



MINUTES OF THE MEETING OF SENATE

March 21, 2014

The meeting was held at 1:30 p.m. in Room 56, University Community Centre

SENATORS: 77

M.A. Andrusyszyn	C. Hanycz	C. Nolan
N. Banerjee	J. Hatch	N. Pilo
I. Birrell	M. Heath	B. Prajapati
P. Bishop	J. Hopkins	D. Rogers
M. Blagrove	A. Hrymak	M. Rothstein
S. Camiletti	Y. Huang	P. Ryan
J. Capone	G. Hunter	A-M. Santos
A. Chakma	G. Jim	S. Saravanabaran
M. Clapton	R. Keirstead	C. Schnurr
K. Cole	G. Kelly	I. Scott
K. Coughlin	R. Kennedy	M. Singh
L. Davies	R. Klassen (Eng)	R. Sookraj
J. Deakin	J. Knowles	Z. Syed
C. Dean	G. Kulczycki	D. Sylvester
G. Dekaban	H. Lagerlund	B. Timney
J. Dickey	A. Lalka	E. Tithecott
J. Doerksen	J. Lamarche	J. Toswell
S. Doshi	C. Lee	A. Vainio-Mattila
N. Dyer-Witthford	A. Leschied	N. Wathen
L. Elliott	J. Litchfield	A. Watson
J. English	J. Malkin	J. Weese
J. Etherington	S. Mischler	G. West
B. Garcia	B. Neff	C. Wilkins
C. Gobert	A. Nelson	M. Wilson
R. Graham	D. Neufeld	P. Woodford
A. Grzyb	T. Newson	

Observers: R. Chelladurai, L. Gribbon, A. Hearn, K. Okruhlik, G. Tigert, A. Weedon, P. Whelan

S.14-34 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of February 14, 2014 were approved as circulated.

S.14-35 **REPORT OF THE PRESIDENT**

The President's report consisted of an update on the Strategic Mandate Agreement, the Premier's Summit on Talent & Skills in the New Economy and the appointment of London MP Ed Holder as Federal Minister of State (Science & Technology).

REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING [Exhibit I]

S.14-36

2014-15 University Operating and Capital Budget

It was moved by R. Kennedy, seconded by M.A. Andrusyszyn,

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending approval of the 2014 - 2015 University Operating and Capital Budgets (Exhibit I, Annex 1).

Dr. J. Deakin, Provost, presented the 2014-15 University Operating and Capital Budgets, the final year of the four-year budget cycle, detailed in Exhibit I, Annex 1. Her presentation highlighted the planning and budgetary context, operating revenues for 2014-15, new initiatives and priorities, tuition recommendations, operating expenditures, including recommendations for faculties, and support units, university-wide expenditures, one-time expenditures, operating reserve forecast and an overview of the 2014-15 capital budget. Revenues for 2014-15 are projected to be \$679 million with \$689 million in expenditures. The operating reserve will be at \$42.1 million at the end of 2013-14 and \$32.1 million at the end of 2014-15. Overhead slides used in the presentation are attached as [Appendix 1](#).

Discussion included the following points/concerns:

Asked where interdisciplinary learning features in the budget, Dr. Deakin explained that the faculties oversee interdisciplinary learning so it is not a specific budget item.

Asked for the meaning of "provision for cost fluctuations" (Table 2, Line 11), Dr. Deakin said that the budget includes a provision with respect to unknowns such as salary increases resulting from negotiated settlements, which are funded centrally. R. Chelladurai added that these funds also covered revenue sharing contingencies.

Responding to concerns voiced about modelling budget cuts and the effects of such cuts, Dr. Deakin explained that in the final year of every four-year cycle, all faculties and support units must model the steps they would need to take to get their faculty/unit within two percent of a balanced budget by the cycle's end. The exercise is intended to uncover any structural deficits, which are deficits that persist over a long period of time that could pose issues in the next cycle. She noted that Western's increase in enrolment has allowed for significant enhancement to the quality of education and educational experience offered to Western students. However, the university no longer has the physical capacity to grow at the same rate. The consequent decline in funding associated with enrolment growth will require faculties to constrain spending.

With respect to possible sources of funding to compensate for the loss of government revenues, Dr. Deakin said that a number of initiatives are underway including the endowed chairs program, Canada Research Chairs, transfers from Affiliated University Colleges, revenue from the Royalties program and Licences, tuition revenue and revenue associated with facilities' costs and services provided by the University.

