



## **MINUTES OF THE MEETING OF SENATE**

**FEBRUARY 15, 2019**

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

SENATORS: 69

R. Andersen	J. Hatch	T. Percival-Smith
S. Barghi	A. Hearn	A. Pero
L. Beres	M. Heath	M. Perruzza
A. Borchert	L. Henderson	V. Radcliffe
D. Brou	A. Hrymak	A. Ray
C. Burghardt-Jesson	L. Jiang	G. Read
S. Burke	P. Jones	G. Rezai-Rashti
A. Bowlus	A. Kanji	M. Robinson
A. Chakma	J. Kim	C. Roulston
E. Chamberlain	K. Kirkwood	P. Schmidt
A. Chant	K. Kwan	V. Schwean
K. Clark	D. Laird	K. Shuey
D. Cheng	D. Macpherson	N. Shuva
K. Cole	J. Matthews	Z. Sinel
R. Collins	A. Meyer	V. Smye
J. Cuciurean	J. Michalski	C. Steeves
S. Datars Bere	M. Milde	P. Thomlinson
I. Decoito	L. Miller	G. Tigert
C. Dick	O. Nadler	S. Trosow
B. Faubert	D. Olteanu	J. Wilson
L. Federking	G. Parraga	K. Yeung
J. Garland	I. Paul	B.A. Younker
R. Gamo	P. Peddle	P. Yu

Observers: C. Alencar, D. Belliveau, T. Belton, K. Campbell, J. Doerksen, L. Gribbon, J. McMullin, M. Pratt, M. Ruddock

### **Land Acknowledgement**

J. Kim read the Land Acknowledgement.

### S.19-19 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of January 18, 2019 were approved as circulated.

### S.19-20 **REPORT OF THE PRESIDENT** [Exhibit I]

The President's report distributed with the agenda contained information on the following topics:

- MTCU tuition, OSAP and ancillary fee policy changes, including reduced domestic fee rates.
- The Mayor's Broughtdale Task Force to address illegal street partying.

- Nine alumni and one faculty member were named among the newest appointees to the Order of Canada, including: Jean André Élie, Ross Feldman, Serge Gouin, Linda Hasenfratz, Robert Lacroix, Raymond Muzyka, Henri-Paul Rousseau, Richard J. Schmeelk, Peter D. Simons, Heather Stuart
- Six alumni, faculty and staff were named among this year's recipients of the YMCA's Women of Excellence Award, including; Sharon Feltham, Dr. Bertha Garcia, Heather Hiscox, Kathly Longo, Christine Stapleton, Serena Tejpar
- Western leadership update: Recent appointments in the Operations and Finance portfolio include, Eric Mallory, Co-Associate Vice-President (Financial Services), Bill Mathers, Co-Associate Vice-President (Financial Services), and Chris Alleyne, Associate Vice-President (Housing & Ancillary Services)
- Selection Committees for the Deans of the Ivey Business School, Faculty of Engineering, and Schulich School of Medicine & Dentistry remain underway.

S.19-21 **UNANIMOUS CONSENT AGENDA** [Exhibit II]

It was moved by D. Laird, seconded by D. Olteanu,

That the items listed in the Unanimous Consent Agenda (Exhibit II) be received for information by Senate by unanimous consent.

CARRIED

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

S.19-22 **Appointment of Acting Chancellor & Vice-Chancellor for Western's MD Convocation (May 17, 2019)**

It was moved by A. Chant, seconded by P. Peddle,

That Senate authorize Dr. Andrew Hrymak to serve as Acting Chancellor and Dr. Davey Cheng to serve as Acting Vice-Chancellor at Western's MD Convocation scheduled for May 17, 2019.

CARRIED

S19-23 **Order of Ceremony – Autumn Convocation 2019**

Order of Ceremony – Autumn Convocation 2019, detailed in Exhibit III, Appendix 1, was received for information.

**REPORT OF THE SENATE NOMINATING COMMITTEE** [Exhibit IV]

S.19-24 **Senate Committee on University Planning**

Kate Parham (Postdoctoral Fellow) was acclaimed to the Senate Committee on University Planning for a term to June 30, 2019.

