



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

**February 14, 2025**

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The meeting was held at 1:30 at the Great Hall, Somerville House

### **SENATORS:**

C. Alcantara	M. Green-Barteet	M. Mills
S. Bahadoor	C. Hall	M. Modeski
G. Beckett	S. Hayne Beatty	I. Namukasa
J. Beecroft	N. Harney	D. Neufeld
B. Begg	A. Hearn	A. Nocilla
J. Birkinshaw	L. Henderson	K. Olson
A. Botterell	K. Henricus	V. Parsa
A. Bryson	J. Herrera	I. Paul
J. Campbell	A. Hodgson	P. Pexman
B. Cheadle	J. Ijam	G. Philip
K. Choi	J. Jin	S. Powell
A. Christie	M. Joannis	L. Rehmann
B. Chronik	A. Jokhu	W. Ritchie
M. Cleveland	E. Kamimura	B. Rubin
K. Coley	M. Kim	M. Sanita Lima
A. Cooke	D. Kotsopoulos	A. Shepard
S. D'Arcy	D. Laird	K. Siddiqui
E. Da Costa	J. Lamarche	A. Simon
M. Davison	L. Lingard	Z. Sinel
M. El-Sakka	G. R. Little	D. Smith
D. Ferri	A. Liu	F. Strzelczyk
J. Garland	T. Mantler	J. Yoo
J. Gemson	M. McGrath	N. Zabian
R. Graham	A. Meyer	

### **Observers:**

C. Bressette, R. Chelladurai, C. Chung, J. Doerksen, R. Isard,  
E. Kalaydjian, N. Keyghobadi, S. Lewis, O. Oloya, S. Roland, V. Sarkany,  
J. Scott, R. A. Strickland, M. Yenson

## **LAND ACKNOWLEDGEMENT**

D. Smith offered a Land Acknowledgement.

## **MINUTES OF PRIOR MEETING**

### **ITEM 2.0 – Minutes of the Meeting of January 17, 2025**

It was moved by B. Cheadle, seconded by G. Beckett,

That the minutes of the meeting of January 17, 2025, be approved as circulated.

CARRIED

## **REPORT OF THE PRESIDENT**

A. Shepard, President and Vice-Chancellor, referred members to the written report provided in the agenda and opened his remarks by honoring Treena Orchard and Susan McNair, recipients of the YMCA's Women of Excellence Awards.

The President continued his report by providing updates on Western's ranking successes, the upcoming Spring Open House and the 2025 Engage Western event.

The President commented on advocacy efforts with respect to the changes to regulations regarding international students, particularly the inclusion of PhD students within the overall international student cap. Additionally, A. Shepard advised Senate that this change, along with the tuition freeze, high inflation rates and the threat of new tariffs from the United States, are contributing to significant financial challenges for educational institutions across Canada.

The President concluded his report by describing strategies for revenue generation.

## **REPORT OF THE PROVOST**

F. Strzelczyk, Provost & Vice-President (Academic) provided her report and began with an update on the budget development process (Appendix A). She began her presentation by providing an overview of the current landscape, covering both internal and external factors impacting the 2025-26 budget, the distribution of 2023-24 operating revenues, the projected revenues for 2025-26, key budget priorities for this cycle, and the Faculties recommendations.

Additionally, the Provost provided information on the next steps in the budget process.

The next section of the Provost's report was dedicated to a new strategy for undergraduate international enrollment (Appendix B). The Provost highlighted the main challenges for the higher education sector, noting that while Western remains committed to the Global Engagement Plan, the decrease in international student numbers has become a recurring trend over the years. She advised Senate that the University is actively developing strategies to enhance international enrolment, including new partnerships for student recruitment. In support of this approach, the

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Provost outlined several examples of successful strategies, such as partnerships with private companies and identifying strategic areas for future development. As part of these ongoing efforts and in addition to direct recruitment work, F. Strzelczyk announced a new potential partnership with Navitas, a third-party international education provider that in partnering with universities offers a pathway program for international students. Additionally, she outlined unique areas where future partnerships could be developed, including professional master's programs.