A member objected to the use of the word "exercise" to describe the modelling of budget cuts – these have real implications for faculties. The Provost noted that the final year of every four-year budget cycle involved consideration of constraints as faculties sought to reach the balance that the budget cycle required. Most faculties have carry forward funding and deans and faculty colleagues can make the call on how to use those funds.

In answer to a question about the comparative costs of pension contributions between Western and institutions that have defined benefit plans, G. Kulczycki explained that the costs of contributions from the university were about the same. What is different for Western is that it does not have to meet the solvency and going concern tests that other have to meet and, therefore, there is less financial liability.

Responding to a question about the effect of the provincial government's announcement in spring 2013 that it would extend Bachelor of Education programs from one year to two years and reduce the number of funded student spaces by half, Dr. Deakin said that it means a tuition loss of 50 per cent in year one and a 33 percent reduction in funding to the Faculty of Education. She noted that Deans of Education and University Presidents wrote to the Minister expressing concerns about the changes and the lack of consultation with universities; the government did apologize for the sudden nature of the decision but would not change it. The Faculty of Education is looking for new ways to generate revenue.

The question was called and CARRIED.

S.14-37 **Dr. Robert Zhong Chair in Translational Transplant Research**

It was moved by J. Deakin, seconded by A. Watson,

That the Dr. Robert Zhong Chair in Translational Transplant Research, detailed in Exhibit I, Annex 4, be established with appointment to the Department of Medicine and the Department of Surgery in the Schulich School of Medicine & Dentistry.

CARRIED

S.14-38 **ING Direct Chair in Finance – Name Change**

It was moved by J. Deakin, seconded by R. Kennedy,

That the existing ING Direct Chair in Finance at the Richard Ivey School of Business be renamed the Tangerine Chair in Finance.

CARRIED

S.14-39 **Leenders Purchasing Management Association Chair – Name Change**

It was moved by J. Deakin, seconded by R. Kennedy,

That the existing Leenders Purchasing Management Association Chair at the Richard Ivey School of Business be renamed the Leenders Supply Chain Management Association Chair.

CARRIED

S.14-40 **Yamana Centre for Sustainable Exploration and Resource Development**

Senate was informed that in accordance with MAPP 7.9, *Guidelines for Collaborative Research*, a new research centre for sustainable exploration and resource development has been established in the Faculties of Law and Science and the Richard Ivey School of Business.

The Centre will bring together the University's expertise in exploration geosciences, environmental science, mining law, finance, corporate social responsibility and business sustainability. In addition to research, the Centre will foster the interdisciplinary education of the next generation of industry leaders by:

- developing student training and courses for specific learning outcomes;

- enabling interdisciplinary study for students to enrich their learning experiences;
- teaching transferable knowledge and leadership skills; and
- promoting experiential and international learning opportunities.

In recognition of a gift of \$1,500,000 from Yamana Gold Inc. (with a possibility of a further \$2 million to be confirmed prior to March 2015), the centre has been named the **Yamana Centre for Sustainable Exploration and Resource Development**. At the end of the five-year term, the donor will have the opportunity to renew its support and continue the naming, subject to the continuation of the Centre and all applicable approvals.

S.14-41 **Indigenous Postsecondary Education Council (IPEC) – Terms of Reference**

Senate received for information the new terms of reference for the Indigenous Postsecondary Education Council (IPEC), detailed in Exhibit I, Annex 5.

IPEC has evolved out of the Aboriginal Education and Employment Council (AEEC) established in 1995, which itself evolved out of a provincial government initiative, in partnership with universities, to improve higher education services and programs for Indigenous students.

Over the past year or so, discussions have been held among the Vice-Provost (Academic Programs & Students) the Indigenous Services office, various other units engaged in university initiatives related to Indigenous communities, and representatives of Indigenous communities and groups to review and update the terms of reference of the AEEC and reshape the Council into the IPEC. It is believed that IPEC will provide significant support to Western in reaching its strategic goal to improve accessibility and success in higher education for Indigenous peoples.

S.14-42 **Report on Faculty Recruitment and Retention**

Senate received for information the Report on Faculty Recruitment and Retention detailed in Exhibit I, Annex 6.

