

**MINUTES OF THE MEETING OF SENATE**

**APRIL 21, 2017**

The meeting was held at 1:30 p.m. in Room 1R40, Arts and Humanities Building.

SENATORS: 72

A. Abuhussein	M. Jadd	K. Olson
R. Andersen	C. Jones	H. Orbach-Miller
E. Ansari	D. Jorgensen	W. Pearson
P. Bishop	A. Katz	M. Pratt
A. Bowlus	R. Kennedy	D. Rogers
J. Capone	J. Knowles	L. Rosen
T. Carmichael	G. Kopp	C. Roulston
A. Chakma	S. Macfie	B. Rubin
C.L. Chambers	E. Macpherson	J. Scarfone
A. Chant	M. McDayter	Z. Sinel
K. Clark	M. McGlynn	A. Singh
K. Cole	L. McKivor	W. Siqueira
R. Collins	C. Mcleod	V. Staroverov
J. Deakin	B. Meharchand	C. Steeves
C. Dean	K. Mequanint	T. Straatman
G. Dekaban	J. Michalski	M. Strong
N. Dyer-Witthford	M. Milde	G. Tigert
J. Garland	L. Miller	J. Toswell
A. Grzyb	D. Moser	S. Trosow
C. Hardy	K. Mukherjee	T. Tucker
J. Hatch	G. Ng	M. Viczko
E. Hegedues	V. Nielsen	C. Wang
A. Hrymak	C. O'Connor	J. Wilson
Y. Huang	C. Olivier	B.A. Younker

Observers: E. Avila, A. Bigelow, K. Campbell, E. Chamberlain, R. Chelladurai,  
A. DiSebastiano, L. Gribbon, J. McMullin, J. Sadler

By Invitation: R. Campbell, L. Logan

S.17-78 **Land Acknowledgement**

M. McDayter read the Land Acknowledgment.

S.17-79 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of March 17, 2017 were approved as circulated.

S.17-80 **REPORT OF THE PRESIDENT** [Exhibit I]

The President's Report, distributed with the agenda, contained information on the following topics: federal budget update, the report "Investing in Canada's Future: Strengthening the Foundations of Canadian Research", the 2017 recipient of the Distinguished University Professor Award, Faculty Scholars, and a leadership update. He also reported that Western's student newspaper, the Gazette, recently won the Best Campus Newspaper Award.

In answer to the question about the appointment of the Associate Vice-President (Research) for the non-stem disciplines, J. Capone reported that an announcement will be made next week regarding this position.

S.17-81 **UNANIMOUS CONSENT AGENDA** [Exhibit II]

It was moved by M. Strong, seconded by B. Rubin,

That the items listed in Exhibit II, Unanimous Consent Agenda, be approved or received for information by Senate by unanimous consent.

CARRIED

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING** [Exhibit III]

S.17-82 **2017-18 University Operating and Capital Budgets**

It was moved by J. Deakin, seconded by P. Bishop,

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending the approval of the 2017-18 University Operating and Capital Budgets (Exhibit III, Annex 1).

Senate received as Supplementary information, the following documents:

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

Dr. J. Deakin, Vice-President (Academic) and Provost, presented the 2017-18 University Operating and Capital Budgets detailed in Exhibit I, Annex 1. Her presentation highlighted both the internal and external planning and budgetary contexts, operating revenues for 2017-18, 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 2017-18 capital budget. Revenues for 2017-18 are projected to be \$756.4 million with \$759.1 million in expenditures.

The operating reserve will be projected at 64.2 million at the end of the current year, 2016-17 and \$61.5 million at the end of 2017-18. The in-year net position is projected to be a surplus of \$11.1 million in 2016-17 and a deficit of \$2.7 million in 2017-18. The reserve is projected to be \$34.9 million at the end of the current 4-year planning period (2018-19).

An executive summary of the revenues, expenditures and the capital budget are contained in pages 1-4 of Annex 1. Overhead slides used in the presentation are attached as [Appendix 1](#).

J. Deakin said that this budget builds on the multi-year plan developed two years ago in the context of Western's Strategic Plan and is in a period of constrained revenue growth, which is expected to be approximately two per cent each year, beyond the current four-year cycle. The two major sources of revenue, government grants and tuition fees, have recently been confirmed for the remaining two years of the four-year planning period. The corridor system funding formula provides no incremental funding for domestic enrolment growth. The current domestic student tuition framework allows for a three per cent increase and has been extended for two more years, until 2018-19. Undergraduate enrolment is targeted at 5,100 first-year students, with tuition revenue of \$379.4 million, an increase of \$17.8 million from last year. International student enrolment is anticipated to grow to 600.

Growing endowments continues to be a priority. Since 2010-11, a total of \$43.5 million has been allocated to support the Endowed Chairs Program. To date, 18 of a possible 29 endowed chairs have been realized with an additional eight chairs being discussed. \$15 million in one-time funding has been allocated to support the program. A commitment will be made to assign a minimum of one chair to each faculty for up to three years.

The Indigenous Strategic Plan, approved by Senate and the Board last year, sets out eight strategic directions for the University. In order to support these directions, a sum of \$1 million in base funding will be committed in the 2017-18 budget. \$390,000 will be transferred to the Faculty of Social Science to support the creation of a new department and \$147,000 allocated to the Faculty of Law to create a new faculty appointment.

The Provost addressed the financial burden faced by the Faculty of Arts and Humanities and the Don Wright Faculty of Music. Declining enrolment is a factor which is a North American-wide trend. Between 2010-11 and 2016-17, undergraduate course registration in the Faculty of Arts and Humanities has declined by nine per cent, master's enrolment by 22 per cent and doctoral enrolment by 11 per cent. During that same period, the full-time faculty complement has increased by five per cent and faculty budget increased by 4.1 per cent, creating a structural deficit. Expenses are not in balance with the revenue and, as a result of that, the Faculty of Arts and Humanities has accumulated a \$13-million debt. The faculty will have to reduce expenses where possible while the university has agreed to supplement the Faculty of Arts and Humanities' budget with \$1.8 million from central resources in each of the next two years. The University will also protect the revenue sharing allocations from further reductions in enrolments/teaching. This is a significant commitment from the University. The net result of this plan is that the resources provided to the Faculty of Arts and Humanities in 2017-18 will be \$1 million higher than in 2016-17.

Dean Milde said that there will be \$1 million less in the limited-duties budget. The goal is to balance the faculty's budget by 2019. He said that a number of limited-duties contract personnel will not be renewed next year. There will be losses in certain subjects such as writing and languages, which are primarily taught by limited-duties personnel. The long term goal is to reorient the Faculty to using all resources, both full-time and part-time, in order to strike a balance between enrolment numbers and teaching resources. In the context of a much-decreased pool of students, matching the teaching resources to the enrolment patterns is required. It is estimated that the Faculty of Arts and Humanities will still offer between 450 to 500 courses next year despite being down from 577 the year before.

A member asked how the closure and/or shrinking of a number of foreign language programs will affect the university's Strategic Plan on Internationalization and Globalization. J. Deakin said that no additional budget cuts are being imposed on the Faculty of Arts and Humanities. As noted earlier, the resources being provided to Arts and Humanities will be \$1 million more next year. The structural imbalance between costs and resources available, which has led to a \$13 million debt, needs to be addressed in the context of overall Faculty priorities and student needs.

Addressing concerns raised on behalf of the Faculty of Arts and Humanities, J. Deakin said that no additional budget cuts are being imposed on the Faculty of Arts and Humanities, but in fact, the University's allocation is being increased by \$1 million. She said that over time, a structurally stable budget must be achieved. The partnership approach, which involves expenditure reductions and additional funding from the University, is the best way forward and the University is investing in the Faculty.

Addressing the concerns regarding the operating reserve, J. Deakin said it will play a key role in the University's ability to manage its resources and balance budgets in the coming years because government grant funding will be frozen. The impact of this is that revenues will grow at a rate of two per cent per year which is a very different trajectory than that of the past 10 to 15 years. The reserve will be required to help balance the budget in the coming years.

A member noted that during the past five years, the University has transferred over \$190 million dollars from its operating budget to its capital budget. Another \$40 million transfer is planned this year. New buildings require additional investment in staff, maintenance, utilities and other operating budget costs. We have been told that enrolments of domestic students will not be permitted to continue to increase and that in some areas enrolments are falling. How does this choice to use operating funds for capital projects affect our ability to continue to offer a diverse and comprehensive student experience across campus? J. Deakin replied that Western has invested substantially, from its operating budget, to support its physical infrastructure, which is central to Western's educational and scholarship aspirations/priorities. Outstanding and adequate facilities are central to providing the "best student experience" and to support the work of our faculty and staff. Western's ageing facilities need to be modernized and new facilities have been constructed to support/accommodate the general enrolment expansion on campus. Since 2000, enrolments have increased by nearly 40%. This includes substantial graduate growth, which is space-intensive. Even with the recent space expansion, there continues to be a shortage of student-centered spaces (study space, collaborative work space etc). Western does not receive regular/annual funding for capital from the government, therefore, Western will need to continue to use operating budget funds to support its facilities' needs.