F. Strzelczyk clarified that this information was presented to the Senate for consideration and consultation.

An Official Observer raised a question of clarification whether admission to the University would be guaranteed upon completion of a Navitas pathway program. The Provost stated that after finishing the pathway program all students must meet Western's admission requirements. Additionally, this program may help students from diverse international backgrounds to successfully adjust to Canadian academic expectations.

The President noted the high success rate of students who meet the admission requirements after completing a Navitas pathway program based on the experience of peer institutions.

A Senator spoke in support of exploring strategies to diversify revenue sources in light of the domestic tuition freeze, as revenue from international enrolment represents a major revenue source.

A Senator expressed concerns with respect to the proposal, particularly considering this potential partnership as a step toward the privatization of public post-secondary education. Also, concerns were raised with respect to employment practices, particularly regarding the potential work of non-unionized faculty members. The Provost stated that hiring will be conducted in compliance with the UWOPA collective agreement.

In response to a question of clarification regarding the rationale for this partnership in light of the international student cap, the Provost advised that Western did not fully utilize all the allocated PALs (Provincial Attestation Letters) for international enrolment and the proposed strategy aims to increase international student enrollment. Additionally, the Provost advised on resources available to effectively support the needs of international students, including housing.

In response to a question of clarification from a Senator, the Provost confirmed that the institutions partnering with Navitas have strong international enrolment, emphasizing that Navitas can have their own allocations of PALs.

A Senator noted that, based on the data provided in the presentation, the decline in international enrolment across Ontario is not due to Western's inability to recruit and expressed concerns that cooperation with private companies could be seen as compromising Western's values. The Provost advised that Western collaborates broadly with private corporations in many ways on various projects, while recognizing the importance of being in charge and preserving control over quality standards.

An Official Observer suggested that the concerns that were raised previously regarding Navitas's employment practices should be resolved before, a new proposal comes to Senate.

A Senator requested whether written materials for such complex proposals could be distributed in advance of the meeting. The Provost noted that additional financial and statistical data would be provided for the next round of discussions.

Additionally, the Provost addressed a number of questions related to budget planning, including the correlation between the operating and capital budgets. She commented on the annual transfer from the operating to the capital budget to respond to inflation and provided clarification on current hiring approaches.

### **REPORT OF THE VICE-PRESIDENT (RESEARCH)**

P. Pexman, Vice-President (Research) began her report with an overview of activities under her portfolio, including an update on the potential changes to the grants funded by US government agencies.

P. Pexman continued her report commenting on the upcoming external review of Western's Research Ethics Boards (REB) and their processes. She indicated that this will be the first external review of the Non-Medical Research Ethics Board (NMREB), whereas the Health Sciences Research Ethics Board (HSREB) has undergone regular qualification reviews with Clinical Trials Ontario since 2014.

P. Pexman concluded her report with the results from the Fall CIHR Project Grants competition and extended congratulations to 21 Western researchers who were successful in securing the grants.

P. Pexman addressed a question of clarification regarding the distribution of the indirect funds to the institution, including a portion that could be used for the maintenance of facilities.

An Official Observer made an observation regarding the importance of engaging part-time contract researchers in the survey that will be distributed as part of the REB review.

### **REPORT OF THE OPERATIONS / AGENDA COMMITTEE (OAC)**

On behalf of the Operations/Agenda Committee, D. Kotsopoulos presented the report of the Committee.

### **ITEM 6.1(a) – Senate Observer: Deputy Provost**

It was moved by D. Kotsopoulos,

That on the recommendation of the Operations/Agenda Committee, Senate approve that an Observer seat on Senate be assigned effective February 14, 2025, for the Deputy Provost.

CARRIED

**REPORT OF THE SENATE NOMINATING COMMITTEE**

On behalf of the Senate Nominating Committee, D. Kotsopoulos presented the report of the Committee.