REPORT OF THE SENATE OPERATIONS/AGENDA COMMITTEE [Exhibit II]

S.14-43 **Senate Membership – Faculty Constituencies**

It was moved by J. Weese, seconded by R. Graham,

That the following nominees be appointed to Senate for the term of July 1, 2014 – June 30, 2016 in accordance with the Senate election procedures for the filling of vacancies:

Arts and Humanities	Bernd Steinbock
Brescia University College	Donna Rogers *
Education	Shelley Taylor
Health Sciences	Volker Nolte (Kinesiology)
	Beverly Leipert (Nursing)
Huron University College	Todd Townshend (Theology)
King's University College	Claude Olivier
Law	Bernd Hovius
Music	John Cuciurean (Performance Studies)
SGPS – Health Sciences	Elizabeth Skarakis-Doyle (CSD)

*Reappointment

CARRIED

S.14-44 **Senate Membership: Huron University College**

It was moved by J. Weese, seconded by R. Graham,

That the seat held by Mark Blgrave, representative of the Huron University College constituency on Senate, be declared vacant effective July 1, 2014 as a result of his sabbatical leave and Neil Brooks be elected to complete his term until June 30, 2015.

CARRIED

S.14-45 **Senate Membership: Graduate Student Constituency**

It was moved by J. Weese, seconded by R. Graham,

That Shannon Mischler *(Psychology) and Tom McMurrough (Biochemistry) be elected by Senate to represent the Graduate Student constituency (term July 1, 2014 to June 30, 2015).

*Reappointment

CARRIED

S.14-46 **Senate Membership: Representative from the General Community**

It was moved by J. Weese, seconded by R. Graham,

That effective July 1, 2014, Mr. Jacob Malkin be reappointed to serve for a second term on Senate as a representative of the General Community to June 30, 2016.

CARRIED

S.14-47 **Amendment to Section J. Vice-Provost (Academic Programs & Students)[Registrar] and Creation of Section K – University Registrar**

It was moved by J. Weese, seconded by G. West,

That Senate approve and recommend to the Board the following revision to Section J of the *Appointment Procedures for Senior Academic and Administrative Officers of the University* and a the creation of a new Section K – University Registrar as outlined below:

Section J. Vice-Provost (Academic Programs) & Students) [Registrar]

Composition of Selection Committee

A committee to select a Vice-Provost (Academic Programs) & Students) [Registrar] shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the ~~Vice-President (Resources & Operations)~~Vice-Provost (International)
- (c) ~~6 persons~~4 faculty elected by Senate, one of whom shall be a ~~student dean~~, and ~~only one of whom may be a Dean. The Presidents of the University Students' Council and the Society of Graduate Students shall qualify as students for this purpose. at least one of whom shall be an associate dean (academic)~~
- (d) ~~1 Student Senator elected by Senate~~

Procedure

1. The Chair shall convene the Committee
2. The Chair shall undertake negotiations with prospective appointee
3. The Chair shall report to Senate through the President & Vice-Chancellor

Term

The term of the Vice-Provost (Academic Programs) is five years and may be renewed.

Section K. University Registrar

A committee to select a University Registrar shall consist of:

- (a) the Provost & Vice-President (Academic) who shall be Chair
- (b) the Vice-Provost (Academic Programs)
- (c) the Associate Vice-President (Student Experience)
- (d) 3 members elected by Senate, one of whom must be an associate dean (academic)
- (e) 1 Student Senator elected by Senate

Procedure

1. The Chair shall convene the Committee
2. The Chair shall undertake negotiations with the prospective appointee
3. The Chair shall report to Senate through the President & Vice-Chancellor

Term

1. If the appointee to this office has an academic appointment with tenure, the term shall be five years and may be renewed.
2. If the appointee does not have an academic appointment with tenure, the Selection Committee may recommend appointment for a term, or may recommend appointment for an indefinite period, the termination of which shall be subject to the discretion of the Board.

A Senator, while pleased with the restoration of a separate University Registrar position and in agreement in general with dividing what was clearly too large a range of responsibilities, voiced concern that the portfolio focusing on student affairs will be led by an individual whose title is Associate Vice-President rather than Vice-Provost, meaning that that Senate will not have a role in appointing this person. She was also concerned, without having been provided a list of the areas for which the role would be responsible, that there was the possibility that an appointee might not be a faculty member in future and wondered whether this harbingered the possibility of the position's being transferred to another vice-presidential portfolio at some point. She believed that Senate should retain primary responsibility for oversight of the student experience. Dr. Deakin explained that the External Reviewers' 2013 report on the portfolio of the Vice-Provost (Academic Programs and Students)[Registrar] recommended that it be divided into two areas, one focusing on academic programs and the other on student affairs. The AVP (Student Experience) will report directly to the Provost as would a Vice-Provost. An appropriate selection committee structure would be put in place to search for the best candidate, who might or might not be a faculty member. She stressed that as long as she was Provost, responsibility for student experience would be part of the Provost's portfolio. The position would be responsible for student support services, including, initially, the Student Success Centre and the Student Development Centre. Patrick Whelan, President of the USC, noted that this restructuring had been a priority for the USC. Having two senior leaders – one focussed on the academic experience and one focussed on the out-of-classroom experience – was a model used at a number of universities and he believed it worked well.

