

MINUTES OF THE MEETING OF SENATE

April 10, 2015

The meeting was held at 1:30 p.m. in the BMO Auditorium, Richard Ivey School of Business.

SENATORS: 86

- | | | |
|--------------------|------------------|---------------|
| J. Aitken Schermer | B. Garcia | C. O'Connor |
| M.A. Andrusyszyn | J. Hatch | B. Palin |
| N. Banerjee | B. Hovius | P.P. Pare |
| D. Belliveau | A. Hrymak | B. Paxton |
| I. Birrell | Y. Huang | N. Pilo |
| P. Bishop | G. Hunter | P. St-Pierre |
| D. Brou | C. Jones | M. Salvadori |
| C. Brown | R. Kennedy | P. Scala |
| L. Brown | J. Knowles | V. Schwean |
| J. Burkell | G. Kulczycki | I. Scott |
| S. Camiletti | J. Lamarche | K. Siddiqui |
| J. Capone | B. Leipert | R. Sookraj |
| T. Carmichael | A. Leschied | V. Staroverov |
| A. Chakma | J. Malkin | C. Steeves |
| C.L. Chambers | S. McClatchie | B. Steinbock |
| B. Cheadle | S. McDonald Aziz | M. Strong |
| M. Clapton | C. McGarvey | T. Sutherland |
| K. Cole | T. McMurrough | S. Taylor |
| D. Coward | K. Mequanint | G. Tigert |
| L. Crich | R. Mercer | B. Timney |
| K. Danylchuk | M. Milde | J. Toswell |
| J. Deakin | J.-F. Millaire | T. Townshend |
| C. Dean | L. Miller | A. Watson |
| G. Dekaban | S. Mischler | J. Weese |
| G. Dresser | D. Mok | G. Westwood |
| J. Eberhard | A. Nelson | C. Wilkins |
| A. El-Boraie | D. Neufeld | M. Wilson |
| J. Faflak | T. Newson | B.A. Younker |
| C. Farber | V. Nolte | |

Observers: R. Chelladurai, J. Doerksen, L. Gribbon, A. Hearn, T. Hinan, J. Inoue, A. Mandich, J. McMullin, K. Okruhlik, C. Waugh, A. Weedon

By Invitation: R. Campbell, L. Logan

S.15-62

MEETING FORMAT

Dr. Chakma informed Senators that he would call upon Dr. Weese, Vice-Chair of Senate, to chair the meeting given the controversy surrounding him personally and given the important business that needs to be conducted at the meeting.

S.15-63

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of March 13, 2015 were approved as circulated.

S.15-64

REPORT OF THE PRESIDENT

Dr. Chakma gave the following statement with respect to his compensation issue.

Fellow Senators, faculty colleagues, students, staff, alumni, members of the London community, friends.

I stand before you profoundly humbled by — and deeply sorry for — the events of the past two weeks. And I am grateful for this opportunity to express my deepest regrets and most sincere apologies to you for the disruption the issue of my compensation has caused for our community. I ask for your forgiveness.

When recruiting students, staff and faculty, Western looks for leaders. Western looks for people whose decisions and actions are guided with the highest regard for what is in the best interests of our institution; people who are capable of listening, and listening with respect.

As a member of the Western community, I must have the good sense, humility, and courage to admit my mistakes, to learn from them, and to take action to move forward in a constructive way. Recognizing the mistake I made in accepting payment in lieu of administrative leave, I decided last week to repay the University of my own volition. It was the right thing to do. I also voluntarily agreed not to receive payment in lieu of administrative leave at the end of my second term.

But what I have heard loud and clear from your feedback is that the issues are not only about the money. The issues at hand are also about the way the University has been run under my leadership.

I have spent much time and energy away from campus focused on the external business of the University and not enough time engaging with and understanding all that goes on within the lecture halls, labs and offices of this great school. There are many competing demands on my time and not enough time to do all that needs to be done. However, the last two weeks have highlighted for me how critically important it is to have more balance in my role as president.

To rectify this, I will dedicate my attention to internal matters within our academy that will help me begin the process of regaining your trust.

I know that trust and confidence are qualities that must be earned, and I know, too, that I have much work to do.

Starting Monday, I will be going from Faculty to Faculty to engage in a series of town-halls to meet with faculty, staff, and students. Together, we will have the opportunity to review and reflect upon our priorities — a chance for me to listen to you, and to speak with you about your concerns and our collective aspirations.

I will be seeking informal opportunities to benefit from the thinking and advice of academic colleagues from all Faculties, including Faculty Scholars, Distinguished University Professors, and other faculty members who can provide me with the diverse perspectives of all disciplines.

