line 1) to support our Long-Range Space Plan which is outlined in Table 13 – specifically in direct support of the consolidation of the Child and Youth Development Clinics in the Faculty of Education ($4.5 million), a new building to provide incremental space for enrolment expansion in the Faculty of Health Sciences ($20 million), and the Bio-convergence Centre ($15.5 million);
    - $5.66 million from the multi-year Engineering enrolment expansion revenues to support the new Engineering Building (Table 8, line 4); and
    - $1.6 million to support technology-related modernization of general university instructional spaces (Table 8, line 7).

Enhancing our Research Profile and Impact

5. In support of the research aspirations in our Strategic Plan, under the Greater Impact Theme, the following budget allocations are recommended:
    - $11 million one-time to provide matching funds for external grants for major research initiatives including: pathogen and vaccine development research through the ImPaKT Facility, world-leading wind research initiatives, and strategic investments in neuroscience, imaging, and global health (Table 8, line 3); and
    - $2.6 million one-time support for a number of university-wide research initiatives – under the direction of the Vice-President Research (Table 8, line 39).

Enhancing the Learning Experience

6. A sum of $2 million one-time is recommended to support the continuation of the Undergraduate Summer Research Internship Program (USRI) (Table 8, line 6). In 2023-24, the program is expected to support 300 student internships – and will include an education and training component as part of the overall experiential research opportunity for our students. The program will continue in each year of the 3-year planning cycle – with annual funding of $2 million.

State-of-the-Art Information Technology Infrastructure

7. The commitment in the Strategic Plan to invest in state-of-the-art I.T. infrastructure is being supported through the recommendation of $5 million in one-time funding to support renewal of I.T equipment across campus (Table 8, line 5). This allocation augments the on-going base budget line for I.T. Infrastructure shown in Table 7, line 7 – which includes a $1 million base investment to support the annual licensing cost of a new Learning Management System (LMS). Funding is also being provided to support the implementation of the LMS through a one-time allocation of $500,000 (Table 8, line 9).

Theme 2: People, Community, and Culture

8. In support of the priorities under this theme, and in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization, the following budget allocations are recommended for 2023-24:
    - A sum of $128,400 in base funding and $75,000 in one-time funding to the Faculty of Law to support a Director of EDID position and supporting resources (Table 4, line 7 and Table 8, Line 17);
    - $100,000 in base funding and $400,000 in one-time funding to the Office of Indigenous Initiatives to support additional staffing, programming initiatives, and the hosting of the annual Building Reconciliations Conference (Table 6, line 7 and Table 8, line 29);
    - A sum of $115,000 one-time to the Office of Equity, Diversity, & Inclusion to support the Black Student Leadership University Experience Initiative (B.L.U.E.) and programming initiatives (Table 8, line 36); and
    - A sum of $455,000 in base funding to continue the expansion of scholarships aimed at recruiting Black Students and Indigenous Students (Table 5, line 1). At the end of the 3-year planning cycle, the total annual funding is expected to reach $1.9 million.

9. In recognition of the financial pressures faced by graduate students, the following initiatives are being recommended to start in 2023-24:
    - A Graduate Student Needs-based and Emergency Fund: $500,000 one-time in each of 2023-24 through 2025-26 (Table 8, line 10). This fund augments the general bursary funds already available to graduate students and undergraduate students (Table 5, line 5).
    - Increase to the minimum funding guarantee to funding-eligible Ph.D. students from the current level of tuition plus $13,000 to tuition plus $17,000 – an increase of $4,000.
    - A one-time transition grant/award of $1,000 to all new-to-Canada international graduate students. Details of the implementation of this component are currently being developed by the School of Graduate & Postdoctoral Studies and Western International.
      This one-time transition grant/award of $1,000 is also being extended to all new-to-Canada international undergraduate students.

Theme 3: Western's Place in the World

10. The priorities under this theme are directly supported in this budget through the following first set of commitments:
    - Enhancing Western's campus is a central priority in our Long-Range Space Plan (Table 13), and includes the following projects: Weldon Library Modernization, the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, the University Community Gathering Hub, the new Engineering Building, the Bio-convergence Centre, a new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, and new residences;
    - The on-going range of university-wide Campus Sustainability, Energy Conservation, and Infrastructure Projects support our aspiration to reduce carbon emissions for campus operations, and we are projecting expenditures of $29.7 million in 2023-24 (Table 14, line 3); and
    - We continue to explore options for additional physical presence in Toronto.

D. Three-Year Operating Budget Forecast

We seek approval of the 2023-24 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for all years of the upcoming 3-year planning period.

Recommendation regarding the Minimum Level of the Operating Reserve

In January 2016, the Board of Governors approved a motion that set the minimum level of the Operating Reserve at $7.5 million – which was set when total Operating Revenue was approaching $750 million, based on a rough-justice rule of 1% of Operating Revenue. As shown in Table 1 (line 14), we project the Operating Revenue to reach nearly $1 billion by the end of the upcoming 3-year planning period. Therefore, it is recommended that the Board of Governors reset the mandated minimum level of the Operating Reserve to $10 million.

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

Revenues

- Provincial government on-going grant funding remains constant during the 3-year planning period, consistent with the current corridor funding system and the planned move to performance-based funding.

- The federal government's Research Support Fund, which is in recognition of the indirect costs of granting-council-supported research covered by the University's operating budget, is expected to be stable.

- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21 through 2022-23. The Province recently confirmed that domestic tuition for Ontario students will remain frozen in 2023-24. For the final two years of the 3-year planning period, we have assumed modest increases in domestic tuition rates for Ontario students

  In 2022-23, the Province allowed for a 5% increase in tuition rates for domestic students from other provinces. Due to the lateness of last year's announcement, Western was not in a position to implement the allowable increases, but the Board of Governors approved the increases for undergraduate out-of-province domestic students (as shadow tuition rates). For 2023-24, the Province has allowed for a further 5% in domestic out-of-province undergraduate tuition rates – and this budget recommends the implementation of this 5% on top of the 5% from 2022-23.

  International tuition rates are de-regulated and we propose to continue with the pattern of increases similar to recent years – which provides predictability for international students after their entry year of study.

  Our proposed rate increases are shown in Tables 10, 10a, and 11.

- The Senate-approved enrolment projections and plans, which drive our tuition revenue projections, are shown in Table 12. As indicated earlier, our first-year class (for budgetary purposes) is assumed to be an intake of 6,540 students – including 780 international students.

Expenditures

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA) and augmented by allocations from the Academic Priorities Fund (APF), the Support Units Priorities Fund (SUPF), enrolment expansion funding, and Canada Research Chairs (CRCs). *Note that, for the upcoming 3-year planning period (as a pilot), the IBA calculation has been modified. The IBA is now applied only to the full-time employee compensation component of Faculty and Support Unit budgets – compared to the previous approach of applying it to the full base budget. Under this approach, at the end of the 3-year planning period, the total dollar value of the IBA is lower by $8 million for the Faculties and $1.2 million for the Support Units. The revised approach has been well-received by the units.*

- Enrolment-related revenue sharing with the Faculties, which transfers nearly 50% of incremental enrolment-related revenue to the Faculty budgets, continues in 2023-24.

- Non-salary costs associated with major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) are based on the current estimates from the units that manage these expenditures.

- Central funding to cover the costs of negotiated employee compensation increases have been set aside and these funds will be transferred to Faculty and Support Unit budgets throughout the year, as the various compensation provisions are implemented.

Net Position and the Operating Reserve

- As can be seen in line 32 of Table 1, the Operating Reserve is projected to be at $41 million at the end of the current year (i.e. 2022-23). The reserve is projected to be $40 million at the end of the 3-year planning period (2025-26) – above the proposed Board-mandated minimum level of $10 million.

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

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

Table 1
HIGH-LEVEL 3-YEAR BUDGET PLAN: 2023-24 TO 2025-26

		2021-22a	2022-23e	2023-24b	2024-25p	2025-26p
1	**REVENUES**					
2	**Government Grants**					
3	Provincial: Core Operating Grant (Enrolment-based)	175.0	146.6	243.5	202.0	202.0
4	Provincial: Performance based Grant	96.2	124.7	27.8	69.3	69.3
5	Provincial: Special Purpose Grants	17.0	13.5	13.1	12.9	12.4
6	Federal: Research Support Fund (FRSF)	11.7	11.3	11.4	11.4	11.4
7	**Total**	**299.9**	**296.0**	**295.8**	**295.5**	**295.0**
8	**Tuition Revenue**	**446.4**	**462.1**	**480.2**	**510.5**	**545.4**
9	**All Other Revenues**					
10	Canada Research Chairs (CRCs)	8.7	8.5	8.3	8.3	8.3
11	Recoverable Salaries	27.3	27.5	27.5	27.5	27.5
12	All Other	74.7	80.9	84.2	85.9	87.9
13	**Total**	**110.7**	**116.9**	**120.0**	**121.7**	**123.7**
14	**Total Revenues**	**857.0**	**875.0**	**896.0**	**927.7**	**964.1**
15	**EXPENDITURES**					
16	**Faculties**					
17	Base Budgets	451.4	465.2	466.3	468.3	472.0
18	Revenue Sharing Allocations	0.0	0.0	3.1	4.4	11.0
19	Canada Research Chairs (CRCs)	7.6	7.4	7.2	7.2	7.2
20	All Other	47.1	49.5	49.3	49.6	50.1
21	**Total**	**506.1**	**522.1**	**525.9**	**529.5**	**540.3**
22	**Scholarships and Bursaries**	**38.5**	**38.2**	**39.2**	**41.2**	**43.3**
23	**Support Areas**	**114.3**	**123.2**	**125.5**	**127.0**	**128.6**
24	**University-wide Expenditures**	**77.7**	**75.7**	**82.9**	**89.7**	**92.9**
25	**Provision for Cost Fluctuations**	**0.4**	**0.0**	**24.9**	**43.4**	**70.1**
26	**One-Time Allocations**	**121.3**	**147.2**	**97.8**	**97.9**	**88.7**
27	**Total Expenditures**	**858.3**	**906.4**	**896.2**	**928.7**	**963.9**
28	**REVENUES minus EXPENDITURES**	**-1.3**	**-31.4**	**-0.2**	**-1.0**	**0.2**
29	**OPERATING RESERVE**					
30	Beginning Operating Reserve	73.6	72.3	41.0	40.8	39.8
31	Surplus / (Deficit) -- from Line 28 above	-1.3	-31.4	-0.2	-1.0	0.2
32	**Ending Operating Reserve**	**72.3**	**41.0**	**40.8**	**39.8**	**40.0**

E. Summary of the 2023-24 Operating Budget

Table 2 summarizes the 2023-24 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 $896.0 million in 2023-24 – an increase of 2.4% over 2022-23. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be $896.2 million in 2023-24 – a decrease of 1.1% over 2022-23. 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 $31.4 million in 2022-23 and a balanced budget in 2023-24. The planned deficit in the current year (i.e. the $31.4 million) is the result of recommended "one-time" spending in areas of strategic priority to the University – made possible by the availability of "one-time" funds in our operating reserve.

Line 17: The Operating Reserve is forecast to be $40.9 million at the end of 2022-23 and $40.6 million at the end of 2023-24.

Table 2

SUMMARY OF OPERATING BUDGET: 2023-24

		<a> 2022-23 Budget (@Feb 28, 2023)	<b> 2023-24 Budget	<c> $ Change from 2022-23
1	**Operating Revenues (Table 3)**			
2	Government Grants	296,043,080	295,767,148	-275,932
3	Tuition Revenue	462,092,057	480,190,610	18,098,553
4	All Other	116,928,435	120,017,393	3,088,958
5	**Total Revenues**	**875,063,572**	**895,975,151**	**20,911,579**
6	**Expenditure Budgets**			
7	Faculties (Table 4)	522,143,074	525,945,914	3,802,840
8	Scholarships and Bursaries (Table 5)	38,198,525	39,217,095	1,018,570
9	Support Areas (Table 6)	123,177,624	125,450,388	2,272,764
10	University-wide Expenditures (Table 7)	75,736,005	82,890,866	7,154,861
11	Provision for Cost Fluctuations	0	24,917,713	24,917,713
12	One-Time Allocations	147,196,749	97,785,130	-49,411,619
13	**Total Expenditures**	**906,451,977**	**896,207,106**	**-10,244,871**
14	**Surplus / (Deficit) - Line 5 minus Line 13**	**-31,388,405**	**-231,955**	

15	**Beginning Operating Reserve Balance**	**72,268,752**	**40,880,347**	
16	Surplus / (Deficit) -- Line 14 above	-31,388,405	-231,955	
17	**Closing Operating Reserve Balance**	**40,880,347**	**40,648,392**	
18	**Board-mandated Minimum Level Reserve Target**	**7,500,000**	**7,500,000**	

F. Details of the 2023-24 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. In 2019-20, 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. In response to the global pandemic and its impact on university operations, the Province has delayed the actual metrics-based implementation until the end of 2022-23. Starting with 2023-24, the Government has notionally presented the grants transitioning to the performance-based system, but with no change in the overall grant funding level (i.e. the sum of lines 2 and 3 in Table 3 remain unchanged).

Tuition Fees

The recommended tuition fee rates for 2023-24 are summarized in Tables 10, 10a, and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

Domestic Students from Ontario

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

Domestic Students from Other Provinces

As described earlier, tuition rates for undergraduate domestic students from other provinces are recommended to increase by 5% in 2023-24 – on top of the 5% increases approved by the Board of Governors in 2022-23.

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 78 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 59 occupied Chairs in the current year and we are projecting 57 occupied chairs in 2023-24, with $8.3 million in associated revenue. An additional 21 CRCs are currently allocated and are in the selection and recruitment phase, including two Indigenous CRCs. These positions should be finalized in 2023-24.

- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate is 12% of the Colleges' grant and tuition revenue. Our current projection is that the transfer will increase to $13.4 million in the coming year, due to enrolment increases at the Colleges.

- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2023-24, we project a sum of $9.9 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. The projected decline in 2023-24 is the result of unexpected one-time licensing activity in 2022-23 which is not expected to repeat in the coming year.

- 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. As noted earlier, our ancillary operations are expected to fully return to pre-COVID operational levels which will result in the transfers from these units returning to pre-COVID levels. This category also includes the payment from the Ivey Business School to the University for services provided by the University at-large to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

G. Details of the 2023-24 Expenditure Recommendations

1. Faculty Budget Recommendations

Table 4 shows the 2022-23 **base budget recommendations** for Western's Faculties. Final 2022-23 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Academic Priorities Fund (APF) allocations;
- Program expansion funding and/or targeted government allocations; and
- Funds associated with CRC positions (detailed in Table 9).

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

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

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

The **Faculty-specific APF base recommendations** for 2023-24 (shown in column <c> of Table 4) are:

- $100,000 to the Faculty of Arts & Humanities in support of graduate student recruitment initiatives;
- $150,000 to the Faculty of Education for a Teaching Scholar faculty position;
- $165,000 to the Faculty of Engineering in support of two staff positions – a curriculum specialist and a lab technologist;
- $175,000 to the Faculty of Health Sciences in support of two staff positions – a placement coordinator and an experiential learning coordinator;
- $150,000 to the Faculty of Information & Media Studies for a probationary faculty appointment;
- $128,400 to the Faculty of Law to appointment a Director of Equity, Diversity, Inclusivity, and Decolonization (EDID);
- $418,000 to the Schulich School of Medicine & Dentistry in support of four staff positions in the areas of new program development and accreditation supports;

- $100,000 to the Don Wright Faculty of Music in support of graduate student recruitment initiatives;
- $240,000 to the Faculty of Science for three staff positions – two positions to support high-enrolment courses and an Indigenous Connector position;
- $286,875 to the Faculty of Social Science for three staff positions – a digital technologist, a research officer, and an HR specialist.

The **Other Base Changes** for the Faculties (shown in column <d> of Table 4) consist of:
- $717,000 to Engineering as a direct result of enrolment expansion – and this funding is expected to support 3 faculty positions and 2 staff positions;
- $100,000 to Science in support of the incremental teaching associated with the Engineering expansion plan.

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

Over and above the base budget allocations, the Faculties receive substantial additional on-going funds through the **enrolment-related revenue sharing mechanism** that was implemented in 2011-12. A proportion of tuition revenue deriving from incremental enrolments flows to the Faculties, as follows:
- 50% on direct-entry undergraduate enrolments/teaching – with 30% distributed based on program enrolments and 20% based on teaching levels (measured in course registrations)
- 50% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

Note: In order to support Faculties facing undergraduate enrolment pressures, the undergraduate enrolment baselines for the Arts & Humanities, FIMS, and Music were lowered by 10%.

The Faculties are projected to receive $3.2 million in 2023-24 through the overall enrolment-related revenue-sharing mechanism, as shown in Table 4, column f, line 15. This amount is in addition to the $3.9 million that was rolled into Faculty base budgets in 2022-23.

The Faculties also receive additional budgetary support through:
- **One-time operating budget allocations** (totaling $11.2 million) which are detailed in Table 8 (lines 11 to 23);
- The new **PhD enrolment growth funding support program**, estimated at $1.1million (Table 4, line 16);
- **The Research Infrastructure Support Fund (RISF)** totaling $750,000 (Table 4, line 17); and
- Support for **Faculty-specific capital projects** through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (direct to the Faculties, from the various sources described above) is presented in Figure C. These recommendations are for the 2023-24 Budget.

Figure C

SUMMARY OF 2023-24 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES

(direct allocations to the Faculties through the planning process)

		Base Allocations	One-Time Allocations	Capital Support
1	Arts & Humanities	100,000	150,000	680,000
2	Education	150,000		415,500
3	Engineering	936,117	1,087,000	205,500
4	Health Sciences	175,000	925,000	
5	Information & Media Studies	150,000	82,500	72,000
6	Law	128,400	75,000	72,000
7	Medicine & Dentistry	418,000	274,000	190,000
8	Music	100,000	353,400	144,500
9	Science	339,781	210,000	
10	Social Science	286,875	296,375	
11	**Total**	**2,784,173**	**3,453,275**	**1,779,500**

Note: These recommendations are for the 2023-24 budget -- and should be considered in the context of resource allocations made in previous recent planning cycles.

2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support programs are shown in Table 5 – with a total of $39.2 million estimated for 2023-24.

- Undergraduate scholarships are projected to increase by $455,000 due to continued expansion of the scholarship program for Black and Indigenous students.
- The University is introducing a financial support program for undergraduate international students with a $400,000 allocation in 2023-24.
- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2023-24, we project a sum of $9.9 million from this source.
- Western's bursary program supports undergraduate and graduate students – with an allocation of $2 million in the coming year.
- As the footnote in Table 5 indicates, graduate student funding is addressed through the Faculty budgets, and the Faculty plans estimate a total of $56.2 million in 2023-24 for this priority item. Graduate students also receive additional funding through faculty members' research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about $50 million annually to overall graduate student financial support.

As described in section D.11., in recognition of the financial pressures faced by our graduate students, a Graduate Student Needs-based and Emergency Fund of $500,000 one-time in each of 2023-24 through 2025-26 is being recommended (Table 8, line 10). This new fund augments the regular annual general bursary funds available to all students (shown in Table 5, line 5).

3. Support Unit Budget Recommendations

Table 6 shows the 2023-24 base budget recommendations for Support Units. Final 2023-24 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 and operational base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2023-24 (shown in column <c> of Table 6) are:

- $100,000 to the Vice-Provost (Academic Programs) Portfolio for an eLearning Specialist staff position;
- $100,000 to Western Technology Services for a Desktop Specialist staff position;
- $131,962 to Western Libraries for additional staffing;
- $100,000 to the Student Experience Portfolio in support of enhancing summer transition programming for new students;
- $100,000 to the Office of Indigenous Initiatives in support of two staff positions – a Web Designer and an Administrative Assistant;
- $85,000 to the Vice-Provost (Academic Planning, Policy, & Planning) Portfolio for a Communications Coordinator staff position;
- $100,000 to the Office of Institutional Planning & Budgeting for a staff position in the area of rankings and reputation data and analyses;
- $100,000 to Western International for an International Student Advisor staff position;
- $210,000 to Financial Services to sustain operations and for a Research Finance staff position;
- $154,800 to Facilities Management for two staff positions – a Sustainability Coordinator and an Energy & Carbon Manager;
- $164,062 to Campus Safety & Emergency Services for additional evening/weekend security services and to maintain staffing levels;
- $23,986 to Internal Audit to sustain operations;
- $60,000 to Legal Services for an administrative support staff position;
- $200,000 to the Vice-President (Research) Portfolio for two staff positions – a Research Ethics Officer and an Administrative Support position;
- $175,000 to the Vice-President (Advancement) Portfolio in support of our next fundraising campaign-related activities;
- $205,000 to Human Resources in support of two HR Coordinator staff positions;
- $100,000 to Western Communications in support of a Production Strategy Manager staff position;
- $35,000 to the University Secretariat to sustain operations;
- $30,000 to the Office of Equity, Diversity, & Inclusion to maintain staffing levels.

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

The **Other Base Changes** for the Support Units (shown in column <d> of Table 6) consist of:

- A series of allocations to all Support units (equivalent to 1% of the IBA) to maintain service levels;
- $250,000 to the Libraries to expand staff capacity in order to ensure optimal library services to the University community;

- $538,639 to Facilities Management to support the operating costs of incremental space/facilities;
- $200,000 to Campus Safety & Emergency Services to augment the SUPF allocation in support of evening/weekend security services.

Similar to the Faculties, the Support Units also receive additional budgetary support through:
- **One-time operating budget allocations** ($4.6 million) which are detailed in Table 8 (lines 24 through 41); 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 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 increased by $250,000 to $15.7 million in 2023-24.

- 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 item 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. The $1 million new investment is to support the annual licensing cost of a new Learning Management System (LMS).

- **Contingency** is being set at approximately $2.2 million or 0.25% of Operating Revenues, as in previous years.

5. One-Time Recommendations

As noted above, the Faculties and Support Units will receive substantial one-time funding in 2023-24. 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 2023-24 budget – with one-time allocations totaling $82 million:

- **Long-Range Space Plan**: $40 million
- **The Endowed Chairs Matching Program**: $15 million
- Matching contribution **support for Major Research Grant Proposals**: $11 million
- Multi-year plan to fund a **new Engineering Building** to accommodate the enrolment expansion: $5.7 million
- **Renewal of Information Technology core infrastructure** across campus: $5 million
- Continuation of the **Undergraduate Summer Research Internship Program**: $2 million
- **Modernization of General University Instructional Facilities**: $1.6 million
- The **National Brand Campaign** – in support of our next fundraising campaign: $690,000
- Additional contract staffing to support the **implementation of the new Learning Management System (LMS)**: $500,000
- Incremental resources to support **Graduate Student Need-based Bursaries and Emergency Funding**: $500,000

Table 3

2023-24 OPERATING REVENUES

		2022-23 Budget Forecast (@Feb 28, 2023) (1)	2023-24 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	**Government Grants**				
2	Provincial: Core Operating Grant (Enrolment-based)	146,583,480	243,534,953	96,951,473	66.1%
3	Provincial: Performance-based Grant	124,651,893	27,700,420	-96,951,473	-77.8%
4	Provincial: Special Purpose Grants	13,489,321	13,093,288	-396,033	-2.9%
5	Federal Research Support Fund (FRSF)	11,318,386	11,438,487	120,101	1.1%
6	**Sub-Total Government Grants**	**296,043,080**	**295,767,148**	**-275,932**	**-0.1%**
7	**Tuition Revenue**				
8	Undergraduate	299,530,000	306,512,742	6,982,742	2.3%
9	Graduate	65,330,000	70,450,673	5,120,673	7.8%
10	*Sub-Total General Programs*	*364,860,000*	*376,963,415*	*12,103,415*	3.3%
11	Ivey Programs (HBA, MBAs, MSc, PhD)	81,868,057	88,251,195	6,383,138	7.8%
12	International Medical and Dental Students	13,748,000	13,360,000	-388,000	-2.8%
13	*Sub-Total Other Programs*	*95,616,057*	*101,611,195*	*5,995,138*	6.3%
14	Miscellaneous Fees	1,616,000	1,616,000	0	0.0%
15	**Sub-Total Tuition Revenue**	**462,092,057**	**480,190,610**	**18,098,553**	**3.9%**
16	**Other Revenues**				
17	Canada Research Chairs (CRCs)	8,500,000	8,300,000	-200,000	-2.4%
18	Fee for Services Transfer from Affiliated University Colleges	13,260,059	13,376,426	116,367	0.9%
19	Recoverable Salaries	27,540,000	27,540,000	0	0.0%
20	Fundraising -- Need-based Student Awards and Bursaries	9,870,000	9,870,000	0	0.0%
21	Application Fees	2,412,500	2,412,500	0	0.0%
22	Research Overhead Revenues	3,100,000	3,100,000	0	0.0%
23	Royalties and Licences	6,875,000	5,375,000	-1,500,000	-21.8%
24	Scholarship/Research Initiatives in the SSHRC Disciplines	442,933	480,792	37,859	8.5%
25	Fee for Services Transfer from Self-Funded & Ancillary Operations	41,705,835	46,450,366	4,744,531	11.4%
26	Miscellaneous Revenues	3,222,108	3,112,309	-109,799	-3.4%
27	**Sub-Total Other Revenues**	**116,928,435**	**120,017,393**	**3,088,958**	**2.6%**
28	**Total Revenues**	**875,063,572**	**895,975,151**	**20,911,579**	**2.4%**

Table 4
FACULTIES

		<a> 2022-23 Base Budget (@Feb 28, 2023)	<b> IBA	<c> APF	<d> Other Base Changes	<e> Canada Research Chairs	<f> Resulting 2023-24 Base Budget **
1	***Faculties***						
2	Arts & Humanities	33,279,935	-809,234	100,000			32,570,701
3	Education	19,417,729	-406,024	150,000			19,161,705
4	Engineering	39,453,434	-891,801	165,000	771,117	180,000	39,677,750
5	Health Sciences	36,601,470	-815,619	175,000		170,000	36,130,851
6	Information & Media Studies	11,787,026	-251,339	150,000			11,685,687
7	Law	9,852,405	-279,530	128,400			9,701,275
8	Medicine & Dentistry	77,872,648	-1,333,518	418,000		-180,000	76,777,130
9	Music	11,373,717	-272,640	100,000			11,201,077
10	Science	69,341,231	-1,487,710	240,000	99,781	-170,000	68,023,302
11	Social Science	67,525,045	-1,539,853	286,875		-180,000	66,092,067
12	***Sub-Total Faculties (excluding Business)***	***376,504,640***	***-8,087,268***	***1,913,275***	***870,898***	***-180,000***	***371,021,545***
13	Business	94,894,519			6,365,877		101,260,396
14	***Sub-Total Faculties***	***471,399,159***	***-8,087,268***	***1,913,275***	***7,236,775***	***-180,000***	***472,281,941***
15	Enrolment-related Revenue Sharing Allocation	0			3,117,158		3,117,158
16	PhD Enrolment Growth Support	1,054,000			74,000		1,128,000
17	Research Infrastructure Support Fund (RISF)	750,000					750,000
18	Faculty Recruitment Initiatives	465,150					465,150
19	Academic Priorities Fund (APF)	2,456,435		86,725			2,543,160
20	***Total -- with Revenue Sharing Allocation***	***476,124,744***	***-8,087,268***	***2,000,000***	***10,427,933***	***-180,000***	***480,285,409***
21	***All Other***						
22	Western Strategic Success Programs	1,500,000					1,500,000
23	Education: Continuing Education for Teachers	1,297,525			30,175		1,327,700
24	Medicine & Dentistry: International Tuition and Primary Care	14,097,805			-388,000		13,709,805
25	Faculties' Share of Research Overheads	938,000					938,000
26	Faculty Scholars & Distinguished University Professors	505,000					505,000
27	Graduate and Undergraduate Program Reviews	140,000					140,000
28	Recoverable Salaries	27,540,000					27,540,000
29	***Sub-Total***	***46,018,330***	***0***	***0***	***-357,825***	***0***	***45,660,505***
30	**Total Academic Units**	**522,143,074**	**-8,087,268**	**2,000,000**	**10,070,108**	**-180,000**	**525,945,914**

***** 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 5

SCHOLARSHIPS and BURSARIES

		<a> 2022-23 Base Budget (@Feb 28, 2023)	<b> Changes	<c> Resulting 2023-24 Base Budget
1	Undergraduate Scholarships	8,605,297	455,000	9,060,297
2	Government-Mandated Domestic Tuition Re-Investment	16,875,244	129,939	17,005,183
3	Undergraduate International Student Financial Support	0	400,000	400,000
4	Privately-Funded Need-based Awards & Bursaries	9,870,000		9,870,000
5	Western Bursaries and Fellowships	2,005,663	33,631	2,039,294
6	Targeted MCU Bursaries	642,321		642,321
7	Global Opportunities Awards	200,000		200,000
8	**Total Scholarships and Bursaries**	**38,198,525**	**1,018,570**	**39,217,095**

Graduate student funding is addressed through the Faculty budgets. In 2022-23, this funding is estimated to be $54.4 million and the plan for 2023-24 is $56.2 million.
Graduate students also receive additional funding through faculty members' research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about $50 million annually to overall graduate student financial support.

Table 6
SUPPORT AREAS

		<a>	<b>	<c>	<d>	<e>
		2022-23 Base Budget (@Feb 28, 2023)	IBA	SUPF	Other Base Changes	** Resulting 2023-24 Base Budget
1	***Reporting to the Provost***					
2	Academic Programs Portfolio	2,063,585	-50,038	100,000	16,680	2,130,227
3	Western Technology Services	12,479,866	-250,223	100,000	83,408	12,413,051
4	Libraries	13,256,490	-348,161	131,962	366,054	13,406,345
5	Registrar's Office	7,522,396	-160,700		53,567	7,415,263
6	Student Experience Portfolio	3,168,926	-77,816	100,000	25,939	3,217,049
7	Office of Indigenous Initiatives	1,119,696	-19,799	100,000	6,600	1,206,497
8	Office of Vice-Provost (APPF)	1,731,829	-47,047	85,000	15,682	1,785,464
9	Graduate & Postdoctoral Studies	2,151,397	-57,504		19,168	2,113,061
10	Institutional Planning and Budgeting	3,092,266	-69,982	100,000	23,327	3,145,611
11	Western International	2,467,262	-60,367	100,000	20,122	2,527,017
12	McIntosh Gallery - Operating Budget Supplement	283,566				283,566
13	Teaching Fellows Program	475,312				475,312
14	Support Unit Priorities Fund (SUPF)	1,312,345		863,845		2,176,190
15	***Sub-Total***	***51,124,936***	***-1,141,637***	***1,680,807***	***630,547***	***52,294,653***
16	***Reporting to the Vice-President Operations & Finance***					
17	Financial Services	5,417,917	-162,538	210,000	54,179	5,519,558
18	Facilities Management	19,097,615	-445,108	154,800	687,008	19,494,315
19	Campus Safety & Emergency Services	4,123,300	-105,399	164,062	235,133	4,417,096
20	Internal Audit	656,790	-14,865	23,986	4,955	670,866
21	Legal Services	958,653	-19,849	60,000	6,616	1,005,420
22	Support Unit Priorities Fund (SUPF)	174,227		67,152		241,379
23	***Sub-Total***	***30,428,502***	***-747,759***	***680,000***	***987,891***	***31,348,634***
24	***Reporting to the Vice-President Research***					
25	Animal Care/Veterinary Services - Operating Budget Supplement	3,712,300				3,712,300
26	Research Western	6,679,283	-173,083	200,000	57,694	6,763,894
27	Research Promotion Fund	1,500,000				1,500,000
28	Special Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	442,933			37,859	480,792
30	Western Innovation Fund	400,000				400,000
31	***Sub-Total***	***12,984,516***	***-173,083***	***200,000***	***95,553***	***13,106,986***
32	***Vice-President University Advancement Portfolio***	***9,216,810***	***-210,501***	***175,000***	***70,168***	***9,251,477***
33	***General Administration***					
34	Human Resources (Including Workplace Health Services)	7,818,880	-219,129	205,000	73,043	7,877,794
35	Offices of the President and All Vice-Presidents	4,072,840	-122,185		40,728	3,991,383
36	Western Communications	5,789,876	-136,765	100,000	45,588	5,798,699
37	University Secretariat	916,165	-17,758	35,000	5,919	939,326
38	Office of Equity, Diversity, and Inclusion	825,099	-20,495	30,000	6,832	841,436
39	***Sub-Total***	***19,422,860***	***-516,332***	***370,000***	***172,110***	***19,448,638***
40	**Total Support Areas**	**123,177,624**	**-2,789,312**	**3,105,807**	**1,956,269**	**125,450,388**

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>	<b>	<c>	<d>
		2022-23 Base Budget (@Feb 28, 2023)	New Investment	Other Changes	Resulting 2023-24 Base Budget
1	Utilities	24,026,013		1,966,045	25,992,058
2	Library Acquisitions	15,415,896	250,000		15,665,896
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	888,000		-16,000	872,000
7	Information Technology Infrastructure Fund	7,276,722	1,000,000		8,276,722
8	Property Taxes	2,540,925		77,850	2,618,775
9	Insurance	3,745,800		500,000	4,245,800
10	Contingency	2,183,566		56,372	2,239,938
11	Accessible Education	1,454,330			1,454,330
12	Professional Fees	1,610,000			1,610,000
13	Institutional Memberships	1,315,000			1,315,000
14	Sports and Recreation Services - Operating Budget Supplement	886,955		7,961	894,916
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	122,424			122,424
20	University Surveys and Teaching Evaluations	75,000			75,000
21	**Total University-wide Expenditures**	**82,455,638**	**1,250,000**	**2,592,228**	**86,297,866**
22	Employee Benefit Plan Costs	132,845,905		8,459,095	141,305,000
23	Employee Benefit Recoveries	-139,565,538		-5,146,462	-144,712,000
24	**Net Employee Benefits**	**-6,719,633**	**0**	**3,312,633**	**-3,407,000**
25	**Net University-wide Expenditures**	**75,736,005**	**1,250,000**	**5,904,861**	**82,890,866**

Table 8
2023-24 ONE-TIME ALLOCATIONS

1	Support for Long-Range Space Plan	40,000,000
2	Endowed Chairs Matching Program	15,000,000
3	Matching Contribution Support for Major Research Grant Proposals	11,000,000
4	Engineering Expansion -- Support for New Building (multi-year plan)	5,663,197
5	University-wide IT Infrastructure Renewal/Expansion	5,000,000
6	Undergraduate Summer Research Internship Program (USRI)	2,000,000
7	Modernization of General University Instructional Facilities	1,638,000
8	National Brand Campaign	690,000
9	New Learning Management System Implementation	500,000
10	Graduate Student Needs-based Bursaries	500,000
11	**Faculties**	
12	Arts & Humanities: Work-Integrated Learning & Experiential Learning Specialist ($150K)	150,000
13	Education: Support for the Center for Research on Violence Against Women and Children	55,000
14	Engineering: AI Expansion Funding ($900K), AI Server ($75K), Biomedical Lab Equipment Modernization ($50K), and Modern Chemical Engineering Lab Equipment ($62K)	1,087,000
15	Health Sciences: Clinical Education Suite ($500K), High-Fidelity Simulation Suite ($250K), Technology Equipment for Clinical Therapies ($175K), Targetted Government Funding for Clinical Education ($814K) and Nurse Practitioner Program ($597K)	2,335,301
16	FIMS: Academic Advisor Staff Position	82,500
17	Law: EDID Initiatives	75,000
18	Medicine & Dentistry: Dentistry AV Equipment ($274K), Targetted Government Funding for Dental Clinical Education ($1.1M), Robarts Royalties & Licences Flowthrough ($4.5M)	5,907,321
19	Music: Student Recruitment Initiatives ($121K), Pianos for Teaching & Research ($203K), Ensemble/Concert Series ($19K), and Bassoon Reed-making Equipment ($10K)	353,400
20	Science: Engineering Expansion Teaching Support ($150K) and International Recruitment Initiatives ($60K)	210,000
21	Social Science: Two International Student Counsellors ($261K), International Student Financial Support ($35K), Support for the Museum of Ontario Archaeology ($50K)	346,375
22	Support for the Trois-Pistoles Program	590,546
23	**Sub-Total Faculties**	**11,192,443**
24	**Support Units**	
25	Academic Programs Portfolio: eLearning Specialist Staff Position in the Centre for Teaching & Learning	100,000
26	Western Technology Services: Enterprise Resource Planning and Financial Application Migration ($100K)	100,000
27	Libraries: Public IT Equipment Upgrades	43,000
28	Student Experience: University Contribution for Artificial Turf Fields ($235K)	234,500
29	Office of Indigenous Initiatives: Host "Building Reconciliations Conference" ($250K), Head & Heart Fellowships -- Incremental Funding ($50K), Mental Health Coordinator ($50K), and Indigenous Academic Counsellor ($50K)	400,000
30	Vice-Provost (APPF): Contract Staffing ($72K) and Training and Development Initiatives for New Faculty ($28K)	100,000
31	Western International: International Student Orientation Initiatives	100,000
32	Campus Safety & Emergency Services: Vehicle Purchase ($73K) and I.T. Equipment ($26K)	99,144
33	Facilities Management: Electric Vehicle Fleet Replacement Pilot ($50K), Administrative Initiatives ($125K), and Space Modernization ($125K)	300,000
34	Internal Audit: Enterprise Risk Management (ERM) Support	50,000
35	Human Resources: Stabilize Staff Complement	100,000
36	Equity, Diversity & Inclusion: Black Student Leadership University Experience -- B.L.U.E. ($100K) and Community Outreach Initiatives ($15K)	115,000
37	Western Communications: Alumni Gazette Printing and Distribution	70,000
38	University Secretariat: General Non-Salary Support	15,000
39	Vice-President (Research): University-wide Scholarship/Research Initiatives	2,654,846
40	Vice-President (University Advancement): Fundraising Campaign Support	120,000
41	**Sub-Total Support Units**	**4,601,490**
42	**Total One-Time Allocations**	**97,785,130**

Table 9

CANADA RESEARCH CHAIRS -- by FACULTY (Cumulative)

		2022-23 Final						2023-24 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	$	N	$	N	$	N	$	N	$	N	$
1	Arts & Humanities	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
2	Business	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3	Education	1	170,000	3	270,000	4	440,000	1	170,000	3	270,000	4	440,000
4	Engineering	5	850,000	2	180,000	7	1,030,000	5	850,000	4	360,000	9	1,210,000
5	Health Sciences	2	340,000	1	90,000	3	430,000	3	510,000	1	90,000	4	600,000
6	Info & Media Studies			1	90,000	1	90,000			1	90,000	1	90,000
7	Law			1	90,000	1	90,000			1	90,000	1	90,000
8	Medicine & Dentistry	7	1,190,000	13	1,170,000	20	2,360,000	7	1,190,000	11	990,000	18	2,180,000
9	Music												
10	Science	6	1,020,000	6	540,000	12	1,560,000	5	850,000	6	540,000	11	1,390,000
11	Social Science	3	510,000	4	360,000	7	870,000	3	510,000	2	180,000	5	690,000
12	Total to Faculties	26	4,420,000	33	2,970,000	59	7,390,000	26	4,420,000	31	2,790,000	57	7,210,000
13	**Total CRC Funding**		**5,200,000**		**3,300,000**		**8,500,000**		**5,200,000**		**3,100,000**		**8,300,000**

Table 10
2023-24 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS

		Domestic Ontario Students			International Students		
		Actual 2022-23 Tuition	2023-24 Proposed Tuition	2023-24 <a> % Increase	Actual 2022-23 Tuition	2023-24 Proposed Tuition	2023-24 <a> % Increase
1	**First-Entry Programs <b>**						
2	Year 1	6,050	6,050	0.0%	39,105	42,233	8.0%
3	Year 2	6,050	6,050	0.0%	37,656	40,669	4.0%
4	Year 3	6,050	6,050	0.0%	36,262	39,162	4.0%
5	Year 4	6,050	6,050	0.0%	34,918	37,712	4.0%
6	Engineering						
7	Year 1	12,294	12,294	0.0%	53,969	58,287	8.0%
8	Year 2	12,294	12,294	0.0%	51,970	56,128	4.0%
9	Year 3	12,294	12,294	0.0%	50,045	54,049	4.0%
10	Year 4	12,294	12,294	0.0%	46,470	52,047	4.0%
11	M.O.S.						
12	Year 1	6,050	6,050	0.0%	50,440	54,475	8.0%
13	Year 2	6,050	6,050	0.0%	48,572	52,458	4.0%
14	Year 3	6,050	6,050	0.0%	46,773	50,515	4.0%
15	Year 4	6,050	6,050	0.0%	43,432	48,644	4.0%
16	Nursing						
17	Year 1	6,050	6,050	0.0%	50,182	54,197	8.0%
18	Year 2	6,050	6,050	0.0%	48,324	52,189	4.0%
19	Year 3	6,050	6,050	0.0%	46,534	50,257	4.0%
20	Year 4	6,050	6,050	0.0%	44,810	48,395	4.0%
21	**Second-Entry Programs**						
22	Business (HBA)						
23	Year 1	25,200	25,200	0.0%	51,500	56,700	10.1%
24	Year 2	25,200	25,200	0.0%	51,500	56,700	10.1%
25	Dentistry						
26	Year 1	35,341	35,341	0.0%	111,680	120,614	8.0%
27	Year 2	35,341	35,341	0.0%	107,543	116,147	4.0%
28	Year 3	35,341	35,341	0.0%	103,560	111,845	4.0%
29	Year 4	35,341	35,341	0.0%	99,725	107,702	4.0%
30	Education (B.Ed.)	7,271	7,271	0.0%	38,532	40,073	4.0%
31	Law						
32	Year 1	20,151	20,151	0.0%	43,023	46,465	8.0%
33	Year 2	20,151	20,151	0.0%	41,429	44,744	4.0%
34	Year 3	20,151	20,151	0.0%	41,429	43,086	4.0%
35	Medicine (M.D.)						
36	Year 1	23,986	23,986	0.0%	n.a.	86,882	n.a.
37	Year 2	23,986	23,986	0.0%	n.a.	n.a.	n.a.
38	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
39	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2023-24 rates would be effective May 1, 2023.
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.
<b> Includes Arts & Humanities, BMedSci program, Health Sciences, Kinesiology, Music, Science, and Social Science (excl. M.O.S.).

Table 10a
2023-24 TUITION FEE PROPOSALS FOR UNDERGRADUATE OUT-OF-PROVINCE DOMESTIC STUDENTS

		Actual 2021-22 Tuition	Board-approved 2022-23 <a>		Proposed 2023-24 <b>	
			Tuition	% Increase	Tuition	% Increase
1	**First-Entry Programs <c>**					
2	Year 1	6,050	6,352	5.0%	6,669	5.0%
3	Year 2	6,050	6,352	5.0%	6,669	5.0%
4	Year 3	6,050	6,352	5.0%	6,669	5.0%
5	Year 4	6,050	6,352	5.0%	6,669	5.0%
6	Engineering					
7	Year 1	12,294	12,908	5.0%	13,553	5.0%
8	Year 2	12,294	12,908	5.0%	13,553	5.0%
9	Year 3	12,294	12,908	5.0%	13,553	5.0%
10	Year 4	12,294	12,908	5.0%	13,553	5.0%
11	M.O.S.					
12	Year 1	6,050	6,352	5.0%	6,669	5.0%
13	Year 2	6,050	6,352	5.0%	6,669	5.0%
14	Year 3	6,050	6,352	5.0%	6,669	5.0%
15	Year 4	6,050	6,352	5.0%	6,669	5.0%
16	Nursing					
17	Year 1	6,050	6,352	5.0%	6,669	5.0%
18	Year 2	6,050	6,352	5.0%	6,669	5.0%
19	Year 3	6,050	6,352	5.0%	6,669	5.0%
20	Year 4	6,050	6,352	5.0%	6,669	5.0%
21	**Second-Entry Programs**					
22	Business (HBA)					
23	Year 1	25,200	26,460	5.0%	27,783	5.0%
24	Year 2	25,200	26,460	5.0%	27,783	5.0%
25	Dentistry					
26	Year 1	35,341	37,108	5.0%	38,963	5.0%
27	Year 2	35,341	37,108	5.0%	38,963	5.0%
28	Year 3	35,341	37,108	5.0%	38,963	5.0%
29	Year 4	35,341	37,108	5.0%	38,963	5.0%
30	Education (B.Ed.)	7,271	7,634	5.0%	8,015	5.0%
31	Law					
32	Year 1	20,151	21,158	5.0%	22,215	5.0%
33	Year 2	20,151	21,158	5.0%	22,215	5.0%
34	Year 3	20,151	21,158	5.0%	22,215	5.0%
35	Medicine (M.D.)					
36	Year 1	23,986	25,185	5.0%	26,444	5.0%
37	Year 2	23,986	25,185	5.0%	26,444	5.0%
38	Year 3	23,986	25,185	5.0%	26,444	5.0%
39	Year 4	23,986	25,185	5.0%	26,444	5.0%

<a> The 2022-23 rates were approved by the Board of Governors as "shadow" tuition rates. These rates are the starting point for the proposed 2023-24 tuition recommendations.

<b> The 2023-24 rates abide by the Provincial Government's framework for domestic out-of-province students -- and would be effective May 1, 2023.

<c> Includes Arts & Humanities, BMedSci program, Health Sciences, Kinesiology, Music, Science, and Social Science (excl. M.O.S.).

Table 11
2023-24 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS

		Domestic Students			International Students		
		Actual 2022-23 Tuition	2023-24 Proposed Tuition	2023-24 <a> % Increase	Actual 2022-23 Tuition	2023-24 Proposed Tuition	2023-24 <a> % Increase
1	**Masters Category 1**						
2	Arts & Humanities	6,360	6,360	0.0%	19,364	19,751	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	19,364	19,751	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	19,364	19,751	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	27,326	27,873	2.0%
6	Interdisciplinary Programs <b>	6,360	6,360	0.0%	19,364	19,751	2.0%
7	Kinesiology	6,360	6,360	0.0%	19,364	19,751	2.0%
8	Law/Studies in Law	10,368	10,368	0.0%	27,284	27,830	2.0%
9	Media Studies	6,360	6,360	0.0%	19,364	19,751	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	19,364	19,751	2.0%
11	Music	6,360	6,360	0.0%	19,364	19,751	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	27,326	27,873	2.0%
13	Science	6,360	6,360	0.0%	19,364	19,751	2.0%
14	Social Science	6,360	6,360	0.0%	19,364	19,751	2.0%
15	**Masters Category 2**						
16	Master in Management Analytics	46,000	46,000	0.0%	72,000	73,800	2.5%
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	35,973	37,412	4.0%
18	Dentistry (Orthodontics)	27,373	27,373	0.0%	85,828	89,261	4.0%
19	Education (MA)	10,877	10,877	0.0%	35,973	37,412	4.0%
20	Engineering (M.Eng.)	10,877	10,877	0.0%	41,093	42,737	4.0%
21	Environment & Sustainability	12,179	12,179	0.0%	35,973	37,412	4.0%
22	Financial Economics	30,549	30,549	0.0%	56,345	58,599	4.0%
23	Library & Information Science	10,877	10,877	0.0%	35,973	37,412	4.0%
24	M.M. in Journalism & Communication	13,543	13,543	0.0%	35,973	37,412	4.0%
25	M.N Nurse Practitioner	10,877	10,877	0.0%	35,973	37,412	4.0%
26	MA in Research for Policy & Evaluation	18,000	18,720	4.0%	32,448	33,746	4.0%
27	Master of Data Analytics	23,308	23,308	0.0%	53,180	55,307	4.0%
28	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	53,180	55,307	4.0%
29	Medicine (Family Medicine)	14,322	14,322	0.0%	35,973	37,412	4.0%
30	Medicine (Pathology Assistant)	11,295	11,295	0.0%	35,973	37,412	4.0%
31	Medicine (Public Health)	32,734	33,388	2.0%	55,149	56,252	2.0%
32	Interdisciplinary Medical Sciences (MSc)	11,295	11,295	0.0%	36,400	37,856	4.0%
33	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	35,973	37,412	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%	35,973	37,412	4.0%
37	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2023-24 rates would be effective September 1, 2023.

<b> Includes Biomedical Engineering, Neuroscience, and Theory & Criticism

Table 12
ENROLMENT PROJECTIONS: 2023-24 to 2027-28

		Actual					Forecast				
		2018-19	2019-20	2020-21	2021-22	2022-23**	2023-24	2024-25	2025-26	2026-27	2027-28
1	**Constituent University**										
2	**Full-Time Undergraduates**										
3	Arts & Humanities	938	882	877	853	864	867	901	937	999	1,055
4	Business (HBA)	1,085	1,090	1,057	1,072	1,210	1,314	1,315	1,315	1,315	1,315
5	Dentistry	262	262	263	264	281	284	284	284	284	284
6	Education	716	697	677	697	703	668	668	668	668	668
7	Engineering	2,032	2,008	2,151	2,293	2,497	2,545	2,604	2,695	2,692	2,716
8	Health Sciences										
9	BHSc Program	1,227	1,251	1,339	1,424	1,437	1,442	1,443	1,456	1,497	1,544
10	Kinesiology	1,215	1,241	1,285	1,283	1,311	1,298	1,321	1,351	1,382	1,425
11	Nursing	969	974	989	1,028	1,180	1,269	1,315	1,315	1,315	1,315
12	Sub-Total	3,411	3,466	3,613	3,735	3,928	4,009	4,079	4,122	4,194	4,284
13	Law	480	485	490	482	496	510	530	550	550	550
14	MIT (Media, Information, & Technoculture)	916	895	871	899	880	881	910	928	986	1,044
15	Medicine										
16	MD Program	685	683	686	688	689	684	687	690	693	696
17	BMedSci Program	1,000	1,036	1,161	1,252	1,305	1,425	1,483	1,482	1,549	1,581
18	Music	414	449	443	434	410	395	381	386	432	451
19	Science	5,143	5,326	5,535	5,809	5,962	5,796	5,922	6,078	6,175	6,322
20	Social Science	6,497	6,503	6,882	7,348	7,677	7,801	8,055	8,299	8,527	8,735
21	**Total Full-Time Undergraduates**	**23,579**	**23,782**	**24,706**	**25,826**	**26,902**	**27,179**	**27,819**	**28,435**	**29,063**	**29,701**
22	Concurrent Programs	247	288	345	380	370	380	380	380	380	380
23	Medical Residents	956	936	940	968	999	940	940	940	940	940
24	**Full-Time Graduates**										
25	Masters	3,734	3,946	3,869	4,360	4,231	4,744	5,069	5,259	5,296	5,296
26	Doctoral	2,177	2,219	2,231	2,345	2,415	2,431	2,496	2,578	2,597	2,597
27	**Total Full-Time Graduates**	**5,911**	**6,165**	**6,100**	**6,705**	**6,646**	**7,175**	**7,565**	**7,837**	**7,893**	**7,893**
28	**Total Full-Time Enrolment**	**30,693**	**31,171**	**32,091**	**33,879**	**34,917**	**35,674**	**36,704**	**37,592**	**38,276**	**38,914**
29	**Part-Time FTEs**										
30	Undergraduate **	2,061	1,988	2,563	2,408	2,551	2,500	2,500	2,500	2,500	2,500
31	Education (AQs) **	456	435	447	460	450	470	475	480	490	490
32	Masters	114	110	122	128	111	110	110	110	110	110
33	Doctoral	32	32	35	29	32	30	30	30	30	30
34	**Total Part-Time FTEs**	**2,663**	**2,566**	**3,167**	**3,025**	**3,144**	**3,110**	**3,115**	**3,120**	**3,130**	**3,130**
35	**Total Constituent FTEs**	**33,356**	**33,737**	**35,258**	**36,904**	**38,061**	**38,784**	**39,819**	**40,712**	**41,406**	**42,044**
36	**Affiliated University Colleges**										
37	**Full-Time Undergraduates**										
38	Brescia	1,392	1,421	1,301	1,171	1,099	1,026	1,073	1,131	1,216	1,256
39	Huron	1,038	1,266	1,431	1,525	1,560	1,663	1,719	1,799	1,928	1,994
40	King's	3,162	3,267	3,415	3,253	3,150	3,172	3,220	3,296	3,375	3,453
41	**Total Full-Time Undergraduates**	**5,592**	**5,954**	**6,147**	**5,949**	**5,809**	**5,861**	**6,012**	**6,226**	**6,519**	**6,703**
42	**Part-Time Undergraduate FTEs**										
43	Brescia	76	73	70	72	64	68	70	72	74	76
44	Huron	64	48	57	58	35	55	55	55	55	55
45	King's	254	265	299	266	282	320	331	343	354	366
46	**Total Part-Time FTEs**	**394**	**386**	**426**	**396**	**381**	**443**	**456**	**470**	**483**	**497**
47	**Graduate FTEs**										
48	Brescia	38	40	35	31	31	31	31	31	31	31
49	Huron	5	11	13	10	7	10	12	15	15	15
50	King's	50	61	60	62	65	65	65	65	65	65
51	**Total Graduate FTEs**	**93**	**112**	**108**	**103**	**103**	**106**	**108**	**111**	**111**	**111**
52	**Total Affiliate FTEs**	**6,079**	**6,452**	**6,681**	**6,448**	**6,293**	**6,410**	**6,576**	**6,807**	**7,113**	**7,311**
53	**Total UWO FTEs**	**39,435**	**40,189**	**41,939**	**43,352**	**44,354**	**45,194**	**46,395**	**47,519**	**48,519**	**49,355**

Table 12
ENROLMENT PROJECTIONS: 2023-24 to 2027-28

		Actual					Forecast				
		2018-19	2019-20	2020-21	2021-22	2022-23**	2023-24	2024-25	2025-26	2026-27	2027-28
	Rows 54 to 88 Included above										
54	**International Students**										
55	Constituent Full-Time										
56	Undergraduates	2,692	2,763	2,822	2,761	2,593	2,662	2,927	3,414	3,991	4,575
57	Medical Residents	142	130	130	173	189	175	175	175	175	175
58	Masters (excluding Ivey)	717	925	695	826	818	989	1,102	1,171	1,185	1,203
59	MBA (Regular), Ivey MSc	63	81	159	199	222	234	235	235	235	222
60	Executive MBA	4	4	1	2	1	0	0	0	0	0
61	Doctoral	607	665	686	798	875	827	834	846	842	812
62	Affiliates										
63	Undergraduates	991	1,256	1,390	1,233	1,144	1,159	1,233	1,344	1,477	1,547
64	Masters	0	2	4	4	3	1	1	1	1	1
65	**Year 1 Only**										
66	**Constituent**										
67	Arts & Humanities	233	209	221	248	202	214	235	260	290	300
68	Engineering	588	586	704	774	893	840	850	850	850	875
69	Health Sciences										
70	BHSc Program	393	385	407	421	387	400	405	430	440	455
71	Kinesiology	304	339	335	351	351	350	355	375	385	400
72	Nursing	142	144	159	142	142	144	144	144	144	144
73	Media, Information, & Tech	263	252	226	270	212	235	260	275	295	310
74	MOS Program	819	768	1,072	1,052	1,151	1,180	1,220	1,240	1,270	1,290
75	Music	121	123	117	94	88	94	102	109	118	125
76	Science	1,680	1,676	1,801	2,016	2,033	2,070	2,140	2,185	2,235	2,292
77	Social Science	835	840	965	1,054	1,009	1,010	1,055	1,138	1,140	1,155
78	**Total Year 1 - Constituent**	**5,378**	**5,322**	**6,007**	**6,422**	**6,468**	**6,537**	**6,766**	**7,006**	**7,167**	**7,346**
79	**Affiliated University Colleges**										
80	Brescia	320	332	270	258	244	302	316	326	337	346
81	Huron	415	454	489	448	417	594	632	666	686	686
82	King's	834	895	968	840	721	840	860	880	900	920
83	**Total Year 1 - Affiliates**	**1,569**	**1,681**	**1,727**	**1,546**	**1,382**	**1,736**	**1,808**	**1,872**	**1,923**	**1,952**
84	**Total UWO Year 1**	**6,947**	**7,003**	**7,734**	**7,968**	**7,850**	**8,273**	**8,574**	**8,878**	**9,090**	**9,298**
85	**Masters**										
86	All Programs (excluding MBAs)	3,319	3,491	3,301	3,545	3,429	3,883	4,099	4,234	4,271	4,271
87	Ivey (excl EMBA)	241	285	466	665	631	687	796	851	851	851
88	Executive MBA	174	170	102	150	171	174	174	174	174	174
For Information											
89	Year 1 Constituent International Students	855	639	592	610	684	778	957	1,154	1,343	1,497

*** Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.*

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

	Project	Type
	Category 1 -- Projects Underway, Soon-to-Start, or in Advanced Planning	
1	**Weldon Library Modernization**	Modernization
2	**Ronald D. Schmeichel Building for Entrepreneurship and Innovation**	New Construction
3	**University Community Gathering Hub -- Common/Gathering Spaces**	New Construction
4	**New Engineering Building**	New Construction
5	**Social Sciences Centre Realignment/Expansion**	Adaptation / Expansion
6	**The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility**	New Construction
7	**Building Addition to consolidate Faculty of Education Clinics**	New Construction
8	**Undergraduate Residence -- University Drive Location**	New Construction
9	**Graduate and Upper-Year Housing -- Platt's Lane East**	New Construction
10	**Replacement of University Drive Bridge**	New Construction
11	**University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)**	New Construction, Modernization
12	**Pedestrian-friendly Campus Initiatives -- *Open Space Strategy***	New Construction, Adaptation
13	**Category 2 -- Projects in Various Planning Stages**	
14	**Additional Space for Health Sciences -- to support Enrolment Expansion**	New Construction
15	**Ivey Spencer Leadership Centre Renewal**	Modernization
16	**New Space for the McIntosh Gallery**	New Construction / Adaptation
17	**Pathogen Research Centre Facility**	New Construction
18	**Addition to the Ivey Building**	New Construction
19	**Western's New Dowtown Facility -- 450 Talbot Street**	Modernization / Adaptation
20	**Multi-Sport Field House -- with Parking Garage**	New Construction
21	**Category 3 -- For Future Consideration (requires funding plan)**	
22	**Modernization of Medical School Facilities**	Modernization
23	**Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College, Dental Facilities**	Modernization or Replacement
24	**Renewal/Replacement of Chemistry Laboratory Facilities**	Modernization or Replacement
25	**Expansion of the Support Services Building**	New Construction
26	**Space Realignment in the Natural Sciences Centre**	Modernization / Adaptation
27	**Renewal and/or Realignment of Library Facilities -- Future Phases**	Modernization
28	**New Research Initiatives/Partnerships at the Research Parks**	New Construction
29	**Multi-Level Parking Structures**	New Construction
30	**Residence Projects**	Modernization / New Construction
31	**Asset Acquisitions**	Acquisition

2023-24 Capital Budget

A. The Nature of University Capital Expenditures

The Capital Budget for 2023-24 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 2019-20 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 2023-24 total $147.2 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 2023-24 ($15.5 million in 2022-23). These expenditures are directed at the modification of existing space and the renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to review the Current Replacement Value (CRV) of our capital assets on campus. At February 24, 2023, our buildings and infrastructure have a CRV of approximately $3,571 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	2,262	566,821	74
2	Utilities and Infrastructure	152		
3	Subtotal, Eligible for MMI	2,414	566,821	74
4	Housing	885	266,299	14
5	Other Ancillary Buildings	272	71,676	11
6	Total	3,571	904,796	99

At February 24, 2023, the University had approximately 567,000 gross square metres spread amongst 74 major non-residential buildings. The non-residential buildings, including utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. The University also has 266,000 square metres of Housing space in eleven major undergraduate residences, three major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are many buildings which are operated largely or entirely as ancillaries: Western Student Recreation Centre, Thompson Recreation and Athletic Centre, Western Alumni 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 59% of the 567,000 square metres in major buildings were built before 1980, renovations to major buildings will continue to be a part of our capital planning.