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING (SCUP)** [Exhibit V]

S.19-25 **Fall 2019 Entrance Standards for First-Year Undergraduate Admissions**

It was moved by D. Olteanu, seconded by G. Tigert,

That Senate approve the targets and processes for first-year, first-entry undergraduate enrolment for the Constituent University and Affiliated University Colleges as outlined in Exhibit V, Appendix 1.

CARRIED

S.19-26 **Five-Year Enrolment Projections**

It was moved by N. Shuva, seconded by G. Tigert,

That the five-year enrolment projections/plans presented in Exhibit V, Appendix 2, be used for University budget planning purposes.

CARRIED

S.19-27 **Provost's Update on Planning Process**

Dr. A. Hrymak, Provost and Vice-President (Academic) provided an update on the budget planning process. The slides used for his presentation are attached as **Appendix 1** to these minutes.

His presentation touched on the planning process status, budgetary context, planning issues, high-level budget assumptions, recommendations for the University and the faculties, projected revenue reductions for the Fall 2018 planning cycle and next steps. He informed Senators that the updated budget will come forward to Senate in April.

Dr. A. Hrymak outlined the impact of the provincial government's announcement in January 2019 of a domestic tuition roll-back of 10% in 2019-2020 and the ongoing hold for 2020-21 on the University's budget planning cycle. To date, there has not been an announcement with respect to changes to government grants. He noted that the University is seeking to accommodate a \$43.3M reduction in funding from the previous year's projections, and barring any further announcements from the provincial government, unit base budgets will be reduced by 10% over the next two years.

The Provost and Vice-President (Academic) discussed some methods that the University is taking to offset the impact of the changes to the budget, including; revenue generation, implementation of an Innovation Fund, increased enrollment (international students, professional master's programs), on-line programs, a review of all expenditures outside the \$445M unit base budgets, and the one-time use of reserve funding. He stated that the use of reserve funding would be a short-term solution to ensure that the budgets are balanced, both at the University and unit levels, and that one-time reserve funding would not be used as an ongoing method of offsetting budget shortfalls.

Responding to a question, Dr. A. Hrymak stated that the funding for the Innovation Fund would come from the University's reserve fund.

A Senator asked the extent to which reserve funds will be used to offset the budget shortfalls. Dr. A. Hrymak noted that until budgets from the various units are completed, he would not be able to provide Senate with exact amounts with respect to the depletion of the reserve fund. Reserve funds will be used to cover unit deficits over the two-year transition period. Unit budgets would need to balance by the end of the two-year transition period.

In response to a question, the Provost clarified that administration issued a communication to the units relating to a pause in the hiring of continuing faculty or staff until the budget has been approved, except in cases where the position was critical to the provision of services.

A Senator asked whether units had been advised that they were not replacing faculty or staff once they left the University. The Provost and Vice-President (Academic) acknowledged that units may make the decision to not hire for a vacant position as a method of dealing with the budget reductions. He clarified that units were being asked to reduce their budgets by the 3% inflationary adjustment as well as an additional 2.5% for each of the next two years.

A Senator asked whether the changes to the hiring of faculty members could be considered a hiring freeze. Dr. A. Hrymak clarified that a hiring freeze would not permit any hiring of faculty or staff to replace vacancies. Faculty and staff hiring is taking place where there is funding for the position. Where the addition of a faculty or staff member could increase base costs for the unit, the request has been to defer hiring until after May 1, 2019.

A Senator requested information on whether a maternity leave or retirement would be considered part of the base-spending for units on campus. Dr. A. Hrymak noted that leaves are usually budgeted for in base spending, but that the unit head is responsible for ensuring that the budget for base costs is in-line with the 3% reduced budget.

A Senator asked whether the budgetary cuts could be covered, at least in the short-term, via the use of the reserve funds. Dr. A. Hrymak reiterated that the budgets would need to be reduced by the 3% inflationary adjustment as well as an additional 2.5% for each of the next two years, to align with the 10% domestic tuition reduction mandated by the provincial government. He explained that units may have carry forward amounts that could offset some of these reductions to avoid the use of the reserve funds.

