

Members are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas

**BOARD OF GOVERNORS MEETING – OPEN SESSION**

**Date:** Thursday, April 28, 2022  
**Time:** 10:00 – 12:00 p.m.  
**Place:** Western Interdisciplinary Research Building, Room 3000/Zoom

**Members of the community who wish to attend the open session my request the Zoom meeting details by contacting [secretariat@uwo.ca](mailto:secretariat@uwo.ca)**

		Action	Time
1.0	<a href="#">Land Acknowledgement</a>		
2.0	Approval of Agendas and Minutes		5
2.1	<a href="#">Adoption of Agenda – Open Session</a>	Approval	
2.2	<a href="#">Approval of the Open Session Minutes of the Meeting of February 3, 2022</a>	Approval	
2.3	<a href="#">Business Arising from the Minutes</a>		
3.0	<a href="#">Report of the President (A. Shepard)</a>	Information	15

**Agenda**

4.0	Committee and Senate Reports		
4.1	Report of the Property and Finance Committee		
4.1(a)	<a href="#">2022-23 University Operating and Capital Budgets and Tuition Fees</a>		
4.1(a)(i)	<a href="#">2022-23 University Operating and Capital Budgets</a>	Approval	45
4.1(a)(ii)	<a href="#">2022-23 Program Specific Tuition and Other Supplemental Fees</a>	Approval	

	4.1(a)(iii)	2022-23 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies	Approval	
	4.1(b)	MAPP 2.26 – Statement of Investment Objectives, Policies and Governance for the Short-Term Portfolio, Mid-Term Portfolio and Operating and Endowment Fund	Approval	25
4.2		Report of the Senior Policy and Operations Committee		
	4.2(a)	MAPP 3.12 Disconnecting from Work Policy and Procedures	Approval	5
4.3		Report of the Audit Committee		
	4.3(a)	Campus Safety and Emergency Services 2022 Annual Report	Information	5
4.4		Reports Referred from Senate		
	4.4(a)	Vice-Provost’s Annual Report on Faculty Recruitment and Retention	Information	5
	4.4(b)	Revisions to MAPP 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates	Approval	5
5.0		Consent Agenda	Approval	5
5.1		Items from the Property and Finance Committee		
	5.1(a)	New Scholarships, Awards, and Prizes	Information	
	5.1(b)	Western University Standard and Poor Credit Rating Report	Information	
	5.1(c)	Annual Report and Recommendations of the Student Services Committee	Information	
	5.1(d)	Fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars	Information	

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|------------|--|-------------|
| 5.2        | Items from the Fundraising and Donor Relations Committee   |             |
| 5.2(a)     | <a href="#">Fund Raising Activity Quarterly Report to January 31, 2022</a>   | Information |
| 5.3        | Items Referred by Senate   |             |
| 5.3(a)     | <a href="#">2022-23 University Operating and Capital Budgets</a>   | Information |
| 5.3(b)     | <a href="#">Revisions to the Articulation Agreement for the Admission of Graduates of the Food Nutrition Management Program at Fanshawe College into the Bachelor of Science (Foods and Nutrition) Program at Brescia University College</a> | Approval    |
| 5.3(c)     | <a href="#">Academic Administrative Appointments</a>   | Information |
| 5.3(d)     | Reports of the Academic Colleague  |             |
| 5.3(d)(i)  | <a href="#">Report of the Academic Colleague – February 15 and 16, 2022</a>  | Information |
| 5.3(d)(ii) | <a href="#">Report of the Academic Colleague – April 5 and 6, 2022</a>   | Information |
| 5.3(e)     | <a href="#">Report of the Subcommittee on Teaching Awards (SUTA): Recipients of Western's Excellence in Teaching Awards for 2021-22</a>  | Information |
| 6.0        | <a href="#">Items removed from the Consent Agenda</a>  |             |
| 7.0        | Questions from Members for the Open Session  |             |
| 8.0        | Other Business   |             |
| 9.0        | Adjournment to Closed Session  |             |

Pause for Lunch (12:00-1:00 p.m.)  
followed by the Closed Session (1:00 – 4:00 p.m.)

**ITEM 1.0 - Land Acknowledgement**

**ACTION:**     APPROVAL       INFORMATION       DISCUSSION

**EXECUTIVE SUMMARY:**

S. Bennett will offer a land acknowledgement.

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Dr. Christy Bressette, the Vice-Provost and AVP (Indigenous Initiatives), has indicated that it is important to remind ourselves regularly of our commitment to reconciliation and decolonisation, and to ensure that these objectives remain central in our collegial decision-making.

In the spring of 2021, the recommendation to offer a land acknowledgement was extended to the Board's committees.

Members of the Governance and By-Laws committee were broadly supportive of this practice, while also being mindful that land acknowledgments should be meaningful and dynamic, and not simply a rote exercise.

Some suggestions for practices that might be most meaningful and relevant to the Board and committees are:

- a land acknowledgement
- a reminder of one or more of the TRC Calls to Action, particularly those relating to education
- a reminder of elements of Western's Indigenous Strategic Plan
- a reference to local Indigenous culture or narratives

**ITEM 2.1 - Adoption of Agenda – Open Session**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**Recommended:**    That the Agenda for the Open Session be approved as circulated.

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**ITEM 2.2 - Approval of the Open Session Minutes of the Meeting of February 3, 2022**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**Recommended:**    That the open session minutes of the meeting held February 3, 2022 be approved as circulated.

**ATTACHMENTS:**

[Open Session Minutes of the Meeting of February 3, 2022](#)

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

**FEBRUARY 3, 2022 – OPEN SESSION**

The meeting was held at 10:00 a.m. in the Western Interdisciplinary Research Building, Room 3000 and on Zoom.

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

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

By Invitation: A. Blackburn-Evans, R. Chelladurai, C. Bressette,  
L. Logan, E. Mallory, J. O'Brien, J. O'Hagan,  
S. Prichard, L. Rigg [Lesley]

Secretariat Resource: S. Fretwell, L.A. McKivor, M. O'Connor, L. Rigg [Lisa]

Regrets: C. Burghardt-Jesson, L. Hasenfratz, E. Holder, J. Kum,  
S. Neiman, G. Pollock

BG.22-01 **Welcome and Chair's Remarks**

R. Konrad greeted Board members and discussed the significance of February being the month to recognize black history citing important events. He concluded his remarks by acknowledging the Chinese New Year, the year of the tiger, and wishing health and happiness to those in attendance.

H. Usher spoke about black history in London, Ontario, highlighting two churches in London and their significance in supporting the black community.

BG.22-02 **Land Acknowledgement**

K. Gibbons offered a Land Acknowledgement.

BG.22-03 **Adoption of Agenda – Open Session**

It was moved by S. Bennett, seconded by W. Boye,

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

CARRIED

BG.22-04 **Approval of the Open Session Minutes of the Meeting of November 18, 2021**

It was moved by H. Usher, seconded by G. Dick,

That the open session minutes of the meeting of November 18, 2021 be approved as circulated.

CARRIED

BG.22-05 **Business Arising from the Minutes**

BG.22-05.1 **Election Procedures for Staff Members and Board Agenda Items**

S. Shortreed, Chair of the Governance and By-Laws Committee reported that the Governance and By-Laws committee discussed the election procedures for staff members along with how items proceed through to the Board agenda at the January meeting as previously requested during the September Board meeting. She stated that while the committee did discuss both of these issues, no further changes were made to the documents regarding these items.

BG.22-06 **REPORT OF THE PRESIDENT**

In addition to the written report of the President that was distributed with the agenda, S. Prichard, Acting President commented on the following:

- The President thanked the Chair and H. Usher for highlighting black history month and London's historical roots in black history.
- A. Shepard is continuing to recover at home and receiving excellent care.
- J. Doerksen stepped into the role as Provost while the President recovers.
- Students have returned to campus as of this week for in-person learning.
- There have been no issues thus far with the return to campus of upper year students.
- Work on gender-based and sexual violence continues, including the

- education program for students in residence. Training for faculty, staff, and other members of the community will begin shortly.
- In addition to an independent review that is currently underway, the action committee has begun focus sessions across campus along with local community agencies for feedback.
  - The Bayfield Hall residence space will continue to be converted to first-year student space to increase capacity and provide additional beds for incoming students.
  - The budget process is well underway with the operating budget coming forward for approval in April 2022.
  - In Fall 2021 the University received 36 initial proposals for funding from the Strategic Planning Fund. Of these applications, 16 were approved for funding. Round two applications have just been received with 29 applications thus far. It is anticipated that further funds will be provided as needed to fund approved projects.
  - CIHR funding was at 22% for this round of funding for the University which is twice what it was three years ago.

The Acting President concluded her report by acknowledging the passing of a number of prominent figures in the Western community, including two well-known football coaches, a soccer coach, and a former dean of the Faculty of Medicine.

Following the report of the President, the committee engaged in the following discussion:

- Gender violence training is being held online via zoom and in person to accommodate those who have not yet returned to campus residence. The program is compulsory.
- There was a request to have a discussion at a future Board meeting regarding long-term housing strategies on campus.
- The University was encouraged to work with the City to address challenges in long-term housing that may be encountered by current and future students as the University looks to increase enrollment.

## **AGENDA**

### **ITEMS REFERRED BY THE GOVERNANCE AND BY-LAWS COMMITTEE**

#### **BG.22-07 Revisions to Resolution re: Delegation of Authority**

A. Bryson, University Secretary reported that the revisions to the resolution re: delegation of authority came forward at the November meeting but returned to the Governance and By-Laws Committee in January to discuss further revisions. She noted that additional changes focused on cleaning up the language to recognize collective agreements and to increase the funding approval authority allowance of the President for real property acquisitions in recognition of current market conditions.

During the discussion the following points were noted:

- There was concern about the language used to state imposing academic sanctions for non-academic offences. It was encouraged to amend it to state “appropriate sanctions” as opposed to academic sanctions.
- It was acknowledged that the resolution lists academic and other sanctions and that this language would provide the flexibility required to impose non-academic sanctions for non-academic offences.
- It was proposed that the language align with that of the Student Code of Conduct in regards to academic offences.
- The goal of the committee was not to change the resolution but to focus on cleaning up the language. Changing the clauses within the resolution would warrant further committee discussion.
- The individuals identified in the Act were listed within the resolution. Those that are not listed within the resolution are listed within the collective agreements that are identified within the resolution.
- A Board member raised a question as to whether additional positions within the University should be included in the exemption list for further discussion at a future review including the Deans, Associate Vice-Provosts, and Registrar. It was determined that the motion would be approved as is and the resolution would return to the Governance and By-Laws Committee for further discussion.

It was moved by R. Konrad, seconded by G. Dick,

That the Board approve the revisions to Resolution re: Delegation of Authority to President as presented in Item 4.3(a) and the rescission of Resolution re: Salary Discussions (formerly Special Resolution No. 8).

### **ITEMS REFERRED BY SENATE**

#### **BG.22-08 Western Research Strategic Plan 2022-27**

L. Rigg [Lesley] provided an overview of the Western Research Strategic Plan and how it aligns with the University’s strategic plan and the changes that are occurring within Western Research Parks. It was noted that the plan is an internally focused plan. It was encouraged that the “about us” page be more prominent at the beginning of the document and that the plan have an undefined end date to allow flexibility and fluidity in the plan. It was encouraged that the plan articulate fostering relationships clearly within the document.

It was moved by S. Shortreed, seconded by B. Ross,

That the Board of Governors approve the Western Research Strategic Plan 2022-27 as provided.

CARRIED

BG.22-09 **Revised Appointment Procedures for Senior Academic and Administrative Officers of the University – Vice-Provost (Students)**

J. Doerksen, Acting Provost presented the revised appointment procedures for Senior Academic and Administrative Officers of the University. He noted the revisions included the Registrar reporting to the new Vice-Provost (Students), the addition of chairing a strategic council on student success, and the change in title from Associate Vice-President (Students) to Vice-Provost (Students).

During the discussion the following points were made:

- It was encouraged that the selection committee terms of reference be reviewed to ensure community representation from groups that are going to be within the portfolio of this position.
- A Board member raised concerns about clause D, noting that no other committee allows the Chair to choose three members of the committee without restriction. **Through discussion, it was agreed that two members be elected by Senate and one member be selected by the Chair.**

It was moved by A. Chant, seconded by S. Trosow,

That the Board of Governors approve the *Appointment Procedures for Senior Academic and Administrative Officers of the University* be amended to retitle the Associate Vice-President (Student Experience) as the Vice-Provost (Students) as shown in Item 4.4(b).

CARRIED

BG.22-10 **UNANIMOUS CONSENT AGENDA**

It was moved by M. Lerner, seconded by C. Rorabeck,

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

CARRIED

**ITEMS FROM THE PROPERTY AND FINANCE COMMITTEE**

BG.22-11 **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 5.1(a).

BG.22-12 **Key Financial Indicators Report**

The Key Financial Indicators Report was provided for information in Item 5.1(b).

BG.22-13 **Ancillary Financial Report**

The Ancillary Financial Report was provided for information in Item 5.1(c).

BG.22-14 **Update on Operating Budget as of December 31, 2021**

The update on the operating budget as of December 31, 2021 was provided for information in Item 5.1(d).

BG.22-15 **Ihnatowycz Family Foundation Chair in Leadership**

The approval of the Ihnatowycz Family Foundation Chair in Leadership by the Property and Finance Committee was provided for information in Item 5.1(e).

BG.22-16 **Annual Report on Trademark Licensees doing Business with the Western bookstore**

The Annual Report on Trademark Licensees doing business with the Western Bookstore was provided for information in Item 5.1(f).

**ITEMS FROM THE SENIOR POLICY AND OPERATIONS COMMITTEE**

BG.22-17 **Senior Appointments**

Senior Appointments were reported to the Board for information in Item 5.2(a).

BG.22-18 **Board Skills Needs Assessment**

The Board skills needs assessment was provided for information in Item 5.2(b).

**ITEMS FROM THE AUDIT COMMITTEE**

BG.22-19 **Western Office of the Ombudsperson Annual Report 2020-21**

The Western Office of the Ombudsperson Annual Report 2020-21 was provided for information in Item 5.3(a).

**ITEMS FROM THE MCINTOSH GALLERY COMMITTEE**

BG.22-20 **Deaccession of Six Portraits**

The Deaccession of six portraits approved by the McIntosh Gallery Committee was provided for information in Item 5.5(a).

BG.22-21 **Deaccession of Portrait of Dr. Ellis Morrow**

The deaccession of one portrait approved by the McIntosh Gallery Committee was provided for information in Item 5.5(b).

**ITEM REFERRED BY SENATE**

BG.22-22 **Annual Report of the University Librarian**

The Annual Report of the University Librarian was provided for information in Item 5.6(a).

BG.22-23 **Report of the COU Academic Colleague**

The report of the COU Academic Colleague was provided for information in Item 5.6(b).

BG.22-24 **Academic Administrative Appointments**

Academic Administrative Appointments were provided for information in Item 5.6(c).

**BOARD APPROVAL (E-VOTE/TIME SENSITIVE)**

BG.22-25 **Renewal of Board Member Term**

The renewal of C. Rorabeck's term on the Board of Governors was provided for information in Item 5.7(a).

BG.22-26 **ITEMS REMOVED FROM CONSENT AGENDA**

No items were removed from Consent.

BG.22-27 **QUESTIONS FROM MEMBERS**

None noted.

BG.22-28 **OTHER BUSINESS**

No other business was noted.

**ADJOURNMENT TO CONFIDENTIAL SESSION**

The meeting adjourned to the confidential session at 11:21 a.m.

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R. Konrad  
Chair

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A. Bryson  
University Secretary

**ITEM 2.3 - Business Arising from the Minutes**

**ACTION:**     APPROVAL       INFORMATION       DISCUSSION

**EXECUTIVE SUMMARY:**

There is no business arising at this time.

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**ITEM 3.0 - Report of the President**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

A. Shepard will provide the Report of the President.

**ATTACHMENT(S):**

[Report of the President](#)

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To: Board of Governors

From: Alan Shepard

Date: April 21, 2022

Re: Quarterly report

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Dear Governors,

The following report highlights some noteworthy developments since the last meeting of the Board on February 3, 2022.

First, I want to acknowledge that this will be Sarah's last Board meeting as Acting Provost & Vice-President (Academic) as we prepare to welcome Florentine Strzelczyk as our new Provost on May 1. Since joining Western as Acting Vice-President (Research) in 2019, Sarah has provided exceptional leadership in all the senior roles she has played, and she has been a steadfast colleague who has helped guide us through one of the most challenging periods in Western's history. I'm deeply grateful for Sarah's commitment and wise counsel, and I hope you will join me in thanking her for her service.

**COVID-19 update:** As Ontario endures its sixth wave of the pandemic, Western has consulted with the Middlesex-London Health Unit, medical experts, and employee groups to determine the best health and safety protocols going forward. We plan to maintain our [vaccination policy](#) for the spring and summer academic terms, and will review it by September 1. Masks will be required when indoors on campus from now until the end of June. A decision on masking for the summer term will be communicated by mid-June. For the latest news and updates on our pandemic response, please watch <https://www.uwo.ca/coronavirus/>.

**New support for international students and scholars at risk:** Moved by the tragedy in Ukraine, [Western has made new financial commitments](#) totalling \$1.6M to support students and scholars affected by global crisis. This new funding builds upon [existing support programs](#) (e.g., [Afghan Student Refugee Scholarship](#)) that enable students and scholars facing dire humanitarian circumstances and forcible displacement to come to Western to pursue their degree or continue their academic studies and research. Our new support includes a [fundraising campaign](#) that aims to offer up to 10 displaced graduate students from Ukraine with free tuition, housing, learning materials, and a monthly stipend while pursuing their MBA at Ivey. The initiative is led by the business school in partnership with the Lviv Business School and National University of Kyiv-Mohyla Academy. For more information on Western's programs for global students and scholars at risk, please see: <https://international.uwo.ca/globalatrisk/>

**Update on Gender-Based & Sexual Violence:** The work of the [Action Committee on Gender-Based & Sexual Violence](#) has now been completed and I recently received their final report. I want to thank [all members of the Committee](#) (including co-chairs **Professor Nadine Wathen** and **Dr. Terry McQuaid**) for their important work during the past several months to consult with our community and develop recommendations for improving campus safety and changing the culture at Western. I have also received the final report emerging from the [independent investigation led by Nathalie Des Rosiers and Sonya Nigam](#). I look forward to publicizing the reports in full and sharing a formal public response to both reports in the coming weeks.

**New scholarships bolster support for equity-deserving students:** Western is establishing several new financial awards to attract and support the success of Black, Indigenous, and other equity-deserving students. Among these are up to 75 multi-year awards that will be part of Western's prestigious [National Scholarship Program](#), recognizing incoming Black and Indigenous undergraduates for outstanding academic and extra-curricular achievement. In addition, the Faculty of Social Science is establishing three new doctoral fellowships to support Black, Indigenous, LGBTQ2s+, and students with a disability. A number of bursaries will also be made available to full- and part-time domestic students in financial need who self-identify as Black. The creation of these new awards and bursaries helps to fulfill our commitment in [Towards Western at 150](#) to invest in additional financial support for students from equity-deserving groups.

**Success in latest NSERC and SSHRC grant competitions:** Last week we learned that 66 separate grants will be awarded to researchers across five Western Faculties/Schools through the *Natural Sciences & Engineering Research Council's Discovery Grant program*. This represents a success rate of 72% — up from 50% and 63% during the previous two years. Other good news from NSERC included eight additional grants awarded across three Faculties/Schools through the *Research Tools & Instruments program*, representing a three-year high success rate of 33%. And the previous week we learned that Western also fared very well in three separate grant competitions funded by the *Social Science & Humanities Research Council*. This included 26 awards through *SSHRC's Insight Grants program*, representing a 60% success rate and surpassing the national average of 52% — terrific outcomes reflecting well on the high-quality scholarship happening across our campus.

**Strategic Priorities Fund (SPF) update:** Deadline for the final round of the SPF competition was April 14 and 44 new submissions were received from Faculties, Schools, and administrative units across campus. Adjudication is underway now and outcomes will be announced in May. [Twenty-four projects have been awarded a total of \\$13.3M so far](#) in the first two rounds of allocations, with another \$6.7M available for allocation. We look forward to reviewing the latest submissions and thank all faculty and staff who have taken initiative to support the goals and priorities outlined in [Towards Western at 150](#).

**450 Talbot Street project update:** Adjudication of the 17 proposals has recently been completed and the projects moving forward will be announced shortly. I want to thank all community

members who submitted proposals for this important initiative to help Western put its best foot forward in downtown London. Design and construction are scheduled to begin later this spring, with a target date for completion and programming beginning in the fall of 2023.

**Update from MCU on Strategic Mandate Agreement:** On February 25, Ontario’s Minister of Colleges & Universities, Jill Dunlop, advised that the province is delaying activation of the performance-based funding model for a third consecutive year of [SMA3](#)—Year 3 (2022-23)—and will assess the postsecondary sector’s readiness for activation starting in Year 4 (2023-24). Minister Dunlop commented that while the government remains committed to performance-based funding, the decision to further delay implementation recognizes the ongoing challenges our sector continues to face as a result of the pandemic.

**Ontario announces extension to tuition freeze:** On March 23, the [provincial government confirmed](#) that the current freeze on college and university tuition rate increases will extend through the 2022-23 academic year. This marks the third consecutive year that fees have remained unchanged, following a 10-percent reduction implemented in 2019-20.

**New support announced for medical and nursing education:** As part of its [Plan to Stay Open](#) announced March 29, the Ontario government is adding 295 medical postgraduate positions system-wide to increase doctor training over the next five years, including 28 for Western. The plan also features new investments for nursing education, including tuition reimbursements for up to 1,500 nurse graduates who commit to practicing in underserved communities.

**Accolades:** Congratulations to the following campus community members who, among others, have received special honours in recent weeks:

- Seventeen projects led by colleagues in the Schulich School of Medicine & Dentistry and the Faculties of Health Sciences and Social Science awarded over \$10.3M in Project Grants and Priority Grants from the *Canadian Institutes of Health Research*, including nominated principal investigators **Corey Baron, Frank Beier, Brian Corneil, Barbara Cunningham, Elizabeth Finger, Ingrid Johnsrude, Richard Kim, Carrie Anne Marshall (X2), Tianqing Peng, Geoffrey Pickering, Jessica Prodger, Rithwik Ramachandran, Stephen Renaud, Mia Biondi, Lauren Flynn, and Marco Prado.**
- Four research projects led respectively by **Tom Appleton, Samuel Asfaha and Geoff Pickering** (Schulich Medicine & Dentistry); **Derek Pamukoff** (Kinesiology); **Haojie Mao** (Mechanical & Materials Engineering); and **Yang Zhao** (Mechanical & Materials Engineering) awarded a total of \$1.25M from the *CFI’s John R. Evans Leaders Fund*.
- **Subrata Chakrabarti** (Pathology), **Pauline Barmby** (Physics & Astronomy), and **Isaac Luginaah** (Geography & Environment) named *2022 Distinguished University Professors*; each will give public lectures on a topic of their choosing on April 21 at Conron Hall, starting at 4:00 pm.

- Named 2022 *Faculty Scholars*: **Kirsty Robertson** (Visual Arts), **Charles Stocking** (Classical Studies), **Ying Zheng** (Chemical & Biochemical Engineering), **Wenxing Zhou** (Civil & Environmental Engineering), **Susan Hunter** (Physical Therapy), **Treena Orchard** (Health Studies), **Romayne Smith Fullerton** (FIMS), **Deishin Lee** (Ivey), **Hubert Pun** (Ivey), **Sharon Wei** (Music), **Nathalie Berube** (Anatomy & Cell Biology), **Jimmy Dikeakos** (Microbiology & Immunology), **Dan Hardy** (Obstetrics & Gynecology), **Jamie Noël** (Chemistry), **Lindi Wahl** (Mathematics), **Kate Choi** (Sociology), and **Ryan Stevenson** (Psychology and Brain & Mind Institute).
- Canada Research Chair in Indigenous Health & Environment **Chantelle Richmond** (Geography & Environment, Indigenous Studies) named recipient of the *Fullbright Canada Scholar Award*
- Canada Research Chair in Global Women’s Issues **Bipasha Baruah** (Women’s Studies & Feminist Research) named Western’s first *Strategic Focus Chair*—the first such appointment in our revitalized [Western Research Chair](#) program.
- **Shauna Burke** (Health Studies), **Maria Ferraro** (Management & Organizational Studies), **Joe Gilroy** (Chemistry), and **Sarah McLean** (Anatomy & Cell Biology) named 2022 recipients of the *Edward G. Pleva Award for Excellence in Teaching*.
- **Julie Theurer** (Communication Sciences & Disorders) named 2022 recipient of the *Marilyn Robinson Award for Excellence in Teaching*.
- **Anita Cramp** (Health Studies) named 2022 recipient of the *Angela Armitt Award for Excellence in Teaching by Part-Time Faculty*.
- Anatomy Education Team members **Michele Barbeau**, **Brian Allman**, **David Creces**, **Charys Martin**, **Tyler Beveridge**, **Haley Linklater** and **Tim Wilson** named 2022 recipients of the *Vice-Provost (Academic Programs) Award for Excellence in Online Teaching & Learning*.
- **Tricia Johnson** (Visual Arts) named 2022 recipient of *Vice-Provost (Academic Programs) Award for Excellence in Online Teaching & Learning*.
- **Cheryle Séguin** (Physiology & Pharmacology) and **Trevor Birmingham** (Physical Therapy) named 2022 recipients of the *Vice-Provost (Academic Programs) Award for Excellence in Collaborative Teaching*.
- Ivey professors **Martha Maznevski** (Organizational Behaviour) and **Matthew Sooy** (Accounting) named among North America’s top 50 undergraduate business school professors of 2021 by *Poets & Quants*.

- Ten Ivey professors named among the *Case Centre's international list of best-selling business cases for 2021*, including **Murray Bryant** (Emeritus), **June Cotte**, **Steve Foerster**, **Elizabeth Grasby** (Emeritus), **Ian Dunn**, **Jim Hatch** (Emeritus), **Harry Lane** (Emeritus), **Derrick Neufeld**, **Vaughan Radcliffe**, and **Shane Wang**.
- **Nina Zitani** (Biology), **Donna Sasges** (WTS), and Western Sustainability Leaders Program student members **Brian Yang**, **Brittany Lau**, **Allison Pert**, **Grace Farrow** and **Rebecca Streef** named 2022 recipients of the *Western Green Award* recognizing their efforts as grassroots environmental change-makers.
- Students **Grace Tse**, **Samantha Tse** and **Ayumi Lam** named winners of the 2022 *Western Ideas for Sustainability and the Environment (WISE)* competition.
- Undergraduates **Maggie Chen** (Business), **Connor Plunkett** (Civil Engineering and Business), **Santosh Solaiyappan** (Mechatronic Systems Engineering), and **Rubaina Singla** (Media Information & Technoculture) named *Cansbridge Fellows*
- King's undergraduate (Disability Studies), Mustangs track-and-field member, and internationally ranked para-athlete **Madison Wilson-Walker** named recipient of the *2022 Jeffrey Reed Courage Award*
- Western's United Way campus campaign committee—led by co-chairs **Erika Chamberlain** (Law), **Kim Miller** (Ivey), **Stephanie Hayne Beatty** (Student Experience), **Louise Milligan** (President's Office), and **Joyce Garnett** (retired University Librarian)—recognized with a Changemaker Award for leading our community to donating \$617,000 to local social service agencies, the largest organizational contribution to this year's regional campaign.
- Alumnus and Western Board member **David Simmonds** (BA'07) named recipient of the *2022 Harry Jerome Leadership Award* from the Black Business & Professional Association.
- Alumni **Sarah Landstreet** (MBA'13), **Denis Nagasaki** (HBA'11), and **Shadi McIsaac** (BA'08) named among the *Globe & Mail's Report on Business Changemakers for 2022*.

**ITEM 4.1(a) – 2022-23 University Operating and Capital Budgets**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**4.1(a)(i) 2022-23 University Operation and Capital Budgets**

**4.1(a)(ii) 2022-23 Program Specific Fees and Other Supplemental Fees**

**Recommended:**    That the Board of Governors approve the 2022-23 University Operating and Capital Budgets ([Item 4.1\(a\)\(i\)](#)) and the proposed Program Specific Fees and Other Supplemental Fees for 2022-23 ([Item 4.1\(a\)\(ii\)](#)).

**4.1(a)(iii) 2022-23 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies**

**Recommended:**    That the Board of Governors approve the 2022-23 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units, as shown in [Item 4.1\(a\)\(iii\)](#), Table 1,

And,

That the ancillary fees collected by the University will be as detailed in [Item 4.1\(a\)\(iii\)](#), Table 2 for full-time students and Table 3 for part-time students as supported by the Student Services Committee.

**EXECUTIVE SUMMARY:**

The Operating and Capital Budgets, budgets for student fee funded units, ancillaries, academic support units and associated companies and the setting of tuition fees are under the purview of the Board of Governors and are approved annually.

Note: Supplemental Fees and Other Charges, shown in the Program Specific Fees and Other Supplemental Fees report are approved by the President throughout the year, as authorized under the Student Fees Policy (MAPP Policy 2.4). These are reported for information.

**ATTACHMENTS:**

[4.1\(a\)\(i\) 2022-23 University Operating and Capital Budgets](#)

[4.1\(a\)\(ii\) 2022-23 Program Specific Tuition and Other Supplemental Fees](#)

[4.1\(a\)\(iii\) 2022-23 Budgets for Student Fee Funded Units, Ancillaries, Academic Support Units and Associated Companies](#)



**Western**  
UNIVERSITY • CANADA

## *2022-23 Operating and Capital Budgets*

*March 31, 2022*

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**ACRONYMS used in University Budget Document**

	<b>Acronym</b>	<b>Description</b>
1	ACVS	Animal Care & Veterinary Services
2	AI	Artificial Intelligence
3	APF	Academic Priorities Fund
4	B.Ed.	Bachelor of Education Program/Degree
5	C.A.S.	Council for Advancement of Standards in Higher Education
6	CRCs	Canada Research Chairs
7	CRV	Current Replacement Value (of Buildings)
8	CSD	Communication Sciences and Disorders Program
9	CTL	Centre for Teaching and Learning
10	DM	Deferred Maintenance
11	Ed.D.	Doctor of Education Degree
12	EDI	Equity, Diversity, and Inclusion
13	EFB	Employee Future Benefits
14	FIMS	Faculty of Information & Media Studies
15	FRSF	Federal Research Support Fund
16	FTE	Full-Time Equivalent
17	GGRP	Greenhouse Gas Reduction Program
18	HBA	Honours Business Administration Degree/Program
19	IBA	Inflationary Budget Adjustment
20	IDCI	Interdisciplinary Curriculum Initiative
21	IDRI	Interdisciplinary Research Initiative
22	ITIF	Information Technology Infrastructure Fund
23	MBA	Master of Business Administration Degree/Program
24	M.Cl.Sc.	Masters in Clinical Sciences Degree
25	MCU	Ministry of Colleges and Universities
26	MD	Doctor of Medicine Degree/Program
27	MEng	Master of Engineering Degree/Program
28	MESc	Master of Engineering Science Degree
29	MMI	Maintenance, Modernization, and Infrastructure
30	MOS	Management & Organizational Studies Program
31	MSc	Master of Science Degree
32	MSOF	Major Strategic Opportunities Fund
33	OSAP	Ontario Student Assistance Program
34	OT	Occupational Therapy (School/Program)
35	PACES	President's Advisory Committee on the Environment and Sustainability
36	Ph.D.	Doctor of Philosophy Degree
37	PT	Physical Therapy (School/Program)
38	RISF	Research Infrastructure Support Fund
39	RRI	Robarts Research Institute
40	S3	Simple, Scalable, and Sustainable
41	SGPS	School of Graduate & Postdoctoral Studies
42	SSHRC	Social Science and Humanities Research Council
43	STEM	Science, Technology, Engineering, and Mathematics
44	SUPF	Support Unit Priorities Fund
45	USRI	Undergraduate Summer Research Internship Program
46	WRCs	Western Research Chairs

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## 2022-23 Operating Budget

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Western continues to build on its commitment to an outstanding student experience, scholarship, research, and creativity. The extraordinary efforts made by all members of our university community has enabled the university to maintain those commitments through the two years of the global pandemic. This 2022-23 Budget builds on those commitments and focusses on the priorities outlined in our **Strategic Plan – Towards Western at 150**.

Last year's budget started the process of investing in our strategic plan priorities and this budget builds on those investments.

The current budget makes additional significant investments in our strategic plan priorities including:

- Support for enrolment growth,
- Faculty and staff renewal/expansion,
- Scholarship/research/creativity,
- Engaging undergraduate students in research,
- Our commitment to an equitable, diverse, and inclusive community.
- Infrastructure to accommodate growth.

These and other investments are critical to Western's ongoing commitment to pursue the various components of our mission as a prominent public research university.