Addressing UWOFAs concerns about the direction Western is taking regarding parking and garages, J. Deakin said that in reality there is a limited amount of buildable land on the main campus and parking lots are being used for buildings. In addition, the safety of students, staff, and faculty is high priority. The vehicular traffic, both the Western community and cut through traffic, continues to increase. Therefore, there is a need to move to a vehicle-free pedestrian-friendly campus, and building parking garages should be investigated. Locations to be considered are on flood fringe lands at the campus periphery. She commented that the idea of using the \$10 million to buy bus passes is interesting but would be a one-time allocation. In order to make this an on-going budget item, it would need to be set up like an endowment which would support about 625 weekday passes a year.

Regarding the suggestion that Western encourage people to get out of their cars to move to a car-free campus, she said that car-pooling programs have been introduced which provide reserved spots and other benefits/incentives. However, there is very limited take up. Enclosed bike lockers, at a low cost have also been introduced. She noted that the reality is that individuals prefer the convenience of driving and are willing to pay for this.

Responding to UWOFAs questions regarding the operating reserve, J. Deakin said that the main reasons for the operating reserve being higher now than initially projected is "higher-than-planned" enrolments and continued full funding of domestic enrolments by the government. Western had planned for a first year class of between 5000 and 5100 in each of the last two years, but came in with 110 and 250 more first year students respectively. This is largely due to an unexpected jump in confirmation rates, first in Engineering and then in Science. As noted earlier, the operating reserve will help in managing the budget moving into the upcoming "more constrained" revenue environment.

With respect to Table 7, lines 23, 24 and 25, the University charges a benefit recovery rate to faculties and other units that recovers a large (\$7 million dollar in 2016) surplus which is then utilized to reduce university-wide expenditures. In other words, this overcharging is used to pay to keep the lights on, pay property taxes, insurance and other general operating costs. A member asked, that in order to help areas of the university that are struggling financially, will there be consideration given to either a) reducing the recovery rate to be closer to actual costs, or b) improving benefits to reflect the cost being charged to units? J. Deakin said the approach to employee benefits budgeting is cost neutral to the Faculties and Support Units. A standard rate of 27.5% for full-time employees is used and what has been provided to the units in their budgets to cover employee benefits is recovered. For example, in the case of the faculty positions being funded in this budget (1 in Arts and Humanities, 2 in the Faculty of Health Sciences, 3 in Science, 2 in Social Science), Western provides the 27.5% benefits cost to the Faculty budgets, and then it is recovered. It is cost neutral to the Faculties. Similarly, when central funding is provided to cover annual salary increases, the 27.5% is provided, and then recovered back – which is again, cost neutral. If a slightly lower rate was used, then a lower rate would have been provided to the Faculty budgets, and then recover the corresponding amount. This issue has been discussed/reviewed many times over the years – and, from an operational perspective, both for the central HR unit and for the Faculties, this approach is simpler and more efficient. This approach does not impact the University's overall budget nor the Faculty budgets.

A member said that faculties undergoing financial difficulties are unable to initiate new programs under austerity conditions. It was suggested that these areas should receive a stimulus package to reinvigorate themselves, similar to that provided for the establishment of research clusters. Dean Milde said the Faculty's financial situation and deficit are the reasons to cut limited-duties teaching. The biggest challenge facing the Faculty is declining enrolment. Each faculty gets budget allocations in proportion to the number of students that it takes in and regrettably, fewer students are taking arts and humanities courses. The decreases in the part-time budget will result in 64 fewer full courses in 2017-18. Fewer contract professors also means a consequent decrease to elective, niche courses which often attract students from outside the faculty. He said that the biggest effect of these changes is that departments will have to be more rigorous in their selection of non-core courses that they would like to offer for the next little while, which should occur yearly anyway to ensure that students have the chance to choose from the best courses that Western has to offer.

At Western, program enrolment in Arts and Humanities has decreased steadily each year: from 1,260 in 2010 to 987 in 2016 — a 21.7 per cent decline over just six academic years. An increased preference for the STEM (Science, Technology, Engineering and Mathematics) fields also shows up in the enrolment numbers. During the same six-year period, science enrolment has grown by 20 per cent and engineering has enjoyed a staggering 72.8 per cent increase at Western.

Dean Milde said the solution isn't as simple as attracting more students to the arts and humanities. The old government funding structure provided the university with more money the more students they took in, but now a new system is taking its place. Corridor funding is in place, where there's a set point, and as long as Western is within three per cent of that set point Western is going to get the same amount of money. If enrolment falls by more than three per cent, the funding received will decrease, but if enrolment goes over by more than three per cent, it will remain the same. In previous years, the growth model provided the arts faculty with a possible contingency plan of bringing in more students and reducing expenditures. With the new model, however, funding is capped. Therefore, solely trying to increase student enrolment won't increase funding from the government anymore. With the three per cent cap on increasing tuition each year, the faculty will have to resort to other methods to balance the budget.

Dean Milde said that ninety-five per cent of Faculty of Arts and Humanities' budget goes towards salaries, benefits, scholarships and similar expenses. So, it naturally follows that any cuts to the budget will have an impact on faculty. Next year, the faculty is looking to trim a million dollars from its part-time budget. Overall, full-time faculty numbers have remained fairly stable in the Faculty of Arts and Humanities. In fact, while there were 144 instructors in 2010, by 2015 the number had risen to 155.

Several deans spoke in support of the budget, noting their willingness to work together to address financial issues. Revenue being generated by faculties such as Schulich has been distributed to other faculties. Faculties must determine what is of value and what their students need. The \$1.8 million budget allocation for the Faculty of Arts and Humanities is an investment that will allow programs to be reimagined and changed and to address the deficit situation. The dean of Engineering and the dean of the Schulich School of Medicine & Dentistry both recalled the financial difficulties their faculties faced, and continue to face. Difficult decisions were and are being made, that in the long term, are ultimately beneficial.

It was moved by A. Singh, seconded by M. Jadd,

That the vote on the budget recommendation be by roll call.

DEFEATED

The question on the main motion was called and CARRIED.

J. Deakin offered thanks to colleagues across the university for their diligence in the preparation of the budget, noting particularly, the work of staff in Institutional Planning and Budgeting.

J. Deakin was provided with a hard copy of an online petition regarding funding for the Faculty of Arts and Humanities.

S.17-83

**Faculty of Arts and Humanities: Closure of the Department of Film Studies**

It was moved by J. Deakin, seconded by M. Milde,

That effective July 1, 2016 the Department of Film Studies be dissolved.

M. Milde confirmed that procedures regarding the closure of the Department of Film Studies were followed, including those associated with the UWO Faculty Association Collective Agreement.

The question was called and CARRIED.

**REPORT OF THE OPERATIONS/AGENDA COMMITTEE** [Exhibit IV]

S.17-84

**Senate Nominating Committee - Membership**

The following were elected to the Senate Nominating Committee as Members:

Ahmed Abuhussein (Graduate Student)  
Albert Katz (SS) (term to June 30, 2018 to replace G. Dekaban)  
Desmond Moser (Sci) (term to June 30, 2018 to complete the term of E. Ansari)  
Wendy Pearson (AH)  
Kim Miller (Admin Staff)  
Walter Siquiera (Schulich)

The following were elected to the Senate Nominating Committee as Alternates:

Ocean Enbar (Student)  
Melody Viczko (Educ) (term May 1, 2017 to June 30, 2019)

S.17-85 **Senate Membership: Vacancies filled by appointment**

It was moved by M. Strong, seconded by B. Rubin,

That the Senate seats be filled for the July 1, 2017 – June 30, 2019 term by appointment at the recommendation of the units concerned as shown below:

Faculty of Education – Isha DeCoito  
King's University College – John Michalski\*

\*Renee Soulandre La France was incorrectly identified to fill this seat in the March 2017 OAC report

CARRIED (By Unanimous Consent)

S.17-86 **Senate Membership: Representative from the General Community**

It was moved by M. Strong, seconded by B. Rubin,

That effective July 1, 2017 Dr. Valerie Nielsen be re-appointed to serve on Senate as a Representative of the General Community.