3. **Utilities and Infrastructure Projects**. This category involves projects with values greater than $10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, electrical, water, and sewer distribution systems, and sustainability and energy conservation initiatives such as deep energy retrofits. Construction of a new Chiller Plant or major Power Plant expansion would be included in category 1. As we look to increase our sustainability and energy conservation initiatives, improvements to existing infrastructure will be needed in our pursuit of net-zero carbon emissions from campus operations by 2050, or sooner.

4. **Modernization of Instructional and Research Facilities**. This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.

5. **General Maintenance and Modernization Projects**. This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under $100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. Open Space Strategy projects, such as the work underway on UC Hill, may also be included in this category. A provision for unforeseen projects forms part of the allotment in this category.

6. **Housing Renovations**. This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building would be included in category 1. Maintenance and modernization expenditures, projected to be $10.1 million in 2023-24, 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, such as the acquisition of 450 Talbot Street in the core of downtown London, in fall 2021.

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 2021-22, line B shows a net source of $30.4 million, the difference between funding of $136.6 million and expenditures of $106.3 million. The accumulated capital reserve in line C increases by this same amount of $30.4 million.

Line E shows the replacement value of non-residential buildings and utilities and infrastructure, the assets eligible for MMI spending, while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2021-22, MMI expenditures were $51.8 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was $2,162 million. The ratio of the two is 2.4%, 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 2021-22, the transfer was $15.5 million, and expenditures were $51.8 million, so the ratio is 29.9%. 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 $6.7 million for 2022-23 and 2023-24), special Provincial grants, additional one-time allocations from the University's Operating Budget, one-time allocations from the Province, fundraising, and borrowing.

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

The value of line J in 2021-22 is $31.6 million, or 1.5% (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, major building renovations as well as 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 and the need to create alternative spaces, such as a parking structure combined with the planned Multi-Sport Fieldhouse. We continue planning for the construction of additional parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance these structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 and will play a prominent role in Western's pursuit of net-zero carbon emissions from campus operations by 2050, or sooner. Often, these projects are comprised of multiple projects completed over a number of years.

B. Sources of Funding and Capital Expenditures in 2023-24

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2022-23, divided into six major categories: federal, provincial and municipal government grants; funds transferred from Western's Operating Budget; one-time funds from Internally Restricted Net Assets; fundraising; borrowing; and other sources.

The University must carefully balance its available resources for use in capital expenditures. For example, projects financed by debt require an ultimate funding source, and one time funding, such as allocations from the Major Strategic Opportunities Fund or Undistributed Investment Returns must be used strategically and are not a recurring source of funds.

Table 17 shows expenditures in categories 1 and 2 for 2022-23 (estimates as of March 17, 2023) and 2023-24 (current proposals).

In alignment with the priorities in our Strategic Plan, Western has embarked on an ambitious capital program in support of "growth and impact". We are closely watching market conditions for construction and have been adjusting our capital plan and related timing of projects accordingly.

Table 14
CAPITAL BUDGET SUMMARY, 2019-20 TO 2023-24
($000)

Category	Purpose	Actual 2019-20	Actual 2020-21	Actual 2021-22	Projected 2022-23	Budget 2023-24
	New Construction					
1	New Construction (Table 17, line 14)	6,233	13,284	31,367	43,549	55,795
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 17, line 25)	8,624	22,063	27,539	15,874	7,549
3	Utilities and Infrastructure Projects	4,115	4,679	7,513	8,880	29,675
4	Modernization of Instructional and Research Facilities	8,944	5,303	8,925	13,217	10,377
5	General Maintenance and Modernization Projects	7,078	5,764	7,871	13,630	30,236
	Sub-Total MMI	28,761	37,809	51,848	51,601	77,837
	Other					
6	Housing Renovations	6,747	6,914	6,682	6,840	10,095
7	Ancillary Projects	1,482	1,874	2,859	2,325	2,653
8	Carrying Costs and Debt Repayments	1,095	1,026	963	942	823
9	Other Capital Expenditures	2,733	5,196	12,543	3,893	0
	Sub-Total Other	12,057	15,010	23,047	14,000	13,571
10	**Total Expenditures**	**47,051**	**66,103**	**106,262**	**109,150**	**147,203**

Line		Actual 2019-20	Actual 2020-21	Actual 2021-22	Projected 2022-23	Budget 2023-24
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 16)	33,720	164,258	136,617	97,007	67,988
B	Sources of Funding less Expenditures	-13,331	98,155	30,355	-12,143	-79,215
C	Capital Reserve, Year End (Table 18)	55,557	153,712	184,067	171,924	92,709
D	Capital Debt Outstanding, Year End (Table 18)	353,923	345,936	328,661	320,561	312,191
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, $M	2,264	2,062	2,162	2,414	2,515
F	MMI Expenditures/Replacement Value	1.3%	1.8%	2.4%	2.1%	3.1%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	15,500
H	MMI transfer/MMI Expenditures	53.9%	41.0%	29.9%	30.0%	19.9%
J	Estimate of Maintenance Expenditure	16,193	23,438	31,590	29,995	48,432
K	Maintenance Expenditure/Replacement Value	0.7%	1.1%	1.5%	1.2%	1.9%
L	Number of Major Buildings	97	97	98	99	100
M	Total Gross Square Meters (000's)	890	894	903	905	915

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

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

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

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

Table 15
MAJOR CAPITAL PROJECTS

		Category	Start	End
1	***Projects Underway, Soon-to-Start, or in Advanced Planning***			
2	Weldon Library Modernization	**2**	Sept 19	Jan 23
3	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	**1**	Jun 19	Oct 23
4	University Gathering Hub -- Common/Gathering Spaces	**1**	tbd	tbd
5	New Engineering Building	**1**	tbd	tbd
6	Social Sciences Centre Realignment/Expansion	**1&2**	tbd	tbd
7	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	**1**	tbd	tbd
8	Building Addition to consolidate Faculty of Education Clinics	**1**	tbd	tbd
9	Undergraduate Residence -- University Drive Location	**1**	tbd	tbd
10	Graduate and Upper-Year Housing -- Platt's Lane East	**1**	tbd	tbd
11	Replacement of University Drive Bridge	**1**	tbd	tbd
12	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	**1,3&5**	Ongoing	
13	Pedestrian-friendly Campus Initiatives -- *Open Space Strategy*	**1&5**	Ongoing	
14	***Projects in Various Planning Stages***			
15	Additional Space for Health Sciences -- to support Enrolment Expansion	**1**	tbd	tbd
16	Ivey Spencer Leadership Centre Renewal	**2**	tbd	tbd
17	New Space for the McIntosh Gallery	**1&2**	tbd	tbd
18	Pathogen Research Centre Facility	**1**	tbd	tbd
19	Addition to the Ivey Building	**1**	tbd	tbd
20	Western's New Downtown Facility -- 450 Talbot Street	**2**	tbd	tbd
21	Multi-Sport Field House -- with Parking Garage	**1**	tbd	tbd
22	***Projects for Future Consideration (requires funding plan)***			
23	Modernization of Medical School Facilities	**2**	tbd	tbd
24	Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College, Dental Facilities	**2**	tbd	tbd
25	Renewal/Replacement of Chemistry Laboratory Facilities	**2**	tbd	tbd
26	Expansion of the Support Services Building	**1**	tbd	tbd
27	Space Realignment in the Natural Sciences Centre	**2**	tbd	tbd
28	Renewal and/or Realignment of Library Facilities -- Future Phases	**2**	tbd	tbd
29	New Research Initiatives/Partnerships at the Research Parks	**1**	tbd	tbd
30	Multi-Level Parking Structures	**1**	tbd	tbd
31	Residence Projects	**1&6**	tbd	tbd
32	Asset Acquisitions	**9**	tbd	tbd

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

		Projected 2022-23	Budget 2023-24
1	***Government Grants***		
2	MCU Annual Capital Grant (Facilities Renewal Program)	6,719	6,719
3	Minister of Environment (Decarbonization Incentive Program)	0	1,226
4	MCU Capital Grant (Training Equipment and Renewal Fund)	525	175
5	Department of Natural Resources Canada (Zero Emission Vehicle Infrastructure Program)	0	120
6	***Sub-Total***	***7,244***	***8,240***
7	***Operating Budget***		
8	Operating Budget MMI Transfer - Base	15,500	15,500
9	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
10	Operating Budget - FRSF Transfer	3,000	3,000
11	Operating Budget - CRC Transfer	888	872
12	Operating Budget - New Engineering Building	2,623	5,663
13	Operating Budget - The Bioconvergence Centre	20,000	0
14	Operating Budget - Weldon Library Modernization	15,000	0
15	Operating Budget - Social Sciences Centre Realignment/Expansion	5,000	0
16	***Sub-Total***	***62,611***	***25,635***
17	***Major Strategic Opportunities Funding (MSOF) and Undistributed Investment Returns***	***3,970***	***378***
18	***Fundraising***		
19	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	0	1,727
20	Wampum Learning Lodge	300	0
21	***Sub-Total***	***300***	***1,727***
22	***Borrowing***		
23	Expansion of Residence Capacity	0	6,430
24	***Sub-Total***	***0***	***6,430***
25	***Other***		
26	Student Contribution - Western Student Recreation Centre	1,492	1,537
27	Energy Conservation Incentives (Rebates)	11	420
28	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	182	186
29	Unit Contributions	12,042	10,687
30	Projects Funded by Housing	6,840	10,095
31	Projects Funded by Ancillaries	2,315	2,653
32	***Sub-Total***	***22,882***	***25,578***
33	**Total Sources of Funding (In-Year)**	**97,007**	**67,988**

Table 17

CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS

2022-23 and 2023-24

($000)

		Projected 2022-23	**Budget 2023-24**
1	***Category 1: New Construction***		
2	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	25,441	24,005
3	University Gathering Hub - Common/Gathering Spaces	500	12,508
4	Biomedical Research Facility - Phase 1 of Medical School Project	15,687	3,922
5	New Engineering Building	500	3,675
6	Undergraduate Residence - University Drive Location	0	3,250
7	Graduate and Upper-Year Housing - Platt's Lane East	0	3,180
8	Building Addition to Consolidate Faculty of Education Clinics	88	2,155
9	The Bioconvergence Centre - Interdisciplinary Research & Experiential Learning Facility	100	2,000
10	Addition to the Ivey Building	0	800
11	Multi-Sport Field House -- with Parking Garage	500	200
12	Additional Space for Health Sciences - to support Enrolment Expansion	0	100
13	Sports Facilities: Western Alumni Stadium Renewal	733	0
14	***Total, Category 1***	***43,549***	***55,795***
15	***Category 2: Major Building Renovations***		
16	Weldon Library Modernization	5,873	4,000
17	Biotron Growth Chambers Renewal	100	1,500
18	Social Sciences Centre Realignment/Expansion	88	1,067
19	Fanshawe Boathouse/Rowing Centre Renewal	170	504
20	Western's New Downtown Facility - 450 Talbot Street	567	378
21	Wampum Learning Lodge	2,804	100
22	Modernization of Thames Hall	2,797	0
23	Dental Clinics Modernization	2,000	0
24	Thompson Recreation and Athletic Centre - New Ice Rink Floor	1,475	0
25	***Total, Category 2***	***15,874***	***7,549***

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

		Actual 2019-20	Actual 2020-21	Actual 2021-22	Projected 2022-23	Budget 2023-24
1	**A. Capital Reserves**					
2	General Capital Fund	40,437	39,633	47,218	45,952	22,655
3	Designated Capital Fund	15,120	114,079	136,849	125,972	70,054
4	**Total Capital Reserves**	**55,557**	**153,712**	**184,067**	**171,924**	**92,709**

		Actual 2019-20	Actual 2020-21	Actual 2021-22	Projected 2022-23	Budget 2023-24
5	**B. Capital Debt**					
6	New Construction, Major Renovations & Other	0	0	0	0	0
7	Housing	73,879	59,779	50,561	41,061	37,691
8	Research Park	25,235	24,294	12,300	11,700	11,000
9	Unused and Invested Debenture Proceeds	254,809	261,863	265,800	267,800	263,500
10	**Total Capital Debt**	**353,923**	**345,936**	**328,661**	**320,561**	**312,191**

Line 2 includes the required $6 million general capital reserve fund.
Line 3 includes fund balances for large capital projects.

Long-Term Financial Trends

The Operating and Capital Budgets set out in Tables 2 and 14 of this document describe proposed spending of some $1.04 billion for the single year of 2023-24. That spending will take place, however, in a long-term context which must be understood when evaluating the Operating and Capital Budgets. The Administration and Board have identified three elements of that long-term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance.

A. Capital Reserves and Debt

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

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

Capital Debt is divided into the following categories:

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

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

The University has Capital Debt, acquired through debenture issuances of $190 million and $100 million in 2007 and 2017, respectively, and by entering into a $100 million fifteen-year facility in 2013 to finance a 1,000-bed residence and other capital projects. The University's debentures necessitate an annual credit rating review. Standard & Poor's completed its annual review in February 2023 and the credit rating of AA Stable remains unchanged.

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

Figure E
CAPITAL DEBT MONITORING RATIOS

	FTE Enrolment	Debt ($M)	Debt per FTE ($)	Revenues Available for Repayment ($M)*	Debt / Revenues Available for Repayment (%) *
2019	33,356	362.2	10,859	1,089.2	33.3%
2020	33,737	353.9	10,490	1,022.5	34.6%
2021	35,258	345.9	9,810	1,152.7	30.0%
2022	36,904	328.7	8,907	1,110.8	29.6%
2023p	38,061	320.6	8,423	1,113.0	28.8%

*Updated in 2023 to reflect revenues available for repayment (previously total revenues)

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 is projected by actuarial valuation every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2022, the University's accrued benefit liability relating to the employee future benefit plans was $478.6 million (2020 - $465.3 million). The annual expense for non-pension employee future benefits in 2022 was $27.6 million (2021 - $30.1 million).

A recent review of major research universities identified only four institutions with significant post-employment benefit obligations greater than $100 million, ranging from $229 million to $688 million and an unweighted average of $416 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
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%
2021	565.3	30.1	1,137	2.6%
2022	478.6	27.6	1,212	2.3%

C. Deferred Maintenance

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

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

As at February 24, 2023, the Facilities Management Division estimates that deferred maintenance at Western is $292 million for non-residential buildings and $78 million for residences. Approximately 53% of the deferred maintenance for non-residential buildings relates to mechanical and electrical requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over Current Replacement Value (DM/CRV) of the facilities. The calculation as at February 24, 2023, is outlined in Figure G as follows:

Figure G
DEFERRED MAINTENANCE TO CURRENT REPLACEMENT VALUE

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	$2,414 million	$885 million
2	Deferred Maintenance (DM)	$292 million	$78 million
3	DM/CRV	12.1%	8.8%

The average age of buildings for universities in the Province of Ontario was 53 years as of March 2023. Western's average age is 40.6 years and 56% 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 12.1% (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 $2,414 million, spending on major maintenance for campus buildings at 2.0% should be in the range of $48 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 2019-20 to 2023-24

		Actual 2019-20	Actual 2020-21	Actual 2021-22	Projected 2022-23	Budget 2023-24
1	MMI ($M)	15.5	15.5	15.5	15.5	15.5
2	CRV ($M)	2,264	2,062	2,162	2,414	2,515
3	Ratio	0.68%	0.75%	0.72%	0.64%	0.62%

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, however, current projections estimate the ratio for 2023-24 will near the 2.0% target. Additional funding, from provincial and federal sources, continues to be required to catch up and maintain the 2.0% target over the long-term. Achieving the 2.0% target over time is required to sustain the condition of Western's facilities.

2023-24 Program Specific Fees and Other Supplemental Fees

March 31, 2023

Western University

Notes regarding 2023-24 Program-specific Tuition and Fees and Other Supplemental Fees

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Table 1: Program-Specific Tuition

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

Table 2: Program-Related Fees

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

Table 3: Application Fees

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

Table 4: Supplemental Fees and Other Charges

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

Table 5: Business School Course Material Fees

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

Western University

Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

			2022-23	Proposed 2023-24	
			Amount	Amount	% change
1	**Concurrent Programs**				
2	**HBA/BESc Program**				
3	Entering After 2 Years of Engineering	*Domestic*	22,138.00	22,138.00	0.0%
4	Entering After 3 Years of Engineering	*Domestic*	32,095.00	32,095.00	0.0%
5	Entering After 2 Years of Engineering	*Domestic Out-of-Province*	23,245.00	24,407.00	5.0%
6	Entering After 3 Years of Engineering	*Domestic Out-of-Province*	33,700.00	35,385.00	5.0%
7	**HBA/JD Program**				
8	All Years	*Domestic*	29,505.00	29,505.00	0.0%
9	All Years	*Domestic Out-of-Province*	30,980.00	32,529.00	5.0%
10	**HBA/BA-BSc Program**				
11	Entering After 2 Undergraduate Years	*Domestic*	17,361.00	17,361.00	0.0%
12	Entering After 3 Undergraduate Years	*Domestic*	27,902.00	27,902.00	0.0%
13	Entering After 2 Undergraduate Years	*Domestic Out-of-Province*	18,229.00	19,141.00	5.0%
14	Entering After 3 Undergraduate Years	*Domestic Out-of-Province*	29,297.00	30,762.00	5.0%
15	**JD/BA-BSc Program**				
16	Entering After 2 Undergraduate Years	*Domestic*	15,600.00	15,600.00	0.0%
17	Entering After 3 Undergraduate Years	*Domestic*	19,955.00	19,955.00	0.0%
18	Entering After 2 Undergraduate Years	*Domestic Out-of-Province*	16,380.00	17,199.00	5.0%
19	Entering After 3 Undergraduate Years	*Domestic Out-of-Province*	20,953.00	22,000.00	5.0%
20	**JD/BESc Program**				
21	Entering After 2 Years of Engineering	*Domestic*	18,891.00	18,891.00	0.0%
22	Entering After 3 Years of Engineering	*Domestic*	22,192.00	22,192.00	0.0%
23	Entering After 2 Years of Engineering	*Domestic Out-of-Province*	19,836.00	20,827.00	5.0%
24	Entering After 3 Years of Engineering	*Domestic Out-of-Province*	23,302.00	24,467.00	5.0%
25	**MBA/JD Program**				
26	Note: 2022-23 = March 2023; 2023-24 = March 2024				
27	Year 1	*Domestic*	63,982.00	63,982.00	0.0%
28	Years 2 and 3	*Domestic*	42,380.00	42,380.00	0.0%
29	Year 1	*Domestic Out-of-Province*	64,622.00	65,268.00	1.0%
30	Year 2	*Domestic Out-of-Province*	42,380.00	42,804.00	1.0%
31	Year 3	*Domestic Out-of-Province*	42,380.00	42,380.00	0.0%
32	Year 1	*International*	107,116.00	111,400.00	4.0%
33	Years 2 and 3	*International*	74,684.00	77,671.00	4.0%
34	**JD/MA-MSc Program**				

Western University

Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

			2022-23	Proposed 2023-24	
			Amount	Amount	% change
35	Entering Before Year 1 Law	*Domestic*	22,229.00	22,229.00	0.0%
36	Entering After Year 1 Law	*Domestic*	23,507.00	23,507.00	0.0%
37	Entering Before Year 1 Law	*Domestic Out-of-Province*	23,278.00	24,335.00	4.5%
38	Entering After Year 1 Law	*Domestic Out-of-Province*	24,338.00	25,395.00	4.3%
39	**MBA/MEng Program**				
40	Note: 2022-23 = March 2023; 2023-24 = March 2024				
41	Years 1 - 2	*Domestic*	48,154.00	48,154.00	0.0%
42	After 2 years	*Domestic; per term*	16,050.00	16,050.00	0.0%
43	Years 1 - 2	*Domestic Out-of-Province*	48,154.00	48,154.00	0.0%
44	After 2 years	*Domestic Out-of-Province: per term*	16,050.00	16,050.00	0.0%
45	Years 1 - 2	*International*	79,471.00	82,053.00	3.3%
46	After 2 years	*International; per term*	26,490.00	27,351.00	3.3%
47	**MBA Direct /JD Program**				
48	Note: 2022-23 = July 2022; 2023-24 = July 2023				
49	Year 1	*Domestic*	41,688.00	41,688.00	0.0%
50	Year 2	*Domestic*	34,425.00	34,425.00	0.0%
51	Year 3	*Domestic*	34,425.00	34,425.00	0.0%
52	Year 1	*Domestic Out-of-Province*	42,695.00	43,752.00	2.5%
53	Year 2	*Domestic Out-of-Province*	35,432.00	36,489.00	3.0%
54	Year 3	*Domestic Out-of-Province*	35,432.00	36,489.00	3.0%
55	**Ivey Business School**				
56	The rates shown below are program fees				
57	Business (MBA)	*Domestic*	83,250.00	83,250.00	0.0%
58	Business (MBA)	*International*	123,500.00	126,600.00	2.5%
59	Business (MSc) -- all streams	*Domestic*	38,250.00	38,250.00	0.0%
60	Business (MSc) -- all streams	*International*	72,000.00	73,800.00	2.5%
61	Business (MGMT/CEMS)	*Domestic*	43,200.00	43,200.00	0.0%
62	Business (MGMT/CEMS)	*International*	77,500.00	79,500.00	2.6%
63	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	*Domestic (total for 5 terms) - effective with the September 2023 intake*	47,800.00	47,800.00	0.0%
64	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	*International (total for 5 terms) - effective with the September 2023 intake*	85,300.00	85,300.00	0.0%
65	Business (MSc) Double Degree Track Program --Tuition for Norwegian School of Economics Students Attending 2 terms at Ivey	*total for 2 terms*	17,500.00	17,500.00	0.0%
66	Tuition, Executive MBA Program- Canada -- September & February Intake	*Domestic: total for 3 terms*	117,000.00	119,925.00	2.5%

Western University

Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

			2022-23	Proposed 2023-24	
			Amount	Amount	% change
67	Tuition, Executive MBA Program- Canada -- September & February Intake	*International: total for 3 terms*	117,000.00	119,925.00	2.5%
68	Tuition, MBA Direct (Domestic) -- July Intake		50,085.00	50,085.00	0.0%
69	Tuition, MBA Direct (International) -- July Intake		72,300.00	74,200.00	2.6%
70	Tuition, Accelerated MBA (Domestic) -- November Intake		83,000.00	83,000.00	0.0%
71	Tuition, Accelerated MBA (International) -- November Intake		83,000.00	85,075.00	2.5%
72	GDip in Management				
73	If taken in Hong Kong				
74	Per Module (1-4)	*Fees in U.S Dollars*	3,000.00	3,000.00	0.0%
75	Term 5	*Fees in U.S Dollars*	3,000.00	3,000.00	0.0%
76	Entry Assessment	*Fees in U.S Dollars*	1,000.00	1,000.00	0.0%
77	Graduate Diploma in Accounting				
78	Summer program	*Domestic, 1 term*	9,000.00	9,000.00	0.0%
79	Summer program	*International, 1 term*	16,000.00	16,640.00	4.0%
80	Graduate Diploma in Business and Sustainability (MSc)	*New: Domestic*		5,000.00	
81	Graduate Diploma in Business and Sustainability (MSc)	*New: International*		5,000.00	
82	Graduate Diploma in Climate Risk Assessment and Opportunity (Business and Climate Impact)	*New: Domestic (per-course)*		5,000.00	
83	Graduate Diploma in Climate Risk Assessment and Opportunity (Business and Climate Impact)	*New: International (per-course)*		7,500.00	
84	**Faculty of Education**				
85	Tuition - Post Graduate Certificate in Education	*per course*	250.00	250.00	0.0%
86	3-Part Additional Qualification	*per course*	685.00	685.00	0.0%
87	Additional Basic Qualification	*Domestic, per course*	735.00	735.00	0.0%
88	Additional Basic Qualification	*International, per course*	1,470.00	1,470.00	0.0%
89	Honor Specialist Additional Qualification	*per course*	735.00	735.00	0.0%
90	Honor Specialist Additional Qualification	*International, per course*	1,470.00	1,470.00	0.0%
91	Technology Studies: Additional Qualification	*per course*	735.00	735.00	0.0%
92	Certificate of Unified English Braille Competence (non-credit)	*per level*	325.00	325.00	0.0%
93	**Master of Professional Education (MPEd)**				
94	Domestic Students				
95	All Fields	*per course*	2,719.00	2,719.00	0.0%
96	International Students				
97	Onsite	*per course*	4,282.00	4,454.00	4.0%
98	Online	*per course*	3,268.00	3,399.00	4.0%
99	**Faculty of Engineering**				
100	University Network of Excellence in Nuclear Engineering Program	*10 courses or 8 courses and project*	22,500.00	22,500.00	0.0%

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Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

			2022-23	Proposed 2023-24	
			Amount	Amount	% change
101	Graduate Diploma in Engineering Leadership and Innovation	*Domestic: per term tuition fee*	3,625.00	3,625.00	0.0%
102	Graduate Diploma in Engineering Leadership and Innovation	*International: per term tuition fee*	13,698.00	14,246.00	4.0%
103	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Risk and Infrastructure Resiliency)	*New: Domestic (per-course)*		5,000.00	
104	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Risk and Infrastructure Resiliency)	*New: International (per-course)*		7,500.00	
105	**Faculty of Information and Media Studies**				
106	MLIS Part-Time	*Domestic; per-course tuition fee*	725.13	725.13	0.0%
107	MLIS Part-Time	*International; per-course tuition fee*	2,398.20	2,494.13	4.0%
108	**Faculty of Health Science**				
109	**Compressed Nursing Program**				
110	Years 3 and 4, Fall/Winter	*Domestic*	6,050.00	6,050.00	0.0%
111	Year 3, Fall/Winter	*International*	50,182.00	54,197.00	8.0%
112	Year 4, Fall/Winter	*International*	48,324.00	52,189.00	4.0%
113	Summer Term between Years 3 and 4	*Domestic*	3,025.00	3,025.00	0.0%
114	Summer Term between Years 3 and 4	*International*	24,162.00	26,094.50	8.0%
115	**Combined Health Professional Masters and PhD**				
116	All Years	*Domestic*	11,294.00	11,294.00	0.0%
117	All Years	*International*	35,973.00	37,412.00	4.0%
118	Graduate Diploma in Applied Health Sciences	*Domestic; per-course tuition fee*	1,418.00	1,418.00	0.0%
119	Graduate Diploma in Applied Health Sciences	*International; per-course tuition fee*	3,484.00	3,623.00	4.0%
120	Graduate Diploma in Primary Health Care Nurse Practitioner	*Domestic; per term*	2,666.66	2,666.66	0.0%
121	**Faculty of Law**				
122	Graduate Diploma in Mining Law, Finance and Sustainability	*Domestic; per-course tuition fee*	2,250.00	2,250.00	0.0%
123	Graduate Diploma in Mining Law, Finance and Sustainability	*International; per-course tuition fee*	3,640.00	3,786.00	4.0%
124	**Faculty of Medicine and Dentistry**				
125	Medicine (M. D.) -- Year 5	*due to unmatched residency*	11,993.00	11,993.00	0.0%
126	Medicine (M. D.) -- Year 6	*due to unmatched residency*	5,996.00	5,996.00	0.0%
127	Medicine (M. D.) -- Year 7	*New: due to unmatched residency*		5,996.00	
128	MSc in Clinical Medical Biophysics	*Domestic*	11,294.00	11,294.00	0.0%
129	MSc in Clinical Medical Biophysics	*International*	32,942.00	34,942.00	6.1%
130	Internationally Trained Dentistry Program	Year 2 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
131	Internationally Trained Dentistry Program	Year 3 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
132	Internationally Trained Dentistry Program	Year 4 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
133	International Medical Trainees	*includes Saudi Trainees*	100,000.00	100,000.00	0.0%
134	Dentistry, Prior Learning Assessment (PLA) -- Internationally Trained Dentists	*reflects changes in exam structure*	800.00	800.00	0.0%

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Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

			2022-23	Proposed 2023-24	
			Amount	Amount	% change
135	Grad Diploma: Pathology and Laboratory Medicine	*Domestic per Term*	2,400.00	2,496.00	4.0%
136	Grad Diploma: Pathology and Laboratory Medicine	*International per Term*	3,120.00	3,245.00	4.0%
137	Grad Diploma: Clinical Translational Sciences	*New: Domestic (per course)*		1,350.00	
138	Grad Diploma: Clinical Translational Sciences	*New: International (per course)*		3,375.00	
139	Master of Health Sciences (MHSc) -- Global Health Systems	*New: Domestic*		22,000.00	
140	Master of Health Sciences (MHSc) -- Global Health Systems	*New: International*		55,307.00	
141	**Faculty of Music**				
142	Music Recording Arts, All Years - Domestic tuition	*compressed prgm with Fanshawe*	6,914.00	6,914.00	0.0%
143	Music Recording Arts - Year 1 - International tuition	*compressed prgm with Fanshawe*	35,383.00	36,798.00	4.0%
144	Music Recording Arts - Year 2 - International tuition	*compressed prgm with Fanshawe*	35,383.00	36,798.00	4.0%
145	Music Recording Arts - Year 3 - International tuition	*compressed prgm with Fanshawe*	35,383.00	36,798.00	4.0%
146	**Faculty of Science**				
147	Graduate Diploma in Climate Risk Assessment and Opportunity (Natural Hazards and Risks)	*New: Domestic (per-course)*		5,000.00	
148	Graduate Diploma in Climate Risk Assessment and Opportunity (Natural Hazards and Risks)	*New: International (per-course)*		7,500.00	
149	**Faculty of Social Science**				
150	Graduate Diploma in Public Administration				
151	per-course tuition	*Domestic*	920.00	920.00	0.0%
152	per-course tuition	*International*	4,597.00	4,781.00	4.0%
153	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Change Governance)	*New: Domestic (per-course)*		5,000.00	
154	Graduate Diploma in Climate Risk Assessment and Opportunity (Climate Change Governance)	*New: International (per-course)*		7,500.00	
155	**School of Graduate and Postdoctoral Studies**				
156	Graduate Diploma in Accounting				
157	Summer program	*Domestic, 1 term*	9,000.00	9,000.00	0.0%
158	Summer program	*International, 1 term*	16,000.00	16,640.00	4.0%
159	**Continuing Studies**				
160	**Trois-Pistoles French Immersion School:**				
161	In-Person Programming:				
162	Summer ($1,210 tuition, $1,522.28 homestay fee, $617.72 immersion fee)	*Domestic Bursary & Non-Bursary*	2,800.00	3,350.00	20%
163	Summer ($605 Tuition, $805.28 homestay fee, $376 immersion fee)	*Domestic Non-Bursary 0.5 credit*	not offered <a>	1,786.28	n/a
164	FSL Teachers ($605 tuition, $819 homestay fee, $376 immersion fee)	*Domestic Bursary & Non-Bursary 0.5 credit*	1,800.00	1,800.00	0%
165	Summer ($7,821 tuition, $1,522.28 homestay fee, $617.72 immersion fee)	*International*	8,831.46	9,961.00	13%
166	Summer ($3,910.50 tuition, $805.28 homestay fee, $376 immersion fee)	*International 0.5 credit*	not offered <b>	5,091.78	n/a
167	FSL Teachers ($3,910.50 tuition, $819 homestay fee, $376 immersion fee)	*International 0.5 credit*	4,815.73	5,105.50	6%
168	*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.*				

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Table 1

2022-2023 and Proposed 2023-2024 PROGRAM-SPECIFIC TUITION FEES

		2022-23	Proposed 2023-24	
		Amount	Amount	% change
	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.*			
	<a> In 2020-21, the fee was $$1,679, <b> In 2020-21, the fee was $4,178.18			
169	**Per-Course Tuition Fees**			
	First Entry Programs: • 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.			
170	*Law:* Tuition per full course is one-seventh of full program tuition.			
171	*Medicine/Dentistry:* Tuition will be set by special arrangement.			
172	*Graduate Programs:* Tuition per term is one-half (50%) of full-time tuition for the respective program.			

Important Note : ***Under the Province's tuition framework for Out-of-Province domestic students, Western's Board of Governors approved a 5% increase to domestic Out-of-Province undergraduate tuition rates in 2022-23 (over the 2021-22 levels). Given the delayed provincial announcement in the spring of 2022, Western did not charge the higher rates in 2022-23. For 2023-24, domestic Out-of-Province tuition rates will be increased by 5% -- over the Board-approved 2022-23 rates.***

Western University

Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
1	**Faculty of Arts and Humanities**			
2	Student Donation	*opt out option: to support Faculty priorities*	50.00	50.00
3	Visual Arts Field Trip Fee	*Applicable to several VA courses*	45.00	45.00
4	1020 Safety Kit & Materials Fee	*SA 1601*	30.00	30.00
5	236 Printmaking Materials Fee	*SA 2630 A/B*	90.00	100.00
6	330 Printmaking Materials Fee	*SA 3633*	140.00	160.00
7	SA 2690Y-Studio Art Ceramics Materials Fee	*SA 2690 Y*	160.00	160.00
8	Printmaking Silk Screen Fee	*SA 4605 / 9500*	50.00	50.00
9	Workshop Fees	*Applicable to several VA courses*	20.00	20.00
10	Sculpture 1 Workshop Materials Fee (half course)	*Applicable to several VA courses*	80.00	80.00
11	Sculpture 2 Workshop Materials Fee (full course)	*SA 2643 / 3643*	160.00	160.00
12	Toronto: Culture and Performance field trip fee	*Theatre Studies 3581F/English 3581F/ArtHum 3393F*	150.00	150.00
13	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	*one instalment*	125.00	125.00
14	Internship Fee - (Professional Internship) - 4 month work term	*one instalment*	125.00	125.00
15	Studio Art Materials Fee	*New: Studio Art 3678*		30.00
16	Destination Theatre Trip (accommodation, live theatre, seminars/workshops)	*Theatre Studies 3900G*	2,500 in 2019-20	2,500.00
17	**Continuing Studies**			
18	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	*non-refundable*	250.00	250.00
19	**Faculty of Education**			
20	Tuition Deposit - B.Ed./Dip.Ed.	*non-refundable*	500.00	500.00
21	Tuition Deposit - Add'l Qualifications (per full course)	*non-refundable*	100.00	100.00
22	Tuition Deposit - All Graduate programs	*non-refundable*	500.00	500.00
23	Deferral Fee - All Graduate programs	*admission deferral, non-refundable*	500.00	500.00
24	Practicum Supports B.Ed./Dip. Ed.	*Year 1*	462.00	550.00
25	Practicum Supports B.Ed./Dip. Ed.	*Year 2*	496.00	550.00
26	Student Donation	*opt out option: to support Faculty priorities*	30.00	30.00
27	Technology AQ Facility Fee	*to rent space & equipment needed for course EDTECH 5677*	75.00	75.00
28	School & Applied Child Psychology -- Access to Psychological Test Material	*New*	40.00	40.00

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Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
29	**Faculty of Engineering**			
30	M.Eng Tuition Deposit	*non-refundable*	500.00	500.00
31	Student Donation	*opt out option: to support UG Student Initiatives (i.e., project teams, events, clubs)*	100.00	100.00
32	Undergraduate Student Laboratory Endowment Fund	*opt out option: to support Faculty Laboratories*	50.00	50.00
33	Co-op Program Application	*non-refundable*	100.00	125.00
34	Co-op Program	*Fee Per Term*	500.00	550.00
35	Undergraduate Student Co-curricular Learning Space	*New: non-refundable*		75.00
36	MME 4490 - Engineering in a Global Context: Advanced Manufacturing	*New: International Component Course Fee*		2,300.00
	Exchange Programs For information on fees for the International Study Centre, please contact Western International at exchange@uwo.ca or call (519) 661-2111 ext. 89309 Incoming Exchange, Fees Payable to Western: • *Full or half year:* bus pass, Western One card, and UHIP for International Students Outgoing Exchange, Fees Payable to Western: • *Full Year:* full program tuition fees, USC health and dental plans • *Half Year at Western:* full program tuition fees, USC health plan and dental plans, bus pass, half of full-time ancillary fees *Half Year not at Western:* half of full-time tuition fees, USC health and dental plans			
37	**Faculty of Health Science (CSD, Nursing, OT, PT, Health Studies, Kinesiology, AHCP)**			
38	Graduate Professional Programs Tuition Deposit fee		500.00	500.00
39	**School of Health Studies**			
40	Course fee: Aging Globally, Lessons from Scandinavia		3,500.00	4,000.00
41	Student Donation *(Student Opportunity Fund)*	*opt out option: to support Faculty priorities*	100.00	100.00
42	**School of Kinesiology**			
43	Holster Kit Fee	*Applicable to specific courses*	120.00	120.00
44	Student Donation *(Student Opportunity Fund)*	*opt out option: to support Faculty priorities*	100.00	100.00
45	Kinesiology - Taping supplies		85.00	85.00
46	Kinesiology - Tophat interactive learning tool	*for students in Kinesiology 2032*	30.00	30.00
47	Kinesiology - Tophat interactive learning tool	*for students in Kinesiology 3388*	30.00	30.00
48	Kinesiology - Tophat interactive learning tool	*for students in Kinesiology 2276*	30.00	30.00
49	Kinesiology - First responder certification training	*for students in Kinesiology 4585*	425.00	425.00

Western University

Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
50	**School of Kinesiology AND School of Health Studies**			
51	Internship fee: 4 month work term	*paid in one installment*	450.00	450.00
52	Internship fee: 8 month work term	*paid in two installments*	700.00	700.00
53	Internship fee: 9-12 month work term	*paid in three installments*	950.00	950.00
54	Internship fee: 13-16 month work term	*paid in three installments*	1,200.00	1,200.00
55	Health Record Verification	*New: for students in Kinesiology 4995F/G and Health Science 4995F/G*		40.00
56	**School of Nursing**			
57	Student Donation *(Student Opportunity Fund)*	*opt out option: to support Faculty priorities*	100.00	100.00
58	Placement Kit	*New: for students in Nursing 1201 and Nursing 1180A/B*		20.00
59	Clinical Fieldwork Placement Fee - Crisis Intervention Training	*New: for students in Nursing 1201 and Nursing 1180A/B*		60.00
60	NurseAchieve eLearning Tool - CTF Program	*New: for students in Nursing 3630 & 4400 A/B*		450.00
61	NurseAchieve eLearning Tool - Collaborative Program	*New: for students in Nursing 3910 & 4400 A/B*		550.00
62	**School of Occupational Therapy**			
63	Fit mask testing and Immunization check	*applicable to students in Year 1 of MSc(OT) program*	80.00	80.00
64	Clinical Fieldwork Placement Fee - Crisis Intervention Training	*New: for students in Occupational Therapy 9580*		60.00
65	**School of Physical Therapy**			
66	Clinical Fieldwork Placement Fee - Crisis Intervention Training	*New: for students in Physical Therapy 9181*		60.00
67	**School of Communication Sciences and Disorders**			
68	Laboratory and Clinic Kit fee		300.00	300.00
69	**Applied Health Care Practice**			
70	AHCP Wound Healing Supplies	*for students taking AHCP9660, 9670*	300.00	300.00
71	AHCP Sport & Exercise Medicine Taping Supplies and Certificate Costs	*for students taking AHCP9691*	510.00	510.00
72	AHCP MCISc Clinical Mentorship		2,100.00	2,100.00
69	**Faculty of Information and Media Studies**			
70	MLIS Co-op Placement	*Applicable to specific courses*	618.00	618.00
71	PhDLIS Co-op Placement	*Applicable to specific courses*	618.00	618.00
70	Internship Fee, FIMS, Academic Internship		125.00	125.00
71	Internship Fee, MMJC, non-academic, Third-Term Internship		103.00	103.00
72	Tuition Deposit, MMJC	*non-refundable*	412.00	412.00

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Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
73	Tuition Deposit, Library and Info. Science (Graduate)	*non-refundable*	412.00	412.00
74	Student Donation	*opt out option: to support Faculty priorities*	50.00	50.00
75	**Faculty of Law**			
76	Tuition Deposit, JD program, Year 1 only	*non-refundable*	500.00	500.00
77	Tuition Deposit, LLM and MSL programs, new students only	*non-refundable*	500.00	500.00
78	International Law Capstone Course field trip fee; Ottawa	*optional*	500-600	500-600
79	International Organizations Course field trip fee; Washington/NY	*optional*	1,000-1,600	1,000-1,600
80	Career Management Platform (12Twenty)		40.00	40.00
81	**Faculty of Medicine and Dentistry**			
82	Dental Kits	*Year 1*	17,000.00	17,000.00
83	Dental Kits	*Year 2*	18,000.00	18,000.00
84	Dental Kits	*Year 3*	4,500.00	4,500.00
85	Dental Kits	*Year 4*	1,000.00	1,000.00
86	Internationally Trained Dentists Program - Dental Kits	*Year 2*	35,000.00	35,000.00
87	Internationally Trained Dentists Program - Dental Kits	*Year 3*	4,500.00	4,500.00
88	Internationally Trained Dentists Program - Dental Kits	*Year 4*	1,000.00	1,000.00
89	Tuition Deposit, Dentistry, Year 1 only	*$500 non-refundable*	1,000.00	1,000.00
90	Tuition Deposit, Dentistry, Year 2, Internationally Trained Dentistry	*$500 non-refundable*	4,950.00	4,950.00
91	Instrument Deposit, Dentistry, Year 2, Internationally Trained Dentistry	*non-refundable*	5,000.00	5,000.00
92	Tuition Deposit, Medicine, Year 1 only	*$500 non-refundable*	1,000.00	1,000.00
93	Tuition Deposit, Masters of Public Health	*$500 non-refundable*	1,000.00	500.00
94	Visiting Medical Elective, Canadian Universities	*per elective*	100.00	100.00
95	Visiting Medical Elective, International Universities	*per elective*	1,050.00	1,050.00
96	Student Donation, Undergraduate BMSc	*opt out option: to support Faculty priorities*	75.00	75.00
97	Interdisciplinary Medical Sciences MSc: Fee for Material and External Assessment Tool		150.00	150.00
98	Summer Experiential Learning Fee -- MHSc (Global Health Systems)	*New*		4,000.00
99	**Faculty of Music**			
100	Music Lesson (2 term total)	*Applicable to specific courses*	2,700.00	2,700.00
101	Music - Audition Fee		80.00	80.00

Western University

Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
102	Music - Opera Workshop Fee		80.00	80.00
103	Music - Music Education Instrument Fee		55.00	55.00
104	Music Performance String Instrument Bank Fee		125.00	125.00
105	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	*one instalment*	125.00	125.00
106	Student Donation (Gift Fund)	*opt out option: to support Faculty priorities*	100.00	100.00
107	**Ivey Business School**			
108	Tuition Deposit, MBA	*$500 non-refundable*	5,000.00	5,000.00
109	Tuition Deposit, Executive MBA Program (Canada)	*non-refundable*	3,000.00	3,000.00
110	Tuition Deposit, Accelerated MBA	*$500 non-refundable*	5,000.00	5,000.00
111	Tuition Deposit, Master of Management-Analytics (MMA)	*non-refundable*	2,000.00	2,000.00
112	MMA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	*non-refundable*	5,000.00	5,000.00
113	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
114	Tuition Deposit, HBA	*$500 non-refundable*	2,000.00	2,000.00
115	Tuition Deposit, MSc program	*$500 non-refundable*	2,000.00	2,000.00
116	Tuition Deposit, PhD	*non-refundable*	300.00	300.00
117	Course Material Fees, MBA		2,639.00	2,639.00
118	Course Material Fees, MBA (exchange students)		420.00	420.00
119	Course Material Fees, JD/MBA		2,325.00	2,325.00
120	Course Material Fees, Direct MBA		1,490.00	1,490.00
121	Course Material Fee, Graduate Diploma in Accounting		1,000.00	1,000.00
122	Pre Business Custom Course Material Fees	*See Ivey Custom Course Material Fees 2023-2024*		
123	HBA 1 Custom Course Material Fees	*Previously included on Ivey Custom Course Material Fees. In F24 standard rate for all students*		1,500.00
124	HBA 2 Custom Course Material Fees	*Previously included on Ivey Custom Course Material Fees. In F24 standard rate for all students*		600.00
125	HBA Dual Degree Course Material Fees	*Previously included on Ivey Custom Course Material Fees. In F24 standard rate for all students*		300.00
126	MSc Business Analytics Course Material Fees (Fall 2023 Intake)	*Fall 2023 & Winter 2024 terms*	650.00	625.00
127	MSc International Business Course Material Fees (Winter 2023 & Winter 2024 Intakes)	*Fall 2023 & Winter 2024 terms*	600.00	600.00
128	MSc Digital Management Course Material Fees (Fall 2023 Intake)	*Fall 2023 & Winter 2024 terms*	905.00	875.00
129	**Faculty of Science**			
130	Astronomy 2801 Telescope Access Fee	*Astronomy 2801*	35.00	35.00

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Table 2

Proposed 2023-2024 PROGRAM-RELATED FEES

			2022-23 Amount	Proposed 2023-24 Amount
131	*For internships:*			
132	Internship Fee - 4 month work term (Science 3397)	*one instalment*	450.00	450.00
133	Internship Fee - 8 month work term (Science 3393 / 3396)	*2 installments of $350 each*	700.00	700.00
134	Internship Fee - 12 month work term (Science 3394)	*three installments of approx. $316.67 each*	950.00	950.00
135	Internship Fee - 16 month work term (Science 3395)	*four installments of $300 each*	1,200.00	1,200.00
136	Student Donation	*opt out option: to support Faculty priorities*	75.00	75.00
137	Accelerated Masters in Geology	*field school course; refundable upon successful completion of course*	1,600.00	1,600.00
138	Accelerated Masters in Geophysics		1,600.00	1,600.00
139	Master of Environment and Sustainability (MES)	*placement costs*	2,900.00	3,000.00
140	Master of Management of Applied Science Internship Fee	*placement costs*	3,000.00	3,000.00
141	Master of Data Analytics	*placement costs*	3,000.00	3,000.00
142	**Faculty of Social Science**			
143	MOS 4410 Strategic Management Singapore field trip fee	*approximate cost; optional*	1,500.00	1,500.00
144	Internship Fee (replace varied work term rates)	*per 4-month term*		500.00
145	Masters of Research for Policy and Evaluation: Internship Fee		3,000.00	3,000.00
146	Student Donation	*opt out option; to support Faculty priorities*	50.00	50.00
147	Course Material Fees, Graduate Diploma in Accounting		1,000.00	1,000.00
148	**General**			
149	Admission Deferral Deposit	*non-refundable*	250.00	250.00
150	Tuition Deposit, Full-time Undergraduates	*non-refundable*	500.00	500.00
151	Tuition Deposit, Part-time Undergraduates	*non-refundable*	100.00	100.00
152	University Health Insurance Plan for International Students			
153	Undergraduates, Full-time and Part-time	*12 month term*	756.00	756.00
154	Graduates, excluding MBA	*per term*	252.00	252.00
155	Graduates, MBA	*12 month term*	756.00	756.00
156	Exchange students	*per term*	252.00	252.00

Western University

Table 3

Proposed 2023-2024 APPLICATION FEES

			2022-23 Amount	Proposed 2023-24 Amount
1	**Undergraduate Programs**			
2	Arts and Humanities - Application fee for Student Service Learning Option in Cuba	*Spanish 2200 or 3300*	60.00	60.00
3	Arts and Humanities - Application fee for summer study at University of Holguin Oscar Lucero Moya in Cuba	*academic credit via Letter of Permission (Spanish 2200 or 3300)*	60.00	60.00
4	Arts and Humanities - Visual Arts Portfolio Application Fee	*BFA Studio Arts; USD*	12.00	12.00
5	Dentistry		275.00	375.00
6	Dentistry International Student Application		275.00	375.00
7	Dentistry: Advanced Standing Dentistry Application		275.00	375.00
8	Dentistry: Internationally Trained Dentist Program Application		275.00	375.00
9	Education, B.Ed./Dip.Ed.		80.00	80.00
10	Engineering, Leadership and Innovation Certificate	*change in name from Technological Entrepreneurship Certificate*	100.00	100.00
11	Exchange programs: Western International Exchange, Study Abroad, Internship, Research & Summer programs		55.00	60.00
12	Exchange programs, Faculty of Law		55.00	55.00
13	French Immersion Application Fee	*non-refundable*	275.00	275.00
14	FSL Teachers Application Fee	*non-refundable*	275.0	275.0
15	Part-time Application Fee		64.00	70.00
16	Law		115.00	115.00
17	Medicine		125.00	125.00
18	**Ivey Business School**			
19	HBA		125.00	125.00
20	HBA Advanced Entry Opportunity Program		125.00	125.00
21	**Continuing Studies**			
22	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	*non-refundable*	100.00	100.00
23	**Graduate Programs**			
24	Communication Sciences and Disorders (M.CL.Sc.)		245.00	250.00
25	Occupational Therapy M.Sc. (OT)		245.00	250.00
26	Physical Therapy (MPT)		245.00	250.00
27	Ivey MBA		150.00	150.00

Western University

Table 3

Proposed 2023-2024 APPLICATION FEES

			2022-23 Amount	Proposed 2023-24 Amount
28	Ivey MSc		100.00	100.00
29	Ivey MMA		150.00	150.00
30	Orthodontics		250.00	350.00
31	All other graduate programs		125.00	150.00

Western University

Table 4

Proposed 2023-2024 SUPPLEMENTAL FEES AND OTHER CHARGES

			2022-23 Amount	Proposed 2023-24 Amount
1	**Course Cancellation/Change Fees**			
2	Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA		360.00	370.00
3	Part-time Undergraduates	*per full course*	72.00	80.00
4	Part-time Undergraduates	*per half course*	36.00	40.00
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	*if withdrawing up to 30 days from start of session*	5,000.00	5,000.00
10	HBA		645.00	645.00
11	MMA Deferral Fee		200.00	200.00
12	**Identification Cards**			
13	Photo Identification Card (Western ONEcard)		32.00	35.00
14	Photo Identification Replacement		32.00	35.00
15	**Late Payment Charges: based on overdue balance on new consolidated account including tuition and residence charges (Fall 2023)**			
16	Late payment charges will be charged monthly at an interest rate of 1.5% on overdue balances, which is equivalent to an annual interest rate of 19.56%			
17	**Late Registration Fees**			
18	Full-time Undergraduates		183.00	190.00
19	Part-time Undergraduates		91.50	95.00
20	Accommodated Exam, Unauthorized Exam Absence Fee		22.00	22.00
21	Courier	*Within Ontario*	28.00	35.00
22	Courier	*Canada (Outside of Ontario)*	35.00	40.00
23	Courier	*U.S.*	48.00	50.00

Western University

Table 4

Proposed 2023-2024 SUPPLEMENTAL FEES AND OTHER CHARGES

			2022-23 Amount	Proposed 2023-24 Amount
24	Courier	*International*	77.00	80.00
25	Course Description/Course Syllabus	*1 course*	2.00	2.00
26	Deregistration Fee		311.00	320.00
27	Diploma Authentication		7.00	7.00
28	Amended Tax Receipts (T2202/T4A)	*includes electronic filing of amendments*	27.50	30.00
29	Early Release of Diploma		117.00	120.00
30	Education - French as a Second Language Testing		100.00	100.00
31	Braille Drills Supplement Book	*one time charge for levels 2-4; included if entering in level 1*	30.00	30.00
32	PLA Testing Braille Certificate	*if studied at other Braille provider*	100.00	100.00
33	Education - Kodaly certification		320.00	320.00
34	Engineering - Supplemental Examination	*non-refundable*	100.00	100.00
35	Exchange Placement fee, Faculty of Law		165.00	165.00
36	Exchange , Western International & Western Heads East Placement Fee		165.00	165.00
37	Facsimile (Fax)/PDF charge		25.00	25.00
38	Electronic Degree Parchment		50.00	50.00
39	Late Application to Graduate		100.00	105.00
40	Letter of Permission - Outgoing Students		75.00	80.00
41	Letter of Permission - Incoming Students		75.00	80.00
42	Mailing of Diplomas	*Outside of Canada*	77.00	80.00
43	Mailing of Diplomas	*Within Canada*	35.00	40.00
44	Mailing of Miscellaneous Items	*for mailing items through Canada Post (excludes mailing of transcripts, official letters, forms)*	12.00	12.00
45	Medicine - Supplemental Examination	*London*	75.00	75.00
46	Dentistry - Supplemental Examination	*London*	75.00	75.00

Western University

Table 4

Proposed 2023-2024 SUPPLEMENTAL FEES AND OTHER CHARGES

			2022-23 Amount	Proposed 2023-24 Amount
47	Medicine - Supplemental Examination	*Outside Centre*	100.00	100.00
48	Medicine - Postgraduate Fellowship Administrative Fee		150.00	150.00
49	Medicine - Masters of Public Health - Learning Materials	*charged 1/3 in each of 3 terms*	800.00	800.00
50	Medicine - Masters of Public Health - Field Trip Fee	*charged 1/3 in each of 3 terms*	600.00	600.00
51	Medicine - Masters of Public Health - Practicum Fee	*charged 1/3 in each of 3 terms*	600.00	600.00
52	Medicine - Postgraduate Verification-Dates only	*Regular & Rush*	50.00	50.00
53	Medicine - Postgraduate Verification-Dates & Performance		75.00	75.00
54	Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement		25.00	25.00
55	Medicine - Postgraduate Courier	*Within Canada*	15.00	15.00
56	Medicine - Postgraduate Courier	*To USA*	25.00	25.00
57	Medicine - Postgraduate Courier	*International*	50.00	50.00
58	Medicine - Postgraduate Registration - Residents/Fellows	*set by provincial COFM*	805.00	910.00
59	Medicine - Undergraduate Non-credit Summer Elective	*per elective*	60.00	60.00
60	Medicine - Undergraduate Verification-Dates only		50.00	50.00
61	Medicine - Undergraduate Verification-Dates & Performance		75.00	75.00
62	International Health and Equity Learning (IHEL) - International Placement Fee	*per placement*	50.00	50.00
63	Music - Recital Cancellation Fee		200.00	200.00
64	Nursing - Foreign Licensure Documentation		250.00	300.00
65	Nursing - Clinical Placement documentation requirement late fee		100.00	100.00
66	Nursing - Professional Practice Remedial Fee		300.00	300.00
67	Official Western Letter	*Per Electronic Letter*	16.00	17.00
68	Official Western Letter, on demand	*Per Paper Letter*	25.00	25.00
69	Physical Therapy - Foreign Licensure Documentation		250.00	300.00

Western University

Table 4

Proposed 2023-2024 SUPPLEMENTAL FEES AND OTHER CHARGES

			2022-23 Amount	Proposed 2023-24 Amount
70	Physical Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
71	Occupational Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
72	Occupational Therapy - Foreign Licensure Documentation	*New*		300.00
73	Communication Sciences & Disorders - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
74	Communication Sciences & Disorders - Foreign Licensure Documentation		200.00	300.00
75	Physical Therapy - Supplemental Examination		250.00	250.00
76	Occupational Therapy - Supplemental Examination	*New*		250.00
77	AHCP - MClSc Supplemental Practical Examination		500.00	500.00
78	Re-admission Fee (Undergraduates deleted for non-payment of fees)		75.50	80.00
79	Removal of Academic Sanctions (Sealing charge)		67.00	70.00
80	Replacement Cheque Fee		28.50	30.00
81	Replacement/Duplication of Graduation Diplomas		62.00	65.00
82	Reprinting of non-current fee bills		20.00	21.00
83	Returned Cheque Charge		72.00	75.00
84	Self-service Letters	*Per Letter*	8.00	8.00
85	Supplemental Examination	*London; for Faculties not listed above*	41.50	45.00
86	Third Party Forms	*per form; standard processing time*	16.00	17.00
87	Transcripts, electronic (MyCreds)	*per copy; electronic (MyCreds)*	15.00	17.00
88	Transcripts, paper	*per copy; paper*	25.00	25.00
89	Transcript Special Handling	*to include with a transcript an external student-provided form that does not require completion*	20.00	5.00
90	Transcript Evaluation Fee		93.50	96.00
91	Visiting Research Only Processing Fee	*Graduate*	200.00	200.00

Western University

Table 4

Proposed 2023-2024 SUPPLEMENTAL FEES AND OTHER CHARGES

			2022-23 Amount	Proposed 2023-24 Amount
92	Visiting Research Only Processing Fee	*Undergraduate*	200.00	200.00
93	Writing Proficiency Examination		69.90	75.00

Western University

Table 5

PROPOSED 2023-24 BUSINESS SCHOOL COURSE MATERIAL FEES

				2022-23 Amount	2023-24 Amount	% change
	BUSINESS FOUNDATIONS CUSTOM COURSE MATERIAL FEES					
	Course		***Fees include program activity fees if applicable***			
1	1220E	Bus 1220E Introduction to Business	*Making Business Decisions Text and Cases 16th Edition*	200.00	215.00	7.5%
2	2257	Bus 2257 Accounting and Business Analysis	*Bus2257 Accounting and Business Analysis Casebook*	225.00	290.00	28.9%
3	2295F/G	Bus 2295 F/G Business Basics for the Sciences	*Bus2295F/G Bus Basic for Science Casebook*	70.00	80.00	14.3%
4	1299E	Bus 1299E Business for Engineers	*Bus1299E Business for Engineers Casebook*	215.00	230.00	7.0%
5	**Notes**					
6	•	*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.*				
7	•	*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.*				

Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies: 2023-24 Budgets

March 31, 2023

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

2023-24 Budgets and Ancillary Fees

A. Introduction

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

Table 1 includes a summary of the 2022-23 projected year-end results and 2023-24 budgets for each of the units. Tables 2 and 3 provide a listing of the 2022-23 Ancillary fees and the proposed Ancillary fee rates for 2023-24.