### A. Planning and Budgetary Context

The recently completed planning process is structured around a 1-year plan (for 2022-23) to be followed by a 3-year cycle (for 2023-24 through 2025-26). As noted, the Western Community put forward extraordinary efforts throughout the two years of the global pandemic and we look ahead to the post-pandemic environment where we will focus on our new strategic plan priorities. Our Faculties and Support Units are in the process of developing their Academic and Operational Plans, in alignment with our new strategic plan, for submission by summer 2022.

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The major changes in the 2021-22 Operating Budget (i.e. the current year) are as follows:

- In total, enrolments exceeded our projected figures by 1,370 full-time equivalent (FTE) students and therefore general tuition revenue is estimated to be higher by about \$5.3 million.
- The Fee-for-Services Transfer from the Affiliated University Colleges (which represents payments for services and teaching provided to their students) is estimated to be higher by \$1.4 million – due to enrolment increases at the Colleges.
- As we moved through the second year of the global pandemic, the impact on our ancillary units was less severe than the first year and therefore the transfers from these units to the Operating Budget is estimated to be higher by about \$4.7 million.

- Due to higher-than-projected enrolments in 2020-21, the enrolment-related revenue sharing mechanism transferred \$1.5 million more to the Faculties in 2021-22.
- As a result of higher enrolments, our spending in scholarships and bursaries is estimated to be higher by about \$3.3 million.
- Our efforts to ensure a safe campus environment for our community, in response to the constant/evolving impacts of COVID-19, resulted in estimated pandemic-related expenditures being \$8 million higher than budget.
- All other expenditures, across a number of budget lines, are estimated to be \$4 million higher than budget.

The net result of the above changes is an estimated variation of -\$5.4 million to the “in-year budget position” in the current year relative to the budgeted “in-year position”.

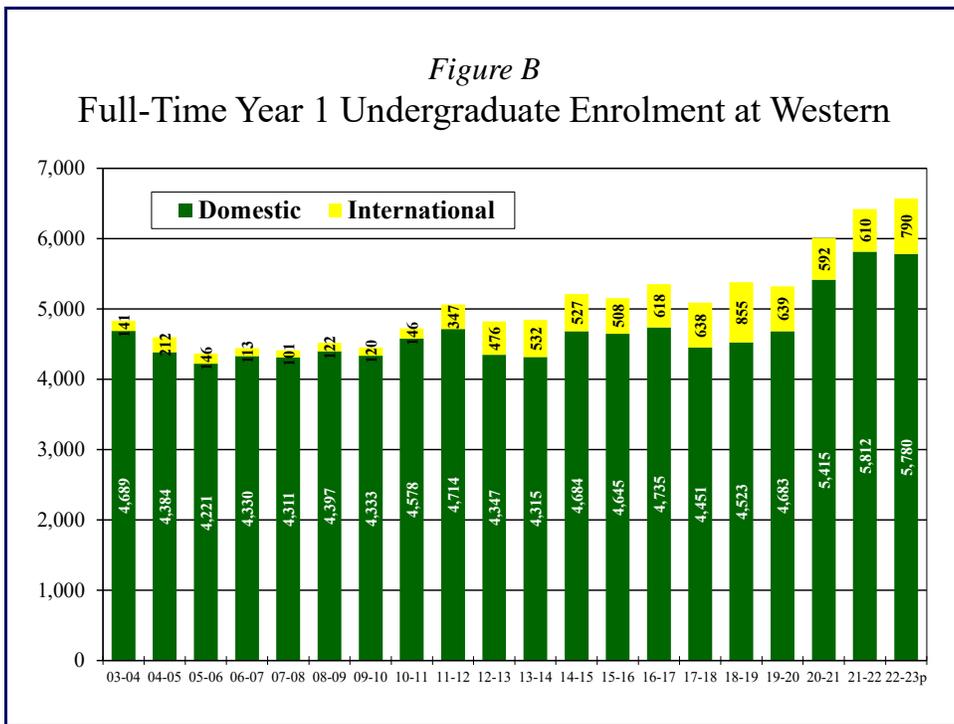
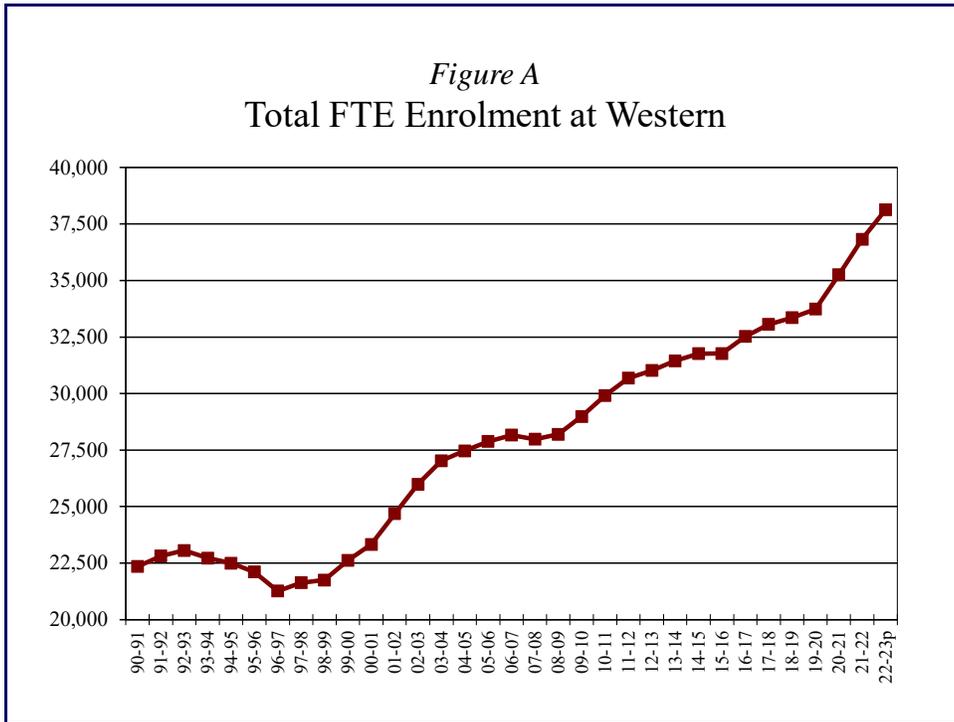
Looking ahead to 2022-23, we have developed the University budget with the following general assumptions regarding revenues:

- Under the Provincial Governments corridor-based block-grant funding system, our overall core provincial grants will remain frozen at the 2016-17 level.
- The Province’s tuition framework rolled back domestic tuition rates by 10% in 2019-20 and the rates were kept constant (at the reduced levels) in 2020-21 and 2021-22. It will remain unchanged for the 2022-23 year.
- Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class is expected to be 6,570 students (which includes 790 international students) and the graduate enrolment plans are the aggregate of the plans developed by the Faculties.

At Western, our integrated approach to planning serves us well. We continue to focus our budget planning on our strategic priorities. Our approach to enrolment planning allows us to make significant enhancements to the quality of education and the educational experience we offer our students:

- Recruitment of outstanding undergraduate students is a high priority. The average entering grade of our incoming class in the fall of 2021 was 92%, well above the Ontario average.
- Nearly 95% of our first-year students continue into their second year. Our retention rates are amongst the highest in Canada and much higher than at our peer institutions in the United States.
- Graduation rates of our undergraduate students have been steadily increasing and they are currently much higher than the rates at our peer universities in Canada and the United States. About 85% of Western’s 2014-15 entering cohort graduated within 6 years.
- We are investing in international undergraduate recruitment to grow international enrolments while also diversifying geographical source and program destination.
- Expansion of graduate enrolments in areas of demand and capacity continues to be a strategic priority at Western. The current plans from the Faculties show significant growth aspirations. In the current year, full-time graduate students comprise nearly 20% of total full-time enrolment.

We remain committed to building on the substantive gains we have made in the areas of student quality, educational quality, and the students experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our new Strategic Plan.



## **B. Updates on Priorities and Initiatives from Last Year's Budget**

The following initiatives were included in the 2021-22 Budget and involved substantial investments.

### **1. Faculty and Staff Renewal**

As an outcome of last year's planning cycle, faculty and staff renewal was identified as a high and immediate priority – and the 2021-22 plans from the Faculties and Support Units (in total) included 94 incremental faculty and 140 additional staff positions. Based on those plans, as of January 31/2022, the University's faculty complement had increased by 35 positions and the staff complement by 107 positions relative to the previous year – and recruitment for the remaining positions continues.

### **2. Enhancing the Student Experience**

#### **Accessible Education**

A sum of \$1 million in one-time funding was set aside to support Accessible Education initiatives. The University has established a committee to guide the implementation of the standards established by the Council for Advancement of Standards in Higher Education (CAS). The committee has submitted a report to the Provost this spring, with prioritized recommendations.

#### **Western Undergraduate Summer Research Internships (USRIs)**

A sum of \$2 million in one-time funding was allocated to support the continuation of the USRI Program in 2021-22. The program provided experiential research opportunities for 310 students from all Faculties. It also supported 257 faculty members' efforts to advance their research programs. Based on the success of the program, the University intends to continue the USRIs in 2022-23

#### **Western Summer Student Teaching Support Internship Program**

Following on the success of the first year of the program, to support the completion of the transition of some courses to on-line delivery, the Summer Student Teaching Internship Program was continued in 2021-22, with a one-time allocation of \$500,000. The program supported 80 student internships across all Faculties, and the students provided key supports to our academic community with on-line course development.

#### **Academic Advising**

A sum of \$1 million in one-time funding was allocated in support of enhancing and expanding Academic Advising Services at Western. The Provost's Working Group on Academic Advising is nearing the conclusion of its discussions after wide consultation with students, staff, and academic leaders. The Group's recommendations on advancing this crucial aspect of the student academic experience are expected this spring.

### **Creation of the Office of Equity, Diversity, and Inclusion (EDI)**

The 2021-22 Budget allocated \$420,000 in base funding to support the creation of the EDI Office and the recruitment of the Associate Vice-President (EDI). In August 2021, Dr. Opiyo Oloya was appointed as Western's first AVP-EDI – and the EDI Office was officially established. The current staff complement of the EDI Office includes a total of six staff positions. In addition, one-time funding has been provided to support EDI data collection, database creation, and analysis.

### **Facilities to Support Student Experience, Health, and Well-Being**

Last year's budget signaled two major capital projects aimed at providing space/facilities to support all aspects of student life, including health, wellness, and sports & recreation, a University Gathering Hub and a Multi-Sport Fieldhouse. Site assessment for these projects have been completed and the search for the Architects is currently underway.

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

### **Expansion of Services Provided by the Vice-President (Research) Portfolio**

In 2021-22, a sum of \$700,000 in base funding was provided to the Vice-President (Research) Portfolio to create a centralized unit dedicated to supporting innovation and partnerships – to be led by a new Associate Vice-President (Innovation & Strategic Partnerships). In February 2022, Dr. David Muir started in the AVP role – and he is currently reviewing the strategies for and structure of the new unit.

### **Incremental Resources to Support Pan-University Academic Priorities**

Last year's budget committed \$15 million to an endowment to support academic priorities and \$4 million in one-time funding to support a cluster hire program aimed at recruiting Black and Indigenous faculty. The source of this funding (totaling \$19 million) was the program that enabled Faculties to exchange one-time carry-forward funds for base budget. The \$15 million endowment has been set up and will generate annual base funding (starting at \$600,000) to support the Western Research Chair program. The Provost is collaborating with the Deans on the cluster hire initiative with the objective of having some of the hires in place on for the upcoming academic year.

### **The Postdoctoral Fellowships Program**

The 2021-22 budget allocated a sum of \$310,000 to support the continuation of the Postdoctoral Fellowships Program. The funding supported 11 fellowships for the cohort's second year in the program.

### **An Innovative Clinical Research Platform to Test Simple Scalable Solutions in Care for Big Impact on Health**

Last year's budget set aside \$6 million in one-time funding to support the development of a Clinical Research Platform that will differentiate Western by focusing on clinical studies that address simple scalable solutions in routine care for big impact on health.

Under the leadership of a newly created role of Associate Dean (Clinical Research) in the Schulich School, a large-scale, multi-centre, pragmatic randomized trials program for studies that are Simple, Scalable, and Sustainable (S3) has been launched. In collaboration with the Faculty of Health Sciences, a development team consisting of a Director, trialists, a methodologist, and a bio-statistician has been established. Progress to-date includes:

- Creation of the S3 Blueprint, including plans for cost-recovery for long-term sustainability and growth
- Launching of info sessions and virtual workshops
- Onboarding three existing trials onto the S3 platform
- Supporting the development of two new trial protocols

### **Support of University-level Research Institutes**

A sum of \$750,000 in one-time funding was allocated in the 2021-22 budget to support University-level Research Institutes. The funding has been used to support institute-specific initiatives, a new Director for the Institute for Earth and Space Exploration, the Rotman Institute of Philosophy, and the hiring of a lead staff position to support the work of all the institutes.

### **Interdisciplinary Research Facilities**

Last year's budget re-affirmed the construction of an Interdisciplinary Research Facility (involving Medicine, Science, Engineering, and Health Sciences) as part of the University's Long-Range Space plan. The Deans of the four Faculties have developed a vision for the facility which centers around integrated knowledge translation and innovation involving the areas of health assessment, clinical trials, and synthetic biology. The current name for the Facility is the Bio-convergence Centre and the high-level space plan includes core research facilities, teaching and learning laboratories, virtual reality spaces, and collision spaces. The next step, expected to start in early summer 2022, will be the contracting of external consultants with detailed space planning.

## **4. Investment in Curriculum Enhancement**

### **Interdisciplinary Curriculum Initiatives (IDCIs)**

A sum of \$2 million in one-time funding was allocated in last year's budget to support the development of interdisciplinary courses/programs both at the graduate and undergraduate levels. Under the leadership of the Vice-Provost (Academic Programs), work is underway to identify barriers to interdisciplinary curriculum, courses, and programs.

### **EDI Curriculum Development**

Last year's budget set aside \$1 million in one-time funding to support EDI curriculum development across the University. In consultation with the AVP-EDI, the following elements were either completed or underway:

- Recruitment for two Education Developer staff positions
- Two keynote presentations on anti-black racism attended by over 1,400 participants
- Half-day retreat on "decolonizing the curriculum" for the Faculty of Arts and Humanities – attended by 83 participants
- 18 workshops with a combined attendance of over 1,200 faculty and teaching assistants

### **Indigenizing University Curriculum**

In 2021-22, a sum of \$1 million in one-time funding was allocated in support of Indigenizing university curriculum. The Centre for Teaching & Learning and the Office of Indigenous Initiatives have collaborated to create a university-wide Teaching Fellow position in Indigenous Learning. Dr. Candace Brunette-Debassige has been appointed for a three-year term starting in July 2021. Early work includes the development of six Indigenous digital learning bundles which are expected to be released in June 2022. Nine faculty members have been recruited to lead the development of these bundles with the expectation that up to seven bundles will be created in each of the next three years.

### **The Next Round of Strategic Expansion of Engineering**

Last year's budget signaled the next round of Engineering expansion involving a new 5-year undergraduate program that combines the core elements of Artificial Intelligence (AI) and Information & Communications Technology with any of the core disciplines in Engineering. The detailed plan has been developed and approved by the Provost. The main components of the multi-year plan which will formally start in 2022-23 include: undergraduate intake of 800 first-year students, 24 faculty positions and 5 staff positions to Engineering, 4 faculty positions to Science, a sum of \$260,000 in base funding to Arts & Humanities to support the teaching of communications courses to Engineering students, and a new building for Engineering (funded through the Engineering expansion revenues). Formal budget investments will start in 2022-23.

## **5. A Safe and Sustainable Campus Physical Infrastructure that Supports our Academic Needs**

### **University-wide Sustainability Initiatives**

The 2021-22 Budget allocated a sum of \$1.5 million in one-time funding to support sustainability-related initiatives and programming under the guidance of the President's Advisory Committee for the Environment and Sustainability (PACES) and \$10 million one-time to support Campus-wide Greenhouse Gas Reduction Initiatives.

This past year has seen the advancement of several important sustainability initiatives, including efforts to reduce the University's greenhouse gas emissions, transforming the campus chilled water network into a year-round energy loop, and the deep energy retrofit program. Near-term plans include more deep energy retrofits, replacement of ageing natural gas boilers with electric boilers, and the implementation of low carbon geothermal/geo-exchange fields on campus.

### **The Open Space Strategy**

Last year's budget allocated \$10 million in one-time funding to support our multi-year strategy aimed at the transformation of our core campus into a safe and pedestrian-friendly campus. Work on the Open Space Strategy continued throughout the year. The new walkway at Kent North, from Middlesex Drive to Oxford Drive, was opened last fall with some remaining planting to be completed this spring. Biodiversity was a key consideration in the design, as exemplified by the rain garden in front of the Physics & Astronomy Building. Planning and design are under way for enhancements to the outdoor precinct surrounded by Talbot College, University College, the Arts & Humanities Building, and the International & Graduate Affairs Building.

## **6. Implementing our Strategic Plan – Towards Western at 150**

Three separate allocations were made in the 2021-22 budget to support the aspirations of our new Strategic Plan: \$20 million one-time to support the implementation of priorities recommended in the new Strategic Plan, \$2.5 million one-time to the Vice-President (Advancement) Portfolio to begin the planning for our next fundraising campaign, and \$1 million base funding to Western Communications to enhance our central communications infrastructure.

A call for proposals for the \$20 million Strategic Priorities Fund went out to the University community in October 2021 – with the possibility of submitting proposals in three separate rounds. In round 1, a total of 16 proposals (out of the 38 reviewed) were funded with a total allocation of \$11.8 million. In round 2, a total of 8 proposals (out of 30 reviewed) were funded with a total allocation of \$1.5 million. The deadline of round 3 submissions is April 14, 2022.

The funding allocated to the Vice-President (Advancement) Portfolio and Western Communications has been used to hire additional staff in strategic areas aimed at supporting our fundraising activities and enhancing our communications capabilities in the areas of branding, marketing, advancement activities, scholarship/research communications, Indigenous and EDI initiatives, and student recruitment.

## C. Priorities for the 2022-23 Budget and New Initiatives

The recently completed planning process identified the following high priority initiatives that are directly aligned with the three themes in our new Strategic Plan.

### Theme 1: Greater Impact

#### Growth: Enrolments

1. A central element of “Greater Impact” is to grow strategically in areas of demand and societal need. In support of this imperative, two specific initiatives are recommended in the 2022-23 Budget.
  - As indicated in section B.4., the next round of Engineering expansion is underway with a fully developed multi-year plan involving expansion of enrolments, faculty/staff complements, space/facilities, and investments in other Faculties that contribute in a significant manner to the teaching of Engineering students.
  - A new funding program to support Faculties with PhD enrolment growth is being implemented in 2022-23 and will continue in the next 3-year planning cycle. The program provides per-incremental-student funding to the Faculties for PhD enrolment growth (on top of the standard revenue sharing allocations), as follows: \$20,000 for Arts & Humanities, FIMS, and Music; \$18,000 for Education, Health Sciences, and Social Science; and \$14,000 for Engineering, Law, Medicine, and Science.

*It should be noted that, as part of the Faculty Academic Plans development process, some Faculties are exploring options and funding plans for strategic enrolment growth, similar to the multi-year Engineering expansion initiative. The outcomes of these considerations will be included in the Faculty Academic Plans to be submitted in the summer of 2022.*

#### Growth: Faculty and Staff Renewal/Expansion

Faculty and staff renewal and expansion, commensurate with enrolment growth, is a key priority in our Strategic Plan. In support of this, the following budget allocations are recommended:

2. Last year’s budget allocated \$4 million to the Provost’s Academic Renewal Fund (PARF) in support of a cluster hire initiative aimed at recruiting Black and Indigenous faculty. In this budget, we are recommending the allocation of \$25 million one-time (Table 8, line 2) to augment last year’s allocation and to create a PARF endowment that will provide permanent annual funding to support faculty hiring focused on equity deserving groups. The Provost will work with the Deans and develop the long-range plan for the use of the annual endowment income. *Note that this recommendation also supports Theme 2 in our Strategic Plan – People, Community, and Culture.*
3. The Endowed Chairs Matching Program, whereby private donations to support faculty positions through the creation of endowed chairs are matched by the University, was introduced in 2010-11. To-date, a total of \$83.5 million has been allocated for matching purposes. Of this, \$70 million has already been spent as matching funds for a total 42 chairs, leaving \$13.5 million unspent. The Vice-President (Advancement) is currently in discussions regarding an additional 8 chairs which will require \$18 million in matching funds thus leaving a shortfall of \$4.5 million. It is expected that this matching program will be a central component of our next fundraising campaign, and further incremental matching funds will be required. Therefore, it is recommended that \$15 million

in one-time funding (Table 8, line 3) be allocated to support the Endowed Chairs Matching Program.

4. Last year's budget allocated \$15 million to an endowment to support the Western Research Chairs Program (WRCs). It is recommended that we augment that initial transfer with an additional allocation of \$22.1 million from funds received through the carry-forward exchange program (Table 8, line 16). *Note that this recommendation also supports the Research Impact aspect of Theme 1 – Greater Impact.*
5. The program that enables Faculties to exchange one-time carry-forward funds for base budget continues in 2022-23. The Faculties exchanged \$16 million carry-forward for \$2.4 million base funding and the Support Units exchanged \$10 million carry-forward for \$1.5 million base funding. The major portion of the \$3.9 million in base funding is being used to support faculty and staff appointments.
6. The base budget recommendations to the Faculties and Support Units (Tables 4 and 6) include substantial allocations through the Academic Priorities Fund (APF), the Support Unit Priorities Fund (SUPF), other targeted strategic base allocations, and the carry-forward exchange for base budget program. The Faculties final plans, which include these budget allocations, show a growth of 127 faculty positions and 105 staff positions in 2022-23 over the current year (as of January 31/2022).

#### **Space, Facilities, and Infrastructure to Support Growth**

7. In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the Strategic Plan calls for investment in facilities and infrastructure. In support of this priority, the following one-time allocations are recommended in this budget:
  - \$40 million (Table 8, line 1) to support our Long-Range Space Plan which is outlined in Table 13 – specifically in direct support of the creation of student and collision spaces in the Social Science Centre (\$5 million), the next phase of the Weldon Library modernization project (\$15 million), and the Bio-convergence Centre (\$20 million);
  - \$3.75 million for the renewal of Chemistry laboratories (Table 8, line 6);
  - \$2.62 million to start the multi-year funding plan for the new Engineering Building (Table 8, line 7); and
  - \$900,000 to support a university-wide four-year window maintenance program (Table 8, line 15).

#### **Enhancing our Research Profile and Impact**

8. In support of the research aspirations in our Strategic Plan, under the Greater Impact Theme, the following budget allocations are recommended:
  - \$5.5 million one-time to support the renewal and expansion of clinical research facilities, infrastructure, and equipment (Table 8, line 4);
  - \$1.9 million one-time to support the continuation of the Post-Doctoral Fellowship Program for another two years – by supporting 15 positions across campus (Table 8, line 9); and
  - \$4.6 million one-time support for a number of university-wide research initiatives – under the direction of the Vice-President Research (Table 8, line 47).

*As noted above in Section C.3., a sum of \$22.1 million is being recommended to augment the WRC endowment – which supports the faculty renewal/expansion component and the research impact component of Theme 1 – Greater Impact.*

### **Build Institutional Capacity through Expanded Fundraising**

9. In support of preparing for our next fundraising campaign through initial branding and marketing initiatives and staffing for the development of campaign plans, this budget recommends the allocation of \$5 million one-time to the fundraising campaign (Table 8, line 5) and \$600,000 one-time for the National Brand Campaign (Table 8, line 11). In addition, unit-specific allocations to the Vice-President (Advancement Portfolio) and Western Communications also support the fundraising priorities (see Table 6, lines 32 and 36 and Table 8, lines 45 and 48).

### **Enhancing the Learning Experience**

10. A sum of \$2.6 million one-time is recommended to support the continuation of the Undergraduate Summer Research Internship Program (USRI) (Table 8, line 8). In 2022-23, the program is expected to support 360 student internships – and will include an education and training component as part of the overall experiential research opportunity for our students.

### **State-of-the-Art Information Technology Infrastructure**

11. The commitment in the Strategic Plan to invest in state-of-the art I.T. infrastructure is being supported through the recommendation of \$3 million in one-time funding to support renewal of I.T equipment across campus (Table 8, line 14). This allocation augments the on-going base budget line for I.T. Infrastructure shown in Table 7, line 7.

## **Theme 2: People, Community, and Culture**

12. In support of the priorities under this theme, and in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization, the following budget allocations are recommended for 2022-23:
  - The allocation of \$25 million one-time described in section C.2. above which directly supports the PARF for recruitment of faculty from equity deserving groups (Table 8, line 2);
  - The provision of \$800,000 one-time to the University Students' Council, to be used over a 2-year period, to support the distribution of menstrual products to our students (Table 8, line 10);
  - A sum of \$100,000 one-time funding to support an Indigenous Teaching Secondment in the Faculty of Education (Table 8, line 19);
  - An allocation of \$134,000 one-time to support programming initiatives in the newly-created Indigenous Learning Centre (Table 8, line 35);
  - Funding support (\$440,000 one-time) to the EDI Office in support of an Anti-Racism Advisor, 15 Black Western Student Community Ambassadors, and various programming initiatives (Table 8, line 44);
  - Base funding allocations to the Office of Indigenous Initiatives and the EDI Office, as shown in lines 7 and 38 on Table 6;

- A sum of \$525,000 in 2022-23 (growing to \$1.9 million over 4 years) to support a new program of scholarships aimed at recruiting Black Students and expansion of scholarships for Indigenous Students (included in Table 5, line 8); and
- Base funding to the Faculties in support of various EDI and Indigenous initiatives: a joint Arts & Humanities and Social Science faculty position in Black Feminist Studies (\$133,000), an EDI support staff position in Health Sciences (\$60,000 – with \$50,000 match from the Faculty, two staff positions in Indigenous Studies in Social Science (\$100,000 – with \$38,500 match from the Faculty), and the creation of an EDID Office in the Schulich School including an Associate Dean, EDI Specialist, Indigenous Leader, and an Indigenous Scholar (\$500,000 – with a \$200,000 match from the Faculty).

### **Theme 3: Western's Place in the World**

13. The priorities under this theme are directly supported in this budget through the following first set of commitments:
- Enhancing Western's campus is a central priority in our Long Range Space Plan (Table 13), and includes the following projects: The Entrepreneurship and Innovation Centre, the University Gathering Hub, the Multi-Sport Field House, the Social Sciences Centre Realignment/Expansion project, and the Open Space Strategy;
  - We have established a new presence in London's downtown core through the acquisition of the building at 450 Talbot Street, and planning for the activities to be housed at that location is currently underway with a projected spending of \$3.7 million in 2022-23 (Table 17, line 15);
  - The on-going range of university-wide Campus Sustainability, Energy Conservation, and Infrastructure Projects support our aspiration to reduce carbon emissions for campus operations, and we are projecting expenditures of \$21.5 million in 2022-23 (Table 14, line 3); and
  - We are currently exploring options for a physical presence in Toronto perhaps in alignment with the Ivey Business School's activities in Toronto;

## D. 2022-23 Budget Plan

We seek approval of the 2022-23 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the upcoming year. These projections respect the requirement of an operating reserve at the Board-mandated minimum level of \$7.5 million. Table 1 summarizes our current forecast for 2022-23 and the major underlying assumptions are as follows:

### Revenues

- Provincial government on-going grant funding remains constant in 2022-23, consistent with the current corridor funding system and the planned move to performance-based funding.
- The federal government's Research Support Fund, which is in recognition of the indirect costs of granting-council-supported research covered by the University's operating budget, is expected to increase modestly in 2022-23.
- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21 and 2021-22. This continues for 2022-23.

International tuition rates are de-regulated, and our proposed rate increases are shown in Tables 10 and 11.

- The Senate-approved enrolment projections and plans, which align with our growth aspirations and drive tuition revenue projections, are shown in Table 12. As indicated earlier, our first-year class (for budgetary purposes) is assumed to be an intake of 6,570 students.
- COVID-19 had a significant impact on our Ancillary Units and therefore the transfers from these units to the Operating Budget (i.e. associated with space/rent costs and central administrative services provided by the University) were reduced substantially in each of 2020-21 and 2021-22. For the coming year, we are expecting our ancillary operations to return to pre-COVID operational levels and the revenue from this source (included in line 13 of Table 1) reflects this ramp up of operations.

### Expenditures

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA).
- Enrolment-related revenue sharing with the Faculties, which transfers nearly 50% of such incremental revenue to the Faculty budgets, continues in 2022-23.
- Non-salary costs associated with major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) are based on the current estimates from the units that manage these expenditures.

- 
- Central funding to cover the costs of negotiated employee compensation increases have been set aside and these funds will be transferred to Faculty and Support Unit budgets throughout the year, as the various compensation provisions are implemented.

**Net Position and the Operating Reserve**

- As can be seen in line 33 of Table 1, the Operating Reserve is projected to be at \$72.2 million at the end of the current year (i.e. 2021-22). The reserve is projected to be \$44.2 million at the end of the upcoming year (2022-23) – above the current Board-mandated minimum level of \$7.5 million.

**Table 1**  
**2022-23 BUDGET PLAN**

		2019-20	2020-21	2021-22	2022-23
1	<b>REVENUES</b>				
2	<b>Government Grants</b>				
3	Provincial: Core Operating Grant (Enrolment-based)	241.8	203.9	175.0	145.9
4	Provincial: Differentiation Envelope	22.0			
5	Provincial: Performance based Grant	0.0	67.4	96.2	125.3
6	Provincial: Special Purpose Grants	20.8	12.3	14.1	12.5
7	Federal: Research Support Fund (FRSF)	11.5	11.5	11.6	12.0
8	<b>Total</b>	<b>296.1</b>	<b>295.0</b>	<b>297.0</b>	<b>295.7</b>
9	<b>Tuition Revenue</b>	<b>401.5</b>	<b>419.0</b>	<b>446.5</b>	<b>464.8</b>
10	<b>All Other Revenues</b>				
11	Canada Research Chairs (CRCs)	6.8	8.5	8.7	8.2
12	Recoverable Salaries	26.5	26.6	26.9	26.9
13	All Other	76.5	70.2	72.3	77.9
14	<b>Total</b>	<b>109.8</b>	<b>105.3</b>	<b>107.9</b>	<b>113.0</b>
15	<b>Total Revenues</b>	<b>807.4</b>	<b>819.3</b>	<b>851.4</b>	<b>873.5</b>
16	<b>EXPENDITURES</b>				
17	<b>Faculties</b>				
18	Base Budgets	423.6	424.3	451.4	453.7
19	Revenue Sharing Allocations	5.5	9.7	0.0	3.9
20	Canada Research Chairs (CRCs)	5.9	7.4	7.6	7.1
21	All Other	47.1	45.8	47.1	47.2
22	<b>Total</b>	<b>482.1</b>	<b>487.2</b>	<b>506.1</b>	<b>511.9</b>
23	<b>Scholarships and Bursaries</b>	<b>33.0</b>	<b>35.1</b>	<b>38.5</b>	<b>40.4</b>
24	<b>Support Areas</b>	<b>105.3</b>	<b>109.2</b>	<b>114.3</b>	<b>118.6</b>
25	<b>University-wide Expenditures</b>	<b>78.6</b>	<b>76.3</b>	<b>77.7</b>	<b>84.1</b>
26	<b>Provision for Cost Fluctuations</b>			<b>0.4</b>	<b>20.6</b>
27	<b>One-Time Allocations</b>	<b>104.5</b>	<b>136.3</b>	<b>115.8</b>	<b>125.9</b>
28	<b>Total Expenditures</b>	<b>803.5</b>	<b>844.1</b>	<b>852.8</b>	<b>901.5</b>
29	<b>REVENUES minus EXPENDITURES</b>	<b>3.9</b>	<b>-24.8</b>	<b>-1.4</b>	<b>-28.0</b>
30	<b>OPERATING RESERVE</b>				
31	Beginning Operating Reserve	94.5	98.4	73.6	72.2
32	Surplus / (Deficit) -- from Line 28 above	3.9	-24.8	-1.4	-28.0
33	<b>Ending Operating Reserve</b>	<b>98.4</b>	<b>73.6</b>	<b>72.2</b>	<b>44.2</b>

### E. Summary of the 2022-23 Operating Budget

Table 2 summarizes the 2022-23 Operating Budget, including total revenues, expenditures by area, net position for the year, and the projected operating reserve.

Line 5: Total operating revenue is projected to be \$873.4 million in 2022-23 – an increase of 2.6% over 2021-22. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$901.4 million in 2022-23 – an increase of 5.7% over 2021-22. Details of the expenditures (by area) are shown in Tables 4 through 8.