Responding to questions, Dr. A. Hrymak noted that the University is required to hold a minimum of \$7.5M (1% of the current operating budget) of reserve funding, as directed by the Board of Governors. He said that currently there is approximately \$70M in the reserve fund.

A Senator asked how the University intends to address the costs relating to the revenue generation methods (e.g., increased international and master's program enrollment) considering the budgetary constraints being proposed, namely, that these entrepreneurial revenue generating activities would require funding or increased resources. The Provost and Vice-President (Academic) stated that some units have indicated that they have the capacity to handle increased enrollment, while other units may not have capacity to take on more students (domestic enrollment numbers have not changed). Professional Master's programs may have additional capacity that may assist the faculties in generating additional revenue by increasing enrollment. The on-line education initiative would be an ongoing project over the next 3-4 years.

A Senator asked what advocacy methods the University is deploying in relation to the funding cuts. The Provost and Vice-President (Academic) noted that the University is working with the USC and SOGs to understand the impact of changes to ancillary fees and opt-out changes that may affect services being provided to students, while OSAP changes will continue to be monitored. He also noted that the University is working with the Council of Ontario Universities to advocate to the provincial government.

A Senator addressed concerns relating to the recruitment of staff and faculty, and whether there were any violations to current Collective Agreements. Dr. A. Hrymak noted that he was not aware of any instances where any Collective Bargaining Agreements had been violated.

In response to a question, the Provost and Vice-President (Academic) noted that bus pass fees are no longer considered elective fees by the province.

S.19-28

### **Report on Faculty Recruitment and Retention**

The report on Faculty Recruitment and Retention, detailed in Exhibit V, Appendix 3, was received for information.

K. Campbell, Vice-Provost (Academic Planning, Policy and Faculty), provided an overview of the report using slides attached as [Appendix 2](#) to these minutes. Her presentation focused on probationary and tenured faculty, women as a percentage of faculty position, limited-term faculty, part-time faculty and full-time clinical faculty. She additionally highlighted total faculty resignations, reasons provided for leaving,

and information results of the survey to determine the percentage of part-time faculty that rely on Western as their primary income source.

Discussion included the following:

- full-time faculty decreases
- part-time and full-time faculty hiring practices

S.19-29 **ANNOUNCEMENTS AND COMMUNICATIONS** [Exhibit VI]

Exhibit VI, Announcements, contained the following item that was received for information by unanimous consent:

- Academic Administrative Appointments (Board of Governors, December 2018)
- Report from the Board of Governors on the January 24, 2019 Meeting

S.19-30 **DISCUSSIONS AND QUESTION PERIOD**

Dan Belliveau, Observer asked:

Will Western commit to an independent and external review of its process for making decisions about when to close the campus due to weather hazards?

Dr. A. Hrymak, Provost and Vice-President (Academic) noted that decisions about when to close campus due to weather hazards are made on an *ad hoc* basis. The decision is often based on the capacity of Facilities Management to manage the accumulation of precipitation, weighed against the potential risk to the safety of members of the campus community. Dr. A. Hrymak noted that freezing rain poses a specific challenge as it is hard to accurately predict and renders ice prevention methods (i.e. use of salt) ineffective. Safety of community members on campus as well as those coming to campus is a top priority for the University. In the event that the University closes campus, the announcement would be posted to the Western homepage of the website.

**ADJOURNMENT**

The meeting adjourned at 3:05 p.m.

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A. Chakma  
Chair

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K. Kwan  
Secretary

## Update on Planning and Budgeting for the 2-Year Transitional Period: 2019-20 and 2020-21

Senate  
February 15, 2019

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### External Context: **Back in September**

- Fall 2018 Planning based on possibility of revenue reductions
  - **Uncertainties about Tuition Framework**
  - **Uncertainties about Government Grants**
- Units asked to Model 2 Scenarios for each of Next 2 Years
  - Standard Model – 3% Inflationary Budget Adjustment
  - 2<sup>nd</sup> model – with additional 1.5% Reduction

2

### External Context: **What we know today**

- Government announcement of January 17, 2019
  - Domestic Tuition Rolled-back 10% in 2019-20 and then held flat for 2020-21
  - Changes to Ancillary Fee System – by providing students “opt out” on some fees
  - Changes to OSAP
- **No formal word on Government Grants**
  - Minister’s statement to Media – “no cuts” ??