I will also take concrete steps to engage our staff, and employee group leaders, including Campus Council, whose work is so critical to the success of our academic enterprise to hear their concerns and ideas.

I will meet more regularly with student and alumni leaders and provide more opportunities for active discussion.

I will also increase my engagement with the Deans, a process that has already started. These are just some initial ideas that together we will build on in the next 100 days, so that we can begin implementing them by the start of the next academic term. I'm open to all ideas, and I want to hear from you.

Another message I have heard clearly is that we need to improve Western's model of collegial governance. The issues surrounding my contract have brought into stark reality that the Board, the Senate and our broader campus community do not have a shared understanding of the most constructive ways to conduct the business of the academy.

We must identify the real problems that keep these two important governance bodies in silos. Then, together, we must find real solutions for breaking down those walls, while preserving the unique role each plays in guiding our institution.

There is much to be done.

We all know these are uncertain and challenging times in the postsecondary education sector in Canada, particularly here in Ontario.

We are seeing government operating grants to our universities shrink while costs and demands on our institutions continue to rise. There is no question that Faculties and administrative support units across our campus are doing more with less. And we recognize the financial challenges students face in pursuing their studies.

The spotlight on my salary and administrative leave has also started a critical conversation about how universities attract and retain leadership talent, and the broader fiscal realities facing higher education in our province. It is a conversation I support and encourage.

That's why I endorse our Board of Governors' decision to conduct an independent and impartial review of my contract and compensation.

Despite these challenges and the work ahead of us, let's not lose sight of what we've achieved together in six short years — together, we have made great progress, but there is still much left to do.

I wish to acknowledge all those who have expressed their support for me over the course of the last two weeks. I have found much encouragement and reason for optimism in the many messages I've received from students, staff, faculty, alumni and friends.

Fellow Senators and colleagues, when I accepted the terms of my contract, I did not anticipate the groundswell of concern it would create. I have heard your concerns. I take them very seriously. And the intensity of that concern is itself proof that I made a mistake. For this I am profoundly sorry. Again, I ask for your forgiveness.

When I was installed as President in 2009, I pledged to give my heart and soul and devote all my energy to the service of Western. Today, I renew the same pledge to you to give my heart and soul and to devote all my energy to work with you to advance our common goals.

It is my sincerest hope that together we can continue our work, make our voices heard and change Western and, indeed, the world, for the better.

Before I hand the floor back to the Chair for Q&A, it is critical that we have an objective discussion of our budget here today, separate from the concerns around my compensation and leadership. It is important to consider and offer advice on the University's budget for 2015-16, a document produced out of our collective planning process, one that involves the honest, substantial labours of colleagues in Departments, Faculties, and support units across campus.

Several Senators spoke in response to Dr. Chakma's statement, noting the following:

They expressed appreciation for his apology and for his willingness to refund the double salary payment and for what appeared to be genuine concern to make amends and move forward. However, there was strong concern voiced for his disengagement from the Western community and doubt expressed that the damage could be easily repaired. A member remarked that it was not possible to be a leader without bringing others with you and that too often it seemed that was not the case as decisions were taken centrally.

It was noted that the anger against the double salary payment was reflective of a wider range of issues that arose out of discomfort with the entire leadership team and what was seen as relentless, negative messaging coming out of the central administration; researchers needed support from the centre, not criticism. A graduate student member, noting significant financial

difficulties that he had had to overcome, spoke to the need to direct more resources to the core missions of teaching and research. Reading from a letter she had received from constituents, another member expressed concern at the lack of trust engendered by the President's actions and questioned the legitimacy of the "austerity mantra" which served as rationale for shortfalls in support for faculty, staff and students.

Responding to comments made, the President remarked that he took all the criticisms made to heart and reiterated his commitment to working with all members of the community to set things right. He agreed fully with the need to focus resources on core mission and with the point made by a Senator that one cannot be a leader without bringing others with you. To that end, he noted that had cancelled all upcoming external engagements in order to focus on internal issues.

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

S.15-65

2015-16 University Operating and Capital Budget

It was moved by B.A. Younker, seconded by M. Strong,

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending approval of the 2015 - 2016 University Operating and Capital Budgets (Exhibit I, Annex 1).

Dr. J. Deakin, Provost, presented the 2015-16 University Operating and Capital Budgets, the first year of the four-year budget cycle, detailed in Exhibit I, Annex 1. Her presentation highlighted the planning and budgetary context, operating revenues for 2015-16, 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 2015-16 capital budget. Revenues for 2015-16 are projected to be \$693.2 million with \$692.9 million in expenditures. The operating reserve will be at \$33.7 million at the end of 2015-16. Overhead slides used in the presentation are attached as [Appendix 1](#).

