



**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS**

**APRIL 22, 2021**

The meeting was held at 1:00 p.m. on Zoom.

PRESENT: R. Konrad, Chair  
A. Bryson, Secretary

M. Banik	G. Pollock
S. Bennett	C. Rorabeck
W. Boye	B. Ross
G. Dick	A. Shepard
K. Gibbons	S. Shortreed
D. Keddy	D. Simmonds
J. Kum	C. Stephenson
M. Lerner	M. Surkont
S. Neiman	J. Toswell
G. Parraga	S. Trosow
S. Pitel	H. Usher

By Invitation: A. Blackburn-Evans, C. Bressette, R. Chelladurai, L. Logan, E. Mallory, M. McGlynn, J. O'Brien, J. O'Hagan, S. Prichard, B. Shea, T. Rice, L. Rigg [Lesley]

Secretariat Resource: M. O'Connor, C. Price, L. Rigg [Lisa]

Regrets: C. Burghardt-Jesson, L. Hasenfratz, E. Holder, P. Thomlinson

**Welcome and Chair's Remarks**

R. Konrad welcomed new Board member M. Banik and acknowledged Earth Day, commending the University's commitment to sustainable solutions through various initiatives and the strategic plan.

**Land Acknowledgement**

D. Simmonds offered a Land Acknowledgement.

**Adoption of Agenda – Open Session**

It was moved by K. Gibbons, seconded by H. Usher,

That the agenda for the Open Session be approved as circulated.

CARRIED

BG.21-48 **REPORT OF THE PRESIDENT**

The Report of the President, distributed with the agenda, consisted of the following topics:

- The President acknowledged the completion of the winter term, reporting that the University transitioned to online learning in the last few weeks of the terms to mitigate outbreaks occurring in residence. He stated that students were encouraged to return home if possible
- He stated that in-person camps have been cancelled for children for the summer but virtual camps will proceed
- The President stated that the University intends to return to in-person learning in the Fall 2021 academic year but will confirm once further details regarding the vaccination roll-out are provided citing the health and safety of the London Community as of primary importance

The President concluded his report by acknowledging the federal budget that was recently announced, commending the government on the funding and financial support outlined for post-secondary students.

BG.21-49 **UNANIMOUS CONSENT AGENDA**

It was moved by C. Stephenson, seconded by D. Keddy,

That the items listed in the Unanimous Consent Agenda be approved or received for information.

CARRIED

BG.21-50 **Minutes of the Previous Meeting**

The open session minutes of the meeting of January 21, 2021 were approved as circulated.

BG.21-51 **Business Arising from the Minutes**

There were no items noted as business arising from the January 21, 2021 minutes.

BG.21-52 **New Scholarships, Awards, and Prizes**

The new scholarships, awards, and prizes approved by the Property and Finance Committee, on behalf of the Board of Governors, were provided for information in Item 4.2(a).

BG.21-53 **S&P Global Credit Rating Report**

The S&P Global Credit Rating Report was provided for information in Item 4.2(b).

BG.21-54 **Annual Report and Recommendations of the Student Services Committee**

The Annual Report and Recommendations of the Students Services Committee was provided for information in Item 4.2(c).

BG.21-55 **Senior Appointment – Appointment of the Vice-President (University Advancement) Board E-Approval as of February 11, 2021**

The confirmed appointment of J. O’Hagan as Vice-President (University Advancement) effective April 1, 2021 as approved by the Board of Governors was reported for information in Item 4.3(a).

BG.21-56 **Senior Appointment – Vice- Provost (Academic Planning, Policy and Faculty)**

The confirmed appointment of M. McGlynn as Vice-Provost (Academic Planning, Policy and Faculty) for a four-year term, effective March 15, 2021 until June 30, 2025 as approved by the Senior Policy and Operations Committee on behalf of the Board of Governors was reported for information in Item 4.3(b).

BG.21-57 **Senior Appointment – University Secretary Board E-Approval as of March 11, 2021**

The confirmed appointment of A. Bryson as University Secretary (University Secretariat) effective March 11, 2021 as approved by the Board of Governors was reported for information in Item 4.3(c).

BG.21-58 **Board Appointment – External Board Member Board E-Approval as of April 15, 2021**

The confirmed appointment of M. Banik to fill the Board vacancy effective immediately upon election until June 30, 2025 as approved by the Board of Governors was reported for information in Item 4.3(d).