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### Impact of 10% Domestic Tuition Roll-back High-level Simulation (\$M)

	2018-19e	2019-20p	2020-21p
<b>Initial Plan – 3% Increase</b>	268.0	276.0	284.3
<b>10% Rollback &amp; Freeze</b>	268.0	241.0	241.0
<b>Impact / Shortfall</b>		<b>-35.0</b>	<b>-43.3</b>

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### **\$43.3M Shortfall . . . In the Context of our Budget**

- Faculty and Support Unit Base Budgets sum to a Total of \$445M
  - i.e. the “Cutable Base”
- **Therefore, with No Other Changes/Actions, we need a Reduction of ~10% in Unit Base Budgets over the Next 2 Years**

### **We are working to do all we can to lower the “Required 10% Reduction”**

- **Revenue Generation**
  - International Enrolments, Professional Masters Programs, On-line Programs
- Review *all expenditures* outside the \$445M Unit Base Budgets – and reduce/defer (as appropriate)

### **The Way Forward at Western . . .**

- Use Reserves (i.e. one-time funding) to help transitioning to a lower base spending structure
  - Operating Reserve
  - Carryforwards
- **But we must ensure that we achieve “Structurally Stable/Balanced Budgets”**
  - Both at the University and Unit levels
  - Cannot use one-time funds to solve Base or Ongoing Budget Shortfalls

### **Unit Budgets**

- Current Budget Model Continues
  - 3% Inflationary Budget Adjustment (IBA)
  - Selective Investments through APF/SUPF
  - Tuition Revenue Sharing with Faculties on Incremental Enrolments
- **Additional Base Reductions Required**
  - **2.5% in each of the next two years, for a total additional base reduction of 5% -- on top of IBA**

### Current Status of Planning Process

- Faculty Recommendations Completed
  1. Revised and Enhanced Revenue-sharing Mechanism
  2. Academic Priorities Fund (APF) Allocations
  3. Small(er) Capital Projects
  4. Innovation Fund
- Support Unit Recommendations currently being considered

### Looking Beyond the Current Planning Assumptions

- What about the future . . . ?
  - Government Grant situation is not clear
  - Future of domestic tuition – after the 2 years ?
  - Impact of OSAP changes on our budget ?
  - Impact of Ancillary Fee changes ?
  - International Enrolments
    - Competition ? Global Political Issues ?
    - Diversification of Source and Destination ?
    - Tuition Levels ?

**– We'll need to adjust if/as needed \*\*\*\***

### Summary

- Additional Budget Reductions
- Revenue Generation
- Innovation, Efficiencies
  - Innovation Fund
- **Must have Balanced Budgets – both at the University and Unit Levels**
- **Can't lose focus on Strategic Plan Priorities**


**End**



**Annual Report to SCUP on Faculty Recruitment and Retention**

**Office of the Vice Provost (Academic Planning, Policy and Faculty)**


**February 2019**

Western  Faculty Recruitment and Retention  
February 2019 1

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**Abbreviated Summary of the Report:**


- Faculty categories:
  - Probationary and Tenured Faculty
  - Limited-Term Faculty (full time)
  - Part-Time Faculty
  - Full-Time Clinical Faculty (Physicians in Schulich)
- *Inclusion criteria and enumeration time frame are provided in each corresponding section of the report*

Western  Faculty Recruitment and Retention  
February 2019 2

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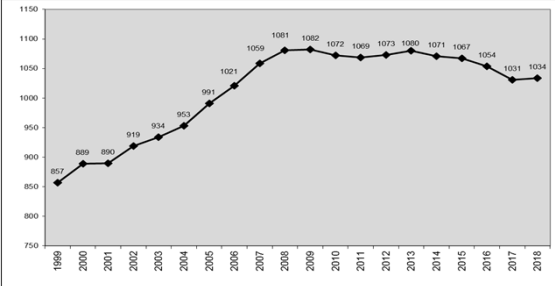
**Probationary and Tenured Faculty**