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 2023-24 Student Organization and University Ancillary Fees are presented on Tables 2 and 3. Student involvement in establishing fee levels for University fee-funded units is facilitated through the Student Services Committee (SSC) – a student-run group comprised of voting representatives from the University Students' Council (USC), the Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

Due to the financial challenges that the pandemic imposed on students and the virtual delivery of some services, the University did not increase ancillary fees for three academic years -- 2020-21 through 2022-23. With the full return of on-campus services, a growing study body, and extraordinary levels of inflation, the SSC unanimously approved the University's recommendation that a basic inflationary increase of 2.5% to all student service ancillary fees be applied in 2023-24.

As a result of COVID-related impacts and delays in various initiatives/projects in 2022-23, some units are using operating reserve funds to hire contract staffing in 2023-24 to move forward with the delayed initiatives – thus resulting in in-year deficits.

C. Ancillary Units

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

The Family Practice Clinic's operational deficit is forecasted to continue in 2023-24. An operational and financial review of the Unit is nearing completion. The billing revenue from the Clinic is insufficient to cover the required operating expenses, including staffing. It is expected that the University will need to provide direct financial support (as a subsidy) to achieve a balanced financial situation.

Housing operations returned to activities close to pre-pandemic levels. The projected in-year surpluses in the current year and 2023-24 are primarily due to delays in major maintenance/renewal capital projects as well as continued optimization of occupancy levels.

Retail and Hospitality Services operations were significantly impacted through the pandemic (2020-21 and 2021-22) which resulted in operating deficits – due to lower revenues and continuation of fixed costs. The operations returned to increased operational levels in 2022-23 and were also financially supported through the waiver/reduction of administrative costs. A longer-term strategy for hospitality services is underway – including the option of consolidating the unit with the food services operations in Housing.

D. Academic Support Units

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

University Machine Services is projecting a deficit in the current year due to lower-than-anticipated billings. In 2023-24, billings are expected to return to normal/planned levels.

E. Associated Companies

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

Ivey Business School Foundation (IBSF) operations returned to pre-pandemic levels as shown by its financial position. The Ivey School and the University are in the process of transitioning the operations of the Ivey Spencer Leadership Centre (ISLC) to the University – and the agreement is expected to be formalized in the summer of 2023. This change is expected to result in transitional costs which would draw down the projected operating reserve of the IBSF.

Table 1

Western University

Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2023-24 Budgets ($ 000)

		2022-23 Projected			2023-24 Budget			% Change		Budgeted Reserves at April 30, 2024	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	**A - Student Fee-Funded Units**										
2	***Student Experience Fee-Funded Ancillary Units***										
3	*Sport & Recreation Pillar*										
4	Recreation	5,425.9	5,337.1	88.8	5,550.1	5,562.4	-12.3	2.29%	4.22%	336.8	1,128.5
5	Sport	6,107.7	5,942.8	164.9	6,206.8	6,430.3	-223.5	1.62%	8.20%	1.4	
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	1,107.7	1,112.7	-5.0	1,257.1	1,251.1	6.0	13.49%	12.44%	89.5	520.0
7	Spirit & Connection (Spirited Activities & Events)	1,057.6	1,056.9	0.7	1,255.9	1,254.4	1.5	18.75%	18.69%	68.2	100.0
8	*Wellness & Well-being Pillar*										
9	Health & Wellness	6,626.3	6,481.7	144.6	6,919.8	7,438.6	-518.8	4.43%	14.76%	755.1	600.3
10	Wellness & Equity Education	709.4	597.8	111.6	726.0	765.9	-39.9	2.34%	28.12%	265.6	200.0
11	Student Support & Case Management	511.6	429.4	82.2	524.1	531.8	-7.7	2.44%	23.85%	248.9	82.6
12	*Leadership & Learning Pillar*										
13	Academic Support & Engagement	1,901.2	1,734.2	167.0	1,929.7	2,065.0	-135.3	1.50%	19.08%	623.4	
14	Careers & Experience	1,624.1	1,441.9	182.2	1,651.4	1,740.7	-89.3	1.68%	20.72%	413.5	
15	***All Other Fee-Funded Ancillary Units***										
16	Financial Aid Office	1,350.8	1,253.3	97.5	1,399.7	1,387.5	12.2	3.62%	10.71%	310.5	
17	International Student Services	560.9	560.3	0.6	573.8	573.4	0.4	2.30%	2.34%	2.3	
18	Indigenous Student Centre	940.3	968.0	-27.7	950.6	949.2	1.4	1.10%	-1.94%	398.4	
19	Off-Campus Housing & Housing Mediation Services	518.5	504.1	14.4	526.3	523.1	3.2	1.50%	3.77%	277.7	
20	Western Foot Patrol	227.2	225.7	1.5	224.9	224.1	0.8	-1.01%	-0.71%	69.6	43.6
21	**Sub-Total**	**28,669.2**	**27,645.9**	**1,023.3**	**29,696.2**	**30,697.5**	**-1,001.3**	**3.58%**	**11.04%**	**3,860.9**	**2,675.0**
22	**B - Ancillary Units**										
23	Family Practice Clinic	224.0	603.5	-379.5	313.7	647.4	-333.7	40.04%	7.27%	-1,198.0	
24	Housing Services	88,035.6	83,020.2	5,015.4	95,532.1	88,902.6	6,629.5	8.52%	7.09%	68,573.4	
25	Retail and Hospitality Services	25,360.2	24,117.5	1,242.7	30,497.1	30,460.1	37.0	20.26%	26.30%	-3,208.6	
26	Parking Services	6,063.5	6,026.4	37.1	6,473.1	6,205.7	267.4	6.76%	2.98%	3,179.1	
27	**Sub-Total**	**119,683.3**	**113,767.6**	**5,915.7**	**132,816.0**	**126,215.8**	**6,600.2**	**10.97%**	**10.94%**	**67,345.9**	**0.0**
28	**C - Academic Support Units**										
29	Animal Care & Veterinary Services	8,243.7	7,775.5	468.2	6,900.4	6,900.4	0.0	-16.29%	-11.25%	1,538.6	
30	Boundary Layer Wind Tunnel	1,950.9	1,939.3	11.6	2,218.9	2,163.8	55.1	13.74%	11.58%	655.1	300.0
31	University Machine Services	1,447.6	1,717.8	-270.2	1,731.0	1,723.8	7.2	19.58%	0.35%	7.2	
32	Fraunhofer Innovation Platform	1,396.2	1,396.2	0.0	1,549.0	1,523.6	25.4	10.94%	9.12%	25.0	182.1
33	Surface Science Western	1,941.3	1,941.1	0.2	1,855.8	1,852.0	3.8	-4.40%	-4.59%	300.0	699.0
34	Continuing Studies at Western	3,233.2	3,026.6	206.6	3,174.8	3,228.5	-53.7	-1.81%	6.67%	1,166.8	
35	**Sub-Total**	**18,212.9**	**17,796.5**	**416.4**	**17,429.9**	**17,392.1**	**37.8**	**-4.30%**	**-2.27%**	**3,692.7**	**1,181.1**
36	**D - Associated Companies**										
37	Western Research Parks (incl. ADEISS & AMP)	5,624.7	4,657.4	967.3	5,954.4	5,060.0	894.4	5.86%	8.64%	5,365.9	
38	Ivey Business School Foundation	36,062.4	31,090.1	4,972.3	32,515.0	29,648.9	2,866.1	-9.84%	-4.64%	24,497.4	
39	Ivey Business School Asia Limited	3,267.5	3,193.6	73.9	3,251.9	3,157.0	94.9	-0.48%	-1.15%	-1,195.8	
40	**Sub-Total**	**44,954.6**	**38,941.1**	**6,013.5**	**41,721.3**	**37,865.9**	**3,855.4**	-7.19%	-2.76%	**28,667.5**	**0.0**
41	**Grand Total**	**211,520.0**	**198,151.1**	**13,368.8**	**221,663.4**	**212,171.3**	**9,492.1**	**4.80%**	**7.08%**	**103,567.0**	**3,856.1**

Table 2

Western University

Proposed 2023-2024 *Full-Time* Student Organization and University Ancillary Fee Rates

		Full-Time Undergraduate			Full-Time Graduate - 3 Terms			Full-Time MBA		
		2022-23 Rate	<a> Proposed 2023-24 Rate	% change	2022-23 Rate	<a> Proposed 2023-24 Rate	% change	2022-23 Rate	<a> Proposed 2023-24 Rate	% change
1	**Student Organization Fees:**									
2	Organization Fee	-	-	-	84.00	97.29	15.8%	600.00	675.00	12.5%
3	Student Buildings	137.43	139.49	1.5%	26.20	26.58	1.5%	-	-	-
4	Student Recreation Centre Fund	90.76	93.48	3.0%	90.76	93.48	3.0%	90.76	93.48	3.0%
5	Transit Pass	287.20	288.25	0.4%	285.18	279.25	-2.1%	300.00	<e>325.00	8.3%
6	Safe Transit Program	17.40	17.66	1.5%	-		-	-	-	-
7	Health and Wellness	13.76	13.97	1.5%	-		-	-	-	-
8	Health Plan <Incl. Dental for Graduate Students> <d>	196.28	210.01	7.0%	742.62	816.82	10.0%	241.42	<c>1,100.00	355.6%
9	Dental Plan <d>	189.40	202.65	7.0%	-		-	-	-	-
10	Virtual Doctor <f>	-	39.00	-	-		-	-	-	-
11	Academic Support (includes Ombuds Fee)	13.35	13.55	1.5%	3.23	3.28	1.5%	-	-	-
12	Community Legal Services	6.17	6.26	1.5%	6.17	6.26	1.5%	-	-	-
13	Grad Club Levy	-	-	-	9.99	15.00	50.2%	-	-	-
14	Canadian Federation of Students Fee	-	-	-	18.18	19.41	6.8%	-	-	-
15	Government Advocacy	11.73	11.91	1.5%	-	-	-	-	-	-
16	Student Life	15.83	16.07	1.5%	-	-	-	-	-	-
17	Peer Programs	5.18	5.26	1.5%	-	-	-	-	-	-
18	Clubs Administration	12.85	13.04	1.5%	-	-	-	-	-	-
19	Orientation Week Fee <first year students only>	124.80	126.67	1.5%	-	-	-	-	-	-
20	Student Initiative Grtants	6.20	6.29	1.5%	-	-	-	-	-	-
21	Gazette	18.23	18.50	1.5%	-	-	-	-	-	-
22	Radio Western	10.64	11.14	4.7%	-	-	-	-	-	-
23	Student Refugee Program	0.89	0.90	1.1%	-	-	-	-	-	-
24	Marching Band Fee	2.08	2.11	1.4%	-	-	-	-	-	-
25	Faculty and Affiliate Councils	4.57	4.64	1.5%	-	-	-	-	-	-
26	***Sub-Total: Student Organization Fees***	***1,164.75***	***1,240.86***	***6.5%***	***1,266.33***	***1,357.38***	***7.2%***	***1,232.18***	***2,193.48***	***78.0%***
27	**University Ancillary Fees:**									
28	***Student Experience Fees***									
29	*Sport & Recreation Pillar*									
30	Recreation	105.34	107.97	2.5%	133.55	136.89	2.5%	133.55	136.89	2.5%
31	Sport	87.40	89.59	2.5%	87.40	89.59	2.5%	87.40	89.59	2.5%
32	Spirit & Connection (Thompson Recreation & Athletic Centre)	20.37	20.88	2.5%	20.37	20.88	2.5%	20.37	20.88	2.5%
33	Spirit & Connection (Spirited Activities & Events)	5.58	5.72	2.5%	5.58	5.72	2.5%	5.58	5.72	2.5%
34	*Wellness & Well-being Pillar*									
35	Health & Wellness	110.83	113.60	2.5%	110.83	113.60	2.5%	110.83	113.60	2.5%
36	Wellness & Equity Education	12.98	13.30	2.5%	12.98	13.30	2.5%	12.98	13.30	2.5%
37	Student Support & Case Management	9.78	10.02	2.5%	9.78	10.02	2.5%	9.78	10.02	2.5%
38	*Leadership & Learning Pillar*									
39	Academic Support & Engagement	44.82	45.94	2.5%	44.82	45.94	2.5%	44.82	45.94	2.5%
40	Careers & Experience	37.59	38.53	2.5%	37.59	38.53	2.5%	37.59	38.53	2.5%
41	***All Other Unit Fees***									
42	Financial Aid Office	40.21	41.22	2.5%	40.21	41.22	2.5%	40.21	41.22	2.5%
43	International Student Services	14.74	15.11	2.5%	14.74	15.11	2.5%	14.74	15.11	2.5%
44	Indigenous Student Centre	12.63	12.95	2.5%	12.63	12.95	2.5%	12.63	12.95	2.5%
45	Off-Campus Housing & Housing Medication Services	9.36	9.59	2.5%	9.36	9.59	2.5%	9.36	9.59	2.5%
46	Western Foot Patrol	4.95	5.07	2.5%	4.95	5.07	2.5%	4.95	5.07	2.5%
47	***Sub-Total: University Ancillary Fees***	***516.58***	***529.49***	***2.5%***	***544.79***	***558.41***	***2.5%***	***544.79***	***558.41***	***2.5%***
48	***Grand Total***	***1,681.33***	***1,770.35***	***5.3%***	***1,811.12***	***1,915.79***	***5.8%***	***1,776.97***	***2,751.89***	***54.9%***

<a> The proposed rates are effective September 1, 2023, except for the Student Recreation Centre fee, which is effective May 1, 2023.
<b> In addition to the Full-Time Undergraduate fees, a $400.00 fee will be collected on behalf of the HBA Association from HBA students entering the first year of their program. The $400.00 fee covers both years of the program.
<c> The MBA and MBA Direct Health Plan is administered by the USC and provides a full year of coverage, commencing March 1, 2024. The higher rate for 2023-24 includes the addition of dental coverage.
<d> Eligible for opt-out upon presentation of proof of coverage from another source.
<e> The MBA and MBA Direct transit pass fee is administered by the USC and is valid for a 13-month period, commencing March 1, 2024.
<f> Eligible for opt-out without conditions.

Table 3

Western University

Proposed 2023-2024 *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		
		2022-23 Rate	<a> Proposed 2023-24 Rate	% change	2022-23 Rate	<a> Proposed 2023-24 Rate	% change	2022-23 Rate	<a> Proposed 2023-24 Rate	% change
1	**Student Organization Fees:**									
2	Organization Fee	-	-	-	-	-	-	17.70	18.77	6.0%
3	Student Buildings	27.49	27.90	1.5%	13.75	13.96	1.5%	-		-
4	Student Recreation Centre Fund	18.15	18.69	3.0%	9.40	9.68	3.0%	15.13	15.58	3.0%
5	Safe Transit Program	3.48	3.53	1.5%	-	-	-	-		-
6	Health and Wellness	2.75	2.79	1.5%	1.38	1.40	1.5%	-		-
7	Academic Support (includes Ombuds Fee)	2.67	2.71	1.5%	1.34	1.36	1.5%	-		-
8	Community Legal Services	1.23	1.25	1.5%	0.62	0.63	1.5%	-		-
9	Grad Club Levy	-	-	-	-	-	-	1.11	1.67	50.5%
10	Canadian Federation of Students Fee	-	-	-	-	-	-	3.03	3.23	6.6%
11	Government Advocacy	2.35	2.39	1.5%	1.18	1.20	1.5%	-		-
12	Student Life	3.17	3.22	1.5%	1.59	1.61	1.5%	-		-
13	Peer Programs	1.04	1.06	1.5%	0.52	0.53	1.5%	-		-
14	Clubs Administration	2.57	2.61	1.5%	1.29	1.31	1.5%	-		-
15	Student Initiative Grtants	1.24	1.26	1.5%	0.62	0.63	1.5%	-		-
16	Gazette	3.65	3.70	1.5%	1.83	1.86	1.5%	-		-
17	Radio Western	2.13	2.23	4.7%	1.07	1.12	4.7%	-		-
18	Marching Band Fee	0.42	0.43	1.4%	0.21	0.21	1.4%	-		-
19	Faculty and Affiliate Councils	0.91	0.92	1.5%	0.46	0.47	1.5%	-		-
20	***Sub-Total: Student Organization Fees***	***73.25***	***74.69***	***2.0%***	***35.26***	***35.96***	***2.0%***	***36.97***	***39.25***	***6.2%***
21	**University Ancillary Fees:**									
22	***Student Experience Fees***									
23	*Sport & Recreation Pillar*									
24	Recreation	21.07	21.59	2.5%	10.53	10.80	2.5%	-	-	-
25	Sport	17.48	17.91	2.5%	8.74	8.96	2.5%	-	-	-
26	Spirit & Connection (Thompson Recreation & Athletic	4.07	4.18	2.5%	2.04	2.09	2.5%	-	-	-
27	Spirit & Connection (Spirited Activities & Events)	1.12	1.14	2.5%	0.56	0.57	2.5%	-	-	-
28	*Wellness & Well-being Pillar*									
29	Health & Wellness	22.17	22.72	2.5%	11.08	11.36	2.5%	18.46	18.92	2.5%
30	Wellness & Equity Education	2.60	2.66	2.5%	1.30	1.33	2.5%	2.16	2.21	2.5%
31	Student Support & Case Management	1.96	2.00	2.5%	0.98	1.00	2.5%	1.63	1.67	2.5%
32	*Leadership & Learning Pillar*									
33	Academic Support & Engagement	8.96	9.19	2.5%	4.49	4.60	2.5%	7.47	7.66	2.5%
34	Careers & Experience	7.52	7.71	2.5%	3.76	3.85	2.5%	6.27	6.43	2.5%
35	***All Other Unit Fees***									
36	Financial Aid Office	8.04	8.24	2.5%	4.02	4.12	2.5%	6.70	6.87	2.5%
37	International Student Services	2.95	3.02	2.5%	1.47	1.51	2.5%	2.46	2.52	2.5%
38	Indigenous Student Centre	2.53	2.59	2.5%	1.26	1.29	2.5%	2.11	2.16	2.5%
39	Off-Campus Housing & Housing Medication Services	1.87	1.92	2.5%	0.94	0.96	2.5%	-	-	-
40	Western Foot Patrol	0.99	1.01	2.5%	0.50	0.51	2.5%	0.83	0.85	2.5%
41	***Sub-Total: University Ancillary Fees***	***103.31***	***105.89***	***2.5%***	***51.67***	***52.96***	***2.5%***	***48.09***	***49.29***	***2.5%***
42	***Grand Total***	***176.56***	***180.58***	***2.3%***	***86.93***	***88.92***	***2.3%***	***85.06***	***88.54***	***4.1%***

<a> The proposed rates are effective September 1, 2023, except for the Student Recreation Centre fee, which is effective May 1, 2023.

Student Services Committee Report

Item:	Student Services Committee Report for the 2022/23 Academic Year
	Ethan Biswurm, Student Services Committee Chairperson
	March 9th, 2023

Summary

This year presented exciting opportunity for the Student Services Committee in our Campus' return from so many barriers to in-person gatherings and programming. Alarge portion of the student body had become accustomed to online procedures following two years of pandemic restrictions and lockdowns, and amajor focus point for the committee was to ensure that these students would be well served by the services they have continuously paid for. More specifically, priorities of this committee in touring and reviewing each of the student services included, but were not limited to:

1. Comprehensive ASGBV supports on campus
2. Student Housing Affordability and Availability
3. Student Financial Aid
4. Services provided by new spaces (ie. Wampum Learning Lodge &Thames Hall Student Health Services)
5. Transition back to full in-person across all services

Despite no controversial project being undertaken by the SSC, Western administration was very cooperative in catering to the committees requests for tours and metrics on student engagement with each service. This year also saw continued cooperation between the University Students' Council (USC), Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA) for the work being done on the SSC.

Return to Full In-Person Services

Due to a majority of the services reviewed by this committee having been altered or partially suspended over the course of the pandemic: Many of these services were afforded the opportunity to reflect on their offerings and return with stronger support for our student body. With growing concerns surrounding students returning to campus en masse, the SSC was pleased with the metrics presented on past usage and projections of spaces such as the Western Recreation Centre, Wampum Learning Lodge, Thames Hall Student Health Services, and Careers and Experience offices. While conveying student's concerns regarding ASGBV supports on campus and Financial Aid for those still suffering from the effects of the pandemic, the committee was happy to see measures being taken to tend to these concerns in particular.

Increasing Costs for Students

As the COVID-19 pandemic quiets down, students have been facing increasing costs on all sides. From increasing food costs, rent, and travel the committee worries that these supports won't be able to keep pace. If such trends continue, the committee would caution future leaders on addressing these issues before they develop further.

Fee Increases

As Western administration had frozen ancillary fees for students for the past three years in response to the pandemic, their leadership had proposed a very modest 2.5% increase to all fees across the board for both undergraduate and graduate students. Considering how inflation may be outpacing the growth of these fees, the committee felt the provided fee bill changes were very reasonable and approved the changes as proposed.

Conclusion

With a straightforward year and very aligned goals between the student leaders the SSC addressed many of its initial concerns efficiently, thanks in large part to Western administrations collaboration. The committee feels it was successful in its review of this campus' services, thereby ensuring students are supported fairly and comprehensively. The SSC looks forward to seeing the changes proposed enacted to support students better than they already have.

Signed,

Ethan Biswurm
Student Service Committee Chairperson
University Students' Council, VP Governance and Finance

Danica Facca

Society of Graduate Students, President

Junaid Hussain

Master of Business Administration Association, President

ITEM 4.2(a) – Revisions to By-Law No. 1 and to Rules of Procedure at Meetings

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

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

That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendments to the *Rules of Procedure at Meetings* as outlined in item 4.2(a).

EXECUTIVE SUMMARY:

The Governance and By-Laws Committee recommends that the provisions in the *Rules of Procedure at Meetings* related to voting (sections 14-16) be removed and added to sections 29 and 30 of the Board's By-Law No. 1 as it contains several other provisions specifically related to voting.

ATTACHMENT(S):

Proposed Revisions to By-Law No. 1

Proposed Revisions to Board's Rules of Procedure for Meetings

By-Law No. 1

Effective Date: **April 27, 2023** ~~September 21, 2021~~

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

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

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

CORPORATE SEAL

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

ELECTION OF BOARD MEMBERS

2. The election and appointment of members of the Board shall be governed by the provisions of the Act in respect to number, eligibility for election and term of office.

3. The University Secretary shall be the Chief Returning Officer.

4. Elections shall be conducted in accordance with procedures determined by special resolution of the Board.[1]

MEMBERSHIP ON THE BOARD

5. The University Secretary shall maintain a roll showing the names and addresses of each member which may be used for service of any notice. Each member shall maintain current information with the University Secretary.

6. Except for the *ex officio* members, the University Secretary shall maintain records of the service of members appointed to the Board and shall notify the appointing authority of the expiration of a member's term of office at least one month in advance of the expiration date.

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[1] Election Procedures - See Special Resolution No. 9

7. For purposes of this by-law, membership year means the twelve-month period beginning on July 1 and ending on June 30.

8. Pursuant to section 12(3) of the Act, where within any membership year a member of the Board, other than an *ex officio* member, who has not been granted leave of absence, attends less than 50 percent of the regular meetings of the Board, the Board may by resolution declare such membership vacant. The Chair of the Board shall contact any member who does not meet the requirements of section 12(3) of the Act and termination of Board membership may be recommended to the Board.

9. Section 12(4) of the Act requires that the Board, by resolution, declare a membership vacant if the member fails to attend less than 25 percent of the regular meetings of the Board in a membership year.

10. The Chair of the Board may grant a leave of absence to a member, but, with the exception of an *ex officio* member, a member who expects or finds an inability to fulfill responsibilities as a member of the Board for six consecutive months or more should resign membership on the Board.

11. Pursuant to section 17 of the Act*,* no member of the Board whose salary is paid under a collective agreement or Memorandum of Agreement between the University and a union or employee association may serve as a member of any team negotiating matters related to the remuneration or benefits, terms of employment, rights or privileges available to employees in a class or group of employees of the University.

12. At the discretion of the Chair of the Board, a member of the Board or a member of its committees may be reimbursed for expenses incurred in attending meetings or in the performance of duties as a member of the Board or a Board committee member, at rates applicable to officers of the University.

13. Pursuant to section 12(5) of the Act the Board has the authority to terminate membership of a member (save for *ex officio* members and the Vice-Presidents). The Board may elect to sanction or terminate membership of a member in the event a member has violated any provision of the Act, by-laws, written policies of the University, and/or the Principles of Engagement.

OFFICERS OF THE BOARD

14. The Board shall elect, from those members eligible under the Act, a Chair and a Vice-Chair who shall each hold office for a term of 24 months, commencing on the following first day of July. The Chair and the Vice-Chair may be re-elected for successive terms.

15. In the event of a vacancy in the office of Chair or Vice-Chair for any reason, the Board shall elect a replacement from those members eligible under the Act, who shall hold office until the next election under section 12 hereof; provided, however, that if the time remaining in the term of office falling vacant is six months or less, the Board in its discretion may allow the office to remain vacant until the next regular election.

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

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

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

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

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

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

(a) enter or cause to be entered in books for that purpose, minutes of all proceedings;

(b) provide copies of such minutes to all Board members as soon as possible;

(c) give, or cause to be given, all notices required to be given to members of the Board as well as agenda and related documents as may be necessary for a meeting;

(d) be responsible for arrangements for meetings;

(e) be the custodian of the minute books, papers, records, documents, and other instruments of the Board;

(f) be responsible for the dissemination of decisions or instructions by the Board to all parties concerned unless otherwise ordered by the Board; and

(g) perform such other duties as may from time to time be prescribed by the Board or required by law.

MEETINGS

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

(a) There will normally be at least five regular meetings of the Board each year, unless otherwise determined by the Board. The Chair may cancel a regular meeting if, after consultation with the President, the Chair is satisfied that the holding of a regular meeting is not warranted because of insufficient agenda.

(b) Unless the University Secretary, in consultation with the Chair, determines that special circumstances warrant meeting remotely, regular meetings shall be held in person. Members may attend up to two in-person regular meetings in an academic year by teleconferencing or other electronic means.

(c) The schedule of regular Board and committee meetings for the next academic year will be presented to members at the first regular meeting of the calendar year.

(d) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair and President as required. The University Secretary shall be notified of all matters for inclusion in the agenda for regular meetings of the Board not less than seven days before the day of the meeting at which they are to be presented, and only those matters of which the University Secretary has been so notified shall be included in the agenda.

(e) Normally, an agenda and documents for a regular meeting will be provided to members at least five days prior to the meeting. With the permission of the Chair, items may be added to the agenda, or additional documentation provided after the five-day deadline.

(f) Notices of meetings and agenda materials are normally distributed by electronic means.

(g) The accidental failure to give notice of a regular meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.

(h) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

22. The following provisions apply to special meetings of the Board:

(a) Special meetings shall be held as agreed by the Board, or as called by the Chair, or as called by the University Secretary on direction in writing by seven members of the Board.

(b) Board members may attend special meetings through teleconferencing or other electronic means.

(c) The agenda for a special meeting shall be prepared by the University Secretary in consultation with the Chair and President as required. No business may be conducted at a special meeting other than those matters for which it was called.

(d) Notice of special meetings, together with the agenda, shall normally be made available to each member not less than two days before the meeting is to take place. In urgent circumstances, and with the approval of the Chair, a special meeting may be called and materials provided within a shorter time frame.

(e) Notices of special meetings and agenda materials are normally distributed by electronic means.

(f) The accidental failure to give notice of a special meeting to any member of the Board or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.

(g) In the event that a special meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

23. In-person meetings of the Board will be held on Western's central campus unless notice of a different location is given.

24. Normally, regular meetings of the Board are divided into open and closed sessions. Subject to limitations of space, members of the public may attend the open session of any Board meeting. Notice of the date, time, and location of the public session of regular meetings shall be sufficiently given if posted on the University Secretariat's web page at least two weeks in advance. Notice of special meetings open to the public may be given by other means and for a shorter period of time at the discretion of the Chair.

25. The Board meets in closed session to consider confidential business, such as matters concerning personnel, finance, acquisition or disposal of property, and other confidential matters of the University, the disclosure of which might be prejudicial to an individual or to the best interests of the University. Attendance at closed session meetings is limited to members, Secretariat staff, and those invited to attend by the Board to assist with its deliberations.

26. The following provisions apply to items of business on the Board's agenda:

(a) Items of business shall normally be presented to the Board by only:

The Chair of the Board
The Chair of a committee of the Board
The President (or another member of Western's senior administration at the request of the President)
The Senate (through the President as its Chair)

but a member of the Board may present an item which has been submitted to and approved by the Chair of the Board for inclusion in the agenda of the meeting prior to the meeting.

(b) In special circumstances, and with advanced notice, the Chair may grant speaking privileges to others.

(c) Other than as provided in this section, the Board shall not accept recommendations, proposals, or submissions from, or deal directly with, any individual or component of the University or any campus organization.

(d) Except for the reports of committees, items of business furnished to the University Secretary for inclusion on the agenda pursuant to this section, shall be summarized in appropriate form with relevant supporting documents to be attached as necessary.

27. The business of a meeting shall be confined to the agenda as approved by the Board at the beginning of the open and closed sessions and no new matter shall be dealt with unless a majority of members present approve its introduction.

28. The conduct of meetings shall follow the Rules of Procedure at Meetings approved by the Board, and for matters not covered in the Rules of Procedure at Meetings, the Board's approved parliamentary authority.

VOTING

29. The following provisions apply to voting:

(a) Each member shall have one vote except the Chair who may vote only when the vote is by ballot or to break or create a tie, but if the Chair creates a tie the Chair cannot break it.

(b) Voting may be by show of hands, by assumed consent when no dissent is voiced or by such other ~~means~~ method as the Board may determine, including electronically where permitted by the Chair. ~~or by assumed consent when no dissent is voiced~~.

(c) For electronic votes, voting shall be by email or other electronic ~~means~~ method

identified by the University Secretary.

(d) For elections involving more than one candidate, voting shall be by a ~~means~~ method that does not allow members eligible to vote to identify how any other member voted.

(~~b~~e) Unless otherwise stated in this by-law, the Board's meeting procedures, or the Board's approved parliamentary authority, motions require a simple majority of those present and voting to pass.

(~~c~~f) A special resolution of the Board requires a two-thirds majority of those present and voting to pass.

(~~d~~g) A resolution signed by all members of the Board shall have the same force and effect as if passed at a regularly constituted meeting of the Board.

(~~e~~h) A resolution by electronic vote permitted by the Chair and passed by a majority of the Board members eligible to vote on the resolution, or a two-thirds majority in the case of a special resolution, shall have the same force and effect as if passed at a regularly constituted meeting of the Board.

30. The following provisions apply to the recording of votes:

(a) For meetings in person, votes shall be counted whenever the Chair is in doubt as to the result or if any member requests a count prior to the vote being taken. In such cases, the Minutes shall reflect the number of votes in favour, against and abstained if any.

(b) All dissenting votes by Board members which relate to issues that may incur personal liability as a result of statutory regulation shall be recorded in the minutes if requested by the dissenting member at the time the vote is taken. Members absent from a meeting may submit to the University Secretary notice of dissent not more than 7 days after receipt of the Board minutes. Notices of dissent so submitted will be retained on file by the University Secretary but shall not affect the outcome of the vote nor be recorded in the Minutes.

CONFIDENTIALITY

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

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

confidence afterwards, or may be returned to the University Secretary at the end of the meeting.

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

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

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

(a) inform the offending member that, pending assurance to the effect that henceforth the member shall abide by the rules of the Board in respect to the confidentiality of information, the member shall be barred from attendance at any meeting of the Board or its committees at which business of a confidential nature will be dealt with and shall not be sent any notices or material in respect to them; and/or

(b) adjourn the meeting, after having informed members that it will be reconvened at a time and place of which the offending member will not be notified.

CONDUCT OF OPEN MEETINGS

33. The following provisions apply to open meetings:

(a) Spectators (including representatives of the news media) attending the open session of a meeting are not permitted to address a meeting, communicate with individual members during the meeting, or disturb the conduct of a meeting in any way. Spectators must remain in their assigned seats while in the meeting room.

(b) Recording is not permitted, except with the permission of the Chair.

(c) Space permitting, members of the press may video record a meeting provided that they have made arrangements in advance with the University Secretary and the Chief Communications Officer. Placement of cameras within the meeting room will be at the direction of the University Secretary.

(d) Space permitting, and with the approval of the Chair, placards or signs may be brought into the meeting room provided that they are of a size that will not obstruct any doorway, or the view of others in the room, and are made of materials that could not be used to harm individuals or damage property. Placards or signs that have been permitted in the meeting room or been brought in without permission must be removed if so ordered by the Chair at any point in the meeting.

(e) Spectators may obtain copies of the agenda and the non-confidential portion of the supporting material from the University Secretariat's website.

OFFICIAL MINUTE BOOK

34. The official Minute Book shall be open to the inspection of any member of the Board at any time during regular office hours in the office of the University Secretariat, but such inspection shall not be permitted by other persons.

35. The University Secretary shall be responsible for safeguarding the confidentiality of the minutes of closed sessions of Board meetings but shall have discretion to furnish extracts therefrom to authorized officers of the University or in satisfaction of a reasonable request.

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

QUORUM

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

COMMITTEES

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

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

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

39. The Board may from time to time by resolution establish and appoint such other standing or ad hoc committees as it sees fit and determine the composition, duties and responsibilities of any committees so established.

40. Committees of the Board are established primarily to make recommendations to the Board and they may not commit the Board in any matter unless authority to do so has been specifically delegated by the Board. Unless otherwise authorized by the Board, committees of the Board shall report only to the Board.

41. Standing committees may recommend the establishment of subcommittees as necessary, the composition, duties and responsibilities of which shall be submitted to the Board for

approval.

42. The membership of the Board's committees, and the appointment of their Chairs and Vice-Chairs, shall be determined by the Board annually at the last regular meeting of the academic year on the recommendation of the Senior Policy and Operations Committee. A list of the committees and their membership as approved shall be published and distributed to members following that meeting.

43. The Senior Policy and Operations Committee may fill interim vacancies in the membership of committees as necessary and will advise the Board of such appointments.

44. Membership on committees and subcommittees of the Board shall expire when the member ceases to be a member of the Board. Continuing membership on committees and organizations external to the Board (where a member was appointed by the Board) will be at the pleasure of the Board and in accordance with the membership regulations of the external organization.

45. The schedules of the regular committee meetings will be posted on the University Secretariat's website.

46. Where the University Secretary is a member or resource person on a standing committee of the Board, the University Secretary may designate another person to act on his/her behalf on such committee or subcommittee.

47. A majority of the voting members of each committee shall constitute a quorum at any meeting.

48. The following provisions apply to regular meetings of committees:

    (a) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair, the President and the appropriate Vice-Presidents as required. The University Secretary shall be notified of all matters for inclusion in the agenda not less than seven days before the day of the meeting at which they are to be presented.

    (b) Notice of regular meetings together with the agenda shall be made available to each member not less than five days before the meeting is to take place. With the permission of the Chair of the Committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.

    (c) Notice to members may be given by mail, telephone, facsimile, or electronic means.

    (d) Attendance at committee meetings by teleconferencing or other electronic means is permitted.

    (e) The accidental failure to give notice of a meeting to any member of the committee

or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.

(f) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

49. The following provisions apply to special meetings of committees:

(a) The agenda for the meeting shall be prepared by the University Secretary in consultation with the Chair, the President and the appropriate Vice-Presidents as required. The University Secretary shall be notified of all matters for inclusion in the agenda not less than four days before the day of the meeting at which they are to be presented.

(b) Special meetings of a committee shall be held as agreed by the committee or as called by the Chair of the committee. Notice of special meetings together with the agenda shall be made available to each member not less than two days before the meeting is to take place. With the permission of the Chair of the committee, items may be added to an agenda and additional documentation distributed within a shorter time frame.

(c) Notice to members may be given by mail, telephone, facsimile, or electronic means.

(d) Attendance at committee meetings by teleconferencing or other electronic means is permitted.

(e) The accidental failure to give notice of a meeting to any member of the committee or any accidental irregularity in connection with the giving of notice shall not invalidate the proceedings at such meeting.

(f) In the event that a meeting is adjourned to reconvene at a stated time and place, no further notice is necessary unless the meeting so adjourned decides otherwise by resolution.

50. The general conduct of committee meetings shall follow the rules and procedures as set forth in the Rules of Procedure at Meetings, and for matters not dealt with in the Rules of Procedure at Meetings, the Board's approved parliamentary authority.

51. Unless provided otherwise in the Rules of Procedure at Meetings or the Board's approved parliamentary authority, all questions at a meeting shall be decided by a majority vote of the members present and voting. Each voting member of the committee present at a meeting, including the Chair, shall be entitled to one vote and any motion on which there is equality of votes shall be deemed to have been defeated. A resolution approved by electronic means permitted by the Chair of the committee and passed by a majority of the voting committee members shall have the same force and effect as if passed at a regularly constituted meeting. A report of decisions taken electronically between meetings shall be

provided for information at the next available meeting.

52. The University Secretary shall keep a record of the proceedings of every meeting and the minutes of every such meeting shall be submitted at the next meeting of the committee for adoption.

53. All Board standing committees meet in closed session or in camera. Committee discussions, minutes, agenda materials and related documents are confidential. Committee members, members of the Board and others who are given access to such materials are responsible for their safe custody, unless the materials are explicitly released to the public by the committee concerned or by the Board.

54. Any member of the Board may attend meetings and have access to the materials of the Audit Committee, the Governance and By-Laws Committee, the Fund Raising and Donor Relations Committee and the Property and Finance Committee as an observer, provided that:

(a) they observe the confidentiality of the proceedings to the same degree required of committee members, and

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

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

CHIEF EXECUTIVE OFFICER

55. The President, as the Chief Executive Officer, shall have the authority and responsibility for administering the affairs of the University in accordance with policies approved by the Board.

56. Subject to section 58(b), the President is empowered to delegate presidential authority during the period of any temporary absence to any other officer of the University provided that, in the absence of such delegation of authority, the senior Vice-President present, other than an Acting Vice-President, shall be the Acting President according to seniority as follows:

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

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

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

DELEGATION OF AUTHORITY

58. The Board may delegate authority:

(a) to standing committees and other committees created by it by resolution or as set forth in terms of reference or policies approved by the Board. Authority delegated to a committee shall not be further delegated to a subcommittee except as authorized by the Board, and

(b) to the President and other persons by resolution. Further delegation of authority by persons named in such resolutions to other persons shall be as defined and described in administrative policies and procedures approved by the President and authorized by the Board.

59. During the months of the year when no regular meetings of the Property and Finance Committee or the Senior Policy and Operations Committee are scheduled, the functions of that committee may be performed by electronic vote or by any three of its members from time to time present at a meeting, of whom at least one shall be

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

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

EXECUTION OF INSTRUMENTS

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

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

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

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

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

61. The Corporate Seal may be affixed to:

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

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

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

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

BANKING

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

INVESTMENTS

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

FISCAL YEAR

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

USE OF UNIVERSITY NAME AND ARMS

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

PARLIAMENTARY AUTHORITY

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

AMENDMENT

69. Notice of any motion to enact, amend or repeal any by-law of the Board shall be given to the Board by mail, facsimile, or electronic means at least 30 days prior to the meeting of the Board at which the motion is to be presented.

70. A motion to enact, amend or repeal any by-law of the Board shall not carry unless it receives the affirmative vote of at least 15 members of the Board.

71. Notwithstanding sections 69 and 70, the Board may, by resolution, delegate authority to a committee of the Board to approve non-substantive amendments to the by-laws. Non-substantive amendments require the affirmative vote of a majority of those present at a duly constituted meeting of the Board or of a committee to which the Board has delegated authority to approve such amendments. Any amendments made by a committee on delegated authority of the Board will be reported to the Board at its next regular meeting.

BOARD OF GOVERNORS

RULES OF PROCEDURE AT MEETINGS

[Rules of Procedure adopted by the Board in support of By-Law No. 1, section 28 and 50]

Amended: ~~November 18, 2021~~**April 27, 2023**

Recognition

1. After the Chair has called the meeting to order, only one member should speak at a time, and only after being recognized by the Chair.

Agenda and General Discussion

2. The Chair should follow the agenda, which should provide an opportunity to correct the Minutes of the previous meeting and approve them, and which shall become the order of business unless a motion to amend the agenda is made and adopted. Discussion may be on any aspect of each subject as a whole until a specific motion is introduced.

Motions

3. A member who wishes a definite decision may secure recognition from the Chair and make a motion specifying the proposal. The Chair may request motions as required to aid the discussion.

4. A motion must be seconded before the subject matter of the motion is open for debate, and all discussion must apply to it until disposed of, except as provided below. When every member who wishes to speak has done so, the Chair shall call for a vote.

5. The Board's general custom permits the withdrawal of a motion by consent of the mover and seconder, but if either objects the motion must be put to a vote. This applies to substantive motions and amendments.

6. Motions dealing with procedure shall have priority over other motions. Motions to adjourn if the time for the next meeting has been set, to postpone a decision of a subject to a definite time, or to open or close nominations must be voted upon without debate or amendment.

7. The Chair may summarize discussions and present alternatives for consideration when no motion is pending.

Amendments

8. An amendment to a motion must fall within one of the following categories:

   a. The deletion of certain words
   b. The addition of certain words
   c. The deletion of certain words and the substitution of others in their place. An amending motion which would nullify the main motion is not an amendment and cannot be introduced.

9. There cannot be more than two amendments before the meeting at one time, but when one of these has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from one previously defeated.

10. Voting is in the following order:

    a. On the amendment to the amendment, or the second amendment
    b. On the amendment
    c. On the motion if amendments have been defeated or on the motion as amended if an amendment has carried.

Point of Order

11. Only on a point of order or privilege can a member interrupt another member who is speaking, except that with the consent of the speaker questions may be asked. If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker. The point of order must be stated definitely and concisely and the Chair shall decide without debate, although the Chair may ask opinions. The Chair's ruling may be appealed by the member who has risen to a point of order and, if so, the Chair states the decision and the point of appeal. The Chair then puts the question which is not debatable: "Shall the decision of the Chair stand as the judgment of this meeting?". A simple majority decides the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair.

Question of Privilege

12. If a member feels that a statement reflects on his/her reputation or that of the Board, the Committee, or the University, the member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

General

13. On special motions, the following procedure shall prevail:

    a. To adjourn (debatable as to time only)
    b. To take a recess (not debatable)
    c. To raise a question of privilege (personal - not debatable)
    d. To lay on the table (not debatable)
    e. To limit or extend the limits of debate (not debatable)
    f. To postpone to a definite time (debatable as to time only)
    g. To amend (debatable).

~~**Voting**~~

~~14. For electronic votes, voting shall be by email or other electronic means identified by the University Secretary.~~

~~15. For meetings in person, votes shall be counted whenever the Chair is in doubt as to the result or if any member requests a count prior to the vote being taken.~~

~~16. For elections involving more than one candidate, voting shall be by a means that does not allow members eligible to vote to identify how any other member voted.~~

ITEM 4.2(b) – Revisions to Presidential Review Protocol

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the amendments to *the Presidential Review Protocol* as outlined in item 4.2(b).

EXECUTIVE SUMMARY:

The Governance and By-Laws Committee has established it will review the Presidential Review Protocol following the completion of a presidential review.

The proposed changes to the Presidential Review Protocol primarily are grammatical in nature or otherwise provide clarity to the process. In addition, language regarding confidentiality was added under items 6.4, 6.8, and 7.2.

ATTACHMENT(S):

Proposed Amendments to the Presidential Review Protocol

PRESIDENTIAL REVIEW PROTOCOL

Effective Date: **April 27, 2023** ~~June 23, 2020~~

Supersedes: **June 23, 2020,** January 26, 1995

I. DEFINITIONS

For the purposes of ~~these terms of reference~~ **this protocol**, the following ~~words are defined~~ **definitions apply**:

1.1 **"Act"** means The University of Western Ontario Act 1982, as amended from time to time

1.2 "**Board**" means the Board of Governors of The University of Western Ontario

1.3 "**Committee**" means the membership as set out in 5.1 for the purpose of conducting the presidential review

1.4 "**President**" means the incumbent President

~~1.5 **"Executive Officer"** means the Secretary of the Committee~~

~~1.6~~**1.5** "~~**Reappointment**~~**reappointment**" means a second or subsequent appointment~~,~~ to a term of office as President.

II. AUTHORITY

2.1 Pursuant to ~~s. 19(a) of~~ the Act, the Board is responsible for the appointment **and, implicitly, the reappointment** of the President.

III. MANDATE

3.1 The presidential review reflects the accountability of the President to the Board.

3.2 The Committee is advisory to the Board. Its mandate is to review the performance of the President and to make a recommendation to the Board with respect to reappointment. It is not within the remit of the Committee to address extensions to ~~a~~ **the** President's term.

3.3 In order that the President and the University benefit from the Committee's activity, the review should:

- assess how the President provides leadership in the achievement of the University's mission;
- ~~identify the strengths and weaknesses of the President's leadership~~**assess the President's leadership using the evaluation criteria established under 6.1**;

- provide the President with constructive information and advice; and
- ~~define~~ **identify** ~~methods~~ **approaches** to support and enhance the President's performance.

IV. TIMING

4.1 Near the end of the third year of the President's term, generally between April and May of this year, the Board Chair shall ascertain from the President whether the President wishes to be considered for reappointment. Only if the President expresses an interest in reappointment will these procedures be implemented.

4.2 The Board ~~of Governors~~ shall usually constitute the Committee at the June Board meeting in the third year of the President's term.

4.3 The Committee shall order its affairs to ensure that it can complete its work and make a recommendation to the Board at least 18 months before the end of the President's term.

V. COMPOSITION

5.1 The composition of the Committee includes 2 ex-officio and ten other members of the Board ~~of Governors~~, elected by the Board, including:

- Chair of the Board, ex-officio
- Vice-Chair of the Board, ex-officio
- 6 members appointed to the Board under any of s. 9(1)(a)(ii or iii), (b), (c), (d), or (h) of the Act, at least 2 of whom shall be Board Committee Chairs
- 2 faculty members, 1 of whom was appointed to the Board by the Senate
- 1 student member
- 1 administrative staff member

5.2 The Chair of the Board shall be the Chair of the Committee. The Vice-Chair of the Board shall be Vice-Chair of the Committee.

5.3 The **University** Secretary ~~of the Board of Governors~~ shall ~~act~~ **serve** as ~~Executive Officer~~**the secretary** to the Committee.

VI. DUTIES

6.1 The Committee will develop ~~a list of areas to be evaluated~~ **evaluation criteria**, using the criteria employed by the Presidential Selection Committee in its search for that individual and the annual priorities, consistent with the Strategic Plan, established by the Board and the President during the President's current term **(the "Evaluation Criteria")**.

6.1.1 The President will be asked to comment on the comprehensiveness of the ~~list~~**Evaluation Criteria**, and the Chair should also discuss with the President how the President views **their** ~~the President's~~ own performance ~~in such areas~~ **using the Evaluation Criteria,** as **it** will be reflected in the President's self-evaluation referred to in 6.5 below.

6.1.2 The Committee will prepare the ~~list of evaluation~~ **Evaluation** ~~criteria~~ **Criteria** which will be made known to all those participating in the review.

6.2 The Committee will evaluate the performance of the President using the ~~list of e~~**E**valuation **C**~~c~~riteria ~~established under 6.1.1 and 6.1.2. above,~~ with due regard to the annual assessments of the President's achievements.

6.3 In addition to reflecting past achievements in light of previous priorities, the Committee will seek informed opinion of the President's performance primarily through consultations with the broad**er** ~~u~~**U**niversity community. The Committee is encouraged to ensure there is a public solicitation of views~~,~~ and to interview or **otherwise** obtain the views of individuals such as:

6.3.1 Representatives of the University ~~Community~~ **community** including, but not limited to:

a) Members of the Board
b) Members of the Senate
c) Members of the Presidential Selection Committee ~~which~~ **that** recommended the appointment of the incumbent President
d) Vice-Presidents
e) Deans
f) ~~Principals~~ **Presidents** of the affiliated colleges
g) Representatives of student ~~trainee~~ groups such as USC, SOGS and PAW
~~h) President, UWO Faculty Association~~
~~i)~~**h)** Representatives of ~~staff~~ employee groups, such as **UWOFA,** UWOSA, PMA and ~~union locals~~ **other**
~~j)~~**i)** Representatives of the Alumni Association and **the** Fund Raising and Donor Relations Committee

6.3.2 Representatives ~~External~~ **external** to the University **such as**:

a) Representatives of the business community
b) Representatives of professional associations, such as COU, and Universities Canada
c) Senior public servants
d) Individuals external to the University who play a role in post-secondary education at the provincial ~~and/~~or national level

6.4 The Committee will accept**, in confidence,** written and signed submissions from interested persons, either in hard copy or by email.

6.5 The Committee will meet with the President at the outset of its work to discuss the review process and provide an opportunity to the President to submit a statement of self-evaluation ~~referring to~~**using the Evaluation** ~~criteria~~ **Criteria**~~established under 6.1~~. At the conclusion of the consultative process, the Committee will meet with the President for discussion.

6.6 The Committee will ensure that its activities do not undermine the ability of the President to function effectively during the course of the review.

6.7 When the Committee **has** ~~formulates~~ **formulated** its recommendation to the Board, the Board Chair will meet ~~immediately~~ **forthwith** and in confidence with the President to review the general findings of the Committee**, share** ~~and~~ the nature

of the recommendation to the Board**, and if deemed appropriate by the Committee, share a draft of the report**. If the Committee recommends that the Board reappoint the President, the Board Chair will convene a meeting of the Senior Policy and Operations Committee which will establish the ~~terms of~~ contract **terms** which are agreeable to the Senior Policy and Operations Committee and to the President, in the event that the Board **accepts the Committee's recommendation to reappoint**. ~~reappoints the President.~~

6.8 The Committee will prepare a written report to the Board which will include a general summary of the Committee's activity **in sufficient detail to fulfil the Committee's obligations under 3.3** and its recommendation either to reappoint the President or to initiate the establishment of a Presidential Selection Committee as detailed in s. 19(a) of the Act**. The report may include a summary of information received, either verbal or written, through stakeholder consultations but shall not contain any personally identifiable comments received from individuals or groups under 6.3.**

VII. CONFIDENTIALITY

7.1 All proceedings, interviews and documents and opinions expressed therein will be held in the strictest confidence by all individuals involved **both while the Committee is in operation and thereafter**. The Board Chair will discharge any Committee member who fails to comply with this requirement.

7.2 When the Committee concludes its work ~~in preparing its report for the Board, the Executive Officer will collect from each member all~~ **each member of the Committee shall ensure all records, in any format, are securely disposed of and not otherwise maintained electronically or in any other format.** ~~documents and notes associated with the Committee's work.~~

7.3 The ~~Executive Officer~~**University Secretary** will safeguard all documents and information associated with the work of the Committee and will **ensure** ~~supervise~~ **their** disposal **in accordance with the University's Record Retention Schedule.** ~~upon decision of the Board.~~

VIII. DISCHARGE

8.1 When the Board has made its decision to reappoint the President or to initiate a search for a successor, the Committee will automatically be discharged.