**ITEM 7.1 – Membership – Honorary Degrees Committee**

Noah Zabian was acclaimed to serve on the Honorary Degrees Committee as a Student Senator for a term ending June 30, 2025.

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING (SCUP)**

On behalf of the Senate Committee on University Planning (SCUP), D. Laird presented the report of the Committee.

**ITEM 10.1 – Update on the Development of the University Budget for 2025-2026**

R. Chelladurai, Associate Vice-President (Institutional Planning & Budgeting), commented on the distribution of research support funds that are related to the overall functioning of research infrastructure but not directly tied to a specific research project.

**ITEM 10.2 – Subcommittee on Enrolment Planning and Policy (SUEPP) Report**

R. Chelladurai, Associate Vice-President (Institutional Planning & Budgeting), provided metrics on the 2024-25 Year 1 class, including applicant type, geographical origin, percentages of international and out-of-province students, entrance average, retention rates, and graduation rates. R. Chelladurai described the pilot project that was established for programs with declining enrolment whereby the minimum entry grade requirement was lowered to 80%.

R. Chelladurai presented for approval the plans and processes for first-year, first-entry undergraduate enrolment, and the use of the enrolment projections for budget-planning purposes.

It was moved by D. Laird,

That on the recommendation of the Senate Committee on University Planning, Senate approve the plans and processes for first-year, first-entry undergraduate enrolment for the University and Affiliated University Colleges as outlined in Item 10.2, and the use of the 2025-26 enrolment projections as shown in Item 10.2 for University budget planning purposes.

CARRIED

**REPORT OF THE UNIVERSITY RESEARCH BOARD (URB)**

On behalf of the University Research Board, P. Pexman presented a summary of the work conducted by the URB at their February meeting, including an update on Western's internal grants funding for institutional postdoctoral programs. She advised on the overall increase in the

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annual value of all Western's postdoctoral fellowships to align with the federal increase and outlined the funding strategy to attract researchers. P. Pexman commented on the additional funding for Western postdoctoral fellows who successfully secured external fellowship funding.

P. Pexman responded to questions of clarification regarding the number of allocated fellowships, their distribution across faculties, and the discontinuation of the Banting Program.

## **CONSENT AGENDA ITEMS**

### **REPORT FROM THE OPERATIONS / AGENDA COMMITTEE (OAC)**

#### **ITEM 13.1(a) – Revisions to the Terms of Reference of the Senate Review Board Academic (SRBA)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of the Operations/Agenda Committee, Senate approve that effective February 14, 2025, that the terms of reference of the Senate Review Board Academic (SRBA) be revised as shown in Item 13.1(a).

CARRIED BY UNANIMOUS CONSENT

#### **Information Items Reported by OAC on Unanimous Consent:**

- ITEM 13.1(c) – Annual Report on Convocation Statistics – 2024

### **REPORT FROM THE SENATE NOMINATING COMMITTEE**

#### **Information Items Reported by the Nominating Committee on Unanimous Consent:**

- ITEM 13.2(a) – Senate membership – Graduate Student

### **REPORT FROM THE SENATE COMMITTEE ON ACADEMIC POLICY**

#### **Information Items Reported by Policy on Unanimous Consent:**

- ITEM 13.3(a) – Revisions to the Student Medical Certificate (Procedure for the Policy on Academic Consideration – Undergraduate Students in First Entry Programs)

### **REPORT FROM THE SENATE COMMITTEE ON ACADEMIC CURRICULUM AND AWARDS (ACA)**

#### **ITEM 13.4(a)(i) – Faculty of Arts and Humanities: Withdrawal of the Major in Spirituality and Community Leadership (Brescia), Minor in Women and Christianity (Brescia), Minor in Religious Studies (Brescia), and Minor in Religious Studies and Philosophy (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