Line 14: The in-year net position is projected to be a (planned) deficit of \$1.4 million in 2021-22 and a deficit of \$28.0 million in 2022-23. The planned deficit for the coming year (i.e. the \$28.0 million) is the result of recommended “one-time” spending in areas of strategic priority to the University – and is made possible by the availability of “one-time” funds in our operating reserve.

Line 17: The Operating Reserve is forecast to be \$72.2 million at the end of 2021-22 and \$44.2 million at the end of 2022-23.

**Table 2**  
**SUMMARY OF OPERATING BUDGET: 2022-23**

	<a>	<b>	<c>	
	2021-22 Budget (@Feb 28, 2022)	2022-23 Budget	\$ Change from 2021-22	
1	<b>Operating Revenues (Table 3)</b>			
2	Government Grants	297,046,345	295,706,150	-1,340,195
3	Tuition Revenue	446,488,250	464,766,184	18,277,934
4	All Other	107,900,164	112,954,075	5,053,911
5	<b>Total Revenues</b>	<b>851,434,759</b>	<b>873,426,409</b>	<b>21,991,650</b>
6	<b>Expenditure Budgets</b>			
7	Faculties (Table 4)	506,092,283	511,903,800	5,811,517
8	Scholarships and Bursaries (Table 5)	38,531,352	40,365,398	1,834,046
9	Support Areas (Table 6)	114,343,285	118,588,940	4,245,655
10	University-wide Expenditures (Table 7)	77,671,930	84,075,191	6,403,261
11	Provision for Cost Fluctuations	400,000	20,580,024	20,180,024
12	One-Time Allocations	115,767,946	125,909,222	10,141,276
13	<b>Total Expenditures</b>	<b>852,806,796</b>	<b>901,422,575</b>	<b>48,615,779</b>
14	<b>Surplus / (Deficit) - Line 5 minus Line 13</b>	<b>-1,372,037</b>	<b>-27,996,166</b>	
15	<b>Beginning Operating Reserve Balance</b>	<b>73,607,026</b>	<b>72,234,989</b>	
16	Surplus / (Deficit) -- Line 14 above	-1,372,037	-27,996,166	
17	<b>Closing Operating Reserve Balance</b>	<b>72,234,989</b>	<b>44,238,823</b>	
18	<b>Board-mandated Minimum Level Reserve Target</b>	<b>7,500,000</b>	<b>7,500,000</b>	

## F. Details of the 2022-23 Operating Revenue Forecasts (Table 3)

### Government Grants

In 2017-18, the Provincial Government introduced an enrolment corridor-based funding system whereby the major portion of provincial grants would flow as a block grant, provided the institution maintains an overall level of domestic enrolments. In 2019-20, the Province had signaled the move to a performance-based funding system whereby, gradually, over the next 5 years (starting with 2020-21), the major portion of grant funding would be tied to ten performance/outcomes metrics. However, in response to the global pandemic and its impact on university operations, the Province has delayed the actual metrics-based implementation until the end of 2022-23. However, while the total amount of grant funding remains unchanged, the Government has notionally presented the grants transitioning to the performance-based system, but with no change in the overall grant funding level (i.e. the sum of lines 2 and 3 in Table 3 remain unchanged).

### Tuition Fees

The recommended tuition fee rates for 2022-23 are summarized in Tables 10 and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

### Domestic Students

As noted earlier (in section A), tuition for domestic students remains unchanged.

### International Students

Recent University budgets highlighted the fact that Western's international undergraduate student tuition rates were below the average of our peer research-intensive institutions in Ontario and it was noted that, looking forward, our recommendations for these tuition fees will seek to move Western's tuition rates to the level of our peers. The recommendations for international undergraduate tuition fees continue on the path to narrowing the gap with our peer institutions.

Starting with the fall term of 2018, tuition rates for international Ph.D. students have been set at the same rate as domestic students.

### All Other Revenues

A number of other sources contribute to the University's Operating Budget. Major items to note are the Canada Research Chairs (CRCs), the Fee-for-Services Transfer from the Affiliated University Colleges, Fundraising associated with Student Financial Aid, Royalties and Licenses, and the Fee-for-Services Transfer from Ancillaries and Other Self-funded Operations.

- Table 9 summarizes the distribution of currently-occupied CRCs at Western. Our current allocation is a total of 77 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 59 occupied Chairs in the current year and we are projecting 56 occupied chairs in 2022-23, with \$8.2 million in associated revenue. An additional 19 CRCs are currently allocated and are in the selection and recruitment phase. These positions should be finalized in 2022-23. Two additional Indigenous CRCs are open.

- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate is 12% of the Colleges' grant and tuition revenue. Our current projection is that the transfer will increase to \$13.7 million in the coming year, due to enrolment increases at the Colleges.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2022-23, we project a sum of \$9.4 million from this source.
- The revenue from Royalties and Licenses includes patents/licenses associated with the Robarts Research Institute which flows to the Schulich School. The projected decline in 2022-23 is the result of unexpected one-time licensing activity in 2021-22 which is not expected to repeat in the coming year.
- Western's self-funded operations and ancillary units transfer substantial funds to the University Operating Budget by way of payments associated with facilities/land costs and services provided by the University. As noted earlier, our ancillary operations are expected to return to pre-COVID operational levels which will result in the transfers from these units returning to pre-COVID levels. This category also includes the payment from the Ivey Business School to the University for services provided by the University to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

## G. Details of the 2022-23 Expenditure Recommendations

### 1. Faculty Budget Recommendations

Table 4 shows the 2022-23 **base budget recommendations** for Western's Faculties. Final 2022-23 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Faculty Turnover Recovery (for pre-2016 retirements), which returns the greater of \$93,000 or 60% of the retiring or departing member's salary to the Faculty budget;
- Academic Priorities Fund (APF) allocations;
- Program expansion funding and/or targeted government allocations; and
- Funds associated with CRC positions (detailed in Table 9).

The **Inflationary Budget Adjustment (IBA)**, which reduces the base budget by 3%, is applied annually. This adjustment is required to help fund inflationary costs, which are primarily the annual employee salary increases as negotiated through collective bargaining agreements. *It should be noted that central funding to cover the costs of negotiated employee compensation increases will be incrementally added to Faculty base budgets (in year) as the information is available – i.e. the funds will be added to the figures shown in column <g> of Table 4.* For information, during the period 2009-10 through 2020-21 (in total), central funding to the Faculties for compensation increases exceeded the Inflationary Budget Adjustments by \$2.1 million.

As an outcome of the 2016-17 planning cycle, to provide Faculties with resources to support faculty renewal, the **Faculty Turnover Recovery Program** was temporarily suspended. Turnover recovery was waived for all tenured/probationary faculty retirements (or exits of faculty members at age 55 or higher) signed between February 1, 2016 and June 30, 2023 when the faculty member leaves the University by July 1, 2023. Turnover recovery associated with all previous exits, which are currently built into the Faculties' budget plans, will be applied as planned. The Turnover Recovery Policy will be reviewed as part of the next multi-year planning cycle.

The **Academic Priorities Fund (APF)** shown in line 18 of Table 4 was established in 2011-12. The Provost's APF recommendations are in direct response to requests from the Faculties and are made in the context of the following considerations:

- The Faculty's overall resource situation relative to enrolments/teaching
- Plans for program expansion and/or development of new graduate and undergraduate programs
- Projected revenue sharing allocations
- Resources relative to similar programs/Faculties
- Cost structure variations among disciplines/Faculties
- Relationship between resources, enrolments, and faculty/staff complements
- Scholarship/research activities and new initiatives, including interdisciplinary or cross-Faculty initiatives
- Investments made in recent years

The **Faculty-specific APF base recommendations** for 2022-23 (shown in column <d> of Table 4) are:

- \$299,500 to the Faculty of Arts & Humanities in support of a work-integrated learning staff position, a faculty position in Philosophy (Ethics, AI), and a faculty position in Black Feminist Studies (joint with Social Science);
- \$175,000 to the Faculty of Education for a faculty position;
- \$500,000 to the Faculty of Health Sciences in support of three faculty positions (Advanced Health Care, Health Care Leadership, Biostatistics & Epidemiology), a faculty position in Health Information Science (joint with FIMS), and two staff positions (EDI and Experiential Learning);
- \$137,500 to the Faculty of Information & Media Studies for the faculty position in Health Information Science (joint with Health Sciences) and an Indigenous Program Coordinator staff position (joint with Law);
- \$47,500 to the Faculty of Law for the Indigenous Program Coordinator staff position (joint with FIMS);
- \$500,000 to the Schulich School of Medicine & Dentistry in support of EDI initiatives;
- \$250,000 to the Don Wright Faculty of Music in support of a limited-term faculty position and tenure-track position in Popular Music;
- \$500,000 to the Faculty of Science for three tenure-track faculty positions in support of expansion in the program;
- \$491,500 to the Faculty of Social Science in support of two faculty positions (Physical Geography, Dan Management), the faculty position in Black Feminist Studies (joint with A&H), three staff position (two in Indigenous Studies and an Alumni Development Officer role).

The **Other Base Changes** for the Faculties (shown in column <e> of Table 4) consist of:

- \$260,000 to Arts & Humanities in support of the incremental teaching associated with the Engineering expansion plan;
- \$300,000 to Education resulting from the exchange of carry-forward for base budget;
- \$1.7 million to Engineering as a direct result of enrolment expansion – and this funding will support 8 faculty positions and 2 staff positions;
- \$150,000 to Health Sciences resulting from the exchange of carry-forward for base budget;
- \$150,000 to FIMS resulting from the exchange of carry-forward for base budget;
- \$150,000 to Law resulting from the exchange of carry-forward for base budget;
- \$1.1 million to Science resulting from the exchange of carry-forward for base budget (\$750,000) and \$373,363 in support of the incremental teaching associated with the Engineering expansion plan. The funding is expected to support two faculty positions;
- \$900,000 to Social Science resulting from the exchange of carry-forward for base budget.

The **funding model for the Ivey Business School**, introduced in 2004-05, flows all tuition fees and government grants deriving from enrolments directly to Ivey. Under this funding model, the Ivey School does not participate in the University's other funding programs such as the APF, the Research Infrastructure Support Fund (RISF), and other targeted special funding programs, and the Faculty is responsible for all its costs, including annual employee compensation increases. The Faculty also transfers an annual amount to the central budget reflecting the cost of general services provided to the Faculty by the University.

Over and above the base budget allocations, the Faculties receive substantial additional on-going funds through the **enrolment-related revenue sharing mechanism** that was implemented in 2011-12. A proportion of tuition revenue deriving from incremental enrolments flows to the Faculties, as follows:

- 40% on direct-entry undergraduate enrolments/teaching
- 40% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

*Note: In order to support Faculties facing undergraduate enrolment pressures, the undergraduate enrolment baselines for the Arts & Humanities, FIMS, and Music were lowered by 10%.*

The Faculties are projected to receive \$3.9 million in 2022-23 through this mechanism, as shown in column g, line 15. This amount is in addition to the \$16.5 million that was rolled into Faculty base budgets in 2021-22.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$13.8 million) which are detailed in Table 8 (lines 17 to 29);
- The new **PhD enrolment growth funding support program**, estimated at \$2 million (Table 4, line 16);
- **The Research Infrastructure Support Fund (RISF)** totaling \$750,000 (Table 4, line 17); and
- Support for **Faculty-specific capital projects** through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (direct to the Faculties, from the various sources described above) is presented in Figure C. These recommendations are for the 2022-23 Budget.

*Figure C*

**SUMMARY OF 2022-23 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES**

(direct allocations to the Faculties through the planning process)

		Base Allocations	One-Time Allocations	Capital Allocations
1	Arts & Humanities	559,500	300,000	153,500
2	Education	475,000	100,000	123,000
3	Engineering	1,688,313	800,000	715,500
4	Health Sciences	650,000	1,500,000	
5	Information & Media Studies	287,500	288,400	
6	Law	197,500	190,000	161,500
7	Medicine & Dentistry	500,000	500,000	
8	Music	250,000	500,000	
9	Science	1,623,363	700,000	
10	Social Science	1,391,500	500,000	
11	<b>Total</b>	<b>7,622,676</b>	<b>5,378,400</b>	<b>1,153,500</b>

*Note: These recommendations are for the 2022-23 budget -- and should be considered in the context of resource allocations made in previous recent planning cycles.*

## 2. Scholarships and Bursaries

Base budget allocations for centrally funded student support are shown in Table 5. Overall student support funding is projected to be \$40.4 million in 2022-23, a 22% increase over the 2019-20 level of \$32.0 million.

- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2022-23, we project a sum of \$9.4 million from this source.
- As the footnote in Table 5 indicates, graduate student funding is now addressed through the Faculty budgets and the Faculty Plans estimate a total of \$58.3 million in 2022-23 for this priority item.

## 3. Support Unit Budget Recommendations

Table 6 shows the 2022-23 base budget recommendations for Support Units. Final 2022-23 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Support Units Priorities Fund (SUPF) allocations; and
- Other strategic base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2022-23 (shown in column <c> of Table 6) are:

- \$98,000 to the Vice-Provost (Academic Programs) Portfolio in support of Quality Assurance (QA) Coordinator staff position and the QA Academy ;
- \$200,000 to Western Technology Services to maintain staffing levels ;
- \$102,000 to Western Libraries for a Research & Scholarly Communications (RSC) Librarian position ;
- \$112,000 to the Registrar's Office for Digital Recruitment leadership staff position ;
- \$124,000 to the Office of Indigenous Initiatives in support of an administrative staff position and the Indigenous Research Centre, which is also supported by the Vice-President (Research) budget;
- \$130,000 to the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio to maintain staffing levels;
- \$79,000 to the School of Graduate & Postdoctoral Studies for an EDI Graduate Academic Advisor staff position;
- \$130,000 to the Office of Institutional Planning & Budgeting to maintain staffing levels;
- \$544,125 to Facilities Management for five staff positions in the areas of information technology support, sustainability, architectural services, and operations analysis;
- \$103,660 to Campus Safety & Emergency Services for a Building Card Access Administrator staff position and technology initiatives;
- \$140,000 to Internal Audit for an incremental Internal Auditor position;
- \$180,000 to Legal Services to support an additional Legal Counsel position;
- \$500,000 to the Vice-President (Research) Portfolio in support of additional staffing in the areas of Research Support, Awards & Distinctions, Research Impact, Knowledge Exchange, and EDI and Indigenous Research;
- \$300,000 to the Vice-President (Advancement) Portfolio in support of Faculty-based development officer positions;
- \$300,000 to Human Resources for additional staffing in the areas of Safety & Well-Being and Talent Acquisition & Retention;

- \$300,000 to Western Communications in support of new positions in the areas of marketing, brand copywriting, and research communications.

The Provost and the Vice-President (Operations & Finance) are also carrying forward a portion of the SUPF resources associated with their units for allocation in the future. These are shown in lines 14 and 22 of Table 6.

The **Other Base Changes** for the Support Units (shown in column <d> of Table 6) consist of:

- \$750,000 to Western Technology Services resulting from the exchange of carry-forward for base budget;
- \$225,000 to the Libraries resulting from the exchange of carry-forward for base budget;
- \$400,000 to the Registrar's Office in support of international student recruitment, including incremental staffing and digital recruitment initiatives;
- \$117,500 to the Student Experience Portfolio in support of two staff positions in the area of Gender-based Sexual Violence supports and increased programming, in partnership with the Student Services Committee;
- \$584,738 to Facilities Management to support the operating costs of incremental space/facilities and \$375,000 resulting from the exchange of carry-forward for base budget;
- \$630,000 to Campus Safety & Emergency Services in support of four Special Constable positions and the Director position;
- \$500,000 to Animal Care & Veterinary Services in support of incremental staffing;
- \$200,000 to Human Resources to augment the additional SUPF-funded staffing in the areas of Safety & Well-Being and Talent Acquisition & Retention;
- \$700,000 to Western Communications in support of five staff positions in the areas of fundraising-related marketing and student recruitment related communications.

Similar to the Faculties, the Support Units also receive additional budgetary support through:

- **One-time operating budget allocations** (\$9.4 million) which are detailed in Table 8 (lines 30 through 49); and
- Support for **Unit-specific capital projects** through the University's Capital Budget.

#### 4. University-wide Expenditures

Table 7 summarizes University-wide Expenditures. These are expenses that extend across all areas of the University.

- The increase in the University's physical plant **Utilities** is the net result of the campus gradually returning to normal operations, projected utilities rate increases, utilization patterns, anticipated savings resulting from the implementation of energy efficiency initiatives, and the opening of new buildings.
- The **Library Acquisitions Budget** continues to be a high priority and is being maintained at the current level of \$15.4 million.
- The **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget is being maintained at the Board-approved level of \$15.5 million. This budget item will be reviewed as part of the next multi-year planning cycle.

- The **FRSF Transfer to Capital** continues at the \$3 million level and these funds are used to support major projects in our Long-range Space Plan that involve research facilities.
- The **Information Technology Infrastructure Fund (ITIF)** supports rapidly-expanding University-wide central IT infrastructure including our networks, wireless technologies, internet bandwidth, IT security infrastructure, general university computer labs, instructional support and eLearning software applications, central university databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software.
- **Contingency** is being set at approximately \$2.2 million or 0.25% of Operating Revenues, as in previous years.

### 5. One-Time Recommendations

As noted above, the Faculties and Support Units will receive substantial one-time funding in 2022-23. The specific one-time recommendations are summarized in Table 8 and include unit-specific items as well as allocations for University-wide initiatives.

As described earlier in Section C of this document, the following high priority university-wide initiatives are recommended for support in the 2022-23 budget – with one-time allocations:

- **Long-Range Space Plan:** \$40 million
- Creation of a Provost Academic Renewal Fund endowment to support **Faculty Hiring for equity deserving groups:** \$25 million
- **The Endowed Chairs Matching Program** – \$15 million
- Renewal and Expansion of **Clinical Research Facilities, Infrastructure, and Equipment:** \$5.5 million
- Support for our **next Fundraising Campaign:** \$5 million
- **Modernization of Chemistry Laboratories:** \$3.75 million
- Multi-year plan to fund a **new Engineering Building** to accommodate the enrolment expansion: \$2.6 million
- Continuation of the **Undergraduate Summer Research Internship Program:** \$2.6 million
- Continuation of the **Postdoctoral Fellowships Program:** \$1.9 million
- Support for the University Students' Council (USC) with its **Menstrual Product distribution** program: \$800,000 – to be used over the next two years
- A **National Brand Campaign** – in support of our next fundraising campaign: \$600,000

The program that enabled units to exchange carry-forward for base budget generated a total \$26 million in one-time funding and this has been re-allocated to support the following priority initiatives:

- University-wide **Information Technology Infrastructure Upgrades:** \$3 million
- University-wide **Window Maintenance Program:** \$900,000 (over 4 years)
- Add to the **WRC Endowment Program** created last year: \$22.1 million

**Table 3**  
**2022-23 OPERATING REVENUES**

	2021-22 Budget Forecast (@Feb 28, 2022) (1)	2022-23 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
<b>1 Government Grants</b>				
2 Provincial: Core Operating Grant (Enrolment-based)	175,040,587	145,925,489	-29,115,098	-16.6%
3 Provincial: Performance-based Grant	96,194,786	125,309,884	29,115,098	30.3%
4 Provincial: Special Purpose Grants	14,125,526	12,470,777	-1,654,749	-11.7%
5 Federal Research Support Fund (FRSF)	11,685,446	12,000,000	314,554	2.7%
<b>6 Sub-Total Government Grants</b>	<b>297,046,345</b>	<b>295,706,150</b>	<b>-1,340,195</b>	<b>-0.5%</b>
<b>7 Tuition Revenue</b>				
8 Undergraduate	290,570,000	299,268,069	8,698,069	3.0%
9 Graduate	65,640,000	68,833,688	3,193,688	4.9%
10 <i>Sub-Total General Programs</i>	<i>356,210,000</i>	<i>368,101,757</i>	<i>11,891,757</i>	<i>3.3%</i>
11 Ivey Programs (HBA, MBAs, MSc, PhD)	78,941,579	84,406,686	5,465,107	6.9%
12 International Medical and Dental Students	9,720,671	10,641,741	921,070	9.5%
13 <i>Sub-Total Other Programs</i>	<i>88,662,250</i>	<i>95,048,427</i>	<i>6,386,177</i>	<i>7.2%</i>
14 Miscellaneous Fees	1,616,000	1,616,000	0	0.0%
<b>15 Sub-Total Tuition Revenue</b>	<b>446,488,250</b>	<b>464,766,184</b>	<b>18,277,934</b>	<b>4.1%</b>
<b>16 Other Revenues</b>				
17 Canada Research Chairs (CRCs)	8,700,000	8,200,000	-500,000	-5.7%
18 Fee for Services Transfer from Affiliated University Colleges	12,859,056	13,702,140	843,084	6.6%
19 Recoverable Salaries	26,879,200	26,879,200	0	0.0%
20 Fundraising -- Need-based Student Awards and Bursaries	9,420,000	9,420,000	0	0.0%
21 Application Fees	2,500,000	2,412,500	-87,500	-3.5%
22 Research Overhead Revenues	3,100,000	3,100,000	0	0.0%
23 Royalties and Licences	7,288,253	5,875,000	-1,413,253	-19.4%
24 Scholarship/Research Initiatives in the SSHRC Disciplines	382,481	440,123	57,642	15.1%
25 Fee for Services Transfer from Self-Funded & Ancillary Operations	33,710,400	40,514,000	6,803,600	20.2%
26 Miscellaneous Revenues	3,060,774	2,411,112	-649,662	-21.2%
<b>27 Sub-Total Other Revenues</b>	<b>107,900,164</b>	<b>112,954,075</b>	<b>5,053,911</b>	<b>4.7%</b>
<b>28 Total Revenues</b>	<b>851,434,759</b>	<b>873,426,409</b>	<b>21,991,650</b>	<b>2.6%</b>

**Table 4  
 FACULTIES**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>
	2021-22 Base Budget (@Feb 28, 2022)	IBA	Faculty Turnover Recovery	APF	Other Base Changes	Canada Research Chairs	Resulting 2022-23 Base Budget
1	<b>Faculties</b>						
2	Arts & Humanities	-957,437	-82,241	299,500	260,000	-170,000	31,784,382
3	Education	-609,649		175,000	300,000		19,843,803
4	Engineering	-1,067,463			1,688,313	-90,000	37,412,942
5	Health Sciences	-1,038,734		500,000	150,000		34,745,740
6	Information & Media Studies	-337,597	-91,512	137,500	150,000		11,201,614
7	Law	-287,930		47,500	150,000		9,597,243
8	Medicine & Dentistry	-2,217,726		500,000			74,126,448
9	Music	-333,450		250,000			11,031,548
10	Science	-1,974,166	-91,485	500,000	1,123,363		66,923,242
11	Social Science	-1,961,158		491,500	900,000	-170,000	65,492,282
12	<b>Sub-Total Faculties (excluding Business)</b>	<b>-10,785,310</b>	<b>-265,238</b>	<b>2,901,000</b>	<b>4,721,676</b>	<b>-430,000</b>	<b>362,159,244</b>
13	Business	91,728,581			5,655,537	0	97,384,118
14	<b>Sub-Total Faculties</b>	<b>457,745,697</b>	<b>-265,238</b>	<b>2,901,000</b>	<b>10,377,213</b>	<b>-430,000</b>	<b>459,543,362</b>
15	Revenue Sharing Allocation	0			3,901,132		3,901,132
16	PhD Enrolment Growth Support	0			2,000,000		2,000,000
17	Research Infrastructure Support Fund (RISF)	750,000					750,000
18	Faculty Recruitment Initiatives	500,000					500,000
19	Academic Priorities Fund (APF)	6,077,435		-2,901,000			3,176,435
20	<b>Total -- with Revenue Sharing Allocation</b>	<b>465,073,132</b>	<b>-265,238</b>	<b>0</b>	<b>16,278,345</b>	<b>-430,000</b>	<b>469,870,929</b>
21	<b>All Other</b>						
22	Western Strategic Success Programs	1,500,000					1,500,000
23	Education: Continuing Education for Teachers	1,204,875			92,650		1,297,525
24	Medicine & Dentistry: International Tuition and Primary Care	10,070,476			921,070		10,991,546
25	Faculty Share of Research Overheads	985,600					985,600
26	Faculty Scholars & Distinguished University Professors	239,000					239,000
27	Graduate and Undergraduate Program Reviews	140,000					140,000
28	Recoverable Salaries	26,879,200					26,879,200
29	<b>Sub-Total</b>	<b>41,019,151</b>	<b>0</b>	<b>0</b>	<b>1,013,720</b>	<b>0</b>	<b>42,032,871</b>
30	<b>Total Academic Units</b>	<b>506,092,283</b>	<b>-10,785,310</b>	<b>0</b>	<b>17,292,065</b>	<b>-430,000</b>	<b>511,903,800</b>

Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Faculty base budgets (in year, to column g), as the information is available.

Table 5

## SCHOLARSHIPS and BURSARIES

		<a> 2021-22 Base Budget (@Feb 28, 2022)	<b> Changes	<c> Resulting 2022-23 Base Budget
1	Undergraduate Scholarships	10,405,297	1,200,000	11,605,297
2	Government-Mandated Tuition Re-Investment	16,051,787	634,046	16,685,833
3	Western Bursaries and Fellowships	1,975,267		1,975,267
4	Privately-Funded Need-based Awards & Bursaries	9,420,000		9,420,000
5	MCU Bursaries	479,001		479,001
6	Global Opportunities Awards	200,000		200,000
7	<b>Total Scholarships and Bursaries</b>	<b>38,531,352</b>	<b>1,834,046</b>	<b>40,365,398</b>

Graduate student funding is now addressed through the Faculty budgets. In 2021-22, this funding is estimated to be \$56.5 million and the plan for 2022-23 is \$58.3 million.

**Table 6**  
**SUPPORT AREAS**

	<a>	<b>	<c>	<d>	<e>	
	2021-22 Base Budget (@Feb 28, 2022)	IBA	SUPF	Other Base Changes	Resulting 2022-23 Base Budget	
1	<b>Reporting to the Provost</b>					
2	VP (Academic Programs) Portfolio	1,975,675	-59,270	98,000		2,014,405
3	Western Technology Services	11,239,778	-337,193	200,000	750,000	11,852,585
4	Libraries	12,949,773	-388,493	102,000	225,000	12,888,280
5	Registrar's Office	6,964,519	-208,936	112,000	400,000	7,267,583
6	Student Experience Portfolio	3,025,152	-79,591		117,500	3,063,061
7	Office of Indigenous Initiatives	1,001,639	-30,049	124,000		1,095,590
8	Office of Vice-Provost (APPF)	1,603,560	-48,107	130,000		1,685,453
9	Graduate & Postdoctoral Studies	2,078,179	-62,345	79,000		2,094,834
10	Institutional Planning and Budgeting	2,990,223	-89,707	130,000		3,030,516
11	Western International	2,489,154	-74,675			2,414,479
12	McIntosh Gallery - Operating Budget Supplement	283,566				283,566
13	Teaching Fellows Program	475,312				475,312
14	Support Unit Priorities Fund (SUPF)	400,352		25,000		425,352
15	<b>Sub-Total</b>	<b>47,476,882</b>	<b>-1,378,366</b>	<b>1,000,000</b>	<b>1,492,500</b>	<b>48,591,016</b>
16	<b>Reporting to the Vice-President Operations &amp; Finance</b>					
17	Financial Services	5,424,438	-162,733			5,261,705
18	Facilities Management	18,285,138	-449,699	544,125	584,738	18,964,302
19	Campus Safety & Emergency Services	3,389,696	-101,691	103,660	630,000	4,021,665
20	Internal Audit	524,723	-15,742	140,000		648,981
21	Legal Services	782,673	-23,480	180,000		939,193
22	Support Unit Priorities Fund (SUPF)	697,012		-167,785		529,227
23	<b>Sub-Total</b>	<b>29,103,680</b>	<b>-753,345</b>	<b>800,000</b>	<b>1,214,738</b>	<b>30,365,073</b>
24	<b>Reporting to the Vice-President Research</b>					
25	Animal Care/Veterinary Services - Operating Budget Supplement	2,142,300			500,000	2,642,300
26	Research Western	6,160,074	-184,802	500,000		6,475,272
27	Research Promotion Fund	1,500,000				1,500,000
28	Small Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	382,481			57,642	440,123
30	Western Innovation Fund	400,000				400,000
31	<b>Sub-Total</b>	<b>10,834,855</b>	<b>-184,802</b>	<b>500,000</b>	<b>557,642</b>	<b>11,707,695</b>
32	<b>Vice-President University Advancement</b>	<b>9,007,503</b>	<b>-270,225</b>	<b>300,000</b>	<b>0</b>	<b>9,037,278</b>
33	<b>General Administration</b>					
34	Human Resources (Including Workplace Health Services)	7,331,707	-214,827	300,000	200,000	7,616,880
35	Offices of the President and Vice-Presidents	4,134,591	-124,038			4,010,553
36	Western Communications	4,698,930	-140,968	300,000	700,000	5,557,962
37	University Secretariat	925,934	-27,778			898,156
38	Office of Equity, Diversity, and Inclusion	829,203	-24,876			804,327
39	<b>Sub-Total</b>	<b>17,920,365</b>	<b>-532,487</b>	<b>600,000</b>	<b>900,000</b>	<b>18,887,878</b>
40	<b>Total Support Areas</b>	<b>114,343,285</b>	<b>-3,119,225</b>	<b>3,200,000</b>	<b>4,164,880</b>	<b>118,588,940</b>

Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Unit base budgets (in year, to column e), as the information is available.