The question was called and CARRIED.

S.14-48 **Amendment to Section Q. University Librarian of *Appointments Procedures for Senior Academic and Administrative Officers of the University***

It was moved by J. Weese, seconded by C. Nolan,

That Senate approve a revision to the current Section Q of *Appointment Procedures for Senior Academic and Administrative Officers of the University* to change the title of "University Librarian" to "Vice-Provost and Chief Librarian."

CARRIED

S.14-49 **Appointment of Acting Chancellor and Vice-Chancellor for Western's MD Convocation - May 16, 2014**

It was moved by J. Weese, seconded by A. Lalka,

That Senate authorize Dr. Janice Deakin to serve as Acting Chancellor and Dr. Michael Strong to serve as Acting Vice-Chancellor at Western's MD Convocation scheduled for May 16, 2014.

CARRIED

REPORT OF THE SENATE NOMINATING COMMITTEE [Exhibit III]

S.14-50 **Decanal Selection Committee – Faculty of Health Sciences**

The following were elected to the Decanal Selection Committee – Faculty of Health Sciences: C. Brown, K. Campbell and A. Hrymak.

S.14-51 **Decanal Selection Committee – Faculty of Social Science**

The following were elected to the Decanal Selection Committee – Faculty of Social Science: H. Berman, M. Davison and M. Milde.

S.14-52 **Decanal Selection Committee – Schulich School of Medicine & Dentistry**

The following were elected to the Decanal Selection Committee – Schulich School of Medicine & Dentistry: C. Dean, JB Orange and N. Wathen

REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS [Exhibit IV]

S.14-53 **Faculty of Arts and Humanities, Department of Modern Languages and Literatures: Introduction of the new Subject Area "World Literatures and Cultures" and Renaming of Modules in Comparative Literature and Culture**

It was moved by B. Timney, seconded by J. Litchfield,

That the new subject area "World Literatures and Cultures", detailed in Exhibit IV, item 1, be introduced in the Department of Modern Languages and Literatures effective September 1, 2014, and,

That the Honors Specialization, Specialization, Major and Minor in Comparative Literature and Culture be renamed as Honors Specialization, Specialization, Major and Minor in World Literatures and Cultures, effective September 1, 2014, and,

That students currently enrolled in the Comparative Literature and Culture Modules be allowed to graduate with the old designation by September 1, 2018.

CARRIED

S.14-54 **Faculty of Arts and Humanities, Department of English and Writing Studies: Introduction of a new Subject area "Theatre Studies" and new courses**

It was moved by B. Timney, seconded by H. Lagerlund,

That a new subject area "Theatre Studies", detailed in Exhibit IV, item 2, be introduced in the Department of English and Writing Studies effective September 1, 2014, and

That new courses be introduced in Theatre Studies effective September 1, 2014 as listed in Exhibit IV, Appendix 1.

CARRIED

S.14-55 **Faculty of Science, Department of Earth Sciences: Introduction of a Minor in Planetary Science and Space Exploration**

It was moved by B. Timney, seconded by S. Saravanabaran,

That effective September 1, 2014, the Minor in Planetary Science and Space Exploration be introduced in the Department of Earth Sciences as detailed in Exhibit IV, item 3.

CARRIED

S.14-56 **Faculty of Science, Department of Physics and Astronomy: Withdrawal of Modules in Planetary Science**

It was moved by B. Timney, seconded by N. Banerjee,

That the Honors Specialization, Specialization, Major and Minor in Planetary Science be withdrawn effective September 1, 2014, and

That registration in these modules be discontinued effective March 1, 2014, and

That students currently enrolled in these modules be allowed to graduate in these modules by September 1, 2018.

CARRIED

S.14-57 **Faculty of Social Science, Department of Anthropology: Introduction of a Major in Anthropology**

It was moved by B. Timney, seconded by R. Graham,

That effective September 1, 2014, the Major in Anthropology, detailed in Exhibit IV, item 5, be introduced in the Department of Anthropology.