Responding to a question regarding investment funds, Dr. Deakin said that the Senate and Board of Governors decided that investment funds cannot be allocated to the operating budget but can be used for one-time funding.

It was moved by J. Toswell, seconded by J. Burkell,

That \$8 million be taken from the Academic Priorities Fund (APF) and the Endowed Chairs Fund to be put in a fund whose expenditures have to be agreed upon by the deans as a collective.

Several Senators spoke against the amendment to transfer \$8 million to a Deans Discretionary Fund. CFI proposals require the University to provide matching funds and in support of this a sum of \$3 million in one-time funding was set aside in last year's budget as CFI matching funds. The APF is \$11.5 million over 4 years and is available to the Deans.

Dr. Deakin said that the budget process is a collegial process that begins in the fall of each year. 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. 64% of the operating dollars have been allocated to faculties since 2010-11. This year for the first time APF will be used for teaching support.

Professor Hearn suggested that the budget model process is broken - how can it be otherwise that at the beginning of a four-year cycle faculties are already in or almost in the red.

The question on the amendment was called and DEFEATED.

Dr. Milde said that the Faculty of Arts and Humanities is facing a difficult financial situation because enrolment has dropped. He stated that his faculty has received much support from central administration in attempting to improve enrolment numbers. The fact remains that the Faculty must cope with the budget realities and find ways to balance the budget.

Responding to a question about fees from Western's self-funded operations and ancillary units, Dr. Deakin explained that a substantial amount of revenue is generated for the operating budget by way of recoveries associated with facilities costs and services provided by the University.

The question on the main motion was called and CARRIED.

As Supplementary information, the following documents were provided for the information of Senate:

- Program Specific Tuition and Other Supplemental Fees (**Annex 2**).
- Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies (**Annex 3**).

An executive summary of the full budget document is contained in pages 1 - 17 of Annex 1.

REPORT OF THE OPERATIONS/AGENDA COMMITTEE [Exhibit II]

S.15-66

Senate Nominating Committee – Membership

The following were elected to the Senate Nominating Committee:

Members: (terms July 1, 2015 – June 30, 2017 unless indicated otherwise):

Yining Huang (Sci),

Jean-Francois Millaire (SS)(term July 1, 2015 – June 30, 2016)

Wendy Pearson (AH)

Susan Rodger (Educ)

Alternate:

N. Wolfe (undergraduate student) (term July 1, 2015 – June 30, 2016)

The remaining Alternate seat will be filled at the May 8 Senate meeting.

S.15-67

Notice of Motion Regarding the Appointment Procedures for Senior Academic & Administrative Officers of the University

At the December meeting of Senate, Senator J. Toswell submitted a notice of motion concerning an amendment to the *Appointment Procedures for Senior Academic & Administrative Officers of the University* that would add to the Appointment Procedures the process for selecting an Associate Vice-President (Student Experience). The motion included the details of the composition of a selection committee. As the Appointment Procedures is a policy the amendment of which requires the approval of both the Senate and the Board, the notice of motion is clearly in order to be placed on the Senate agenda. However, with the consent of Senator Toswell, it was determined that it would be better to defer discussion of the motion until the April meeting of Senate. That would give the Provost time to complete the current search and to reflect upon whether, in light of that experience, the proposed composition of the selection committee going forward is optimal or whether a different composition should be proposed.

Prior to the Senate meeting the Provost and Professor Toswell agreed upon revisions to the details of the composition of a selection committee shown below.

It was moved by J. Toswell, seconded by J. Lamarche,

That, effective 1 July 2015, the "Appointment Procedures for Senior Academic and Administrative Officers of the University" (found at <http://www.uwo.ca/univsec/pdf/board/apptproc.pdf>), amended by the Board of Governors upon the recommendation of Senate, be amended as follows:

Under Selection Committees, insert a new item (K) after (J) Vice-Provost (Academic Programs) and before the current (K) University Registrar, to be entitled (K) Associate Vice-President (Student Experience), as follows:

(K) Associate Vice-President (Student Experience)

Composition of Selection Committee

A committee to select an Associate Vice-President (Student Experience) shall consist of:

- (a) the Provost & Vice-President (Academic), who shall be Chair
- (b) the Vice-Provost (International)
- (c) the Registrar
- (d) four faculty elected by Senate, one of whom shall be an associate dean (academic)
- (f) five other members of the university community, including representation from the following areas: academic counsellors, the units reporting to the Associate Vice-President (student experience), Housing, the University Discipline Appeal Committee
- (g) one undergraduate and one graduate student nominated by the USC and SOGS respectively.