CARRIED (By Unanimous Consent)

**REPORT OF THE NOMINATING COMMITTEE** [Exhibit V]

S.17-87 **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 Research Board
- University Council on Animal Care
- Honorary Degrees Committee
- Senate Review Board Academic
- Distinguished University Professor Selection Committee
- Faculty Scholars Selection Committee
- Nominating Subcommittee to Nominate a Senator from the General Community
- McIntosh Gallery Committee
- Decanal Selection Committee – Richard Ivey School of Business
- Decanal Selection Committee – Faculty of Information and Media Studies  
(J. Plug replaced B. Traister on this selection committee)
- Decanal Selection Committee – Faculty of Science

An additional nomination for the administrative staff positions on SCUP was received from the floor. An electronic vote for this position was conducted following the meeting. Senate elected Chris Alleyne (July 1, 2017 – June 30, 2019) and Valerie Sarkany (May 1, 2017 to June 30, 2018).

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

S.17-88 **Notices of Motion: Examination Policy and Political Accommodation** [S.17-77]

Senator Orbach-Miller presented Notices of Motion on behalf of the student senators at the March Senate meeting pertaining to the policies relating to Examination and to Political Accommodation. S. Macfie, Chair of SCAPA reported that SCAPA discussed the Notices of Motion at its April meeting. She said that while the motions are clearly in order, the committee decided to defer substantive discussion at Senate until it is able to gather more information. Senator Orbach-Miller has agreed to the deferral.

S.17-89 **Faculty of Arts and Humanities, Department of Modern Languages and Literatures: Withdrawal of the Major, Specialization and Honors Specialization Modules in Comparative Literature and Culture**

It was moved by M. Strong, seconded by B. Rubin,

That effective September 1, 2017, admissions in the Major, Specialization and Honors Specialization modules in Comparative Literature and Culture be discontinued, and

That students currently enrolled in these three modules be allowed to graduate until August 31, 2021 upon fulfillment of the requirements, and

That effective September 1, 2021 these modules be discontinued.

CARRIED (By Unanimous Consent)

S.17-90 **Faculty of Education: Revisions to the Progression and Graduation Requirements of the B.Ed. Program**

It was moved by M. Strong, seconded by B. Rubin,

That, effective September 1, 2017, the Progression and Graduation Requirements for the B.Ed. program be revised as shown in Exhibit VI, Appendix 1.

CARRIED (By Unanimous Consent)

S.17-91 **Faculty of Health Sciences, School of Kinesiology: Introduction of an Honors Specialization in Professional Kinesiology**

It was moved by S. Macfie, seconded by J. Garland,

That an Honors Specialization in Professional Kinesiology be introduced effective September 1, 2017, as shown in Exhibit VI, Appendix 2.

CARRIED

S.17-92 **School of Graduate and Postdoctoral Studies: Withdrawal of the Master (MA) in Film Studies Program**

It was moved by M. Strong, seconded by B. Rubin,

That effective September 1, 2017 the Master (MA) in Film Studies Program be discontinued.

CARRIED (By Unanimous Consent)



S.17-93 **School of Graduate and Postdoctoral Studies: Revisions to the Master of Science in Foods and Nutrition (MScFN) Program**

It was moved by M. Strong, seconded by B. Rubin,

That the revisions to the Master of Science in Foods and Nutrition (MScFN) program be introduced effective September 1, 2017.

CARRIED (By Unanimous Consent)

S.17-94 **Faculty of Law and School of Graduate and Postdoctoral Studies: Introduction of the JD/Accelerated MBA (AMBA) Combined Degree Program**

It was moved by M. Strong, seconded by B. Rubin,

That the JD/AMBA combined degree program be introduced effective September 1, 2017, as shown in Exhibit VI, Appendix 3.

CARRIED (By Unanimous Consent)

S.17-95 **Faculty of Law: Revisions to the Academic Program Description**

It was moved by M. Strong, seconded by B. Rubin,

That, effective September 1, 2017, the "Academic Program" description be revised as shown in Exhibit VI, Appendix 4.

CARRIED (By Unanimous Consent)

S.17-96 **Schulich School of Medicine & Dentistry, Department of Physiology and Pharmacology: Introduction of Physiology and Pharmacology as a Subject Area**

It was moved by M. Strong, seconded by B. Rubin,

That the new subject area of Physiology and Pharmacology be introduced into the undergraduate offerings of the Department of Physiology and Pharmacology and included in Category C for Breadth Requirements for Graduation, effective September 1, 2017.

CARRIED (By Unanimous Consent)

S.17-97 **Schulich School of Medicine & Dentistry, Department of Physiology and Pharmacology: Withdrawal of the Specialization in Physiology and Pharmacology**

It was moved by M. Strong, seconded by B. Rubin,

That admission into the Specialization in Physiology and Pharmacology be discontinued, and that effective September 1, 2017, the module be withdrawn.

CARRIED (By Unanimous Consent)

S.17-98 **Faculty of Social Science, Department of History and Richard Ivey School of Business: Introduction of the Honors Specialization in International Relations/HBA Combined Degree Program**

It was moved by M. Strong, seconded by B. Rubin,

That the Honors Specialization in International Relations/HBA Combined Degree program be introduced effective September 1, 2017, as shown in Exhibit VI, Appendix 5.

CARRIED (By Unanimous Consent)

S.17-99 **Huron University College: Revisions to the Scholar's Electives Program**

It was moved by M. Strong, seconded by B. Rubin,

That, effective September 1, 2017, the Scholar's Electives Program at Huron University College be revised as outlined in Exhibit VI, Appendix 6.

CARRIED (By Unanimous Consent)

S.17-100 **Huron University College: Renaming of English Language and Literature Modules**

It was moved by M. Strong, seconded by B. Rubin,

That effective September 1, 2017 the Honors Specialization in English Language and Literature, the Specialization in English Language and Literature, the Major in English Language and Literature, and the Minor in English be renamed to Honors Specialization in English and Cultural Studies, Specialization in English and Cultural Studies, Major in English and Cultural Studies, and Minor in English and Cultural Studies, at Huron University College.

CARRIED (By Unanimous Consent)

S.17-101 **Revisions to Academic Policies: "Structure of the Academic Year – Faculty of Law" and "Adding and Dropping Courses – Faculty of Law"**

It was moved by M. Strong, seconded by B. Rubin,

That the "Structure of the Academic Year – Faculty of Law" and the "Adding and Dropping Courses – Faculty of Law" policies be revised as shown in Exhibit VI, Appendix 7.

CARRIED (By Unanimous Consent)

S.17-102 **Information Items Reported by the Senate Committee on Academic Policy and Awards**

Exhibit VI, Report of the Senate Committee on Academic Policy and Awards, contained the following items that were received for information by unanimous consent:

- Faculty of Health Sciences, School of Health Studies: Revisions to the Progression Requirements of the Bachelor of Health Studies (BHSc) Program
- New Scholarships and Awards

S.17-103 **REPORT OF THE ACADEMIC COLLEAGUE** [Exhibit VII]

The Report of the Academic Colleague, detailed in Exhibit VII, was received for information.

**DISCUSSION AND QUESTION PERIOD**

S.17-104 **Internationalization and Globalization**

A member asked, given the university's focus in the Strategic Plan upon Internationalization and Globalization, how the provision for diverse foreign language instruction in the Department of Modern Languages and Literatures fits into Western's overall approach to these issues. Will the closure and/or shrinking of a number of foreign language programs due to new budget cuts impact that approach?

J. McMullin, Vice-Provost (International) said that the Strategic and International action plans of the University do not speak specifically to foreign language learning and proficiency. However, foreign language learning and proficiency is one of many components of comprehensive internationalization. Recognizing this, Western International developed a Global and Intercultural Engagement Honor in which foreign language learning and proficiency counts significantly toward its achievement. The Honor recognizes multiple ways in which students can learn foreign languages.

**ADJOURNMENT**

The meeting adjourned at 4:20 p.m.