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That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Major in Spirituality and Community Leadership (Brescia), Minor in Women and Christianity (Brescia), Minor in Religious Studies (Brescia), and Minor in Religious Studies and Philosophy (Brescia), offered by the Faculty of Arts and Humanities, be discontinued; and

That students currently enrolled in the modules be permitted to graduate upon fulfillment of the module requirements by August 31, 2028; and

That the modules be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(a)(ii) – Faculty of Arts and Humanities, Department of English and Writing Studies: Withdrawal of the Honours Specialization in English Language and Literature (Brescia), Specialization in English Language and Literature (Brescia), Major in English Language and Literature (Brescia), Minor in English Language and Literature (Brescia), Major in Creativity and Literature (Brescia), Minor in General English (Brescia), and Minor in English for Teachers (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Honours Specialization in English Language and Literature (Brescia), Specialization in English Language and Literature (Brescia), Major in English Language and Literature (Brescia), Minor in English Language and Literature (Brescia), Major in Creativity and Literature (Brescia), Minor in General English (Brescia), and Minor in English for Teachers (Brescia), offered by the Department of English and Writing Studies in the Faculty of Arts and Humanities, be discontinued; and

That students currently enrolled in the modules be permitted to graduate upon fulfillment of the module requirements by August 31, 2028; and

That the modules be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(a)(iii) – Faculty of Arts and Humanities, Department of French Studies: Withdrawal of the Honours Specialization in French Studies (Brescia), Specialization in French Studies (Brescia), Major in French Studies (Brescia), and Minor in French Studies (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Honours Specialization in French Studies (Brescia), Specialization in French Studies (Brescia), Major in French Studies (Brescia), and Minor in French Studies (Brescia), offered by the Department of French Studies in the Faculty of Arts and

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Humanities, be discontinued; and

That students currently enrolled in the modules be permitted to graduate upon fulfillment of the module requirements by August 31, 2028; and

That the modules be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(a)(iv) – Faculty of Arts and Humanities, Department of Philosophy: Withdrawal of the Minor in Philosophy (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Minor in Philosophy (Brescia), offered by the Department of Philosophy in the Faculty of Arts and Humanities, be discontinued; and

That students currently enrolled in the module be permitted to graduate upon fulfillment of the module requirements by August 31, 2028; and

That the module be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(a)(v) – Faculty of Arts and Humanities, Department of Visual Arts: Withdrawal of the Certificate in Art History, Certificate in Museum and Curatorial Studies, and Certificate in Studio Art**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Certificate in Art History, Certificate in Museum and Curatorial Studies, and Certificate in Studio Art, offered by the Department of Visual Arts in the Faculty of Arts and Humanities, be discontinued; and

That students currently enrolled in the certificates be permitted to graduate upon fulfillment of the certificate requirements by August 31, 2028; and

That the certificates be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT



**ITEM 13.4(b)(i) – Faculty of Social Science, DAN Department of Management & Organizational Studies: Withdrawal of the Specialization in Marketing (Brescia), Major in Marketing (Brescia), Major in Accounting (Brescia), and Major in Leadership Studies (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Specialization in Marketing (Brescia), Major in Marketing (Brescia), Major in Accounting (Brescia), and Major in Leadership Studies (Brescia), offered by the DAN Department of Management & Organizational Studies in the Faculty of Social Science, be discontinued; and

That students currently enrolled in the modules be permitted to graduate upon fulfillment of the module requirements by August 31, 2030; and

That the modules be withdrawn effective September 1, 2030.