Procedure

The Chair shall convene the Committee.
The Chair shall undertake negotiations with prospective candidates.
The Chair shall report to Senate through the President & Vice Chancellor.

Term

The term of the Associate Vice-President (Student Experience) is five years and may be renewed.

The question was called and CARRIED.

REPORT OF THE NOMINATING COMMITTEE [Exhibit III]

S.15-68

Committee Membership

The candidates proposed by the Nominating Committee in Exhibit III were elected by acclamation to the following positions/committees:

- Vice-Chair of Senate
- Operations/Agenda Committee
- Senate Committee on Academic Policy and Awards
- University Council on Animal Care
- Honorary Degrees Committee
- Senate Review Board Academic
- Distinguished University Scholars Selection Committee
- Faculty Scholars Selection Committee
- Nominating Subcommittee to Nominate a Senator from the General Community
- McIntosh Gallery Committee

- Advisory Committee for the Ombudsperson's Office
- Academic Colleague
- Electoral Board for Chancellor

Additional nominations were received at the meeting for membership on the Senate Committee on University Planning and the University Research Board. A ballot vote was conducted with the following results:

Senate Committee on University Planning: G. Kopp (Engg) and D. Laird (MD) were elected (terms July 1, 2015 – June 30, 2017)

University Research Board: M. Davison (Sci) and H. Hangan (Engg) were elected (Terms July 1, 2015 – June 30, 2018)

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

S.15-69

School of Graduate and Postdoctoral Studies and Department of Statistical and Actuarial Science, Faculty of Science: Proposed Academic Partnership (3+1+1 and 3+1) Agreement with Four Chinese Universities

It was moved by B. Timney, seconded by L. Miller,

That an academic partnership (3+1+1 and 3+1) agreement between the School of Graduate and Postdoctoral Studies, the Department of Statistical and Actuarial Science and

- South China University of Technology (SCUT), Guangzhou, Guangdong
- Shandong University (SDU), Jinan, Shandong
- Southwestern University of Finance and Economics (SWUFE), Chengdu, Sichuan
- Sichuan University (SCU), Chengdu, Sichuan

be introduced effective May 1, 2015.

CARRIED

S.15-70

Drop Dates for Summer Courses

It was moved by B. Timney, seconded by M. Milde,

That effective September 1, 2015 the policy on "Adding and Dropping Courses" be revised as shown in Exhibit IV, Appendix 2.

CARRIED

S.15-71

Registration and Progression in Three-Year, Four-Year and Honors Programs – Undeclared Status

It was moved by B. Timney, seconded by A. Nelson,

That the "Undeclared Status" policy be revised effective September 1, 2015 (for September 1, 2016 admissions) as shown in Exhibit IV, Appendix 4; and

That students who are currently registered in Year 1 or in "Undeclared (Year Three)" will be able to remain as such until September 1, 2020; and

That students can only enter as “Undeclared (Four Year)” during the registration period for the 2016-17 academic year.

CARRIED

S.15-72 **Policy Revisions: Revision to the International Applicants’ Admission Requirements Policy**

Senate was informed that the International Applicants’ Admission Requirements policy was revised to delete references to the maximum number of spaces that are available for qualified international students. Senate approved Western’s new Strategic Plan which included the new targets for international admission levels. Minor editorial amendments were also made to delete reference to earlier versions of the policy.

The revised policy is attached as Exhibit IV, Appendix 5.

S.15-73 **New Scholarships and Awards**

SCAPA approved on behalf of the Senate, the Terms of Reference for the new scholarships and awards shown in Exhibit IV, Appendix 6 for recommendation to the Board of Governors through the Vice-Chancellor.

S.15-74 **Revisions to the Regulations of the SCAPA Subcommittee on Teaching Awards (SUTA)**

Senate was informed that SCAPA approved minor editorial changes to the SUTA regulations as shown in Exhibit IV, Appendix 7.

REPORT OF THE UNIVERSITY RESEARCH BOARD [Exhibit V]

S.15-75 **Bone and Joint Institute (BJI)**

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

That Senate approve and recommend to the Board of Governors the establishment of the Bone and Joint Institute for a five-year term effective May 1, 2015.

CARRIED

S.15-76 **Revisions to MAPP 7.12 – Procedures for the Use of Animals in Research, Testing and Teaching**

Senate was informed of revisions to MAPP 7.12 – Procedures for the Use of Animals in Research, Testing and Teaching detailed in Exhibit V, Appendix 2.

S.15-77 **ANNOUNCEMENTS** [Exhibit VI]

Senate received for information Announcements detailed in Exhibit VI.