**Table 7**  
**UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS**

		<a> 2021-22 Base Budget (@Feb 28, 2022)	<b> New Investment	<c> Other Changes	<d> Resulting 2022-23 Base Budget
1	Utilities	22,276,869		1,336,873	23,613,742
2	Library Acquisitions	15,415,896			15,415,896
3	Transfer to MMI: Operating	15,500,000			15,500,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FRSF Transfer to Capital	3,000,000			3,000,000
6	CRC Transfer to Capital	920,000		-56,000	864,000
7	Information Technology Infrastructure Fund	10,948,274		328,448	11,276,722
8	Property Taxes	2,492,825		48,100	2,540,925
9	Insurance	3,246,300			3,246,300
10	Contingency	2,082,830		100,736	2,183,566
11	Accessible Education	1,524,516		-100,925	1,423,591
12	Professional Fees	1,455,500			1,455,500
13	Institutional Memberships	1,315,000			1,315,000
14	Sports and Recreation Services - Operating Budget Supplement	821,726		7,729	829,455
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	625,000			625,000
17	Convocation and Diplomas	338,000			338,000
18	Governance-Related Costs	177,800			177,800
19	Ombudsperson	119,487			119,487
20	University Surveys and Teaching Evaluations	75,000			75,000
21	Centre for Research on Violence Against Women and Children - Operating Budget Supplement	55,000			55,000
22	Museum of Ontario Archaeology - Operating Budget Supplement	50,000			50,000
23	<b>Total University-wide Expenditures</b>	<b>83,714,230</b>	<b>0</b>	<b>1,664,961</b>	<b>85,379,191</b>
24	Employee Benefit Plan Costs	125,300,700		9,865,300	135,166,000
25	Employee Benefit Recoveries	-131,343,000		-5,127,000	-136,470,000
26	<b>Net Employee Benefits</b>	<b>-6,042,300</b>	<b>0</b>	<b>4,738,300</b>	<b>-1,304,000</b>
27	<b>Net University-wide Expenditures</b>	<b>77,671,930</b>	<b>0</b>	<b>6,403,261</b>	<b>84,075,191</b>

**Table 8**  
**2022-23 ONE-TIME ALLOCATIONS**

1	Support for Long Range Space Plan	40,000,000
2	Faculty Hiring focused on Equity Deserving Groups -- Additional Resources -- Create PARF Endowment	25,000,000
3	Endowed Chairs Matching Program	15,000,000
4	Renewal and Expansion of Clinical Research Facilities, Infrastructure, and Equipment	5,475,000
5	Support for Western's Next Fundraising Campaign	5,000,000
6	Modernization of Chemistry Laboratories	3,750,000
7	Engineering Expansion -- Support for New Building (multi-year plan)	2,622,799
8	Undergraduate Summer Research Internship Program (USRI)	2,600,000
9	Post Doctoral Fellowships Program	1,900,000
10	Menstrual Product Distribution -- Support for University Students' Council (2-Year Pilot)	800,000
11	National Brand Campaign	600,000
12	Carryforward Recovered From Faculties	-16,000,000
13	Carryforward Recovered From Support Units	-10,000,000
14	Support for University-wide IT Infrastructure Upgrades	3,000,000
15	Support for University-wide Window Maintenance Initiatives (4-Year Program)	900,000
16	Support for WRC Program -- Add to Endowment	22,100,000
17	<b>Faculties</b>	
18	Arts & Humanities: Undergraduate First-Year Recruitment Awards (\$200K) and Senior Development Officer (\$100K)	300,000
19	Education: Indigenous Teaching Secondment	100,000
20	Engineering: Round 2 Engineering Expansion -- Faculty Recruitment and Start-up Funding	800,000
21	Health Sciences: Video & Clinical Capture Suite & Studio Plan (\$350K), Nursing Simulation Equipment Upgrades /Renewal (\$100K), Elborn Short-range Functional Program & Plan (\$50K), LHSB 3rd Floor Renovations (\$1M), and Targetted Government Funding for Clinical Education (\$814K) and Nurse Practitioner Program (\$597K)	2,910,301
22	FIMS: On-Line MLIS Project Manager Staff Position (\$88K), Studio Retrofit / Renewal (\$85K), and Equipment / Furniture for Multi-Media Suite (\$115K)	288,400
23	Law: Student Wellness Counsellor Staff Position -- Funding over 2 Years	190,000
24	Medicine & Dentistry: Dentistry Autoclave Upgrades (\$500K), Faculty Start-up (\$500K), Targetted Government Funding for Dental Clinical Education (\$1.1M), Roberts Royalties & Licences Flowthrough (\$5M)	7,133,321
25	Music: Student Recruitment Initiatives, Technology/Equipment Renewal, Ensemble/Concert Series, Graduate Colloquiums	500,000
26	Science: Computer Science Expansion Faculty Start-up Funds (\$500K), Round 2 Engineering Expansion Faculty Recruitment and Start-up Funding (\$200K)	700,000
27	Social Science: Create Space to House the Masters in Financial Economics Program	500,000
28	Support for the Trois-Pistoles Program	346,373
29	<b>Sub-Total Faculties</b>	<b>13,768,395</b>
30	<b>Support Units</b>	
31	VP (Academic Programs) Portfolio: CTL eLearning Specialist Staff Position	100,000
32	Western Technology Services: Contract Staff Resources	200,000
33	Libraries: Technology Upgrades	77,000
34	Student Experience: eLearning Module Development (\$206K) and University Contribution for Artificial Turf Fields (\$212K)	417,600
35	Office of Indigenous Initiatives: Newly-created Indigenous Learning Space Programming Funds	134,000
36	Vice-Provost (APPF): Contract Staffing (\$110K) and Support for Coaching (\$50K)	160,000
37	Western International: International World's Challenge Challenge	100,000
38	Financial Services: Responsible Investing Coordinator (\$80K), Restricted & Endowment Digital Reform (\$100K), Sustainability/Social Procurement Program (\$150K), and Climate Related Financial Disclosures (\$50K)	380,000
39	Campus Safety & Emergency Services: Evening Security Services (\$212K), Record Management Software (\$33K), and Rebranding -- due to Provincial Changes (\$40K)	285,280
40	Facilities Management: Contract Staffing (\$439K), Technology Initiatives (\$298), Equipment Renewal/Expansion (\$100K)	837,125
41	Internal Audit: Technology Initiatives	8,000
42	Legal Services: Technology Initiatives	10,000
43	Human Resources: University-wide Health and Safety Contract Staffing	920,000
44	Equity, Diversity & Inclusion: Anti-Racism Advisor (\$90K), Black Western Student Community Ambassadors (\$150K), and Programming Initiatives (\$200K)	440,000
45	Western Communications: Technology Initiatives	345,000
46	University Secretariat: Data Management Initiatives	44,000
47	Vice-President (Research): ACVS Infrastructure / Equipment Enhancements (\$1.5M), University-wide Scholarship/Research Initiatives (\$2.6M), and Contract Staffing (\$500K)	4,635,023
48	Vice-President (University Advancement): IT Initiatives and Contract Staffing	300,000
49	<b>Sub-Total Support Units</b>	<b>9,393,028</b>
50	<b>Total One-Time Allocations</b>	<b>125,909,222</b>

**Table 9**  
**CANADA RESEARCH CHAIRS -- by FACULTY (Cumulative)**

		2021-22 Final						2022-23 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	2	340,000	2	180,000	4	520,000	1	170,000	2	180,000	3	350,000
2	Business	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3	Education	1	170,000	3	270,000	4	440,000	1	170,000	3	270,000	4	440,000
4	Engineering	5	850,000	5	450,000	10	1,300,000	5	850,000	4	360,000	9	1,210,000
5	Health Sciences	3	510,000	0	0	3	510,000	3	510,000	0	0	3	510,000
6	Info & Media Studies			1	90,000	1	90,000			1	90,000	1	90,000
7	Law	0	0	1	90,000	1	90,000		0	1	90,000	1	90,000
8	Medicine & Dentistry	6	1,020,000	10	900,000	16	1,920,000	6	1,020,000	10	900,000	16	1,920,000
9	Music												
10	Science	6	1,020,000	6	540,000	12	1,560,000	6	1,020,000	6	540,000	12	1,560,000
11	Social Science	4	680,000	2	180,000	6	860,000	3	510,000	2	180,000	5	690,000
12	Total to Faculties	28	4,760,000	31	2,790,000	59	7,550,000	26	4,420,000	30	2,700,000	56	7,120,000
13	<b>Total CRC Funding</b>		<b>5,600,000</b>		<b>3,100,000</b>		<b>8,700,000</b>		<b>5,200,000</b>		<b>3,000,000</b>		<b>8,200,000</b>

**Table 10**  
**2022-23 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2021-22 Tuition	2022-23		Actual 2021-22 Tuition	2022-23	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>First-Entry Programs &lt;b&gt;</b>						
2	Year 1	6,050	6,050	0.0%	36,208	39,105	8.0%
3	Year 2	6,050	6,050	0.0%	34,867	37,656	4.0%
4	Year 3	6,050	6,050	0.0%	33,575	36,262	4.0%
5	Year 4	6,050	6,050	0.0%	32,330	34,918	4.0%
6	Engineering						
7	Year 1	12,294	12,294	0.0%	49,971	53,969	8.0%
8	Year 2	12,294	12,294	0.0%	48,120	51,970	4.0%
9	Year 3	12,294	12,294	0.0%	44,683	50,045	4.0%
10	Year 4	12,294	12,294	0.0%	41,491	46,470	4.0%
11	M.O.S.						
12	Year 1	6,050	6,050	0.0%	46,704	50,440	8.0%
13	Year 2	6,050	6,050	0.0%	44,974	48,572	4.0%
14	Year 3	6,050	6,050	0.0%	41,762	46,773	4.0%
15	Year 4	6,050	6,050	0.0%	38,779	43,432	4.0%
16	Nursing						
17	Year 1	6,050	6,050	0.0%	46,465	50,182	8.0%
18	Year 2	6,050	6,050	0.0%	44,744	48,324	4.0%
19	Year 3	6,050	6,050	0.0%	43,087	46,534	4.0%
20	Year 4	6,050	6,050	0.0%	41,491	44,810	4.0%
21	<b>Second-Entry Programs</b>						
22	Business (HBA)						
23	Year 1	25,200	25,200	0.0%	51,500	51,500	0.0%
24	Year 2	25,200	25,200	0.0%	50,000	51,500	0.0%
25	Dentistry						
26	Year 1	35,341	35,341	0.0%	103,407	111,680	8.0%
27	Year 2	35,341	35,341	0.0%	99,577	107,543	4.0%
28	Year 3	35,341	35,341	0.0%	95,889	103,560	4.0%
29	Year 4	35,341	35,341	0.0%	92,338	99,725	4.0%
30	Education (B.Ed.)	7,271	7,271	0.0%	37,050	38,532	4.0%
31	Law						
32	Year 1	20,151	20,151	0.0%	39,836	43,023	8.0%
33	Year 2	20,151	20,151	0.0%	39,836	41,429	4.0%
34	Year 3	20,151	20,151	0.0%	39,836	41,429	4.0%
35	Medicine (M.D.)						
36	Year 1	23,986	23,986	0.0%	n.a.	n.a.	n.a.
37	Year 2	23,986	23,986	0.0%	n.a.	n.a.	n.a.
38	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
39	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2022-23 rates are effective May 1, 2022.  
 The % increase figures are calculated on the previous year of study in the previous academic year;  
 for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.  
 <b> Includes Arts & Humanities, BMedSc program, Health Sciences, Kinesiology, Music, Science,  
 Social Science (excl. M.O.S.).

**Table 11**  
**2022-23 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2021-22 Tuition	2022-23		Actual 2021-22 Tuition	2022-23	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>Masters Category 1</b>						
2	Arts & Humanities	6,360	6,360	0.0%	18,984	19,364	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	18,984	19,364	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	18,984	19,364	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	26,790	27,326	2.0%
6	Interdisciplinary Programs <b>	6,360	6,360	0.0%	18,984	19,364	2.0%
7	Kinesiology	6,360	6,360	0.0%	18,984	19,364	2.0%
8	Law/Studies in Law	10,368	10,368	0.0%	26,749	27,284	2.0%
9	Media Studies	6,360	6,360	0.0%	18,984	19,364	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	18,984	19,364	2.0%
11	Music	6,360	6,360	0.0%	18,984	19,364	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	26,790	27,326	2.0%
13	Science	6,360	6,360	0.0%	18,984	19,364	2.0%
14	Social Science	6,360	6,360	0.0%	18,984	19,364	2.0%
15	<b>Masters Category 2</b>						
16	Master in Management Analytics	46,000	46,000	0.0%	69,000	72,000	4.3%
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	34,589	35,973	4.0%
18	Dentistry (Orthodontics)	27,373	27,373	0.0%	81,741	85,828	5.0%
19	Education (MA)	10,877	10,877	0.0%	34,589	35,973	4.0%
20	Engineering (M.Eng.)	10,877	10,877	0.0%	39,896	41,093	3.0%
21	Environment & Sustainability	12,179	12,179	0.0%	34,589	35,973	4.0%
22	Financial Economics	30,549	30,549	0.0%	56,345	56,345	0.0%
23	Library & Information Science	10,877	10,877	0.0%	34,589	35,973	4.0%
24	M.M. in Journalism & Communication	13,543	13,543	0.0%	34,589	35,973	4.0%
25	M.N Nurse Practitioner	10,877	10,877	0.0%	34,589	35,973	4.0%
26	MA in Research for Policy & Evaluation	18,000	18,000	0.0%	31,200	32,448	4.0%
27	Master of Data Analytics	23,308	23,308	0.0%	51,135	53,180	4.0%
28	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	51,135	53,180	4.0%
29	Medicine (Family Medicine)	14,322	14,322	0.0%	34,589	35,973	4.0%
30	Medicine (Pathology Assistant)	11,295	11,295	0.0%	34,589	35,973	4.0%
31	Medicine (Public Health)	32,734	32,734	0.0%	55,149	55,149	0.0%
32	Interdisciplinary Medical Sciences (MSc)	11,295	11,295	0.0%	35,000	36,400	4.0%
33	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	34,589	35,973	4.0%
34	<b>Doctoral</b>						
35	Doctor of Musical Arts	6,360	6,360	0.0%	6,360	6,360	0.0%
36	Doctor of Education (EdD)	10,097	10,097	0.0%	34,589	35,973	4.0%
37	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2022-23 rates are effective September 1, 2022.

<b> Includes Biomedical Engineering, Neuroscience, and Theory & Criticism

**Table 12**  
**SUMMARY OF ENROLMENT FORECAST**

		Actual					Forecast
		2017-18	2018-19	2019-20	2020-21	2021-22**	2022-23
1	<b>Constituent University</b>						
2	<b>Full-Time Undergraduates</b>						
3	Arts & Humanities	985	938	882	877	853	867
4	Business (HBA)	1,109	1,085	1,090	1,057	1,072	1,222
5	Dentistry	263	262	262	263	264	284
6	Education	747	716	697	677	697	712
7	Engineering	1,981	2,032	2,008	2,151	2,293	2,483
8	Health Sciences						
9	BHSc Program	1,189	1,227	1,251	1,339	1,424	1,408
10	Kinesiology	1,231	1,215	1,241	1,285	1,283	1,321
11	Nursing	960	969	974	989	1,028	1,072
12	Sub-Total	3,380	3,411	3,466	3,613	3,735	3,801
13	Law	478	480	485	490	482	490
14	Media, Information, & Tech	898	916	895	871	899	917
15	Medicine						
16	MD Program	699	685	683	686	688	684
17	BMedSci Program	1,021	1,000	1,036	1,161	1,252	1,300
18	Music	412	414	449	443	434	435
19	Science	4,948	5,143	5,326	5,535	5,809	5,972
20	Social Science	6,501	6,497	6,503	6,882	7,348	7,677
21	<b>Total Full-Time Undergraduates</b>	<b>23,422</b>	<b>23,579</b>	<b>23,782</b>	<b>24,706</b>	<b>25,826</b>	<b>26,844</b>
22	Concurrent Programs	231	247	288	345	380	380
23	Medical Residents	934	956	936	940	968	940
24	<b>Full-Time Graduates</b>						
25	Masters	3,750	3,734	3,946	3,869	4,360	4,606
26	Doctoral	2,185	2,177	2,219	2,231	2,345	2,409
27	<b>Total Full-Time Graduates</b>	<b>5,935</b>	<b>5,911</b>	<b>6,165</b>	<b>6,100</b>	<b>6,705</b>	<b>7,015</b>
28	<b>Total Full-Time Enrolment</b>	<b>30,522</b>	<b>30,693</b>	<b>31,171</b>	<b>32,091</b>	<b>33,879</b>	<b>35,179</b>
29	<b>Part-Time FTEs</b>						
30	Undergraduate **	2,012	2,061	1,988	2,563	2,345	2,350
31	Education (AQs) **	401	456	435	447	447	450
32	Masters	95	114	110	122	128	120
33	Doctoral	29	32	32	35	29	35
34	<b>Total Part-Time FTEs</b>	<b>2,537</b>	<b>2,663</b>	<b>2,566</b>	<b>3,167</b>	<b>2,949</b>	<b>2,955</b>
35	<b>Total Constituent FTEs</b>	<b>33,059</b>	<b>33,356</b>	<b>33,737</b>	<b>35,258</b>	<b>36,828</b>	<b>38,134</b>
36	<b>Affiliated University Colleges</b>						
37	<b>Full-Time Undergraduates</b>						
38	Brescia	1,306	1,392	1,421	1,301	1,171	1,211
39	Huron	882	1,038	1,266	1,431	1,525	1,583
40	King's	3,034	3,162	3,267	3,415	3,253	3,337
41	<b>Total Full-Time Undergraduates</b>	<b>5,222</b>	<b>5,592</b>	<b>5,954</b>	<b>6,147</b>	<b>5,949</b>	<b>6,131</b>
42	<b>Part-Time Undergraduate FTEs</b>						
43	Brescia	84	76	73	70	71	71
44	Huron	65	64	48	57	59	58
45	King's	234	254	265	299	263	258
46	<b>Total Part-Time FTEs</b>	<b>383</b>	<b>394</b>	<b>386</b>	<b>426</b>	<b>393</b>	<b>387</b>
47	<b>Graduate FTEs</b>						
48	Brescia	35	38	40	35	31	32
49	Huron	7	5	11	13	10	10
50	King's	48	50	61	60	62	60
51	<b>Total Graduate FTEs</b>	<b>90</b>	<b>93</b>	<b>112</b>	<b>108</b>	<b>103</b>	<b>102</b>
52	<b>Total Affiliate FTEs</b>	<b>5,695</b>	<b>6,079</b>	<b>6,452</b>	<b>6,681</b>	<b>6,445</b>	<b>6,620</b>
53	<b>Total UWO FTEs</b>	<b>38,754</b>	<b>39,435</b>	<b>40,189</b>	<b>41,939</b>	<b>43,273</b>	<b>44,754</b>

**Table 12  
 SUMMARY OF ENROLMENT FORECAST**

		Actual					Forecast
		2017-18	2018-19	2019-20	2020-21	2021-22**	2022-23
	<i>Rows 54 to 84 Included above</i>						
54	<b>International Students</b>						
55	Constituent Full-Time						
56	Undergraduates	2,342	2,692	2,763	2,822	2,761	2,742
57	Medical Residents	123	142	130	130	173	140
58	Masters (excluding Ivey)	715	717	925	695	826	927
59	Ivey Masters (excluding EMBA)	75	63	81	159	199	220
60	Executive MBA	1	4	4	1	2	0
61	Doctoral	581	607	665	686	798	801
62	Affiliates						
63	Undergraduates	732	991	1,256	1,390	1,233	1,197
64	Masters	0	0	2	4	4	2
65	<b>Undergraduate Year 1 Only</b>						
66	<b>Constituent</b>						
67	Arts & Humanities	229	233	209	221	248	260
68	Engineering	571	588	586	704	774	800
69	Health Sciences						
70	BHSc Program	335	393	385	407	421	375
71	Kinesiology	318	304	339	335	351	340
72	Nursing	144	142	144	159	142	145
73	Media, Information, & Tech	245	263	252	226	270	280
74	MOS Program	769	819	768	1,072	1,052	1,100
75	Music	112	121	123	117	94	120
76	Science	1,551	1,680	1,676	1,801	2,016	2,050
77	Social Science	815	835	840	965	1,054	1,100
78	<b>Total Year 1 - Constituent</b>	<b>5,089</b>	<b>5,378</b>	<b>5,322</b>	<b>6,007</b>	<b>6,422</b>	<b>6,570</b>
79	<b>Affiliated University Colleges</b>						
80	Brescia	313	320	332	270	258	307
81	Huron	250	415	454	489	448	538
82	King's	788	834	895	968	840	861
83	<b>Total Year 1 - Affiliates</b>	<b>1,351</b>	<b>1,569</b>	<b>1,681</b>	<b>1,727</b>	<b>1,546</b>	<b>1,706</b>
84	<b>Total UWO Year 1</b>	<b>6,440</b>	<b>6,947</b>	<b>7,003</b>	<b>7,734</b>	<b>7,968</b>	<b>8,276</b>
85	<b>Masters</b>						
86	All Programs (excluding Ivey)	3,280	3,319	3,491	3,301	3,545	3,766
87	Ivey (excl EMBA)	265	241	285	466	665	668
88	Executive MBA	205	174	170	102	150	172
For Information							
89	Year 1 Constituent International Students	638	855	639	592	610	790

\*\* Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.

**Table 13**  
**WESTERN'S LONG-RANGE SPACE PLAN**

Note: within each category, the projects are not prioritized

	Project	Type
	<b>Category 1 -- Projects Underway or Soon-to-Start</b>	
1	<b>Weldon Library Modernization</b>	Modernization
2	<b>Biomedical Research Facility - Phase 1 of Medical School Project</b>	New Construction
3	<b>Entrepreneurship and Innovation Centre</b>	New Construction
4	<b>University Gathering Hub -- Common/Gathering Spaces</b>	New Construction
5	<b>Multi-Sport Field House -- with Parking Garage</b>	New Construction
6	<b>New Engineering Building</b>	New Construction
7	<b>Addition to the Ivey Building</b>	New Construction
8	<b>Social Sciences Centre Realignment/Expansion</b>	Adaptation / Expansion
9	<b>Western's New Downtown Facility -- 450 Talbot Street</b>	Modernization
10	<b>Replacement of University Drive Bridge</b>	New Construction
11	<b>University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)</b>	New Construction, Modernization
12	<b>Pedestrian-friendly Campus Initiatives -- Open Space Strategy</b>	New Construction, Adaptation
13	<b>Category 2 -- Projects in Various Planning Stages</b>	
14	<b>The Bioconvergence Centre -- Interdisciplinary Research &amp; Experiential Learning Facility</b>	New Construction
15	<b>Multi-Level Parking Structures</b>	New Construction
16	<b>Space Realignment in the Natural Sciences Centre</b>	Modernization / Adaptation
17	<b>Ivey Spencer Leadership Centre Renewal and Expansion</b>	New Construction, Modernization
18	<b>New Space for the McIntosh Gallery</b>	New Construction / Adaptation
19	<b>Expansion of Residence Capacity</b>	New Construction
20	<b>Category 3 -- For Future Consideration (requires funding plan)</b>	
21	<b>Modernization of Medical School Facilities</b>	Modernization
22	<b>Renewal: UCC, Law Building, Spencer Engineering Building, Elborn College</b>	Modernization or Replacement
23	<b>Additional Space for Health Sciences -- to support Enrolment Expansion</b>	New Construction
24	<b>Renewal/Replacement of Chemistry Laboratory Facilities</b>	Modernization or Replacement
25	<b>Expansion of the Support Services Building</b>	New Construction
26	<b>Renewal and/or Realignment of Library Facilities -- Future Phases</b>	Modernization
27	<b>New Research Initiatives/Partnerships at the Research Parks</b>	New Construction
28	<b>Residence Projects</b>	Modernization / New Construction
29	<b>Asset Acquisitions</b>	Acquisition

## 2022-23 Capital Budget

### A. The Nature of University Capital Expenditures

The Capital Budget for 2022-23 should be seen in the context of both recent trends in capital spending and the University’s proposed Long-Range Space Plan as outlined in Table 13 of the Operating Budget. Table 14 sets out expenditures in the Capital Budget since 2018-19 in nine categories.

Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research grants, private funds, government, student contributions, and Housing construction – the latter being funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds and government, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary Unit undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, other expenditures such as purchases of land and buildings, and transfers from the Capital Budget for other purposes. Planned capital expenditures for 2022-23 total \$151.0 million.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the Operating Budget to the Capital Budget, which is budgeted to remain at \$15.5 million in 2022-23 (\$15.5 million in 2021-22). These expenditures are directed at the modification of existing space and the renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to review the current replacement value (CRV) of our capital assets on campus. At February 24, 2022, our buildings and infrastructure have a CRV of approximately \$3,112 million, as shown in Figure D:

*Figure D*  
**CURRENT REPLACEMENT VALUE (BUILDINGS AND INFRASTRUCTURE)**

		CRV (\$M)	Square Metres	Major Buildings
1	Major Non-Residential Buildings	2,016	574,226	73
2	Utilities and Infrastructure	146		
3	Subtotal, Eligible for MMI	2,162	574,226	73
4	Housing	711	257,978	14
5	Other Ancillary Buildings	239	70,555	11
6	Total	3,112	902,759	98

At February 24, 2022, the University had approximately 574,000 gross square metres spread amongst 73 major non-residential buildings. The non-residential buildings, including utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. The University also has 258,000 square metres of Housing space in eleven major undergraduate residences, three major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. During 2021, Lambton Hall was transitioned from an apartment style building to undergraduate residence. Other than Housing, there are many buildings which are operated largely or entirely as ancillaries: Western Student Recreation Centre, Thompson Recreation and Athletic Centre, TD Stadium, Boundary Layer Wind Tunnel, Western Day Care, the Ivey Spencer Leadership Centre, and facilities at the Research Parks.

With this background in mind, we briefly set out the nine categories of University capital expenditures.

- 1. New Construction.** This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking structures or lots, power plants and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.
- 2. Major Building Renovations.** This category involves major maintenance and renovation expenditures on non-residential building projects, with projects generally spanning more than one year. Given that 60% of the 574,000 square metres in major buildings were built before 1980, renovations to major buildings will continue to be a part of our capital planning.
- 3. Utilities and Infrastructure Projects.** This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, electrical, water, and sewer distribution systems, and sustainability and energy conservation initiatives such as deep energy retrofits. Construction of a new Chiller Plant or major Power Plant expansion would be included in category 1. As we look to increase our sustainability and energy conservation initiatives, improvements to existing infrastructure will play a significant role in our pursuit of net-zero carbon emissions from campus operations by 2050, or sooner.
- 4. Modernization of Instructional and Research Facilities.** This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.
- 5. General Maintenance and Modernization Projects.** This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. Open Space Strategy projects, such as the recently completed Kent North revitalization, may also be included in this category. A provision for unforeseen projects forms part of the allotment in this category.

6. **Housing Renovations.** This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building would be included in category 1. Maintenance and modernization expenditures, projected to be \$13.3 million in 2022-23, are funded from Housing revenues. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings which may be observed in many other University buildings.
7. **Ancillary Projects.** This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy.
8. **Carrying Costs and Debt Repayments.** This category consists of principal repayments and interest on debt for capital projects.
9. **Other Capital Expenditures.** This category includes asset acquisitions and other miscellaneous expenditures. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to University property as lands become available. Western will continue to seek to protect the Regional Facilities zoning around the main campus and to buy land near our campus when it comes up for sale. The University will also look to acquire strategic physical assets, such as the acquisition of 450 Talbot Street in the core of downtown London, in fall 2021.

The last twelve lines of Table 14 are labeled A to M. Line A shows total sources of funding for the Capital Budget, including debt; line B, sources of funds less expenditures; line C, the capital reserve at year-end; and line D, capital debt outstanding at year-end. Details on these items are shown in Tables 16 and 18. Annual changes in the capital reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2020-21, line B shows a net source of \$98,155, the difference between funding of \$164,258 and expenditures of \$66,103 (all figures in \$000). The accumulated capital reserve in line C increases by this same amount of \$98,155.

Line E shows the replacement value of non-residential buildings and utilities and infrastructure, the assets eligible for MMI spending, while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2020-21, MMI expenditures were \$37.8 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$2.062 billion. The ratio of the two is 1.8%, as shown in line F.

Line G of Table 14 shows the annual transfer from the Operating Budget to the Capital Budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). The annual transfer has been maintained at \$15.5 million since 2017-18, a funding commitment that has established Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

Line H of Table 14 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2020-21, the transfer was \$15.5 million and expenditures were \$37.8 million, so the ratio is 41.0%. This ratio will fluctuate with the level of MMI expenditure each year. Other sources of funding for MMI expenditures can include the annual capital facilities renewal grant from the Province (projected at \$5.9 million for 2021-22 and 2022-23), special Provincial grants, additional one-time allocations from the University's Operating Budget, one-time allocations from the Province, fundraising, and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. Whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we carry out a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 is modernization), while 1/3 of the expenditures in category 4 involve maintenance (the remaining 2/3 is modernization). While the ratio of maintenance to modernization would vary by project and by year, Facilities Management considers them a reasonable average for the four categories over a number of years.

The value of line J in 2020-21 is \$23.4 million, or 1.1% (line K) of the replacement value in that year. A standard target in industry for this ratio is 2.0%; if large buildings last an average of 50 years, then average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over the last three decades, the level of deferred maintenance will grow. As Western continues to renovate aging buildings, there will be years that deferred maintenance will decline.

Table 15 outlines major capital projects, which are assigned to one of the nine categories. Where possible, the year and month of the start and end of the project(s) are shown.

The projects listed in Table 15 reflect the Long-Range Space Plan outlined in Table 13 of the Operating Budget portion of this document. These projects include new construction that will create new student and research spaces, major building renovations as well as utilities and infrastructure projects – reflecting the need to maintain and modernize Western's aging physical plant. With new building construction on campus continuing, Western is utilizing scarce developable land in the core campus. The Campus Master Plan, approved in June 2015, highlights the constraints in the amount of buildable land on our campus and the fact that new buildings are being constructed on parking lots – thus increasing the pressure on available parking and the need to create alternative spaces, such as a parking structure combined with the planned Multi-Sport Fieldhouse. We continue planning for the construction of additional parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance these structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 and will play a prominent role in Western's pursuit of net-zero carbon emissions from campus operations by 2050, or sooner. Often, these projects are comprised of multiple projects completed over a number of years.

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## **B. Sources of Funding and Capital Expenditures in 2022-23**

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2021-22, divided into five major categories: federal, provincial and municipal government grants; funds transferred from Western's Operating Budget; one-time funds from Internally Restricted Net Assets; borrowing; and other sources. As compared to a decade ago, the University's Capital Budget is more dependent on transfers from the Operating Budget and debt.

The University must carefully balance its available resources for use in capital expenditures. For example, projects funded by debt require an ultimate funding source, and one time funding, such as allocations from the Major Strategic Opportunities Fund or Undisturbed Investment Returns must be used strategically and are not a recurring source of funds.

Table 17 shows expenditures in categories 1 and 2 for 2021-22 (estimates as of March 2, 2022) and 2022-23 (current proposals).

**Table 14**  
**CAPITAL BUDGET SUMMARY, 2018-19 TO 2022-23**  
**(\$000)**

Category	Purpose	Actual 2018-19	Actual 2019-20	Actual 2020-21	Projected 2021-22	Budget 2022-23
	<b>New Construction</b>					
1	New Construction (Table 17, line 12)	17,285	6,233	13,284	38,516	56,786
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 17, line 25)	10,983	8,624	22,063	29,986	16,859
3	Utilities and Infrastructure Projects	13,610	4,115	4,679	11,305	21,507
4	Modernization of Instructional and Research Facilities	5,732	8,944	5,303	10,092	11,474
5	General Maintenance and Modernization Projects	7,750	7,078	5,764	9,502	26,302
	Sub-Total MMI	38,075	28,761	37,809	60,885	76,142
	<b>Other</b>					
6	Housing Renovations	7,988	6,747	6,914	6,265	13,331
7	Ancillary Projects	856	1,482	1,874	3,092	1,828
8	Carrying Costs and Debt Repayments	2,448	1,095	1,026	960	941
9	Other Capital Expenditures	-1,012	2,733	5,196	11,892	2,000
	Sub-Total Other	10,280	12,057	15,010	22,209	18,100
10	<b>Total Expenditures</b>	<b>65,640</b>	<b>47,051</b>	<b>66,103</b>	<b>121,610</b>	<b>151,028</b>

Line		Actual 2018-19	Actual 2019-20	Actual 2020-21	Projected 2021-22	Budget 2022-23
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 16)	84,228	33,720	164,258	111,529	57,957
B	Sources of Funding less Expenditures	18,588	-13,331	98,155	-10,081	-93,071
C	Capital Reserve, Year End (Table 18)	68,888	55,557	153,712	143,631	50,560
D	Capital Debt Outstanding, Year End (Table 18)	362,141	353,923	345,936	337,679	329,095
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	2,113	2,264	2,062	2,162	2,219
F	MMI Expenditures/Replacement Value	1.8%	1.3%	1.8%	2.8%	3.4%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	15,500
H	MMI transfer/MMI Expenditures	40.7%	53.9%	41.0%	25.5%	20.4%
J	Estimate of Maintenance Expenditure	23,473	16,193	23,438	37,226	46,937
K	Maintenance Expenditure/Replacement Value	1.1%	0.7%	1.1%	1.7%	2.1%
L	Number of Major Buildings	95	97	97	98	99
M	Total Gross Square Meters (000's)	859	890	894	903	907

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and Richard Ivey School of Business Foundation.

Line B is equal to Line A Total Sources of Funding less Total Expenses.

The change in line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3 and 5 and 1/3 of Category 4.