CARRIED

S.14-58 **King's University College: Introduction of a King's Scholar Program and Themed Module in Western Thought and Civilization; Introduction of new Subject area "Western Thought and Civilization" and new Courses; Renaming "King's Foundations in the Humanities" program to "Foundations in Western Thought and Civilization" at King's University College**

S.14-58a Introduction of a King's Scholar Program and Themed Module in Western Thought and Civilization

It was moved by B. Timney, seconded by S. Camiletti,

That effective September 1, 2014, a King's Scholar Program and Themed Module in Western Thought and Civilization be introduced at King's University College as shown in Exhibit IV, Appendix 2.

CARRIED

A Senator asked why this item did not go through SUPR-U given that it is called a module. Dean Timney clarified that it is not a module, that the wrong term was used in the background and would be corrected.

S.14-58b Introduction of a new subject area "Western Thought and Civilization" and new courses

It was moved by B. Timney, seconded by S. Camiletti,

That "Western Thought and Civilization" be introduced as a new subject area and that new courses in Western Thought and Civilization be introduced as listed in Exhibit IV, Appendix 3, effective September 1, 2014.

CARRIED

S.14-58c Renaming of the "King's Foundations in the Humanities" Program to "Foundations in Western Thought and Civilization"

It was moved by B. Timney, seconded by S. Camiletti,

That, effective September 1, 2014, "King's Foundations in the Humanities" program be re-named to "Foundations in Western Thought and Civilization" at King's University College, as shown in Exhibit IV, Appendix 4.

CARRIED

S.14-59 **Report of the Subcommittee on Program Review – Graduate (SUPR-G): Cyclical Review**

SCAPA approved the recommendations of the Subcommittee on Program Review – Graduate (SUPR-G) with respect to the cyclical review of the Graduate Programs in Kinesiology Therapy, as detailed in Exhibit IV, Appendix 5.

S.14-60 **Revisions to the Regulations of the SCAPA Subcommittee on Teaching Awards (SUTA)**

Senate was advised that SCAPA has approved the revisions to the SUTA regulations effective March 1, 2014 as shown in Exhibit IV, Appendix 6, on the recommendation of SUTA.

Minor editorial changes were made as follows:

- Clarification was included in the Angela Armitt Award criteria for the determination of eligibility for a part-time faculty member.
- The section referring to the "Format for Nominations" was moved before the section "The 12 Factors to be considered by SUTA". The sections were renumbered respectively as sections E. and D.

- Clarification was added to the section “Letters from Primary Nominators” to indicate that two separate letters are required from the two primary nominators.

S.14-61 **New Scholarships and Awards**

SCAPA has approved on behalf of the Senate, for recommendation to the Board of Governors through the President & Vice-Chancellor, the Terms of Reference for the new scholarships and awards as set out in Exhibit IV, Appendix 7.

S.14-62 **2013-14 Teaching Award Recipients**

Senate received for information, via email on March 20, the report of the Subcommittee on Teaching Awards, announcing the 2013-14 Teaching Award recipients as detailed in Exhibit IV, Appendix 8. Members congratulated the winners of the awards with a round of applause.

REPORT OF THE HONORARY DEGREES COMMITTEE [Exhibit V]

S.14-63 **Honorary Degree Recipients, Spring 2014**

Senate received for information via email on March 20 the Report of the Honorary Degrees Committee, announcing the Spring 2014 honorary degree recipients as detailed in Exhibit V.

S.14-64 **REPORT OF THE ACADEMIC COLLEAGUE [Exhibit VI]**

Senate received for information the report of the Academic Colleague on the meeting held February 6-7, 2014. Topics discussed at the meeting included: International Students, Differentiation and the Strategic Mandate Agreement, Colleges, Demographics, Ontario Online and Teaching and Learning Metrics.

S.14-65 **ANNOUNCEMENTS**

Announcements, detailed in Exhibit VII, were received for information.

ENQUIRIES AND NEW BUSINESS

S.14-66 **Western Clusters of Research Excellence Program - Letters of Intent**

A Senator presented several questions regarding the Letters of Intent (LOI) for the Western Clusters of Research Excellence Program that were due on February 28. According to the application instructions, the LOIs will be adjudicated by a committee of three senior administrators (the Provost, the VP Research, and the Vice-Provost Academic Planning, Policy & Faculty) and the results will be announced on March 31.