CARRIED BY UNANIMOUS CONSENT

**ITEM 14.3(b)(ii) – Faculty of Social Science, DAN Department of Management & Organizational Studies: Withdrawal of the Honours Specialization in Nonprofit Management (Brescia), Specialization in Nonprofit Management (Brescia), and BMOS Internship Program (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Honours Specialization in Nonprofit Management (Brescia), Specialization in Nonprofit Management (Brescia), and BMOS Internship Program (Brescia), offered by the DAN Department of Management & Organizational Studies in the Faculty of Social Science, be discontinued; and

That students currently enrolled in the modules/program be permitted to graduate upon fulfillment of the module/program requirements by August 31, 2028; and

That the modules/program be withdrawn effective September 1, 2028.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(b)(iii) – Faculty of Social Science, Department of Psychology: Withdrawal of the Honours Specialization in Psychology (Brescia), Specialization in Psychology (Brescia), Major in Psychology (Brescia), and Minor in Psychology (Brescia)**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, admission to the Honours Specialization in Psychology (Brescia), Specialization in Psychology (Brescia), Major in Psychology (Brescia), and Minor in Psychology (Brescia), offered by the Department of Psychology in the Faculty of Social Science, be discontinued; and

That students currently enrolled in the modules be permitted to graduate upon fulfillment of the module requirements by August 31, 2029; and

That the modules be withdrawn effective September 1, 2029.

CARRIED BY UNANIMOUS CONSENT

**ITEM 13.4(c) – School of Graduate and Postdoctoral Studies: Major Modification to the Master of Arts (MA) and Doctor of Philosophy (PhD) in Hispanic Studies**

It was moved by R. Graham, seconded by A. Nocilla,

That on the recommendation of ACA, Senate approve that effective September 1, 2025, the Master of Arts (MA) and Doctor of Philosophy (PhD) in Hispanic Studies be revised as shown in Item 13.4(c).

CARRIED BY UNANIMOUS CONSENT

**Information Items Reported by ACA on Unanimous Consent:**

- ITEM 13.4(d) – New Donor-Funded Scholarships, Awards, and Prizes.

**ANNOUNCEMENTS AND COMMUNICATIONS**

**The following items reported through Announcements and Communications were received for information by unanimous consent:**

- ITEM 13.5(a) – Academic Administrative Appointments

### **ITEMS REMOVED FROM THE CONSENT AGENDA**

The following item was removed from the Consent Agenda:

#### **ITEM 13.1(b) – Revisions to the Terms of Reference of the University Research Board (URB)**

A Senator requested this item be removed from the Consent Agenda as they asked to consider a change to the MAPP 7.14, Research Involving Human Participants to allow Senate to receive the Research Ethics Board (REB) report for information.

A. Bryson, University Secretary, confirmed that historically this report has never been presented to Senate and commented on the rationale. P. Pexman outlined the pathway of the report as stated in the policy. The President suggested that the Vice President (Research) will consider the proposed change to the MAPP 7.14.

### **DISCUSSION AND QUESTION PERIOD**

The full text of the questions submitted in advance of the meeting was posted in the Agenda at Item 15.0 prior to the meeting. The questions and responses are summarized below:

#### **Question related to X Platform:**

In response to a question regarding whether it is appropriate for Western to have an X (formerly Twitter) account given the potential reputational risks, the President confirmed the ongoing consideration and assessment of alternative communication channels, along with the evaluation of potential risks.

#### **Question related to access to 3D Printers:**

In response to a question regarding the use of the 3-D printers in the newly opened Ronald D. Schmeichel Building for Entrepreneurship and Innovation, F. Strzelczyk confirmed that all facilities in the space are planned to be accessible to the entire campus community, but the space is currently not yet fully operational.

#### **Question related to development of the University Budget:**

A Senator requested further clarification regarding the difference between the capital and operational budgets and the rationale for separating them, along with the use of the operating reserve fund. R. Chelladurai, Associate Vice-President (Institutional Planning & Budgeting), explained the differences between the various funding sources, highlighting how each allocation is designated for a specific purpose, particularly the use of restricted funds. Additionally, he confirmed transfer of a regular annual amount of non-restricted funds to the capital budget to maintain campus facilities.

#### **Question related to graduate student funding:**

In response to a question regarding the cuts to the graduate funding and how they align with

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the plan to expand student enrolment as outlined in the SUEPP report, R. Chelladurai advised that, based on the current funding structure, it's under the purview of the Dean of the Faculty to make a strategic decision on how to distribute the allocated funds effectively, ensuring that funds are used in alignment with Faculties' priorities.