ITEM 4.2(c) – Revisions to Terms of Reference of the Senior Policy and Operations Committee

ACTION: ☒ **APPROVAL** ☐ **INFORMATION** ☐ **DISCUSSION**

RECOMMENDED: That, on the recommendation of the Governance and By-Laws Committee, the Board of Governors approve the proposed revisions to the Terms of Reference of the Senior Policy and Operations Committee as shown in item 4.2(c).

EXECUTIVE SUMMARY:

It is proposed that the following statement be added under 2(b) to the Terms of Reference of SPOC: *marketing, communications and branding programs and activities to support the University's strategic objectives.*

The need to provide governance oversight and support to the area of communications more strategically has been identified. Given one of the primary responsibilities of SPOC is to monitor community relations (internal and external) and the University's reputation, the proposed addition to the Terms of Reference is in alignment with the responsibilities of SPOC and addresses the identified gap.

ATTACHMENT(S):

Proposed Revisions to Terms of Reference of the Senior Policy and Operations Committee

Western UNIVERSITY · CANADA

Terms of Reference: Senior Policy and Operations Committee

Effective Date: ~~September 21, 2021~~ **April 27, 2023**

Supersedes: **September 21, 2021,** June 23, 2016; January 29, 2015, January 25, 2001, June 25, 1998

Date of Next Review: Spring 2024

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1. The Senior Policy and Operations Committee is a standing committee of the Board with the duties, responsibilities and authorities as set out below.

2. The Committee's principal responsibilities are:

   (a) Strategic advice and support, including:

      (i) providing strategic advice and policy support to the Board and the President,

      (ii) providing guidance to the senior administration on timely or emerging issues on behalf of the Board, and

      (iii) receiving the President's proposed priorities for each forthcoming academic year and making a recommendation thereon to the Board;

   (b) Monitoring community relations (internal and external) and the University's reputation, including:

      (i) affiliation and other agreements which require Board approval, or as may be referred by the President,

      (ii) general University/student relations in non-academic matters, including student disciplinary codes, and

      (iii) responses for requests for access to the Board (in accordance with the process outlined in Appendix A;

      (iv) marketing, communications and branding programs and activities to support the University's strategic objectives;

   (c) Compensation issues, including:

(i) establishing mandates for, reviewing, and making recommendations to the Board on negotiated collective agreements,

(ii) within parameters established by the Board, negotiating and approving the terms of the contract with the President, and any subsequent renewal or amendment of such contract,

(iii) reporting to the Board on the President's final contract and any subsequent amendments thereto,

(iv) monitoring provincial legislation and university sector trends in respect of compensation and benefits for senior university leaders,

(v) on the recommendation of the President, fixing and providing for the remuneration, retirement and severance of the Vice-Presidents,

(vi) approving the framework for remuneration, retirement and severance of the Deans, the Registrar, the University Librarian, the University Secretary, the Associate Vice-Presidents and the Vice-Provosts in accordance with policies established by the Board from time to time,

(vii) on the recommendation of the President, approving any personnel change for positions outlined in paragraph 2(c)(vi) involving resignation, termination or retirement which will entail a continuing commitment on the part of the University other than normal pension benefits, or which falls outside existing University policies,

(viii) when not so determined by approved policies, group plans or collective agreements, authorizing expenditures of such sums as may be required to establish funds for the payment of gratuities, retirement allowances, pensions, life insurance or other insurance (including health insurance) for the benefit of employees,

(ix) receiving from the President the annual reports of the Vice-Presidents and the University Secretary,

(x) annually reviewing the performance of the President, taking into consideration the Board's assessment, and determining any remuneration changes and/or performance payouts to which the President may be entitled, and

(xi) reporting annually to the Board, through the Chair of the Board, on the review of the President's performance;

(d) Human resource policies and procedures, including:

(i) providing counsel and support to the President and the Associate Vice-President (Human Resources) on organizational issues/changes that involve

senior leaders and have significant internal and/or external implications for the University, and

(ii) recommending to the Board new or amended human resources MAPP policies as proposed by the President and/or the Associate Vice-President (Human Resources);

(e) as the Nominating Committee of the Board:

(i) making recommendations to the Board for the appointment of external members in the Board-elected constituency, in accordance with Guidelines for the Identification and Appointment of External Board Members as may be approved by the Board from time to time,

(ii) making recommendations to the Board, where applicable, for appointments of external Board members by external constituencies,

(iii) developing and maintaining, in accordance with the Board-approved *Guidelines for the Identification and Appointment of External Board Members*, a skills and needs matrix against which to assess potential candidates for Board membership,

(iv) recommending to the Board annual membership nominations for Board standing committees, including recommendations for chairs and vice-chairs of committees,

(v) recommending nominees to the Board for Chair and Vice-Chair of the Board,

(vi) filling interim vacancies in the membership of committees and subcommittees as necessary, and reporting any such appointments to the Board for information,

(vii) recommending to the Board the appointment of members to special or ad hoc committees (such as selection committees) as may be necessary from time to time, and

(viii) in carrying out its responsibility to nominate candidates to the Board or a committee, the Committee shall incorporate Equity, Diversity and Inclusion (EDI) principles in keeping with the University's commitment to EDI.

MEMBERSHIP AND PROCEDURE

3. The membership of the Committee shall be:

Chair of the Board, who shall be Chair of the Committee
Vice-Chair of the Board, who shall be Vice-Chair of the Committee

Chair of the Audit Committee
Chair of the Fund Raising and Donor Relations Committee
Chair of the Governance and By-Laws Committee
Chair of the Property and Finance Committee
Immediate Past Chair of the Board, if still otherwise a Board member and
An external member of the Board if in the view of the Chair and the Committee, a particular skill set or experience might be useful to the Committee's work

4. The Committee shall meet as directed by the Board, at the call of the Chair, or as requested by the President.

5. Pursuant to By-Law No. 1 (section 47), the quorum for meetings shall be a majority of the voting members. [*Quorum based on current membership: 4 voting members*]

6. The Committee will prepare an annual work plan, in consultation with the President.

7. The Committee will review its Terms of Reference every three years.

APPENDIX A

Requests for Access to the Board

1. Requests for access to the Board to address particular issues should be submitted to the University Secretary who will forward them to the Board Chair and the President.

2. The Chair will consult with the President on the appropriate response.

3. When appropriate, the Chair will deputize a member of the Board to discuss the issue with the requester(s) and the appropriate member(s) of the administration will be involved in that discussion.

4. The deputized Board member will report to the Senior Policy and Operations Committee on the issue, the discussion and any steps that might follow (such as whether the matter should be referred back to the administration for consideration, whether it should be referred to a Board committee for review, whether it should be referred to the Board, or whether no further action is appropriate).

5. The Senior Policy and Operations Committee will then make the determination as to how to proceed.

6. The Senior Policy and Operations Committee will report its decision and the processes followed to the Board at a subsequent meeting of the Board.

ITEM 4.3(a) – Campus Safety & Emergency Services 2022 Annual Report

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

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

ATTACHMENT(S):

Campus Safety & Emergency Services 2022 Annual Report

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Campus Safety & Emergency Services

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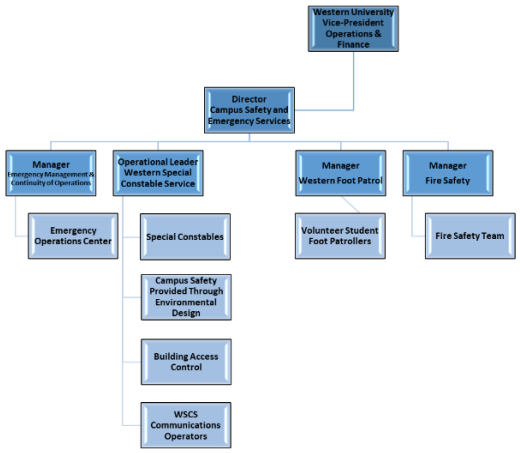
Overview

CSES are values driven services, focusing on collaborative, community-centric, problem-solving, approaches to create, maintain and support an environment of safety, security and well-being for all on campus.

Campus Safety & Emergency Services (CSES) consists of the following Units:

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



MOBILE OPERATIONS CENTRE

In 2022 CSES obtained a new Mobile Operations Centre (MOC) trailer. The trailer was originally obtained by Western during the Covid-19 pandemic to be used as a mobile health and safety platform but was repurposed to CSES in the spring of 2022. The MOC is stationed at Alumni Stadium but can quickly and easily be deployed throughout campus. The MOC provides members of CSES and other campus community stakeholders with a full functioning work space to support and manage emergency situations and major events.

The MOC's first operational deployment was at the South Valley parking for Orientation week and was utilized at Alumni Stadium during football games throughout the 2022 football season.

The trailer is also being equipped to be a temporary communications (dispatch) center in the event of an emergency that would require the evacuation of the communication center which located in the Western Special Constable Services (WSCS) office.

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Western Special Constable Service

SPECIAL CONSTABLES OPERATIONS

The WSCS provides community patrol and calls for service response with 4 Special Constable Patrol Sections, each consisting of 1 Sergeant, 4 Special Constables, and 1 Communications Operator (dispatcher). The Patrol Sections are supported by the Operational Leader, Investigative Staff Sergeant, 2 Administrative Sergeants, a Communications Centre Coordinator, and an additional support Communications Operator.

Patrol and calls for service response are provided by WSCS 24/7, 365 days a year to Western University central campus and Research Park as well as the 3 Affiliates – King's University College, Brescia University College and Huron University College.

Bike Patrol during Orientation Week

Western Special Constables are granted specific law-enforcement authorities under the Ontario Police Services Act which are provided through a Memorandum of Understanding with the London Police Services Board. Western Special Constables have authorities to investigate and take law-enforcement actions related to various sections of the Criminal Code as well as provincial legislation including the Highway Traffic Act, Liquor Licence Act, Trespass to Property Act and the Mental Health Act.

Table 1 reports the number of and type of incidents investigated by the WSCS. WSCS responded to 5,077 incidents during 2022, an increase of 10.7% over 2021 and 127 incidents higher than the 2019-2022 four-year average. This increase is mostly due to an increase in intrusion alarms, with 2,810 incidents in 2022 compared to 2,378 in 2021 (increase of 432).

There was an increase of 66 criminal incidents in 2022 (253) compared to 2021 (187)

There was an increase of 28 traffic incidents investigated by the WSCS in 2022 (96) versus

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Campus Safety & Emergency Services **2023 Annual Report**

2021 (68), however 2022 totals remain below the four-year average of 113.8.

Table 1

Type	2019	2020	2021	2022
Total Incidents	4,376	5,760	4,588	5,077
General	1,834	1,495	1,282	1,297
Administrative Reports	395	385	369	329
Criminal	296	137	187	253
Provincial Statutes	187	145	128	103
Traffic	160	131	68	96
Intrusion Alarms	1,274	3,264	2,378	2,810
Fire and Fire Alarms	135	99	115	119
CPTED	51	49	45	53
Residence Liaison Officer Reports	27	43	10	12
Other	17	12	6	5

Total Incidents & Intrusion Alarms

Table 2 reports the frequency of specific criminal code related incidents investigated by WSCS Special Constables which, as previously noted, rose from 187 during 2021 to 253 in 2022, a 35.3% increase. This increase involved primarily property offences, including theft, mischief and break and enter, and corresponds with increased activities on campus as many community members returned in-person. 2022 criminal incidents were 17% lower than the 2019 pre-pandemic levels.

Table 2

Type	2019	2020	2021	2022
Criminal Occurrences	280	133	183	253
Theft/Attempt Thefts	213	72	107	159
Mischief	22	24	35	47
Break and Enter	13	10	10	20
Assault	10	4	3	5
Fraud/False Pretences/Forgery	9	16	5	4
Administration - Warrants	10	2	2	4
Criminal Harassment	3	2	5	3
Threats	2	3	4	2
Indecent Exposure/Act and other Public Morals	2	0	2	2
Possession Stolen Property	2	0	6	2
Impaired Driving	0	1	0	1
Sexual Assault	4	1	6	1

There was a decrease in reported offences against persons, which include assault, criminal harassment, threats, sexual assault, and indecent exposure/act.

94.9% (240 of 253) of all reported criminal occurrences were property offences or offences of another nature.

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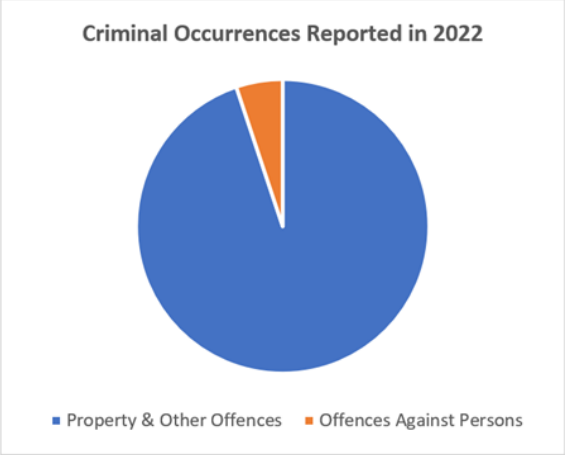


Table 3 reports the frequency of provincial offences, municipal by-law, and Mental Health Act incidents investigated by WSCS. It informs us of a decreasing pattern involving these incidents with 187 in 2019, 145 in 2020, 128 in 2021, and 103 in 2022.

Table 3

Type	2019	2020	2021	2022
Provincial Statutes	187	145	128	103
Trespass to Property Act	59	45	55	42
Mental Health Act	56	26	22	29
Municipal Bylaw	40	58	48	23
Highway Traffic Act	13	7	2	7
Liquor License Act	18	9	1	2

There was a 52% percent reduction in Municipal Bylaw incidents in 2022 (23) compared to 2021 (48). These incidents were related to noise complaints.

There was a 31.8% increase in Mental Health Act occurrences in 2022 (29) compared to 2021 (22). This increase is attributed to students returning to in-person studies. It should be noted that 2022 totals are 48.2% lower than 2019 pre-pandemic totals (59).

Mental Health Occurrences

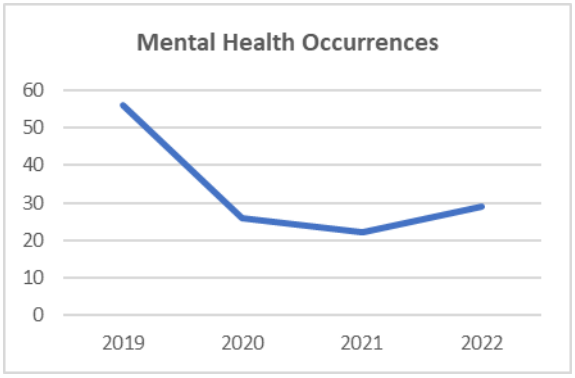
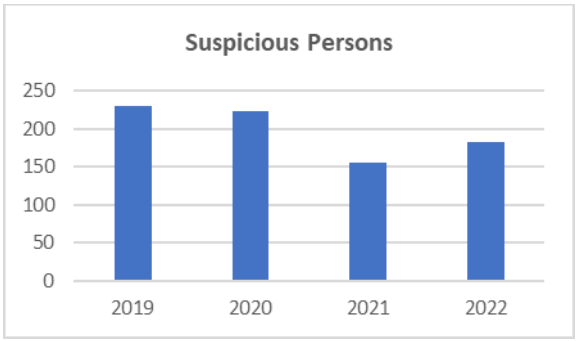


Table 4 reports the number of WSCS investigations involving reported suspicious persons, with 183 in 2022, 156 in 2021, 223 in 2020, and 229 in 2019. 2022 experienced a 17.3% increase compared to 2021.

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

Table 4



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CAMPUS ROADWAY SAFETY

Western's main campus is transected east, west and north by approximately 14 kilometers of publicly accessible roadways. The roadways on our campus are indiscernible from municipal roadways and include lane markings, traffic lights, stop signs, and a posted speed limit of 40km per hour.

In 2015 a vehicle traffic on campus study was conducted that determined an average of more than 12,000 vehicles entered Western University's campus roadways on a daily basis.

Approximately 50% of the vehicular traffic is general public using campus roadways as a "cut-through" east and west between the two major municipal roadways of Western Rd. on the west side of campus and Richmond St. on the east side of campus.

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

The London Transit Commission (LTC) also significantly utilizes our campus roadways with in excess of 45 LTC buses entering onto campus roadways per hour during peak service periods.

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

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

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

Table 5 reports the type and total number of campus road safety activities conducted by WSCS in 2022

Table 5

Campus Roadway Safety	2018	2019	2020	2021	2022
Driving Complaints	10	12	2	2	26
Traffic Control	17	9	9	8	47
Traffic Monitoring	153	288	270	152	314
Traffic Enforcement	21	17	14	8	87

GENDER-BASED & SEXUAL VIOLENCE

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

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

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Further, the Staff-Sergeant is able to liaise with the victim/survivor, Western staff, and the London Police Service. This process is designed to ensure a victim/survivor is fully informed of all available community resources and supports.

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

WSCS members participate in ongoing GBSV training as it relates to a trauma informed approach, dating/domestic violence, harassment, 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. The Investigative Staff Sergeant is also involved with Western prevention and safety initiatives, such as the Gender-Based & Sexual Violence Action Committee (AC-GBSV).

CAMPUS COMMUNITY RESOURCE OFFICER (CCRO) PROGRAM

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

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

The CCRO Team is comprised of 4 Special Constable who provide core safety services and dedicated community resources to Western students, staff, faculty and guests. The CCRO team is a highly motivated and committed group who contribute to the Western student experience in a positive and meaningful way.

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

From September 2022 to December 2022, the CCRO team had actively engaged in 34 different events across campus that included community engagement initiatives such as Constables & Cones, Residence Wellness Carnival, Western Fall Preview, Fraud Education and the Colour Me initiative.

Supporting Orange Shirt Day

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CCRO attending Riverfest Water Walk by the Indigenous Students Association

CCRO attending the Black Students Association picnic

CCRO visiting with North Neighbourhood Residence Staff

WSCS at the Homecoming Football game

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CAMPUS SAFETY PROVIDED THROUGH ENVIRONMENTAL DESIGN (CSPTED)

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

Providing campus safety through environmental design looks at how the physical environment can be altered to improve and promote safety and security. CSPTED strategies mitigate safety and security risk by assessing the physical aspects of a building or space, identifying vulnerabilities and insecurities and providing recommendations related to enhancing safety and security. In 2022, 59 CSPTED reports were completed and over 100 individual locations reviewed.

Typically, these reviews are conducted for buildings under construction / renovation; and other locations throughout campus such as an office, study or work area that has been identified as high risk, is vulnerable, has been subjected to unauthorized activity, or where a person may feel unsafe. These reviews are also completed for exterior walkways, roadways, parking lots and areas where the community may congregate, as well as isolated spaces where an increased opportunity for unlawful activities may exist.

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

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

VIDEO MONITORING & RECORDING TECHNOLOGY

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

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

CCTV cameras and VMRT are utilized on campus in strict accordance with Western's Video Monitoring and Recording Policy. Accessing and viewing video records is strictly controlled and video records are destroyed after a 30-day retention period (unless retention of the video record is required for a specific, authorized, purpose) in accordance with Western's Video Monitoring and Recording Policy and the

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Freedom of Information and Protection of Privacy Act (FIPPA).

SAFETY PRESENTATIONS

The CSPTED Coordinator also provides safety presentations to a variety of students, faculty and staff across campus.

Safety presentations focuses on the importance of mental preparedness, situational awareness, and effective de-escalation techniques in a variety of crisis situations.

Although very unlikely, individuals must proactively consider their own personal safety and be psychologically prepared in the event that a serious personal safety situation arises. This proactive approach is an important and effective strategy towards ensuring personal safety.

The Women's Self Defence Clinic

The Women's Self Defence (WSD) Clinic is a free, 12-hour course offered to female, or people who identify as a female, community members who are 12 years of age and older.

The WSD Clinic is a proven program that teaches participants how to take an active role in their own self-defence and psychological well-being by providing realistic self-defence tactics and techniques.

The program is taught by 3 Western Special Constable Service members who are certified instructors.

WSD is comprehensive self-defence course that teaches awareness, prevention, risk reduction and avoidance before progressing on to the basics of hands-on defense training.

The self-defence tactics are easy to learn, easy to retain and easy to employ. Simulation training exercises are included at the end, which provides each participant the option to practice what they have learned.

In 2022, 3 WSD Clinics were provided and there are 5 WSD Clinics being offered in 2023.

Building Access Control

BUILDING SECURITY

BAC is responsible for providing and managing card access for approximately 72 buildings and approximately 391 alarm systems, including high-risk locations, campus wide.

BUILDING ACCESS CONTROL SUPPORT

BAC is a resource to support the card access administrators throughout campus (Departments and Affiliates) to ensure required user access is provided, buildings lock and unlock on master schedules, as well as provide for unique classroom-booking automated unlocking and locking.

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2022 started with COVID restrictions, buildings operated on reduced schedules with most 1st year courses online only. During 2022, BAC responded to over 11,274 emails, sent to the card access email account (Not including emails and phone calls sent directly to the members of BAC). The requests for support include hardware / system service; user access (often for 100 or more users) additions, deletions, or changes; and, automated unlock / lock schedule additions, deletions or changes.

SERVICE CALLS

In 2022 BAC responded to approximately 280 Service Calls (card access and alarms) ranging from equipment failure to battery changes.

In addition, BAC supports renovation and new building projects, relocating and adding equipment as directed by FM project managers.

NEW AFx ENTERPRISE ICT (card-reader) SYSTEM

During 2022 Western continued with a major project to update and enhance the building card access system.

The installation of the new AFx Enterprise system has required the BAC Team to learn a new system working along side the Chubb Installation Team and FM project manager. This project is very challenging and requires a significant amount of time and focus of the BAC team.

In January 2022 the newly renovated Thames Hall building went live with the ICT card access system. Over the summer Bayfield Hall and Lambton Hall residence buildings were added onto the new ICT card access system.

Emergency Management & Continuity of Operations

To enhance Western's emergency preparedness, and ability to respond to and recover from emergencies the Manager, Emergency Management & Continuity of Operations (EM) works collaboratively with Western University Administration and Departments in addition to external partners such as City of London Emergency Management, Upper Thames River Conservation Authority, and Environment & Climate Change Canada.

EM focuses on life safety of students, faculty, staff, and visitors on campus while protecting infrastructure and environment. Natural, technological, and human caused threats and risks are constantly monitored to prioritize emergency preparedness activities.

EM continues to review Western's Faculty and Departmental continuity of operations plans to identify gaps and bring them up to date to build Western's resilience in the event of an emergency or disaster. The Manager supports Western's senior leadership who are members of the Emergency Operations Control Group (EOCG). Coordination of the EOCG can occur virtually or in-person at Western's Emergency Operations Centre (EOC).

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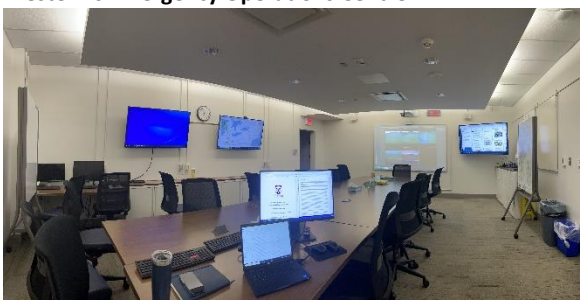
Western's Emergency Operations Centre



2022 incident Planned, Monitored, or Responded (PMR) to by Western EM:

276	Environment Canada alerts or advisories
8	Winter storm events (ice, snow, freezing rain)
7	Severe thunderstorm events
6	Critical infrastructure (fiber optic, IT, phone)
5	High heat events
5	Potential flood events
3	Demonstrations / protests
3	Critical infrastructure loss (power failure)
2	High ammonia (false alarm)
1	Critical infrastructure (watermain / evacuation)
1	Severe weather – Tornado event
1	Severe weather – Funnel cloud event
1	St. Patrick's Day Weekend
1	Fatal motor vehicle student involved (off campus)
1	Code Black (bomb threat – false alarm / affiliate)
1	Orientation Week / Homecoming Weekend
1	Code Silver (aggression threat)
1	Labour disruption (potential)
1	Vanier Cup
1	CyberEX 2022 Tabletop Exercise – Technologicial / EOCG

Foot Patrol

Western Foot Patrol (FP) is a student volunteer-based service, supervised by a full-time manager. This team of volunteers provide safe campus escorts, both on foot and by vehicle, wear high visibility vests to deter crime, and promote safety awareness across the main and affiliate college campuses.

In addition to Foot Patrol escorts, the team also completes emergency blue phone and monthly exterior light audits. These services assist in reducing crime and enhancing campus safety. Foot Patrol also operates Western's main Lost & Found, handling hundreds of requests each year. Only items of value are managed by WSCS.

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Campus Safety & Emergency Services

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Following two years of pandemic restrictions and campus closures, volunteer numbers and hours of service have begun to increase. The number of volunteers grew by approximately 34%. November saw the service operating on Friday's again, with further expansion of hours anticipated for 2023. Between September-December, FP conducted an average of 6 escorts per night, from 8pm-midnight.

Program videos, highlighting services and volunteering, can be found at:

https://youtu.be/cdyBFboQJHU

Fire Safety

Western's Fire Safety Service (FS) provides expertise in fire safety and fire prevention to ensure safety, security, and quality of life for our campus community.

FS members are responsible for the testing, inspection, and maintenance of fire and life safety equipment such as: 84 Fire Alarm Systems; 28,580 Fire Alarm Devices; 64 Sprinkler Systems; 9 Pre-acting Suppression Systems; 27 Kitchen Suppression Systems; and, 4,228 Fire Extinguishers.

FS members also provide education and training to faculty, staff and students. FS Personnel are accredited through the National Fire Protection Association and technicians are certified through the Canadian Fire Alarm Association.

Having a very capable level of in-house expertise in all areas of Fire & Life Safety, our team was able to navigate and adapt to the various challenges presented in 2022 to ensure that Western is meeting all legislative obligations and safeguarding the campus community.

FIRE ALARMS

In 2022, false fire alarm occurrences increased by 17 from a year earlier in 2021, but on par with 2019 totals which represent our last pre-Covid "normal" year of data. The uptick in occurrences from 2021 to 2022 represents a return to normal activities and specifically an increase in construction/renovation activity on campus.

2022 Fire Alarm Occurrences

	2018	2019	2020	2021	2022
Actual Fires	6	4	2	4	6
False Fire Alarms	147	131	97	114	131

Assessment of the data when looking at Residence buildings shows a significant decline in malicious fire alarm occurrences when **comparing Sept-Dec time periods in both 2021 and 2022**. In 2021 there were 12 malicious fire alarm occurrences whereas in 2022 there were only 5. In addition, the Residence "unknown" fire alarm occurrences show an additional reduction of 1 occurrence in that same time period.

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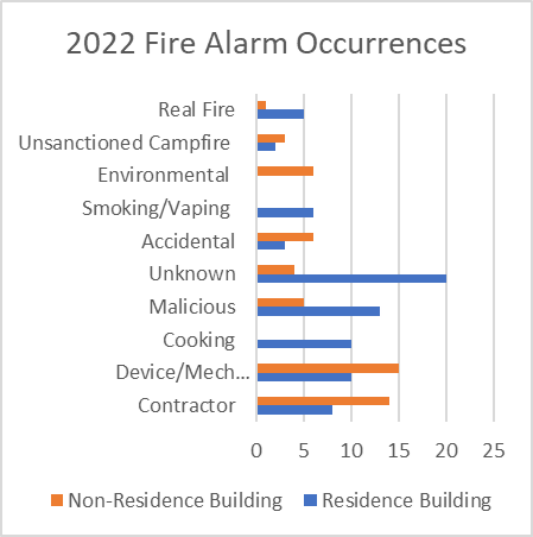
This reduction in Residence building fire alarm occurrences is an important element in providing a safe environment to our students in residence and, in large part, be attributed to proactive measures employed during and leading up to the beginning of the 2022/2023 schoolyear. More specifically, FS staff engaged and worked collaboratively with our on-campus colleagues at Housing, FM, FD&E, CSES, and off-campus colleagues at the London Fire Department to establish solutions unique to each site, ensuring adequate and appropriate fire detection/protection coverage is in place for an actual fire event, while at the same time preventing unwanted malicious nuisance alarms.



Of the actual fire occurrences there has been an increase in fires at the Platts Lane Townhouse Complex including 3 unattended cooking fires and 1 recent fire which was a result of children playing with matches in an upstairs bedroom. FS is actively working with our Housing colleagues and the LFD on the implementation of fire safety and prevention initiatives to mitigate this recent trend.

FIRE ALARM SYSTEM UPGRADES & ENHANCEMENTS

In collaboration with FM, FS identified, established, secured funding, and acquired engineered designs and permits as required for the now completed Science Complex (BGS, CHB, NSC, TL) fire alarm system enhancements and redesign project. Work included separating the large networked system into two smaller systems (BGS/CHB and (NSC, TL) along with other key software upgrades/enhancements previously identified to streamline maintenance/testing and improve overall system design and reliability. This work was completed as a prelude and in anticipation of our goal of upgrading fire and life safety systems in the CHB following the 2019 Lab explosion.

By leveraging the modern technology established in all head-end control panels and our strong internal expertise and capabilities, FS has continued to customize fire alarm system functions to address operational issues and improve efficiencies. Together this large number of small improvements continue to reduce testing/maintenance time and improve overall system performance while simultaneously allowing the focus of resources to other areas of need. Perhaps most importantly these enhancements increase the response time to emergencies for our first responders.

FIRE PROTECTION

In collaboration with FM, FS continued tackling a new fire code requirement related to hydrostatic (pressure) testing of fire department connections at our various campus sites. This will be a multi-year project due to

the age and physical location of some of the infrastructure needing to be accessed/modified for testing. Working with FM we were successful in completing an additional 12 sites bringing our total of completed sites to 22 of the 39 required sites. FS has secured the needed ongoing capital funding to continue this important work and ensure compliance.

Following a campus-wide review and careful consideration of our inventory of nearly 5000 fire extinguishers FS staff identified up to 700 redundant fire extinguishers throughout our facilities. Of the 700 fire extinguishers, ~350 were removed in 2021 with the remaining units removed in summer 2022. Building extinguisher layouts have been reworked with additional signage installed to ensure visibility and code compliance. This efficiency will eliminate countless hours of monthly/annual inspection time for both FS and FM staff but also represents an immediate direct savings of ~$3500 annually to Western in 3rd party contracting costs related to 6 and 12 year extinguisher testing.

In 2022 FS assumed all legislative fire/life safety inspection requirements at the four existing buildings (Convergence, Mogenson, NRC, Stiller) at Western Discovery (Research) Park including the completion of the comprehensive annual fire alarm and fire protection water (sprinkler) system inspections. This initiative will improve consistency and redundancy as it relates to inspection, testing and maintenance at the WDP sites. Further, this provides LFD with a singular point of contact for fire and life safety related issues on campus.

ITEM 4.3.(b) – Health, Safety and Well-being Annual Report

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

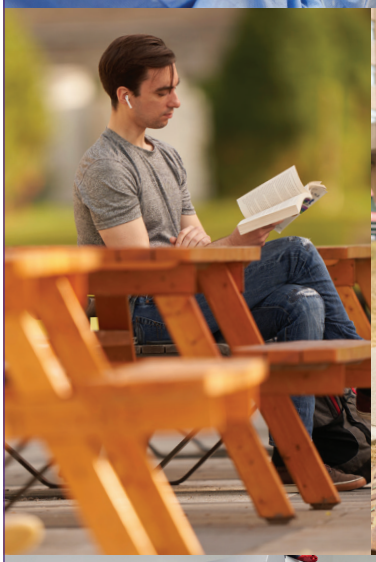
EXECUTIVE SUMMARY:

This report is provided annually to the Audit Committee for information in accordance with the Audit Committee's Terms of Reference.

It is provided to the Board of Governors for information.

ATTACHMENT(S):

Health, Safety and Well-being Annual Report 2022



Western University

Health, Safety and Well-being

Annual Report 2022

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Executive Summary

The health and safety of our campus community continued to be a focus of Human Resource's strategies and operations in 2022.

It was a year of learning to live with COVID-19 over the long term – with regular review and consultations regarding controls, policies and compliance initiatives.

As research and learning activities continued with full community participation in 2022, we returned to full scale operations with safety inspections, audits, and many new and renewed biological and radiation permits that a research-intensive university requires.

The well-being of our employees has been a continued focus. We recognize that it's not only the physical and mental well-being that needs supporting but improved social, spiritual, financial, environmental and career well-being has direct and positive impacts on people's lives.

As a large university with more than 14,000 employees, accidents, injuries and illnesses do occur. Case volumes for our employee well-being and medical teams have increased relative to pre-pandemic levels, but our teams have been successful in working with individuals and their leaders to provide the right supports to minimize the time to get them healthy and resume productive work.

Collaboration with many support units, supervisors, principle investigators, external regulators, and service providers has been the key to our success in ensuring a safe and productive working and learning environment.

Our work requires a shared commitment.

I am pleased to share with you some highlights of the achievements in 2022 and the initiatives we are focused on for 2023.

Sincerely,

Louise Koza
Director, Health, Safety and Well-being

Living with COVID-19

Our teams continued to provide leadership in the health, safety, and well-being of our campus community as the world focused on the reality of COVID-19 being part of our lives for the long term.

- Our medical team consulted regularly with Public Health officials and the teams supporting students to ensure we had the latest vaccines available for our community in our on campus clinic.
- Our safety team worked closely with Facilities Management and Procurement Services to ensure an ample supply of medical grade masks were available in the academic buildings to support compliance with this infection control strategy in instructional spaces.

An Ivey Business School class in Somerville House.

- Human Resources hired a team of safety ambassadors who were present in the academic buildings throughout the school year, reminding occupants of their need to comply with masking mandates.
- Our safety officers met with faculty, graduate students and others to listen and address their concerns with respect to air quality, masking compliance and other personal safety topics.
- Our Human Resource leadership team worked closely with employee group leaders to explain the rationale for mandates and to consult as the University considered revisions.
- The Employee Well-Being team Faculty Relations and Employee Relations team worked closely to

support the return to campus for immunocompromised faculty and staff who required an assessment of their workplace and implement any accommodations that may have been needed.

- The Safety Officers worked closely with the Facilities Management, Housing and Impakt Laboratory teams to monitor and report on the presence of COVID-19 markers in our wastewater, and to help inform the relative prevalence of the virus on our campus throughout the year.

- The Joint Occupational Health and Safety Committee (JOHSC) met regularly to receive updates on the University measures and mandates to ensure a safe working environment.

- The Vaccination Policy which previously required all students, employees and visitors attending campus to have received at least two doses of the COVID-19 vaccine was revoked and all employee data on our systems with respect to vaccination status and accommodations/exemptions was destroyed.

Employee Well-being

This team of Health and Well-being consultants and coordinators are committed to supporting all Western employees. Their work includes assisting employees impacted by illness, injury or disability, as well as accommodation, return-to-work and stay-at-work programs. The team also provides information and support regarding ergonomics and prevention of musculoskeletal disorders (MSDs).

In support of a safe work environment, the team continued to update resources and provide targeted education and training opportunities on topics such as ergonomics, burn prevention, and knife safety to name a few. The team offers wellness information and programs to help employees achieve balance and well-being and assist them in identifying supports for mental wellness.

In 2022, through environmental scans, needs assessments and review of public health trends, Employee Well-being restructured the team in response to campus needs. This included the redesign of two key roles, with one specifically focussed on long-term absences and the other on health and safety coordination in support of Facilities Management.

In 2022 volumes continued to be high for our Well-being team with 859 new client files opened and 256 carried forward from 2021.

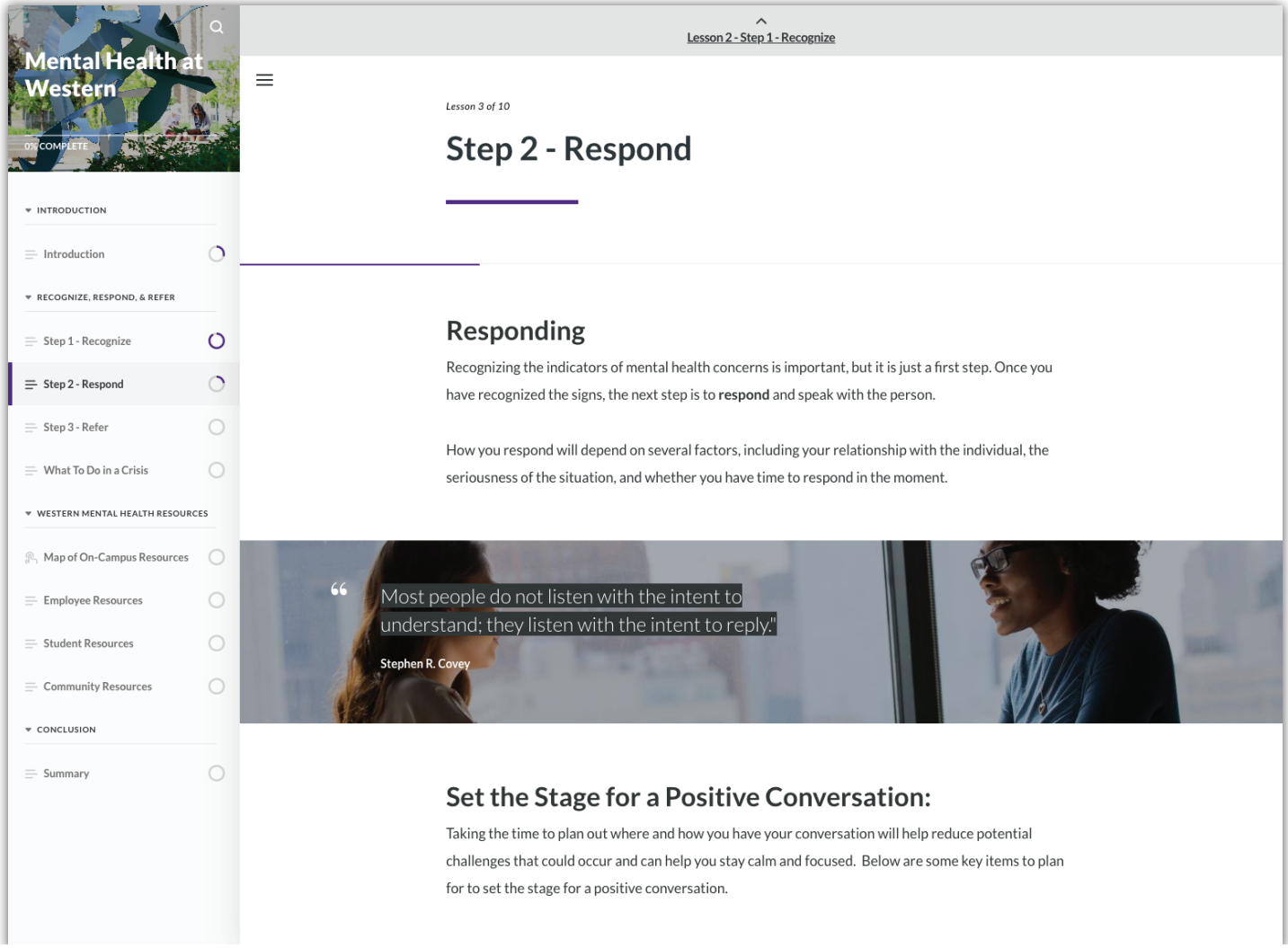
Health & Well-being consultants work with departments across campus to provide consultations to leaders regarding well-being issues and concerns within their department. There was an increase in both short term and long-term leaves in 2022, reflecting ongoing physical and mental impacts, secondary to the pandemic, on employee health. Not all leaves are approved for benefits and the amount paid out for leaves remains stable due to the high-resolution rate and significantly shorter duration of claims relative to the education industry and our carrier's client base.

Long-Term Disability (LTD) Claims Duration Cumulative 01-Jan-2020 to 31-Dec-2022 (Months)			
Diagnosis Category	**Western**	**Education Industry**	**Insurance Carrier Block of Business w/ Same Plan Design**
Mental & Nervous Disorders	13.6	19.6	37.3
Musculoskeletal	11.2	19.2	39.3
Benign/Malignant Neoplasms	12.7	19.4	30.3
Overall	**13.3**	**19.5**	**41.8**

New Education & Training

Mental Health Module:

With the support of the Talent, Learning and Engagement Team, a mental health literacy module has been made available to all staff, faculty and graduate students, developed and launched with the goal to teach employees how to recognize, respond, and refer people who are facing mental health issues. The module is 15 minutes in length and outlines campus and community resources that are available.



Ergonomics Modules: Material Manual Handling & Office Ergonomics

With the support of the Talent, Learning and Engagement Team, two new modules were developed and made available to all staff, faculty and graduate students, with the goal to bring awareness to repetitive strain type injuries and provide education on basic ergonomics, and tips and strategies to reduce injury risk. These modules address risk hazards specific to roles that are 1) physically demanding, work involving manual handling and 2) roles that are in an office environment to address an appropriate workstation setup. The modules each take 15-20 minutes in length and outline campus and community resources that are available.

Employee Assistance Program (EAP) Trends

LifeWorks (EAP provider) and the Employee Well-being team worked on program and service enhancements, including:

- Return to in-person counselling, with continued option for counselling by telephone, video, email, or chat.
- A new phone number for Western employees and their family members (1-855-597-2105) in order to receive advice including Western-specific programs and services. Employees can call any time, 24/7.
- A call back service offered if call wait times are longer than usual.
- Refocusing the core services to counselling resources and supports.

This past year, there were 721 unique contacts to LifeWorks for wellness services, crisis supports and short-term counselling. For our employees seeking support through EAP, the top issues reported were stress, anxiety, and communication/conflict resolution.

Living Well @ Western

Living Well @ Western is our program that organizes events and provides resources to support preventative strategies across all eight domains of wellness.

Throughout 2022, ongoing work has been done to grow the Program including increasing the breadth and depth of programming across all domains of wellness; programming outside of business hours to assist in accessibility and inclusion; increased collaboration across campus to cross promote events, and demonstrate the value add of being a part of our campus community.

The wellness incentive and reward program has also expanded to recognize participation in campus events. Earning points increases the chances of winning prizes from one of our great internal partners; prize draws are held every month. A participation code was offered at 142 events in 2022, with 1,027 unique employees participating in the program.

A Winter Wellness Fair was held in February 2022 with daily programming that spanned all domains of wellness including community, mental health, occupational, financial, spiritual, physical and environmental, in various forums that seek to be accessible to all, over a 2 week period. This included in person and virtual options, and hosted education sessions from subject matter experts.

Safety Program Areas

Workplace Inspection Program

The Joint Occupational Health & Safety Committee (JOHSC) completed workplace inspections of spaces used in 104 buildings (main campus and off-site locations) in 2022. The worker representatives of the JOHSC and members of the Health, Safety and Well-being team inspected campus in 140 units supporting research operations, administrative units, and academic areas by identifying possible hazards in the work area and educating members of the campus community. The program identified 253 items requiring corrective follow-up action by the area and provided various recommendations for improvement. Comparing to the inspections in 2021, a significant reduction of storage hazards was noted and a slight increase of hazardous electrical configurations were identified for correction.

Laboratory Safety Program

Western has 430 active laboratories involved in complex research projects which handle a variety of sensitive biological, chemical, and nuclear/radioactive sources. Approximately 250 of these labs are classified as containment level 2 under the Canadian Biological Safety Standard and workers are interacting with radiation sources in approximately 63 of these labs.

Our laboratory safety program continued to ensure the overall safety of workers in the labs and to verify the completeness of the chemical inventory. Compliance with university policies and procedures, regulations under the Occupational Health and Safety Act and the Ontario Fire Code were also assessed.

Inspections included consultation with researchers on implementing measures to maintain compliance, with equipment safety, reducing the inventory of old and unused chemicals, improving chemical storage, and reducing hazardous waste as the focus. In addition, specialized inspections for the Biosafety and Radiation safety programs were completed, as outlined in more detail below.

The HECHMET chemical inventory and reporting system is utilized by researchers across campus to support good risk management practices, as well as compliance with the WHMIS 2015 standard. Our HECHMET system consists of 82,000 chemicals (9,140 unique). Physical audits of all chemical inventories in the Schulich School of Medicine & Dentistry was completed and are ongoing across campus in 2023.

Biosafety Program

The biosafety function oversees safety measures related to the effects of biological research on humans, plants, and the environment, and specifically monitors the risk of biohazards such as bacteria and viruses used in laboratories.

Other examples of biohazards can include plant pathogens, zoonotic diseases, and human source material.

Last year, 46 Biological Agents Permit Applications (BAPAs) were renewed and approved by Western's Biohazards Subcommittee. In addition, 11 new research projects involving regulated materials were also approved by the Biohazards Subcommittee.

Also in 2022, the University obtained an extension to our Pathogens and Toxin Licence that would allow our researchers to continue their work in the ImPaKT Containment Level 3 facility. The extension until 2025 would allow for specialized research across a number of areas.

In 2023, the Public Health Agency of Canada (PHAC), published an updated "Canadian Biosafety Standard" (CBS 3rd Edition). Our focus will be on the implementation of the new standard which:

- Reduces the listed requirements from 292 to 234 and provides clearer, less prescriptive language and many more performance-based requirements. These changes will allow our researchers and students to clearly understand the intent of the requirements, enabling better regulatory compliance.
- Includes new requirements to have biological spill kits available inside the containment zones, as well as Personal Protective Equipment (PPE) as dictated by local risk assessments, including renewed emphasis for lab workers and caretaking staff in the containment zones to be trained and fully understand what to do in the case of exposure to and/or release of regulated materials and protocols for incident reporting.
- Outlines the new Performance and Verification tests for the whole containment zone, and includes standards for filters, autoclave, biological safety cabinets, airflow, fans and other air quality measures.

Our Biosafety program will be focused on compliance with these new standards in 2023.

Nuclear Safety: Radiation, X-ray, Laser Safety Programs

Radiation Safety Program

Western is successfully fulfilling its obligations under the three Canadian Nuclear Safety Commission (CNSC) licenses: Nuclear Substances and Radiation Devices (Consolidate), Class II Nuclear Facility (Tandetron), and the Import of Controlled Nuclear Substances. The internal permits associated with these licenses are being collaboratively and effectively managed with the guidance of the University Radiation Safety Committee.

Annual compliance reports for the three licenses were successfully and timely submitted to the CNSC. These reports include general information and data that reflect the current performance of the implemented and committed radiation protection program. Additionally, the Radiation Safety Manual has been completely revised and updated. The revised version has been approved by CNSC and uploaded to Western's website.

- A total of 41 radiation permits have been issued under the CNSC licenses and are being managed internally, facilitating the use of 63 laboratories by over 180 Nuclear Energy Workers (NEWs).
- In 2022, all radiation laboratories were inspected in accordance with the CNSC regulations and Western's radiation protection program. Subsequently, the internal database (Radiation Enhanced Management System) was verified and updated based on inspection results and document auditing.
- In-person radiation safety training continued in 2022 with 113 individuals attending the initial training or enrolled in refresher training.

X-ray Safety Program

- Annual inspections of all 22 active x-ray laboratories, 21 permits, and 43 machines were successfully completed in 2022. Radiation surveys conducted during the inspections confirmed that all measurements were at the background level, thus ensuring that radiology-related work is being performed safely at Western.
- Door signs cautioning the use of radiation have been replaced with a unified version across campus and all records have been verified and updated.
- The Ministry of Labour (MOL) approved three applications in 2022 for the relocation of two x-ray systems and the installation of a new machine for Western.

- A total of 224 individuals enrolled in and successfully completed x-ray safety training via the in-house OWL learning system.

Laser Safety Program

- All 44 active laser laboratories, 38 permits, and 137 systems were inspected in 2022.
- Asset inventories and door signs for Class 3B and Class 4 laser systems have been completely updated.
- 154 laser users have successfully completed the online OWL training in 2022.

Personnel Dosimetry Program

- In 2022, a total of 518 dosimeters were distributed to workers and students across various business units based on their potential occupational exposure to penetrating radiation, including x-ray and certain nuclear energy workers. The measured dose for the majority (over 98%) of workers was below the detection limit, or in other words, close to zero.
- Seven workers received a very slight dose that was well below the regulatory limit or Western's stringent action level, demonstrating the effectiveness of our radiation safety programs.

Management of Equipment, Systems and the Cleanout of Radioactive Waste

- An old Molecular Beam Epitaxy (MBE) chamber, which had not been used for several years, was removed from the Tandetron facility at the Western Science Center and disposed of through a specialized contractor. The chamber was chemically contaminated with several toxic elements, including arsenic, tellurium, selenium, indium, gallium, germanium, tin, and copper. The main challenges in mobilizing and disposing of the chamber were its large size and heavy weight, as well as finding a specialized service provider that could handle the toxic contaminants safely and feasibly.
- Five old Liquid Scintillation Counters (LSCs) have been effectively decommissioned after the successful removal and transfer of their radiation sources to a facility licensed by the CNSC. This decommissioning has created sufficient space in the laboratory for other important activities and has reduced the resources necessary for storing them.
- The inventory of stored waste was thoroughly reviewed and updated, and materials that had sufficiently decayed were flagged and disposed of as general garbage. Long-lived nuclear wastes, which had accumulated over the past few years, were collected separately and will be transferred to a licensed nuclear waste service provider for proper disposal.

Environmental Safety Program

Facilities Safety

We are regularly focused on issues relating to construction work activities, pedestrian safety, the design of facilities, and hazard control in buildings. Monitoring of work activities in and around construction and renovation sites was performed regularly to reduce the impact on the University community. In situations where hazardous situations were anticipated, the immediate participation of various stakeholders was encouraged to implement reasonable corrective measures.

Continuous reference and education was provided to staff at Facilities Management (FM). In addition, post-bid meetings with outside contractors were scheduled to review safety policies and procedures prior to the commencement of construction projects. Regular presentations focused on applicable policies and procedures that meet or exceed the minimum requirement of the Ministry of Labour and the Occupational Health and Safety Act and Regulations.

In 2022, many intermittent industrial safety training sessions were provided to Facilities Management and Western Technology Services staff. Most of the courses offered are mandated by legislation and were designed to meet or exceed the legislative standards. Training course included: Fall Protection, Confined Space Entry, Self-Contained Breathing Apparatus, Elevating Work Platforms, Ladder Safety, and Laboratory Safety.

Occupational Hygiene

Health, Safety and Well-being responded to environmental indoor space concerns, including concerns with indoor air quality, dust, heat, mold, and noise concerns. Investigations were conducted and corrective measures were adopted in compliance with Ontario Industrial Regulations.

Hazardous Materials and Waste

Western has efficiently implemented its Hazardous Waste Program across its three locations: the main campus, ICFAR, and Fraunhofer. This program ensures that all hazardous waste is labeled correctly, collected, transported, treated, and disposed of in compliance with various regulations, such as those established by the Ministry of the Environment (MOE), the Canadian Nuclear Safety Commission, and the Transportation of Dangerous Goods Act, among others. The program covers numerous waste materials, including chemical, biological, and radioactive waste generated by research and teaching activities at Western's premises, as well as hazardous recyclables such as batteries and fluorescent light tubes.

Our external contractor collects chemical and hazardous waste from main campus once a week and the other two sites receive monthly pickup. Radioactive waste is stored until it has decayed enough to be considered non-radioactive waste and disposed with general waste. We entrust a reliable outsourced contractor to collect medical and biohazardous waste streams twice weekly. We maintain a robust record-keeping system and regularly share manifests of waste collection and disposal with the Ministry of the Environment to ensure compliance with regulations.

The Hazardous Materials Emergency Response Team (HAZMAT) were engaged in eleven training sessions during 2022. The 16-member team consists of staff from the research sector and trades personnel from Facilities Management. Training sessions focused mainly on Western's research environment and potential issues of uncontrolled release of hazardous materials such as chemical, nuclear, or biological agents. This versatile and unique team can work with emergency agencies on any emergency at the University and can specifically perform confined space rescue if required.

First Aid Safety Program

There are 255 First Aid representatives across campus who are accountable for first aid kits in their work locations and to maintain first aid certification. Some of these representatives had expired certificates following a period where training was difficult to deliver. In 2022, 17 training sessions were provided where 116 employees completed first aid training certification. These numbers do not include both Hospitality Services and Facilities Management, which included another 96 employees.

Workplace Health

The primary role of Workplace Health is to provide health surveillance to employees at Western, particularly those working with pathogens, toxins and other hazardous materials or conditions. There are several different surveillance programs provided as well as drop-in visits for workplace injuries, blood pressure screening, and crisis support for employees as needed.

Workplace Health By-the-Numbers

Flu Clinic 2022
740 injections given to Western employees

114
Hearing tests

407
Annual Health Review Visits

332
Job Placement Health Assessments

14
HAZMAT Team Medicals

268
Drop-in / Nurse Visits

168
Pulmonary Function Tests

245
TB Skin Tests (Mantoux Test)

130
OccupationalHealth Physician Visits

Workplace Accident and Incident Trends

Our overall accident/incident totals increased 16% over our previous year – with a total of 320 incidents in 2022 vs. 266 incidents in 2021. This total of accident/incidents have increased coming out of the pandemic with increased campus activity and volume, however remain low when compared to a ten-year average of 356 reports from 2013-2022. An important note is that our two highest areas of accidents/ incidents (Hospitality Services and Facilities Management) stayed relatively stable despite the increased on-campus presence and support. Between those two areas, they account for 218 (68%) of the 320 incidents.

2022 Reported Claims to the Workplace Safety Insurance Board (WSIB)				
Lost Time Claims	Approved Lost Time Claims	No Lost Time Claims	Approved No Lost Time Claims	Total Claims to WSIB
35	19 (54%)	84	64 (76%)	129

As a percentage of our overall accidents or incidents, lost time remains low (13%). Lost time continues to be the priority focus of our Health, Safety and Well-being team, as a lost time claim is created when a worker suffers a work-related injury that results in being off work past the day of accident, a loss of wages/ earnings, or a permanent disability or impairment.

In 2022 our team worked hard to promote awareness, training and review of Standard Operating Procedures (SOP) and additional Personal Protective Equipment (PPE) measures around burn and sharp related injuries, specifically to the Hospitality Services group but also more broadly campus wide. The results have been promising with a reduction of 35% of this accident/injury category within this department.

In 2023 there will be a continued focus of the control of hazards in the workplace including falls, and overexertion/strain type injuries on campus. These injury types contributed to 45% of all reported accident/injuries over a ten-year average (2013-2022).