BG.21-59 **University Disciplinary Appeals Committee (UDAC) – Student Nominees**

The following were acclaimed to fill the vacancies for the undergraduate student positions on UDAC for the remainder of the term (to June 30, 2021).

Anthony Tan (Ivey/Arts & Humanities), Christopher Harasym (Ivey/Law), Nick Nestico (Affiliate)

BG.21-60 **Board Meeting Date – June 2021**

It was moved by C. Stephenson, seconded by D. Keddy,

That the Board of Governors approve that the Board meeting in June be moved from June 10, 2021 to June 17, 2021.

CARRIED (Unanimous Consent)

BG.21-61 **Fund Raising Activity Quarterly Report to January 31, 2021**

The Fund Raising Activity Quarterly Report to January 31, 2021 was provided to the Board for information in Item 4.55(a).

BG.21-62 **Closure of the Department of Applied Mathematics in the Faculty of Science**

It was moved by C. Stephenson, seconded by D. Keddy,

That the Board of Governors approve that the Department of Applied Mathematics (AM) be dissolved and its members welcomed into the departments of Mathematics and Physics & Astronomy (P&A) effective July 1, 2021

CARRIED (Unanimous Consent)

BG.21-63 **Revisions to MAPP 7.12 (Policy and Procedures for the Use of Animals in Research and Teaching) and Elimination of MAPP 7.10 (Institutional Animal User Training Program) and MAPP 7.15 (Post Approval Monitoring Program)**

It was moved by C. Stephenson, seconded by D. Keddy,

That the Board of Governors approve revisions to MAPP 7.12, Policy and Procedures for the Use of Animals in Research and Teaching and,

The elimination of MAPP 7.10 Institutional Animal User Training Program and 7.15 Post approval Monitoring (PAM) Program as Senate level policies, effective March 12, 2021.

CARRIED (Unanimous Consent)

BG.21-64 **2021-22 University Operating and Capital Budgets**

It was reported for information, that at the Senate meeting on April 16, 2021, Senate reviewed the 2021-22 University Operating and Capital Budgets and offered its advice to the Board of Governors through the President & Vice-Chancellor, recommending approval of those budgets as shown in Items 6.1(a-1) and 6.1(a-2).

BG.21-65 **Academic Administrative Appointments for January and February 2021**

The Academic administrative appointments for January and February 2021 were provided for information in Item 4.6(e).

BG.21-66 **Report of the COU Academic Colleague (January, March, and April 2021)**

The reports for January, March and April 2021 of the COU Academic Colleague were provided to the Board for information in item 4.6(f).

BG.21-67 **ITEMS REMOVED FROM CONSENT AGENDA**

No Items were removed from the Consent Agenda.

**REPORT OF THE PROPERTY & FINANCE COMMITTEE**

BG.21-68 **2021-22 University Operating and Capital Budgets**

S. Prichard, Provost & Vice-President (Academic) and R. Chelladurai presented the 2021-22 University Operating and Capital Budgets as shown in Item 6.1. A presentation was provided, attached as [Appendix 1](#). During the presentation, the following was highlighted:

- Future planning and priorities
- Priority themes
- Faculty and Staff Renewal
- Enhancing the Student Experience
- Support for Scholarships/Research Initiatives
- Investments in Curriculum Enhancement
- Preparing for the Next Strategic Plan
- Total Full-Time Enrolment
- Projected 2021-22 Operating Revenues
- Distribution of 2021-22 Base + One-Time Operating Expenditures
- Summary of the 2021-22 Operating Budget
- Overview of the 2021-22 Capital Budget including major projects and category 2 projects and total spending

A Board member noted the absence of safety on campus listed within the capital budget citing the bridge on campus going across the river and the intersection of Sarnia and Philip Aziz as areas where safety could be enhanced. L. Logan, Vice-President (Operations & Finance) reported that the University is starting a design phase for the bridge on campus having recognized the concern but reported that it was temporarily stalled due to discussions regarding rapid transit. She stated that an environmental assessment that was underway for Philip Aziz and Sarnia Rd was also stalled due to discussions regarding rapid transit and is now proceeding as planned. She stated that the University recognizes the need to improve safety at this intersection and will be reviewing recommendations made by the City of London once the environmental assessment

has been completed.