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A. Chakma  
Chair

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E. Hegedues  
Acting University Secretary

# 2017-18 Operating and Capital Budgets

Senate  
April 21, 2017

## External Context

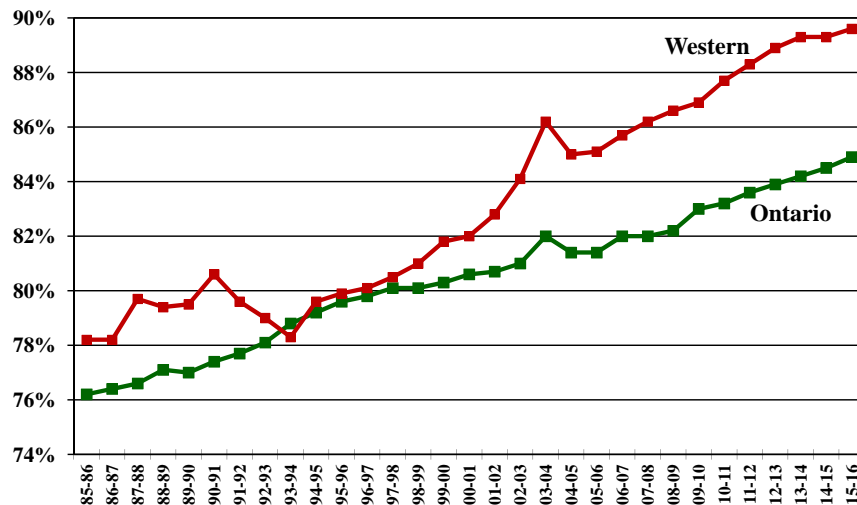
- Provincial Fiscal Pressures Continue
- New Funding Formula for Universities
  - Corridor System – no automatic funding for enrolment growth beyond 2016-17 levels
- Tuition Framework Extended for 2 more years
  - Aligns with our current 4-year cycle
  - Allows for 3% overall increase

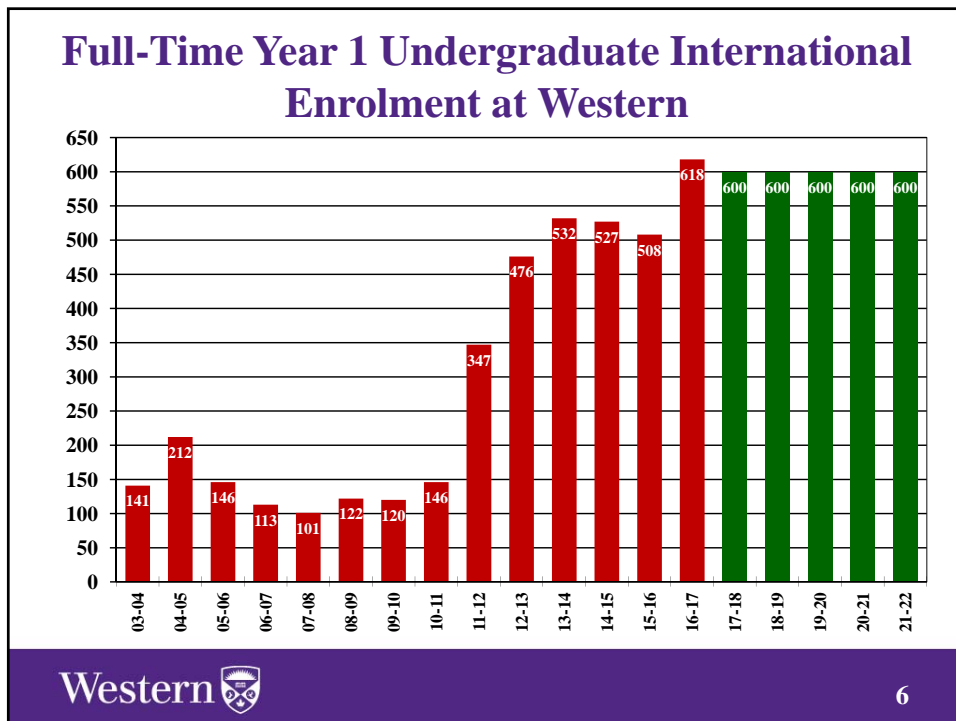
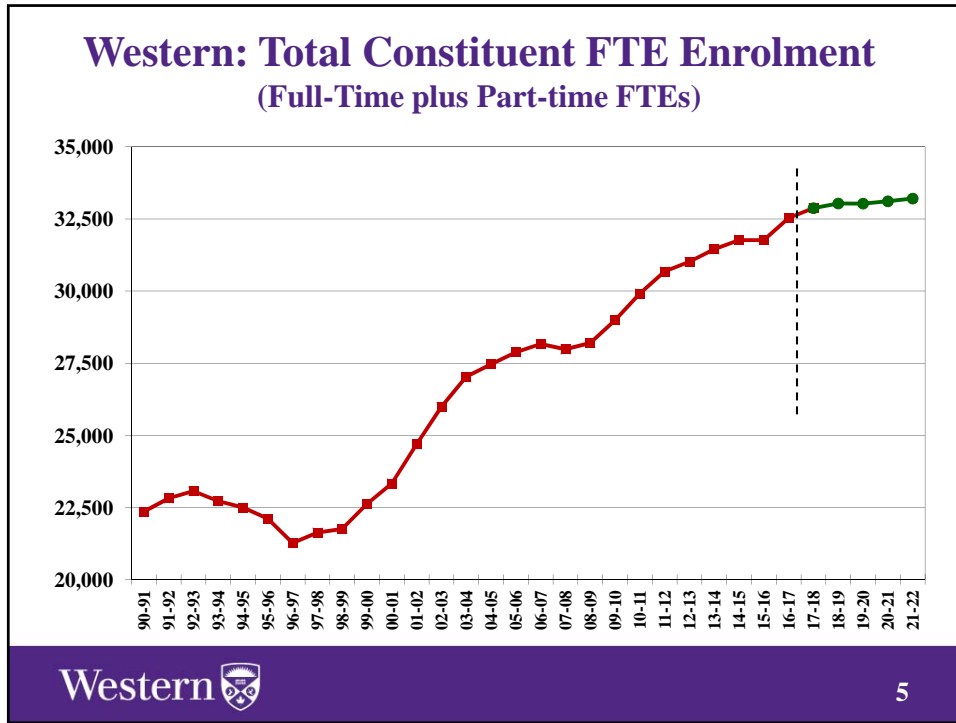
## Western's Planning Parameters

- Moving to Third Year of 4-Year Plan
- Recommendations Guided by Strategic Plan
- Enrolments
  - Undergraduate: First-Year Class of about 5,100
    - With 600 International
  - Graduate: as per Faculty Plans
- Revenue Sharing Continues in the 4-Year Cycle
  - Up to 2017-18 Enrolments/Teaching
- Tuition Rates for 2017-18 (and 2018-19)
  - Domestic Rates at Maximum 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