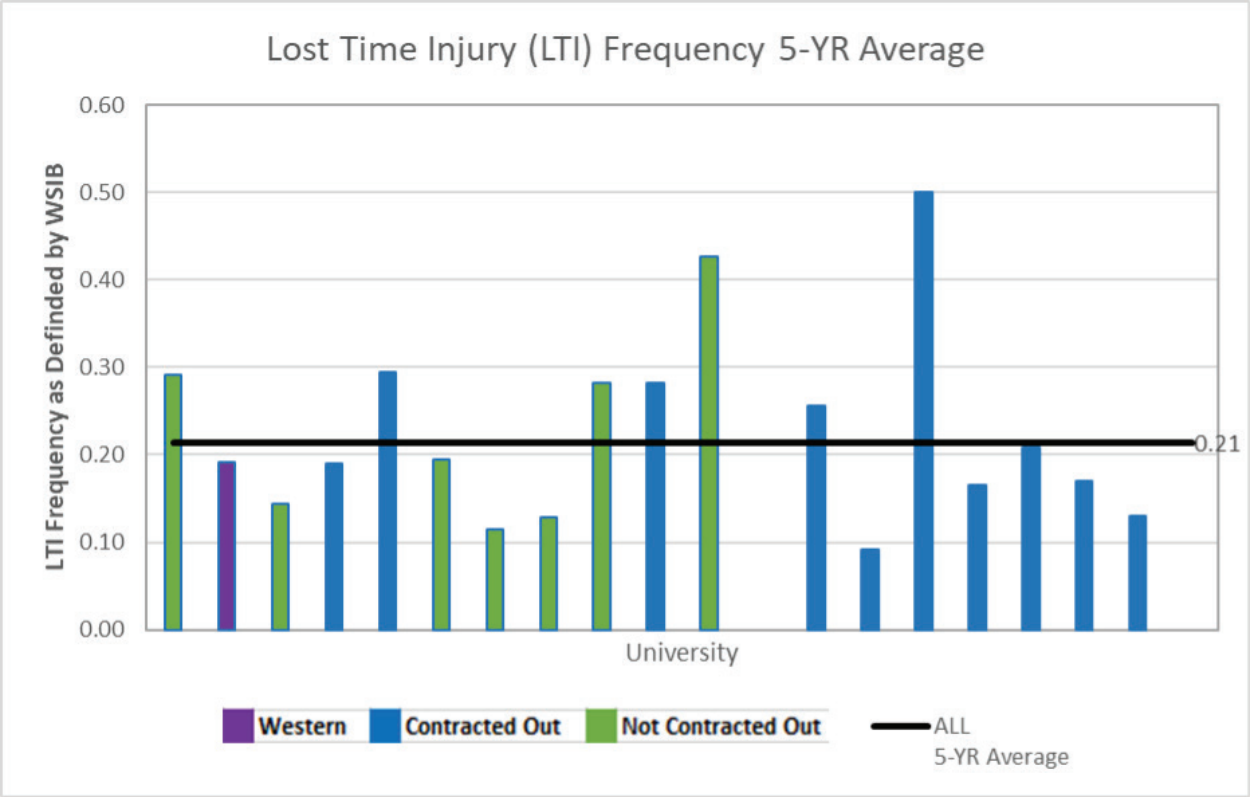
Western's main campus is on 455 hectares of land with 98 buildings.

WSIB Health and Safety Excellence Program

Western is participating in the WSIB's Health and Safety Excellence Program (HSEP), an incentive program where a percentage of our premiums are refunded upon completion per topic. Up to five topics can be chosen. It is intended to improve safety programs and reduce accidents. In 2021 we received $14,846 for one topic and are working on three topics for 2022-2023.

Council of Ontario Universities (COU) - Comparison

Western has consistently performed well with our five-year Lost Time Injury Frequency (LTIF) average, relative to our peer institutions. In both 2020 and 2021 many of our peer institutions improved their LTIF due to the pandemic resulting in significantly higher work-from-home arrangements for employees.



Lost Time Injury Frequency (LTIF) is a calculation of the number of allowed fatal and non-fatal claims divided by the derived hours worked multiplied by 200,000. As reported by WSIB, our Lost Time Injury Frequency (LTIF) for 2022 was 0.19 vs. 0.24 for 2021.

It's important to note that many of our peer institutions have chosen to outsource their food service work (see blue bars) - as a result, their LTIF rates are not reflected in the institutional data listed above. Institutions with similar service models are our true comparators (see green bars). Western is higher than the average of all Ontario universities for the first time, attributed to the in-person experience we provided to our students.

Western's WSIB premium rate rose slightly in 2022 from 0.23 to 0.25 $/100 payroll. This is below the Education group standard rate of 0.34, indicating better mitigation of workplace accidents at Western relative to our peers.

2023 Areas of Focus

Well-Being and Workplace Health Initiatives

Our team is in the process of expanding the targeted, educational resources we provide to employees and leaders on topics of mental health and wellness. It is our aim to proactively address common health issues that are known to impact function in the workplace. Examples of educational initiatives include the following:

- A 9-module on-line series of handouts about common medical conditions and their effects at work, including strategies that may be applied to manage each condition
- A 6-module on-line series demonstrating helpful wellness strategies
- Handouts outlining the accessibility features of on-line platforms such as Google, Microsoft, Apple, and Zoom
- Information on foot safety
- A toolkit for leaders about neurodiversity in the workplace

We will also be updating our available assistive technology options for employees.

Reducing the financial and psycho-social impact of disability

Throughout 2023 we will continue to assess and analyze factors contributing to long-term disability claims within our organization and continue to develop and evaluate strategies to address them. Current strategies include:

- Implementing safety protocols and training programs to reduce the risk of workplace injuries.
- Further developing programs and initiatives to promote healthy lifestyles, provide access to mental health resources, and encourage early intervention for health issues.
- Continue to work with departments, union groups and employees on ways in which to help injured or disabled employees return to work as soon as possible with reasonable accommodations.
- Continuing to focus on best practices in managing disability claims, including early intervention, effective communication, and consistent monitoring of claims.
- Leveraging data and analytics to identify trends and monitor the effectiveness of interventions with new technology and the redesign of work processes.

Technology Upgrade

Tools to support inspections, laboratory, biological, and radiation safety, accident and incident reporting, dashboards and reporting are all being upgraded on a new platform called **Work Safe at Western**. This is a third-party vendor solution, originally developed by Cornell University and now used by many large North American research-intensive universities.

Western will be the first Canadian university to deploy this software and application across campus to monitor and manage workplace hazards and controls. The focus in 2023 will be on configuring and deploying the various modules, first to our Health, Safety and Well-being team professionals and then engaging our colleagues in Facilities Management, Fire Safety, safety committee members, principle investigators and area managers across campus. The application will be replacing our existing chemical inventory.

Safety Programs

- Continue scheduled audits and inspections in various programs
- Implementation and compliance with revised Biological Safety Standards
- Improved training programs, both on-line and in person, specialized and those for the general population
- Improved workflow and communication regarding outstanding compliance issues

Health, Safety and Well-being

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ITEM 5.0 – Unanimous Consent Agenda

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

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

EXECUTIVE SUMMARY:

The Board's parliamentary authority - *American Institute of Parliamentarians Standard Code of Parliamentary Procedure* (formerly called *Sturgis Standard Code of Parliamentary Procedure)* - explains the consent agenda:

> Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.
>
> Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual votes.

A number of Canadian university governing bodies have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the governing body to focus on major items of business. While approval of an omnibus motion saves time at meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, they may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, they can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is present.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

ITEM 5.1(a) – New Scholarships, Awards, and Prizes

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Property and Finance Committee, on behalf of the Board of Governors, approved the Terms of Reference for the new scholarships, awards, and prizes as shown in Item 5.1(a)(i).

Scholarships, Awards, and Prizes are funded in two different ways, through donor funding and through operating funding. Donor-funded scholarships, awards, and prizes are recommended by the Senate for approval by the Property and Finance Committee, on behalf of the Board, in accordance with the Property and Finance Committee Terms of Reference. These scholarships, awards, and prizes are shown in Item 5.1(a)(i).

The operating-funded scholarships, awards, and prizes are provided for information in 5.1(a)(ii).

ATTACHMENT(S):

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

5.1(a)(ii) New Western-Funded Scholarships

New Scholarships, Awards and Prizes

Faculty of Arts and Humanities

Olga and Guido Pugliese Award for the Study of Italian
Awarded to a full-time undergraduate student in a degree program within any faculty, participating in a formal exchange or an Italian Study Abroad experience in Italy with an emphasis on some aspect of Italian culture, Italian language or Italian-Canadian studies based on academic achievement. Preference will be given to students who have taken at least one Italian Language credit or are planning to take one, and for those with a travel opportunity of 4 weeks or more. Students may only receive this scholarship once during their academic career at Western. Students will be selected based on a combination of academic achievement, as well as a statement outlining what they expect to learn through their international experience, and what they intend to use the funds for. Students should submit their statement to the Department of Languages and Cultures by November 30. A committee in the Department of Languages and Cultures, including mainly faculty members from the Italian Studies program, will select recipients.

Value: 6-8 awards valued between $1,500-$2,000 each, based on funds available annually
Effective: 2023-2024 academic year

This award was established by Professor Emerita Olga Zorzi Pugliese (B.A. 1963; Ph.D 1969, U of Toronto) and bears her name and that of her late husband Guido Pugliese, both professors of Italian at the University of Toronto, who have committed themselves to promoting Italian and Italian-Canadian studies at Ontario universities.

Faculty of Engineering

Spadotto and Greco Family Women in Engineering Award
Awarded to full-time undergraduate students in first year in the Faculty of Engineering based on academic achievement. Preference will be given to candidates who demonstrate community involvement and participation in extra-curricular activities and are self-identified women in programs where they are under-represented. An award application must be completed online through the Engineering Undergraduate Services Web site (http://www.eng.uwo.ca/undergraduate) by September 30. Recipients will be selected by the Scholarship and Awards Committee in the Faculty of Engineering. This award was established through a generous donation from Paul Greco, B.E.Sc. '98.

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Faculty of Health Sciences

Patricia D. Laing Memorial Bursary in Kinesiology
Awarded to full-time undergraduate students in the Faculty of Health Sciences based on financial need. Preference will be given to candidates in the School of Kinesiology.

Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This award was established by the family of Patricia D. Laing (BA '54).

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Any Graduate Program

Ting-Yim Lee Graduate Bursary
Awarded to full-time graduate students in the Medical Biophysics program in the Schulich School of Medicine & Dentistry based on financial need. If students in the Medical Biophysics program are not identified, then graduate students in the Molecular Imaging Collaborative Specialization will be eligible. A committee in Medical Biophysics will select recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This bursary was established through a generous donation from Ting-Yim Lee.

Value: 1 at $1,000, awarded annually
Effective: May 2023

Ivey Business School

M. Bruce Deans HBA ’55 Bursary
Awarded to a full-time undergraduate student in the HBA program at the Ivey Business School based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This bursary was established by a generous gift from M. Bruce Deans (HBA 1955).

Value: 1 at $1,000, awarded annually
Effective: 2023-2024 academic year

Trudy Fahie HBA '81 Award
Awarded to full-time students entering the Honours Business Administration Program at the Ivey Business School based on financial need and community leadership. Preference will be given to candidates who self-identify as Black or a racialized person of colour. Online financial assistance applications are available through Student Center and must be submitted by September 30. The HBA Scholarship Committee will select the recipients, once the Office of the Registrar has assessed the financial need.

Value: 2 at $5,000, awarded annually
Effective: 2023-2024 to 2025-2026 academic year inclusive

Schulich School of Medicine & Dentistry

Davis Family Bursary in Medicine

Awarded to full-time undergraduate students in the Doctor of Medicine (MD) program, Schulich School of Medicine & Dentistry based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This bursary was established by a generous gift from Dr. Nora Davis (MD'65) and Mr. Allan E. Davis.

Value: 1 at $2,780, awarded annually or as funds permit in the final year
Effective: 2023-2024 to 2027-2028 academic years inclusive

The Verity Family Medical Fund Undergraduate Bursary
Awarded to full-time undergraduate students in the Doctor of Medicine (MD) program in the Schulich School of Medicine & Dentistry based on financial need. Preference will be given to candidates who self-identify as belonging to any equity-deserving group. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This award was established through a generous bequest from the Estate of Jean Anne Verity.

Value: Annual number and value will be based on funding available
Effective: 2023-2024 academic year

The Verity Family Medical Fund Graduate Award
Awarded to full-time graduate students in Schulich Medicine, in the School of Medicine & Dentistry, based on academic achievement. International students may also be considered for this award. Preference will be given to candidates who self-identify as belonging to any equity-deserving group. Applications are available from Graduate Studies and Postdoctoral Affairs in the Schulich School of Medicine & Dentistry. A committee within the Schulich School of Medicine & Dentistry will select the recipient. At least one representative must hold membership in the School of Graduate and Postdoctoral Studies. This award was established through a generous bequest from the Estate of Jean Anne Verity.

Value: Annual number and value will be based on funding available
Effective: May 2023

Meds Class of 2006 Bursary
Awarded to full-time undergraduate students in the Doctor of Medicine (MD) program, Schulich School of Medicine & Dentistry, based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: 1 at $1,100, awarded annually
Effective: 2023-2024 academic year

This award was established by the Medicine Class of 2006 on the occasion of their 15th reunion, which took place during the COVID-19 pandemic, with the aim of supporting a medical student in financial need. The Meds Class of 2006 was one of only a few classes throughout the school's history to win the Tachy Cup twice (in 2004 and 2006) and has also given rise to many physician leaders who have been deeply committed to

advancing health equity. In endowing this award, the Meds Class of 2006 hopes to inspire students to giving back through volunteering, civic engagement, and artistic pursuits.

New Western-Funded Scholarship

Carmeta Thelma Hodges Western Continuing Admission Scholarship of Excellence for Black Students (Any first-entry undergraduate program)
Awarded to entering, full-time, first-year domestic or international students, applying for admission to a first-entry undergraduate program directly from secondary school (or equivalent), based on a competitive admission average as calculated by Western. Students in receipt of a National Scholarship or a Schulich Leader Scholarship are not eligible. This scholarship will continue for up to 4 years provided the recipient maintains an 80% average on a full-time status (minimum 3.5 course load) every academic year.

Value: 10 at $6,000 continuing for up to 4 years, plus $2,000 for optional study abroad experience.
Effective Date: 2022-2023 academic year

ITEM 5.1(b) – Western University Standard and Poor's Credit Rating

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The S&P Credit Rating Report is published annually and provides the University's credit rating score. The report is provided to the Property and Finance Committee and the Board of Governors on an annual basis for information. The current report states that the University has maintained its 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), Queen's (AA Stable), McMaster (AA Stable), Ottawa (AA- Stable,) and York (A+ Stable).

ATTACHMENT(S):

Memo from the Associate Vice-President (Operations & Finance)

Credit Rating Report

Western

Financial Services

MEMORANDUM

To: Property & Finance Committee

From: Eric Mallory

Date: February 23, 2022

Re: S&P Credit Rating Report – AA Stable

Members of the Committee,

I'm pleased to share that Western's credit rating report was issued by S&P Global on February 21, 2023, maintaining our existing AA credit rating with a stable outlook.

In their report, S&P references the strength of Western's enterprise and financial profile, a long-standing observation. The university has maintained our AA stable rating since 2013, and we continue to view this as a positive external indicator of Western's financial health and market position.

The published credit rating report is attached for your reference. I'll be pleased to field questions or comments members may have when this item is presented for information in April.

Take care,

Eric Mallory
Associate Vice-President (Financial Services)

Western University, Support Services Building 6100, 1393 Western Road, London, ON, Canada N6G 1G9
t. 519.661.2111 ext. 85416 emallor2@uwo.ca www.westernu.ca/finance

S&P Global
Ratings

RatingsDirect®

University of Western Ontario

February 21, 2023

This report does not constitute a rating action.

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an S&P Global Ratings affiliate
Gurgaon Haryana

Credit Highlights

Overview

Enterprise profile	Financial profile
--The University of Western Ontario's solid market position and outstanding student quality metrics underpin its very strong enterprise profile.	--We expect that spurred by the persistent enrollment growth, the university will continue generating very strong operating margins.
--The excellent economic and demographic fundamentals of the Province of Ontario help to sustain domestic demand.	--We expect the university's significant financial resources will help to keep its debt burden moderate.
--However, as Western attracts most of its students from Ontario, it has a more limited geographic draw relative to Canadian peers.	--Western's credit profile is bolstered by strong liquidity.

S&P Global Ratings' long-term issuer credit rating on the University of Western Ontario is 'AA'. The rating reflects Western's 'aa' stand-alone credit profile, which is based on our combined assessment of the university's very strong enterprise and financial profiles. The rating also reflects our opinion of a moderately high likelihood that the Ontario government would provide extraordinary support in the event of financial distress. Western continues to generate very strong financial results despite the operational disruptions to on-campus activities, with healthy student demand helping to offset losses in ancillary operations and flat government funding and domestic tuition revenue. We believe that the threat of a prolonged COVID-19 pandemic and associated restrictions to on-campus activities have largely abated.

Outlook

The stable outlook reflects our 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 strong 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 enrollment levels and revenue materially decreased, 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 very strong 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

Founded in 1878 and located in London, Ont., the University of Western Ontario is a research-intensive, doctoral university with 12 faculties and schools, including schools of medicine and dentistry, law, engineering, and business. It is a founding member of the U15, Canada’s most distinguished research universities. As of fall 2022, the university had 38,060 FTE students, a 3.1% increase from the previous year. It also has affiliations with four research institutes, three university colleges, and two teaching hospitals.

Western's very strong enterprise profile is characterized by a strong demand profile and market position, as well as good management and governance practices. In fall 2022, the first-year selectivity rate (offers-to-applications) was 67.1% and it has been increasing since 2021; however, this is in line with that of Canadian peers, which all increased domestic offers in anticipation of a drop in international student enrollment. In fall 2022, Western’s total headcount rose 2.5%, accompanied by an uptick in undergraduate student numbers of 3.5%, which helped to offset the slight decline in graduate student numbers. Meanwhile, the percentage of international students had modestly increased, highlighting that the proportion of students from Ontario is 79%. Therefore, we view Western's student draw as having limited geographic diversity compared with that of some peers. The university continues working toward increasing its international student body and expanding its source countries, which could support revenue diversity. Western has consistently demonstrated strong retention rates greater than 90% and six-year graduation rates averaging 84% in the past four years. Also supporting our assessment is our view of the higher education sector's low industry risk, with countercyclicality 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$54,000 in 2022; 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 strong operating margins that we believe lends stability to the credit profile. Overall, we consider Western's transparency and disclosure good, with policies, procedures, and risk management capabilities to adequately identify, monitor, and mitigate risks. The university typically 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 and has formal policies for endowments, investments, debt, and reserves.

We assess Western's financial profile as very strong, supported by robust operating margins of almost 18% on a three-year weighted-average basis. The university ended fiscal 2022 with a high net operating margin of 22% (S&P Global Ratings adjusted), reflecting the significant increase in sales and services (ancillary operations revenues) due to more on-campus activities. 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, student aid (through the tuition framework), and enrollment expansion (through operating grants, which are not expected to increase in real terms).

As of 2022, Western had C$2.9 billion in cash and investments, a slight increase from C$2.7 billion in 2021, more than two times its available resources, indicating very strong liquidity, which bolsters our assessment of the financial resources potentially available to it under a stress scenario. Our measure of available resources (internally restricted net assets plus internally restricted endowments) slightly increased to C$1.3 billion at year-end fiscal 2022 from C$1.2 billion the year before. This was sufficient to cover 107% of adjusted operating expenses on a three-year weighted-average basis, a level we consider very high. We expect 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. The endowment market value increased slightly to C$1.0 billion at fiscal year-end 2022 from C$990 million in 2021, reflecting good investment management of the endowment portfolio. Approximately C$36 million of endowed investment returns was allocated for spending in fiscal 2022, in line with the university's spending policy of 4% of the average value of the total endowment over the most recent five-year period.

In our view, the university has a moderate debt burden. At fiscal year-end 2022, total gross debt outstanding was C$327.4 million and consisted of two 40-year fixed-rate bullet debentures totaling C$288.7 million (maturing in 2047 and 2057) and C$39 million in amortizing banker's acceptances (from a C$100 million nonrevolving facility maturing in fiscal 2027). In our view, the debt structure is aggressive, because more than 50% of total debt is non-amortizing; however, the university has established sinking funds to help repay the bullet debentures (C$41.5 million at the end of fiscal 2022), partially mitigating the associated risks. Our estimate of maximum annual debt service (which includes an estimated principal component for non-amortizing debt) equals 2.6% of adjusted fiscal 2022 operating expenses. In our view, the debt burden is manageable, given Western's good operating performance and the healthy level of available resources equal to more 3x the debt, based on a three-year weighted average. The university does not expect to take on additional external debt in the next few years and we believe that debt service coverage will remain more than adequate throughout our outlook horizon.

Western has a defined-contribution pension plan for current employees, shifting 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$228,000 as of December 2021. We do not consider the liabilities associated with this plan significant. Most of Western's postemployment liabilities relate to unfunded non-pension benefits, such as medical and dental. At fiscal year-end 2021, these liabilities amounted to C$478.6 million, 15% less than the previous year.

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 a five-year average of 20% of the university's total revenue, and it appoints four of 28 board members.

We rate Western two notches above Ontario. The differential reflects our view that there is a measurable likelihood that the university's 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 through 2022-2023. Furthermore, the province did not provide additional grant revenue to offset the tuition cut and is at present targeting the implementation of performance-based funding in fiscal 2024. Neither the federal nor provincial government has announced any material financial support to the postsecondary sector. Although we are not expecting any material increase in ongoing operating or capital funding from the province in the medium term, we still believe that there is a moderately high likelihood that the province would provide support to Western in a distress scenario.

Environmental, Social, And Governance

We view the health and safety social risks posed by the pandemic as abating for the higher education sector; however, given the pandemic's significant effects on modes of instruction and enrollment trends over the past two years, we believe a future public health event of similar size and scope could again affect demand and finances. We evaluated Western's environmental and governance factors and found them to be neutral within our credit analysis sector as a whole.

Key Statistics

University of Western Ontario – Selected Indicators

		--Fiscal year-end April 30--				Medians for 'A' rated public colleges & universities*
(Mil. C$)	**2023 demand**	**2022**	**2021**	**2020**	**2019**	**2021**
Enterprise profile						
Full-time equivalent enrollment (no.)	38,060	36,904	35,258	33,737	33,353	37,225
Selectivity rate (%)	67	64	66	53	55	71
Undergraduates as a % of total enrollment	81	80	81	80	81	81
Retention rate (%)	N.A.	N.A.	93	95	94	86
Graduation rates (six years) (%)	N.A.	85	85	83	83	70
Financial profile						
Adjusted operating revenue	N.A.	1,445	1,280	1,290	1,306	MNR
Adjusted operating expense	N.A.	1,184	1,106	1,161	1,146	MNR
Net adjusted operating margin (%)†	N.A.	22	16	11	14	4

Student dependence (%)	N.A.	34	36	35	35	36
Government operating grant dependence (%)	N.A.	19	21	21	20	17
Investment income dependence (%)	N.A.	8	18	3	7	1
Outstanding debt	N.A.	327	345	353	361	862
Maximum annual debt service/total operating expense (%)	N.A.	3	4	4	4	3
Available resources to adjusted operating expenses (%)	N.A.	113	111	83	79	43
Available resources to total debt (%)†	N.A.	409	357	275	252	132

*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: Environmental, Social, And Governance Principles In Credit Ratings, Oct. 10, 2021
- 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: Principles Of Credit Ratings, Feb. 16, 2011

Related Research

- Outlook For Global Not-For-Profit Higher Education: Credit Quality Continues To Diverge, January 18, 2023
- Australia, Canada, Mexico, And U.K. Universities Medians: Fiscal 2021 Credit Trends Turned Positive Despite Challenges, Oct. 20, 2022
- U.S. Not-For-Profit Public College And University Fiscal 2021 Median Ratios: Federal and State Funds Relieve Pandemic Pressure, Elevate Margins, July 12, 2022

Ratings Detail (as of February 21, 2023)*

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 5.1(c) - Investment Committee Membership

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

On the recommendation of the Investment Committee, the Property and Finance Committee reappointed Lee Sienna to the Investment Committee for a three-year term ending March 2026.

The Investment Committee is a subcommittee of the Property and Finance Committee. The membership is made up of Administration, current or former Board members, and individuals with investment expertise as recommended by the Investment Committee and approved by the Property and Finance Committee.

The recommendation to reappoint Lee Sienna comes at a time when the University is entering more private market strategies. Lee's participation in the Private Markets Working Group, and his deep expertise in private markets, continues to be valuable to the Investment Committee as these strategies are considered.

Including the above reappointment, the Committee voting members and terms are as follows:

Appointed by the P&F Committee

Jim Knowles *(former board member)*	(May 2023)
Jeff Parr	(September 2023)
Doug Porter	(February 2024)
Doug Greaves	(August 2024)
Sarah Takaki	(May 2025)
David Stenason	(December 2025)
Lee Sienna	(March 2026)

Ex-Officio

Lynn Logan - Vice-President (Operations & Finance)
Eric Mallory - Associate Vice-President (Financial Services)
Martin Belanger - Director, Investments

Investment Committee Membership Recommendation

Background:

Mr. Sienna recently retired from Ontario Teacher’s Pension Plan. In June 2009 he was appointed to the position of Vice-President, Long Term Equities; a newly

created portfolio within the private equity group at Ontario Teacher's Pension Plan. From 2002 until his new appointment, he was Vice President, Private Capital of Ontario Teachers' Pension Plan. From 1998 to 2002, Mr. Sienna was partner at Calcap Corporate Finance Limited, a consulting firm specializing in mergers and acquisitions. From 1995 to 1998, Mr. Sienna was Vice President, Corporate Development at Dairyworld Foods. Prior to 1995, he held various positions in management and corporate development for companies in the beverage, food and entertainment industries, primarily with John Labatt Limited. Mr. Sienna serves on the Board of Directors of ALH Holding Inc., Easton-Bell Sports, AOT Bedding Holdings Corporation (Serta), GNC Corporation and GCAN Insurance Company. He is also a Chartered Accountant and a graduate (HBA) of the Richard Ivey School of Business and received an MBA from the Rotman School at the University of Toronto. He is also a member of the Institute of Corporate Directors.

Mr. Sienna has served four terms on the Committee, with his current term ending March 2023. He has agreed to a three-year renewal, extending his membership to March 2026.

ITEM 5.2(a) – Fund Raising Quarterly Report (Q3)

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Fund Raising Quarterly Report is received for information by the Fund Raising and Donor Relations Committee and the Board of Governors.

A few notes on the report:

- Cost per dollar raised and Return on Investment will be calculated at end of Q4.
- Contributions (or cash) received as a result of one-time gifts and payments on pledges received in past years is trending as expected by end of Q3 – $40M or 51% of target.
- Further review of pledges in arrears will be a focus before year-end.

ATTACHMENT(S):

Fund Raising Quarterly Report (Q3)

FUND RAISING QUARTERLY REPORT
as at January 31, 2023
(with comparative figures for Fiscal Year 2021 and 2022)

PLEDGE DATA[1]

	May 1, 2022 to January 31, 2023 (000's)			Fiscal Year 2022 (000's)		Fiscal Year 2021 (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]	73,009	73,009	N/A	86,866	86,866	90,430	90,430
New Gifts & Pledges (Gross)	75,000	36,597	48.80%	57,751	83,815	28,724	71,398
Pledges cancelled/amended on new/prior pledges	(5,094)	(274)	5.38%	(28)	(2,969)	(311)	(795)
Net New Pledges/Gifts	**69,906**	**36,323**	**51.96%**	**57,723**	**80,846**	**28,413**	**70,603**
Contributions received in payment of pledges/gifts[2]	74,236	40,202	54.15%	66,710	94,703	42,013	74,167
Net Pledges Outstanding	**68,679**	**69,131**	**100.66%**	**77,879**	**73,009**	**76,830**	**86,866**

COST PER DOLLAR RAISED

University Advancement Fundraising Units	May 1, 2022 to January 31, 2023 (000's)			May 1, 2021 to April 30, 2022 (000's)			May 1, 2020 to April 30, 2021 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Total Expenses/Cost Per Dollar Raised	**36,323**	**7,172**	**N/A**	**83,815**	**10,587**	**$0.13**	**71,387**	**10,091**	**$0.14**
3-Year Average Cost Per Dollar Raised[3]				**73,848**	**10,212**	**$0.14**	**71,845**	**10,159**	**$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
Total Return on Investment	**36,371**	**7,172**	**N/A**	67,782	10,587	**$6.40**	62,172	10,091	**$6.16**
3-Year Average Return on Investment				64,149	10,242	**$6.26**	57,472	10,166	**$5.65**

[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 5.3(a) – University Discipline Appeals Committee (UDAC) Membership

ACTION: ☒ APPROVAL ☐ INFORMATION ☐ DISCUSSION

Composition:

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

No more than two of the faculty members shall be from the same Faculty. Undergraduate students shall be appointed from a broad range of Faculties and no more than two of the graduate students shall be from the same division.

The Chair shall be appointed annually.

Current Elected Members:

Terms ending June 30, 2023:

Chair:	Chris Sherrin (Law)
Faculty:	Clare Robinson (Engineering), Ken Yeung (Sci), Maya Shatzmiller (SS)
Undergraduates:	Orlando Scarlett (SS), Abigail Scott (SS), Karanvir Tiwana (Sci), Owen Robson (SS), Devon Golding (Sci)
Graduates:	Dana Broberg (Schulich), Heidi Steeves (AH), Stephanie Brocklehurst

Terms continuing to June 30, 2024:

Faculty:	Jane Toswell (AH), Mi Song Kim (Edu)

Terms continuing to June 30, 2025:

Faculty:	Aaron Hodgson (Music), Amy Horton (HSci)

For the term July 1, 2023 – June 30, 2024

Required: One (1) Chair (term to June 30, 2024)

Nominee: Chris Sherrin (Law) (Chair) Term to June 30, 2024

Required: Three (3) graduate students (terms to June 30, 2024)

Nominees:	Dana Broberg (Schulich)	(Student, GRAD)	Term to June 30, 2024
	Heidi Steeves (AH)	(Student, GRAD)	Term to June 30, 2024
		(Student, GRAD)	Term to June 30, 2024

Required: Five (5) undergraduate students (terms to June 30, 2024)

Nominees: _____ (Student, UNDG) Term to June 30, 2024

	(Student, UNDG)	Term to June 30, 2024
	(Student, UNDG)	Term to June 30, 2024
	(Student, UNDG)	Term to June 30, 2024
	(Student, UNDG)	Term to June 30, 2024

For the term July 1, 2023 to June 30, 2026

Required: Three (3) members of faculty (terms to June 30, 2026)

Nominees:	Randal Graham (Law)	(Faculty)	Term to June 30, 2026
	Andrew Walsh (SS)	(Faculty)	Term to June 30, 2026
		(Faculty)	Term to June 30, 2026

ATTACHMENT(S):

UDAC Nominee Biographies

UDAC Nominee Biographies

Chris Sherrin *Chair, Faculty of Law*

Dr. Christopher Sherrin joined the Faculty of Law in 2006. His primary areas of research are criminal law and procedure, evidence, the Charter, and wrongful convictions. Previously, he practiced as criminal defense counsel in Toronto. He has acted as part-time Assistant Crown Attorney, consultant to and researcher for various commissions of inquiry, Director of the Innocence Project at Osgoode Hall Law School, member of the local Legal Aid Ontario Area Committee, and editor of the Annotated Youth Criminal Justice Act Service and the Wrongful Conviction Law Review. He has also been active in judicial and continuing legal education.

Randal Graham *Faculty of Law*

Dr. Graham is an award-winning novelist who has been a law professor at Western University for over 20 years. His primary fields of interest are legal ethics, statutory interpretation, and law & literature. He has taught courses in criminal law, corporate law, administrative law, taxation, legal ethics, evidence law, statutory interpretation, legal rhetoric, microeconomics, and research methodology. He has won numerous awards for both his teaching and research, including the Faculty Scholar designation in 2005 and the Edward G. Pleva Award for Excellence in Teaching in 2020.

Andrew Walsh *Faculty of Social Science*

Andrew Walsh is an Associate Professor in Anthropology where he has served as Graduate Chair and Undergraduate Chair. While at Western he has served as PI on two completed SSHRC funded research projects and is currently in the midst of a third, this one focusing on small-scale (DIY) conservation, development and humanitarian projects in Madagascar. Along with collaborators Ian Colquhoun and Alex Totomarovario, he was the inaugural winner of the Vice-Provost Award for Excellence in Collaborative Teaching in recognition of (ongoing) collaborative work in teaching and research involving colleagues and students at l’Université d’Antsiranana in Madagascar.

Dana Broberg — *Graduate Student, Schulich School of Medicine & Dentistry*

I will be entering the fourth year of a PhD in Medical Biophysics in September, having also completed my undergraduate degree at Western. My thesis work is centered on speech pathology and neuroimaging in cerebrovascular disease. I hope to continue to be involved in research throughout my career. Therefore, I look forward to any opportunity that will continue to develop my critical and ethical thinking skills, which are invaluable to a research career. As a graduate student member of UDAC these past few years, I would be honoured to serve another term on this committee.

Heidi Steeves — *Graduate Student, Faculty of Arts & Humanities*

Heidi is a PhD student who has worked on issues concerning moral, political, and social philosophy and is exploring what placebo can tell us about intentionalism in philosophy of mind. She has completed a BA in Philosophy, Certificate in Ethics, and her Masters at Western. Heidi has been involved in the re-development of Western's K-12 Philosophy Outreach Program, Society of Mature Students, Peer Mentoring, and King's Liberal Arts 101 outreach program. She has completed an inclusive pedagogy workshop and SafeTalk training. Heidi has TA'd courses including Introduction to Philosophy, Critical Thinking, Big Ideas, Ethics Law and Politics, Health Care Ethics, and Philosophy and Artificial Intelligence.

ITEM 5.4(a) – Report of the Academic Colleague

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

February 7-8, 2023 Meetings

The COU Academic Colleagues met on February 7 and 8, 2023. The February 7 meeting included a presentation from Benoit-Antoine Bacon, President and Vice-Chancellor, Carleton University entitled "Conversation on Mental Health and Wellness in the University Context". Dr. Bacon shared his reflections on the meaning of a healthy and successful institution, and the distinction between being functional and being well/thriving in the context of individuals and universities as institutions and communities.
The February 8 meeting included updates from COU which may be of interest to Senators:

International: in June 2022, COU created a working group on international education to provide Executive Heads with recommendations on policy and advocacy issues. On January 26, 2023, Executive Heads indicated support for a series of recommendations from the working group on issues including agent management, tuition predictability/transparency, advocacy with Immigration, Refugees and Citizenship Canada on visa processing, the International Student Recovery fee policy, expanding eligibility for experiential and work-integrated learning opportunities to international students, and sector data collection and analysis.

Financial Sustainability & the Auditor General's Recommendations: As ongoing follow up to the Auditor General's Value-for-Money Audit on Financial Management in Ontario Universities, COU will: continue advocacy related to tuition and revenue flexibility, collaborate with the Ministry on its new financial accountability framework and provide further input on some of the details of their plan, provide information to the Ministry on themes including financial sustainability and system design and continue to promote and communicate the sector's leading practices in university board governance in consultation with Board Secretaries and other groups.

Blue-Ribbon Panel: the Ontario Ministry of Colleges and Universities announced the formation of a blue-ribbon panel to "to provide advice and recommendations for keeping the postsecondary education sector financially stable and focused on providing the best student experience possible." The members include "leaders from the academic and business communities [with] expertise in postsecondary education, research and innovation, financial management, and economic development."

Quality Council: the annual report of the Ontario Universities' Council on Quality Assurance is available here. It contains discussion of the revised Quality Assurance Framework and a list of the 63 new programs approved in 2021-22, including three at Western (Primary Healthcare Nurse Practitioner GDip; Major in Creative Arts and Production BA; Artificial Intelligence Systems Engineering MESc).

Microcredentials: The Ministry has announced its intention to create a Microcredentials Quality Assurance Framework for the province. The Provincial Educational Quality Assessment Board will lead stakeholder consultations to develop key principles and an implementation approach. University sector stakeholders to be consulted include the Quality Council and the COU Microcredentials Working Group.

April 4-5, 2023 Meetings

The Academic Colleagues met on April 4 and 5, 2023. The full COU council (academic colleagues and executive heads) met on April 6.

The April 4 meeting included a presentation from Dr. Isabel Pedersen, Professor, Faculty of Social Science and Humanities, Ontario Tech University, and Founding Director, Digital Life Institute, on "Developments in Artificial Intelligence." Dr. Pedersen reflected on her own teaching practices and the topic of Generative AI considering her three recent books on related topics. The April 5 meeting included further discussion of this presentation.

The Council meeting featured a wide-ranging discussion of generative AI and developments in artificial intelligence, including how they can be leveraged to support students and faculty, and how they might impact assessment measures. Generative AI provides both challenges and opportunities to change how we assess knowledge and teach critical thinking. Colleagues pointed out that employers will expect graduates to use these tools, so universities need to train students and not just ban their use. Universities' increased emphasis on experiential learning is something that can't be easily assessed through AI-generated text. There are potential long-term effects in expectations for increased productivity, changes to teaching roles, effects on IT systems, and more. The implications of generative AI will vary by discipline: some fields and departments will need more resources than others to grapple with these issues.

Updates from COU which may be of interest to Senators:

Provincial and Federal Budgets: The provincial budget (March 23) included funding for expansion of university health-care training programs (medicine, nursing, veterinary medicine), expansion of college degrees (scope unclear), capital funding ($1.3B for universities over 10 years), research funding (Mitacs, Sudbury Neutrino Observatory (SNOLAB), Ontario Brain Institute, McMaster Nuclear Reactor).

The federal budget (March 28) featured items on student aid (Canada Student Grants, loan forgiveness in rural communities, work-integrated learning; research (colleges, research security, government departments including NRCan and Agriculture Canada); accessibility, mental health, anti-racism.

Tuition: For the 2023-24 academic year, the province is continuing a general freeze on tuition fees for all domestic students, while providing institutions with the flexibility to increase tuition fees for domestic out-of-province students by up to five percent. The government has also announced a program to raise tuition rates for a limited number of

programs, where comparable programs at other institutions are significantly higher. Institutions must submit case proposals to the Ministry for approval to increase tuition.

Blue-Ribbon Panel: COU will be working with to develop a research and advocacy strategy in responding to the Panel highlighting the vital role that universities play in supporting student success, meeting labour force needs, as well as developing cutting edge research that helps the economy and province overall, the challenges for financial sustainability as a result of freezes to operating grants and cut and freeze to tuition, and the importance of institutional autonomy and academic freedom to help drive student success and cutting-edge research and innovation.

Modernizing Education Consultations: In 2022 the provincial Ministries of Education and Colleges & Universities met with representatives from across the sector to discuss feedback on a variety of topics related to modernization of the high school curriculum, including graduation requirements, course types and pathways, and the curriculum review cycle. The Ministry of Education is currently reviewing secondary school course types and pathways and have retained an external research team that will help to inform this work. The researchers will conduct a survey in which all Ontario public PSE institutions (via Provosts and registrars) will be invited to participate to collect views on the impact of the province's current approach.

ITEM 5.4(b) – Report of the Senate Committee on University Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2022-23

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The recipients of Western's Excellence in Teaching Awards are selected by the Senate Committee on University Teaching Awards (SUTA).

The recipients of Western's Excellence in Teaching Awards for 2022-23 were announced to Senate on April 21, 2023.

ATTACHMENT(S):

Recipients of Western's Excellence in Teaching Award Winners for 2022-23

Recipients of Western's Excellence in Teaching Award Winners for 2022-23

The Senate Committee on University Teaching Awards (SUTA) has chosen the following members of faculty as recipients of Western's Excellence in Teaching Awards for 2022-23:

THE EDWARD G. PLEVA AWARD FOR EXCELLENCE IN TEACHING

Nicole Campbell
Schulich School of Medicine & Dentistry, Department of Physiology and Pharmacology

Ovidiu-Remus Tutunea-Fan
Faculty of Engineering, Department of Mechanical and Materials Engineering

THE MARILYN ROBINSON AWARD FOR EXCELLENCE IN TEACHING

Heather Gillis
Faculty of Health Sciences, School of Physiotherapy

Joanna Langille
Faculty of Law

Frank Myslik
Schulich School of Medicine & Dentistry, Department of Medicine

THE ANGELA ARMITT AWARD FOR EXCELLENCE IN TEACHING BY PART-TIME FACULTY

Nigel Joseph
Faculty of Arts & Humanities, Department of English and Writing Studies

Two additional teaching awards were provided by the Office of the Vice-Provost (Academic Programs):

THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN COLLABORATIVE TEACHING

Geography 2133: Connecting for Climate Change Action Collaborative Teaching Team: Katrina Moser, Beth Hundey, Sara Mai Chitty, Serena Mendizabal
Faculty of Social Science, Department of Geography and Environment and Office of Indigenous Initiatives

THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN ONLINE TEACHING AND LEARNING

Elaine Fournier
Faculty of Education

ITEM 5.4(c) – Subcommittee on Enrolment Planning and Policy (SUEPP) Report

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

On the recommendation of the Senate Committee on University Planning (SCUP), Senate approved the plans and processes for first year, first-entry undergraduate enrolment for the University and Affiliated University Colleges as outlined in Item 5.6(c) and the use of the 2023-24, 2024-25, and 2025-26 enrolment projections as provided for University budget planning purposes.

The Subcommittee on Enrolment Planning and Policy (SUEPP) Report is provided annually to SCUP for recommendation to Senate for approval. The report recommends targets and processes for first-year undergraduate enrolment and provides overall enrolment projections for Western and its Affiliated University Colleges in alignment with the University's strategic plan priorities and objectives.

ATTACHMENT(S):

Fall 2023 First-Year Undergraduate Admissions

Enrolment Projections for 2023-24 to 2027-28

Fall 2022 Year 1 Class Metrics

Western University

SCUP's Subcommittee on Enrolment Planning and Policy (SUEPP)

Fall 2023 First-Year Undergraduate Admissions

A. Background/Context

History

Over the past twenty+ years, Western's enrolment planning has placed the highest priority in increasing the quality of our incoming first-year class – which has moved the overall average grade of our first-year class from a position of "below the Ontario average" in 1993 to the top among Ontario universities. In order to achieve that goal, our approach to first-year admissions has included the following high-level priorities:

1. Our objective should be to continue to maintain and increase the quality of our incoming class – and we should continue to maintain and increase entrance standards.
2. The approach of using the common minimum entrance requirement for the large direct-entry programs should be continued. For limited-enrolment programs – based on annual reviews by the Provost and the Deans – the entrance requirements could be higher. The result of this approach is that student demand/choice drives program-specific enrolments.
3. We should work to increase our first-year international enrolments.
4. We should continue to monitor the gap in entrance requirements between Western and the Ontario average – with the objective of maintaining/increasing the gap.

In 2010, in order to be aligned with the Constituent University's strategy on enrolment planning, the Affiliated University Colleges committed to narrowing the gap in entrance requirements between the Colleges and the Constituent University. This commitment was met for Fall 2018 admissions. As part the current Affiliation Agreement (renewed in May 2019), the Colleges agreed to a further "narrowing of the gap" by increasing minimum entrance requirements as follows: 78.5% for Fall 2019, 79.0% for Fall 2020, 79.5% for Fall 2021, and 80.0% for Fall 2022.

Current Strategic Plan Priorities

Our current Strategic Plan – *Towards Western at 150* – includes the following enrolment-planning related objectives:

a. With the aspiration to "grow strategically", the plan commits to expand student enrolment (undergraduate, graduate, postdoctoral, and lifelong learners) – in areas of demand and societal need and with deliberate intention to be equitable and inclusive.
b. Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
c. Increase our international undergraduate student population to 20% and out-of-province students to 15%.
d. Promote diverse qualifications as an admissions category to support the recruitment of a more diverse student population.

B. Update on the Fall 2022 Entering Class and Entrance Standards

Constituent University

1. The Constituent University's full-time first-year enrolment was 6,468. Of this, 684 (or 10.6%) were international students.
2. The common minimum entrance requirement was a mid-year offer grade of 83.5% (for Arts & Humanities, FIMS, Science, 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 6,646 – 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 244
    - Huron 417
    - King's 721
5. The final grade requirement at each of the Colleges was 80.0% (i.e. compared to the 83.5% at the Constituent University).

C. Fall 2023 Admissions Plans

Constituent University

1. The general approach to admissions from recent years will continue for the fall 2023 admissions cycle – and it is expected that our mid-year offer grade for most programs will be no less than 83.5%, with a final grade requirement of at least 83.5%. For Arts & Humanities, M.I.T (offered through FIMS), and Music, it is expected that our mid-year offer grade will be no less than 82.5%, with a final grade requirement of at least 80% (for a pilot of three years).
2. Based on the input from our Deans and current application data, we are estimating a first-year class in the range of 6,540 – which includes about 780 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.
3. As noted earlier in the document, the Strategic Plan includes the objective to be inclusive and equitable in our enrolment planning and to admit a diverse student population who can succeed at Western. In order to achieve this objective, we will:
    - Complete the review of existing undergraduate admissions policies for submission to Senate in the spring of 2023.
    - Implement an Ontario University Application Centre (OUAC) voucher program to remove financial barriers for equity deserving students.
    - Analyze EDI data collected (new in 2022-23) through OUAC to identify potential gaps and biases in our current processes.

Affiliated University Colleges

4. The final grade requirement at each of the Colleges will be no less than 80% – as per the commitment in the current Affiliation Agreement.
5. As is the case at present, in situations where additional assessment is required (for students with exceptional/unusual circumstances), the Colleges may admit students with grades below the minimum final grade requirement (down to only 2.5% points below the minimum requirement). The proportion with final grades below the minimum requirement (i.e. down to 77.5% which is 2.5% points below the 80% minimum requirement) shall not exceed 5% of the new students in the entering class.
6. 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.
7. The planned first-year class sizes are as follows:
    - Brescia 302 (259 domestic and 43 international)
    - Huron 594 (434 domestic and 160 international)
    - King's 840 (640 domestic and 200 international)

ENROLMENT PROJECTIONS: 2023-24 to 2027-28

SCUP Meeting -- February 6, 2023

		Actual					Forecast				
		2018-19	2019-20	2020-21	2021-22	2022-23**	2023-24	2024-25	2025-26	2026-27	2027-28
1	**Constituent University**										
2	**Full-Time Undergraduates**										
3	Arts & Humanities	938	882	877	853	864	867	901	937	999	1,055
4	Business (HBA)	1,085	1,090	1,057	1,072	1,210	1,314	1,315	1,315	1,315	1,315
5	Dentistry	262	262	263	264	281	284	284	284	284	284
6	Education	716	697	677	697	703	668	668	668	668	668
7	Engineering	2,032	2,008	2,151	2,293	2,497	2,545	2,604	2,695	2,692	2,716
8	Health Sciences										
9	BHSc Program	1,227	1,251	1,339	1,424	1,437	1,442	1,443	1,456	1,497	1,544
10	Kinesiology	1,215	1,241	1,285	1,283	1,311	1,298	1,321	1,351	1,382	1,425
11	Nursing	969	974	989	1,028	1,180	1,269	1,315	1,315	1,315	1,315
12	Sub-Total	3,411	3,466	3,613	3,735	3,928	4,009	4,079	4,122	4,194	4,284
13	Law	480	485	490	482	496	510	530	550	550	550
14	MIT (Media, Information, & Technoculture)	916	895	871	899	880	881	910	928	986	1,044
15	Medicine										
16	MD Program	685	683	686	688	689	684	687	690	693	696
17	BMedSci Program	1,000	1,036	1,161	1,252	1,305	1,425	1,483	1,482	1,549	1,581
18	Music	414	449	443	434	410	395	381	386	432	451
19	Science	5,143	5,326	5,535	5,809	5,962	5,796	5,922	6,078	6,175	6,322
20	Social Science	6,497	6,503	6,882	7,348	7,677	7,801	8,055	8,299	8,527	8,735
21	**Total Full-Time Undergraduates**	**23,579**	**23,782**	**24,706**	**25,826**	**26,902**	**27,179**	**27,819**	**28,435**	**29,063**	**29,701**
22	Concurrent Programs	247	288	345	380	370	380	380	380	380	380
23	Medical Residents	956	936	940	968	999	940	940	940	940	940
24	**Full-Time Graduates**										
25	Masters	3,734	3,946	3,869	4,360	4,231	4,744	5,069	5,259	5,296	5,296
26	Doctoral	2,177	2,219	2,231	2,345	2,415	2,431	2,496	2,578	2,597	2,597
27	**Total Full-Time Graduates**	**5,911**	**6,165**	**6,100**	**6,705**	**6,646**	**7,175**	**7,565**	**7,837**	**7,893**	**7,893**
28	**Total Full-Time Enrolment**	**30,693**	**31,171**	**32,091**	**33,879**	**34,917**	**35,674**	**36,704**	**37,592**	**38,276**	**38,914**
29	**Part-Time FTEs**										
30	Undergraduate **	2,061	1,988	2,563	2,408	2,551	2,500	2,500	2,500	2,500	2,500
31	Education (AQs) **	456	435	447	460	450	470	475	480	490	490
32	Masters	114	110	122	128	111	110	110	110	110	110
33	Doctoral	32	32	35	29	32	30	30	30	30	30
34	**Total Part-Time FTEs**	**2,663**	**2,566**	**3,167**	**3,025**	**3,144**	**3,110**	**3,115**	**3,120**	**3,130**	**3,130**
35	**Total Constituent FTEs**	**33,356**	**33,737**	**35,258**	**36,904**	**38,061**	**38,784**	**39,819**	**40,712**	**41,406**	**42,044**
36	**Affiliated University Colleges**										
37	**Full-Time Undergraduates**										
38	Brescia	1,392	1,421	1,301	1,171	1,099	1,026	1,073	1,131	1,216	1,256
39	Huron	1,038	1,266	1,431	1,525	1,560	1,663	1,719	1,799	1,928	1,994
40	King's	3,162	3,267	3,415	3,253	3,150	3,172	3,220	3,296	3,375	3,453
41	**Total Full-Time Undergraduates**	**5,592**	**5,954**	**6,147**	**5,949**	**5,809**	**5,861**	**6,012**	**6,226**	**6,519**	**6,703**
42	**Part-Time Undergraduate FTEs**										
43	Brescia	76	73	70	72	64	68	70	72	74	76
44	Huron	64	48	57	58	35	55	55	55	55	55
45	King's	254	265	299	266	282	320	331	343	354	366
46	**Total Part-Time FTEs**	**394**	**386**	**426**	**396**	**381**	**443**	**456**	**470**	**483**	**497**
47	**Graduate FTEs**										
48	Brescia	38	40	35	31	31	31	31	31	31	31
49	Huron	5	11	13	10	7	10	12	15	15	15
50	King's	50	61	60	62	65	65	65	65	65	65
51	**Total Graduate FTEs**	**93**	**112**	**108**	**103**	**103**	**106**	**108**	**111**	**111**	**111**
52	**Total Affiliate FTEs**	**6,079**	**6,452**	**6,681**	**6,448**	**6,293**	**6,410**	**6,576**	**6,807**	**7,113**	**7,311**
53	**Total UWO FTEs**	**39,435**	**40,189**	**41,939**	**43,352**	**44,354**	**45,194**	**46,395**	**47,519**	**48,519**	**49,355**
	Rows 54 to 88 Included above										
54	**International Students**										
55	Constituent Full-Time										
56	Undergraduates	2,692	2,763	2,822	2,761	2,593	2,662	2,927	3,414	3,991	4,575
57	Medical Residents	142	130	130	173	189	175	175	175	175	175
58	Masters (excluding Ivey)	717	925	695	826	818	989	1,102	1,171	1,185	1,203
59	MBA (Regular), Ivey MSc	63	81	159	199	222	234	235	235	235	222
60	Executive MBA	4	4	1	2	1	0	0	0	0	0
61	Doctoral	607	665	686	798	875	827	834	846	842	812
62	Affiliates										
63	Undergraduates	991	1,256	1,390	1,233	1,144	1,159	1,233	1,344	1,477	1,547
64	Masters	0	2	4	4	3	1	1	1	1	1
65	**Year 1 Only**										
66	**Constituent**										
67	Arts & Humanities	233	209	221	248	202	214	235	260	290	300

Exhibit 2

ENROLMENT PROJECTIONS: 2023-24 to 2027-28

SCUP Meeting -- February 6, 2023

		Actual					Forecast				
		2018-19	2019-20	2020-21	2021-22	2022-23**	2023-24	2024-25	2025-26	2026-27	2027-28
68	Engineering	588	586	704	774	893	840	850	850	850	875
69	Health Sciences										
70	BHSc Program	393	385	407	421	387	400	405	430	440	455
71	Kinesiology	304	339	335	351	351	350	355	375	385	400
72	Nursing	142	144	159	142	142	144	144	144	144	144
73	Media, Information, & Tech	263	252	226	270	212	235	260	275	295	310
74	MOS Program	819	768	1,072	1,052	1,151	1,180	1,220	1,240	1,270	1,290
75	Music	121	123	117	94	88	94	102	109	118	125
76	Science	1,680	1,676	1,801	2,016	2,033	2,070	2,140	2,185	2,235	2,292
77	Social Science	835	840	965	1,054	1,009	1,010	1,055	1,138	1,140	1,155
78	**Total Year 1 - Constituent**	**5,378**	**5,322**	**6,007**	**6,422**	**6,468**	**6,537**	**6,766**	**7,006**	**7,167**	**7,346**
79	**Affiliated University Colleges**										
80	Brescia	320	332	270	258	244	302	316	326	337	346
81	Huron	415	454	489	448	417	594	632	666	686	686
82	King's	834	895	968	840	721	840	860	880	900	920
83	**Total Year 1 - Affiliates**	**1,569**	**1,681**	**1,727**	**1,546**	**1,382**	**1,736**	**1,808**	**1,872**	**1,923**	**1,952**
84	**Total UWO Year 1**	**6,947**	**7,003**	**7,734**	**7,968**	**7,850**	**8,273**	**8,574**	**8,878**	**9,090**	**9,298**
85	**Masters**										
86	All Programs (excluding MBAs)	3,319	3,491	3,301	3,545	3,429	3,883	4,099	4,234	4,271	4,271
87	Ivey (excl EMBA)	241	285	466	665	631	687	796	851	851	851
88	Executive MBA	174	170	102	150	171	174	174	174	174	174

For Information

89	Year 1 Constituent International Students	855	639	592	610	684	778	957	1,154	1,343	1,497

*** Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.*

Fall 2022 Year 1 Class

SCUP

February 6, 2023

Context

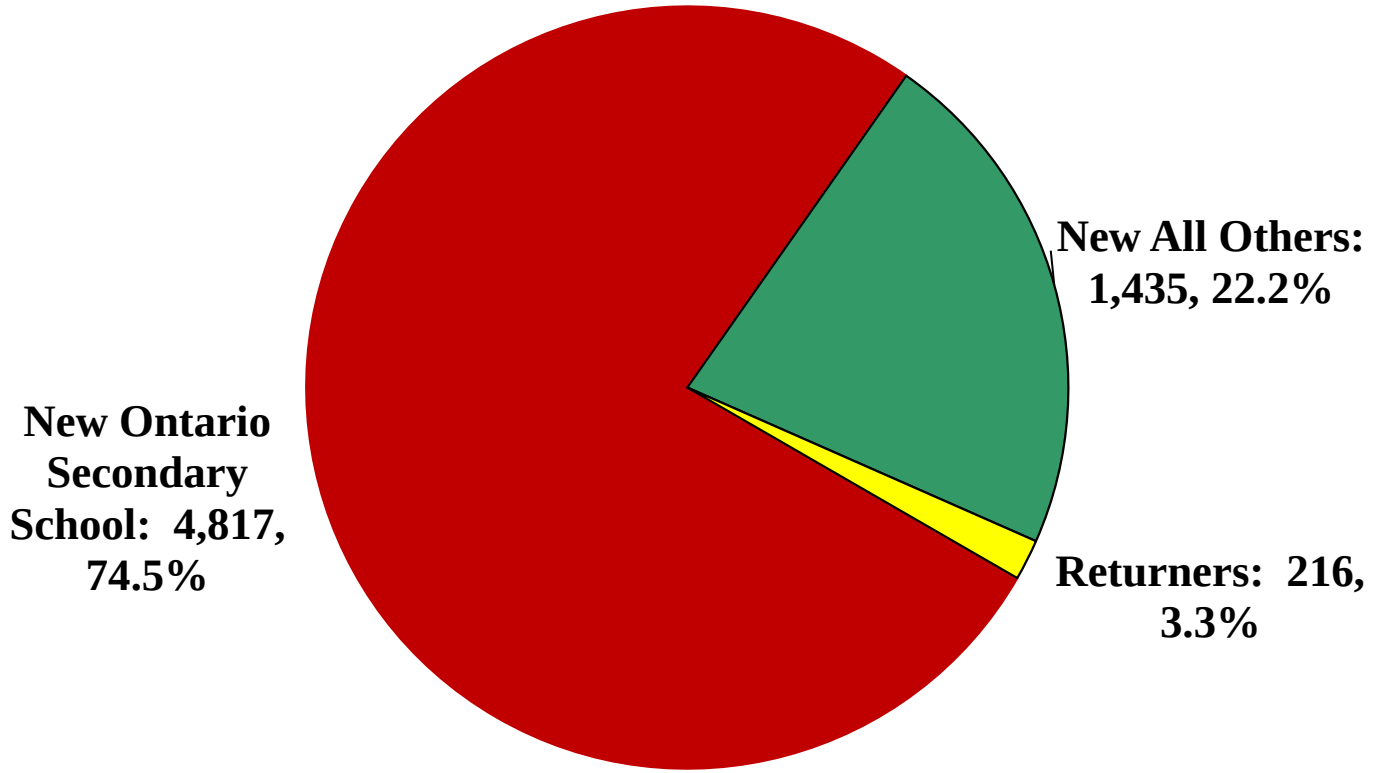
- Western continues Approach using "Standard Minimum Entrance Requirement"
  - **Fall 2022 83.5% (final = 83.5%) *****
  - Fall 2021 83.5% (final = 83.5%)
  - Fall 2020 83.5% (final = 83.5%)
  - Fall 2019 83.5% (final = 83.5%)
  - Fall 2018 83.5% (final = 83.5%)
  - Fall 2017 83.5% (final = 83.5%)
  - 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