- October 1 Count
- Includes all Full-Time Probationary (Tenured-track) and Tenured Faculty
- Includes those in senior administrative roles who are exempt from the UWOFA Collective Agreement provisions

Western  Faculty Recruitment and Retention  
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**Probationary and Tenured Faculty at Western, 1999 to 2018**

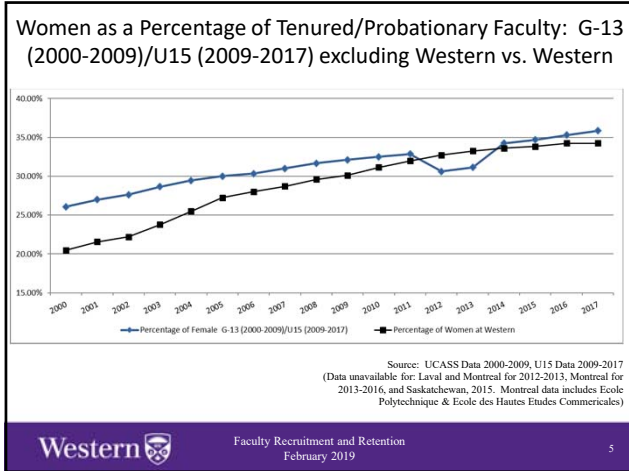


Year	Count
1999	857
2000	889
2001	890
2002	919
2003	934
2004	953
2005	991
2006	1021
2007	1059
2008	1081
2009	1082
2010	1072
2011	1069
2012	1073
2013	1080
2014	1071
2015	1067
2016	1054
2017	1031
2018	1034

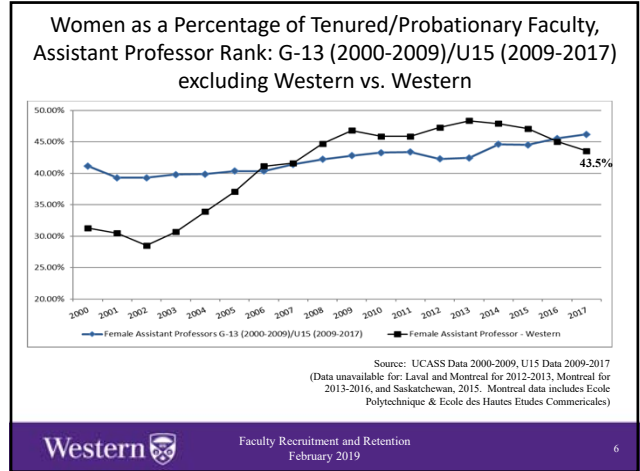
Source: UCASS Data for 1999 – 2009; U15 Data for 2009 – 2017, and Western HR Information System for 2018. The 2007 data and beyond includes Roberts Scientists who became Probationary and Tenured on July 1, 2007.