**Table 15**  
**MAJOR CAPITAL PROJECTS**

		Category	Start	End
1	<b><i>Projects Underway or Soon-to-Start</i></b>			
2	Weldon Library Modernization	2	Sept 19	tbd
3	Biomedical Research Facility - Phase 1 of Medical School Project	1	Jan 17	Jul 22
4	Entrepreneurship and Innovation Centre	1	Jun 19	Oct 23
5	University Gathering Hub -- Common/Gathering Spaces	1	tbd	tbd
6	Multi-Sport Field House -- with Parking Garage	1	tbd	tbd
7	New Engineering Building	1	tbd	tbd
8	Addition to the Ivey Building	1	tbd	tbd
9	Social Sciences Centre Realignment/Expansion	1&2	tbd	tbd
10	Western's New Downtown Facility -- 450 Talbot Street	2	tbd	tbd
11	Replacement of University Drive Bridge	1	tbd	tbd
12	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
13	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	1&5	Ongoing	
14	<b><i>Projects in Various Planning Stages</i></b>			
15	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	1	tbd	tbd
16	Multi-Level Parking Structures	1	tbd	tbd
17	Space Realignment in the Natural Sciences Centre	2	tbd	tbd
18	Ivey Spencer Leadership Centre Renewal and Expansion	1&2	tbd	tbd
19	New Space for the McIntosh Gallery	1&2	tbd	tbd
20	Expansion of Residence Capacity	1	tbd	tbd
21	<b><i>Projects for Future Consideration (requires funding plan)</i></b>			
22	Modernization of Medical School Facilities	2	tbd	tbd
23	Renewal: UCC, Law Building, Spencer Engineering Building, Elborn College	2	tbd	tbd
24	Additional Space for Health Sciences -- to support Enrolment Expansion	1	tbd	tbd
25	Renewal/Replacement of Chemistry Laboratory Facilities	2	tbd	tbd
26	Expansion of the Support Services Building	1	tbd	tbd
27	Renewal and/or Realignment of Library Facilities -- Future Phases	2	tbd	tbd
28	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
29	Residence Projects	1&6	tbd	tbd
30	Asset Acquisitions	9	tbd	tbd

**Table 16**  
**CAPITAL BUDGET: SOURCES OF FUNDING**  
**(\$000)**

		<b>Projected 2021-22</b>	<b>Budget 2022-23</b>
1	<b>Government Grants</b>		
2	MCU Annual Capital Grant (Facilities Renewal Program)	5,906	5,906
3	<b>Sub-Total</b>	<b>5,906</b>	<b>5,906</b>
4	<b>Operating Budget</b>		
5	Operating Budget MMI Transfer - Base	15,500	15,500
6	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
7	Operating Budget - FRSF Transfer	3,000	3,000
8	Operating Budget - CRC Transfer	920	864
9	Operating Budget - Multi-Sport Field House - with Parking Garage	15,500	0
10	Operating Budget - Pedestrian-friendly Campus Initiatives - Open Space Strategy	10,000	0
11	Operating Budget - University-wide Campus Sustainability and Infrastructure Projects	10,000	0
12	Operating Budget - New Space for the McIntosh Gallery	250	0
13	Operating Budget - Classroom Modernization	180	0
14	Dentistry Operating Budget - Dental Clinics Modernization	100	1,850
15	Ivey Operating Budget - Addition to the Ivey Building	0	1,800
16	Social Sciences Operating Budget - Social Sciences Centre Space Realignments	1,109	1,240
17	Science Operating Budget - Chemistry Laboratory Modernization	3,750	0
18	Health Sciences Operating Budget - Classroom Addition & 3rd Floor Modernization	2,812	0
19	Medicine Operating Budget - RRI Cuddy Wing Chiller Replacement	1,838	0
20	Miscellaneous Faculty/Department Budgets	1,547	1,643
21	<b>Sub-Total</b>	<b>67,106</b>	<b>26,497</b>
22	<b>Major Strategic Opportunities Funding (MSOF) and Undistributed Investment Returns</b>	<b>11,892</b>	<b>3,700</b>
23	<b>Fundraising</b>		
24	Entrepreneurship and Innovation Centre	10,500	0
25	<b>Sub-Total</b>	<b>10,500</b>	<b>0</b>
26	<b>Borrowing</b>		
27	Expansion of Residence Capacity	0	2,800
28	<b>Sub-Total</b>	<b>0</b>	<b>2,800</b>
29	<b>Other</b>		
30	Student Contribution - Western Student Recreation Centre	1,449	1,492
31	Energy Conservation Incentives (Rebates)	46	375
32	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	178	182
33	Projects Funded by Housing	6,265	13,331
34	Projects Funded by Units	5,094	1,846
35	Projects Funded by Ancillaries	3,093	1,828
36	<b>Sub-Total</b>	<b>16,125</b>	<b>19,054</b>
37	<b>Total Sources of Funding</b>	<b>111,529</b>	<b>57,957</b>

**Table 17**  
**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS**  
**2021-22 and 2022-23**  
**(\$000)**

		<b>Projected 2021-22</b>	<b>Budget 2022-23</b>
1	<b><i>Category 1: New Construction</i></b>		
2	Entrepreneurship and Innovation Centre	6,275	23,500
3	Biomedical Research Facility - Phase 1 of Medical School Project	26,550	11,590
4	Multi-Sport Field House with Parking Garage	0	5,220
5	The Bioconvergence Centre - Interdisciplinary Research & Experiential Learning Facility	51	4,950
6	University Gathering Hub - Common/Gathering Spaces	0	3,375
7	New Engineering Building	0	2,970
8	Expansion of Residence Capacity	0	2,800
9	Addition to the Ivey Building	0	1,800
10	Sports Facilities: TD Stadium Renewal	4,011	425
11	Arthur and Sonia Labatt Health Sciences Building Classroom Addition	1,629	156
12	<b><i>Total, Category 1</i></b>	<b><i>38,516</i></b>	<b><i>56,786</i></b>
13	<b><i>Category 2: Major Building Renovations</i></b>		
14	Weldon Library Modernization	8,180	5,453
15	Western's New Downtown Facility - 450 Talbot Street	0	3,700
16	Dental Clinics Modernization	100	1,850
17	Thompson Arena - New Ice Rink Floor	220	1,478
18	Modernization of Thames Hall	12,970	1,363
19	Social Sciences Centre Space Realignments	0	1,000
20	Creation of Indigenous Learning Spaces in Althouse Building	5,219	932
21	Fanshawe Boathouse/Rowing Centre Renewal	500	500
22	Thames Hall Follow-On Renovations	0	300
23	Somerville House Renovations to Create Student Space	2,434	283
24	Medical School Innovation Hub	363	0
25	<b><i>Total, Category 2</i></b>	<b><i>29,986</i></b>	<b><i>16,859</i></b>

**Table 18**  
**CAPITAL RESERVES AND DEBT AT FISCAL YEAR END**  
**(\$000)**

		Actual 2018-19	Actual 2019-20	Actual 2020-21	Projected 2021-22	Budget 2022-23
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	32,271	40,437	39,633	40,913	22,228
3	Designated Capital Fund	36,617	15,120	114,079	102,718	28,332
4	<b>Total Capital Reserves</b>	<b>68,888</b>	<b>55,557</b>	<b>153,712</b>	<b>143,631</b>	<b>50,560</b>

		Actual 2018-19	Actual 2019-20	Actual 2020-21	Projected 2021-22	Budget 2022-23
5	<b>B. Capital Debt</b>					
6	New Construction, Major Renovations & Other	22,821	0	0	0	0
7	Housing	88,346	73,879	59,779	50,661	43,916
8	Research Park	26,142	25,235	24,294	23,318	22,379
9	Unused and Invested Debenture Proceeds	224,832	254,809	261,863	263,700	262,800
10	<b>Total Capital Debt</b>	<b>362,141</b>	<b>353,923</b>	<b>345,936</b>	<b>337,679</b>	<b>329,095</b>

Line 2 includes the required \$6 million general capital reserve fund.

Line 3 includes fund balances for large capital projects.

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## Long-Term Financial Trends

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The Operating and Capital Budgets set out in Tables 2 and 14 of this document describe proposed spending of some \$1.05 billion for the single year of 2022-23. That spending will take place, however, in a long-term context which must be understood when evaluating the Operating and Capital Budgets. The Administration and Board have identified three elements of that long-term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance.

### A. Capital Reserves and Debt

Table 18 displays Capital Reserves and Debt for fiscal years ending April 30. Capital Reserves are divided into two categories:

- the General Capital Fund, which includes funds not yet designated for specific purposes and funds designated for future projects.
- the Designated Capital Fund, which has been assigned to specific capital projects.

Capital Debt is divided into the following categories:

- **New Construction, Major Renovations, Infrastructure, and Other** – represents debt on projects that are largely new construction, additions to existing buildings, other new facilities, non-residential projects that involve major maintenance, and renovations to existing space. It also includes debt on purchases of property.
- **Housing** – debt required for new construction, maintenance, and modernization projects for University residences and apartment buildings.
- **Research Park** – debt incurred by the Research Park.
- **Unused and Invested Debenture Proceeds** – unused proceeds from Western’s debenture issuances that have been committed and invested until specific capital projects require the funding.

Capital Debt is viewed as part of the capitalization structure of the University and a resource that can help the University advance its Long-Range Space and Campus Master Plans. Careful consideration of the optimal capitalization levels is required, balancing the debt burden and service costs with the University’s long-term financial sustainability.

As part of the overall management of capitalization, the University has increased its Capital Debt, primarily through debenture issuances of \$190 million and \$100 million in 2007 and 2017, respectively, and by entering into a \$100 million fifteen-year facility in 2013 to finance a 1,000 bed residence and other capital projects. The University’s debentures necessitate an annual credit rating review. Standard & Poor’s completed its annual review in February 2022 and the credit rating of AA Stable remains unchanged.

The Board of Governors has approved a Capital Debt Policy that outlines the principles used in guiding the University's overall capitalization and debt management strategy. Western is in compliance with both of its compliance ratios set out in the policy (net assets-to-debt and debt burden). The University also utilizes monitoring ratios as part of its management strategy. Figure E shows selected Capital Debt monitoring ratios for the years ending April 30.

*Figure E*  
**CAPITAL DEBT MONITORING RATIOS**

	FTE Enrolment	Debt (\$M)	Debt per FTE (\$)	Combined Revenue (\$M)*	Debt / Revenue (%)
2018	33,059	375.8	11,369	1,253.7	30.0%
2019	33,356	362.2	10,859	1,318.0	27.5%
2020	33,737	353.9	10,490	1,248.0	28.4%
2021	35,258	345.9	9,810	1,367.9	25.3%
2022p	36,828	337.7	9,170	1,230.5	27.4%

The projected debt is based on Board-approved projects with allowance for other projects, which may be presented to the Board during the period under consideration.

## **B. Employee Future Benefits**

Subject to eligibility rules set within various collective agreements, the University provides medical, dental, and life insurance benefits to eligible employees after their employment with Western has ended.

The obligation for these employee future benefits are projected by actuarial valuation every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2021, the University's accrued benefit liability relating to the employee future benefit plans was \$565.3 million (2020 - \$561.8 million). The annual expense for non-pension employee future benefits in 2021 was \$30.1 million (2020 - \$21.9 million).

A recent review of major research universities identified only five institutions with significant post-employment benefit obligations greater than \$100 million, ranging from \$109 million to \$696 million and an unweighted average of \$373 million. Western ranked second in total liability for employee future benefits.

Figure F outlines the University employee future benefits, the obligation and expense for years ending April 30.

*Figure F*  
**EMPLOYEE FUTURE BENEFITS (EFB) AS A % OF TOTAL EXPENSES**

	EFB Obligation (\$M)	EFB Expense (\$M)	Total University Expenses (\$M)	EFB Expense as % of Total
2017	473.5	28.9	1,113	2.6%
2018	495.3	21.8	1,122	1.9%
2019	546.5	23.4	1,170	2.0%
2020	561.8	21.9	1,182	1.9%
2021	565.3	30.1	1,137	2.6%

### C. Deferred Maintenance

Deferred Maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

The estimates of deferred maintenance are different from estimates of debt or employee future benefits in the previous sections. There are actual contracts in place for the first two categories that allow us to make reasonable estimates. For deferred maintenance, this is not the case; therefore, we have to find other ways to quantify this liability. In 2001, a common capital-asset management system was purchased by the Ontario university system to assess, track, and report on the condition of facilities. The system requires that each major component of a building – roof sections, classrooms, heating, ventilation, air-conditioning systems and so on – be inspected, either entirely or on a sample basis. Data on the findings of these inspections are entered into a central database. The system uses industry-standard cost and lifecycle data to forecast the timing and costs of capital renewal projects. In 2019, at the request of the Ministry of Colleges and Universities, cost-forecasting methodologies were updated in the Ontario university sector to produce a more harmonized approach for facility assessment across provincially owned and broader public sector assets. Overall, this sector wide harmonization has led to an increase in estimates of deferred maintenance, primarily due to the inclusion of soft costs, which added approximately 30% to deferred maintenance estimates. Other factors have included automatic renewal requirements to maintain assets and changes to maintenance life cycles.

The University, in coordination with all other Ontario universities, is undertaking a campus wide review of its facilities data, to further improve upon our estimates. This data review is being conducted by a common vendor across the sector and is expected to be complete by 2024-25. In the current period, deferred maintenance related to residences increased substantially, as the majority of residences moved to the new harmonization methodology. As the data review continues, the estimates of deferred maintenance may fluctuate from year to year.

As at February 24, 2022, the Facilities Management Division estimates that deferred maintenance at Western is \$292 million for non-residential buildings and \$76 million for residences. Approximately 43% of the deferred maintenance for non-residential buildings relates to mechanical and electrical requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over current replacement value of the facilities. The calculation as at February 24, 2022 is outlined in Figure G as follows:

*Figure G*

**DEFERRED MAINTENANCE TO CURRENT REPLACEMENT VALUE**

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$2,162 million	\$711 million
2	Deferred Maintenance (DM)	\$292 million	\$76 million
3	DM/CRV	13.5%	10.7%

The average age of buildings for universities in the Province of Ontario was 53 years as of March 2022. Western's average age is 42 years and over 56% of our buildings were built before 1980. Western's residences are funded through rents which cover maintenance; the University has never had a problem with deferred maintenance on residences. A ratio of 13.5% (Deferred Maintenance/Current Replacement Value) for non-residential buildings indicates a significant need for maintenance funding.

If the average component of a large building lasts 50 years, then on average, maintenance spending should be 2.0% of replacement value. This level of spending is a standard target in the industry. When the actual ratio is consistently less than 2.0%, as has been the case at most Canadian universities, the volume of deferred maintenance will grow. Failure to adequately address deferred maintenance results in substandard facilities and could result in the failure of critical systems. Based on the current replacement value of our facilities at \$2.2 billion, spending on major maintenance for campus buildings at 2.0% should be in the range of \$44 million annually.

As explained at the start of the Capital Budget, the annual maintenance transfer is used for Maintenance, Modernization, and Infrastructure (MMI). The Administration is sometimes asked by faculty and staff if the MMI transfer is too large. As lines G and E in Table 14 show, the ratio of the MMI transfer to the current replacement value of our non-residential buildings, utilities, and infrastructure has been below 1% in recent years (Figure H).

*Figure H*

**MMI TRANSFER TO CRV RATIO 2018-19 to 2022-23**

		Actual 2018-19	Actual 2019-20	Actual 2020-21	Projected 2021-22	Budget 2022-23
1	MMI (\$M)	15.50	15.50	15.50	15.50	15.50
2	CRV (\$M)	2,113	2,264	2,062	2,162	2,219
3	Ratio	0.73%	0.68%	0.75%	0.72%	0.70%

Thus, the MMI transfer from the Operating to the Capital Budget is less than half of the 2.0% required to keep deferred maintenance from growing. Continuation of this MMI transfer is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff, and student morale.

Line J of Table 14 presents an estimate of maintenance spending from all sources, with maintenance defined as spending required to bring aging facilities up to their condition when originally built. The last time the ratio was about 2.0% was 2010-11, however, current projections estimate the ratio for 2022-23 will reach the 2.0% target. Additional funding, from provincial and federal sources, continues to be required to catch up and maintain the 2.0% target over the long-term. Achieving the 2% target over time is required to sustain the condition of Western's facilities.



***2022-23 Program Specific Fees  
and Other Supplemental Fees***

**March 28, 2022**

*Western University*

**Notes regarding 2022-23 Program-specific Tuition and Fees and Other Supplemental Fees**

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**Table 1: Program-Specific Tuition**

This table includes tuition fees that do not align with the standard structure of tuition fees outlined in Tables 10 and 11 of the Operating Budget document – and include concurrent programs, new programs, and graduate diploma programs.

**Table 2: Program-Related Fees**

This table includes program-related fees – including internship/placement fees, course materials fees, tuition deposits, and the health insurance plan for International Students.

**Table 3: Application Fees**

This table includes application fees for graduate programs, professional programs, and undergraduate exchange programs.

**Table 4: Supplemental Fees and Other Charges**

This table includes a variety of other fees including late registration fees, course cancellation/change fees, and charges for official documentation, supplemental exams, and photo identification.

**Table 5: Business School Course Material Fees**

Reports the costs of custom course material fees (course packs and related) for all pre-HBA and HBA courses.

Table 1

**2021-2022 and Proposed 2022-2023 PROGRAM-SPECIFIC TUITION FEES**

			2021-22 Amount	Proposed 2022-23	
				Amount	% change
1	<b>Concurrent Programs</b>				
2	<b>HBA/BESc Program</b>				
3	Entering After 2 Years of Engineering	<i>Domestic</i>	22,138.00	22,138.00	0.0%
4	Entering After 3 Years of Engineering	<i>Domestic</i>	32,095.00	32,095.00	0.0%
5	<b>HBA/JD Program</b>				
6	All Years	<i>Domestic</i>	29,505.00	29,505.00	0.0%
7	<b>HBA/BA-BSc Program</b>				
8	Entering After 2 Undergraduate Years	<i>Domestic</i>	17,361.00	17,361.00	0.0%
9	Entering After 3 Undergraduate Years	<i>Domestic</i>	27,902.00	27,902.00	0.0%
10	<b>JD/BA-BSc Program</b>				
11	Entering After 2 Undergraduate Years	<i>Domestic</i>	15,600.00	15,600.00	0.0%
12	Entering After 3 Undergraduate Years	<i>Domestic</i>	19,955.00	19,955.00	0.0%
13	<b>JD/BESc Program</b>				
14	Entering After 2 Years of Engineering	<i>Domestic</i>	18,891.00	18,891.00	0.0%
15	Entering After 3 Years of Engineering	<i>Domestic</i>	22,192.00	22,192.00	0.0%
16	<b>MBA/JD Program</b>				
17	Note: 2021-22 = March 2022; 2022-23 = March 2023				
18	Year 1	<i>Domestic</i>	63,982.00	63,982.00	0.0%
19	Years 2 and 3	<i>Domestic</i>	42,380.00	42,380.00	0.0%
20	Year 1	<i>International</i>	104,759.00	107,116.00	2.3%
21	Years 2 and 3	<i>International</i>	73,041.00	74,684.00	2.3%
22	<b>JD/MA-MSc Program</b>				
23	Entering Before Year 1 Law	<i>Domestic</i>	22,229.00	22,229.00	0.0%
24	Entering After Year 1 Law	<i>Domestic</i>	23,507.00	23,507.00	0.0%
25	<b>MBA/MEng Program</b>				
26	Note: 2021-22 = March 2022; 2022-23 = March 2023				
27	Years 1 - 2	<i>Domestic</i>	48,154.00	48,154.00	0.0%
28	After 2 years	<i>Domestic; per term</i>	16,050.00	16,050.00	0.0%
29	Years 1 - 2	<i>International</i>	77,345.00	79,471.00	2.8%
30	After 2 years	<i>International; per term</i>	25,780.00	26,488.00	2.8%
31	<b>AMBA/JD Program</b>				
32	Note: 2021-22 = July 2021; 2022-23 = July 2022				

Table 1

**2021-2022 and Proposed 2022-2023 PROGRAM-SPECIFIC TUITION FEES**

			2021-22	Proposed 2022-23	
			Amount	Amount	% change
33	Year 1	<i>Domestic</i>	41,688.00	41,688.00	0.0%
34	Year 2	<i>Domestic</i>	34,425.00	34,425.00	0.0%
35	Year 3	<i>Domestic</i>	34,425.00	34,425.00	0.0%
36	<b>Richard Ivey School of Business</b>				
37	The rates shown below are program fees				
38	Business (MBA)	<i>Domestic</i>	83,250.00	83,250.00	0.0%
39	Business (MBA)	<i>International</i>	120,500.00	123,500.00	2.5%
40	Business (MSc) -- all streams	<i>Domestic</i>	38,250.00	38,250.00	0.0%
41	Business (MSc) -- all streams	<i>International</i>	69,950.00	72,000.00	2.9%
42	Business (MGMT/CEMS)	<i>Domestic</i>	43,200.00	43,200.00	0.0%
43	Business (MGMT/CEMS)	<i>International</i>	75,350.00	77,500.00	2.9%
44	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	<i>Domestic (total for 5 terms) - effective with the September 2022 intake</i>	47,800.00	47,800.00	0.0%
45	Business (MSc) Double Degree Track Program -- Business Analytics Stream for Ivey Students Attending 2 terms at Norwegian School of Economics	<i>International (total for 5 terms) - effective with the September 2022 intake</i>	85,300.00	85,300.00	0.0%
46	Business (MSc) Double Degree Track Program --Tuition for Norwegian School of Economics Students Attending 2 terms at Ivey	<i>total for 2 terms</i>	17,500.00	17,500.00	0.0%
47	Tuition, Executive MBA Program- Canada -- September & February Intake	<i>Domestic: total for 3 terms</i>	115,000.00	117,000.00	1.7%
	Tuition, Executive MBA Program- Canada -- September & February Intake	<i>International: total for 3 terms</i>	115,000.00	117,000.00	1.7%
48	Tuition, MBA Direct (Domestic) -- July Intake		50,085.00	50,085.00	0.0%
49	Tuition, MBA Direct (International) -- July Intake		72,300.00	72,300.00	0.0%
50	Tuition, Accelerated MBA (Domestic) -- November Intake		83,000.00	83,000.00	0.0%
51	Tuition, Accelerated MBA (International) -- November Intake		120,500.00	83,000.00	-31.1%
52	GDip in Management				
53	If taken in Hong Kong				
54	Per Module (1-4)	<i>Fees in U.S Dollars</i>	3,000.00	3,000.00	0.0%
55	Term 5	<i>Fees in U.S Dollars</i>	4,000.00	3,000.00	-25.0%
56	Entry Assessment	<i>Fees in U.S Dollars</i>	1,000.00	1,000.00	0.0%
57	<b>Faculty of Education</b>				
58	Tuition - Post Graduate Certificate in Education	<i>per course</i>	250.00	250.00	0.0%
59	3-Part Additional Qualification	<i>per course</i>	675.00	685.00	1.5%
60	Additional Basic Qualification	<i>Domestic, per course</i>	675.00	735.00	8.9%
61	Additional Basic Qualification	<i>International, per course</i>	1,350.00	1,470.00	8.9%
62	Honor Specialist	<i>per course</i>	725.00	735.00	1.4%

Table 1

**2021-2022 and Proposed 2022-2023 PROGRAM-SPECIFIC TUITION FEES**

			2021-22	Proposed 2022-23	
			Amount	Amount	% change
63	Honor Specialist	<i>International, per course</i>	1,450.00	1,470.00	1.4%
64	Technology Studies	<i>per course</i>	725.00	735.00	1.4%
65	Certificate of Unified English Braille Competence (non-credit)	<i>per level</i>	325.00	325.00	0.0%
66	<b>Master of Professional Education (MPed)</b>				
67	Domestic Students				
68	All Fields	<i>per course</i>	2,719.00	2,719.00	0.0%
69	International Students				
70	Onsite	<i>per course</i>	4,117.00	4,282.00	4.0%
71	Online	<i>per course</i>	3,143.00	3,268.00	4.0%
72	<b>Faculty of Engineering</b>				
73	University Network of Excellence in Nuclear Engineering Program	<i>10 courses or 8 courses and project</i>	22,500.00	22,500.00	0.0%
74	Advanced Design and Manufacturing Institute (ADMI) Engineering Program	<i>9 courses; per course fee</i>	2,430.00	2,430.00	0.0%
75	Graduate Diploma in Engineering Leadership and Innovation	<i>Domestic: per term tuition fee</i>	3,625.00	3,625.00	0.0%
76	Graduate Diploma in Engineering Leadership and Innovation	<i>International: per term tuition fee</i>	13,299.00	13,698.00	3.0%
77	<b>Faculty of Health Science</b>				
78	<b>Compressed Nursing Program</b>				
79	Years 3 and 4, Fall/Winter	<i>Domestic</i>	6,050.00	6,050.00	0.0%
80	Year 3, Fall/Winter	<i>International</i>	46,465.00	50,182.00	8.0%
81	Year 4, Fall/Winter	<i>International</i>	44,744.00	48,324.00	4.0%
82	Summer Term between Years 3 and 4	<i>Domestic</i>	3,025.00	3,025.00	0.0%
83	Summer Term between Years 3 and 4	<i>International</i>	22,372.00	24,162.00	8.0%
84	<b>Combined Health Professional Masters and PhD</b>				
85	All Years	<i>Domestic</i>	11,294.00	11,294.00	0.0%
86	All Years	<i>International</i>	34,589.00	35,973.00	4.0%
87	Graduate Diploma in Applied Health Sciences	<i>Domestic; per-course tuition fee</i>	1,418.00	1,418.00	0.0%
88	Graduate Diploma in Applied Health Sciences	<i>International; per-course tuition fee</i>	3,350.00	3,484.00	4.0%
89	Graduate Diploma in Primary Health Care Nurse Practitioner	<i>Domestic; per term</i>		2,666.66	n/a
90	<b>Faculty of Law</b>				
91	Graduate Diploma in Mining Law, Finance and Sustainability	<i>Domestic; per-course tuition fee</i>	2,250.00	2,250.00	0.0%
92	Graduate Diploma in Mining Law, Finance and Sustainability	<i>International; per-course tuition fee</i>	3,500.00	3,640.00	4.0%
93	<b>Faculty of Medicine and Dentistry</b>				

Western University

Table 1

**2021-2022 and Proposed 2022-2023 PROGRAM-SPECIFIC TUITION FEES**

			2021-22	Proposed 2022-23	
			Amount	Amount	% change
94	Medicine (M. D.) -- Year 5		11,993.00	11,993.00	0.0%
95	Medicine (M. D.) -- Year 6	<i>New</i>		5,996.00	
96	MSc in Clinical Medical Biophysics	<i>Domestic</i>	11,294.00	11,294.00	0.0%
97	MSc in Clinical Medical Biophysics	<i>International</i>	31,675.00	32,942.00	4.0%
98	Internationally Trained Dentistry Program	Year 2 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
99	Internationally Trained Dentistry Program	Year 3 (plus full-time ancillary and supplementary fees)	56,000.00	56,000.00	0.0%
100	Internationally Trained Dentistry Program	Year 4 (plus full-time ancillary and supplementary fees)		56,000.00	
101	International Medical Trainees	<i>includes Saudi Trainees</i>	100,000.00	100,000.00	0.0%
102	Dentistry, Prior Learning Assessment (PLA) -- Internationally Trained Dentists	<i>reflects changes in exam structure</i>	800.00	800.00	0.0%
103	Grad Diploma: Pathology and Laboratory Medicine	<i>Domestic per Term</i>	2,400.00	2,400.00	0.0%
104	Grad Diploma: Pathology and Laboratory Medicine	<i>International per Term</i>	3,000.00	3,120.00	4.0%
105	<b>Faculty of Music</b>				
106	Music Recording Arts, All Years - Domestic tuition	<i>compressed prgm with Fanshawe</i>	6,914.00	6,914.00	0.0%
107	Music Recording Arts - Year 1 - International tuition	<i>compressed prgm with Fanshawe</i>	34,022.00	35,383.00	4.0%
108	Music Recording Arts - Year 2 - International tuition	<i>compressed prgm with Fanshawe</i>	34,022.00	35,383.00	4.0%
109	Music Recording Arts - Year 3 - International tuition	<i>compressed prgm with Fanshawe</i>	32,762.00	35,383.00	4.0%
110	<b>Faculty of Social Science</b>				
111	Graduate Diploma in Public Administration				
112	per-course tuition	<i>Domestic</i>	920.00	920.00	0.0%
113	per-course tuition	<i>International</i>	4,420.00	4,597.00	4.0%
114	Undergraduate Diploma in Public Administration	<i>per half course</i>	727.00	727.00	0.0%
115	<b>School of Graduate and Postdoctoral Studies</b>				
116	Graduate Diploma in Accounting				
117	Summer program	<i>Domestic, 1 term</i>	9,000.00	9,000.00	0.0%
118	Summer program	<i>International, 1 term</i>	16,000.00	16,000.00	0.0%
119	<b>Continuing Studies</b>				
120	<b>Trois-Pistoles French Immersion School:</b>				
121	<i>In-Person Programming:</i>				
122	Summer In-person (\$1,210.14 tuition, \$1289.93 homestay fee, \$299.93 immersion fee)	<i>Domestic Bursary &amp; Non-Bursary</i>	not offered	2,800.00	N/A
123	Summer In-person (Will not be offered in 2022)	<i>Domestic Non-Bursary 0.5 credit</i>	not offered	not offered	N/A
124	FSL Teachers In-person (\$605.07 tuition, \$909.38 homestay fee, \$285.55 immersion fee)	<i>Domestic Bursary &amp; Non-Bursary 0.5 credit</i>	not offered	1,800.00	N/A
125	Summer In-person (\$7,241.60 tuition, \$1289.93 homestay fee, \$299.93 immersion fee)	<i>International</i>	not offered	8,831.46	N/A

Western University

Table 1

**2021-2022 and Proposed 2022-2023 PROGRAM-SPECIFIC TUITION FEES**

			2021-22	Proposed 2022-23	
			Amount	Amount	% change
126	Summer In-person (Will not be offered in 2022)	<i>International 0.5 credit</i>	not offered	not offered	N/A
127	FSL Teachers In-person (\$3,620.80 tuition, \$909.38 homestay fee, \$285.55 immersion fee)	<i>International 0.5 credit</i>	not offered	4,815.73	N/A
128	<i>Virtual Programming:</i>				
129	Summer Virtual (\$1,210.14 tuition, \$729.93 sociocultural fee, \$299.93 immersion fee)	<i>Domestic Bursary &amp; Non-Bursary</i>	2,240.00	2,240.00	0.0%
130	Summer Virtual (Will not be offered in 2022)	<i>Domestic Non-Bursary 0.5 credit</i>	1,343.20	not offered	N/A
131	Summer Virtual (\$7,241.60 tuition, \$729.93 sociocultural fee, \$299.93 immersion fee)	<i>International</i>	8,271.46	8,271.46	0.0%
132	Summer Virtual (Will not be offered in 2022)	<i>International 0.5 credit</i>	3,842.38	not offered	N/A
133	<i>The % increase figures are calculated on the previous year of study in the previous academic year; for example, the % increase for year 4 is the increase over the year 3 tuition in the previous academic year.</i>				
134	<b>*NOTE*</b> Any student registered in course(s) over and above those specified as program requirements shall be assessed tuition on a per-course basis for those non-required courses.				
135	<b>Per-Course Tuition Fees</b>				
136	<i>First Entry Programs:</i>				
	<ul style="list-style-type: none"> <li>• Tuition per full course is one-fifth (20%) of full program tuition for the respective program.</li> <li>• Tuition per full audited course is one-tenth (10%) of full program tuition for the respective program.</li> </ul>				
137	<i>Law:</i> Tuition per full course is one-seventh of full program tuition.				
138	<i>Medicine/Dentistry:</i> Tuition will be set by special arrangement.				
139	<i>Graduate Programs:</i> Tuition per term is one-half (50%) of full-time tuition for the respective program.				
140	<i>PhDLIS/MLIS Program:</i>				
	<ul style="list-style-type: none"> <li>• Tuition per full course will be 30% of full-time (per term) tuition for the respective program or one tenth (10%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Domestic students is \$10,877 for 2022-23. Tuition for one course is \$1,087.7.</li> <li>• Tuition for two (2) courses will be one-half (50%) of full-time (per term) tuition for the respective program or one-sixth (16.7%) of full-time (annualized) tuition for the respective program. For example, MLIS annual tuition for Domestic students is \$10,877 for 2022-23. Tuition for two courses is \$1,816.5.</li> </ul>				

**Table 2**

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
1	<b>Faculty of Arts and Humanities</b>			
2	Student Donation		50.00	50.00
3	Visual Arts Field Trip Fee	<i>Applicable to specific courses</i>	45.00	45.00
4	1020 Safety Kit & Materials Fee		30.00	30.00
5	236 Printmaking Materials Fee		90.00	90.00
6	330 Printmaking Materials Fee		140.00	140.00
7	SA 2690Y-Studio Art Ceramics Materials Fee	<i>New</i>		160.00
8	Printmaking Silk Screen Fee		50.00	50.00
9	Workshop Fees		20.00	20.00
10	Sculpture 1 Workshop Materials Fee (half course)		80.00	80.00
	Sculpture 2 Workshop Materials Fee (full course)		160.00	160.00
11	Toronto: Culture and Performance field trip fee	<i>Theatre Studies 3581F/English 3581F/ArtHum 3393F</i>	150.00	150.00
12	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
13	Internship Fee - (Professional Internship) - 4 month work term	<i>one instalment</i>	125.00	125.00
14	<b>Continuing Studies</b>			
15	Tuition Deposit for Diploma Programs in: Not for Profit Management, Clinical Trials Management, Occupational Health & Safety Management, Public Relations, Pedorthics, Marketing, Human Resources, Computer Science	<i>non-refundable</i>	250.00	250.00
16	<b>Faculty of Education</b>			
17	Tuition Deposit - B.Ed./Dip.Ed.	<i>non-refundable</i>	500.00	500.00
18	Tuition Deposit - Add'l Qualifications (per full course)	<i>non-refundable</i>	100.00	100.00
19	Tuition Deposit - All Graduate programs	<i>non-refundable</i>	250.00	500.00
20	Deferral Fee - All Graduate programs	<i>admission deferral, non-refundable</i>	250.00	500.00
21	Practicum Supports B.Ed./Dip. Ed.	<i>Year 1</i>	463.18	462.00
22	Practicum Supports B.Ed./Dip. Ed.	<i>Year 2</i>	451.47	496.00
23	Student Donation		30.00	30.00
24	Technology AQ Facility Fee	<i>to rent space &amp; equipment needed for course EDTECH 5677</i>	75.00	75.00
25	School & Applied Child Psychology -- Access to Psychological Test Material	<i>New</i>		40.00
26	<b>Faculty of Engineering</b>			