A Board member requested further clarification regarding the amount of funding allocated to research chairs through endowments. L. Logan reported that the payout for endowments is 4% of the last five-year market value. R. Chelladurai reported that presently \$48 million is available to support research chairs through endowments and noted that there is a graph on the IPB website under the performance indicators that provides information regarding the growth of the endowment fund.

A Board member noted the absence of a contingency amount listed within the current proposed budget that has been listed in previous budgets. S. Prichard reported that the University is planning a surplus of \$3.9 million this year that would be considered contingency funding.

A Board member requested further information regarding how the budget is being used to assist in supporting the long-range space plan, noting that the plan is a focal point when reviewing a space strategy on campus. L. Logan reported that on page 41 of the budget document, projects are listed in various planning stages including projects that are underway, projects that are soon to start, and projects for future consideration. She noted that this is a consistent document that is provided and has been updated over the last several years.

A Board member commented on the infrastructure restrictions due to the flood plain and inquired what options existed for the University to expand the campus to adjacent lands. S. Prichard acknowledged the space constraints on the core campus and reported that discussions have been ongoing regarding the expansion of the campus. A. Shepard reported that space planning is ongoing for the land residing within Western Research Parks as well as the downtown London core, and that the University is reviewing the development of a parking structure on one of the flood plains.

It was moved by G. Dick, seconded by C. Rorabeck,

That the Board of Governors approve the 2021-22 University Operating and Capital Budgets, ITEM 6.1(a-1), and the proposed Program Specific Fees and Other Supplemental Fees for 2021-22, ITEM 6.1(a-2).

BG.21-68.1 **2021-22 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies**

It was moved by G. Dick, seconded by C. Rorabeck,

That the Board of Governors approve the 2021-22 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in ITEM 6.1(a-3), Table 1,

And,

That the ancillary fees collected by the University will be as detailed in ITEM 6.1(a-3), Table 2 for full-time students and Table 3 for part-time students as supported by the Student Services Committee.

**BG.21-69**      **Vice-Provost’s Report of the Faculty Recruitment and Retention**

M. McGlynn, Vice-Provost (Academic Planning, Policy & Faculty) attended the Board of Governors open session to answer any questions regarding the Annual Report on Faculty Recruitment and Retention that was provided in Item 6.2(a).

**BG.21-70**      **Indigenous Strategic Plan Progress Report**

C. Bressette, Vice-Provost & Associate Vice-President (Indigenous Initiatives) attended the Board of Governors open session to answer questions regarding the Indigenous Strategic Plan Progress Report that was provided in Item 6.2(b).

**BG.21-71**      **Campus Community Police Service 2021 Annual Report**

B. Shea, Director (Campus Community Police Services) presented the Campus Community Police Service 2021 Annual Report for information as shown in Item 6.3(a).

A Board member requested further clarification regarding accessibility and card access on campus and the number of video cameras used by police services on campus. Regarding accessibility and card access, B. Shea reported in 2019 the University transitioned to a new card access security vendor which is currently being implemented in a phased approach. He stated that where card access is required by an accessible door, the card access is right beside the button to the door. B. Shea stated that in regard to camera use on campus, there are approximately 1,000 cameras used across campus and monitored by individuals who are authorized to view them in accordance with University policy. He reported that a working group annually reviews who has access to viewing the cameras.

A Board member asked for further information regarding equity, diversity, and inclusion in campus community police services. B. Shea stated that the Campus Police Services recognizes the need to diversify and reported that active recruiting and engagement continues to be a priority area for the police service.

A Board member inquired how long camera footage is stored on campus. B. Shea reported that camera footage is stored for 30 days on campus in accordance with University policy unless a specific request is made and warrants extending the storage for a longer period of time.

A Board member inquired whether the University is using facial recognition technology on campus. B. Shea reported that facial recognition is not in use on campus and not available in the video cameras on campus. L. Logan reported that if facial recognition technology was going to be considered, the discussion would come forward to the Board prior to implementation.

A Board member inquired whether the University campus police services use body cameras while on patrol. B. Shea reported that the campus police services are constables and not police officers with restricted authority by comparison and do not use body cameras.