Western  Faculty Recruitment and Retention  
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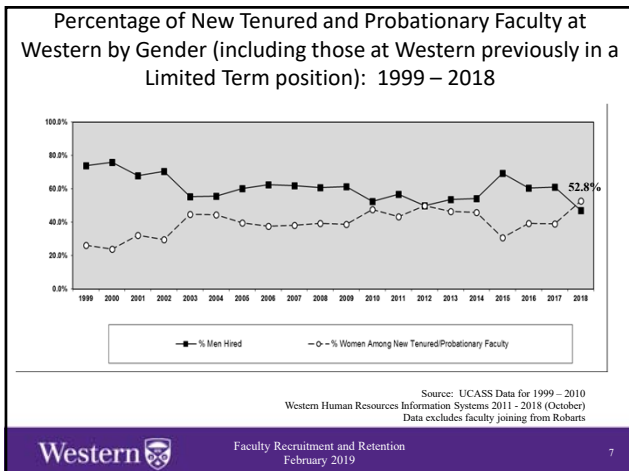
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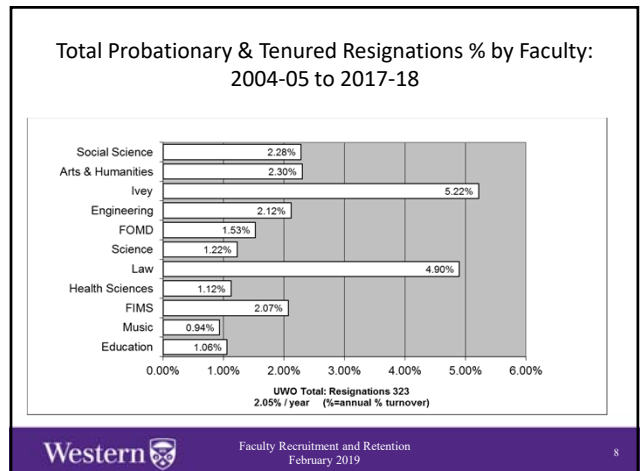
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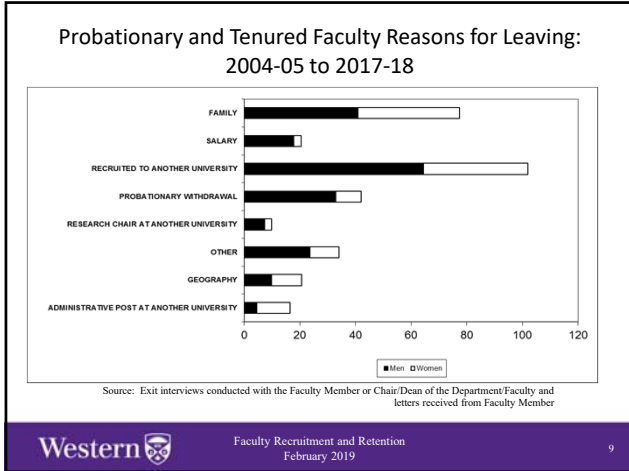
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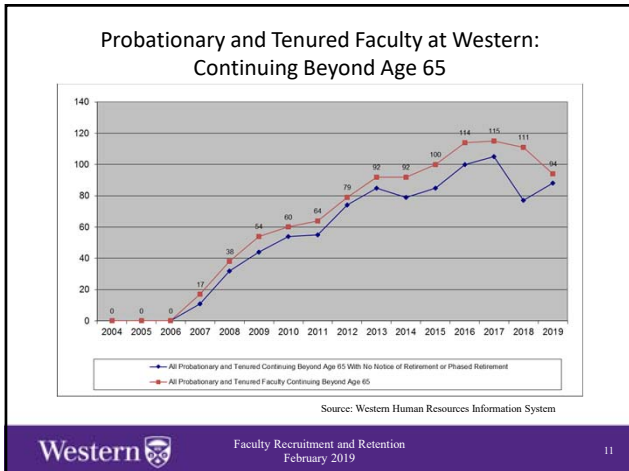
### Probationary and Tenured Faculty at Western: Cohorts Aged 60 or Greater

Age	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
60	33	35	23	37	25	23	28	38	27	25	17	29	31	34	28
61	34	30	34	23	33	25	22	29	38	27	23	15	28	29	34
62	32	33	30	34	22	32	24	21	28	37	25	21	13	27	28
63	22	31	32	25	31	21	30	23	21	28	37	24	20	13	27
64	20	21	29	32	23	30	19	30	23	21	27	36	23	19	14
65	8	6	9	24	26	22	24	13	28	21	18	25	31	23	18
66	0	0	0	7	20	21	19	19	11	27	20	16	23	29	18
67	0	0	0	0	4	18	15	14	17	8	24	17	13	18	21
68	0	0	0	0	0	3	10	13	11	16	7	20	14	10	15
69	0	0	0	0	0	0	3	8	11	10	9	6	14	12	6
70	0	0	0	0	0	0	3	8	9	7	8	4	11	12	9
71	0	0	0	0	0	0	0	3	6	7	6	8	2	9	2
72	0	0	0	0	0	0	0	0	2	5	7	4	7	2	2
73	0	0	0	0	0	0	0	0	0	2	5	7	4	7	2
74	0	0	0	0	0	0	0	0	0	2	4	6	3	3	3
75	0	0	0	0	0	0	0	0	0	0	1	2	5	5	5
76	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Total	149	157	157	182	184	195	194	211	226	237	228	237	238	246	247