Western University

**Table 2**

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
27	M.Eng Tuition Deposit	<i>non-refundable</i>	500.00	500.00
28	Student Donation		100.00	100.00
29	Undergraduate Student Laboratory Endowment Fund		50.00	50.00
30	Co-op Program Application	<i>non-refundable</i>	100.00	100.00
31	Co-op Program	<i>Fee Per Term</i>	500.00	500.00
	<p><b>Exchange Programs</b></p> <p>For information on fees for the International Study Centre, please contact Western International at exchange@uwo.ca or call (519) 661-2111 ext. 89309</p> <p>Incoming Exchange, Fees Payable to Western:</p> <p>32 • <i>Full or half year:</i> bus pass, Western One card, and UHIP for International Students</p> <p>Outgoing Exchange, Fees Payable to Western:</p> <p>• <i>Full Year:</i> full program tuition fees, USC health and dental plans</p> <p>• <i>Half Year at Western:</i> full program tuition fees, USC health plan and dental plans, bus pass, half of full-time ancillary fees</p> <p><i>Half Year not at Western:</i> half of full-time tuition fees, USC health and dental plans</p>			
33	<b>School of Graduate and Postdoctoral Studies</b>			
34	MLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	618.00
35	PhDLIS Co-op Placement	<i>Applicable to specific courses</i>	618.00	618.00
36	Physical Therapy MCISc Clinical Mentorship	<i>Discontinue</i>	1,500.00	n/a
37	AHCP MCISc Clinical Mentorship	<i>New</i>		2,100.00
38	Accelerated Masters in Geology	<i>field school course; refundable upon successful completion of course</i>	1,600.00	1,600.00
39	Accelerated Masters in Geophysics		1,600.00	1,600.00
40	Master of Environment and Sustainability (MES)	<i>placement costs</i>	2,750.00	2,900.00
41	Master of Management of Applied Science Internship Fee	<i>placement costs</i>	3,000.00	3,000.00
42	Master of Data Analytics	<i>placement costs</i>	3,000.00	3,000.00
43	<b>Faculty of Health Science (CSD, Nursing, OT, PT, Health Studies, Kinesiology)</b>			
44	Graduate Professional Programs Tuition Deposit fee		500.00	500.00
45	<b>School of Health Studies</b>			
46	Course fee: Aging Globally, Lessons from Scandinavia		3,500.00	3,500.00
47	Student Donation ( <i>Student Opportunity Fund</i> )		100.00	100.00

**Table 2**

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
48	<b>School of Kinesiology</b>			
49	Holster Kit Fee	<i>Applicable to specific courses</i>	120.00	120.00
50	Student Donation ( <i>Student Opportunity Fund</i> )		100.00	100.00
51	Loire Valley (France) Bicycle Tour (Kin 3300B)		2,500.00	2,500.00
52	Kinesiology - Taping supplies		85.00	85.00
53	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2032</i>	30.00	30.00
54	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 3388</i>	30.00	30.00
55	Kinesiology - Tophat interactive learning tool	<i>for students in Kinesiology 2276</i>	30.00	30.00
56	Kinesiology - First responder certification training	<i>for students in Kinesiology 4585</i>	425.00	425.00
57	<b>School of Kinesiology AND School of Health Studies</b>			
58	Internship fee: 4 month work term	<i>paid in one installment</i>	450.00	450.00
59	Internship fee: 8 month work term	<i>paid in two installments</i>	700.00	700.00
60	Internship fee: 9-12 month work term	<i>paid in three installments</i>	950.00	950.00
61	Internship fee: 13-16 month work term	<i>paid in three installments</i>	1,200.00	1,200.00
62	<b>School of Nursing</b>			
63	Student Donation ( <i>Student Opportunity Fund</i> )		100.00	100.00
64	<b>School of Occupational Therapy</b>			
65	Fit mask testing and Immunization check	<i>applicable to students in Year 1 of MSc(OT) program</i>	80.00	80.00
66	<b>School of Communication Sciences and Disorders</b>			
67	Laboratory and Clinic Kit fee		300.00	300.00
68	<b>Applied Health Care Practice</b>			
69	AHCP Wound Healing Supplies	<i>New: for students taking AHCP9660, 9670</i>		300.00
70	AHCP Sport & Exercise Medicine Taping Supplies and Certificate Costs	<i>New: for students taking AHCP9691</i>		510.00
68	<b>Faculty of Information and Media Studies</b>			
69	Internship Fee, FIMS, Academic Internship		125.00	125.00
70	Internship Fee, MMJC, non-academic, Third-Term Internship		103.00	103.00
71	Tuition Deposit, MMJC	<i>non-refundable</i>	412.00	412.00
72	Tuition Deposit, Library and Info. Science (Graduate)	<i>non-refundable</i>	412.00	412.00

Western University

**Table 2**

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
73	Student Donation		50.00	50.00
74	<b>Faculty of Law</b>			
75	Computer Access Fee		75.00	75.00
76	Tuition Deposit, JD program, Year 1 only	<i>non-refundable</i>	500.00	500.00
77	Tuition Deposit, LLM and MSL programs, new students only	<i>non-refundable</i>	500.00	500.00
78	International Law Capstone Course field trip fee; Ottawa	<i>optional</i>	500-600	500-600
79	International Organizations Course field trip fee; Washington/NY	<i>optional</i>	1,000-1,600	1,000-1,600
80	12Twenty		35.00	40.00
81	<b>Faculty of Medicine and Dentistry</b>			
82	Dental Kits	<i>Year 1</i>	16,000.00	17,000.00
83	Dental Kits	<i>Year 2</i>	18,000.00	18,000.00
84	Dental Kits	<i>Year 3</i>	4,500.00	4,500.00
85	Dental Kits	<i>Year 4</i>	1,000.00	1,000.00
86	Internationally Trained Dentists Program - Dental Kits	<i>Year 2</i>	31,000.00	35,000.00
87	Internationally Trained Dentists Program - Dental Kits	<i>Year 3</i>	4,500.00	4,500.00
88	Internationally Trained Dentists Program - Dental Kits	<i>Year 4</i>		1,000.00
89	Tuition Deposit, Dentistry, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
90	Tuition Deposit, Dentistry, Year 2, Internationally Trained Dentistry	<i>\$500 non-refundable</i>		4,950.00
91	Instrument Deposit, Dentistry, Year 2, Internationally Trained Dentistry	<i>non-refundable</i>	5,000.00	5,000.00
92	Tuition Deposit, Medicine, Year 1 only	<i>\$500 non-refundable</i>	1,000.00	1,000.00
93	Tuition Deposit, Masters of Public Health	<i>\$500 non-refundable</i>	1,000.00	1,000.00
94	Visiting Medical Elective, Canadian Universities	<i>per elective</i>	100.00	100.00
95	Visiting Medical Elective, International Universities	<i>per elective</i>	1,050.00	1,050.00
96	Student Donation, Undergraduate BMSc	<i>opt out option</i>	75.00	75.00
97	Interdisciplinary Medical Sciences MSc: Fee for Material and External Assessment Tool		165.00	150.00
98	MSc - Global Health Systems - Field Trip Fee	<i>New</i>		1,000.00
99	<b>Faculty of Music</b>			
100	Music Lesson (2 term total)	<i>Applicable to specific courses</i>	2,500.00	2,700.00

Western University

Table 2

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
101	Music - Audition Fee		70.00	80.00
102	Music - Opera Workshop Fee		80.00	80.00
103	Music - Music Education Instrument Fee		50.00	55.00
104	Music Performance String Instrument Bank Fee		125.00	125.00
105	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
106	Student Donation (Gift Fund)	<i>opt out option</i>	100.00	100.00
107	<b>Richard Ivey School of Business</b>			
108	Tuition Deposit, MBA	<i>\$500 non-refundable</i>	5,000.00	5,000.00
109	Tuition Deposit, Executive MBA Program (Canada)	<i>non-refundable</i>	5,000.00	3,000.00
110	Tuition Deposit, Accelerated MBA	<i>\$500 non-refundable</i>	5,000.00	5,000.00
111	Tuition Deposit, Master of Management-Analytics (MMA)	<i>non-refundable</i>	5,000.00	2,000.00
112	MMA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	<i>non-refundable</i>	5,000.00	5,000.00
113	Executive MBA Program (Canada) Cancellation fee (withdrawal from program within 30 days of the program start date)	<i>non-refundable</i>	5,000.00	5,000.00
114	Tuition Deposit, HBA	<i>\$500 non-refundable</i>	2,000.00	2,000.00
115	Tuition Deposit, MSc program	<i>\$500 non-refundable</i>	2,000.00	2,000.00
116	Tuition Deposit, PhD	<i>non-refundable</i>	300.00	300.00
117	Course Material Fees, MBA		2,639.00	2,639.00
118	Course Material Fees, MBA (exchange students)		420.00	420.00
119	Course Material Fees, JD/MBA		2,325.00	2,325.00
120	Course Material Fees, Direct MBA		1,490.00	1,490.00
121	Course Material Fees, Graduate Diploma in Accounting		1,000.00	1,000.00
122	Pre Business Custom Course Material Fees	<i>See Ivey Custom Course Material Fees 2022-2023</i>		
123	HBA 1 Custom Course Material Fees	<i>See Ivey Custom Course Material Fees 2022-2023</i>		
124	HBA 2 Custom Course Material Fees	<i>See Ivey Custom Course Material Fees 2022-2023</i>		
125	MSc Business Analytics Course Material Fees	<i>Fall 2022 &amp; Winter 2023 terms</i>	650.00	650.00
126	MSc International Business Course Material Fees	<i>Fall 2022 &amp; Winter 2023 terms</i>	600.00	600.00
127	MSc Digital Management Course Material Fees	<i>Fall 2022 &amp; Winter 2023 terms</i>	905.00	905.00
128	<b>Faculty of Science</b>			

Western University

**Table 2**

**Proposed 2022-2023 PROGRAM-RELATED FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
129	Astronomy 2801 Telescope Access Fee	<i>Astronomy 2801</i>	35.00	35.00
130	<i>For internships commencing May 2016 and beyond:</i>			
131	Internship Fee - 4 month work term	<i>one instalment</i>	450.00	450.00
132	Internship Fee - 8 month work term	<i>2 installments of \$350 each</i>	700.00	700.00
133	Internship Fee - 12 month work term	<i>three installments of approx \$316.67 each</i>	950.00	950.00
134	Internship Fee - 16 month work term	<i>four installments of \$300 each</i>	1,200.00	1,200.00
135	Student Donation		75.00	75.00
136	<b>Faculty of Social Science</b>			
137	MOS 4410 Strategic Management Singapore field trip fee	<i>approximate cost; optional</i>	1,500.00	1,500.00
138	Internship Fee - 4 month academic internship (0.5 credit), Western-sourced position	<i>one instalment</i>	125.00	125.00
139	Internship Fee - 4 month work term	<i>one instalment</i>	450.00	450.00
140	Internship Fee - 8 month work term	<i>2 installments of \$350 each</i>	700.00	700.00
141	Internship Fee - 12 month work term	<i>three installments of approx \$316.66 each</i>	950.00	950.00
142	Internship Fee - 16 month work term	<i>four installments of \$300 each</i>	1,200.00	1,200.00
143	Masters of Research for Policy and Evaluation: Internship Fee		3,000.00	3,000.00
144	Student Donation		50.00	50.00
145	Course Material Fees, Graduate Diploma in Accounting		1,000.00	1,000.00
146	<b>General</b>			
147	Admission Deferral Deposit	<i>non-refundable</i>	250.00	250.00
148	Tuition Deposit, Full-time Undergraduates	<i>non-refundable</i>	500.00	500.00
149	Tuition Deposit, Part-time Undergraduates	<i>non-refundable</i>	100.00	100.00
150	University Health Insurance Plan for International Students			
151	Undergraduates, Full-time and Part-time	<i>12 month term</i>	756.00	756.00
152	Graduates, excluding MBA	<i>per term</i>	252.00	252.00
153	Graduates, MBA	<i>12 month term</i>	756.00	756.00
154	Exchange students	<i>per term</i>	252.00	252.00

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**Table 3**

**Proposed 2022-2023 APPLICATION FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
1	<b>Undergraduate Programs</b>			
2	Arts and Humanities - Application fee for Student Service Learning Option in Cuba	<i>Spanish 2200 or 3300</i>	60.00 (suspended)	60.00
3	Arts and Humanities - Application fee for summer study at University of Holguin Oscar Lucero Moya in Cuba	<i>academic credit via Letter of Permission</i>	60.00 (suspended)	60.00
4	Arts and Humanities - Visual Arts Portfolio Application Fee	<i>BFA Studio Arts; USD</i>	12.00	12.00
5	Dentistry		275.00	275.00
6	Dentistry International Student Application		275.00	275.00
7	Dentistry: Advanced Standing Dentistry Application		275.00	275.00
8	Dentistry: Internationally Trained Dentist Program Application		275.00	275.00
9	Education, B.Ed./Dip.Ed.		80.00	80.00
10	Engineering, Leadership and Innovation Certificate	<i>change in name from Technological Entrepreneurship Certificate</i>	100.00	100.00
11	Exchange programs: Western International Exchange, Study Abroad, Internship, Research & Summer programs		55.00	55.00
12	Exchange programs, Faculty of Law		55.00	55.00
13	French Immersion Application Fee	<i>non-refundable</i>	275.00	275.00
14	FSL Teachers Application Fee	<i>non-refundable</i>	not offered	275.00
15	Part-time Application Fee		64.00	64.00
16	Law		100.00	115.00
17	Medicine		125.00	125.00
18	Social Science - Diploma in Public Administration		75.00	75.00
19	Social Science - Diploma in Public Administration, Late Application		100.00	100.00
20	<b>Richard Ivey School of Business</b>			
21	HBA		75.00	125.00
22	HBA Advanced Entry Opportunity Program		75.00	125.00
23	<b>Continuing Studies</b>			
24	Application Fee due at time of submission for Diploma Program in: Not for Profit Management, Clinical Trials Management, Occupational Health & Safety Management, Public Relations, Pedorthics, Marketing, Human Resources, Computer Science	<i>non-refundable</i>	100.00	100.00
25	<b>Graduate Programs</b>			
26	Communication Sciences and Disorders (M.CL.Sc.)		245.00	245.00
27	Occupational Therapy M.Sc. (OT)		245.00	245.00

Western University

**Table 3**

**Proposed 2022-2023 APPLICATION FEES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
28	Physical Therapy (MPT)		245.00	245.00
29	Ivey MBA		150.00	150.00
30	Ivey MSc		100.00	100.00
31	Ivey MMA		150.00	150.00
32	Orthodontics		250.00	250.00
33	All other graduate programs		125.00	125.00

Western University

**Table 4**

**Proposed 2022-2023 SUPPLEMENTAL FEES AND OTHER CHARGES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
1	<b>Course Cancellation/Change Fees</b>			
2	Full-time Undergraduates - excl. Yr 1 Dentistry, Yr 1 Medicine and HBA		360.00	360.00
3	Part-time Undergraduates	<i>per full course</i>	72.00	72.00
4	Part-time Undergraduates	<i>per half course</i>	36.00	36.00
5	Education - B.Ed./Dip.Ed.		350.00	350.00
6	Education - Additional Qualifications		100.00	100.00
7	Law - JD, First year only		500.00	500.00
8	Law - LLM and MSL programs		500.00	500.00
9	EMBA	<i>if withdrawing up to 30 days from start of session</i>	5,000.00	5,000.00
10	HBA		645.00	645.00
11	MMA Deferral Fee		200.00	200.00
12	<b>Identification Cards</b>			
13	Photo Identification Card (Western ONEcard)		32.00	32.00
14	Photo Identification Replacement		32.00	32.00
15	<b>Late Payment Charges: based on overdue balance on new consolidated account including tuition and residence charges (Fall 2022)</b>			
16	Fall/Winter Non-Graduate ( <i>per instalment</i> ) Graduate ( <i>per term</i> ) International, Canadian and Permanent Residents ( <i>per instalment</i> ) <i>*Excluding those in programs listed below</i> <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$1,500</i>	80.00	80.00
		<i>\$1,500-\$4,000</i>	156.00	156.00
		<i>\$4,000-\$8,000</i>	250.00	250.00
		<i>\$8,000 +</i>	430.00	430.00
17	HBA, MBA ( <i>per instalment</i> ) Medicine ( <i>per instalment</i> ) Dentistry ( <i>per instalment</i> ) Law ( <i>per instalment</i> ) <i>includes combined programs</i> <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$8,000</i>	275.00	275.00
		<i>\$8,000- \$16,000</i>	550.00	550.00
		<i>\$16,000- \$25,000</i>	860.00	860.00
		<i>\$25,000 +</i>	1,200.00	1,200.00

Western University

**Table 4**

**Proposed 2022-2023 SUPPLEMENTAL FEES AND OTHER CHARGES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
18	Summer Non-Graduate International ( <i>per instalment</i> ) Summer Non-Graduate Canadian and Permanent Residents ( <i>per instalment</i> ) <i>*All outstanding balances to be paid by OSAP are deferred without penalty</i>	<i>Overdue balance up to \$700</i>	80.00	80.00
		<i>\$700-\$2,000</i>	156.00	156.00
		<i>\$2,000-\$5,000</i>	220.00	220.00
		<i>\$5,000+</i>	380.00	380.00
19	Graduate Delinquent Account charge (excluding MBA & Orthodontics)	<i>per term</i>	156.00	156.00
20	<b>Late Registration Fees</b>			
21	Full-time Undergraduates		183.00	183.00
22	Part-time Undergraduates		91.50	91.50
23	Accommodated Exam, Unauthorized Exam Absence Fee		22.00	22.00
24	Courier	<i>Within Ontario</i>	25.00	28.00
25	Courier	<i>Canada (Outside of Ontario)</i>	34.00	35.00
26	Courier	<i>U.S.</i>	48.00	48.00
27	Courier	<i>International</i>	77.00	77.00
28	Course Description/Course Syllabus	<i>1 course</i>	2.00	2.00
29	Deregistration Fee		311.00	311.00
30	Diploma Authentication		7.00	7.00
31	Amended Tax Receipts (T2202/T4A)	<i>includes electronic filing of amendments</i>	27.50	27.50
32	Early Release of Diploma		117.00	117.00
33	Education - French as a Second Language Testing		100.00	100.00
34	Braille Drills Supplement Book	<i>one time charge for levels 2-4; included if entering in level 1</i>	30.00	30.00
35	PLA Testing Braille Certificate	<i>if studied at other Braille provider</i>	75.00	100.00
36	Education - Kodaly certification		320.00	320.00
37	Engineering - Supplemental Examination	<i>non-refundable</i>	100.00	100.00

Western University

**Table 4**

**Proposed 2022-2023 SUPPLEMENTAL FEES AND OTHER CHARGES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
38	Exchange Placement fee, Faculty of Law		165.00	165.00
39	Exchange , Western International & Western Heads East Placement Fee		165.00	165.00
40	Facsimile (Fax)/PDF charge		25.00	25.00
41	Electronic Degree Parchment		50.00	50.00
42	Late Application to Graduate		100.00	100.00
43	Letter of Permission - Outgoing Students		75.00	75.00
44	Letter of Permission - Incoming Students		75.00	75.00
45	Mailing of Diplomas	<i>Outside of Canada</i>	77.00	77.00
46	Mailing of Diplomas	<i>Within Canada</i>	34.00	35.00
47	Mailing of Miscellaneous Items	<i>for mailing items through Canada Post (excludes mailing of transcripts, official letters, forms)</i>	12.00	12.00
48	Medicine - Supplemental Examination	<i>London</i>	75.00	75.00
49	Dentistry - Supplemental Examination	<i>London</i>	100.00	75.00
50	Medicine - Supplemental Examination	<i>Outside Centre</i>	100.00	100.00
51	Medicine - Postgraduate Fellowship Administrative Fee		150.00	150.00
52	Medicine - Masters of Public Health - Learning Materials	<i>charged 1/3 in each of 3 terms</i>	800.00	800.00
53	Medicine - Masters of Public Health - Field Trip Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
54	Medicine - Masters of Public Health - Practicum Fee	<i>charged 1/3 in each of 3 terms</i>	600.00	600.00
55	Medicine - Postgraduate Verification-Dates only	<i>Regular &amp; Rush</i>	50.00	50.00
56	Medicine - Postgraduate Verification-Dates & Performance		75.00	75.00
57	Medicine - Postgraduate Certificate of Completion of Training - duplicate/replacement		25.00	25.00
58	Medicine - Postgraduate Courier	<i>Within Canada</i>	15.00	15.00
59	Medicine - Postgraduate Courier	<i>To USA</i>	25.00	25.00

Western University

**Table 4**

**Proposed 2022-2023 SUPPLEMENTAL FEES AND OTHER CHARGES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
60	Medicine - Postgraduate Courier	<i>International</i>	50.00	50.00
61	Medicine - Postgraduate Registration - Residents/Fellows	<i>set by provincial COFM</i>	805.00	805.00
62	Medicine - Undergraduate Non-credit Summer Elective	<i>per elective</i>	60.00	60.00
63	Medicine - Undergraduate Verification-Dates only		50.00	50.00
64	Medicine - Undergraduate Verification-Dates & Performance		75.00	75.00
65	International Health and Equity Learning (IHEL) - International Placement Fee	<i>per placement</i>	50.00	50.00
66	Music - Recital Cancellation Fee		200.00	200.00
67	Nursing - Foreign Licensure Documentation		250.00	250.00
68	Nursing - Clinical Placement documentation requirement late fee		100.00	100.00
	Nursing - Professional Practice Remedial Fee	<i>New</i>		300.00
69	Official Western Letter	<i>per letter; standard processing time</i>	16.00	16.00
70	Official Western Letter, on demand	<i>per letter; in-person priority request</i>	25.00	25.00
71	Official Western Letter Special Handling	<i>to include an external student-provided form with Official Western Letter (in addition to form processing fee, if applicable)</i>	20.00	20.00
72	Physical Therapy - Foreign Licensure Documentation		250.00	250.00
73	Physical Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
74	Occupational Therapy - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
75	Communication Sciences & Disorders - Clinical Fieldwork Placement Remedial Fee		300.00	300.00
76	Physical Therapy - Supplemental Examination		250.00	250.00
77	Physical Therapy - MCISc Supplemental Practical Examination	<i>Discontinue</i>	500.00	n/a
78	AHCP - MCISc Supplemental Practical Examination	<i>New</i>		500.00
79	Communication Sciences & Disorders - foreign licensure documentation		200.00	200.00
80	Re-admission Fee (Undergraduates deleted for non-payment of fees)		75.50	75.50

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**Table 4**

**Proposed 2022-2023 SUPPLEMENTAL FEES AND OTHER CHARGES**

			<b>2021-22 Amount</b>	<b>Proposed 2022-23 Amount</b>
81	Removal of Academic Sanctions (Sealing charge)		67.00	67.00
82	Replacement Cheque Fee		28.50	28.50
83	Replacement/Duplication of Graduation Diplomas		62.00	62.00
84	Reprinting of non-current fee bills		20.00	20.00
85	Returned Cheque Charge		72.00	72.00
86	Self-service Verification of Enrolment Letters	<i>Per Letter</i>	8.00	8.00
87	Special Examination	<i>Off Campus location</i>	150.00	150.00
88	Supplemental Examination	<i>London; for Faculties not listed above</i>	41.50	41.50
89	Third Party Forms	<i>per form; standard processing time</i>	16.00	16.00
90	Third Party Forms, on demand	<i>per form; in-person priority request</i>	25.00	25.00
91	Transcripts	<i>per copy; standard processing time</i>	15.00	15.00
92	Transcripts, on demand	<i>per copy; in-person priority request</i>	25.00	25.00
93	Transcript Special Handling	<i>to include an external student-provided form with transcript (in addition to form processing fee, if applicable)</i>	20.00	20.00
94	Transcript Evaluation Fee		93.50	93.50
95	Visiting Research Only Processing Fee	<i>Graduate</i>	200.00	200.00
96	Visiting Research Only Processing Fee	<i>Undergraduate</i>	200.00	200.00
97	Writing Proficiency Examination		69.90	69.90

**Table 5**

**PROPOSED 2022-23 BUSINESS SCHOOL COURSE MATERIAL FEES**

			2021-22 Amount	2022-23 Amount	% change
<b>BUSINESS FOUNDATIONS CUSTOM COURSE MATERIAL FEES</b>					
	<b>Course</b>		<i>Fees include program activity fees if applicable</i>		
1	1220E	Bus 1220E Introduction to Business	198.00	200.00	1.0%
2	2257	Bus 2257 Accounting and Business Analysis	215.00	225.00	4.7%
3	2257	Accounting and Business Analysis	95.00	160.00	68.4%
4	2257	Accounting and Business Analysis	7.25	8.00	10.3%
5	2295F/G	Bus 2295 F/G Business Basics for the Sciences	70.00	70.00	0.0%
6	1299E	Bus 1299E Business for Engineers	213.00	215.00	0.9%
7	<b>Notes</b>				
8	•	<i>Business Foundations course material fees include a custom coursepack, plus all course materials not bound in the custom coursepack including in-class readings, handouts, additional cases and items ordered from outside suppliers like software, workbooks, or other materials.</i>			
9	•	<i>The custom course pack and hardcopy handouts are comprised of purchased material, copyright material reported through copyright holders directly, copyright material reported through Access Copyright, and materials that fall in the fair dealing copyright exception.</i>			
<b>IVEY HBA CUSTOM COURSE MATERIAL FEES</b>					
	<b>Course</b>		<i>Fees include program activity fees if applicable</i>		
11	3300	Strategy	115.00	115.00	0.0%
12	3301	Marketing	150.00	150.00	0.0%
13	3302	Communications	115.00	115.00	0.0%
14	3303	Finance	100.00	100.00	0.0%
15	3304	Operations	200.00	200.00	0.0%
16	3311	Leading People in Organizations	300.00	300.00	0.0%
17	3316	Competing with Analytics	175.00	175.00	0.0%
18	3321	Financial Analysis	110.00	110.00	0.0%
19	3322	Leveraging Information Technology	150.00	150.00	0.0%
20	3323	Learning Through Action	75.00	75.00	0.0%

**Table 5**

**PROPOSED 2022-23 BUSINESS SCHOOL COURSE MATERIAL FEES**

21	<b>Electives</b>					
22	4413	Derivatives		70.00	70.00	0.0%
23	4417	Corporate Financial Reporting		200.00	200.00	0.0%
24	4421	Business to Business Marketing		160.00	160.00	0.0%
25	4427	Advanced Corporate Financial Reporting		65.00	65.00	0.0%
26	4433	Portfolio Management		125.00	125.00	0.0%
27	4439	Entrepreneurial Finance		100.00	100.00	0.0%
28	4441	Entrepreneurial Marketing		110.00	110.00	0.0%
29	4443	Value Investing		110.00	110.00	0.0%
30	4454	Operations Strategy		125.00	125.00	0.0%
31	4458	Leading Change		200.00	200.00	0.0%
32	4461	Strategic Market Planning		175.00	175.00	0.0%
33	4464	Global Supply Chain Management		100.00	100.00	0.0%
34	4468	Interpersonal Negotiations		100.00	100.00	0.0%
35	4469	Competing with Analytics		100.00	100.00	0.0%
36	4477	Corporate Financial Reporting II		70.00	70.00	0.0%
37	4479	Taxation for Managers		25.00	25.00	0.0%
38	4480	Global Strategy		150.00	150.00	0.0%
39	4486	Financial Models		100.00	100.00	0.0%
40	4500	Learning from Leaders		100.00	100.00	0.0%
41	4503	Leadership and Communication		50.00	50.00	0.0%
42	4505	Global Environment of Business		60.00	60.00	0.0%
43	4517	End User Modelling		85.00	85.00	0.0%
44	4518	Project Management		165.00	165.00	0.0%
45	4520	Revenue Management		65.00	65.00	0.0%
46	4525	Service Learning in Africa		110.00	110.00	0.0%

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**Table 5**

**PROPOSED 2022-23 BUSINESS SCHOOL COURSE MATERIAL FEES**

47	4530	Competition & Competitor Analysis		150.00	150.00	0.0%
48	4535	Integrating & Implementing Marketing Decisions		150.00	150.00	0.0%
49	4538	C&S Women in Leadership		125.00	125.00	0.0%
50	4539	C&S Business Sustainability		110.00	110.00	0.0%
51	4545	Sports and Entertainment Analytics		75.00	75.00	0.0%
52	4547	Health Sector Leadership		125.00	125.00	0.0%
53	4548	Consumer Insights		110.00	110.00	0.0%
54	4554	Private Equity		150.00	150.00	0.0%
55	4557	C&S - Business, Government and Globalization		100.00	100.00	0.0%
56	4558	New Venture Creation		150.00	150.00	0.0%
57	4559	Raising Capital in Financial Markets		130.00	130.00	0.0%
58	4600	Data Management for Decision Making		50.00	50.00	0.0%
59	4564	Design Driven Innovation		150.00	150.00	0.0%
60	4566	Managing High Growth Companies		150.00	150.00	0.0%
61	4567	Investment Management		125.00	125.00	0.0%
62	4569	Ivey Client Field Project (ICFP)		25.00	25.00	0.0%
63	4571	Leadership Under Fire - Developing Character		450.00	450.00	0.0%
64	4574	Mergers and Acquisitions		125.00	125.00	0.0%
65	4580	Reputation Management		75.00	75.00	0.0%
66	4588	C&S Sustainable Finance		125.00	125.00	0.0%
67	4590	Introductory Data Science		50.00	50.00	0.0%
68	4592	Sports and Entertainment Marketing		130.00	130.00	0.0%
69	4596	Power and Politics		150.00	150.00	0.0%
70	4498	Managing People for Exceptional Performance		75.00	75.00	0.0%
71	4604	Special Topics in Business Statistics		100.00	100.00	0.0%
72	4607	Microeconomics for Managers		175.00	175.00	0.0%

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**Table 5**

**PROPOSED 2022-23 BUSINESS SCHOOL COURSE MATERIAL FEES**

73	4608	C&S Managing Energy		75.00	75.00	0.0%
74	4610	Leading Family Firms		50.00	50.00	0.0%
75	4611	Start Ups		100.00	100.00	0.0%
76	4613	Fundamentals of Comercial Real Estate		110.00	110.00	0.0%
77	4614	Social Media, Analytics and Digital Marketing		150.00	150.00	0.0%
78	4616	Innovation, Entrepreneurship and Economic Growth in Israel		100.00	100.00	0.0%
79	4619	The Performing Leader		100.00	100.00	0.0%
80	4620	Impact Assessment		150.00	150.00	0.0%
81	4621	Design and Technology Management		175.00	175.00	0.0%
82	4622	Corporate Strategy		150.00	150.00	0.0%
83	4623	International Collaborative Arrangements		100.00	100.00	0.0%
84	4624	Managerial Accounting & Control		150.00	150.00	0.0%
85	4625	Developing More Sustainable Supply Chain		175.00	175.00	0.0%
86	4626	Special Topics in Cross Cultural Management		100.00	100.00	0.0%
87	4630	Special Topics in Digital Transformation		125.00	125.00	0.0%
88	4633	Special Topics in Design Driven Innovation		75.00	75.00	0.0%
89	4634	Special Topics in Competing with China		75.00	75.00	0.0%
90	4628	Fintech Disruption of Banking		125.00	125.00	0.0%
91	4629	Sales Foundations		125.00	125.00	0.0%
92	4635	Simulation and Risk Analysis		75.00	75.00	0.0%
93	4638	Digital Platform Implementation		150.00	150.00	0.0%
94	4641	Managing Risk in Organizations		100.00	100.00	0.0%
95	4643	Global Financial Markets		75.00	75.00	0.0%
96	4644	Leading Responsibly		35.00	35.00	0.0%

**Table 5**

**PROPOSED 2022-23 BUSINESS SCHOOL COURSE MATERIAL FEES**

97	4646	Systems Thinking		35.00	35.00	0.0%
98						
99	Note: Courses may change depending on enrollment for Winter Term 2022					
100	<b>Program Activity Fees</b>					
101	3302	Communications	<i>Improv Workshop</i>	10.00	10.00	0.0%
102	3302	Communications	<i>Supporting Roles</i>	10.00	10.00	0.0%
103	3304	Operations - Operations in various organizations	<i>Field Trip</i>	30.00	30.00	0.0%
104	3311	Leading People in Organizations: Team Building Exercise	<i>Field Trip</i>	60.00	60.00	0.0%
105	3311	Leading People in Organizations: Team Building Exercise	<i>Transportation</i>	10.00	10.00	0.0%
106	3311	Leading People - Supporting Roles Workshop Role-play	<i>Commitment Workshop</i>	40.00	40.00	0.0%
107	4535	SABRE	<i>Simulation</i>	70.00	70.00	0.0%
108	4433	Stock Track Simulation	<i>Simulation</i>	25.00	25.00	0.0%
109	4535	Simulation	<i>Simulation</i>	65.00	65.00	0.0%
110	4441	Entrepreneurial Marketing Simulation	<i>Simulation</i>	30.00	30.00	0.0%
111	<b>Notes</b>					
112	•	<i>Course pack fees include in-class readings, handouts, additional cases and items ordered from outside suppliers through Ivey Publishing like software, workbooks or other materials.</i>				
113	•	<i>The custom course pack and hardcopy handouts are comprised of purchased material, copyright material reported through copyright holders directly, copyright material reported through Access Copyright, and materials that fall in the fair dealing copyright exception.</i>				
114	•	<i>Any increase/decrease in fee reflects adjustments made due to actual costs as compared to estimated fees from previous year.</i>				
115	•	<i>Estimated fees for new core courses are based on how many cases and readings will be used.</i>				
116	•	<i>Estimated fees for new core courses are based on how many cases and readings will be used.</i>				



**Student Fee-Funded Units, Ancillaries,  
Academic Support Units, and Associated  
Companies: 2022-23 Budgets**

**March 28, 2022**

## **Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies**

### **2022-23 Budgets and Ancillary Fees**

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#### **A. Introduction**

Table 1 includes a summary of the 2021-22 projected year-end results and 2022-23 budgets for Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies. Tables 2 and 3 provide a listing of the 2021-22 Ancillary fees and the proposed Ancillary fee rates for 2022-23.