## *University level Investments & New Initiatives in this Budget: Alignment with our Strategic Plan*

### **Our Strategic Plan Priorities**

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

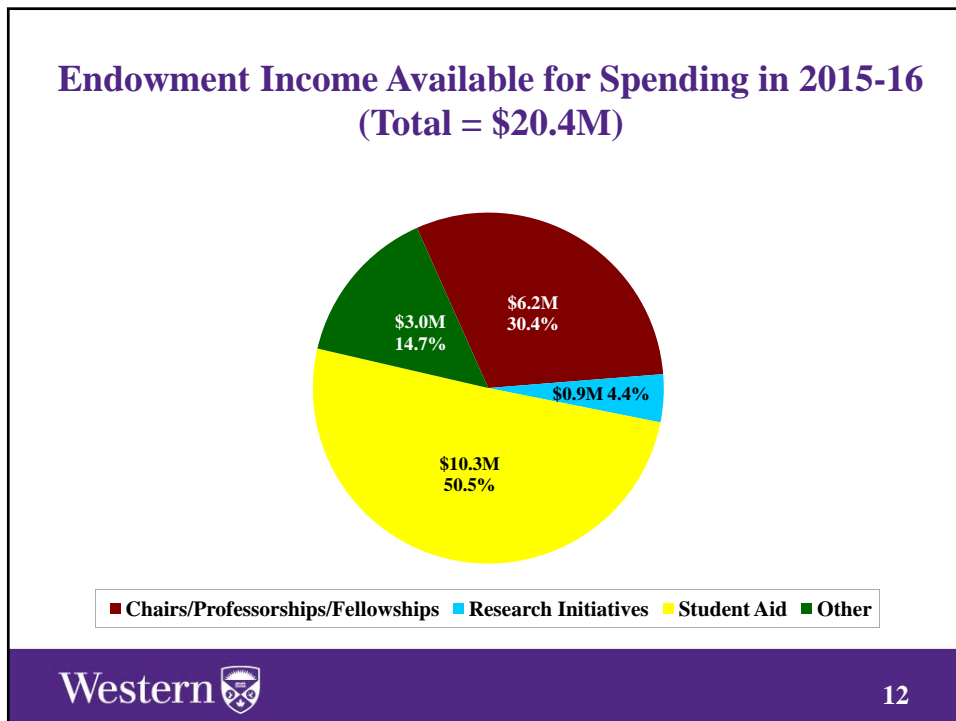
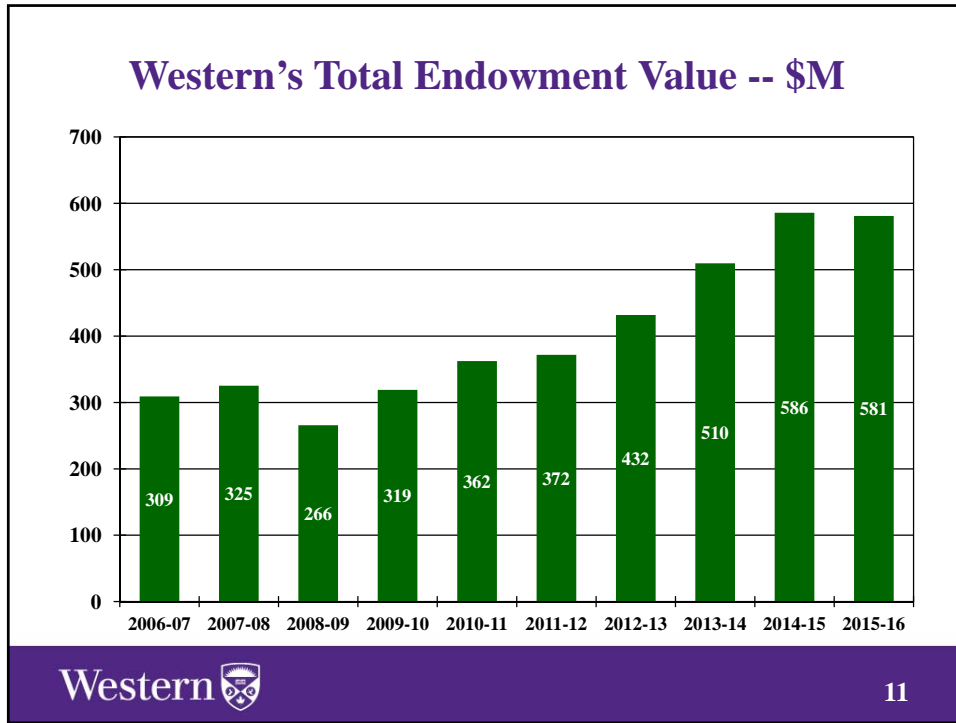
## Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
Indigenous Initiatives	\$1M Base	2, 3
Growing Our Endowments: The Endowed Chairs Matching Program	\$25 M One-Time	1, 3, 4
Strategic Expansion of Engineering: Multi-Year Self-Funding Plan	\$6.5 M One-Time & \$847K Base	1, 2, 4
Scholarship Initiatives in SSHRC Disciplines Endowment	\$2.5 M One-Time	1, 4
CERC Matching Funds	\$2.5 M One-Time	1
Facilities Enhancements in the Faculties	\$2.4 M One-Time	1, 2
Pedestrian-Friendly & Safe Campus Initiatives	\$2 M One-Time	2
Energy Conservation Initiatives	\$1.5 M One-Time	4
Long-Range Space/Capital Plan: ILIC, Thames Hall, Schulich Project, Parking Structures	Debt, Non-Endowed Funds to Pay Down UC, Music Bldg, FIMS/Nursing Bldg	1, 2

## Indigenous Initiatives

- \$1M Base Allocation
- New Department in Social Science (\$390K)
- Faculty Appointment in Law (\$147K)
- Balance (\$463K) will be allocated in the coming months – as part of the Provost’s Implementation Committee recommendations





## Endowed Chairs Matching Program

- Program launched in 2010-11
  - To-date \$43.5M allocated – for 29 Chairs
  - 18 Chairs Confirmed
  - 8 Additional Chairs under discussion with Donors
- Additional \$25M being recommended in this Budget
  - A minimum of 1 Chair per Faculty will be committed – and held for up to 3 years

## Long-Range Space Plan

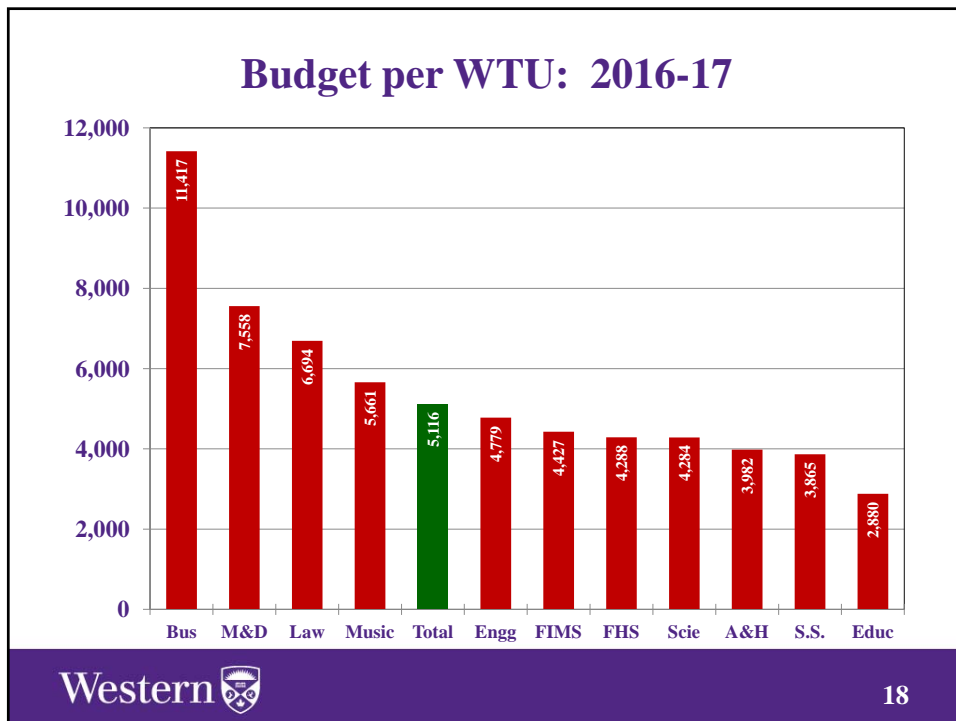
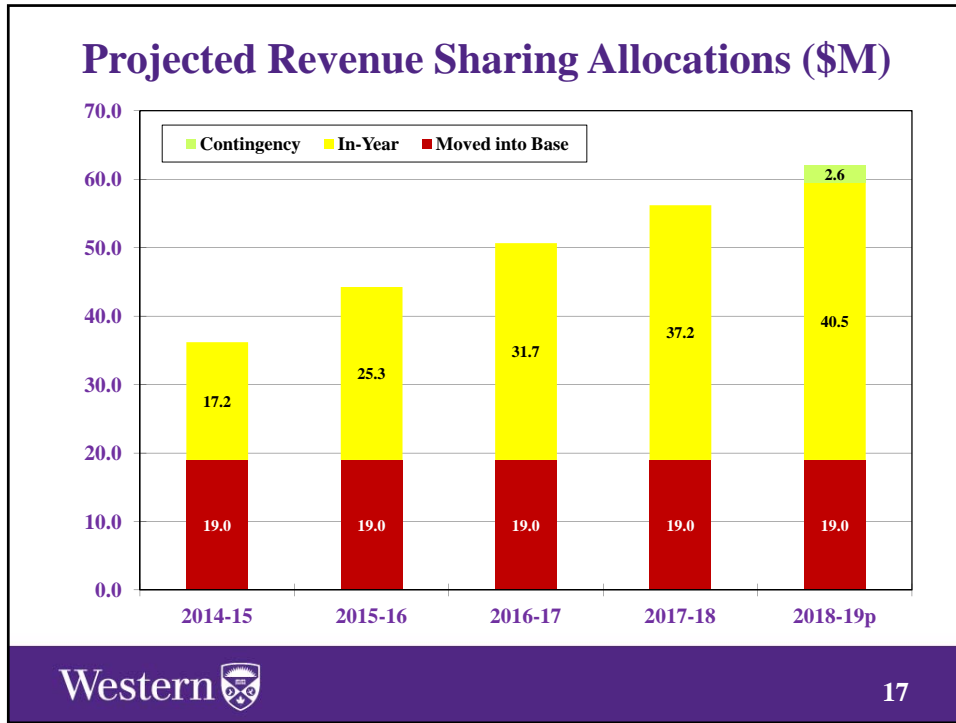
- Table 14 Outlines our Long-Range Space Plan – with Four New Projects being Recommended
  - ILIC, Thames Hall, Schulich Facilities, Parking Structures
- Funding sources include additional debt – and we will recommend a draw on our Non-Endowed Funds
  - To pay down the debt on University College, Music Building, and FIMS/Nursing Building
- Schulich commits \$65M toward the \$165M Project
- We're also moving towards a Vehicle-Free Pedestrian-Friendly Campus
  - High-level Vision outlined in Pages 9 through 11