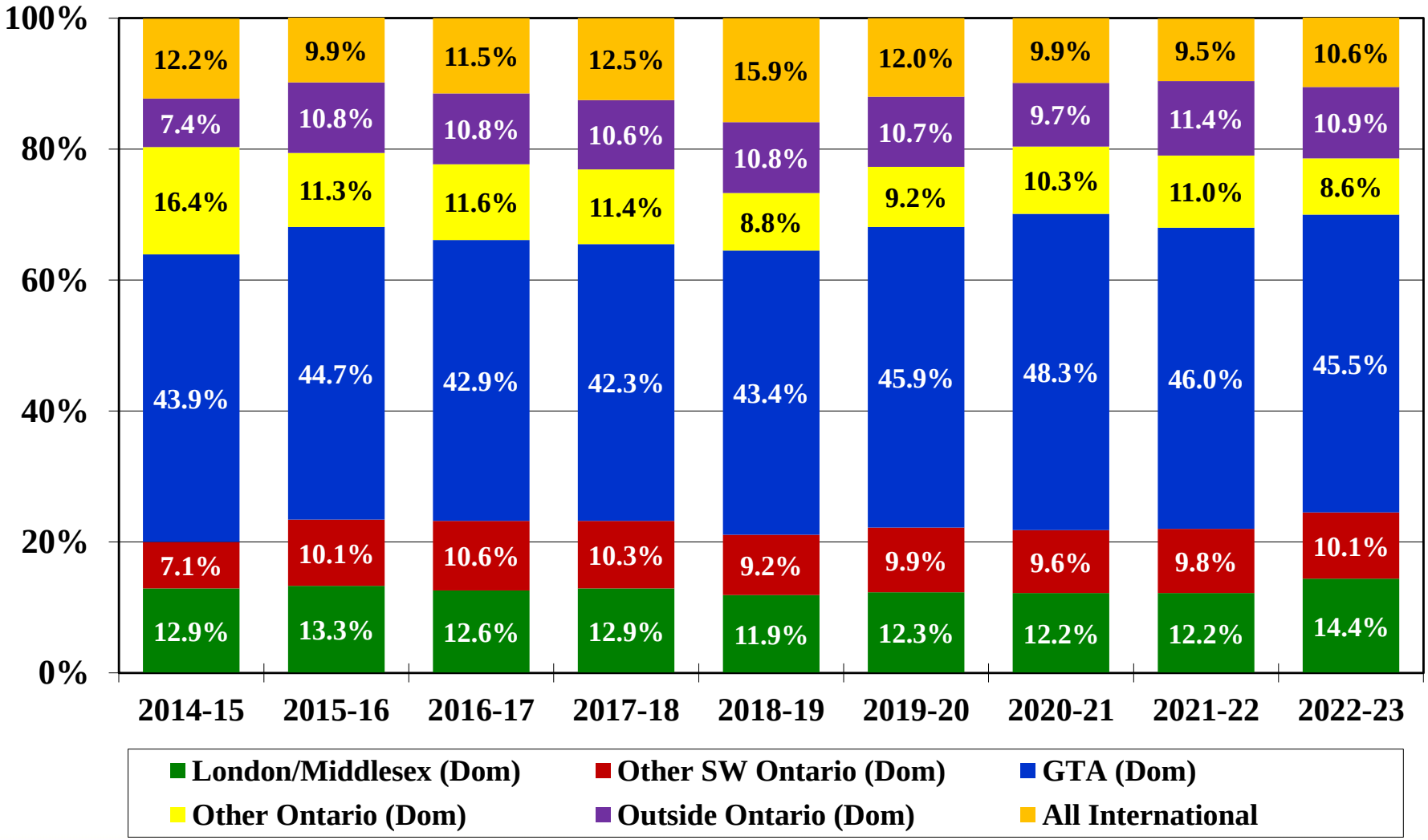
Constituent University

2022-23 Year 1 Students by Applicant Type
Constituent University

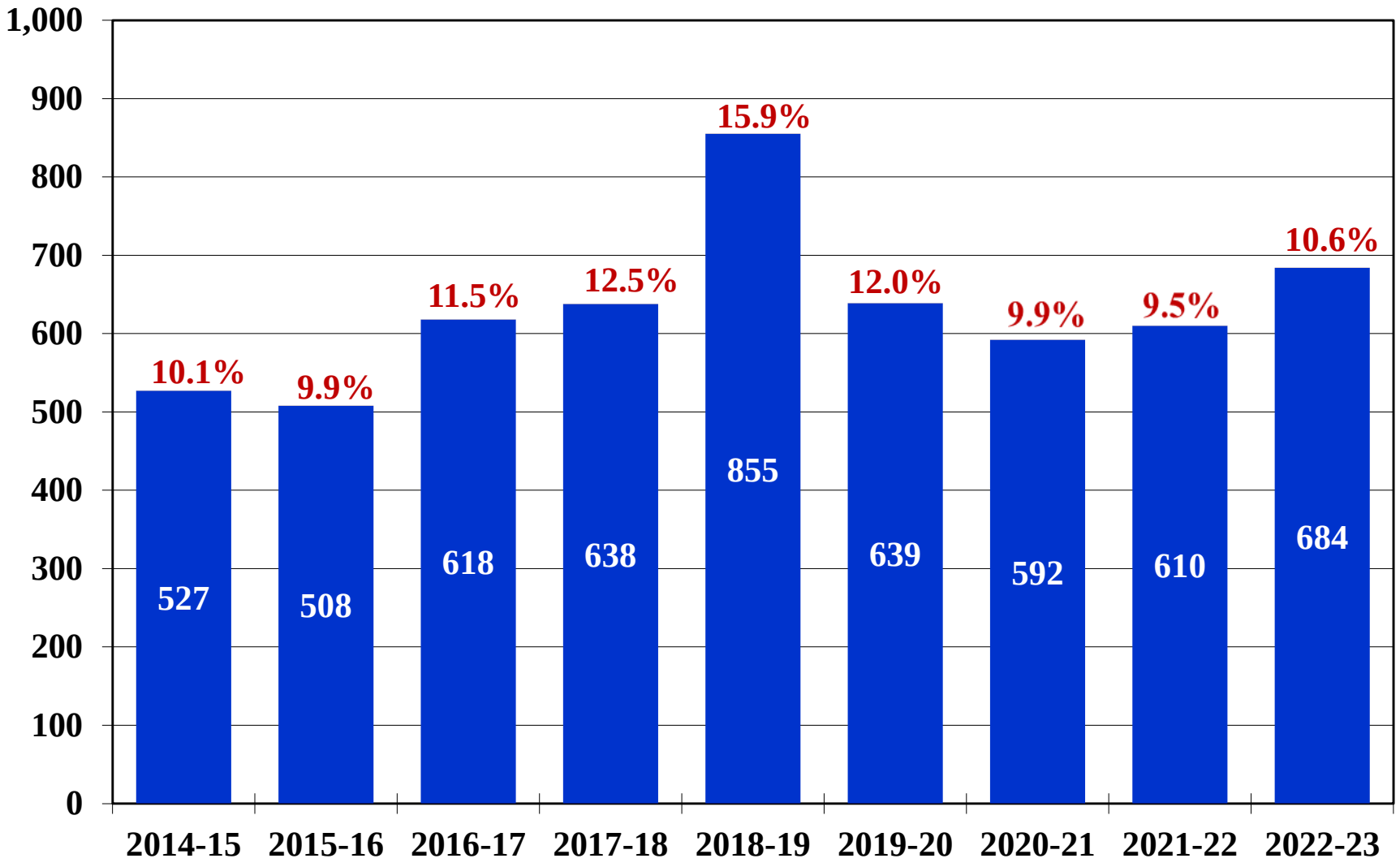
Total Year 1 = 6,468



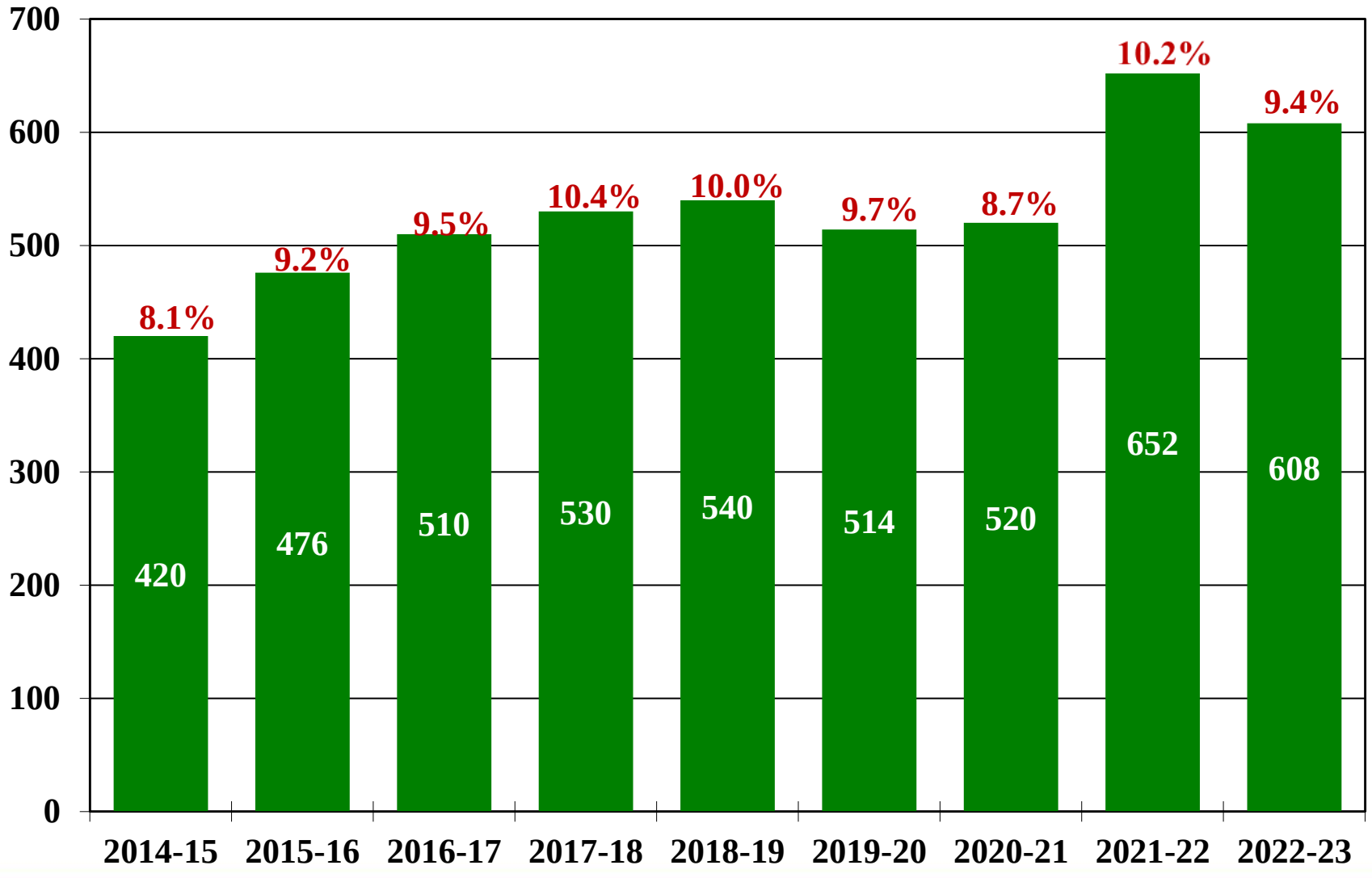
Geographical Origin of Year 1 Students: Constituent University



Year 1 International Students: Constituent University

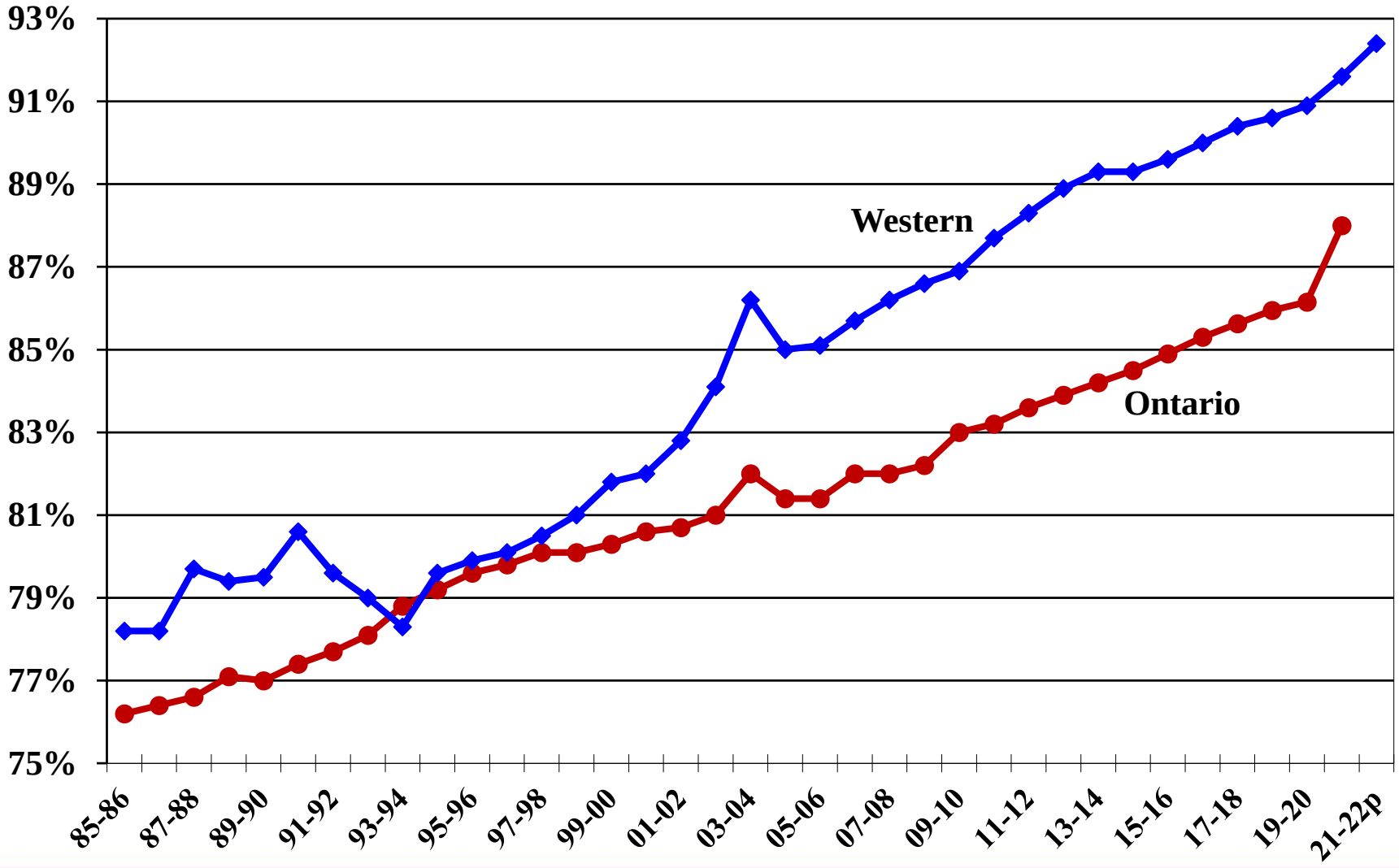


Year 1 Out of Province Students: Constituent University

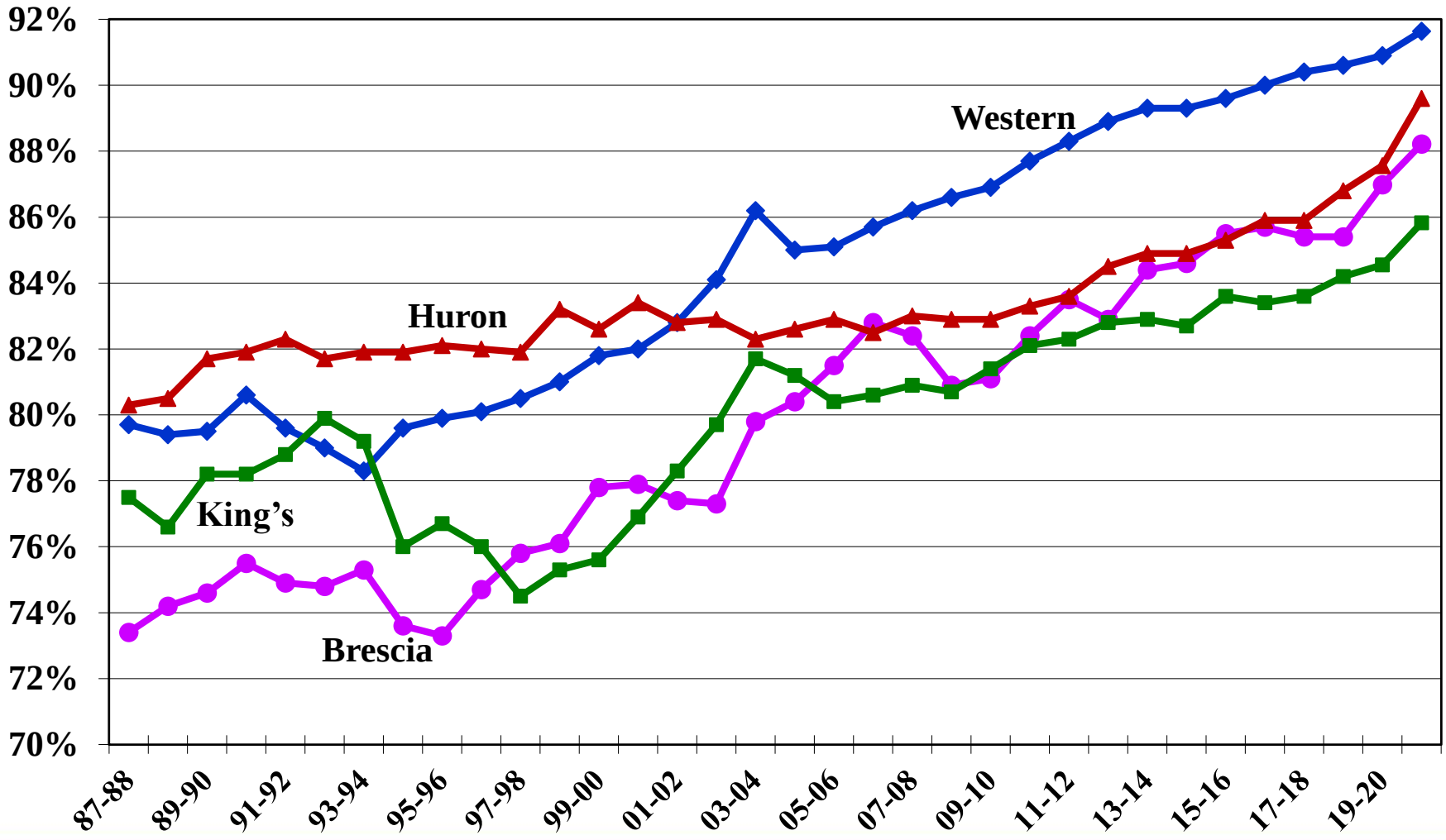


Entering Grades of New Ontario Secondary School Students

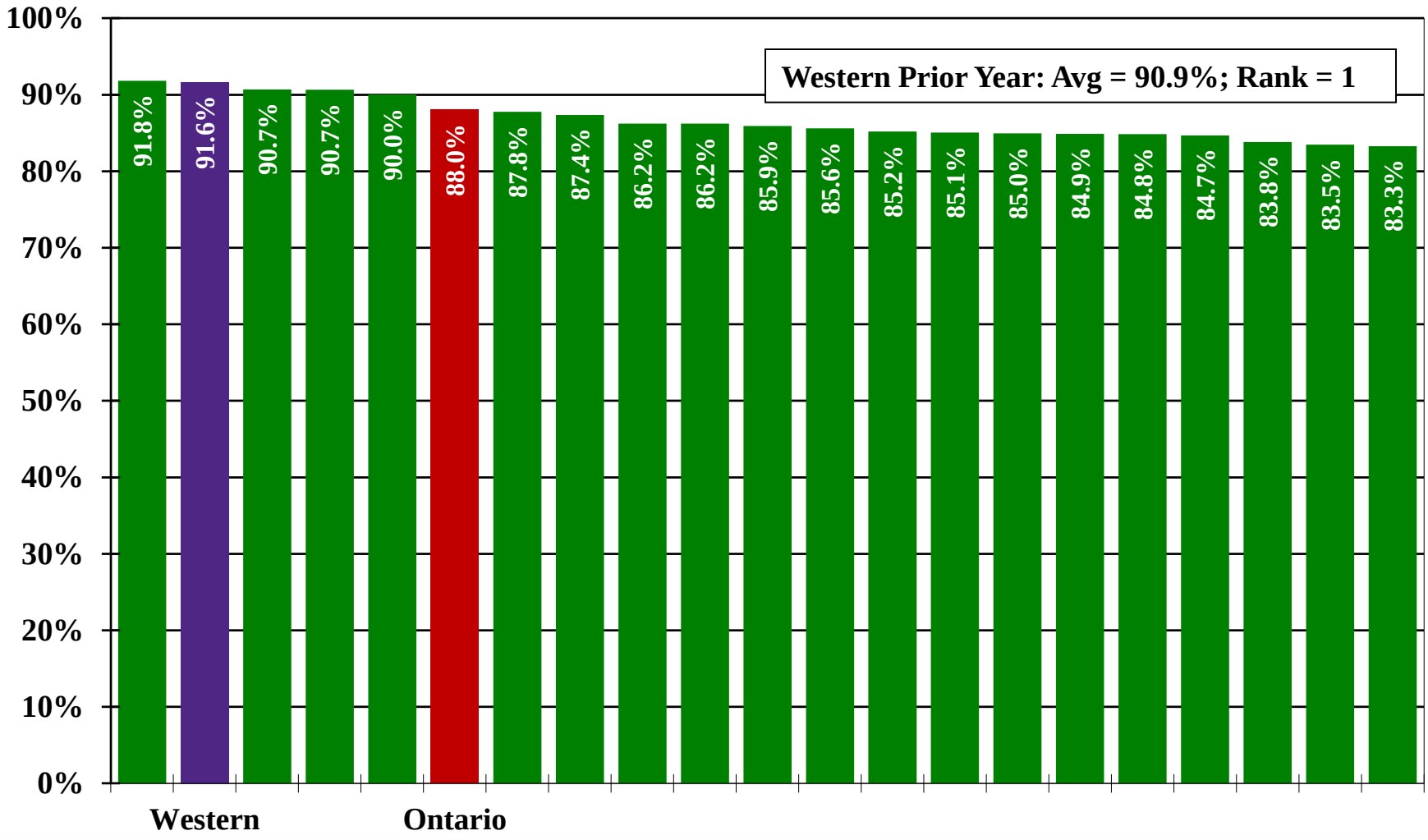
Average Entering Grade



Average Entering Grade
Western and Affiliated University Colleges

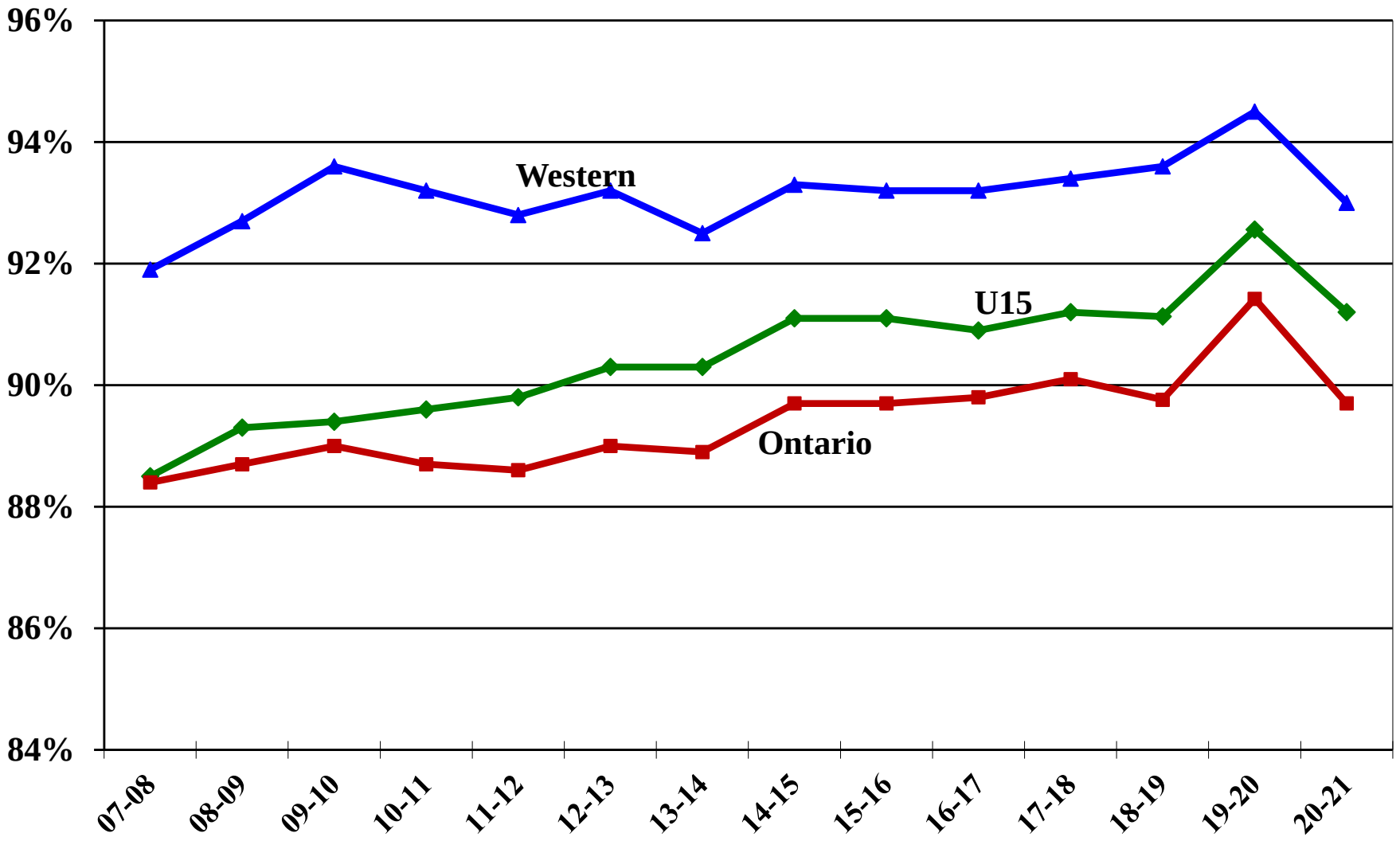


2020-21 Average Entering Grade All Programs

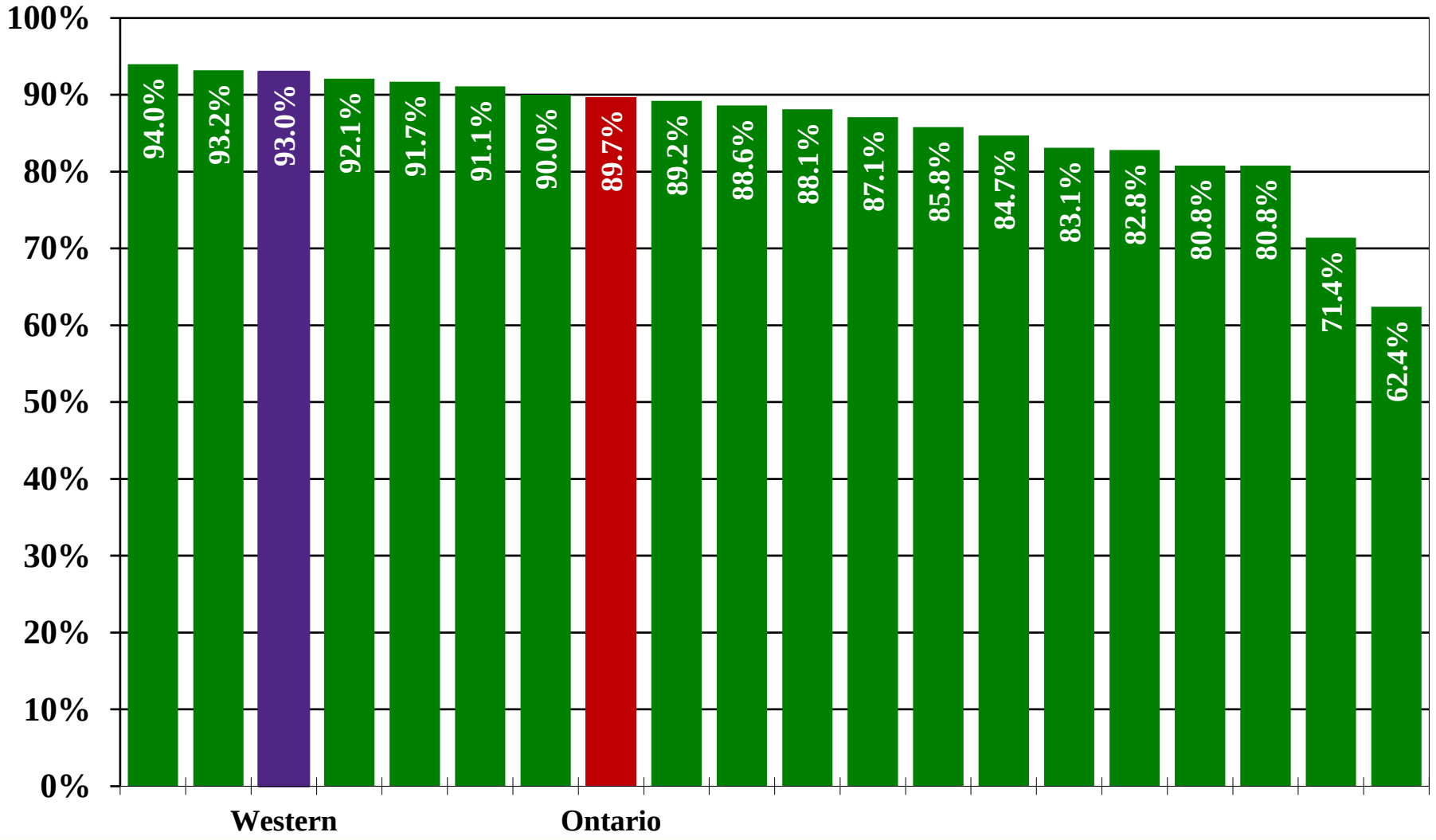


Retention Rates

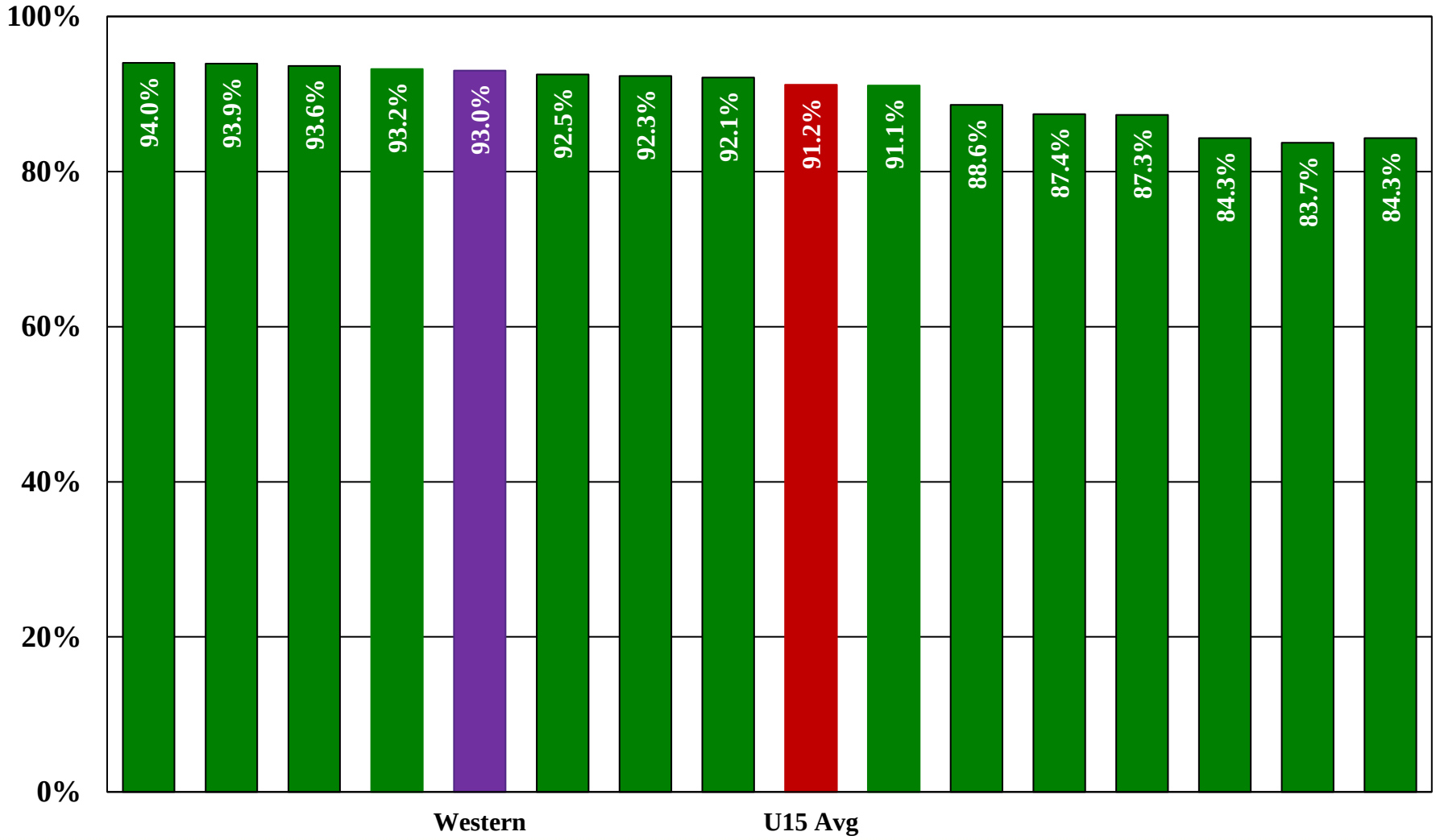
Year 1 to Year 2 Retention Rates



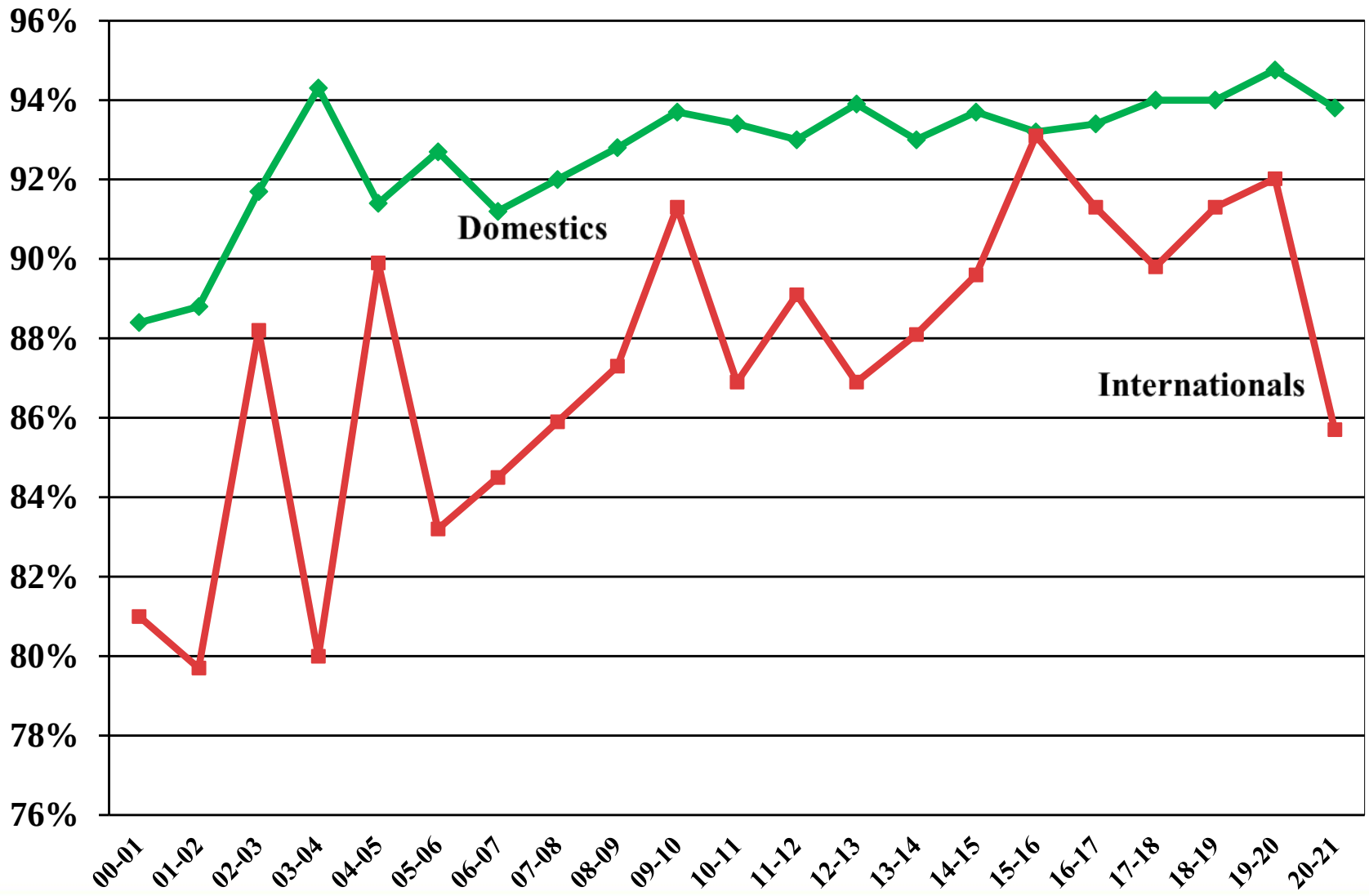
Ontario: Year 1 to Year 2 Retention Rates 2020-21 Cohort



U15: Year 1 to Year 2 Retention Rates 2020-21 Cohort

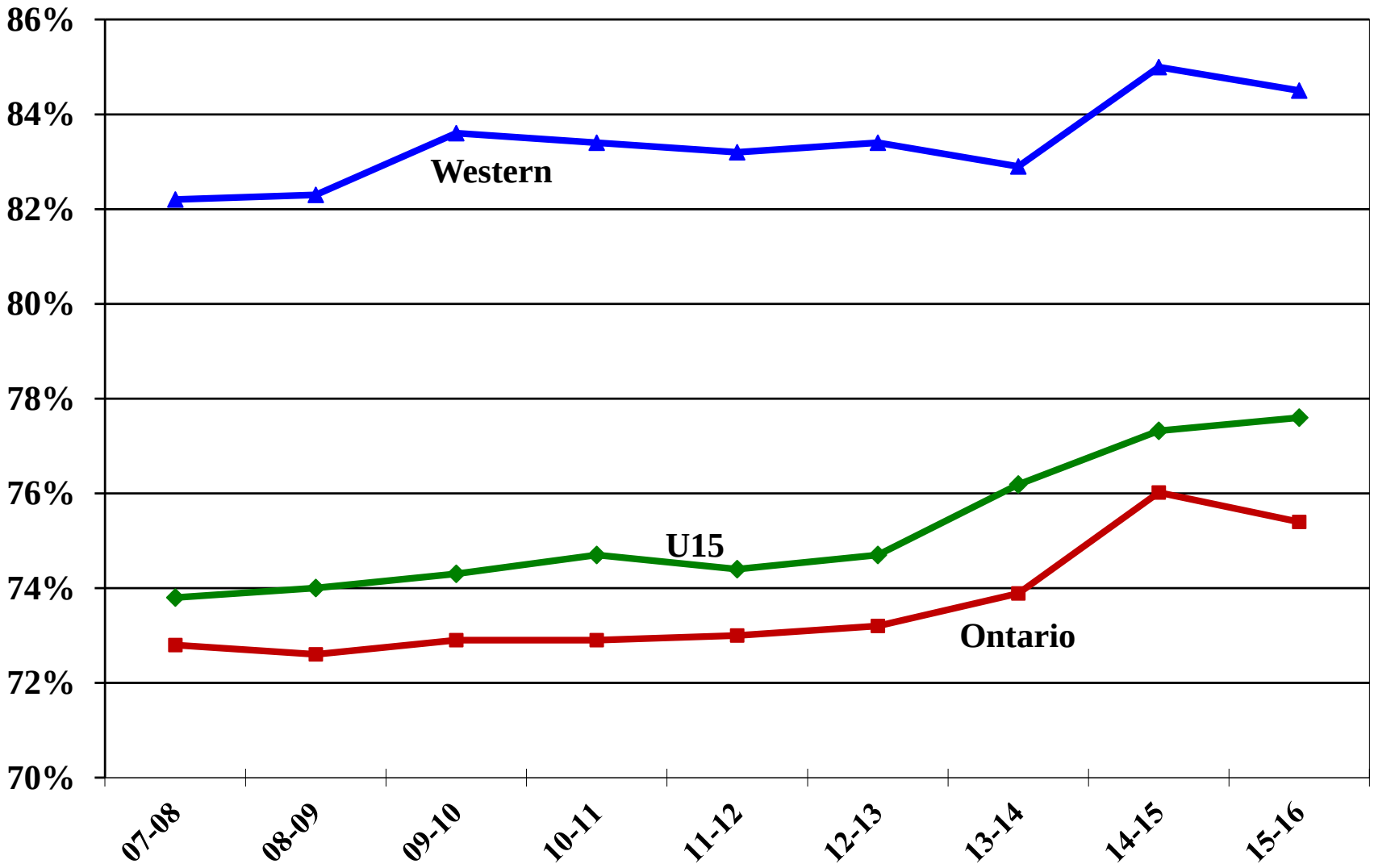


Year 1 to Year 2 Retention Rates

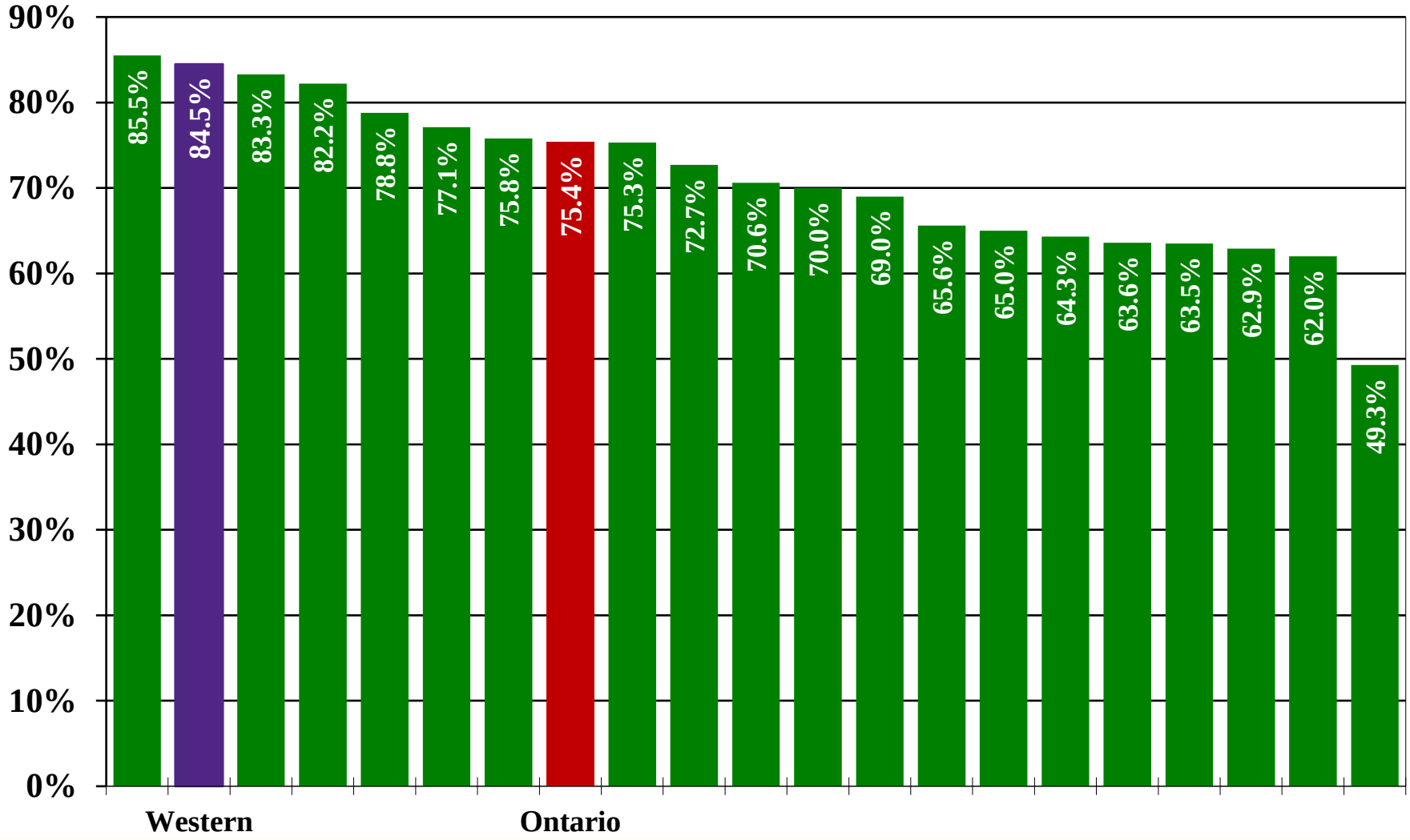


Graduation Rates – 6 Years after Entry

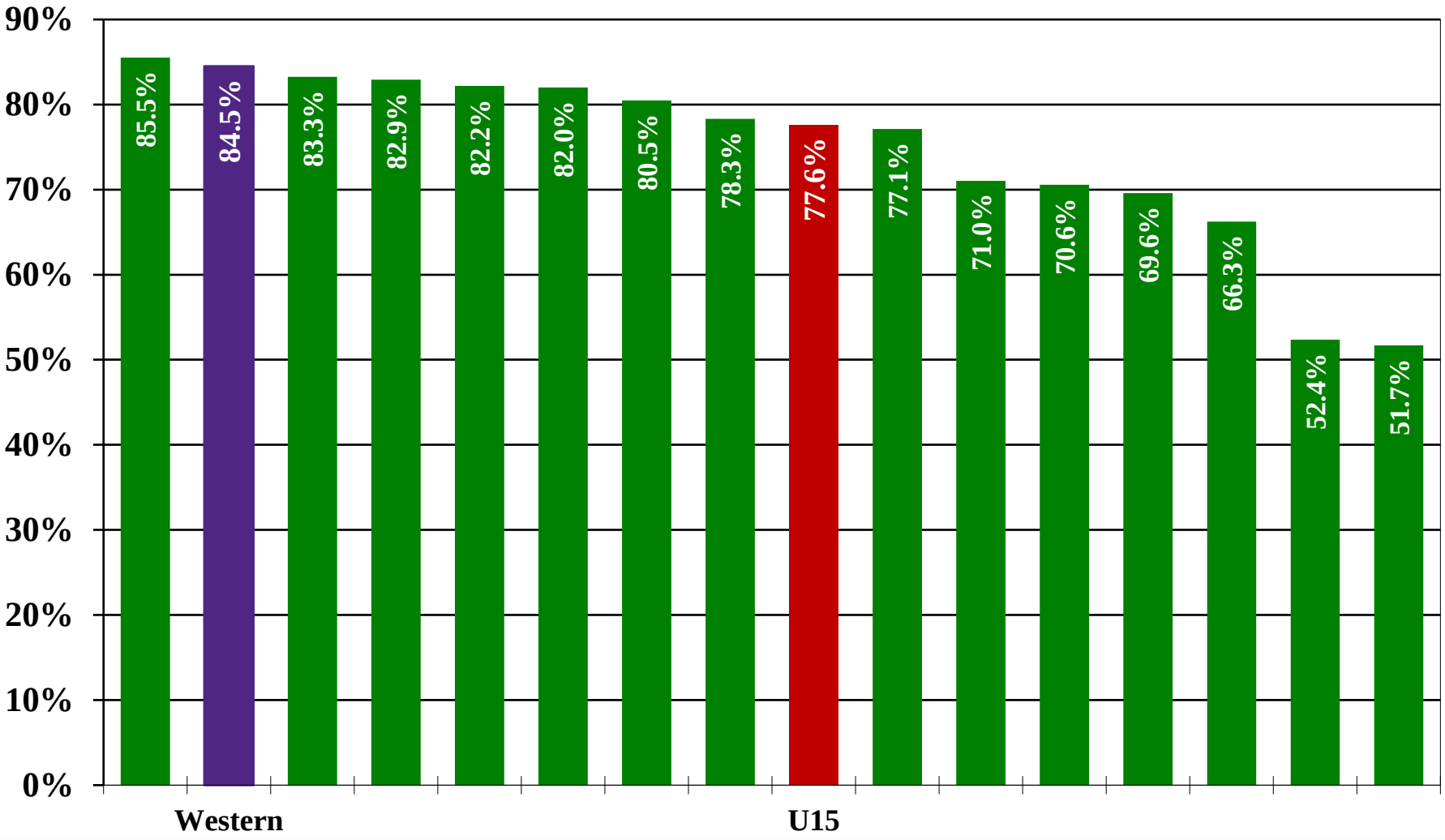
6-Year Graduation Rates



Ontario: 6-Year Graduation Rates 2015-16 Cohort



U15: 6-Year Graduation Rates 2015-16 Cohort



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ITEM 5.4(d) – Advice re: 2023-24 University Operating and Capital Budgets

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

Senate, at its meeting on April 21, 2023, reviewed the 2023-24 University Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets.

The Operating and Capital Budgets and setting of tuition fees are in the purview of the Board of Governors. The Senate may provide advice to the Board under the authority of Section 30(f) of the *UWO Act*:

The Senate may pass resolutions and make recommendations to the Board with respect to any matter connected with the administration of the University and the promotion of its affairs but this clause shall not be construed to subtract from the powers and duties conferred on the Board elsewhere in [the] Act.

ATTACHMENT(S):

None.

ITEM 5.4(e) – Vice-Provost's Annual Report on Faculty Recruitment and Retention

ACTION: ☐ APPROVAL ☒ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

The Annual Report on Faculty Recruitment and Retention prepared by the Office of the Vice-Provost (Academic Planning, Policy and Faculty) is provided to the Board for information.

ATTACHMENT(S):

Vice-Provost's Annual Report on Faculty Recruitment and Retention

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Report to SCUP on Faculty Recruitment and Retention

Office of the Vice Provost (Academic Planning, Policy and Faculty)

February 2023

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, Probationary Teaching Scholars
2. Limited-Term non-Clinical Faculty
3. Part-Time non-Clinical Faculty
4. Full-Time Clinical Faculty

Definitions for each group and descriptions of data sources are provided.

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, 2022; the most recent U15 (comparator) data are from the 2021 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 UWOFA Collective Agreement provisions
- Probationary Teaching Scholars received their first appointments in 2022 and are included in this section. Women represent 67% of these new appointments.

Key Observations from slides 9 to 23: Probationary and Tenured Faculty

- The total number of Probationary/Tenured faculty increased from 1998 to 2008, stabilized, then decreased modestly since 2015; in 2019 and 2020 a further decrease was due largely to a retirement incentive window, followed by an increase in hiring in 2021 & 2022;
- In the 2021 data, women comprised 37.8% of all Western faculty and 50.6% of Assistant Professors, illustrating increasing representation with recent cohorts (reflected in slides 11-12);
- Women made up 49.3% of new probationary/tenured faculty hires, which is an increase from the last two years.

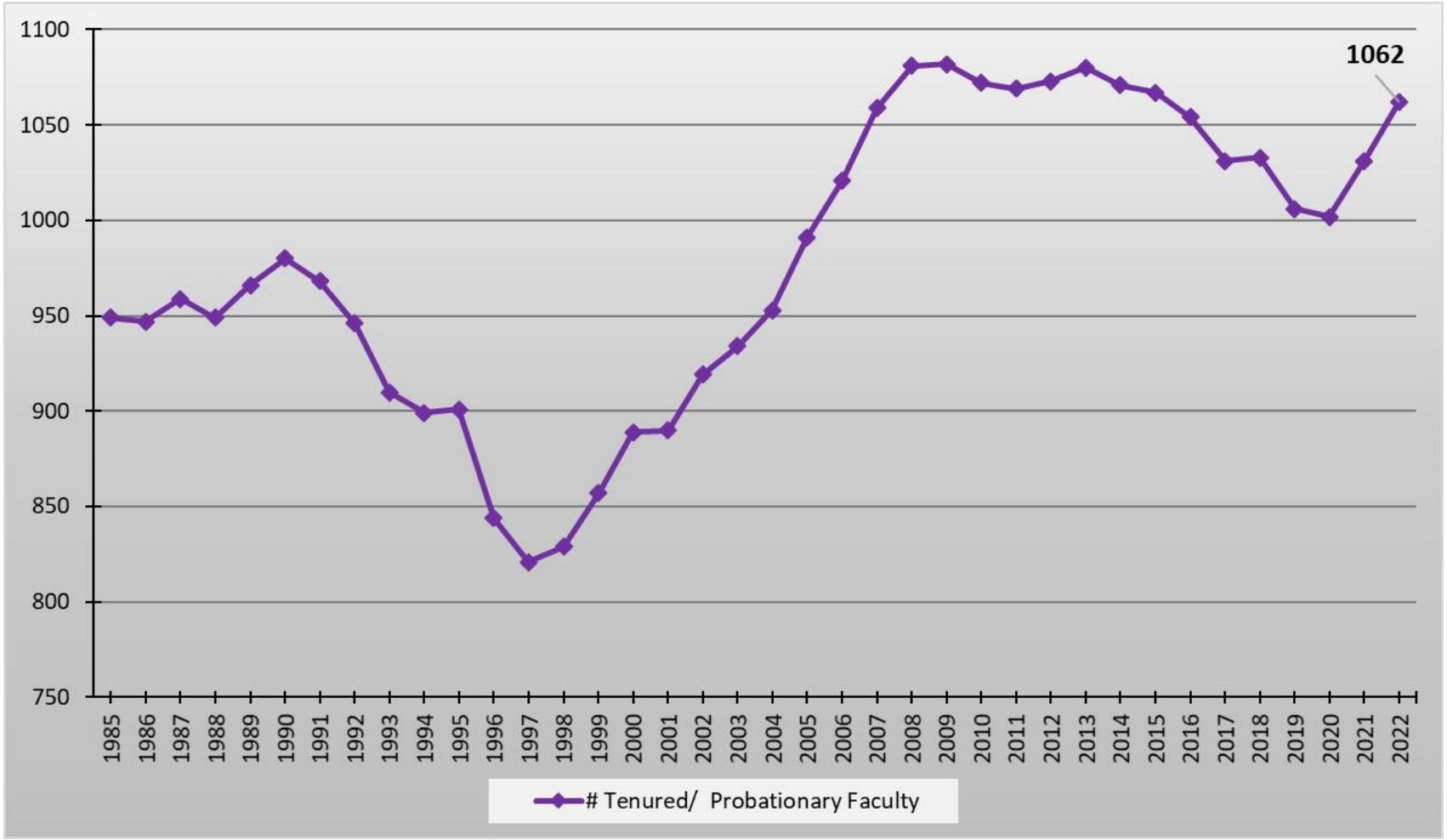
Key Observations from slides 9 to 23 *continued*

- Representation of women varies by discipline (the data include all faculty thus reflect historic, as well as recent, cohorts);
- Gender shows to have some influence on time-to-tenure in STEM disciplines and on time-to-promotion in both STEM and non-STEM disciplines;
- Discipline (STEM vs. non-STEM) shows to have a greater influence on time-to-tenure and time-to-promotion;
- Probationary cohort success rates were similar for men and women.