The following provides an overview of the funding source for each category of units detailed on Table 1 and noteworthy comments pertaining to specific 2021-22 year-end projections, 2022-23 budgets, and the 2022-23 projected unit reserve positions.

#### **B. Student-Fee-Funded Units**

*Student Fee-Funded Units* are supported, in whole or in part, by non-tuition-related compulsory ancillary fees. The proposed 2022-23 Student Organization and University Ancillary Fees are presented on Tables 2 and 3. Student involvement in establishing fee levels for University fee-funded units is facilitated through the Student Services Committee (SSC) – a student-run group comprised of voting representatives from the University Students' Council (USC), the Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

Due to the negative impact of COVID on students, the University did not increase University Ancillary Fees in the 2020-21 and 2021-22 academic years. Because the Pandemic continues to create financial challenges for students, the University is proposing to continue the freeze on inflationary adjustments for the 2022-23 academic year. However, special fee increases of \$1.82 for Wellness & Equity Education and \$1.74 for Student Support & Case Management have been approved by the SSC to support increasing demand for Gender Based Sexual Violence (GBSV) prevention, education, and disclosure response. These fee increases will be matched by a \$117,500 base funding allocation from the University operating budget. Revenue from the proposed fee increases and the matching funds will be used to support programming and an additional GBSV Prevention Education Coordinator to be situated in Wellness & Equity Education and an additional GBSV Survivor Support Case Manager residing in Student Support & Case Management.

#### **C. Ancillary Units**

Revenues that support the *Ancillary Unit* budgets are derived primarily from the sale of goods and services to the general University community.

The Family Practice Clinic is forecasting operational deficits for 2021-22 and 2022-23 due to a decline in medical billings and an increase in operating costs. The operations, structure, and finances of this unit are currently under review.

Deficits are projected in 2021-22 for Housing, Retail & Hospitality Services, and Parking Services due to the continuing impacts of the pandemic – which resulted in lower revenues and continuation of fixed operational costs. The budgets for these units assume a return to more normalized operations in 2022-23.

#### **D. Academic Support Units**

The budgets for the *Academic Support Units* are funded from various sources, including recoveries from internal research projects, revenues from external industrial contracts, and course fees. In addition, Animal Care & Veterinary Services receives support from the University operating budget to help offset the costs of housing research animals, unrecoverable regulatory requirements, and training for animal users.

With the exception of Animal Care & Veterinary Services (ACVS), all of the units included in this category were able to return to a more normalized operational status in 2021-22. Animal census numbers for ACVS are gradually returning to pre-pandemic levels but are not expected to reach optimum capacity until after the 2022-23 fiscal year. The deficit budgeted for 2022-23 is primarily attributed to the reduced census numbers and one-time equipment purchases. The unit reserve is sufficient to cover the shortfall.

#### **E. Associated Companies**

The Associated Companies are separate legal business entities that are consolidated into the overall Combined Western University Financial Statements.

The deficit projected by the Western Research Parks for 2021-22 is primarily due to the closure of Windermere Manor for commercial purposes. Since the fall of 2021, Windermere Manor has operated on a cost recovery basis for services provided to the University. A restructuring plan for Windermere Manor was previously approved by the Board of Governors on April 22, 2021, and is expected to be fully implemented by April 30, 2022.

Lower revenue from the Ivey Business School Foundation (IBSF) conference centre operations in 2021-22 is expected to be more than offset by lower operating expenses, to meet the overall budget target. The surplus from the IBSF is anticipated to improve in 2022-23 due to a return to pre-pandemic business levels.

The surplus position for Ivey Business School Asia Limited is expected to improve in 2022-23 due to increased open program enrollment and increased custom program offerings.

**Table 1**  
Western University  
**Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies**  
**2022-23 Budget (\$ 000)**

	2021-22 Projected			2022-23 Budget			% Change		Budgeted Reserves at April 30, 2023	
	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
<b>1 A - Student Fee-Funded Units</b>										
2 <i>Student Experience Fee-Funded Ancillary Units</i>										
3 <i>Sport &amp; Recreation Pillar</i>										
4 Recreation	4,620.9	4,612.1	8.8	5,244.7	5,183.3	61.4	13.50%	12.38%	191.3	858.5
5 Sport	5,756.3	5,707.5	48.8	5,667.7	5,649.3	18.4	-1.54%	-1.02%	129.5	
6 Spirit & Connection (Thompson Recreation & Athletic Centre)	889.5	877.1	12.4	1,213.3	1,196.3	17.0	36.40%	36.39%	81.8	530.0
7 Spirit & Connection (Spirited Activities & Events)	387.5	381.2	6.3	1,013.0	1,005.2	7.8	161.42%	163.69%	23.5	
8 <i>Wellness &amp; Well-being Pillar</i>										
9 Health & Wellness	6,350.9	6,176.4	174.5	6,733.1	6,812.8	-79.7	6.02%	10.30%	1,211.5	507.1
10 Wellness & Equity Education	808.4	785.2	23.2	701.2	696.2	5.0	-13.26%	-11.33%	225.8	200.0
11 Student Support & Case Management	373.0	358.1	14.9	500.8	493.2	7.6	34.26%	37.73%	155.2	82.6
12 <i>Leadership &amp; Learning Pillar</i>										
13 Academic Support & Engagement	1,802.6	1,737.8	64.8	1,885.2	1,867.9	17.3	4.58%	7.49%	493.9	73.1
14 Careers & Experience	1,527.1	1,482.0	45.1	1,587.6	1,582.9	4.7	3.96%	6.81%	185.0	
15 <i>All Other Fee-Funded Ancillary Units</i>										
16 Financial Aid Office	1,298.4	1,189.2	109.2	1,353.4	1,437.9	-84.5	4.24%	20.91%	71.2	
17 International Student Services	536.2	535.6	0.6	558.7	558.0	0.7	4.20%	4.18%	2.5	
18 Indigenous Student Centre	879.2	871.3	7.9	907.7	896.4	11.3	3.24%	2.88%	385.7	
19 Off-Campus Housing & Housing Mediation Services	459.7	476.2	-16.5	498.6	511.2	-12.6	8.46%	7.35%	190.9	
20 Western Foot Patrol	209.3	207.7	1.6	219.6	217.7	1.9	4.92%	4.81%	53.4	45.2
21 <b>Sub-Total</b>	<b>25,899.0</b>	<b>25,397.4</b>	<b>501.6</b>	<b>28,084.6</b>	<b>28,108.3</b>	<b>-23.7</b>	<b>8.44%</b>	<b>10.67%</b>	<b>3,401.2</b>	<b>2,296.5</b>
<b>22 B - Ancillary Units</b>										
23 Family Practice Clinic and Workplace Health Svcs	312.9	705.6	-392.7	275.0	661.0	-386.0	-12.11%	-6.32%	-816.8	
24 Housing Services	70,676.7	73,255.8	-2,579.1	90,425.5	84,048.3	6,377.2	27.94%	14.73%	62,521.8	
25 Retail and Hospitality Services	20,935.0	21,951.9	-1,016.9	29,561.8	27,435.4	2,126.4	41.21%	24.98%	-2,691.1	
26 Parking Services	3,478.9	4,435.3	-956.4	6,482.4	5,993.9	488.5	86.33%	35.14%	3,162.8	
27 <b>Sub-Total</b>	<b>95,403.5</b>	<b>100,348.6</b>	<b>-4,945.1</b>	<b>126,744.7</b>	<b>118,138.6</b>	<b>8,606.1</b>	<b>32.85%</b>	<b>17.73%</b>	<b>62,176.7</b>	<b>0.0</b>
<b>28 C - Academic Support Units</b>										
29 Animal Care & Veterinary Services	5,887.5	5,697.3	190.2	8,849.3	9,011.4	-162.1	50.31%	58.17%	745.2	
30 Boundary Layer Wind Tunnel	1,911.3	1,882.2	29.1	2,001.6	1,973.1	28.5	4.72%	4.83%	628.5	300.0
31 University Machine Services	1,806.5	1,797.7	8.8	2,070.0	2,058.2	11.8	14.59%	14.49%	305.7	
32 Fraunhofer Project Centre	1,057.2	1,057.0	0.2	1,413.1	1,411.9	1.2	33.66%	33.58%	1.2	129.6
33 Surface Science Western	1,949.6	1,727.8	221.8	1,768.5	1,764.5	4.0	-9.29%	2.12%	300.0	657.3
34 Continuing Studies at Western	2,985.5	2,856.2	129.3	2,804.2	2,649.5	154.7	-6.07%	-7.24%	1,192.2	
35 <b>Sub-Total</b>	<b>15,597.6</b>	<b>15,018.2</b>	<b>579.4</b>	<b>18,906.7</b>	<b>18,868.6</b>	<b>38.1</b>	<b>21.22%</b>	<b>25.64%</b>	<b>3,172.8</b>	<b>1,086.9</b>
<b>36 D - Associated Companies</b>										
37 Western Research Parks (incl. Windermere Manor, ADEISS & AMP)	4,979.6	5,923.9	-944.3	5,670.0	5,088.4	581.6	13.86%	-14.10%	4,030.4	
38 Ivey Business School Foundation	23,311.0	23,245.0	66.0	31,670.0	30,539.0	1,131.0	35.86%	31.38%	15,805.1	
39 Ivey Business School Asia Limited	3,174.0	3,150.0	24.0	3,430.0	3,105.0	325.0	8.07%	-1.43%	-1,142.2	
40 <b>Sub-Total</b>	<b>31,464.6</b>	<b>32,318.9</b>	<b>-854.3</b>	<b>40,770.0</b>	<b>38,732.4</b>	<b>2,037.6</b>	<b>29.57%</b>	<b>19.84%</b>	<b>18,693.3</b>	<b>0.0</b>
<b>41 Grand Total</b>	<b>168,364.7</b>	<b>173,083.1</b>	<b>-4,718.4</b>	<b>214,506.0</b>	<b>203,847.9</b>	<b>10,658.1</b>	<b>27.41%</b>	<b>17.77%</b>	<b>87,444.0</b>	<b>3,383.4</b>

**Table 2**  
Western University  
**2021-2022 and 2022-2023 Full-Time Student Organization and University Ancillary Fee Rates**

	Full-Time Undergraduate			Full-Time Graduate - 3 Terms			Full-Time MBA		
	2021-22 Rate	<a> Proposed 2022-23 Rate	% change	2021-22 Rate	<a> Proposed 2022-23 Rate	% change	2021-22 Rate	<a> Proposed 2022-23 Rate	% change
1	<b>Student Organization Fees:</b>								
2	-	-	-	82.38	84.00	2.0%	600.00	600.00	0.0%
3	129.65	137.43	6.0%	24.72	26.20	6.0%	-	-	-
4	88.12	90.76	3.0%	88.12	90.76	3.0%	88.12	90.76	3.0%
5	273.50	287.20	5.0%	271.08	285.18	5.2%	308.75	<e>300.00	-2.8%
6	16.73	17.40	4.0%	-	-	-	-	-	-
7	9.81	13.76	40.3%	-	-	-	-	-	-
8	183.44	196.28	7.0%	679.32	742.62	9.3%	215.55	<c>241.42	12.0%
9	177.01	189.40	7.0%	-	-	-	-	-	-
10	12.84	13.35	4.0%	3.23	3.23	0.0%	-	-	-
11	5.93	6.17	4.0%	5.93	6.17	4.0%	-	-	-
12	-	-	-	9.99	9.99	0.0%	-	-	-
13	-	-	-	17.58	18.18	3.4%	-	-	-
14	11.28	11.73	4.0%	-	-	-	-	-	-
15	15.22	15.83	4.0%	-	-	-	-	-	-
16	3.84	5.18	34.9%	-	-	-	-	-	-
17	10.28	12.85	25.0%	-	-	-	-	-	-
18	120.00	124.80	4.0%	-	-	-	-	-	-
19	5.96	6.20	4.0%	-	-	-	-	-	-
20	17.53	18.23	4.0%	-	-	-	-	-	-
21	10.64	10.64	0.0%	-	-	-	-	-	-
22	0.86	0.89	3.5%	-	-	-	-	-	-
23	2.00	2.08	4.0%	-	-	-	-	-	-
24	4.39	4.57	4.1%	-	-	-	-	-	-
25	50.00	0.00	-100.0%	-	-	-	-	-	-
26	<b>1,149.03</b>	<b>1,164.75</b>	<b>1.4%</b>	<b>1,182.35</b>	<b>1,266.33</b>	<b>7.1%</b>	<b>1,212.42</b>	<b>1,232.18</b>	<b>1.6%</b>
27	<b>University Ancillary Fees:</b>								
28	<i>Student Experience Fees</i>								
29	<i>Sport &amp; Recreation Pillar</i>								
30	105.34	105.34	0.0%	133.55	133.55	0.0%	133.55	133.55	0.0%
31	87.40	87.40	0.0%	87.40	87.40	0.0%	87.40	87.40	0.0%
32	20.37	20.37	0.0%	20.37	20.37	0.0%	20.37	20.37	0.0%
33	5.58	5.58	0.0%	5.58	5.58	0.0%	5.58	5.58	0.0%
34	<i>Wellness &amp; Well-being Pillar</i>								
35	110.83	110.83	0.0%	110.83	110.83	0.0%	110.83	110.83	0.0%
36	11.16	12.98	16.3%	11.16	12.98	16.3%	11.16	12.98	16.3%
37	8.04	9.78	21.6%	8.04	9.78	21.6%	8.04	9.78	21.6%
38	<i>Leadership &amp; Learning Pillar</i>								
39	44.82	44.82	0.0%	44.82	44.82	0.0%	44.82	44.82	0.0%
40	37.59	37.59	0.0%	37.59	37.59	0.0%	37.59	37.59	0.0%
41	<i>All Other Unit Fees</i>								
42	40.21	40.21	0.0%	40.21	40.21	0.0%	40.21	40.21	0.0%
43	14.74	14.74	0.0%	14.74	14.74	0.0%	14.74	14.74	0.0%
44	12.63	12.63	0.0%	12.63	12.63	0.0%	12.63	12.63	0.0%
45	9.36	9.36	0.0%	9.36	9.36	0.0%	9.36	9.36	0.0%
46	4.95	4.95	0.0%	4.95	4.95	0.0%	4.95	4.95	0.0%
47	<b>513.02</b>	<b>516.58</b>	<b>0.7%</b>	<b>541.23</b>	<b>544.79</b>	<b>0.7%</b>	<b>541.23</b>	<b>544.79</b>	<b>0.7%</b>
48	<b>1,662.05</b>	<b>1,681.33</b>	<b>1.2%</b>	<b>1,723.58</b>	<b>1,811.12</b>	<b>5.1%</b>	<b>1,753.65</b>	<b>1,776.97</b>	<b>1.3%</b>

<a> The proposed rates are effective September 1, 2022, except for the Student Recreation Centre fee, which is effective May 1, 2022.

<b> In addition to the Full-Time Undergraduate fees, a \$400.00 fee will be collected on behalf of the HBA Association from HBA students entering the first year of their program. The \$400.00 fee covers both years of the program.

<c> The MBA Health Plan is administered by the USC and provides coverage to MBA students for a 13 month period. The corresponding rate for the MBA Directs and Accelerated MBAs is \$222.85 (compared to \$198.97 for 2021-22).

<d> Eligible for opt-out upon presentation of proof of coverage from another source.

<e> The MBA, MBA Direct, & AMBA transit pass fee is administered by the USC and will be effective commencing March 1, 2023. When determined, the fee rate is not to exceed \$300.00 and provides a transit pass for a 13 month period.

**Table 3**  
Western University  
**2021-2022 and 2022-2023 Part-Time Student Organization and University Ancillary Fee Rates**

	Part-Time Undergraduate - per full course			Undergraduate: Summer - per full course			Part-Time Graduate - per term			
	2021-22 Rate	<a> Proposed 2022-23 Rate	% change	2021-22 Rate	<a> Proposed 2022-23 Rate	% change	2021-22 Rate	<a> Proposed 2022-23 Rate	% change	
1	<b>Student Organization Fees:</b>									
2	Organization Fee	0.00	0.00	-	-	-	16.89	17.70	4.8%	
3	Student Buildings	25.93	27.49	6.0%	12.97	13.75	6.0%	-	-	
4	Student Recreation Centre Fund	17.62	18.15	3.0%	9.13	9.40	3.0%	14.69	15.13	
5	Safe Transit Program	3.35	3.48	3.9%	-	-	-	-	-	
6	Health and Wellness	1.96	2.75	40.3%	0.98	1.38	40.8%	-	-	
7	Academic Support (includes Ombuds Fee)	2.57	2.67	3.9%	1.29	1.34	3.9%	-	-	
8	Community Legal Services	1.19	1.23	3.4%	0.60	0.62	3.3%	-	-	
9	Grad Club Levy	-	-	-	-	-	-	1.11	1.11	
10	Canadian Federation of Students Fee	-	-	-	-	-	-	2.93	3.03	
11	Government Advocacy	2.26	2.35	4.0%	1.13	1.18	4.4%	-	-	
12	Student Life	3.04	3.17	4.3%	1.52	1.59	4.6%	-	-	
13	Peer Programs	0.77	1.04	35.1%	0.39	0.52	33.3%	-	-	
14	Clubs Administration	2.06	2.57	24.8%	1.03	1.29	25.2%	-	-	
15	Student Initiative Grants	1.19	1.24	4.2%	0.60	0.62	3.3%	-	-	
16	Gazette	3.51	3.65	4.0%	1.76	1.83	4.0%	-	-	
17	Radio Western	2.13	2.13	0.0%	1.07	1.07	0.0%	-	-	
18	Marching Band Fee	0.40	0.42	5.0%	0.20	0.21	5.0%	-	-	
19	Faculty and Affiliate Councils	0.88	0.91	3.4%	0.44	0.46	4.5%	-	-	
20	Student Bursary Fund	10.00	0.00	-100.0%	5.00	0.00	-100.0%	-	-	
21	<b>Sub-Total: Student Organization Fees</b>	<b>78.86</b>	<b>73.25</b>	<b>-7.1%</b>	<b>38.11</b>	<b>35.26</b>	<b>-7.5%</b>	<b>35.62</b>	<b>36.97</b>	<b>3.8%</b>
22	<b>University Ancillary Fees:</b>									
23	<i>Student Experience Fees</i>									
24	<i>Sport &amp; Recreation Pillar</i>									
25	Recreation	21.07	21.07	0.0%	10.53	10.53	0.0%	0.00	0.00	
26	Sport	17.47	17.47	0.0%	8.74	8.74	0.0%	0.00	0.00	
27	Spirit & Connection (Thompson Recreation & Athletic	4.07	4.07	0.0%	2.04	2.04	0.0%	0.00	0.00	
28	Spirit & Connection (Spirited Activities & Events)	1.12	1.12	0.0%	0.56	0.56	0.0%	0.00	0.00	
29	<i>Wellness &amp; Well-being Pillar</i>									
30	Health & Wellness	22.17	22.17	0.0%	11.09	11.08	-0.1%	18.46	18.46	
31	Wellness & Equity Education	2.23	2.60	16.6%	1.11	1.30	16.9%	1.86	2.16	
32	Student Support & Case Management	1.61	1.96	21.7%	0.81	0.98	20.7%	1.34	1.63	
33	<i>Leadership &amp; Learning Pillar</i>									
34	Academic Support & Engagement	8.96	8.96	0.0%	4.49	4.49	0.0%	7.47	7.47	
35	Careers & Experience	7.52	7.52	0.0%	3.76	3.76	0.0%	6.27	6.27	
36	<i>All Other Unit Fees</i>									
37	Financial Aid Office	8.04	8.04	0.0%	4.02	4.02	0.0%	6.70	6.70	
38	International Student Services	2.95	2.95	0.0%	1.47	1.47	0.0%	2.46	2.46	
39	Indigenous Student Centre	2.52	2.52	0.0%	1.26	1.26	0.0%	2.11	2.11	
40	Off-Campus Housing & Housing Medication Services	1.87	1.87	0.0%	0.94	0.94	0.0%	0.00	0.00	
41	Western Foot Patrol	0.99	0.99	0.0%	0.50	0.50	0.0%	0.83	0.83	
42	<b>Sub-Total: University Ancillary Fees</b>	<b>102.59</b>	<b>103.31</b>	<b>0.7%</b>	<b>51.32</b>	<b>51.67</b>	<b>0.7%</b>	<b>47.50</b>	<b>48.09</b>	<b>1.2%</b>
43	<b>Grand Total</b>	<b>181.45</b>	<b>176.56</b>	<b>-2.7%</b>	<b>89.43</b>	<b>86.93</b>	<b>-2.8%</b>	<b>83.12</b>	<b>85.06</b>	<b>2.3%</b>

<a> The proposed rates are effective September 1, 2022, except for the Student Recreation Centre fee, which is effective May 1, 2022.

**ITEM 4.1(b) - MAPP 2.26 Statement of Investment Objectives, Policies & Governance – Revisions to Policy**

**ACTION REQUIRED:**       FOR APPROVAL       FOR INFORMATION

**Recommended:**      That the Board of Governors approve the revised Statement of Investment Objectives, Policies & Governance for the Short-Term Portfolio, the Mid-Term Portfolio and the Operating and Endowment Fund.

**EXECUTIVE SUMMARY:**

Western's Statement of Investment Objectives, Policies and Governance (SIOP&G) for the Short-Term Portfolio, the Mid-Term Portfolio and the Operating and Endowment Fund provides a framework for the prudent investment of the investment portfolios which belong to the University and outlines the roles and responsibilities of those who make decisions regarding the Portfolios. The policy was last approved in June 2020.

Maintaining an updated SIOP&G that is reflective of our current beliefs, policies, objectives, and commitments is important for the stewardship of investment funds. The 2022 version of the SIOP&G includes a significant update to the policy in relation to Environmental, Social, and Governance (ESG) factors and Responsible Investing (RI). The updates reflect the important work of the Investment Committee over the last two years in advancing Western's Responsible Investing Strategy and Pathway.

This report summarizes the main changes made to the document.

***Section 2 – Statement of Investment Committee Beliefs***

- The Investment beliefs have been updated to include the ESG, RI and climate change beliefs approved by the Committee in September 2021.

***Section 4 – Investment Objectives and Policies – Mid-Term Portfolio***

- In subsection 4.3, some risk factors were added.
- In subsection 4.6, clarification that a gross rate of return is used for performance measurement.

***Section 5 – Investment Objectives and Policies – Operating & Endowment Fund***

- In subsection 5.2, expected return and standard deviation figures were updated as of December 31, 2021.
- In subsection 5.3, some risk factors were added.
- In subsection 5.4, sub-asset class global equities were added.
- In subsection 5.9, the liquidity section was expanded.
- In subsection 5.10, borrowing by the Fund was formalized.

**Section 7 – Responsible Investing**

- Subsection 7.1 refreshes the definition of RI, drawing upon the Investment Committee’s work completed in September 2021. The policy outlines that the University is taking an ESG integration approach to responsible investing and reiterates our commitment to allocating capital to solutions-based investments.
- Subsection 7.1 also highlights transparency and the commitment to report on our RI progress (and challenges) annually.
- Subsection 7.2. separates Western’s RI commitments and targets for the Mid-Term Portfolio and Fund into our capital allocation commitment (unchanged from 2020) and climate change commitments.
- Subsection 7.3 the Sustainable Investment Strategy has been elevated, however the content remains largely unchanged. Future work will involve expanding the section and incorporating social issues in addition to environmental issues.
- Subsection 7.5 introduces engagement services as an option for the University. This will help the University meet its commitments included in “Investing to Address Climate Change: a Charter for Canadian Universities” signed in June 2020.
- Subsection 7.6 updates the language around divestment, reflecting that divestment may be pursued when engagement fails. This language is considered best practice by Mercer.

**ATTACHMENT(S):**

[Revised MAPP 2.26 – Statement of Investment Objectives, Policies and Governance](#)

[Revised MAPP 2.26 – redline version](#)

## **Policy 2.26 - Statement of Investment Objectives, Policies and Governance**

For the Short-Term Portfolio, Mid-Term Portfolio and Operating and Endowment Fund

*Revised April 2022*

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## Section 1 Purpose and Background

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### 1.1 Introduction

The purpose of this Statement of Investment Objectives, Policies and Governance is to document the investment beliefs, principles and policies of Western University (the “**University**” or “**Western**”) for the Short-Term Portfolio (the “**STP**”), the Mid-Term Portfolio (the “**MTP**”) and the Operating and Endowment Fund (the “**Fund**”). The STP, MTP and the Fund are collectively referred to as the “**Portfolios**”. This document is a management tool and is not designed to satisfy any specific legislation but is expected to demonstrate prudent management of the Portfolios and provide a framework for University investments. The authority and responsibilities of decision-making bodies are also documented herein.

### 1.2 Description of Portfolios

The Fund consists of two components:

- i) endowed assets that are invested to generate income sufficient to meet the payout rate established by the Board of Governors (the “**Board**”) under Investment Payout Policy (“[Policy 2.11](#)”) to fund endowed chairs and scholarships, among others (the “**Endowed Portfolio**”); and
- ii) excess cash related to non-endowed funds (the “**Operating Portfolio**”).

The two components are invested according to the same investment policy as described in Section 5. The ownership share of the Fund between the Endowed Portfolio and the Operating Portfolio is tracked on a monthly basis and investment returns are allocated based on the pro-rata share each month.

The University also holds two additional portfolios:

- a Short-Term Portfolio (STP) generally invested in a bank account, a money market fund and a high-interest savings account; and
- a Mid-Term Portfolio (MTP) invested mainly in liquid stocks and fixed income securities.

The STP and MTP provide the University with the liquidity necessary for the allocation of spending from endowments. As a result, the University is able to manage the Fund with a very long-term focus, with little need for liquidity. In fact, the horizon of the Fund is perpetuity, and it is invested to withstand volatility in returns from quarter to quarter and year to year.

## Section 2 Statement of Investment Committee Beliefs

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The Investment Committee is guided by various investment beliefs, including:

- A governance framework is essential to achieve success in managing investments and consists of:
  - i) a diverse, independent and experienced Investment Committee to mentor, monitor and counsel University Administration;
  - ii) written investment objectives, policies and governance guidelines to facilitate efficient operations;
  - iii) acknowledgment and delegation of responsibilities amongst four levels of fiduciaries:
    - Board of Governors (“**Board**”) – approves policies and is ultimately responsible for results attained;
    - Property and Finance Committee (“**P&F**”) – recommends policies to the Board;
    - Investment Committee (the “**Committee**”) – designs policies and oversees implementation thereon; and
    - University Administration (“**Administration**”) - implements policy directly and through contracted agents.
  - iv) establishment of risk management policies, commensurate with the Portfolios’ circumstance, which attempt to address the greatest investment risks within the Portfolios. However, it must be recognized that in order to attain the stated objectives, some risk is essential within the Portfolios.
- A broadly diversified portfolio, which includes among other vehicles, as appropriate: cash, bonds, equities and less liquid non-traditional investments such as private equity, private debt, real assets and absolute return strategies are the best way to achieve required nominal and real returns and is a prudent and cost-effective method of reducing risk.
- Cash is generally the asset class with the lowest expected long-term returns and should be minimized, except for the STP.
- Bonds provide a steady income stream and often experience lower volatility when equity performance is volatile.
- Equities provide dividend income and/or potential capital growth and are expected to outperform bonds by a risk and volatility premium.
- Equity premiums are dynamic and unpredictable; hence, diversification by market, investment manager and style is preferred.

- Non-liquid and non-traditional investments, particularly in private equity, private debt, real estate and infrastructure, provide income and potential capital growth, but generally require more specialized knowledge than public equities and have higher management fees.
- Active portfolio managers are expected to add value above their respective benchmark after taking into account related fees, particularly in less efficient markets such as Canadian, non-North American equities and non-traditional investments, including private markets. Active portfolio management is defined as any strategy where a manager uses proprietary knowledge to outperform a benchmark, as opposed to only replicating the benchmark return.
- Portfolio return objectives and pursuits thereon must be evaluated on a net-of-fees basis.
- Portfolio rebalancing according to asset range guidelines is a procedure that maintains equity/bond exposures at risk policy levels.
- Due to the size of the Portfolios, it is more economical to use external investment managers (“**Managers**”). Managers should preferably be researched by the investment consulting community in order to be considered for managing a portion of the Portfolios.
- The Committee should remain mindful of the size of the Portfolios’ holdings with a particular Manager in relation to the size of the Manager’s assets under management.
- Liquidity needs will vary between the Fund, STP and the MTP. The Fund has a long duration with low liquidity needs and, as a result, can hold some of its assets in illiquid investments (e.g., non-traditional investments, including: real estate, private equity, private debt, infrastructure and hedge funds) with an objective to achieve additional diversification and an additional liquidity risk premium. The STP and the MTP have high and moderate liquidity needs, respectively, and as such, investments in illiquid asset should be minimized.
- Attempting to achieve investment return advantages through market timing practices, such as frequent asset allocation changes, poses unacceptable risks to the Fund and the MTP. It is extremely difficult to repeatedly time the market through ongoing changes to the equity/bond mix and in individual elements of each portfolio. The Committee should be mindful of market cycles and while not attempting to engage in market timing practices, should consider modest portfolio rebalancing with market cycles in mind.
- While acknowledging that most University operating costs and obligations are denominated in Canadian dollars, the Committee recognizes that foreign currency exposure can potentially mitigate or exacerbate risk depending on the currency pairings and underlying asset classes. Foreign currency should be hedged when it is expected that it will exacerbate risk or where the volatility associated with currency movements will meaningfully alter the overall risk profile of the investment. The cost of hedging should also be considered when implementing currency hedging programs.
- A Responsible Investing (“**RI**”) approach and consideration of Environmental, Social and Governance (“**ESG**”) issues can enhance long-term performance and is aligned with our objective of meeting the needs of current and future generations.
- Active stewardship is important for long-term value creation and for promoting best practices with our Managers.

- The risks posed by climate change are relevant and material to the Portfolios, and that we must manage and mitigate both physical and transition climate risks in order to achieve our objectives.
- An understanding of sustainability issues may lead to new investment opportunities that contribute to our Portfolio objectives.
- Responsible Investing is a journey that requires continuous learning, innovation, and a dynamic and adaptive approach. Being transparent with the University community and regularly reporting on our RI progress is fundamental to our long-term journey. Western's Responsible Investing Policy is covered in Section 7.
- As described in Section 6.4, members of the Committee will advise the Committee Chair of any conflicts of interest that arise.
- The above investment beliefs should be reviewed on an annual basis.

## **Section 3 Investment Objectives and Policies – Short-Term Portfolio**

### **3.1 Portfolio Objectives**

- i) to preserve capital and minimize risk in order to meet the University's liquidity needs;
- ii) to obtain a reasonable level of return commensurate with risk, terms and liquidity.

### **3.2 Risk Tolerance**

Given the portfolio objectives listed above, risk tolerance is low and therefore investments should be limited to bank accounts, high interest savings accounts and high-quality money market securities.

### **3.3 Liquidity**

Liquidity needs are high given that the STP is used to fund day-to-day operations. Only investments that can settle into cash within a short period of time should be used.

## **Section 4 Investment Objectives and Policies – Mid-Term Portfolio**

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### **4.1 Portfolio Objectives**

- i) to outperform the FTSE 91-Day T-Bill Index by 300 basis points over a 3 to 5 year period;
- ii) to generate investment returns that can be used to make additional allocations in relation to University priorities and needs.

### **4.2 Risk Tolerance**

The risk tolerance is moderate, and the standard deviation of returns should normally fall between 3% and 7%. Preservation of capital over the investment horizon (3 to 5 years) is preferred. Liquidity and currency risks are to be minimized. As the MTP will be the next source of liquidity should short-term assets be exhausted, the risk tolerance will fluctuate over time based on the position of the Operating Portfolio and its reserve ratio and should be reassessed periodically.

### **4.3 Asset Mix Policy**

The asset mix policy of the MTP will be reviewed on an annual basis. Given the portfolio's objectives, risk tolerance and constraints, assets will be invested mostly in liquid equities and fixed income. The current target asset mix policy is 30% Equities and 70% Fixed Income.