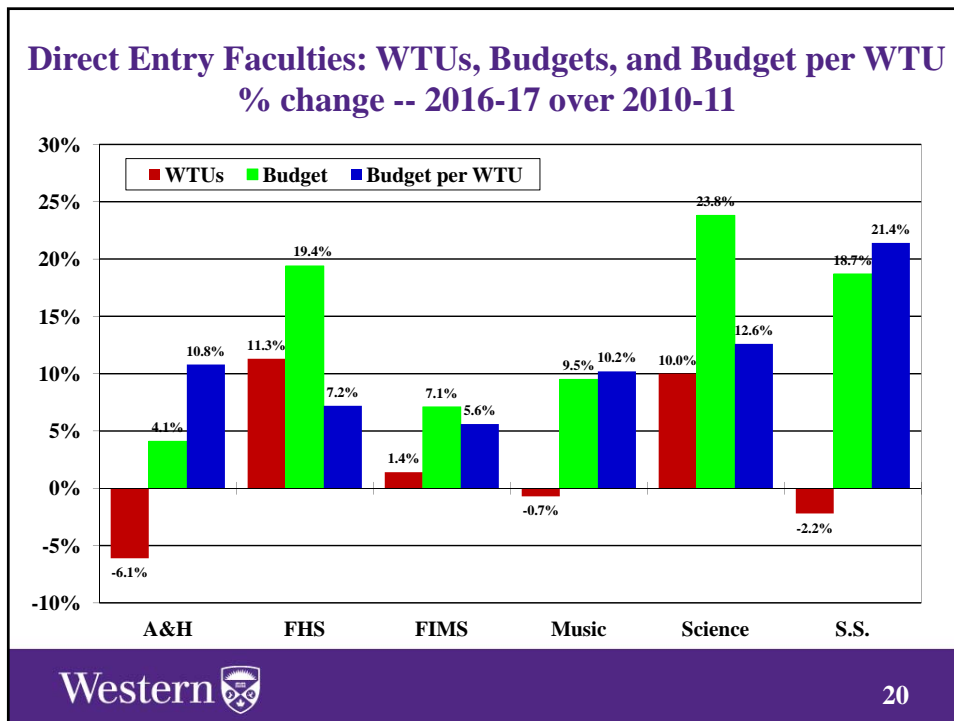
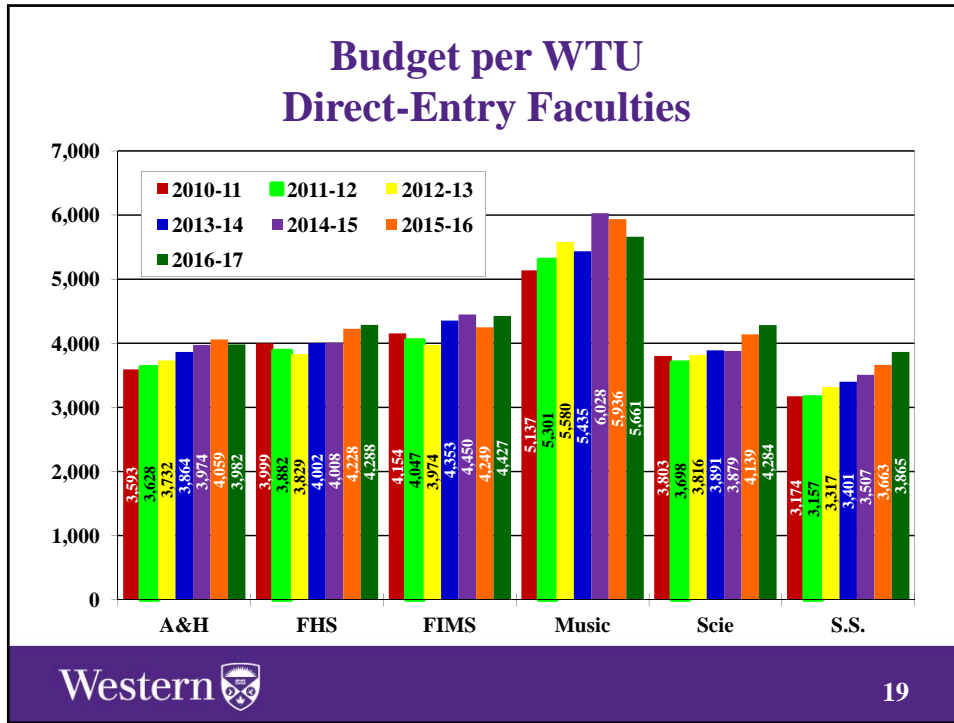
## Vehicle-Free Pedestrian-Friendly Campus Vision

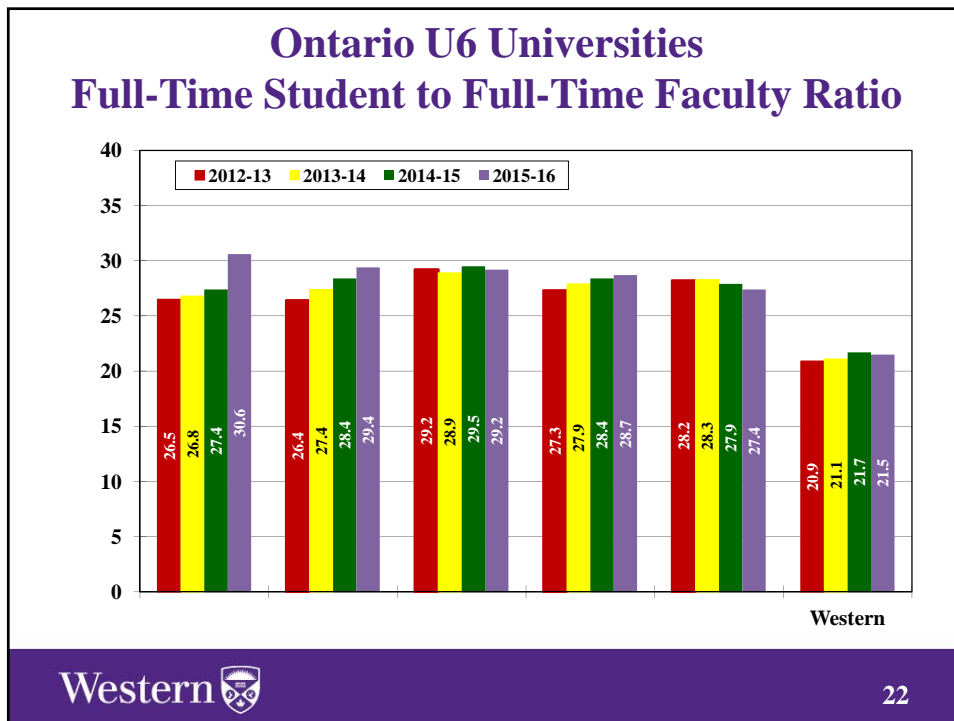
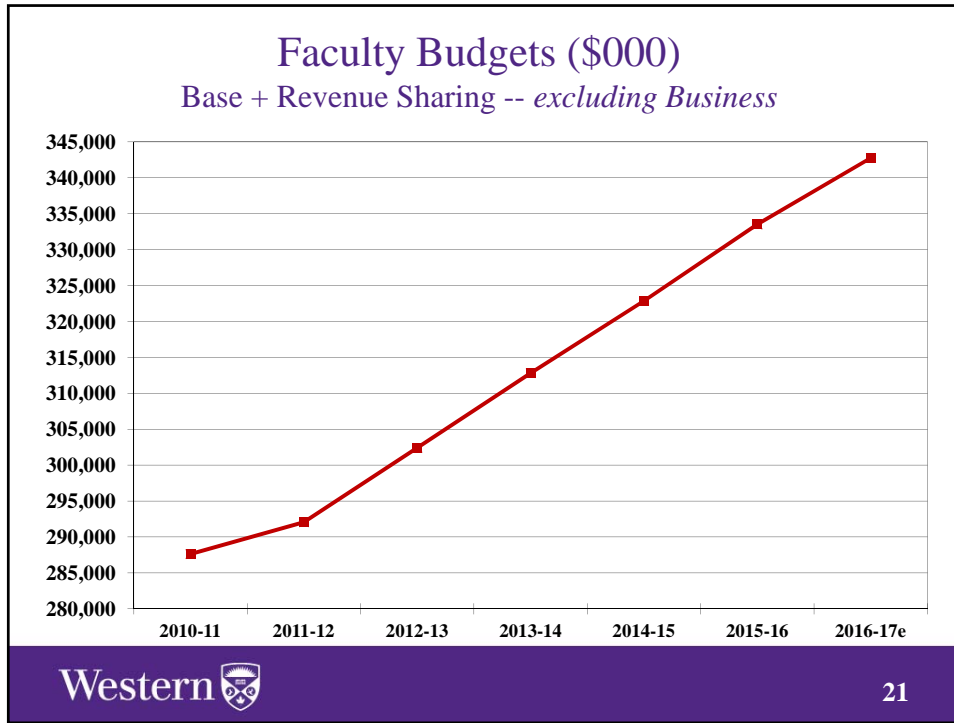
- Only a high-level vision at this point – with details to be worked out
  - Vehicle-free Core Campus
  - Improved bi-cycle & pedestrian mobility/connectivity
  - Parking at the Periphery
    - Construct Parking Garages on flood fringe lands
  - Create Passenger Drop-off Areas
  - Work with City (as part of BRT planning) to implement pedestrian safety/mobility enhancements in high-traffic areas around campus