Key Observations from slides 9 to 23 *continued*

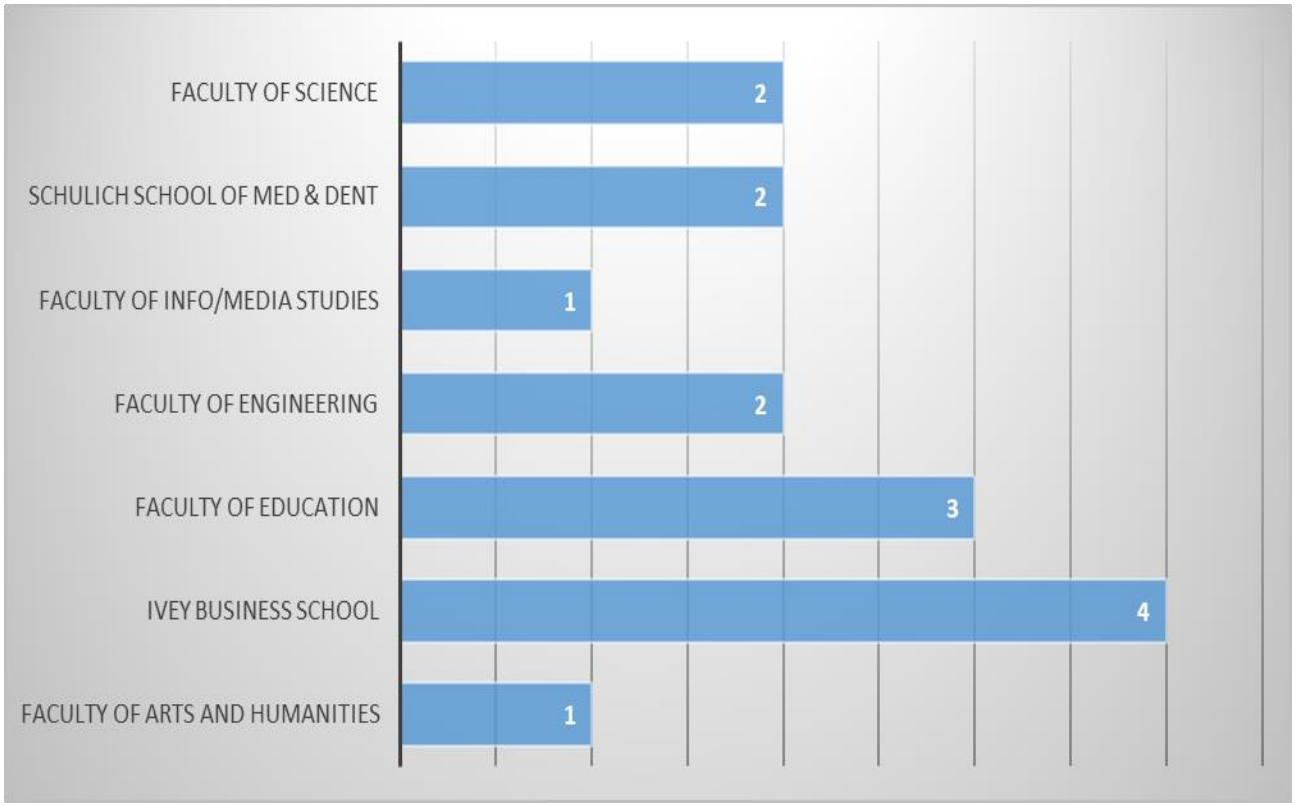
- Resignation patterns for tenured and probationary faculty illustrate disciplinary differences in retention with annual attrition rates of 1.59% for women and 1.31 % for men.
- The difference between the purple and grey lines in slide 23 reflect probationary and tenured faculty with a retirement plan on record;
- The number of probationary and tenured faculty continuing past normal retirement date (NRD) has been steadily increasing since 2019.

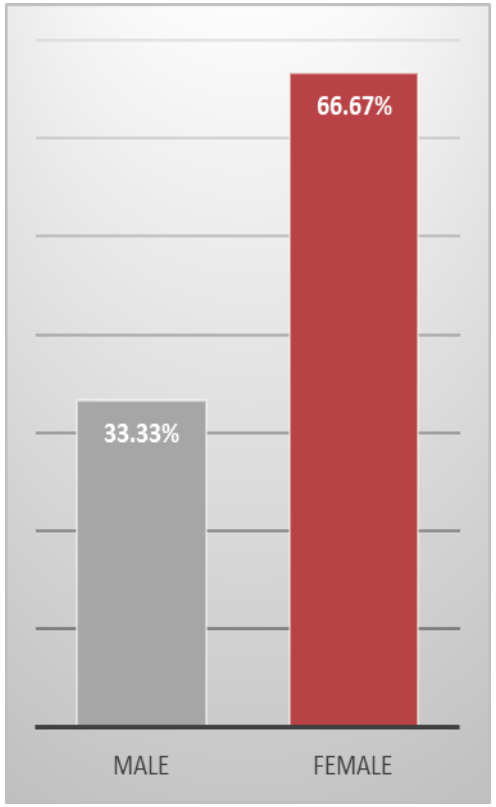
Probationary and Tenured Faculty at Western 1985 – 2022



Source: Western Corporate Information 1985 – 1999, UCASS Data 1999 – 2009, U15 Data 2009 – 2021 & Human Resources Information System 2022

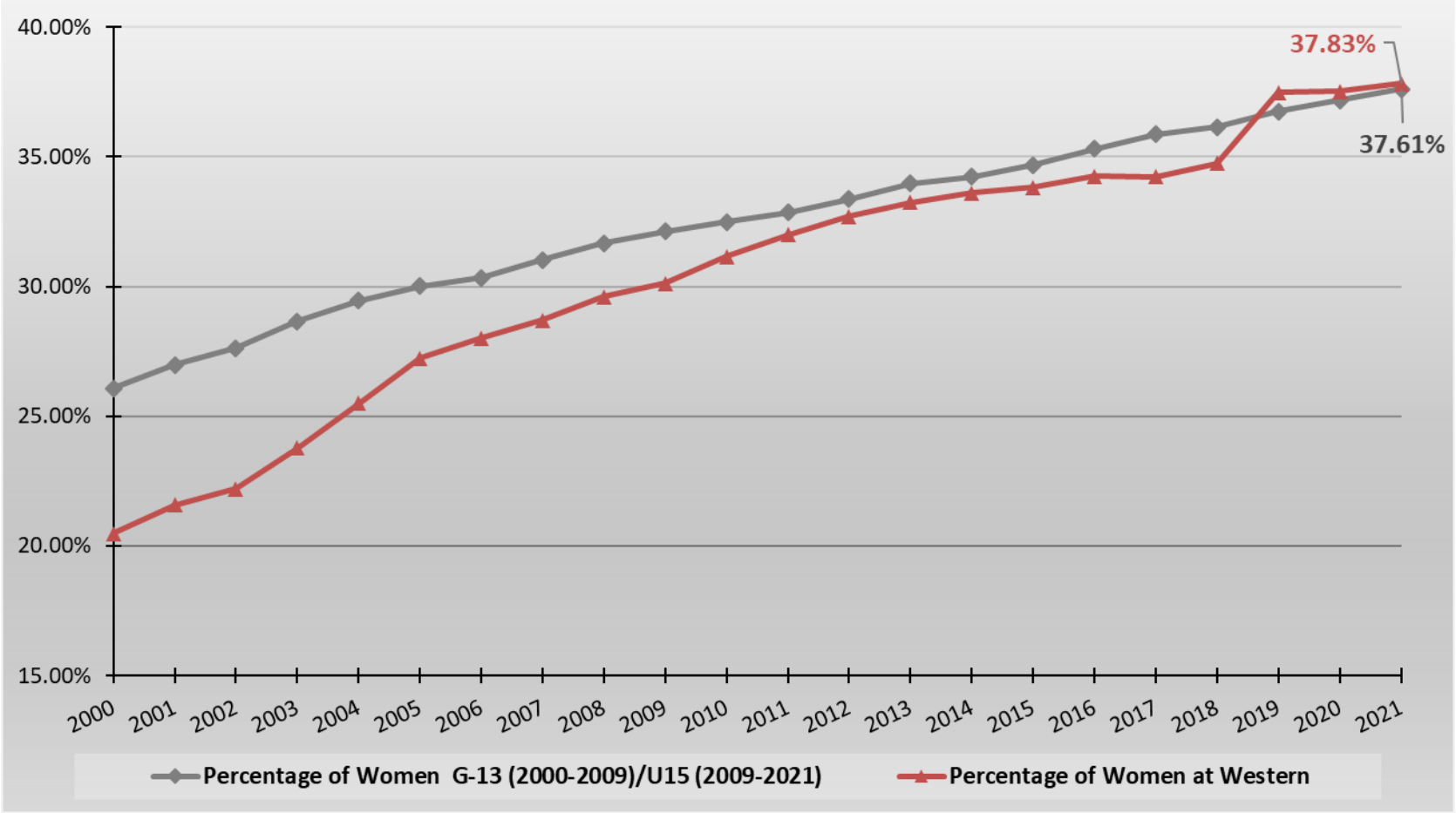
Probationary Teaching Scholars at Western 2022
by Faculty and by percentage of gender distribution





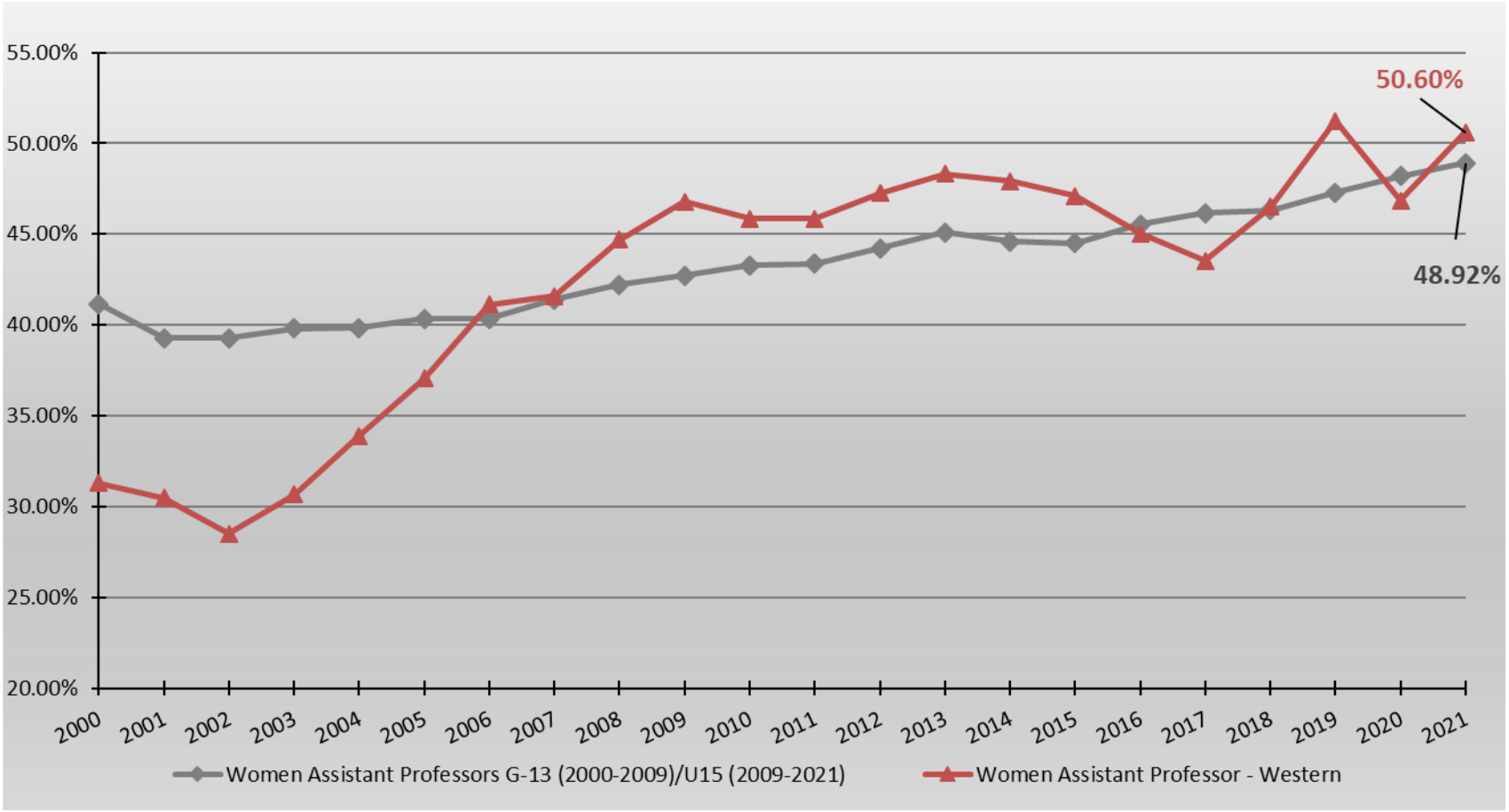
Western Human Resources Information System 2022 (October).

Women as a Percentage of Tenured/Probationary Faculty: G-13/U15 excluding Western vs. Western



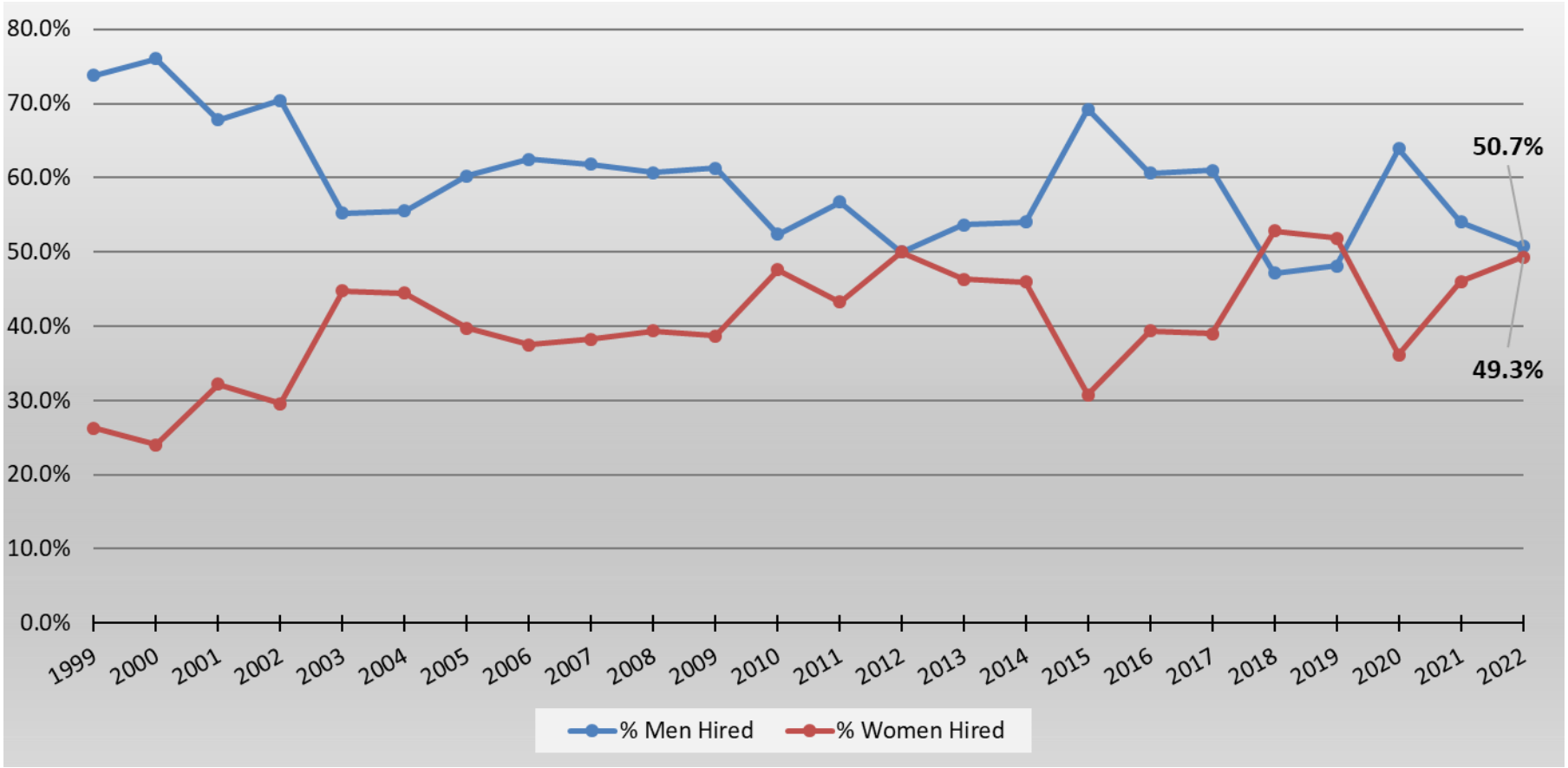
Source: UCASS Data 2000-2009, U15 Data 2009-2021
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, Saskatchewan, 2015, and Toronto 2020. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commericales)

Women as a Percentage of Tenured/Probationary Assistant Professors, G-13 /U15 excluding Western vs. Western



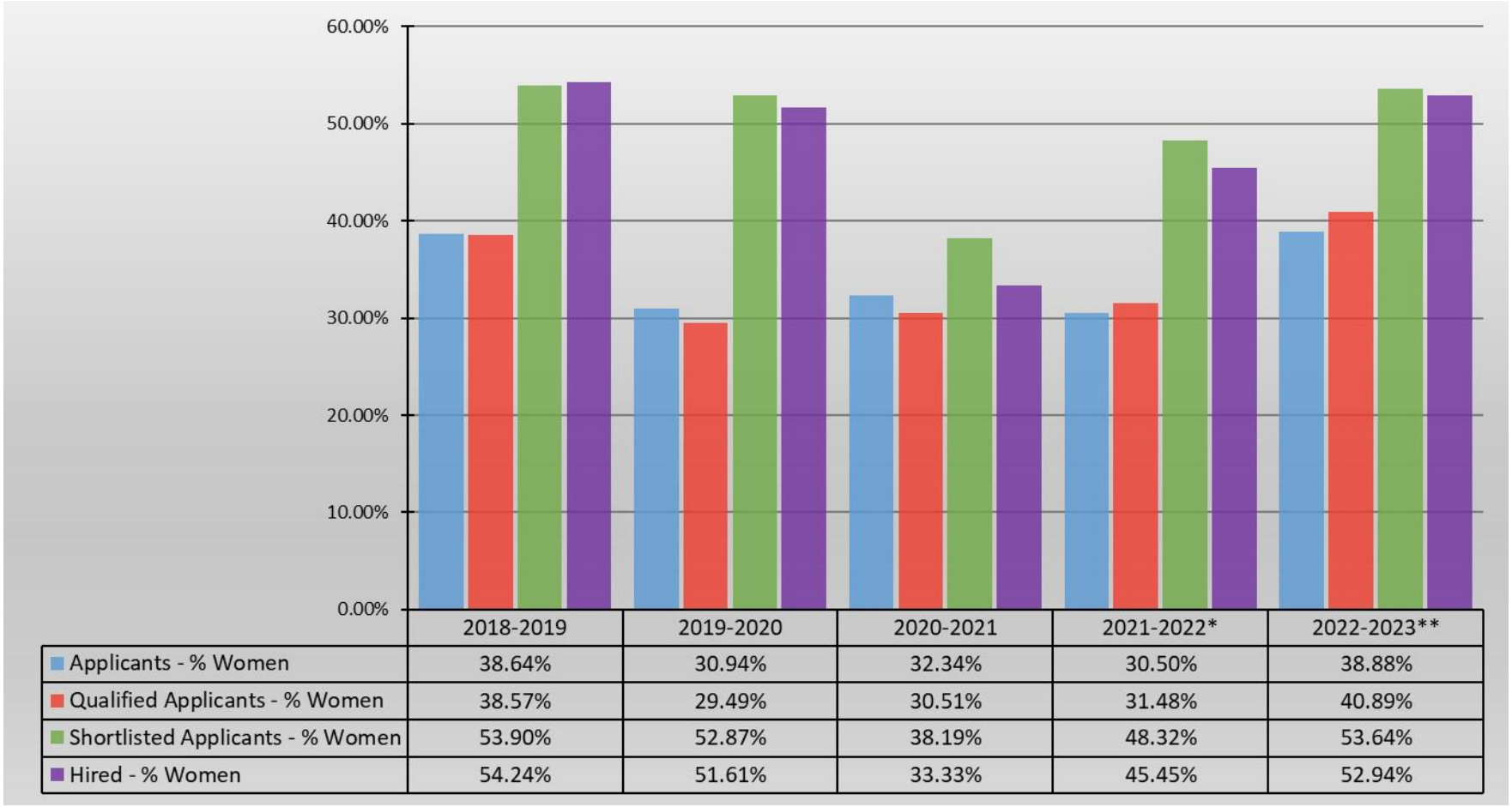
Source: UCASS Data 2000-2009, U15 Data 2009-2021
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, Saskatchewan, 2015, and Toronto 2020. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commericales)

Gender distribution, Newly hired Tenured/Probationary Faculty at Western (including those previously in a LT position at Western): 1999 – 2022



Source: UCASS Data for 1999 – 2010, Western Human Resources Information Systems 2011 - 2022 (October)
Data excludes faculty joining from Robarts

Percentage of Women as Applicants, Qualified Applicants, Shortlisted Applicants, and New Hires 2018-19 through 2022-23 Academic Years



	2018-2019	2019-2020	2020-2021	2021-2022*	2022-2023**
Applicants - % Women	38.64%	30.94%	32.34%	30.50%	38.88%
Qualified Applicants - % Women	38.57%	29.49%	30.51%	31.48%	40.89%
Shortlisted Applicants - % Women	53.90%	52.87%	38.19%	48.32%	53.64%
Hired - % Women	54.24%	51.61%	33.33%	45.45%	52.94%

*4 search reports (12%) were missing data in qualified and/or shortlisted candidate categories for 2021-22
**1 search report (2%) was missing data in qualified and shortlisted candidate categories for 2022-23

Percentage of Women, Tenured/Probationary Faculty, 2009 to 2022

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Faculty of Arts and Humanities	42.31%	44.19%	45.45%	47.06%	44.60%	45.00%	45.65%	45.52%	45.31%	42.62%	45.22%	45.54%	46.30%	46.36%
Ivey Business School	21.67%	26.09%	24.00%	25.33%	26.92%	25.97%	22.22%	19.74%	18.57%	22.37%	25.00%	25.97%	25.00%	29.79%
Faculty of Education	47.62%	48.72%	50.00%	52.94%	54.55%	54.29%	57.14%	61.90%	65.85%	69.05%	68.29%	65.91%	67.39%	66.67%
Faculty of Engineering	11.63%	11.63%	11.49%	11.36%	12.36%	12.50%	11.63%	12.64%	15.96%	16.67%	17.35%	17.89%	16.67%	18.63%
Faculty of Health Sciences	58.43%	58.70%	59.57%	59.78%	60.22%	60.87%	62.22%	63.33%	60.47%	62.07%	70.00%	70.37%	70.59%	71.74%
Faculty of Info/Media Studies	59.46%	58.33%	57.14%	58.82%	58.82%	57.58%	59.38%	57.14%	57.14%	59.26%	60.71%	60.71%	62.07%	60.71%
Faculty of Law	23.33%	22.58%	24.14%	27.59%	32.26%	31.03%	34.48%	35.71%	37.50%	39.29%	39.29%	34.62%	31.25%	29.41%
Schulich School of Med & Dent	19.65%	20.12%	20.37%	21.34%	22.56%	22.94%	23.84%	24.00%	23.84%	23.39%	27.11%	28.22%	29.09%	29.07%
Don Wright Faculty of Music	32.43%	33.33%	36.11%	35.14%	32.43%	33.33%	34.21%	37.14%	37.14%	36.36%	35.48%	35.48%	34.38%	35.29%
Faculty of Science	19.15%	20.65%	21.98%	22.78%	23.89%	23.73%	24.72%	24.43%	23.70%	23.53%	25.75%	25.31%	26.19%	27.27%
Faculty of Social Science	31.25%	32.16%	33.50%	32.50%	33.33%	36.13%	35.64%	36.61%	37.78%	40.11%	44.32%	43.02%	43.85%	44.09%

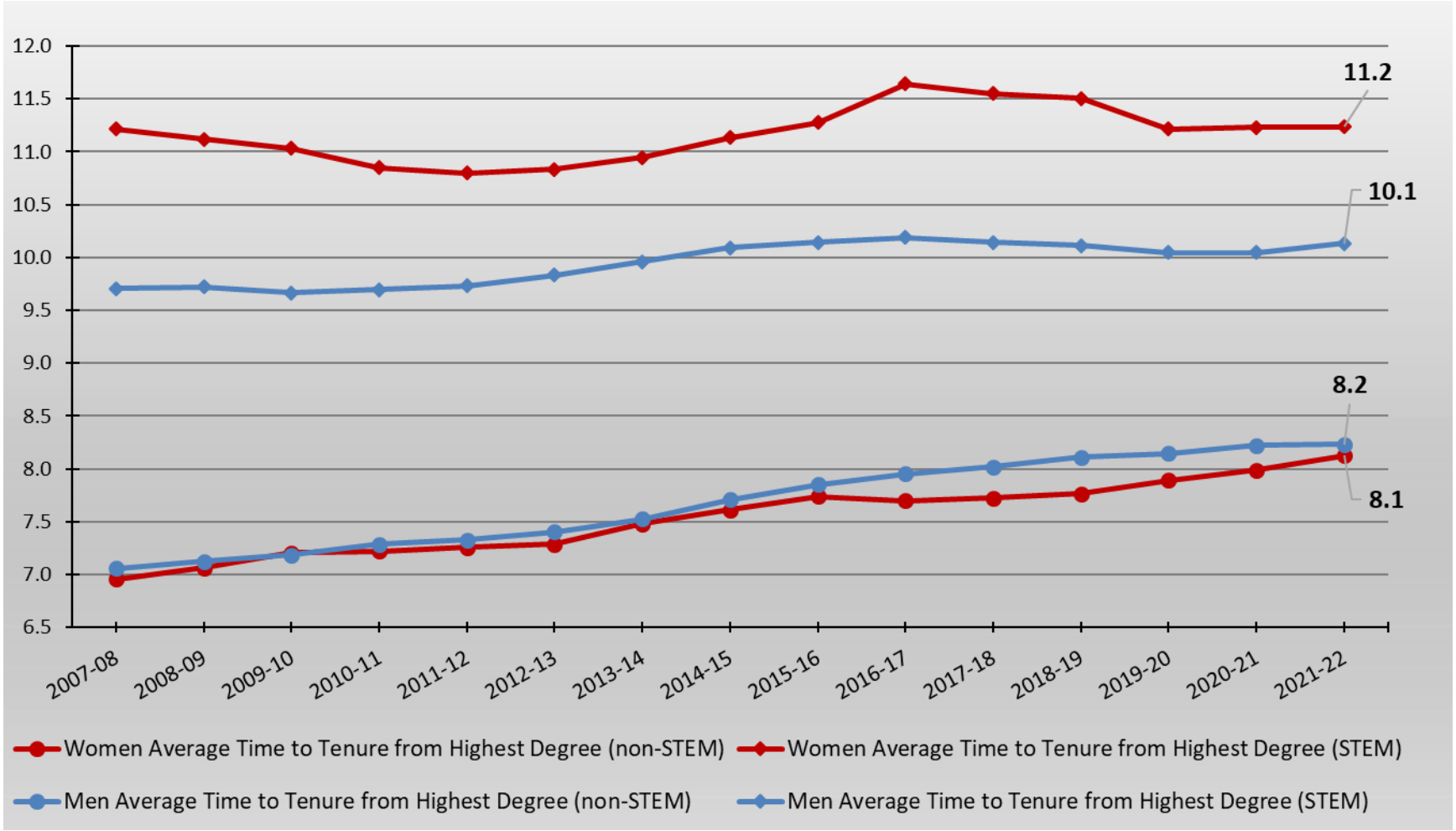
Western Human Resources Information System 2009 – 2022 (October).

Percentage of Women, Probationary Assistant Professor Rank 2009 to 2022

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Faculty of Arts and Humanities	55.56%	52.63%	55.88%	69.70%	58.06%	50.00%	54.17%	47.37%	53.33%	40.00%	50.00%	100.00%	100.00%	66.67%
Ivey Business School	40.00%	39.13%	27.59%	27.59%	32.26%	29.03%	30.30%	26.92%	20.00%	30.43%	33.33%	34.78%	30.77%	41.18%
Faculty of Education	80.00%	75.00%	77.78%	71.43%	60.00%	57.14%	50.00%	66.67%	66.67%	81.82%	81.82%	66.67%	76.92%	62.50%
Faculty of Engineering	22.22%	18.75%	21.43%	18.18%	23.08%	18.18%	14.29%	12.50%	35.71%	29.41%	29.41%	31.25%	29.41%	38.10%
Faculty of Health Sciences	71.43%	61.54%	65.38%	65.22%	68.42%	72.22%	80.00%	90.91%	84.62%	82.35%	90.00%	85.71%	85.71%	79.31%
Faculty of Info/Media Studies	84.62%	80.00%	77.78%	75.00%	100.00%	100.00%	100.00%	--	--	--	100.00%	75.00%	83.33%	75.00%
Faculty of Law	62.50%	71.43%	80.00%	100.00%	100.00%	100.00%	75.00%	57.14%	60.00%	50.00%	50.00%	44.44%	36.36%	33.33%
Schulich School of Med & Dent	29.55%	30.00%	27.27%	32.26%	34.62%	35.71%	36.67%	38.71%	37.50%	37.93%	44.44%	39.13%	47.83%	55.56%
Don Wright Faculty of Music	40.00%	40.00%	30.00%	28.57%	40.00%	50.00%	50.00%	40.00%	33.33%	50.00%	--	--	--	--
Faculty of Science	34.09%	38.89%	38.46%	35.00%	43.75%	50.00%	50.00%	50.00%	41.67%	45.45%	46.67%	47.06%	60.00%	47.62%
Faculty of Social Science	44.00%	48.72%	52.94%	48.28%	57.14%	66.67%	57.89%	47.83%	37.50%	43.75%	47.06%	36.36%	40.63%	42.86%

Western Human Resources Information System 2009 - 2022 (October).

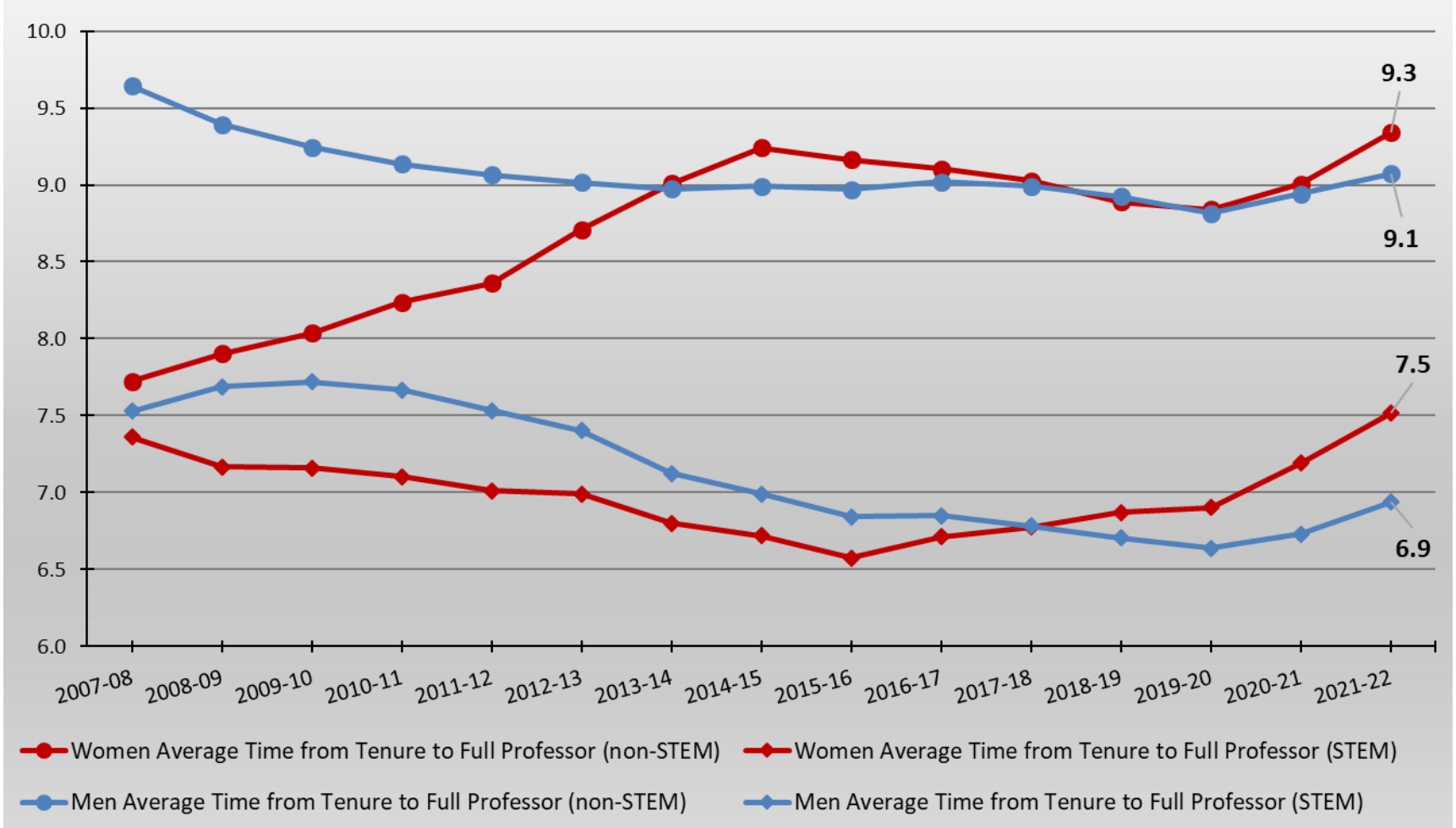
Time to Tenure from Highest Degree (STEM and non-STEM Disciplines)



STEM = Faculty of Engineering, Science, Medicine & Dentistry
Only those with > 3 years from RF to Tenure are included
3 Year rolling average

Source: Western HR Information System

Time to Full Professor from Tenure (STEM and non-STEM Disciplines)



STEM = Faculty of Engineering, Science, Medicine & Dentistry
Only those with > 3 years from RF to Tenure are included
3 Year rolling average

Source: Western HR Information System

Probationary Cohort Outcomes for Faculty with Probationary Start dates from 2002-03 through 2016-17

Action	Women (n)	Men(n)	Total (n)
Granted Tenure	218 (77.30%)	295 (77.84%)	513 (77.61%)
Denied P&T	4 (1.42%)	13 (3.43%)	17 (2.57%)
Withdrew from P&T*	4 (1.42%)	10 (2.64%)	14 (2.12%)
Moved to Limited Term**	3 (1.06%)	1 (0.26%)	4 (0.61%)
Resigned	43 (15.25%)	52 (13.72%)	95 (14.37%)
Other	3 (1.06%)	2 (0.53%)	5 (0.76%)
Probationary Extension***	4 (1.42%)	6 (1.58%)	10 (1.51%)
Still in Probationary Period	3 (1.06%)	0 (0%)	3 (0.45%)
Grand Total	**282 (100%)**	**379 (100%)**	**661 (100%)**

Outcomes for Probationary faculty who have entered the P&T cycle:

Action	Women (n)	Men (n)
Granted Tenure	218 (96.46%)	295 (92.77%)
Denied P&T	4 (1.77%)	13 (4.09%)
Withdrew from P&T	4 (1.77%)	10 (3.13%)
Grand Total	**226 (100%)**	**318 (100%)**

* Withdrew after entering the P&T queue

** Hired into a new Limited Term role before entering P&T queue

*** Those continuing beyond their initial P&T consideration date (due to leaves etc.) or those hired in fall/winter of the 2016-17 academic year considered in 2022

Reasons for Resignation: Probationary Cohort with Start dates from 2002-03 through 2016-17

Reasons for Resignation During the Probationary Period (Exit Interviews)

Action	Women (n)	% of Women Total	Men (n)	% of Men Total
Career Development and Salary	11	25.58%	17	32.69%
Family and Geography	26	60.47%	23	44.23%
Other	3	6.98%	6	11.54%
P&T Performance Problem	3	6.98%	6	11.54%
Grand Total	**43**	**100.00%**	**52**	**100.00%**

Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.
*Includes only faculty under age 55 at the time of resignation

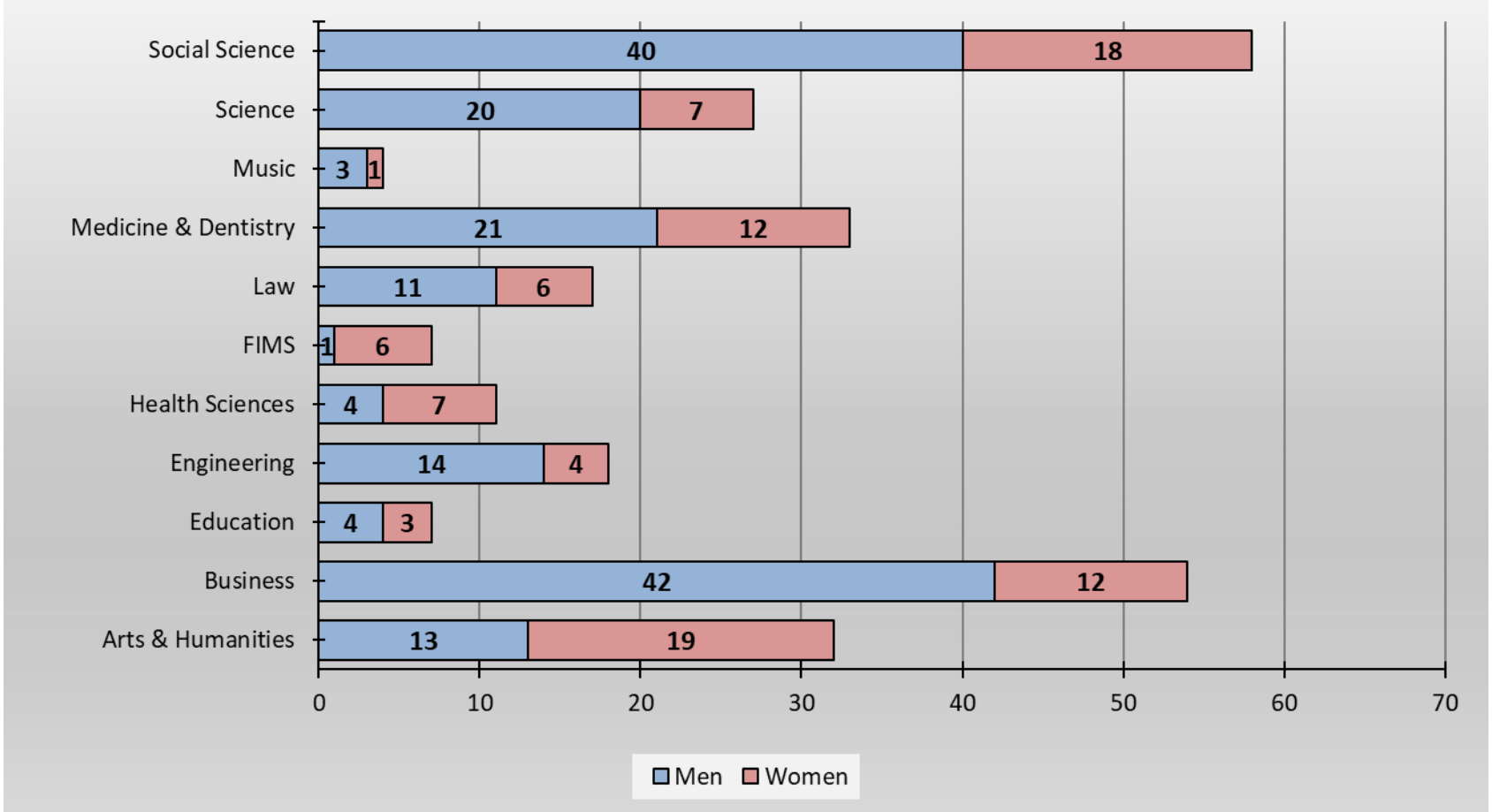
Reasons for Resignation: All Probationary and Tenured faculty resigning from 2004-05 through 2021-22

Reasons for Resignation	Women N(%)	Men N(%)	Total N(%)
Career Development & Salary	42.0 (44.2%)	80.5 (46.5%)	122.5 (45.7%)
Family & Geography	37.0 (39.5%)	45.8 (26.5%)	83.3 (31.1%)
Other	9.5 (10.0%)	21.2 (12.2%)	30.7 (11.4%)
Performance - Not Tracking to P&T	6.0 (6.3%)	25.5 (14.7%)	31.5 (11.8%)
Grand Total	**95 (100%)**	**173 (100%)**	**268 (100%)**

UWO Total Resignations: Women: 95, Men: 173
Women: 1.59 % average attrition rate (annual attrition rate = resignations/current year faculty count)
Men: 1.31 % average attrition rate (annual attrition rate = resignations/current year faculty count)

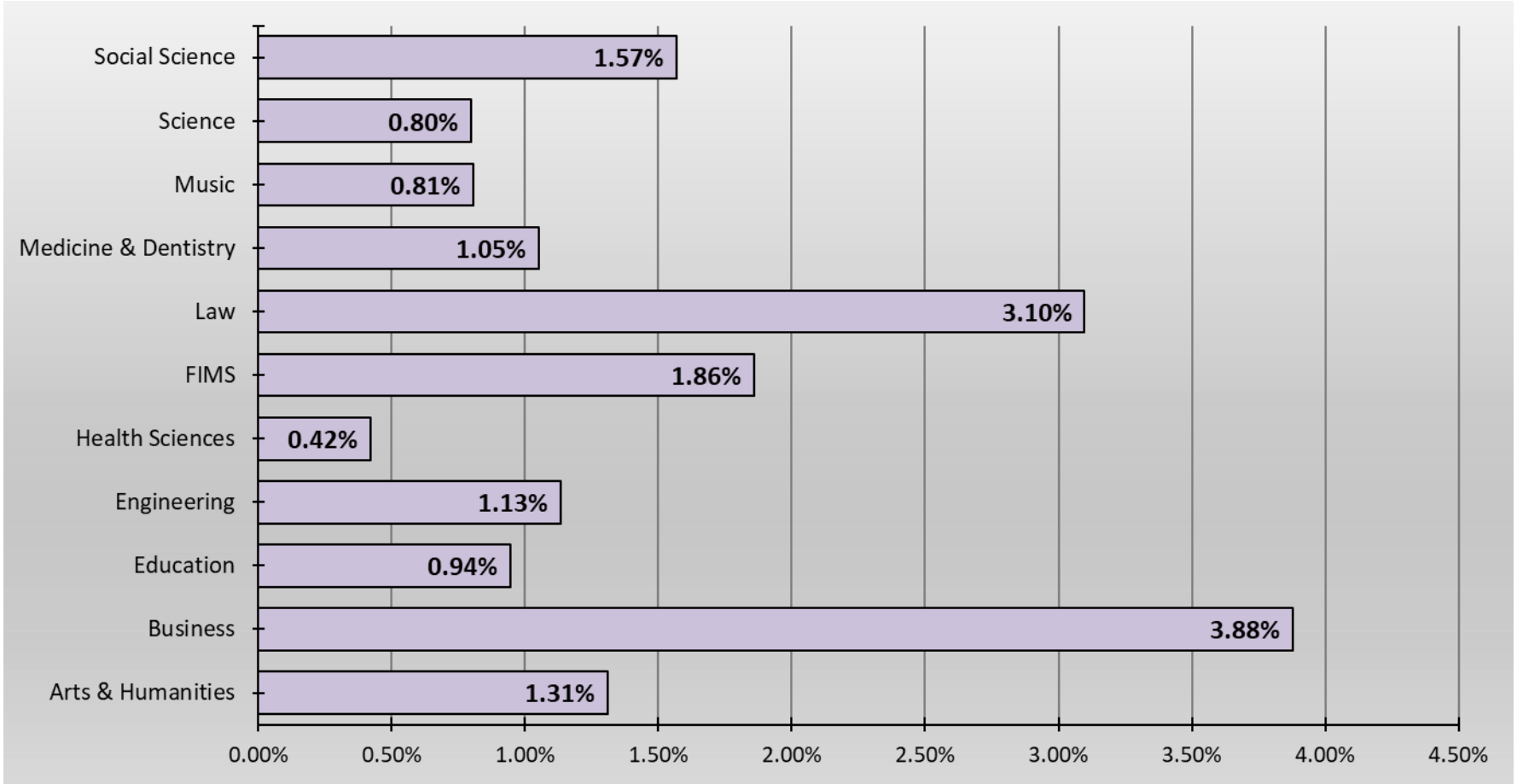
Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.
**Includes only faculty under age 55 at the time of resignation

Total Probationary & Tenured Resignations by Faculty: resigning from 2004-05 to 2021-22



Source: Western Information Systems as of January 2023
**Includes only faculty under age 55 at the time of resignation.

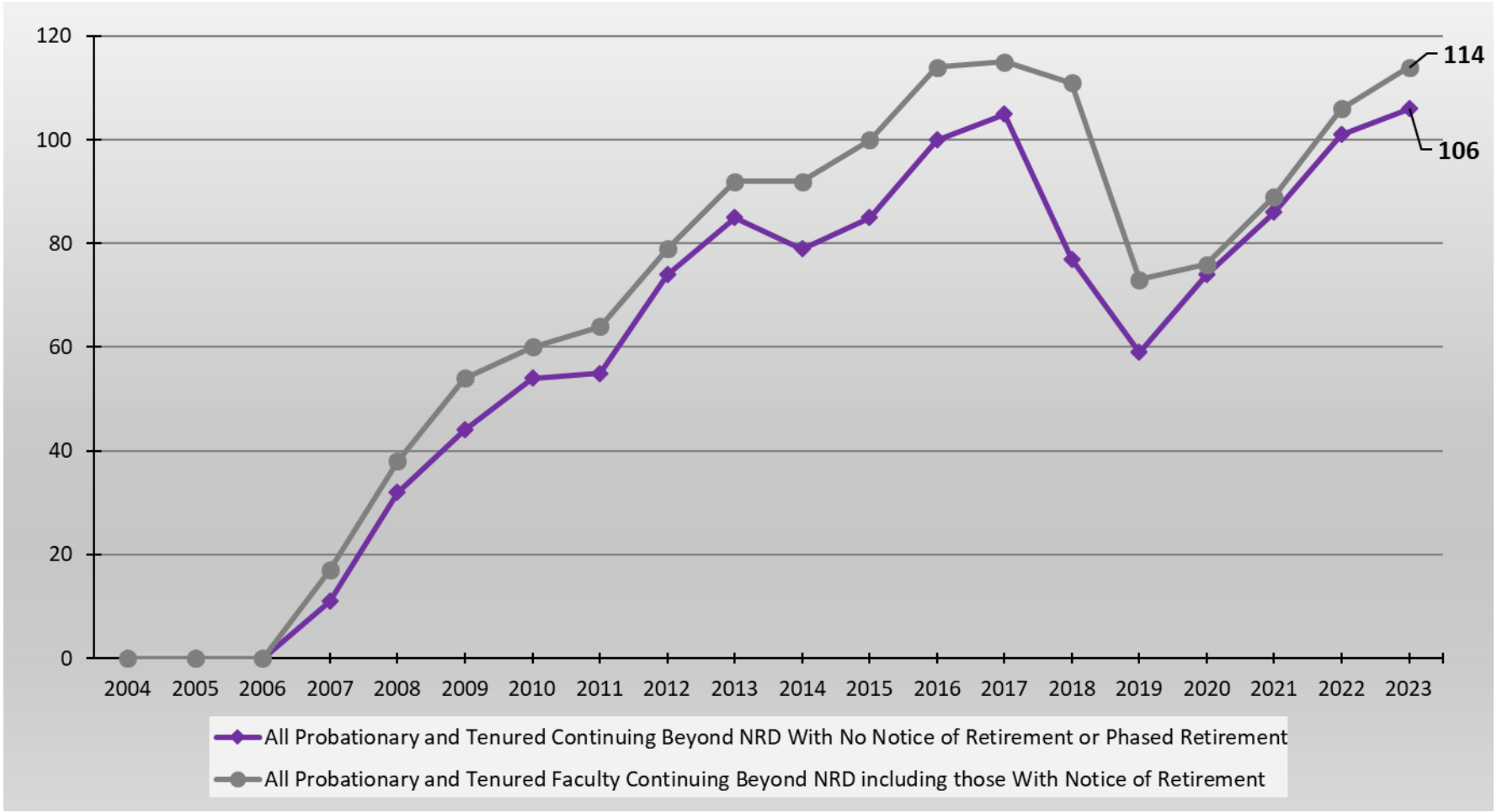
Total Probationary & Tenured Resignations % within each Faculty: exit dates 2004-05 to 2021-22



UWO Total Resignations: 268 (2004 - 2022)
1.35% average attrition rate (attrition rate = resignations/faculty count)

Source: Western Information Systems as of January 2023
**Includes only faculty under age 55 at the time of resignation.