Questions related to Western Investment Portfolio:

The President addressed the Letter of Concern signed by the cohort of the GHS (Global Health Systems) MHSc Program regarding Western's investment portfolio. He commented on the current investment policy approved by the Board of Governors and confirmed that all holdings are publicly disclosed.

Questions related to the consultation on the MAPP 1.1:

A. Bryson provided a response received from L. Logan, Vice-President (Operations & Finance), outlining the consultation process and stated that an opportunity to provide feedback through the survey is open for the entire campus community. Additionally, she commented on the main goal of this work.

A Senator raised a follow-up question as to why the new procedures that intend to address demonstrations on campus are being introduced through revisions to the MAPP 1.1 instead of revisions to the MAPP 1.5. This question was deferred until the next meeting.

Question related to the governance review:

A Senator submitted a question for discussion regarding the status of the report of the Senate *ad hoc* Committee on Renewal presented in May 2016 and encouraged that Senators consider a way to modernize the governance structure.

Question related to the Provincial Attestation Letters:

In response to a question regarding the number of Provincial Attestation Letters (PALs) allocated to Western this year, M. Modeski, University Registrar, confirmed this information may not be disclosed as per the Ministry. Additionally, she commented on the requirement of a mandatory tuition deposit for international students and advised that there are no associated fees for issuing PALs.

Question related to the Bio-Convergence Centre:

In addressing a question regarding the Bio-Convergence Centre and whether this project will be presented to Senate and for the large campus community, F. Strzelczyk advised that capital projects are subject to approval by the Board of Governors. However, the information regarding the academic and research mission of the Bio-Convergence Centre will be presented to Senate in March.

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It was moved by N. Zabian, seconded by B. Begg,

That the discussion and question period of the Senate meeting be extended by 30 minutes.

CARRIED

The Senators provided additional comments on the concerns raised regarding the potential partnership with Navitas, including from the perspective of international students, and requested additional statistical data. The Provost advised that for the next Senate meeting more information would be provided.

The Provost emphasized the importance of diversifying strategies for achieving international student enrolment goals by not relying solely on one method, noting Western can explore combinations of different approaches to meet objectives. She also advised that other universities that have been successful in this area have spent over 15 years building their recruitment methods, and that Western is in earlier stages.

**ADJOURNMENT**

The meeting adjourned at 4:27 p.m.

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A. Shepard  
Chair

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A. Bryson  
University Secretary

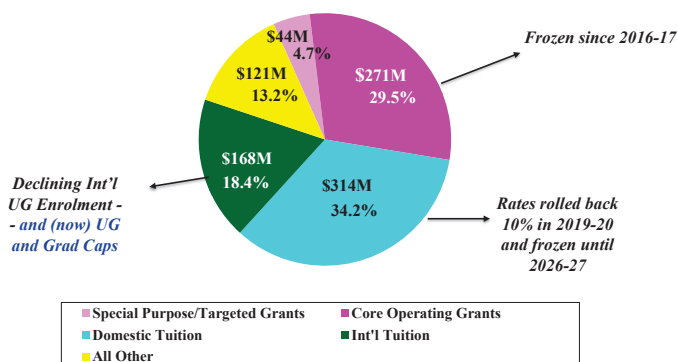
## Recap → External Context

- Provincial Core Operating Grant frozen at 2016-17 level
- Domestic Tuition Rates
  - Rolled back 10% in 2019-20 and **frozen through 2026-27**
  - Some flexibility with Out-of-Province Tuition and Undergraduate Computer Science / MOS
- Cap on International Student Study Permits
- Modest ***Time-Limited*** Government Funding
- Fall 2024 → Strategic Mandate Agreement Renewal (SMA 4)
  - Greater portion of (frozen !) Base Grant to be linked to Performance