## Context for Provost's Recommendations for the *Faculties*

- Recommendations based on Consideration of:
  - Overall Enrolments / Teaching
  - Program Expansion and Development of New Programs
  - Revenue Sharing Allocations
  - Resources relative to Similar programs/Faculties
  - Cost Structure Variations among disciplines/Faculties
  - Relationship between budget, enrolments, faculty/staff complements
  - Scholarship/Research-related Initiatives – including Interdisciplinarity
  - **Previous investments made in this 4-year cycle**







## Arts & Humanities and Music

- Budgets for these two Faculties in Deficit Situation
  - A&H: Projected 2016-17 accumulated debt = \$13.1M
    - \$4M Structural Deficit
  - Music: Projected 2016-17 accumulated debt = \$1.3M
    - \$1M Structural Deficit
- Partnership Approach to Controlling Deficit – and then eliminating Debt
  - Provost will **KEEP BUDGET WHOLE** at 2016-17 LEVEL in each of 2017-18 and 2018-19
  - Dean to reduce expenditures – with **NO REDUCTION IN BUDGET ALLOCATED BY PROVOST**

## Summary of the Operating Budget

## Summary of the 2017-18 Operating Budget (Table 2)

- **Revenue Forecast** = \$ 756.4M  
– Increase of 2.4%
- **Expenditure Plan** = \$ 759.1M  
– Increase of 4.3%
- **Projected In-Year Position** = \$ -2.7M
- **Projected Operating Reserve** = \$ 61.5M  
– Forecast to be at \$34.7M at end of 4-year period

## Operating Revenues

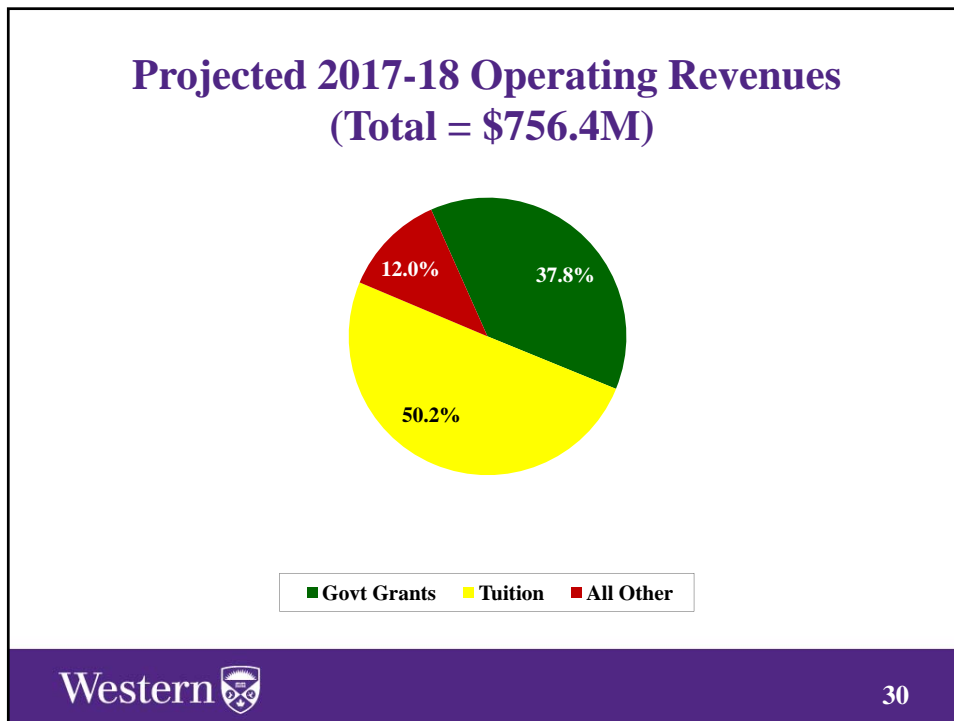
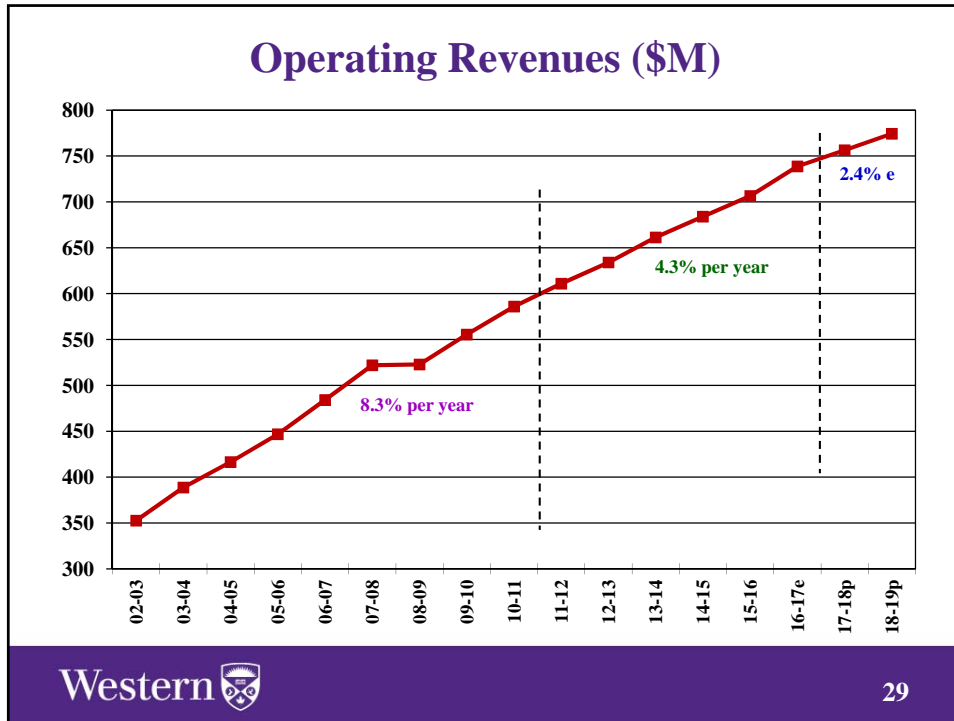


## Operating Revenues for 2017-18: Context

- Grants Remain Constant – under new Funding Formula
- Tuition Fees
  - Domestic Framework – 3% overall increase
  - Undergraduate International – moving towards levels at sister institutions in Ontario
  - Total FTE Enrolment up by ~350 FTEs

## 2017-18 Operating Revenues (Table 3)

- Government Grants Remain Constant
  - New Funding Formula
- Tuition Revenues Increase by \$17.8M
  - Due Primarily to Rate Increases
- All Other Revenues Increase Remain Flat
  - CRCs reflect only 43 Chairs with incumbents
  - Our allocation is 64 Chairs
- Overall Revenue Increase of \$17.7M (or 2.4%)