Probationary and Tenured Faculty at Western: Continuing Beyond Normal Retirement Date (NRD)



Source: Western Human Resources Information System
Cohort continuing with <= July 1 NRD in each year

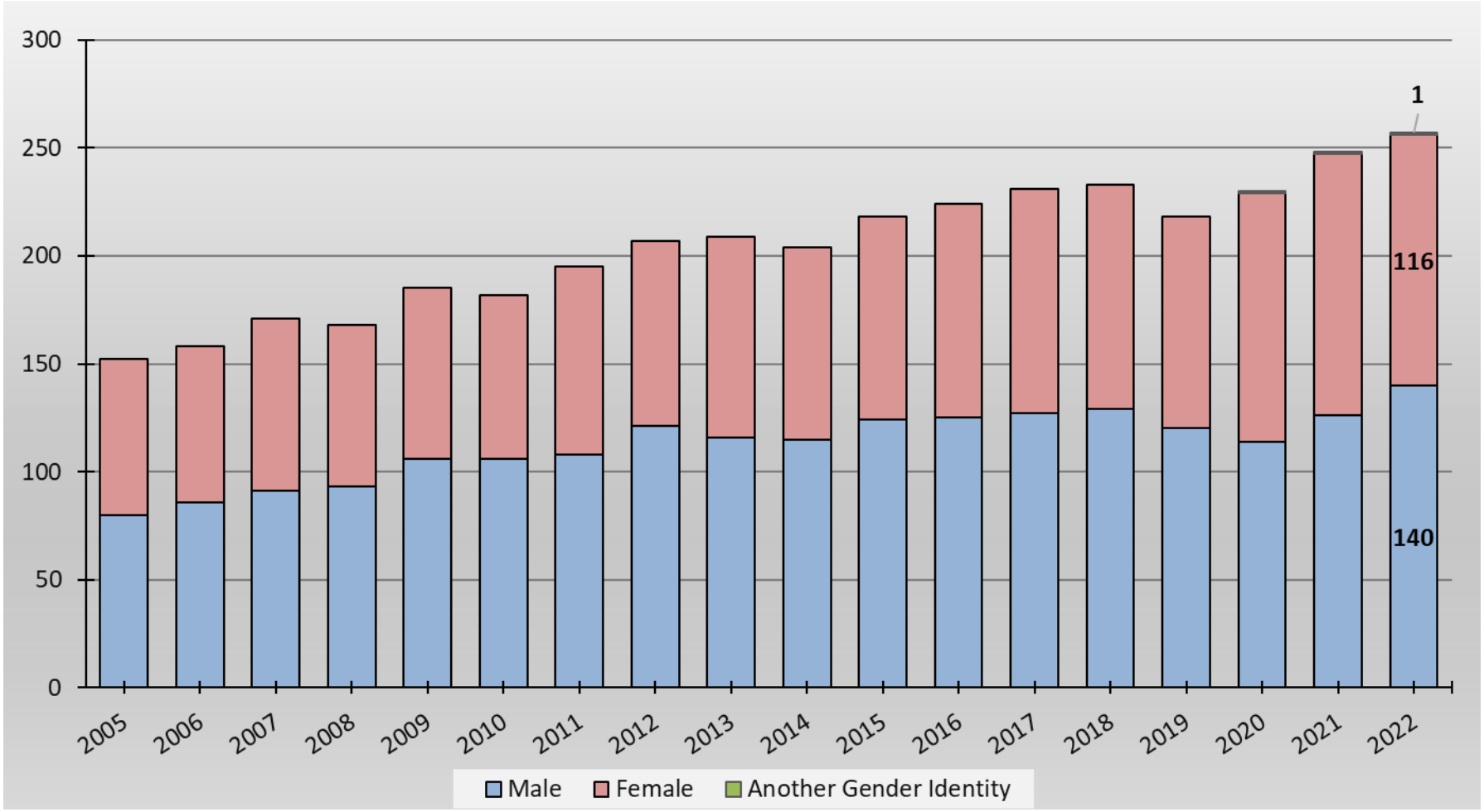
Section 2: Limited Term Appointments

- Data are cross-sectional counts as of October 1, 2022;
- 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 Limited Term (LT) Faculty

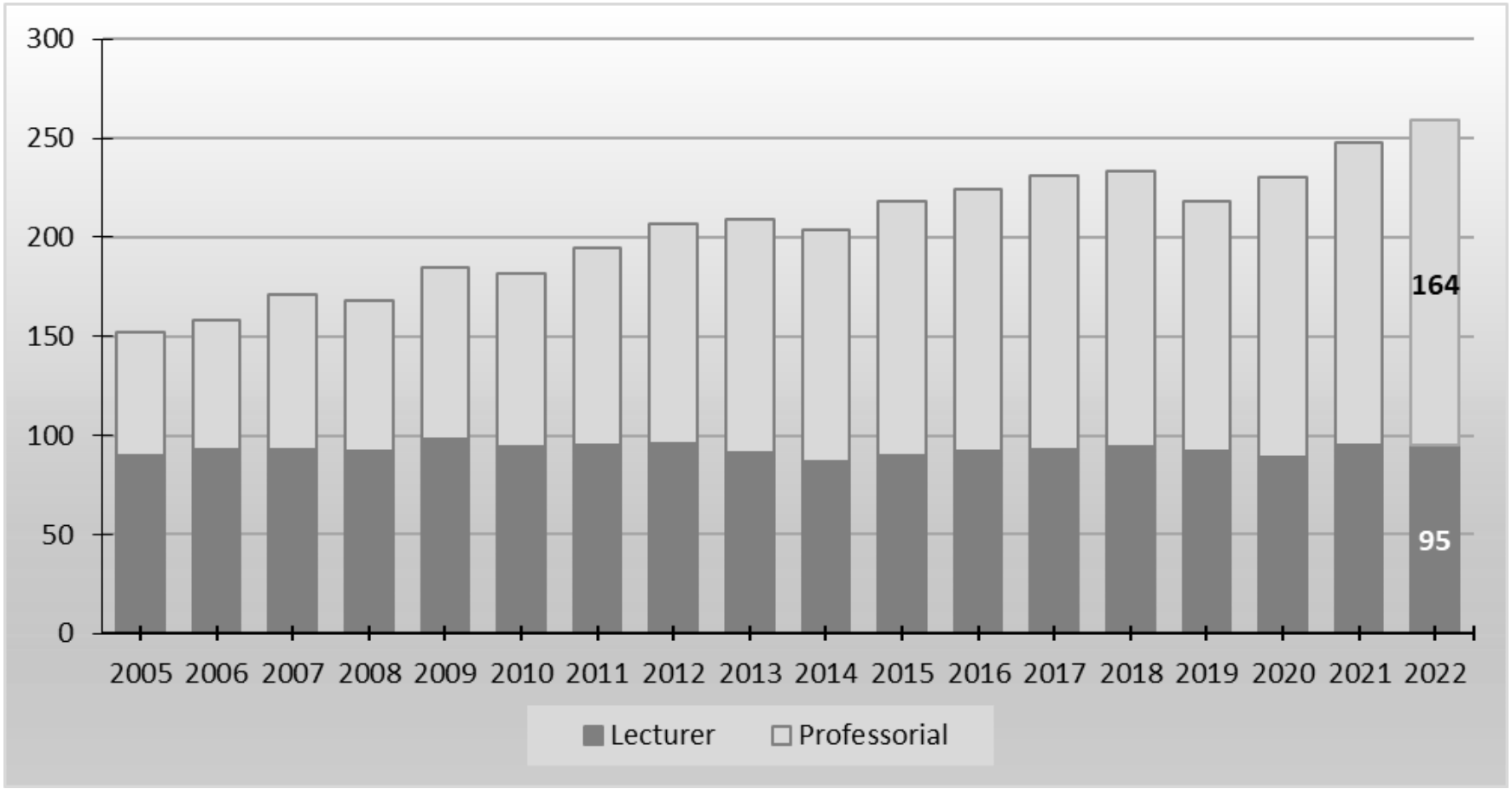
- On October 1, 2022 there were **257** LT faculty:
  - **116** (45.1%) women, **140** (54.5%) men and **1**(0.4%) identifying as another gender identity;
  - **163** (63.4%) were at the Professorial ranks
  - **74** (28.6%) had been employed ≥ 12 years (therefore are either "without end date" or "permanent" or eligible for "without end date" status at next renewal)
  - **142** (55.3%) have been in LT contract status for <7 years
- Each vertical bar in slide 29 represents the workload (WL) of one LT individual; most LT faculty are teaching-intensive; other WLs are seen (e.g. Basic Scientists in a Clinical Department are often research-focused)

Number of Individuals with Limited Term Appointments: Stratified by Gender 2005 to 2022



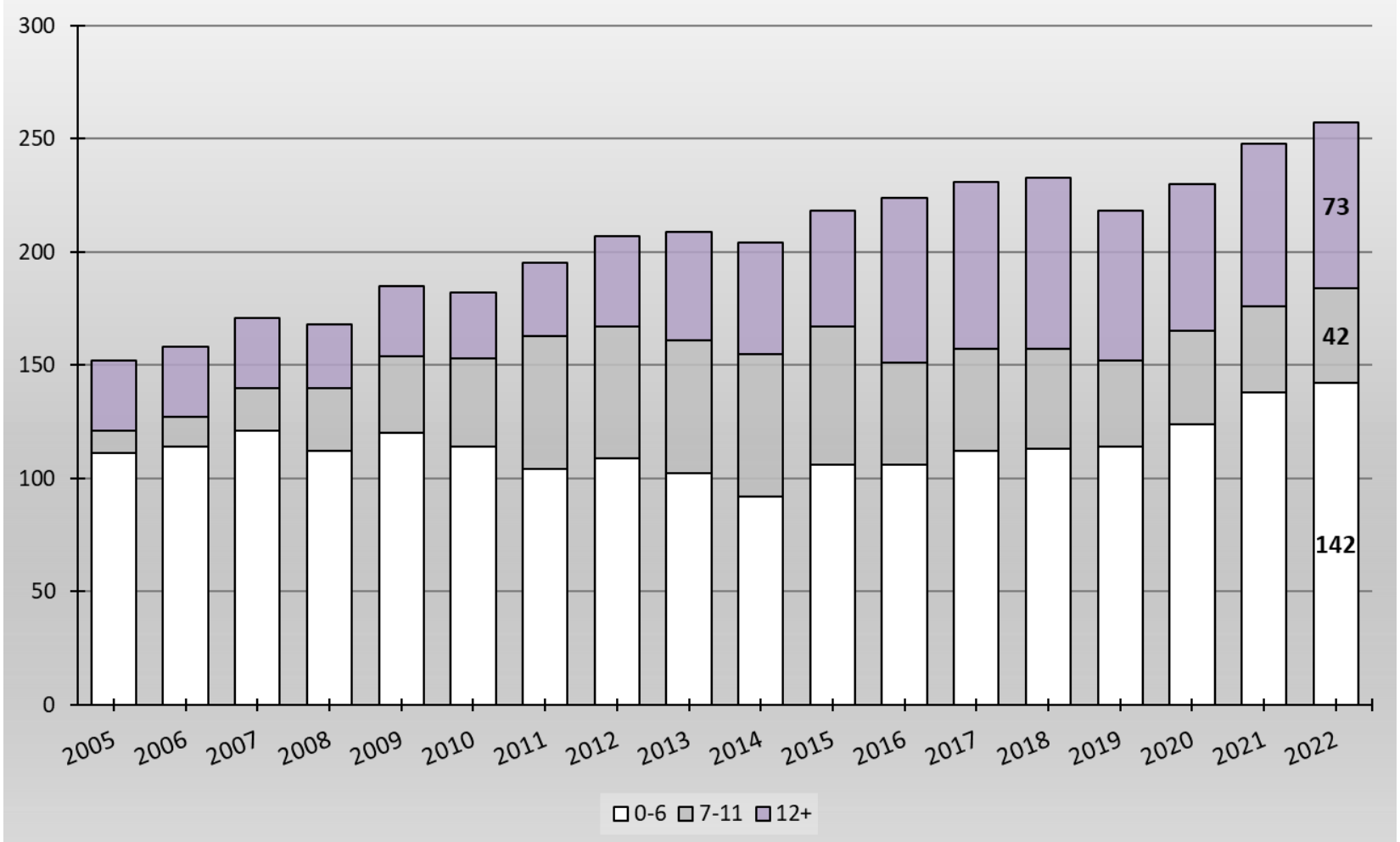
Source: Western's Human Resources Information Systems 2005 – 2022 (October)

Number of Individuals with Limited Term Appointments Stratified by Rank, 2005 - 2022



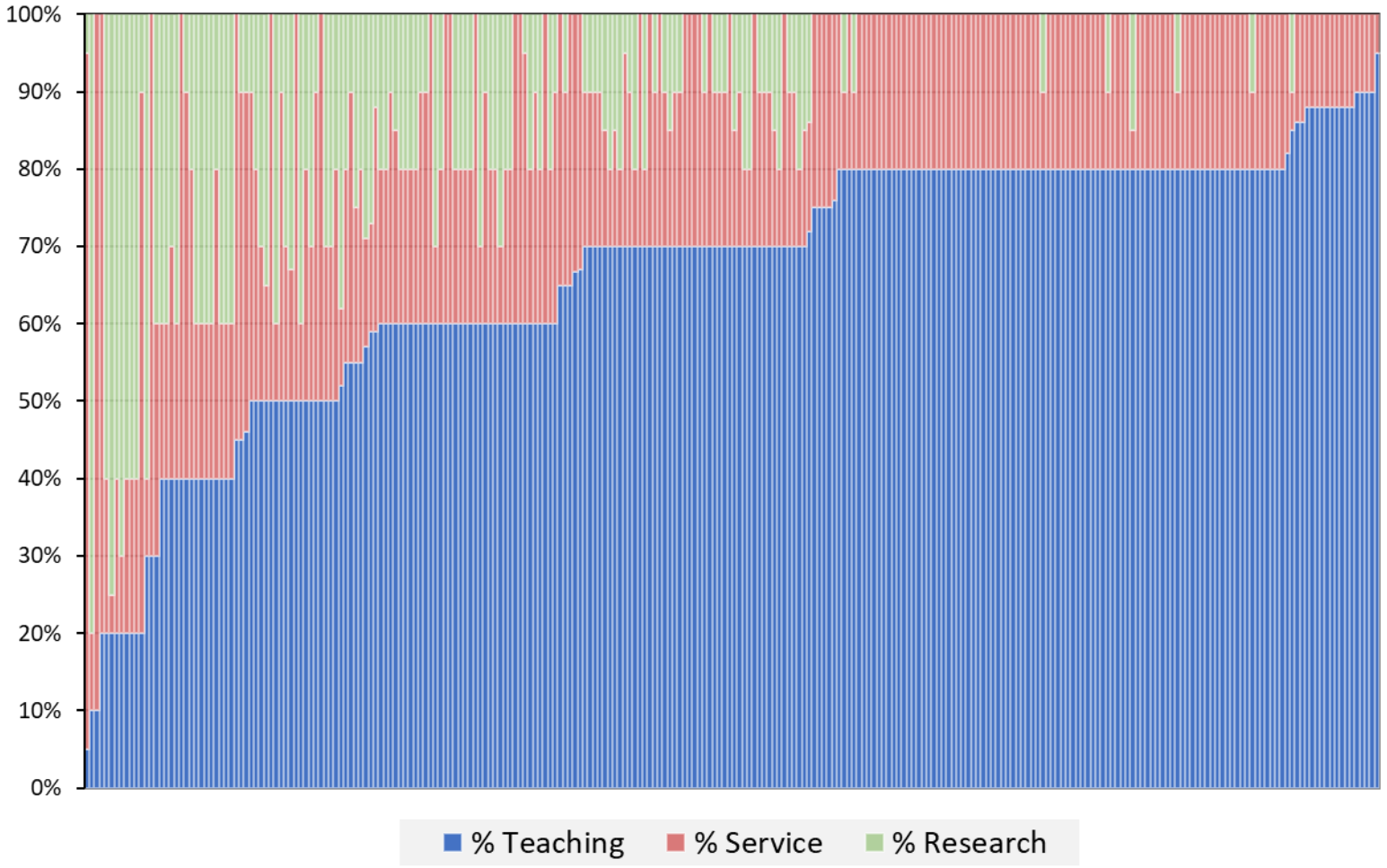
Source: Western's Human Resources Information Systems 2005 - 2022 (October)

Number of Limited Term Appointments by Years of Service 2005 - 2022



Source: Western's Human Resources Information Systems 2005 - 2022 (October)

All Active Limited Term Appointments by Workload Percentages 2022



Source: Western's Human Resources Information Systems 2022 (October)

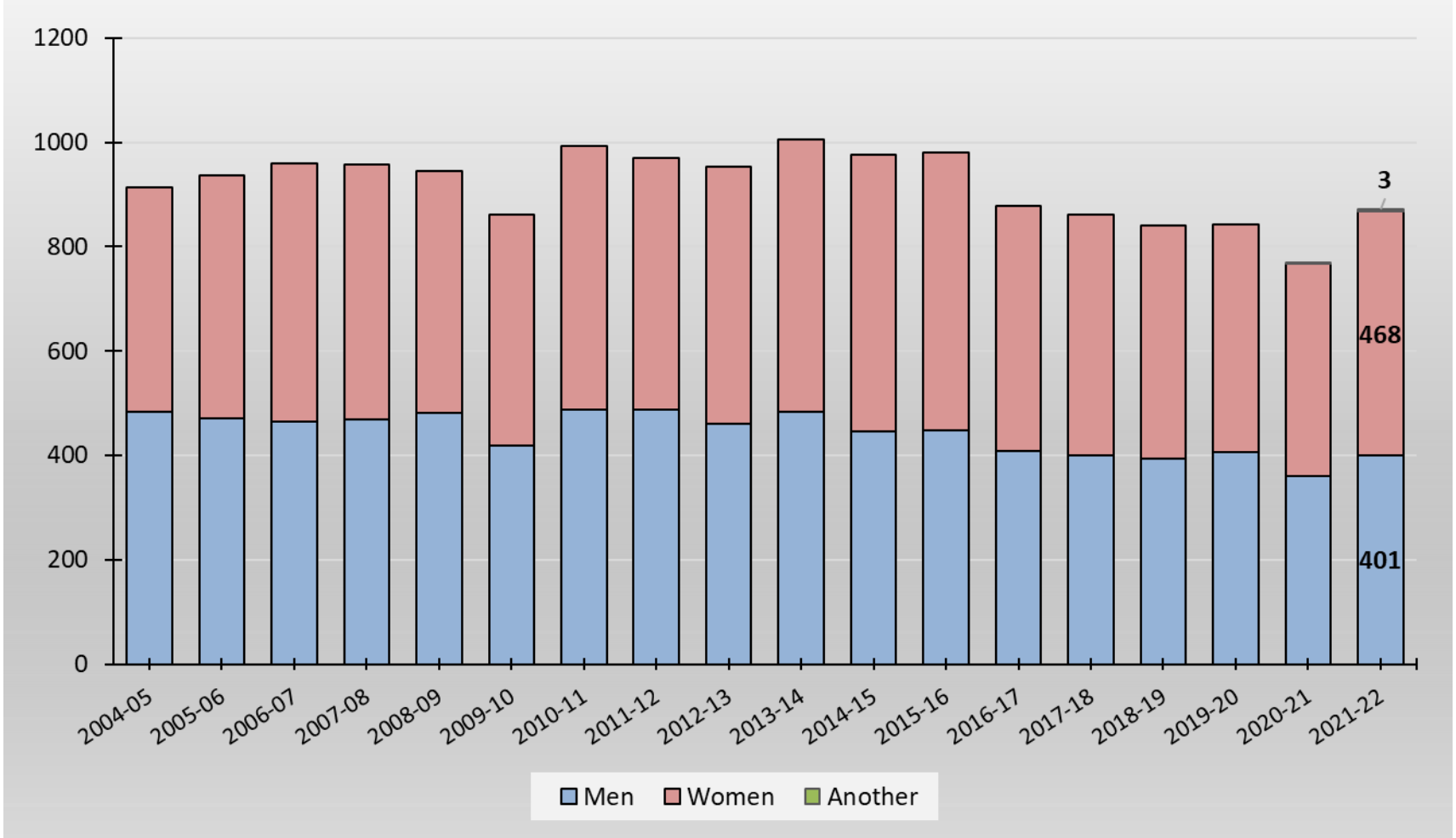
Section 3: Part-Time Faculty

- Count of individuals employed, by fiscal year, as part-time faculty including:
  - Limited Duties (LD) Appointments through competitive advertising (includes individuals with no other employment relationship with Western as well as Post-Retirement individuals, Extra-Load, and Graduate Students or Post Doctoral trainees who applied to an open LD competition) (please note: years of service slides exclude extra-load faculty members);
  - Standing Assignments and Course Authoring agreements;
  - Post Doctoral and Graduate Student Teaching Assignments hired under Appointments Article, Clause 3. d) of the UWOFA Collective Agreement;
  - Excludes LD Appointments at Trois-Pistoles.
- In fiscal 2021-22, there were **872** faculty teaching in part-time appointments; of these, **383** were UWOFA Part-Time Members(taught ≥ 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

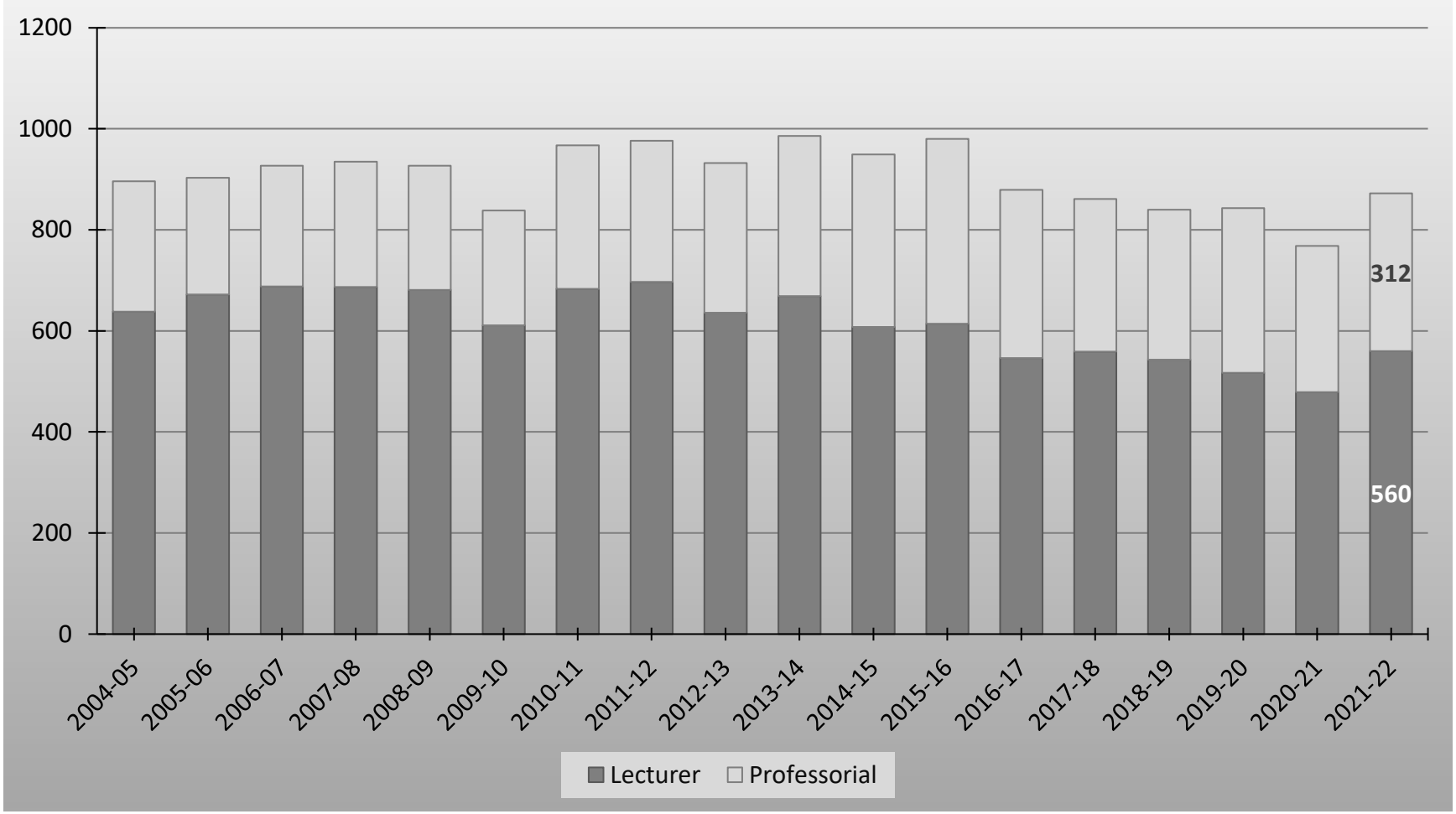
- Of the **872** faculty with a part-time appointment in fiscal 2021-22:
  - **468** (53.7%) were women
  - **312** (35.8%) were at a Professorial rank
- The number of part-time faculty varied by discipline (in Professional programs, this can reflect the part-time employment at Western of professionals employed elsewhere in the community);
- Most part-time faculty are employed for low teaching loads and short duration.

Number of Individuals with Part-Time Faculty Appointments, Stratified by Gender, Fiscal Years 2004-05 to 2021-22



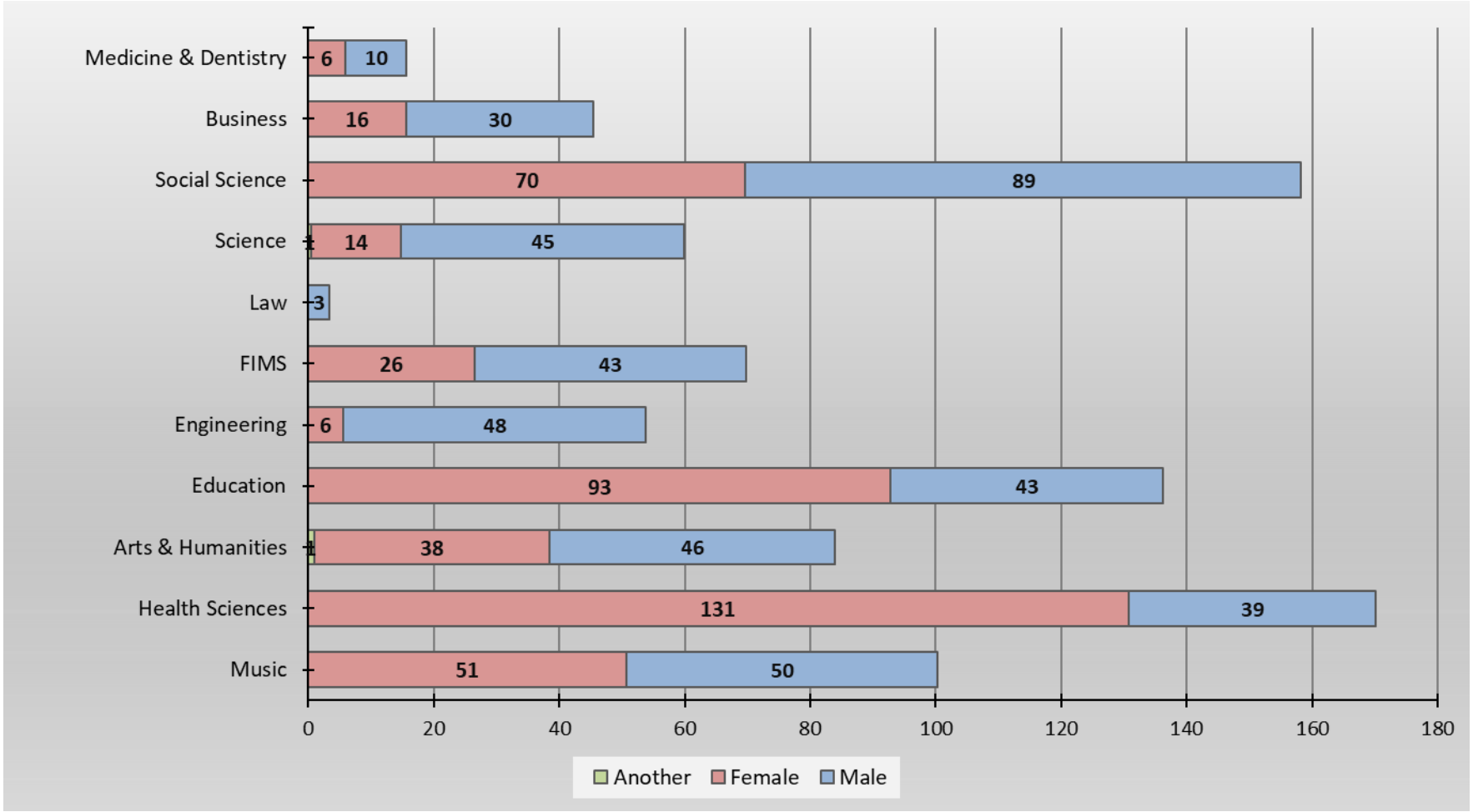
Source: Western Human Resources Information Systems

Number of Individuals with Part-Time Faculty Appointments Stratified by Rank, Fiscal Years 2004-05 to 2021-2022



Source: Western Human Resources Information Systems

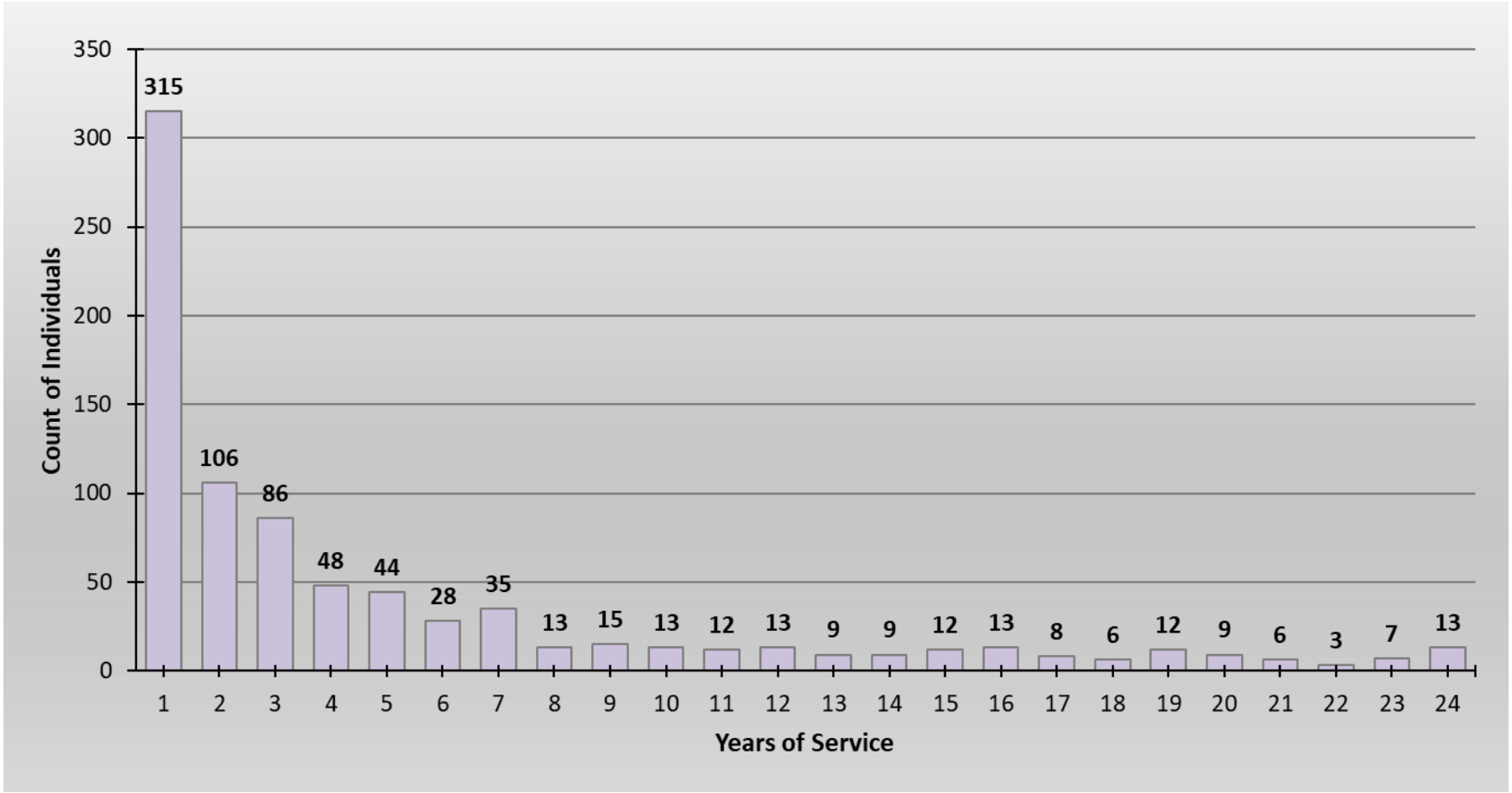
Degree Credit Courses taught by Part-Time Faculty by Faculty and Gender: 2021-22 (Fiscal Year)



Total FCEs: 897

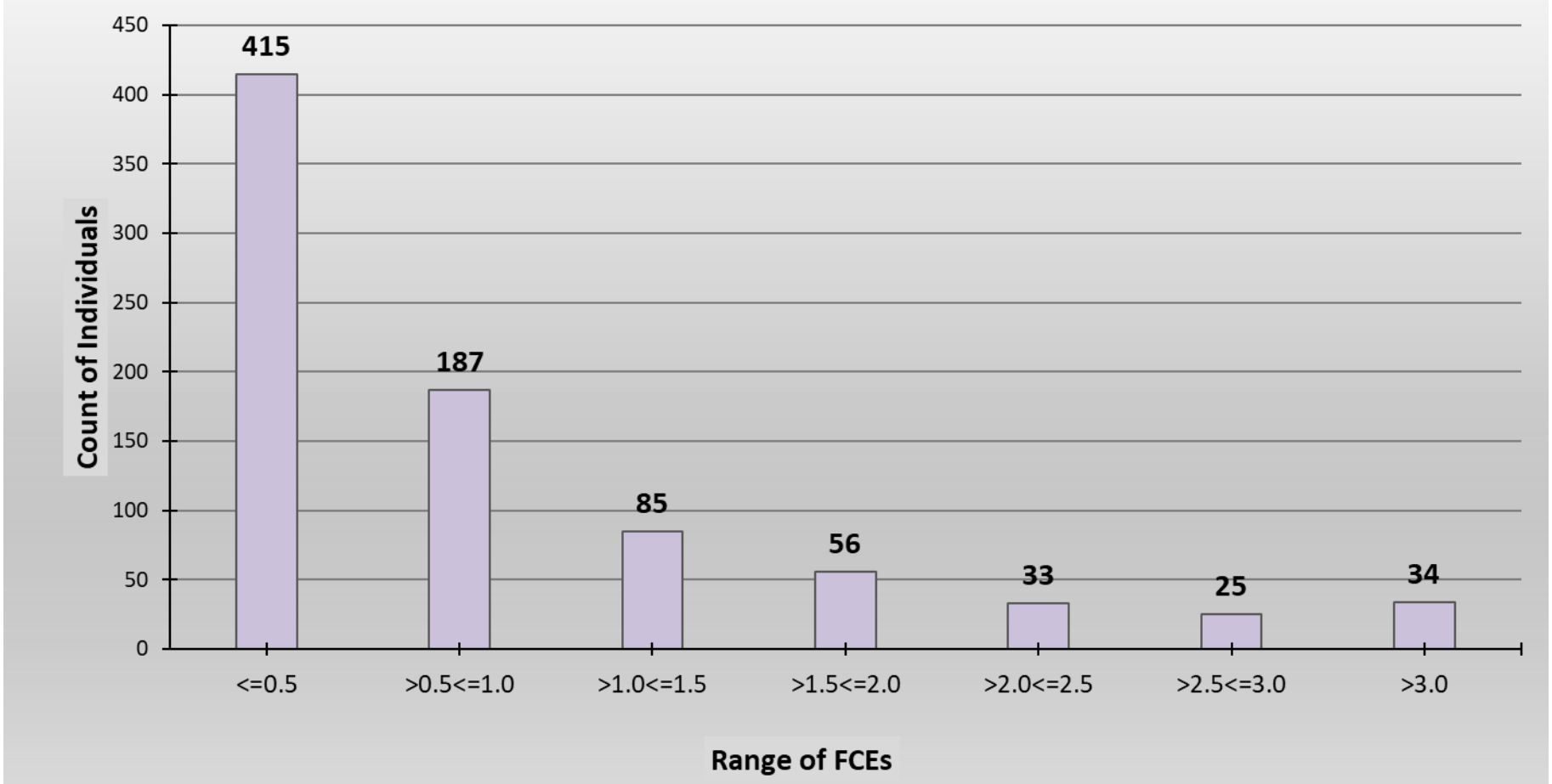
Source: Western Information Systems

Number of Individuals with Part-Time Faculty Appointments by Years of Service (2021-2022)



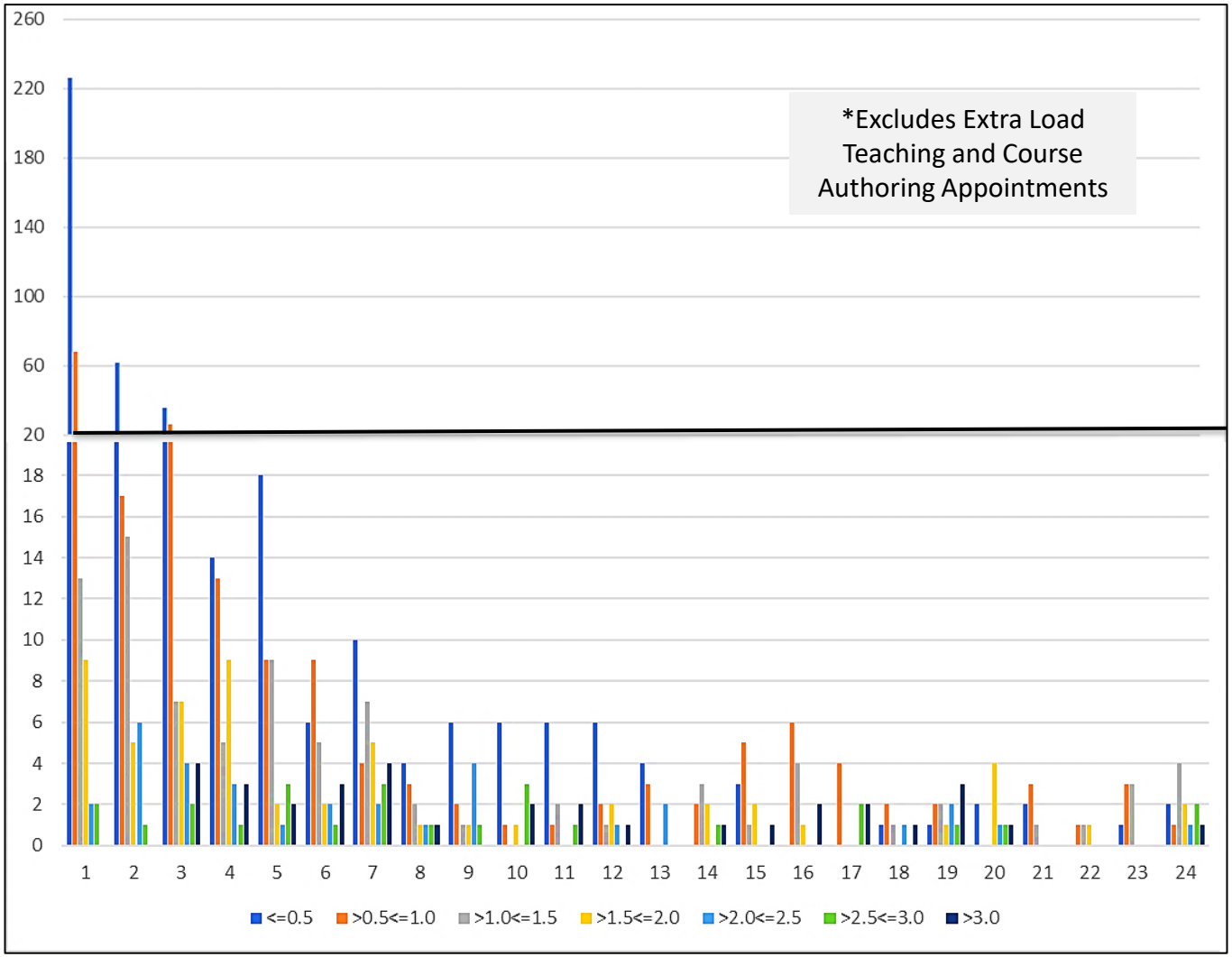
Source: Western Human Resources Information Systems
Includes Consecutive Years of Service, allowing for one single year gap
Excludes Extra Load Teaching and Course Authoring Appointments

Number of Individuals with Part-Time Faculty Appointments by Range of Full Course Equivalents (FCE), 2021-22



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 2021-2022



Source: Western Human Resources Information Systems

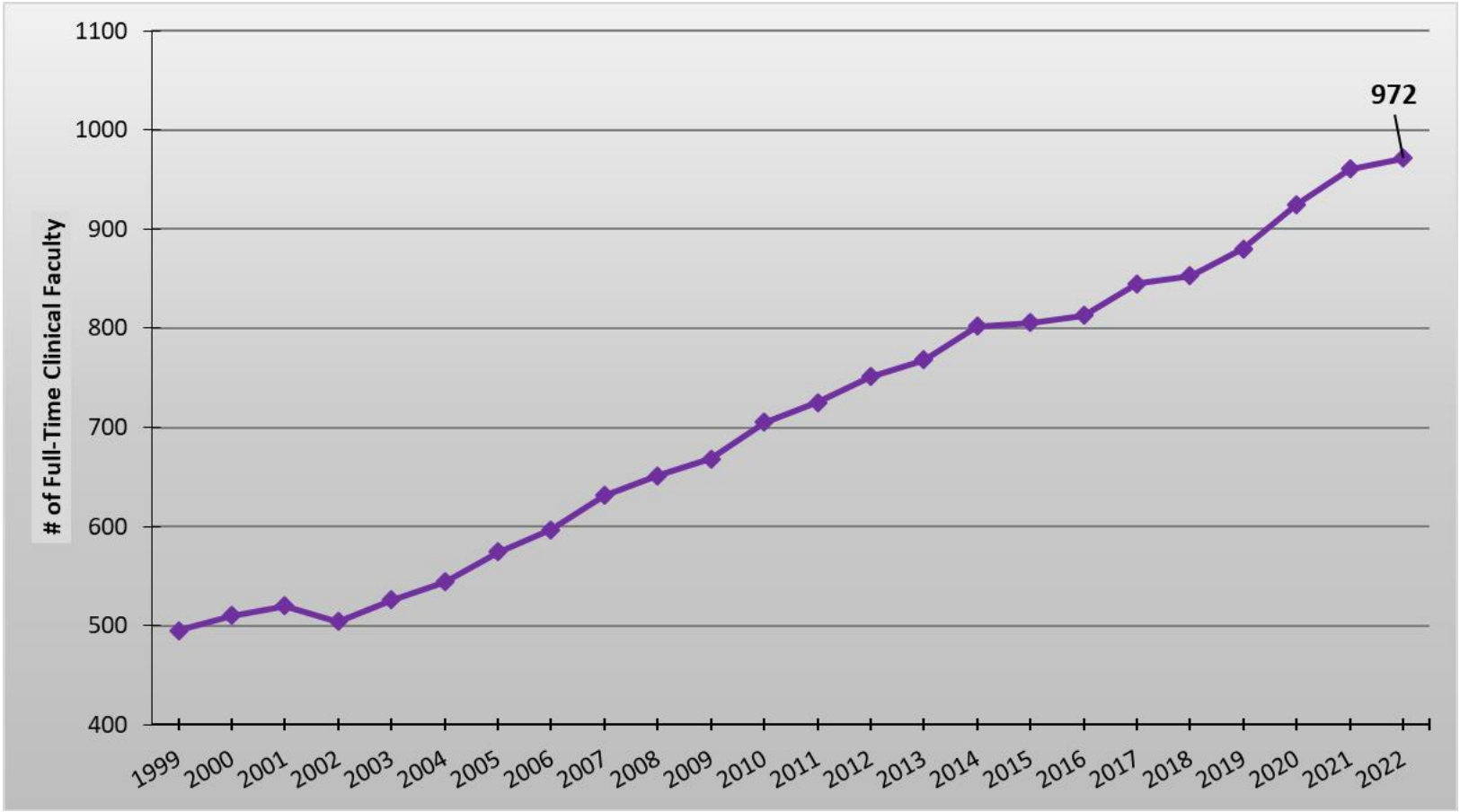
Section 4: Full-Time Clinical Faculty

- Data are cross-sectional counts as of October 1, 2022;
- 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: Full-Time Clinical Faculty

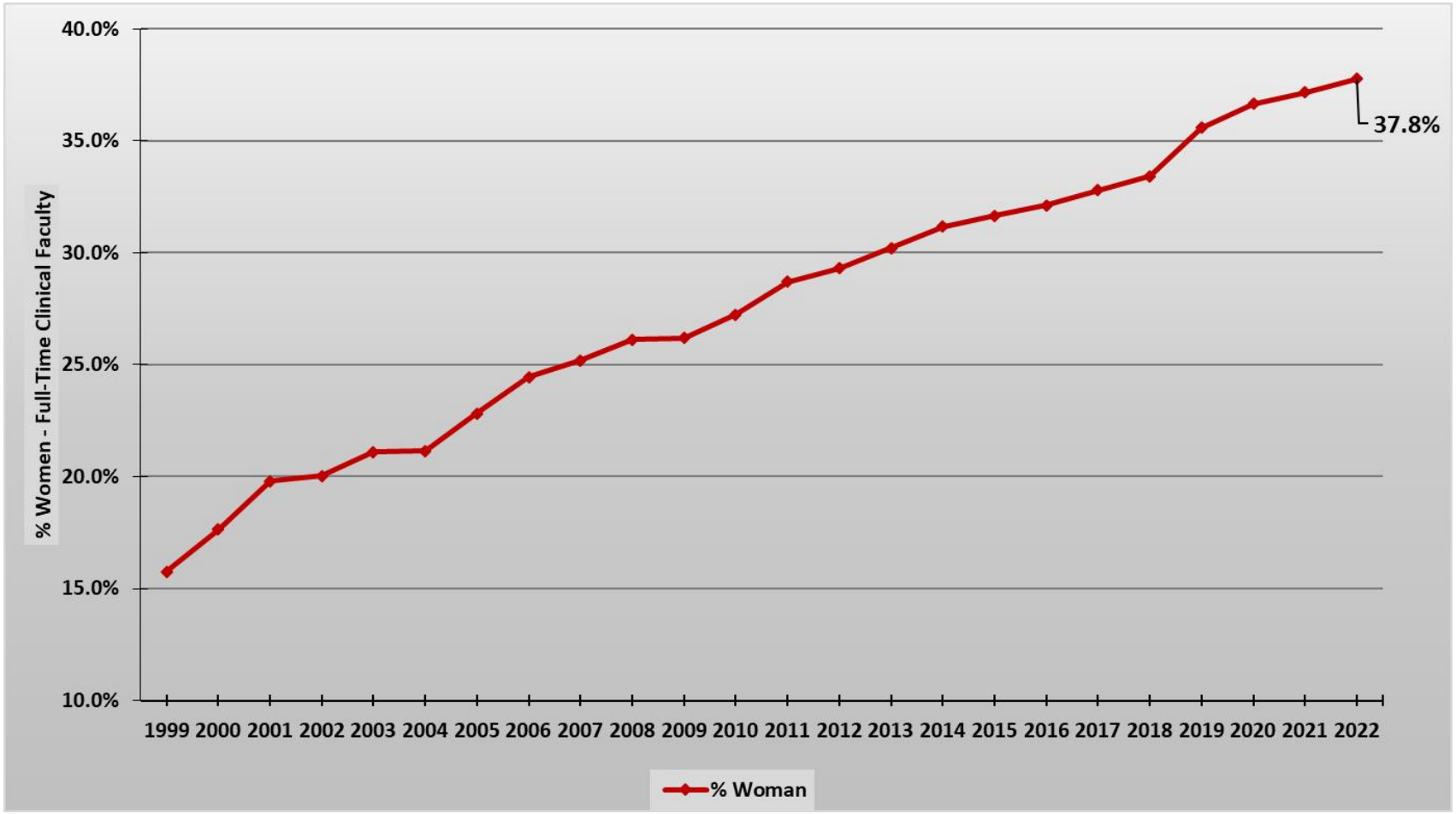
- The number of Clinical full-time faculty has been steadily increasing and is currently **972;**
- The percentage of women overall, inclusive of all career stages, has increased slightly and is currently 37.8%;
- The representation of women among those hired in 2021-2022 has *decreased* and is currently 39.5%;
- Annual resignation rates fluctuate due to small numbers.

Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2022



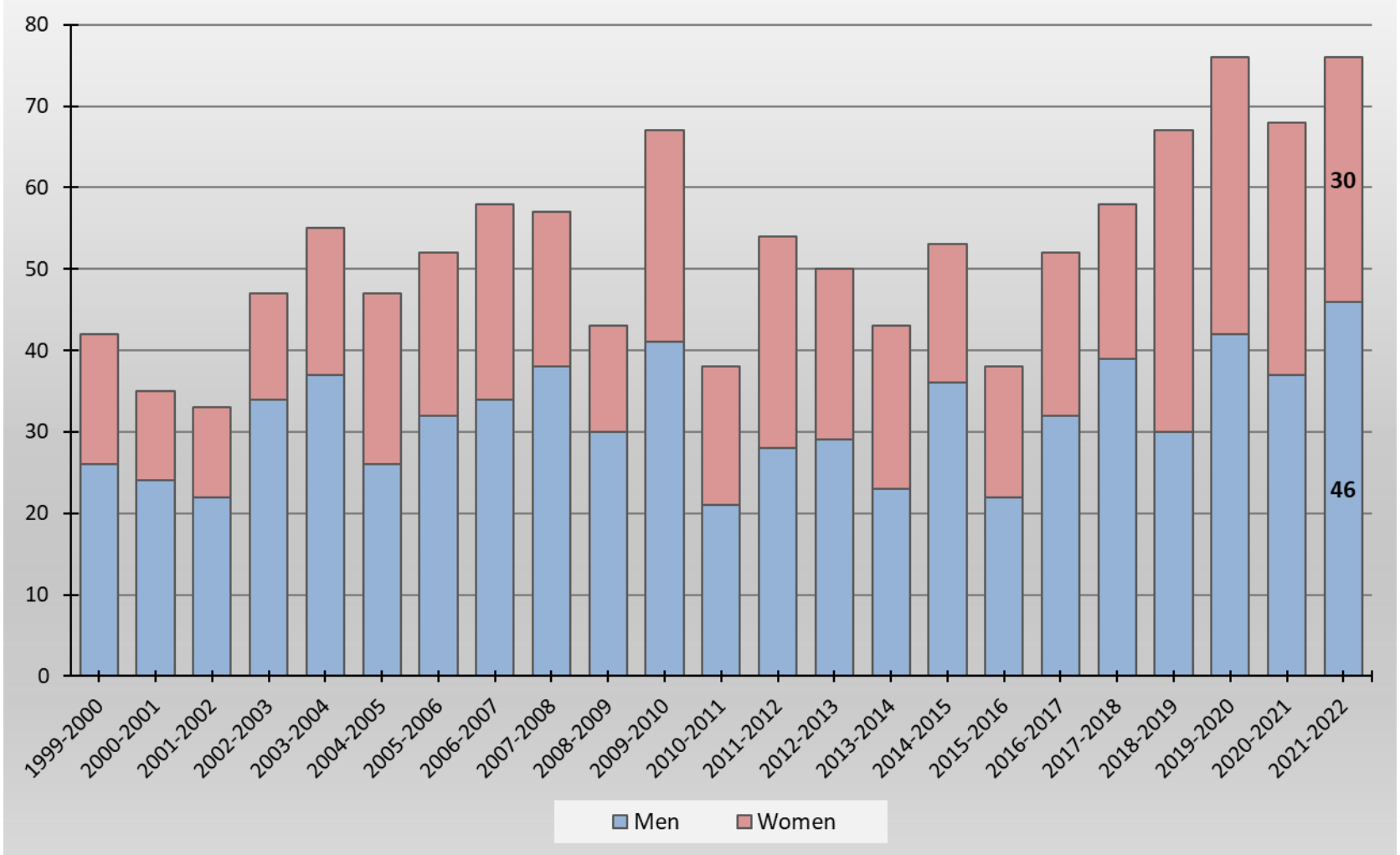
Source: Western Human Resources Information Systems

Women as a Percentage of Full-Time Clinical Faculty at Western, 1999 – 2022



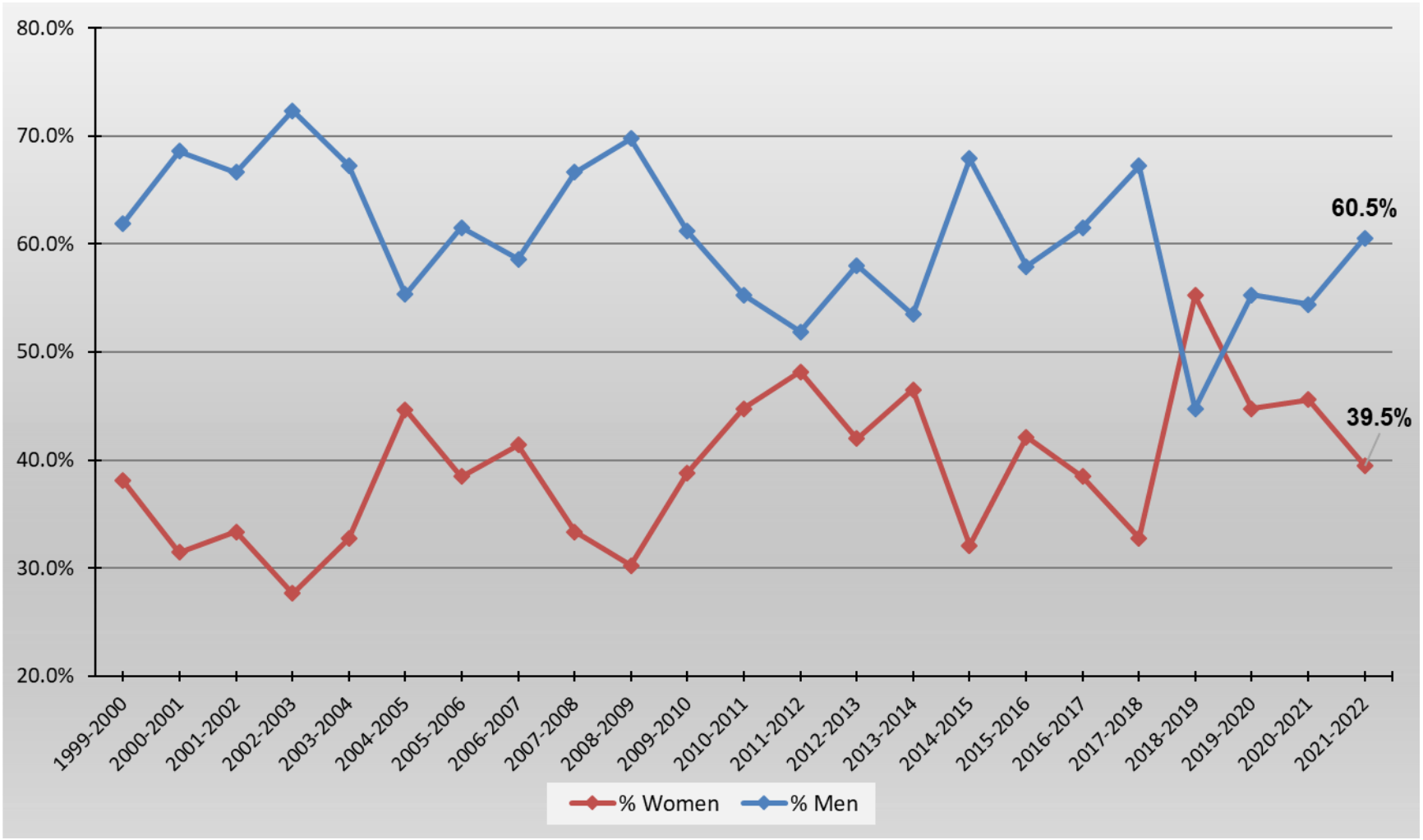
Source: Western Human Resources Information Systems

Newly Hired Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 1999 – 2022



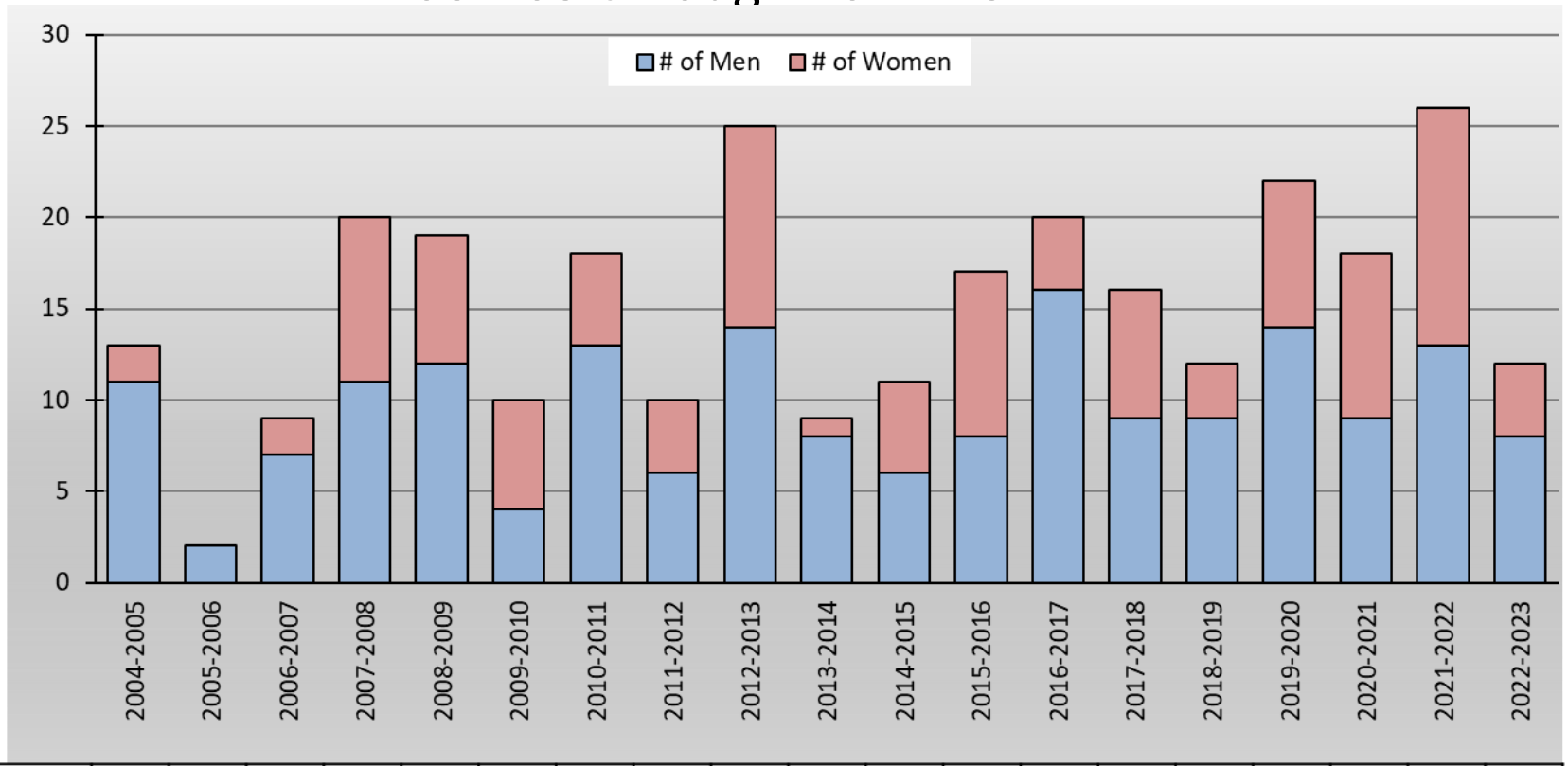
Source: Western Human Resources Information Systems

Percentage of New Full Time Clinical Faculty at Western by Gender: 1999-2022



Source: Western Human Resources Information Systems

Full-Time Clinical Faculty Resignations by Gender 2004-05 through 2022-23



	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Women (n)	2		2	9	7	6	5	4	11	1	5	9	4	7	3	8	9	6	4
Men (n)	11	2	7	11	12	4	13	6	14	8	6	8	16	9	9	14	9	7	8
Annual Attrition Rate - Women (%)	1.74%	0.00%	1.37%	5.66%	4.12%	3.43%	2.60%	1.92%	5.00%	0.43%	2.00%	3.53%	1.53%	2.53%	1.05%	2.56%	2.65%	1.68%	1.10%
Annual Attrition Rate - Men (%)	2.56%	0.45%	1.55%	2.33%	2.49%	0.81%	2.53%	1.16%	2.64%	1.49%	1.09%	1.45%	2.90%	1.58%	1.58%	2.47%	1.54%	1.16%	1.32%

For further information

- After presentation at SCUP, this report can be found at:

  http://uwo.ca/facultyrelations/academic_planning/Recruitment_Retention_Report_2022.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/pdf/Promotion-and-Tenured-Report-2021.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 6.0 - Items Removed from the Consent Agenda

ACTION: ☐ APPROVAL ☐ INFORMATION ☐ DISCUSSION

EXECUTIVE SUMMARY:

This is a placeholder for any items removed from consent.