## Update on the Planning Process

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## Distribution of 2023-24 Operating Revenues (\$918M)



## Recap → Internal Context

- Moving to the Final Year of our 3-Year Plan
- Budget Approach/Structure remains unchanged
- Enrolment-related Revenue Sharing remains in place (but such revenues are declining)
- Need to continue to focus on Strategic Priorities and Core Activities
- ***No New/Incremental Base Allocations in this Cycle → i.e. in Round 3***

## Revenue Forecast for 2025-26

### Revenue Components and Tuition Recommendations

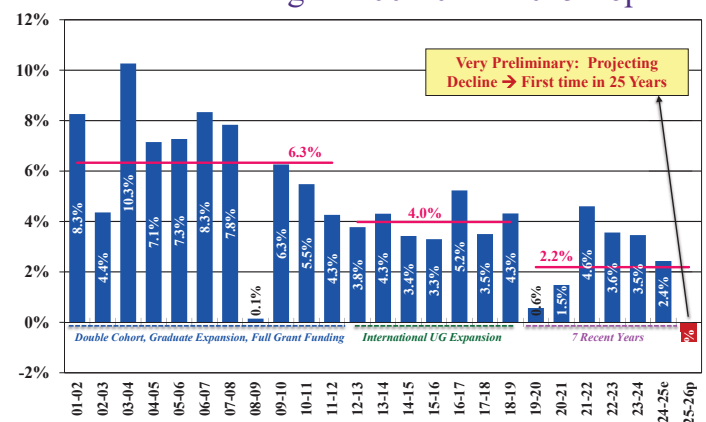
- Enrolments → recommended by SUEPP and SCUP
- Grants Frozen → except for Time-Limited Grant
- **Domestic Tuition** → Frozen, except for:
  - Out-of-Province → 5% Increase
  - Tuition Anomalies → Undergraduate CS and MOS
- **International Tuition Increases**
  - All Undergraduate → 3%
  - Research Masters → 2%
  - Professional Masters and Ed.D. → 3%
  - Ph.D. → frozen (same as domestic)
- All Other Revenues → working to increase

### Preliminary Operating Revenue Forecast for 2025-26 (\$M) (as of January 25, 2025)

	2024-25 e	2025-26 p	\$ Change	% Change
Core Operating Grant	279.8	279.8	0	0.0%
Time-Limited Provincial Grant	8.4	14.2	5.8	69.0%
Other (Special Purpose) Grants	27.5	27.4	-0.1	-0.4%
Sub-Total Government Grants	315.7	321.4	5.7	1.8%
Tuition Revenue: Regular	391.3	377.7	-13.6	-3.5
Tuition Revenue: Self-Funded *	109.7	110.2	0.5	0.5%
Sub-Total Tuition Revenue	501.0	487.9	-13.1	-2.6%
All Other Revenue *	123.9	124.0	0.1	0.1%
Total Operating Revenue	940.6	933.3	-7.3	-0.8%

\* Not yet Updated

### Operating Revenues: Annual % change – 2001-02 to 2025-26p



## Budget Priorities for this Cycle

- International Undergraduate Recruitment
- Support for Fundraising Campaign
- Develop strategies to ensure alignment of revenues and expenditures

## Faculties' Budget Recommendations

## Elements of Faculty Recommendations Rounds 1, 2, and 3: For the Final Year

1. Academic Priorities Fund (APF) Allocations
  - Round 1: \$150K Base and \$898K One-Time
  - Round 2: \$369K One-Time
  - Round 3: \$2.2M One-Time \*\*\*
2. Strategic Expansion Funding – Engineering (and Science)
3. BWI UWOFA MOU → 5 faculty positions in 2025-26 (TBD)
4. PhD Funding Supplements: \$1.14M (est)

## Elements of Faculty Recommendations Rounds 1, 2, and 3: For the Final Year

5. Small(er) Capital Projects: \$1.35M
6. RISF: \$750K
7. Continuation of USRI (\$2M) and Post Doc (\$1.6M) Programs
8. Ivey Funding Model