## Operating Expenditures

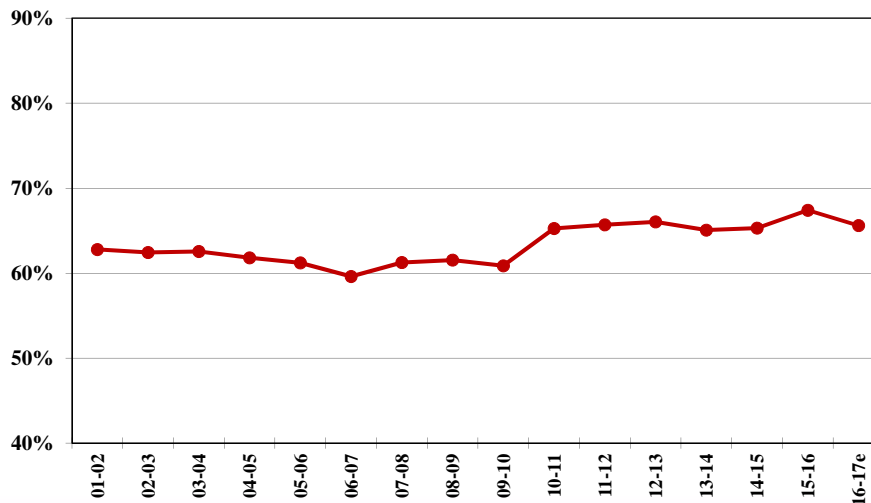
### Recommendations for the Faculties (Table 4)

- 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 \$479.9M**
- Faculties also receive \$10.8M in One-Time Funding  
– as shown in Table 8, line 21

### Summary of 2017-18 Allocation Recommendations for the Faculties

		Base Allocations	One-Time Allocations	Targetted Student Awards	Capital Allocations
1	Arts & Humanities	102,000	1,893,536	200,000	72,000
2	Education		30,000		260,000
3	Engineering	847,761			87,000
4	Health Sciences	129,500	245,000		99,750
5	Information & Media Studies	12,633	105,500		
6	Law	146,625	100,000		
7	Medicine & Dentistry				480,423
8	Music		701,519	80,000	
9	Science	340,000	1,360,000		
10	Social Science	1,022,500	1,156,000		
11	<b>Total</b>	<b>2,601,019</b>	<b>5,591,555</b>	<b>280,000</b>	<b>999,173</b>

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



## Scholarships and Bursaries (Table 5)

- Major Changes
  - Tuition Re-Investment increases by \$580K
  - Doctoral Excellence Research Awards Program is being ended
- **Total Student Aid Spending of \$32.9M from Central Budget**
- Faculties now responsible for Graduate Support
  - \$59M Projected for 2017-18

## Recommendations for Support Units (Table 6)

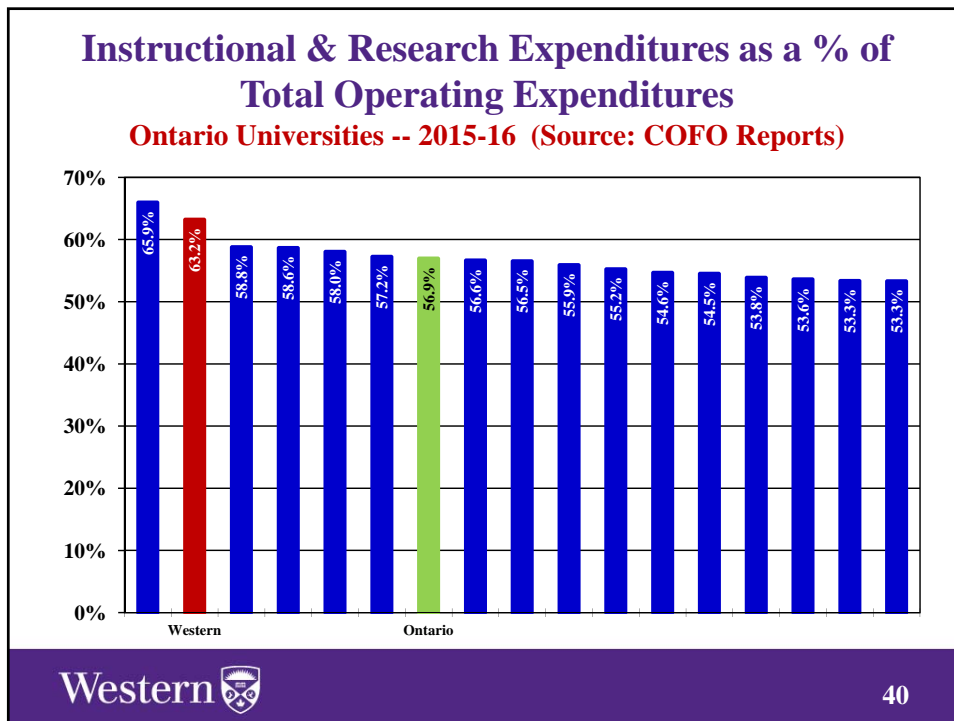
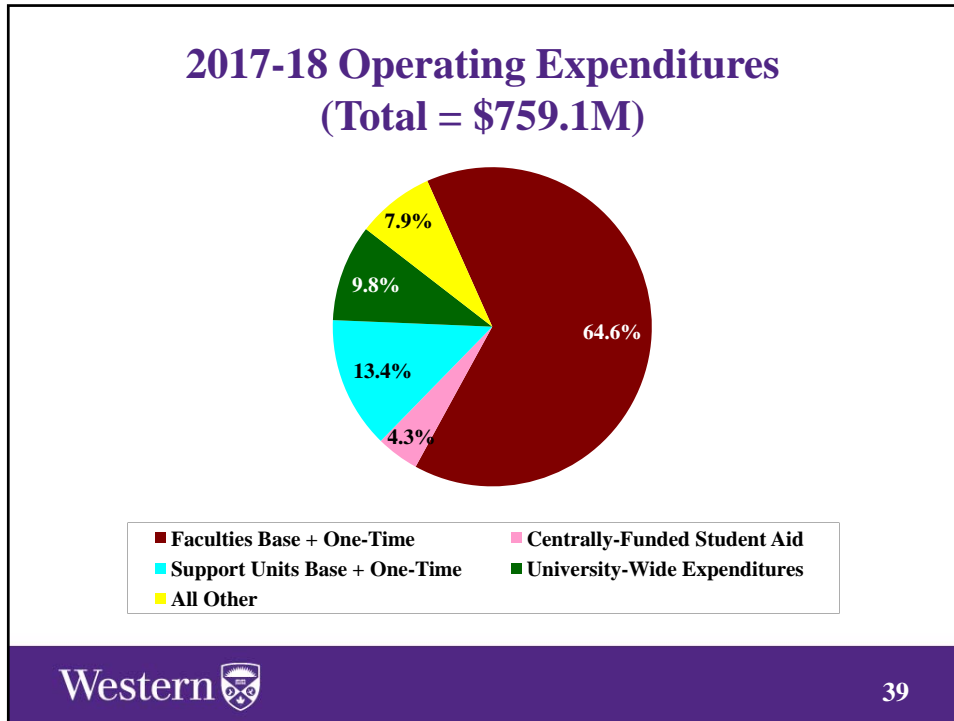
- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
  - To Facilities Management and Police
- **Total Base Allocation of \$96.6M**
- Support Units also receive \$4.8M in One-Time Funding (shown in Table 8, line 37)

## University-wide Expenditures (Table 7)

- **Total of \$74.5M**
- Major items:
  - Utilities (\$23.9M)
  - Library Acquisitions (\$15.1M)
    - Includes incremental base allocation
  - MMI Transfer (\$15.5M)
  - IT Infrastructure (\$9.7M)

## One-Time Allocations (Table 8)

- **Total of \$56.9M**
- Major Priority Items
  - Support for the Endowed Chairs Matching Program (\$25M)
  - Multi-year Plan for New Engineering Building (\$6.5M)
  - Scholarship Initiatives in the SSHRC Disciplines (\$2.5M)
  - Canada Excellence Research Chairs Program (CERC) Matching (\$2.5M)
  - Pedestrian-friendly and Campus Safety Initiatives (\$2M)
  - Energy Conservation Initiatives (\$1.5M)
  - Advertising Initiatives (\$500K)
  - Classroom Modernization (\$500K)



## The Capital Budget

### Overview of the 2017-18 Capital Budget

- Supports Long-Range Space Plan (Page 38, Table 14)
- Major Projects: Underway or Soon-to-Start
  - Music Building Phase 2
  - Medical Research Facilities (M & I)
  - Modernization of University College
  - Western Interdisciplinary Research Building
  - ThreeC+ -- the New Engineering Building
  - Science Space Realignment (NCB, MC, WSC)
  - Integrated Learning and Innovation Centre
  - Modernization of Thames Hall
  - Renewal/Replacement/Expansion of Schulich Facilities
  - Multi-Level Parking Structures
    - Will require re-alignment of parking lot categories and increases to parking rates
  - University-wide Infrastructure Projects



## Overview of the 2017-18 Capital Budget

- **Total Spending of \$136.2M** (Table 15, line 10)
  - \$57.8M for New Construction (Table 18, line 8)
  - \$29.3M for Major Renovations (Table 18, line 17)
  - \$49.1M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing and Ancillary Projects

**END**