Responding to the question as to what role the University Research Board (URB) will play in the adjudication of LOIs and research cluster applications, Dr. Capone said that the URB is not involved in this initiative as this is outside its terms of reference. The adjudication committee is the same as that used for CRCs and external experts will also be called upon. Deans are involved because the faculties must pick up the costs once the one-time funding is done.

Asked whether there would be a wider consultation process involving the university community about the LOIs and, eventually, the research cluster applications and whether the administration will make the LOIs and research cluster applications available to the university community for comment, Dr. Capone remarked that it would not be appropriate as the LOIs and proposals will most likely contain proprietary information and confidential information about external partners.

Asked how the process and composition of the adjudication committee was arrived at, Dr. Capone said the terms of reference were developed in consultation with the deans and associate deans (research) had been brought forward to Senate for information. He pointed out that this is only one tool that is being used for developing areas of research strength. This is a targeted process where incremental investment of one-time money will boost the research clusters nationally and internationally. The cluster program itself has very specific expectations. This initiative will consolidate Western's strengths in a small number of areas for greater international impact.

S.14-66a

Notice Of Motion

Professor Grzyb presented the following Notice of Motion:

That the University Research Board (URB) be directly involved in the review of Letters of Intent and full applications for Western's Clusters of Research Excellence Program, and that they be entrusted to seek appropriate external peer review and consultations with the wider Western Community.

The Secretary reported that the Notice of Motion will be submitted to the Senate Operations/Agenda Committee in April.

S.14-67

Interdisciplinary Studies

Pointing to a new Arts & Science Program at McMaster University, a Senator asked whether Western was undertaking similar initiatives with respect to interdisciplinarity. Dr. Doerksen said that the program at McMaster is really their version of a Western Scholars Elective Program. Western goes a bit further than that through the modular structure. Western is approaching having 1500 unique paths to a degree many of which include cross-faculty modules. Western has a very flexible structure that promotes student choice. Notwithstanding, Western continues to look for ways to build interdisciplinary programs.

S.14-68

Workload Distribution for Faculty at Research Intensive Universities

A Senator asked for the Administration's stance on the Higher Education Quality Council of Ontario report regarding workload distribution at universities and if the report's findings accurately conveyed the academic experience for undergraduate and graduate students. Dr. Weedon responded that the Higher Education Quality Council of Ontario (HEQCO) was attempting to show how much teaching faculty are doing by counting the number of courses. HEQCO took their data from public information. The actual number of courses being taught by faculty is highly variable across campus. The report failed to take into account the amount of teaching that occurs outside of the classroom, especially given that it did not include the significant teaching workload in graduate studies.

ADJOURNMENT

The meeting adjourned at 3:40 p.m.

A. Chakma
Chair

I. Birrell
Secretary


2014-15 Operating and Capital Budgets

Senate
March 21, 2014




External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in “Small Chunks”**
 - Policy Levers, International Student related recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases Constrained at 3%** (overall cap)
 - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
 - Program Tuition Threshold Changes
 - Other Tuition/Fee Related Changes
 - Billing Timelines, Deposits, Deferral Fees



Estimated Impact of the “Cuts in Small Chunks” (\$M) (Constituent University Only)


	Base Reduction: 2016-17 over 2011-12
Policy Levers	4.4
International Student Related Recoveries	2.3
B.Ed. Program Funding Reduction	1.8
Reductions to Student Aid Programs	3.9
Total	12.4



Estimated Impact of Other Tuition-related Proposals (\$M) (Constituent University Only)

	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
Total	2.2

Total Revenue Reduction **\$14.6M**

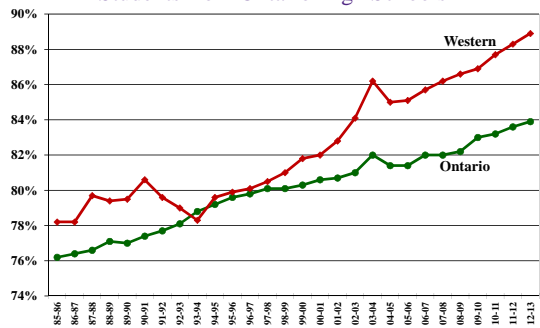


Western’s Planning Parameters


- Moving to Final Year of Four-Year Plan in 2014-15
- Enrolments
 - Undergraduate: First-Year Class of 4925 (575 Int’l)
 - Graduate: as per Faculty Plans
- Revenue Sharing Continues
- Recommendations Guided by New Strategic Plan
- Tuition Rates
 - Domestic Rates at Max of 3% Overall
 - Undergrad Int’l: still moving towards Ontario-U15 levels