A Board member inquired what mental health supports and de-escalation training are provided to campus police constables. B. Shea reported that the campus police services constables participate in the in-service police training program provided to the London Police Service which includes mental health supports and de-escalation training.

BG. 21-72 **Board Membership – Extension of the Term of R. Konrad**

K. Gibbons, Vice-Chair of the Board was acting chair during the discussion and approval of the extension of the term of R. Konrad.

It was moved by M. Lerner, seconded by H. Usher,

That the Board of Governors approve that the term of R. Konrad, who is serving as Board Chair, be extended to June 30, 2022.

CARRIED

BG.21-73 **QUESTIONS FROM MEMBERS**

BG.21-73.1 **S&P Global Credit Rating**

A Board member requested further information regarding the University's credit rating and status. L. Logan reported that the University has maintained an AA credit rating consistently since its initial rating and intends to continue maintaining the AA rating going forward.

A Board member commented on the Laurentian bankruptcy and asked for confirmation that a similar situation would not occur at Western University. A. Shepard confirmed that a similar situation would not occur at Western highlighting the existing partnerships between Western and its affiliates and the Institution's strong financial position.

BG.21-74 **OTHER BUSINESS**

No other business was noted.

**ADJOURNMENT TO CONFIDENTIAL SESSION**

The meeting adjourned to the confidential session at 1:50 p.m.

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R. Konrad  
Chair

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A. Bryson  
Acting University Secretary

## **Budget 2021-22**

**Board of Governors  
April 22, 2021**

### **Context / Background**

- Navigated through the Global Pandemic
- Health and Safety of our Community was the Highest Priority
- We adapted our Academic Activities and Operations (to a hybrid mode) successfully
- Total Enrolment exceeded Forecast – at over 35,000 FTEs (highest ever)
- Our fiscal situation remains strong;
  - “Net Position” is in line with the Original Budget

## Looking Forward

- Navigating through the (hopefully) final stages of the Pandemic
- New Strategic Plan Development underway
- The 2021-22 Budget proposes investments in priority initiatives – in anticipation of the Strategic Plan
- Recently-completed Planning Process identified six themes as high priorities

## Priority Themes

1. Faculty and Staff Renewal
2. Enhancing the Student Experience
3. Support for Scholarship/Research Initiatives
4. Investments in Curriculum Enhancement
5. Ensuring a Safe and Sustainable Campus  
Physical Infrastructure that Supports our  
Academic Needs
6. Preparing for our Next Strategic Plan

## 1. Faculty and Staff Renewal

- High priority → follows on the 2019/20 retirement programs
- Faculties with large carryforwards provided base budget flexibility – to support base expenditures
- Faculty Plans have proposed 94 new faculty positions and 42 new staff positions
- Support Areas expected to propose 100 new staff

## 2. Enhancing the Student Experience

- Accessible Education – including educational supports and co-curricular programming
- Undergraduate Summer Research Internships
- Summer Student Teaching Support Internships
- Academic Advising Enhancement
- Facilities to Support Student Experience, Health, and Well-being
  - University Gathering Hub
  - Multi-Sport Fieldhouse

### **3. Support for Scholarship/Research Initiatives**

- Expansion of Research Support Services provided through the VP-R Portfolio
- Incremental Support for University-wide Priorities
  - Endowment and spendable components
  - including WRCs and WAFAR
- Postdoctoral Fellowships Program
- Clinical Research Platform to Test Simple Scalable Solutions in Care for Big Impact on Health
- Support for University-level Research Institutes
- Interdisciplinary Facilities

### **4. Investments in Curriculum Enhancement**

- Interdisciplinary Curriculum Initiatives (IDCIs)
- EDI Curriculum Development
- Indigenizing University Curriculum
- Next Round of Engineering Expansion
  - Including Enrolments, Faculty/Staff Complements, and Facilities
  - Collaboration with Science