ENQUIRIES AND NEW BUSINESS

S.15-78 **Rebuilding Western's Trust**

Responding to a question about regaining the trust of Western faculty given the controversy over his compensation, Dr. Chakma said that it would be inappropriate to set out a range of ideas without first consulting with the deans and faculties. He reiterated his commitment to engage and listen to the deans, Senators and individual colleagues.

S.15-79 **Western's Financial Situation**

Professor Hearn asked for clarification of the statement in the Standard & Poors credit rating report that Western is not hurting financially and has "sufficient resiliency". Dr. Chakma said Western does have a strong fiscal position which is largely due to investment returns.

S.15-80 **Western's Reputation**

Professor Hearn remarked that recently the Chair of the Board of Governors stated that Dr. Chakma has "enhanced Western's academic standing and international reputation" however, four prominent international university rankings do not support this statement. She asked how the President accounts for the declining numbers under his leadership. Dr. Chakma said that in terms of rankings, one can debate how long it will take to catch up as what Western does today impacts on future rankings. In the last two CIHR competitions, Western moved from 10th to 6th place which will eventually have an impact on the rankings. Internationally the challenge is different. Canada has declined across the board in a wide range of measures such as the percentage of PhDs per population.

S.15-81 **Notice of Motion regarding the Chair of the Board of Governors**

The following Notice of Motion was presented at the meeting:

That the Senate of The University Western Ontario has lost confidence in the Chair of the Board of Governors, Mr. Chirag Shah.

The Chair agreed to refer the Notice of Motion to the Operations/Agenda Committee for consideration at its next meeting.

ADJOURNMENT

The meeting adjourned at 4:20 p.m.

J. Weese
Vice-Chair

I. Birrell
Secretary

2015-16 Operating and Capital Budgets

Senate
April 10, 2015

External Context

- **Provincial Deficit and Debt** continue at very high levels
- **Grant Funding being reduced in “Small Pieces”**
 - Policy Levers, ISR recoveries, B.Ed. Changes, Cuts in Student Aid Envelopes
- **Tuition Increases capped at 3% -- up to 2016-17**
 - 10% of incremental revenue has to be used for Student Aid
- **Other Tuition-related Issues**
 - Program Tuition Threshold Changes
 - Other Tuition/Fee Collection Related Changes
- **Future Uncertainties**
 - Funding Formula Review
 - Future Tuition Framework
 - Ontario Pension Plan
 - Provincial Budgets: 2015 and 2016

Estimated Impact of the “Cuts in Small Pieces” (\$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)

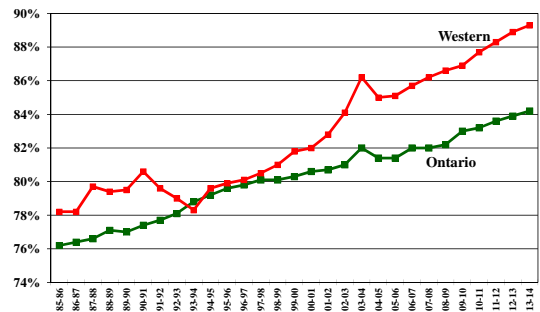
	Base Revenue Loss
Flat Fee Threshold Change	1.0
Fee Collection Related Changes	1.2
Total	2.2

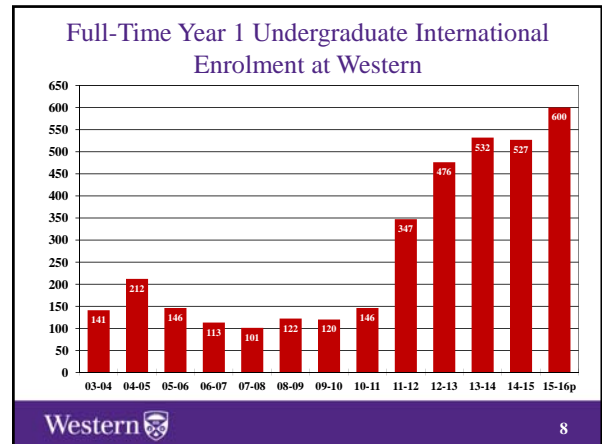
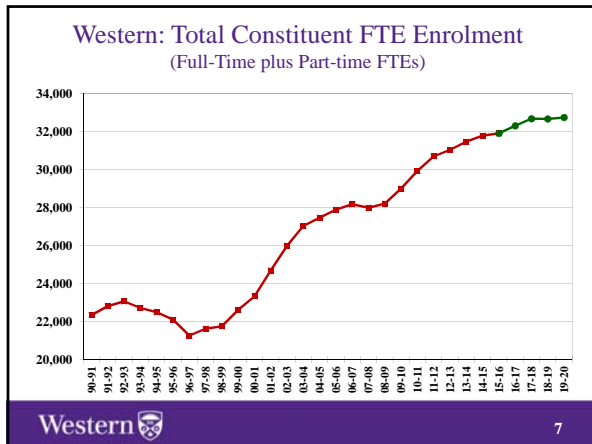
Total Revenue Reduction \$14.6M