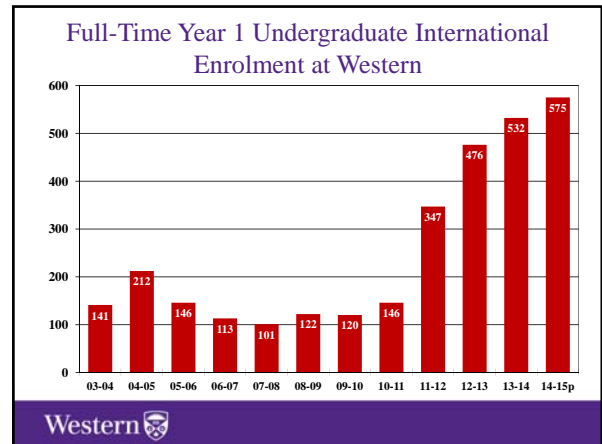
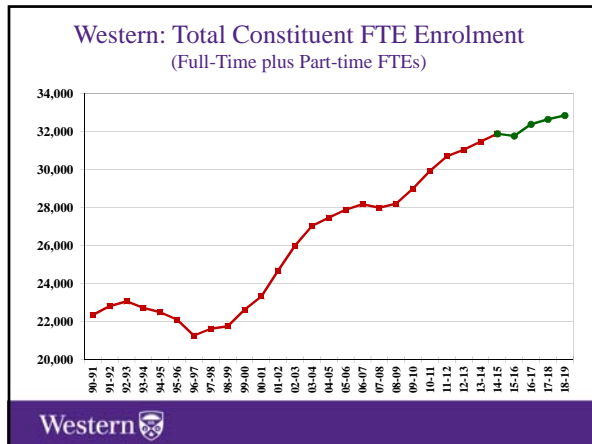


Average Entering Grade of Full-Time First-Year Students from Ontario High Schools



Year	Western (%)	Ontario (%)
06-07	78.5	76.5
07-08	79.5	77.0
08-09	80.0	77.5
09-10	80.5	78.0
10-11	81.0	78.5
11-12	82.0	79.0
12-13	83.5	80.0





- ### Operating Revenues for 2014-15
- Modest Enrolment Growth Provides Add'l Revenues
 - Tuition Fees
 - Domestic Framework – 3% overall increase
 - International – moving towards levels at sister institutions in Ontario
 - *Against Reductions* in Government Funding
 - Policy Lever Grant Cuts
 - International Student Recoveries
 - Student Aid Programs
- Western

- ### Our Priorities and New Initiatives
- Ongoing Priorities – Identified in Last Three Budgets
- Enhancing our Research/Scholarship Profile
 - Graduate Expansion
- New Priorities in this Budget
- Student Innovation and Entrepreneurship Initiatives
 - Student Collaborative and Study Spaces
 - E-Learning
 - Strategic IT Initiatives
 - Modernization of University College
 - CFI Matching Funds
 - Fundraising – Endowed Chairs Matching Program
- Western

Summary of the Operating Budget

Western

- ### Summary of the 2014-15 Operating Budget (Table 2)
- Revenue Forecast = \$ 679.2M
 - Increase of 3.1%
 - Expenditure Plan = \$ 689.2M
 - Increase of 3.9%
 - Projected In-Year Deficit = \$ 10.1M
 - Due to \$38M One-Time Allocation for Priority Initiatives
 - Projected Operating Reserve = \$ 32.1M
- Western

Operating Revenues



2014-15 Operating Revenues (Table 3)

- Government Grants are Lower by \$5.0M
– Net of Reductions and Targetted Increases
- Tuition Revenues Increase by \$22.2M
– Due to Rate Increases and Enrolment Growth, including additional International Students
- All Other Revenues Increase by \$3.2M – over a number of Revenue Lines

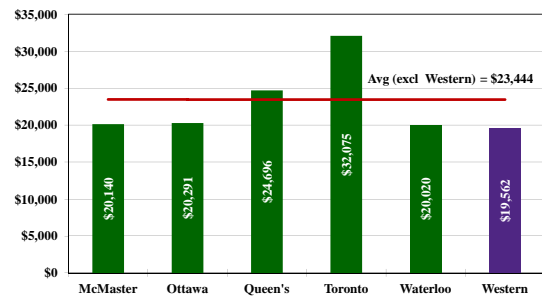


Tuition Recommendations for Incoming Students

	Increase for 2014-15
Domestic	
First-Entry Undergraduate	3%
Engg/Law/Med/Dent	5%
HBA	5%
PhD & Category 1 Masters	1.5%
Category 2 Masters	5%
International	
All Undergraduate (excl. MOS)	8%
MOS	12%
HBA	5%
PhD & Category 1 Masters	4%
Category 2 Masters	6%