Source: UCASS 2004 – 2010 UWO Data 2011 – 2018

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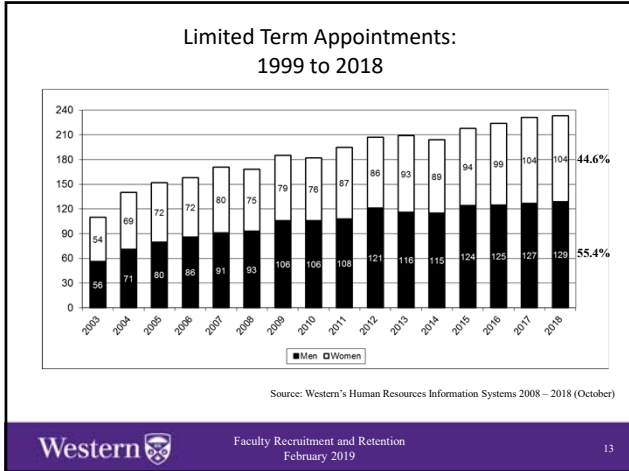
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## Limited Term Appointments

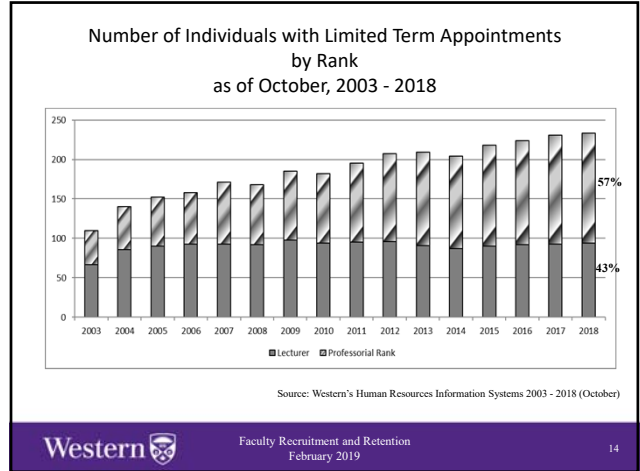
- October 1 count
- Includes fixed-term Limited Term Faculty, full-time contract faculty with no-end date and Permanent Limited Term Faculty

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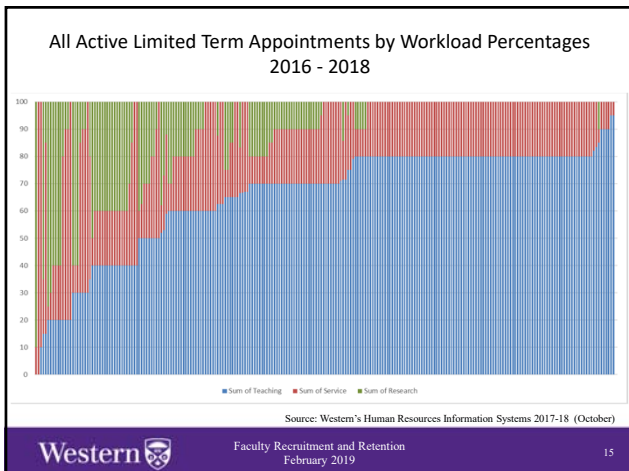
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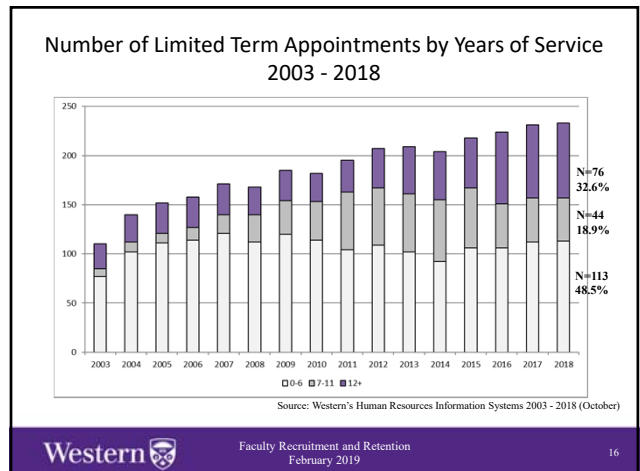
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## Part-Time Faculty