Western’s Planning Parameters

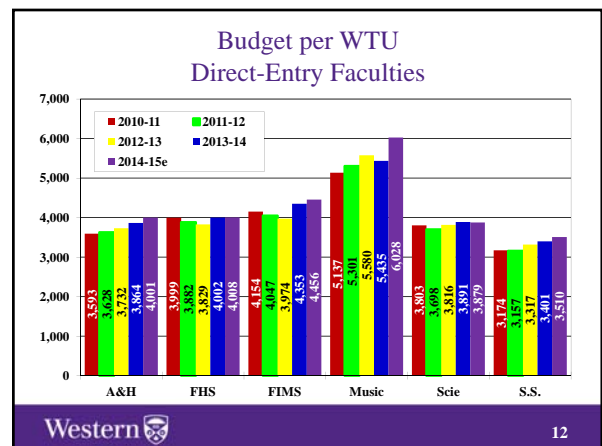
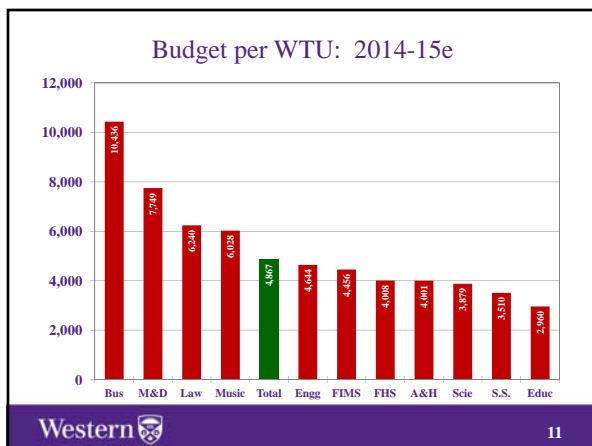
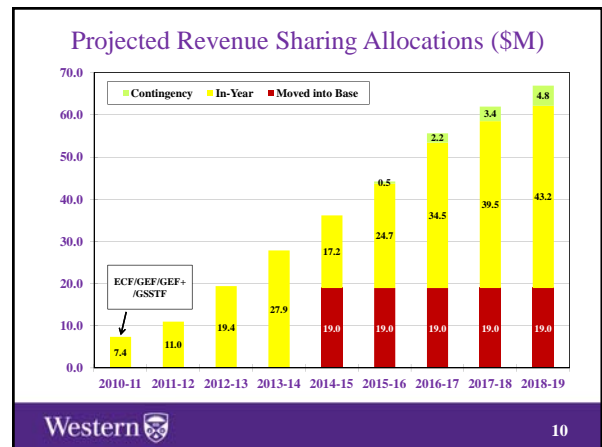
- Moving to New 4-Year Plan
- Enrolments
 - Undergraduate: First-Year Class of 5000 to 5100
 - With goal of 600 International
 - Graduate: as per Faculty Plans
- Revenue Sharing Continues (contingent on enrolments)
- Recommendations Guided by Strategic Plan
- Tuition Rates
 - Domestic Rates at Max of 3% Overall
 - Undergrad Int'l: still moving towards Ontario-U6 levels