2013-14 International Tuition Undergraduate Arts



Operating Expenditures



Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School's Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- Overall Base Increase of \$7.8M
- Faculties also receive \$8.2M in One-Time Funding – as shown in Table 8

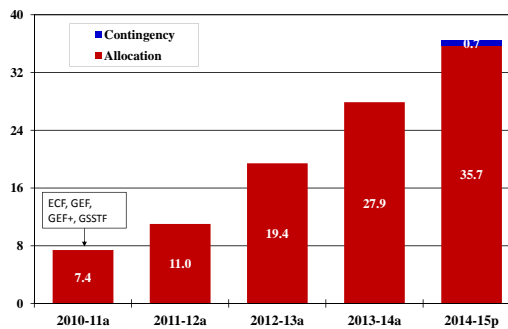


Enrolment-related Revenue Sharing Mechanism

- Faculties receive – on a slip-year basis – a share of enrolment related revenues, as follows:
 - Undergraduate enrolments/teaching: 40%
 - PhD and Research Masters enrolments: 85%
 - Non-Research Masters enrolments: 40%
- For high-tuition programs, a higher proportion flows to the Faculties
- Enrolment-related revenue includes tuition and applicable grants



Revenue-Sharing Allocations (\$M)

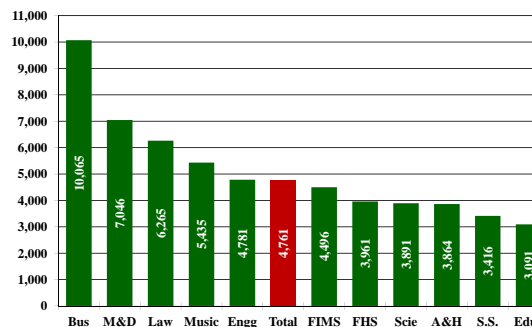


Context for APF Recommendations for the Faculties

- Recommendations based on Consideration of:
 - Overall Enrolments / Teaching
 - Graduate Expansion and New Graduate Programs
 - Revenue Sharing Allocations
 - Relative Position of Faculty Budgets
 - Cost Structure Variations
 - Interdisciplinary / Inter-Faculty Initiatives



Budget per WTU: 2013-14



Scholarships and Bursaries (Table 5)

- Major Changes
 - Tuition Re-Investment increases by \$490K
 - Privately-Funded Awards Increase by \$100K
 - Govt’s “Aim for the Top” Declines by \$600K
- Faculties now responsible for Graduate Support
 - \$54M Projected for 2014-15



Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
 - Including Teaching Fellows Program
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- Additional Support for our Fundraising Campaign
- Overall Increase of \$140K
- Support Units also receive \$4.3M in One-Time Funding (shown in Table 8)



University-wide Expenditures (Table 7)

- Total of over \$65M
- Major items:
 - Utilities (\$18.2M)
 - Library Acquisitions (\$13.9M)
 - MMI Transfer (\$13.3M)
 - IT Infrastructure (\$8.3M)



One-Time Allocations (Table 8)

- Total of nearly \$52M
- Major Priority Items
 - Endowed Chairs Matching (\$12M)
 - Strategic IT Initiatives (\$10M)
 - Student Collaborative and Study Spaces (\$8M)
 - CFI Matching Funds (\$3M)
 - E-Learning Initiatives (\$2M)
 - Modernization of University College (\$2M)
 - Student Innovation and Entrepreneurship Initiatives (\$1M)



The Capital Budget



Overview of the 2014-15 Capital Budget

- Supports Long-Range Space Plan (Table 14)
- Upcoming Major Projects
 - New Academic Building to House FIMS and Nursing
 - Delaware Hall Residence Renovations
 - Modernization of University College
 - Interdisciplinary Research Building
 - Secondary IT Data Centre at the AMP
 - University-wide Infrastructure Projects
 - Parking-related Projects



Overview of the 2014-15 Capital Budget

- Total Spending of \$103.6M (Table 15)
 - \$30.4M for New Construction (Table 18)
 - \$5.2M for Major Renovations (Table 18)
 - \$68.0M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing Renovations