## 5. A Safe and Sustainable Campus Physical Infrastructure

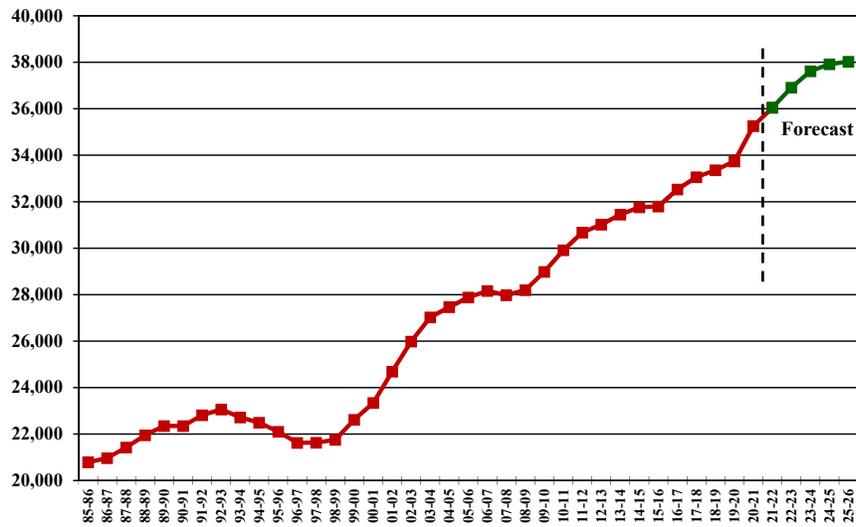
- University-wide Sustainability Initiatives
  - Outreach, Programming, Events, and Internships – through PACES
  - \$1M “Green Innovation Fund”
  - Campus-wide Greenhouse Gas Reduction Initiatives
- Continuation of *The Open Space Strategy*

## 6. Preparing for the Next Strategic Plan

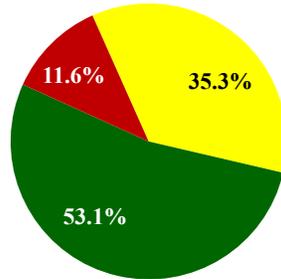
- Office of Equity, Diversity, and Inclusion
- Funding to Support the Priorities that will be recommended in the Next Strategic Plan
- Preparing for the Next Fundraising Campaign
  - which will be central component of supporting our Strategic Plan
- Strengthening our Central Communications Infrastructure

## Summary of Operating Budget

## Total FTE Enrolment at Western

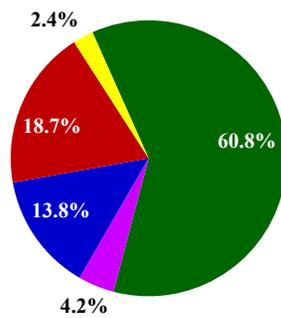


### Projected 2021-22 Operating Revenues (Total = \$833.1M)



■ Govt Grants ■ Tuition ■ All Other

### Distribution of 2021-22 Base + One-Time Operating Expenditures (\$829.2M)



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

## Summary of the 2021-22 Operating Budget (Table 2)

- **Revenue Forecast** = \$ **833.1M**  
– Increase of 3.2%
- **Expenditure Plan** = \$ **829.2M**  
– Decrease of 1.6%
- **Projected In-Year Position** = \$ **3.9M**
- **Projected Operating Reserve** = \$ **66.7M**

## The 2021-22 Capital Budget

## Overview of the 2021-22 Capital Budget

- Supports Long-Range Space Plan (Page 41, Table 13)
- Major Projects – underway or upcoming (Category 1)
  - Modernization of Thames Hall
  - Weldon Library Modernization
  - Biomedical Research Facility: Phase 1 of Medical Project
  - Indigenous Learning Facility
  - Entrepreneurship and Innovation Centre
  - TD Stadium Renewal
  - Campus Sustainability / Energy Conservation Projects
  - Pedestrian-friendly Campus Initiatives

## Overview of the 2021-22 Capital Budget

- Preliminary Planning underway for Category 2 Projects
  - University Gathering Hub
  - Medicine/Science/Engineering/Health Sciences Interdisciplinary Facilities
  - Multi-Sport Fieldhouse
  - Parking Structures
- Very early Reviews
  - McIntosh Gallery
  - Law Building
  - Medicine, Chemistry, Engineering Facilities

## Overview of the 2021-22 Capital Budget

- **Total Spending of \$153.0M** (Table 14, line 10)
  - \$55.4M for New Construction (Table 17, line 9)
  - \$34.5M for Major Renovations (Table 17, line 17)
  - \$63.1M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing and Ancillary Projects

## Discussion