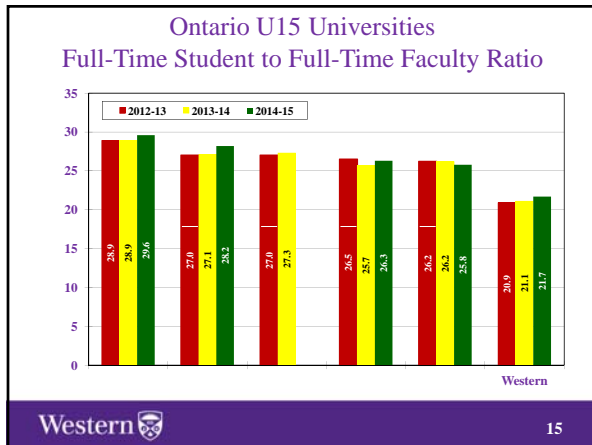
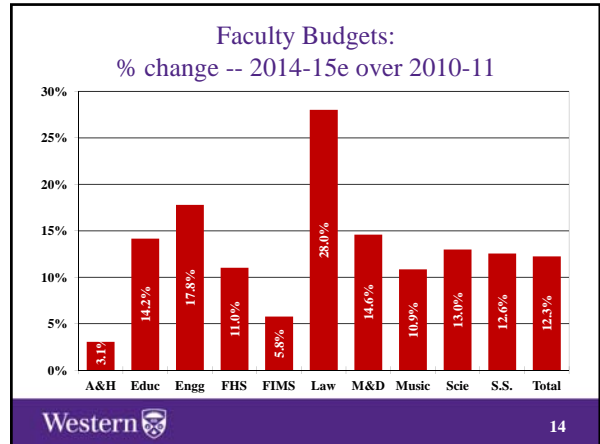
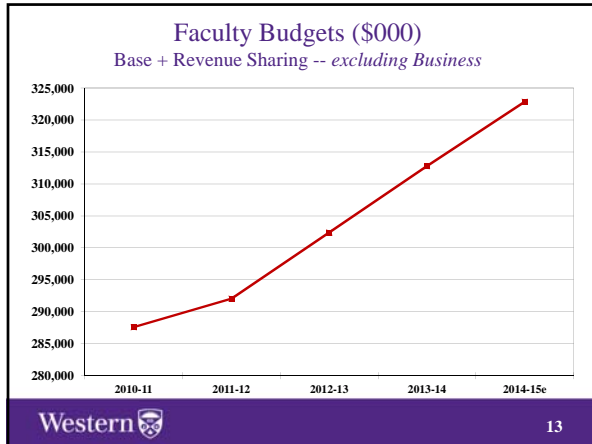
Average Entering Grade of Full-Time First-Year Students from Ontario High Schools





- ### Context for Provost's 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
 - Faculty Complement
 - Other Revenue Streams
 - Research-related Initiatives





- ### Our Priorities and New Initiatives
- Strategic Plan Priorities
- Enhancing our Research/Scholarship Profile
 - Graduate Expansion
- New Priorities in this Budget
- Long-Range Space Plan
 - Endowed Chairs Matching Program
 - Interdisciplinary Initiatives
 - Teaching Fellows Program
 - Advertising Initiatives
 - Energy Conservation Initiatives
 - Expansion of High-Demand Programs: Engineering
- Western 16

Summary of the Operating Budget

Western 17

- ### Summary of the 2015-16 Operating Budget (Table 2)
- Revenue Forecast = \$ 693.2M
– Increase of 1.6%
 - Expenditure Plan = \$ 692.9M
– Increase of 0.4%
 - Projected In-Year Position = \$ +0.3M
 - Projected Operating Reserve = \$ 34.0M
– Forecast to be at \$6M at end of 4-year period
- Western 18

Operating Revenues

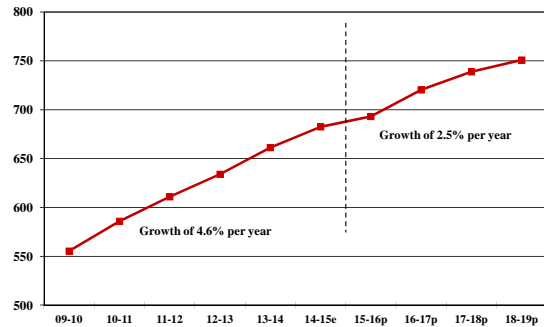
Operating Revenues for 2015-16: Context

- Total FTE Enrolment remains flat
 - After accounting for (temporary) B.Ed. reduction
- Tuition Fees
 - Domestic Framework – 3% overall increase
 - Undergraduate International – moving towards levels at sister institutions in Ontario
- *Against Reductions* in Government Funding
 - International Student Recoveries
 - B.Ed. Changes
 - Student Aid Programs

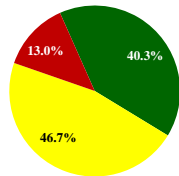
2015-16 Operating Revenues (Table 3)

- Government Grants are Lower by \$1.7M
 - Net of Reductions and Targeted Increases
- Tuition Revenues Increase by \$10.8M
 - Due to Rate Increases and additional Int'l Students
- All Other Revenues Increase by \$1.6M – over a number of Revenue Lines
- Overall Revenue Increase of \$10.6M (or 1.6%)

Operating Revenues (\$M)



Projected 2015-16 Operating Revenues (Total = \$693.2M)