- Count by fiscal year
- Includes:
  - Limited Duties Appointments
    - Includes Regular, Graduate Student, Post Retirement, Extra-Load Limited Duties and Limited Duties Course Authoring
    - Excludes Limited Duties Appointments at Trois Pistoles
  - Standing Assignments
  - Post Doctoral and Graduate Student Teaching Assignments
- *Very diverse! includes professionals (dentists, nurses, accountants, teachers, lawyers,...), graduate students and retired faculty as well as individuals for whom PT teaching is a main occupation*

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### Degree Credit Courses taught by Part-Time Faculty by Faculty and Gender: 2017-18 (Fiscal Year)

Faculty	Men	Women
Education	22	90
Social Science	72	64
Arts & Humanities	52	40
Science	45	23
Info & Media Studies	31	29
Health Sciences	34	125
Music	41	43
Medicine & Dentistry	11	13
Law	0	0
Business	41	18
Engineering	29	0

Source: Western Information Systems

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### Number of Individuals with Part-Time Faculty Appointments by Range of Full Course Equivalent (FCE) Taught 2002-03 to 2017-18 (by Fiscal Year)

Source: Western Human Resources Information Systems  
Excludes Extra Load Teaching and Course Authoring Appointments

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### Number of Individuals with Part-Time Faculty Appointments by Average Range of FCEs Taught by Years of Service 2017-2018

Source: Western Human Resources Information Systems  
Excludes Extra Load Teaching and Course Authoring Appointments

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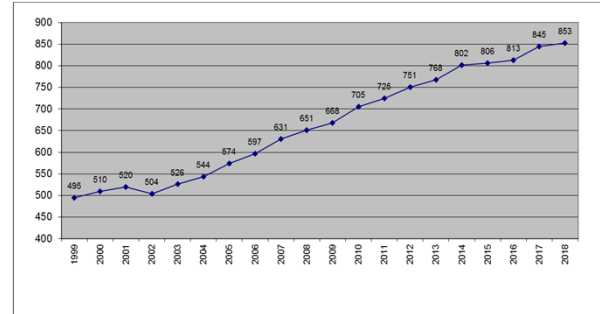
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## Clinical Full-Time Faculty

- October 1 Count
- Includes Physicians in Schulich under:
  - Continuing Clinical Appointment OR
  - Clinical Limited Term Appointment

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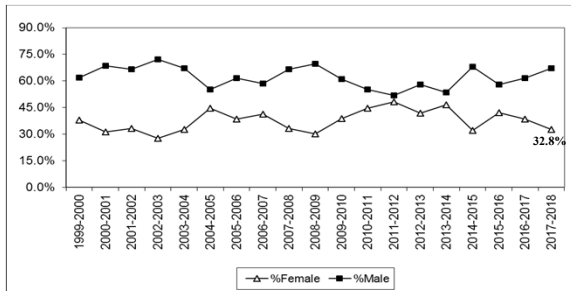
## Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2018



Source: Western Human Resources Information Systems

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## Percentage of New Full Time Clinical Faculty at Western by Gender: 1999-00 – 2017-18



Source: Western Human Resources Information Systems

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## Further Reference:

- This faculty recruitment and retention report can be found at: [http://uwo.ca/facultyrelations/academic\\_planning/Recruitment\\_Retention\\_Report\\_2019.pdf](http://uwo.ca/facultyrelations/academic_planning/Recruitment_Retention_Report_2019.pdf)
- A report on the distribution of teaching among FT/PT faculty can be found at: [https://www.uwo.ca/facultyrelations/academic\\_planning/teaching-data-2018.pdf](https://www.uwo.ca/facultyrelations/academic_planning/teaching-data-2018.pdf)
- For additional information, the Institutional Planning and Budgeting (IPB) website contains data and facts updated annually and can be found at <https://www.ipb.uwo.ca/>

*(Please note: The dates for which data are reported will influence counts. Therefore, data contained in this report and at the IPB site may differ slightly.)*

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