## Next Steps

- Feb 7<sup>th</sup>: Budget Letters sent to Faculties
  - March 19th: Faculties submit Final Plans
    - Budgets and Faculty/Staff Complements
  - by April 30<sup>th</sup>: Provost’s Response to Final Plans
- 
- Mid-February – develop Support Unit Recommendations
  - March – develop Full University Budget
  - April – Budget at SCUP, Senate, P&F, and Board of Governors (on May 1)

## Discussion

## New Approaches to International Education

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## A Great University is a Global University

### Global Engagement Plan

- Expand Western's global range
- Champion global citizenship
- Amplify Western's global research impact
- Enable Western's capacity for global success

### Canadian education brand challenges

- Diplomatic tensions
- Regional war
- Federal restrictions have weakened our international goals
- International student applications to Ontario universities are down by 24%

## Recruitment Effort vs. Results

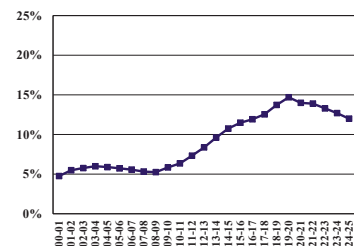
### Western's networks and partners:

- High schools and guidance counsellors
- Council of International Schools, International ACAC, IC3

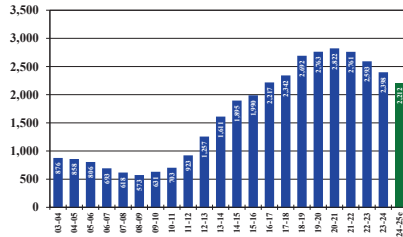
### Private & for-profit partners:

- Global, regional & nation-specific offshore agents: IDP, ApplyBoard
- In-country representation: Grok Global
- Third-party customer relationship platforms: Salesforce
- Traditional approaches to prospective students and their parents
- International organizations

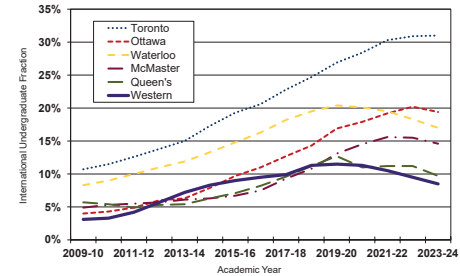
## Full-Time Enrolments at Western: Percentage of International Students (Combined Grad & UG)



## Full-Time Enrolments at Western: Count of International Undergraduate Students



## Full-Time Enrolments at Western: Percentage of International Students



## Third-Party International Education Providers

- Partner with universities to recruit and teach first-year students through a pathway model
- Offer on-site international college model that teaches our curriculum enriched by wrap-around services
- Students transfer from the college to Western in the second year
- Currently, two U15 and five comprehensive Canadian universities partner with international education providers

## Exploring a Partnership with Navitas

- Early conversations to explore a Western International College (pathway) model to provide education and support to:
  - International Undergraduate Students
  - International Professional Master's Students
- Any potential proposal must be aligned with our partnership principles

## Partnership Principles

- ✓ Recruitment of talented students
- ✓ We control academic quality
- ✓ Success metrics
- ✓ Oversight of academic work
- ✓ CA compliance

**We set the academic standards.**

## Why now? What's next?

### Why revisit the partnership with Navitas?

- Our context has fundamentally changed
- Longer track record to assess

### What's next to determine a partnership?

- Broad university consultation
- In-depth discussion at Senate
- Address current and past concerns
- Approvals by Senate and Board

## Proposed Next Steps (February-March)

### Discussion and Consultation Stage:

- Campus community consultation sessions (February 24 & 26)
- Fulsome Senate discussion (March 14)
- Meetings in faculties, departments, teams, and units

## This is an important discussion for our campus community

- Help us find a solution that works for Western