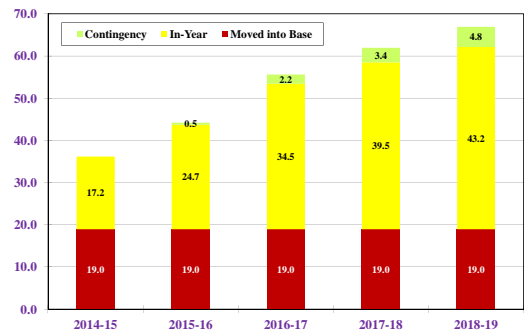
■ Govt Grants ■ Tuition ■ All Other

Operating Expenditures

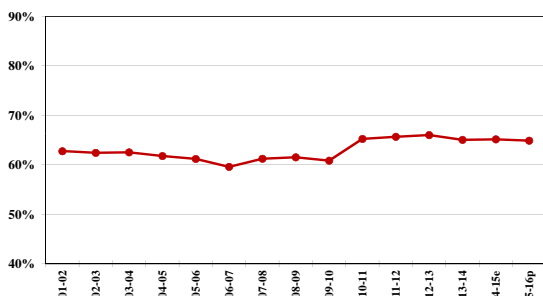
Recommendations for the Faculties (Table 4)

- 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
- **Total Base Allocation of \$449.7M**
- Faculties also receive \$6.4M in One-Time Funding – as shown in Table 8

Projected Revenue Sharing Allocations (\$M)



Faculties Base Budget (Table 4 in Budget) as % of Total Operating Expenditures Budget



Scholarships and Bursaries (Table 5)

- Major Changes
 - Undergraduate Scholarships increase by \$300K
 - Tuition Re-Investment increases by \$200K
 - Privately-Funded Awards Increase by 200K
 - Govt’s “Aim for the Top” Declines by \$530K
- **Overall increase of \$180K – bringing total to \$30.1M from Central Budget**
- Faculties now responsible for Graduate Support
 - \$56M Projected for 2015-16

Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- **Total Base Allocation of \$91.2M**
- Support Units also receive \$3.4M in One-Time Funding (shown in Table 8)

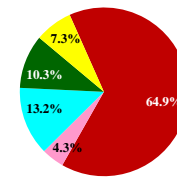
University-wide Expenditures (Table 7)

- **Total of \$71.6M**
- Major items:
 - Utilities (\$22.1M)
 - Library Acquisitions (\$14.1M)
 - MMI Transfer (\$14.0M)
 - IT Infrastructure (\$8.8M)

One-Time Allocations (Table 8)

- **Total of \$30.1M**
 - Substantial Reduction from Previous Levels
- **Major Priority Items**
 - Support for Long-Range Space Plan (\$10M)
 - Endowed Chairs Matching (\$7.5M)
 - Energy Conservation Initiatives (\$1.5M)
 - Classroom Modernization (\$500K)
 - Advertising Initiatives (\$500K)

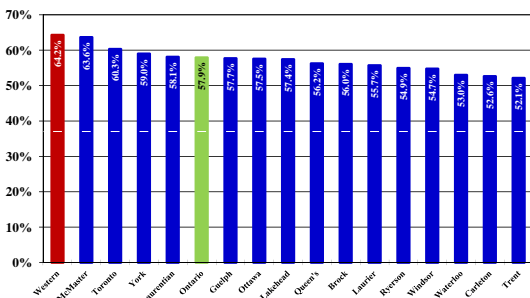
2015-16 Operating Expenditures (Total = \$692.9M)



■ Faculties ■ Schol/Burs ■ Support Units ■ University-Wide Exp ■ All Other

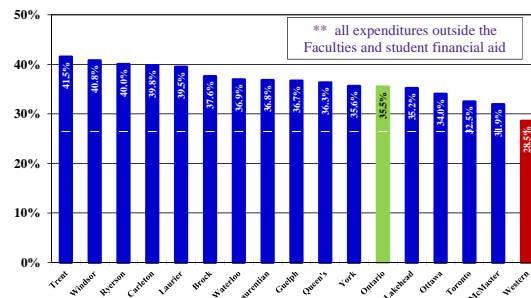
Instructional & Research Expenditures as a % of Total Operating Expenditures

Ontario Universities -- 2013-14 (Source: COFO Reports)



Non-Instructional & Non-Research Expenditures ** as a % of Total Operating Expenditures

Ontario Universities -- 2013-14 (Source: COFO Reports)



The Capital Budget

Overview of the 2015-16 Capital Budget

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

Overview of the 2015-16 Capital Budget

- **Total Spending of \$91.5M** (Table 15)
 - \$34.6M for New Construction (Table 18)
 - \$10.4M for Major Renovations (Table 18)
 - \$46.5M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing Renovations