The MTP's objectives can be achieved by gaining exposure to the following risk factors:

- Equity
- Interest rate (duration)
- Credit

The following types of mandates may be used in the MTP:

#### Equities

- Canadian equities
- Global equities

#### Fixed Income

- Short-term bonds
- Core fixed income
- Corporate bonds
- High-yield bonds
- Commercial mortgages

The allocation to each individual mandate is limited to 30% of the MTP market value. This constraint is in addition to the asset mix policy in Section 4.4.

The table below shows the risk factors that each strategic asset class is exposed to:

### Risk Factor Exposure

Strategic Asset Class	Risk Factors
<b>Equities (Growth)</b>	
Canadian Equities Global Equities	Equity Size (Small cap) Value Growth Momentum Quality
<b>Fixed Income (Interest Sensitive)</b>	
Core Fixed Income Corporate Bonds Commercial Mortgages	Interest rate Credit Deflation Inflation

#### 4.4 Rebalancing Policy

Administration is permitted to deviate from the approved asset mix policy as follows:

Strategic Asset Class	Target Mix	Allowable Drift	Range
Equities			
<i>Canadian Equities</i>	10%	-5%, +5%	5% to 15%
<i>Global Equities</i>	20%	-5%, +5%	15% to 25%
Total Equities	30%	-5%, +5%	25% to 35%
Fixed Income	70%	-5%, +5%	65% to 75%

Changes to the asset mix policy beyond these ranges would require the approval of P&F on the recommendation of the Committee.

#### 4.5 Exposure to Non-Canadian Currencies

Given the fixed income focus of the MTP, currency exposure should be limited as it would increase the risk of the portfolio. Most non-Canadian currency exposure should be hedged on fixed income mandates. Managers are allowed to retain up to 10% of non-Canadian currency exposure for tactical purposes. The global equity component of the portfolio may remain unhedged, given the relatively small exposure and the diversification benefits it would bring.

#### **4.6 Measurement of Investment Returns**

Investment returns are measured quarterly and assessed in relation to the following criteria:

- The overall objective is to achieve a gross rate of return in excess of the FTSE 91-Day T-Bills + 300 basis points over a 3 to 5 year period, with a level of risk, as measured by the standard deviation of returns, ranging from 3% to 7%.
- The Managers are expected to achieve the performance objectives included in their mandates over the relevant time horizon.

#### **4.7 Liquidity**

Liquidity requirements for the MTP are moderate. In a normal environment, assets will not be taken out of the MTP to meet obligations. A significant portion of the portfolio should be convertible into cash in a relatively short timeframe (30 days or less), given the nature of the obligations that the MTP is backing.

## Section 5 Investment Objectives and Policies – Operating & Endowment Fund

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### 5.1 Fund Objectives

- i) to maintain the purchasing power of the Fund after payout over the long-term. The required return, at a minimum, should meet (after fees) the University Investment Payout [Policy 2.11](#).
- ii) to earn the return produced by the asset mix policy (Section 5.3), based on the return of the market indices, plus a premium to reflect active portfolio management. The premium should at least cover the cost of active portfolio management; and
- iii) to meet the following payout requirements:

#### For the Endowed Portfolio

- a) Pay the total return generated by the endowment portfolio's share of the Fund to the capital of the endowment funds.

#### For the Operating Portfolio

- b) Pay the 30-day Treasury bill rate less an established administrative fee to a portion of the non-endowed funds, as outlined in [Policy 2.11](#). Such portion of the Operating Portfolio includes the Capital Fund, Ancillaries, and Trust Funds but do not include Research Funds.
- c) Pay the amounts required for the Supplemental Pension Plan and for Term Endowments as outlined in [Policy 2.11](#).
- d) Pay an allocation to the University, subject to availability and restricted to one-time allocations. Allocations will not be made to fund general operations of the University.
- e) Fund the initial and future allocations to the Major Strategic Opportunities Fund ("MSOF"), subject to the Major Strategic Opportunities Fund [Policy 2.31](#)
- f) When investment returns exceed the above obligations and are in excess of the reserve requirements (as defined later in this document), the Board may make additional allocations in relation to University priorities and needs.

## 5.2 Risk Tolerance

The required real rate of return over time can only be achieved by accepting a level of volatility in returns from quarter to quarter and from year to year. The current expected asset mix policy return on the Fund is 6.5% and the expected standard deviation of returns is 10.8%<sup>1</sup>. As a result, we expect that annual policy returns will fall within a range of minus 4.3% to plus 17.3% about 67% of the time and that annual returns will fall outside of this range about 33% of the time.

## 5.3 Asset Mix Policy

The Committee reviews the asset mix policy on an annual basis to maintain, over the long-term, the best balance between investment returns within an acceptable level of risk. Assets will be allocated across four strategic asset classes, based on the role of the underlying assets in the Fund. The four strategic classes are: Equities, Fixed Income, Real Assets, and Diversifiers (see Section 6.1 for a list of eligible investments for each strategic asset class). Each strategic asset class is exposed to particular risk factors:

- Equities are expected to generate most of the growth in the Fund
- Fixed Income assets are expected to protect the Fund in times of stress and provide some liquidity
- Real Assets are expected to protect the Fund from high or unexpected inflation
- Diversifiers provide additional diversification to the Fund due to their low correlation with the other asset classes

The University is committed to invest up to 10% of the Fund in sustainable investment strategies by 2025, including but not limited to strategies trying to find solutions to the world environmental and climate change issues. Allocations to sustainable opportunities can be made through an allocation within Equities, Fixed Income or Real Assets.

The current target asset mix policy is 60% in Equities, 15% in Fixed Income, 20% in Real Assets and 5% in Diversifiers. The asset mix policy is based on an optimization model that was externally developed and vetted by the Committee. This model projects investment return and risk based on historic relationships among the asset classes. To achieve the return objective, the Fund has a substantial weight in growth assets.

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<sup>1</sup> Source: Mercer as of December 31, 2021

The table below shows the risk factors that each strategic asset class is exposed to:

**Risk Factor Exposure**

Strategic Asset Class	Risk Factors
<b>Equities</b> (Growth)	
Canadian Equities U.S. Equities EAFE Equities Global Equities Long/short Equities Private Equity	Equity Size (Small cap) Liquidity Value Growth Momentum Quality Foreign exchange
<b>Fixed Income</b> (Interest Sensitive)	
Core Fixed Income Commercial Mortgages Private Debt	Interest rate Credit Deflation Inflation Liquidity Foreign exchange
<b>Real Assets</b> (Inflation Sensitive)	
Real Estate Infrastructure Commodities	Inflation Liquidity Foreign exchange
<b>Diversifiers</b>	
Absolute Return Strategies Market Neutral Strategies Cash	High yield credit spread Liquidity

## 5.4 Rebalancing Policy

The Committee is permitted to deviate from the approved asset mix policy as follows:

<b>Fund Rebalancing Policy</b>			
<b>Strategic Asset Class</b>	<b>Target Mix</b>	<b>Allowable Drift</b>	<b>Range<sup>2</sup></b>
Equities			
<i>Canadian Equities</i>	12.5%	+/- 5%	7.5% to 17.5%
<i>U.S. Equities</i>	7.5%	+/- 5%	2.5% to 12.5%
<i>EAFE Equities</i>	7.5%	+/- 5%	2.5% to 12.5%
<i>Global Equities</i>	20.0%	+/- 5%	15.0% to 25.0%
<i>Private Equity</i>	12.5%	+/- 5%	7.5% to 17.5%
<b>Total Equities</b>	<b>60%</b>	<b>+/- 7.5%</b>	<b>52.5% to 67.5%</b>
Fixed Income			
<i>Core Fixed Income</i>	5%	+/- 5%	0% to 10%
<i>Commercial Mortgages</i>	5%	+/- 5%	0% to 10%
<i>Private Debt</i>	5%	+/- 5%	0% to 10%
<b>Total Fixed Income</b>	<b>15%</b>	<b>+/- 7.5%</b>	<b>7.5% to 22.5%</b>
Real Assets			
<i>Real Estate</i>	10%	+/- 5%	5% to 15%
<i>Infrastructure</i>	10%	+/- 5%	5% to 15%
<b>Total Real Assets</b>	<b>20%</b>	<b>+/- 7.5</b>	<b>12.5% to 27.5%</b>
Diversifiers			
<i>Cash</i>	0%	-0%, +10%	0% to 10%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	5%	+/- 5%	0% to 10%
<b>Total Diversifiers</b>	<b>5%</b>	<b>-5%, +7.5%</b>	<b>0% to 12.5%</b>

The Administration may, at all times, rebalance the Fund towards the target weights without prior approval of the Investment Committee, provided that the rebalancing is less than 2.5% of the Strategic Asset Class.

Changes to the asset mix policy beyond these ranges would require the approval of P&F on the recommendation of the Committee.

## 5.5 Target Ratios for the Operating Portfolio

The Administration provides quarterly reports to P&F, which monitor the reserve levels for the Operating Portfolio by reporting the ratio of the market value of investments to the obligations of the Operating Portfolio at the end of each fiscal quarter over time. The Board's policy requires the ratio of investments to obligations to maintain a target level of at least 1.08, based on a 12 quarter moving average. It is recognized that due to volatility in investment returns this ratio may fall below 1.00 at the end of a given quarter. Any such

<sup>2</sup> The Fund may fall outside of these ranges as it transitions towards the new target mix. Temporary deviations are allowed.

shortfall will be shown in the annual financial statements but will not be used in calculating the balanced operating budget required by the Board.

The investment earnings objective is expected to exceed the payout requirements over time for the Operating Portfolio. Indeed, a fundamental premise is that investment returns in excess of the payout requirements will be generated to meet other important University needs.

Reserves, being the cumulative difference between investment returns and obligations are maintained for the Operating Portfolio to accommodate the short-term variability of investment returns and thus reduce, to an acceptable level, the risk associated with meeting the payout requirements discussed in Section 5.1 (b) and (c) above.

The reserve level is equal to the total market value of the Operating Portfolio portion of the Fund less the obligations owing to the Operating Portfolio. It is recognized that there is potential for the reserve level for non-endowed funds to be in deficit. Nevertheless, the Committee is expected to take a long-term view of the management of the Fund and to maintain an asset mix, which is expected to earn the required rate of return over the long run.

## **5.6 Endowed Portfolio Payout Policy**

The Board establishes policy for University Investment Payout ([Policy 2.11](#)), as amended from time to time. Such policies are designed to ensure that current and future generations share equally in the benefits of the endowments.

## **5.7 Exposure to Non-Canadian Currencies**

The Canadian equity market represents approximately 4% of total world equity market in terms of total capitalization. Non-Canadian investments are included in the Fund in order to add diversification and reduce volatility of returns. Non-Canadian investments need not necessarily incur gains or losses from increases or decreases in the value of the Canadian dollar relative to currencies in other countries. This can be accomplished through currency hedging techniques employed by a Manager.

Although an analysis of the University's spending shows that less than 5% of all expenditures are in non-Canadian funds, the value of the Canadian dollar affects the price of imported materials that are resold in Canada. Accordingly, it is appropriate to have some exposure to investments within currencies that are non-Canadian to provide a hedge against a major fall in the value of the Canadian dollar. Given the rapidly evolving nature of currency markets, it is preferable to hire a Manager dedicated to the management of the Fund's currency exposure.

The policy range of exposure to non-Canadian currencies has been established to be within the range of 0% to 80% of the total Fund, after currency hedging.

## 5.8 Measurement of Investment Returns

Investment returns are measured quarterly and assessed in relation to the following criteria:

- The overall objective is to achieve the required rate of return over the long-term on the Fund, with an acceptable level of risk. The real rate of return is monitored on a 5 year annualized basis.
- The Managers are expected to achieve the performance objectives included in their mandates over the relevant time horizon.

## 5.9 Liquidity

The Committee will ensure that the Fund has sufficient liquidity to meet its future obligations. To properly assess the liquidity needs of the Fund, Administration will provide the Committee with regular updates on risk controls regarding liquidity, such as:

- i) the availability of short-term and mid-term assets;
- ii) the ratio of assets to obligations for the Operating Portfolio;
- iii) upcoming capital calls and distributions;
- iv) potential working capital needs and releases on rolling currency hedges in the currency hedging program;
- v) any upcoming contributions to the University operating and capital budgets;
- vi) internal loans; and
- vii) borrowing within the Fund.

## 5.10 Borrowing

In order to meet short-term liquidity needs arising from activities such as rebalancing, capital calls or currency hedging, the Fund may consider using line(s) of credit. Draws on the credit facilities will have a combined limit of \$100 million and should be repaid within 90 days. A repayment plan from within the Fund shall be identified by Administration prior to any draw(s) on the credit facilities. Short-term borrowing is restricted for use within the Fund and is not available for general University operations. Short-term borrowing costs will be netted against the performance of the Fund.

## **Section 6    General Investment Guidelines and Operational Matters**

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### **6.1    Eligible Investments**

The following represents descriptions of eligible investments making up the strategic asset classes. The Portfolios may use these eligible investments except where specifically restricted by the individual portfolio guidelines.

#### **Equities**

Equity investments include common stock and equivalent securities, including, but not limited to, equity warrants, rights, call options, installment receipts, subscription receipts, convertible debentures, limited partnerships, private placements, REITs, preferred shares, stapled units<sup>3</sup>, stock index futures, options on futures and other derivative securities to manage risk, such as currency futures. The common stock or equivalent securities may be traded on Canadian, U.S., international or emerging markets stock exchanges, but can also be privately held. Specific equity mandates may be classified as Canadian equity, U.S. equity, international equity, global equity or emerging markets equity. Equity investments may also involve short selling. Private equity investments may include leverage that is appropriate for that asset class.

#### **Fixed Income**

Fixed income investments may include Canadian Government and Guaranteed-Affiliates bonds, real return bonds, provincial and municipal bonds, corporates/credit sensitive securities (includes the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed or developing countries), sovereign bonds from developed or developing countries, high-yield bonds, mortgages, preferred stock, commercial mortgage-backed securities, commercial mortgages, mortgage-backed securities, asset-backed securities, private placements, convertible securities, cash and equivalent and fixed income futures and options. Fixed income investments may be tradeable or privately held. Private debt investments may include leverage that is appropriate for that asset class.

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<sup>3</sup> A stapled unit is a security that is contractually bound to one or more other securities to form a single salable unit.

### **Real Assets**

Real Asset investments include real estate, infrastructure and commodities.

Real estate investments are ownership investments in land and buildings that are used for office, industrial, retail or residential purposes. Returns from real estate are expected to provide an offset for inflation over time.

Infrastructure investments are investments in assets that provide essential services with sustainable demand and predictable cash flows<sup>4</sup>. Returns from infrastructure are expected to provide an offset for inflation over time.

Real estate and infrastructure investments may include leverage that is appropriate for those asset classes.

Commodities may include direct investments, or investments through derivatives such as futures, in basic goods in the agriculture, livestock, energy and mining sectors.

### **Diversifiers**

Diversifiers include cash and cash equivalents, absolute return strategies and market neutral strategies.

Cash and cash equivalents may include the following securities:

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations unconditionally guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any obligations unconditionally guaranteed by a foreign government;
- Highly rated Banker's Acceptances, Certificates of Deposits and other instruments issued by a Canadian or foreign bank;
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations;
- Repurchase agreements backed by a minimum of industry standard collateral;

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<sup>4</sup> Infrastructure investment projects may include renewable energy, water, utilities, toll roads, bridges, tunnels, communications and airports, etc.

- Floating-rate notes issued by Canadian or foreign issuers; and
- High interest savings accounts.

Absolute return strategies try to achieve positive returns irrespective of the market environment and exhibit low correlations with bonds and stock portfolios. These strategies may include, but are not limited to life settlements, litigation finance, reinsurance and insurance-linked securities.

Market neutral strategies are structured in such a way that they are not exposed significantly to market fluctuations.

Absolute return and market neutral strategies may include public and private securities as well as leverage that is appropriate for these types of assets.

## 6.2 Manager Structure

The Committee manages the risk profile of the Fund and the MTP by recommending for approval each portfolio's Asset Mix Policy to P&F and then, ultimately, to the Board. The Committee hires Managers with specific asset class investment mandates as opposed to balanced investment mandates and the Committee is thus able to manage the actual asset mix of the Fund and the MTP.

The Committee may hire either active or passive Managers. In general, passive management is preferred in markets where Managers have not been able to outperform the market indices, such as the current case in Canadian fixed income securities. Active Managers are required to earn a prescribed amount over the appropriate index return to cover their fees and to compensate for the greater risk and fee costs of active management.

Management of publicly traded equities may involve the use of leverage and short selling at a level with which the Committee stated at the outset of the Manager's mandate. The Committee may hire Managers where the mandate allows leverage and short selling<sup>5</sup>.

There is a preference for multiple manager styles for the total fund. Within equities, a diversified exposure to various factors, such as value, growth, size, momentum and quality is preferred. Within bonds, styles can include interest rate anticipation, sector selection, security selection, yield curve positioning and currency management or passive (index returns).

The University's tax-exempt status makes interest, dividends, capital gains and foreign exchange gains equally desirable.

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<sup>5</sup> When a security is sold short, the security is borrowed from a broker and sold with the intention of making a profit by buying the security back at a lower value.

### **6.3 Cash Flow Management**

The objectives of the University's cash flow management process are as follows:

- i) to maximize the funds that are available for external management in the Fund, while maintaining sufficient short-term and mid-term investments outside of the Fund to meet the University's working capital requirements;
- ii) to generally maintain a positive cash balance throughout each year in order to meet the University's liquidity needs, investing temporary excess cash either in the STP or MTP;
- iii) to only borrow funds for short periods of time to support operating purposes of the Fund. A line of credit is maintained for the Fund's operating needs; and
- iv) to ensure, as much as reasonably possible, that the funds allocated to Managers are not subject to short-term cyclical variations as a result of the University's cash flow needs.

### **6.4 Conflict of Interest**

If a member of the Committee or any agent of or advisor to the Committee has any material pecuniary interest, direct or indirect, in any matter in which the Portfolios are concerned and becomes aware of such a conflict, that person shall, without delay, disclose this interest in writing and shall not take part in any debate or vote on such a matter. It is noted that agents and advisors are permitted to present items to the Committee, and it is understood that such agents and advisors may benefit in the event that the Committee adopts the items.

The Committee shall include in the mandate of each Manager the requirement to comply with the Code of Ethics and Standards of Professional Conduct adopted by the CFA Institute.

Every disclosure of interest under this section shall be recorded in the minutes of the Committee meeting. The failure of a person to comply with the procedures described in this section shall not of itself invalidate any decision, contract or other matter.

If a conflict of interest is discovered or disclosed after the Committee has made a decision, the Committee will reconsider the decision in light of the new information.

### **6.5 Proxy Voting**

The exercise of voting rights acquired through any investment is delegated to the Managers with the instruction to vote in favour of any proposal which, in their opinion, will accrue and enhance the investment value of the relevant security, and against any proposals which will unduly increase the risk level or reduce the investment value of the relevant security to the detriment of the Fund or the MTP. However, when it would be in the University's best interest to do so, the University reserves the right to exercise its voting rights.

If the Manager firm, or any employee or associate of the Manager firm, has any direct or indirect pecuniary interest in any matter on which the Fund or the MTP has a right to vote, it must be brought to the attention of the Committee, which has discretion to:

- i) instruct the Manager to exercise the voting right in line with the principles described above, on the grounds that the relevant pecuniary interest is not material; or
- ii) instruct the Manager how to cast the Fund's or MTP's vote, having considered the principles described above; or
- iii) authorize the Fund's and MTP's Custodian to exercise the voting right in line with the principles described above.

## **6.6 Securities Lending**

The Portfolios may engage in securities lending activities to generate incremental income, subject to approval from the Committee, P&F and compliance with appropriate laws and regulations.

Such loans must be secured by Canadian government bonds, treasury bills, provincial bonds of any highly rated Canadian province and/or letters of credit, discount notes, and banker's acceptances of major Canadian chartered banks. The amount of collateral taken for securities lending should reflect best practices in local markets and marked to market on a daily basis.

The terms and conditions of any securities lending program, including the maximum exposure in aggregate and by counterparty, will be set out in a contract with the Custodian. The Custodian shall, at all times, ensure that the Administration has a current list of those institutions that are approved to borrow the Portfolios' investments. If the Portfolio's assets are invested in a pooled fund, security lending will be governed by the terms and conditions set out in the pooled fund contract.

## **6.7 Derivatives Usage**

Derivatives may be used by the University or the Managers managing the Portfolios for hedging, risk management and portfolio rebalancing purposes, but not for leveraging the Portfolios. Derivative products include options, futures, forwards and swaps.

## **6.8 Valuation of Infrequently Traded Instruments**

The valuation of infrequently traded investments shall be determined by the trustee or Custodian of the underlying fund. In the case of private investments, including but not limited to real estate, infrastructure, private equity and commercial mortgages, the valuation shall be based on independent opinions of qualified appraisers as required or should follow the best practices used for a particular asset class.

## Section 7 Responsible Investing

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### 7.1 Introduction and Definition

The Committee recognizes that Responsible Investing (RI) is a rapidly evolving approach to investing that understands sustainability as a fundamental concept in wisely allocating financial capital for the benefit of today and future generations. The Committee has a fiduciary obligation to invest funds for the benefit of the University in the interest of endowment funds/donors and RI is in keeping with that obligation.

The Committee defines RI as an approach which integrates environmental, social, and governance (ESG) considerations into investment decisions. It also recognizes that RI approaches and ESG issues will vary in the degree of relevance and materiality by asset class, strategy, and sector, but ultimately will provide a broader lens to understanding emerging and long-term systemic issues.

As such, the Investment Committee has incorporated the following components into our RI framework:

- a) it will involve being pro-active by allocating capital to solutions-based investments that are considered progressive (see Section 7.3 for a definition of the Sustainable Investment Strategy); and
- b) it will use ESG factors as an integral part of the investment process, such as investment decision making, Manager monitoring, and active ownership.

The Committee recognizes the importance of being up to date on RI issues and peer institutional best practice, requiring an adaptive approach and continuous improvement. It endeavors to look forward, be transparent and flexible in carrying out its long-term investment objectives and in meeting RI commitments. Western's existing RI commitments are outlined in Section 7.2. The Committee will consider new commitments over time, as our RI framework evolves and adapts to changing circumstances.

RI activities will be reported to the University community on an annual basis. The report shall highlight our progress and milestones achieved as well as any challenges experienced in our RI journey.

At all times the RI strategies employed will be in keeping with the mission, aim, values and governance culture of the University.

### 7.2 Commitments and Targets

#### a) *Capital Allocation Commitment*

Western has committed to invest up to 10% of its Fund (by 2025) in accordance with the Sustainable Investment Strategy, as defined in Section 7.3.

b) *Climate Change Commitment(s)*

Net-zero emissions target:

The University has committed to net-zero absolute carbon emissions by 2050, or sooner, and this commitment extends to the University's investments. This is a decarbonization strategy that encompasses all investment classes and industries. To monitor the performance of its climate change strategy, the Committee is setting the following targets for the MTP and the Fund:

- i) Western aims to reduce the carbon intensity by 45% by 2030, using 2020 as a base year, and;
- ii) Western aims to achieve net-zero absolute carbon emissions by 2050, or sooner.

These targets are consistent with those adopted by the University and are aligned with science-based targets to meet the goals of the Paris Agreement. As part of this decarbonization strategy, we will be reviewing all investments and how they align to our goal of net-zero by 2050, or sooner, and will take appropriate action where necessary to achieve those goals where engagement has proven ineffective.

Carbon measurements include Scope 1 & 2 greenhouse gas ("GHG") emissions. The Committee will consider material Scope 3 GHG emissions once accurate measurement and reporting are available.

The Committee will assess carbon measurements annually and publicly report progress towards the net-zero commitment. It is recognized that the global carbon emission measurement frameworks continue to evolve and standardize. The Committee will review measurement frameworks at least tri-annually to determine if existing measurements continue to be industry best-practice and modify as necessary. For example, while we have committed to a reduction in carbon intensity by 2030, as information on absolute carbon emissions for all asset classes becomes available, we expect to converge to this measurement over time.

### **7.3 Sustainable Investment Strategy**

Western recognizes the role of RI in achieving a forward-looking Fund for the benefit of future generations.

To help steer its Sustainable Investment Strategy, the University is guided by the United Nations Sustainable Development Goals ("SDGs"). These 17 goals have been developed to confront major issues.

Western takes a broad and dynamic approach to sustainable investing; however, a few issues have surfaced as being critical to its stakeholders. These include:

- Access to clean water
- Carbon footprint reduction
- Pollution abatement

Solving those issues presents new opportunities for investors and there is a growing number of businesses providing solutions to these problems and add to the University's long-term investment returns.

The University is committing to invest a portion of its Fund (up to 10% by 2025) in companies providing solutions along the following themes:

- Clean and renewable energy
- Water treatment solutions
- Waste management solutions

These investments will be funded from the Fund public equity investments.

By focusing on those investment themes, Western would ensure that its investments will contribute to the following SDGs:

- SDG #6: Clean water and sanitation
- SDG #7: Affordable and clean energy
- SDG #13: Climate action

As the University's understanding of sustainable investment practices, opportunities and stakeholders' preference evolve, additional themes and SDGs may be considered.

The University reserves the right to select the appropriate investment vehicle to implement its strategy, in order to take advantage of all the opportunities available. These may include, in addition to publicly traded equities:

- Fixed income (such as green bonds)
- Natural resources (such as farmland and timber)
- Infrastructure assets
- Private equity

#### **7.4 Monitoring Managers**

Given the relatively small size of the Portfolios and the fact that most investments are held in pooled vehicles, it is impractical for the University to directly engage with all individual companies on ESG related issues. Instead, the University will monitor the Managers it hires to manage the Portfolios on how they integrate ESG factors into their portfolio building process.

The cornerstone of the process by which the University monitors its Managers is a required ESG due diligence questionnaire. The ESG questionnaire should cover the following areas:

- Commitment of resources both financial and personnel;
- Transparency of process, including individual company;
- Evolution and advancement of manager expertise in ESG consideration;
- Appropriate manager marketing to the public;
- Policies and practices around the managers' shareholder engagement activities, as part of an overall RI strategy. Managers are to assess companies' management practices in contributing to the long-term health of each investee company.

## **7.5 Engaging Companies**

Company engagement activities, such as dialogue with management, proxy voting or shareholder resolution filing are delegated to the Managers. Managers are expected to report to the University on a regular basis on their engagement work and provide a rationale for their decision to alter a portfolio position based on ESG factors.

The University may also participate in corporate engagement services, where a collective engagement strategy is desirable and may lead to positive change on specific ESG related topics.

## **7.6 Divestment**

The University leaves the decision to exclude a security to the Managers hired to manage a portion of the Portfolios, as they possess the necessary expertise and information to make the decision that is in the best interest of the Portfolios.

The University believes that, in most situations, engagement is a superior approach to divestment in effecting changes on ESG related issues. Engagement allows investors to retain their voice in terms of voting on shareholder resolutions and maintaining or escalating, as needed, a dialogue with portfolio company management.

Divestment will be considered where engagement has failed or is not feasible.

## **7.7 Advocacy and Collaboration**

The University endeavours to remain up to date on sustainability investing issues and the impact of ESG factors on its investments. In order to maintain its knowledge of the field of RI and to contribute to its development, the University will liaise with other institutional investors and industry associations to discuss key issues.

## **7.8 Disclosure**

The University will make available to the University community, upon request, the most recent list of publicly traded investments of the Portfolios, subject to blackout periods imposed by the underlying Managers. Publicly traded investments are defined fixed income securities for which there is a reasonably liquid market and equities of companies listed on a stock exchange. Requests need to comply with the Disclosure of Information on Western Investments [Policy 2.14](#) of the Board.

## Section 8 Governance

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Responsibilities are divided among P&F, the Committee, and Administration as noted below. Additional stakeholders involved with the Portfolios include Managers, a Custodian, Investment Consultant and a Performance Measurement Consultant.

### 8.1 Property and Finance Committee

The Property & Finance Committee is a standing committee of the Board of Governors constituted for the review and approval of policy, and decision-making in respect of the property and financial resources of the University. As it relates to the Portfolios and the Investment Committee, P&F:

- i) makes recommendations to the Board on investment policies and governance as recommended by the Investment Committee;
- ii) appoints members of the Investment Committee; and
- iii) reports investment activities to the Board.

### 8.2 Investment Committee

The Committee is a sub-committee of P&F. The overall objective of the Committee is to bring expert advice and knowledge to bear on the effective management of the Portfolios consistent with the approved fund objectives. Within this general mandate, the Committee:

- i) establishes and regularly reviews investment policy, objectives and strategy;
- ii) appoints Managers and retains a fund measurement service and other investment consultants as appropriate; and
- iii) regularly reviews the Portfolios and the performance of the Managers and takes action as may be deemed appropriate.

### 8.3 Administration

- i) ensures compliance with legal and University requirements;
- ii) rebalances the Portfolios by transferring funds among Managers and asset classes appropriately according to policies approved by the Committee and reports such activity to the Committee;
- iii) manages University cash flows and any short-term borrowing of the Fund in accordance with the objectives and policies outlined in Sections 6 and 5.10 of this document. Reports to the Committee about the University's cash flows and short-term investing activities on a periodic basis;

- iv) executes investment decisions made by the Committee;
- v) reports to the Committee on the performance of individual managers and of the Portfolios. Keeps the Committee informed of all other issues and developments relative to the management of the University Portfolios;
- vi) works closely with and directs the Consultant, the Custodian and the Managers as appropriate;
- vii) reports to the Committee on other University activities that have an impact on the investment portfolio;
- viii) periodically meets with each member of the Committee to discuss any concerns, additional information requirements and suggestions for improvement;
- ix) maintains an awareness of progressive investment management policies and practices at other Canadian and US universities;
- x) reports to the Committee and to the P&F on the ratio of investments to obligations for the non-endowed portion of the portfolio; and
- xi) makes recommendations to the Committee concerning terminating Managers and hiring new Managers.

#### **8.4 Managers**

- i) manage a specific investment mandate according to a set of investment guidelines and maintain compliance to those guidelines;
- ii) aim to achieve a performance objective;
- iii) report to the University on performance by providing attribution analysis, but also on changes at the firm in terms of organizational structure, personnel and investment process; and
- iv) vote proxies on behalf of the University according to proxy voting guidelines.

#### **8.5 Custodian**

- i) holds assets owned directly by the University and provides monthly valuation of those assets;
- ii) executes instructions provided by authorized representatives of Administration; and
- iii) coordinates securities lending, if any.

## **8.6 Investment Consultant**

- i) assists the Committee in the development of governance structures, policies and procedures;
- ii) assists the Committee in identifying the objectives and risks to be managed and in implementing the appropriate asset mix;
- iii) provides research on emerging investment strategies;
- iv) maintains research on Managers employed by the University;
- v) assists with manager searches by giving the University access to its database of Managers, narrowing the universe, providing performance analysis, preparing questionnaires and attending finalist meetings;
- vi) provides quarterly opinions on the Fund's and MTP's performance;
- vii) informs the Committee on successful, seasoned, and state-of-the-art investment management technologies where relevant and appropriate; and
- viii) attends Committee meetings, at the invitation of the Investment Committee Chair.

## **8.7 Performance Measurement Consultant**

- i) provides performance measurement services and analytical services through research reports, data and/or database(s) to be delivered by electronic means or hard copy format;
- ii) provides total fund, individual Manager and asset class return on a monthly basis; and
- iii) provides quarterly performance reports that include capital market commentary, market indexes, asset class summary by class and Manager, returns over selective time periods by class and Manager, returns attribution analysis, and comparative analysis measurement for active Managers.

## **Policy 2.26 - Statement of Investment Objectives, Policies and Governance**

For the Short-Term Portfolio, Mid-Term Portfolio and Operating and Endowment Fund

Revised ~~June 2020~~ April 2022

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## Section 1 Purpose and Background

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### 1.1 Introduction

The purpose of this Statement of Investment Objectives, Policies and Governance is to document the investment beliefs, principles and policies of Western University (the “**University**” or “**Western**”) for the Short-Term Portfolio (the “**STP**”), the Mid-Term Portfolio (the “**MTP**”) and the Operating and Endowment Fund (the “**Fund**”). The STP, MTP and the Fund are collectively referred to as the “**Portfolios**”. This document is a management tool and is not designed to satisfy any specific legislation, but is expected to demonstrate prudent management of the Portfolios and provide a framework for University investments. The authority and responsibilities of decision-making bodies are also documented herein.

### 1.2 Description of Portfolios

The Fund consists of two components:

- i) endowed assets that are invested to generate income sufficient to meet the payout rate established by the Board of Governors (the “**Board**”) under Investment Payout Policy (“[Policy 2.11](#)”) to fund endowed chairs and scholarships, among others (the “**Endowed Portfolio**”); and
- ii) excess cash related to non-endowed funds (the “**Operating Portfolio**”).

The two components are invested according to the same investment policy as described in Section 5. The ownership share of the Fund between the Endowed Portfolio and the Operating Portfolio is tracked on a monthly basis and investment returns are allocated based on the pro-rata share each month.

The University also holds two additional portfolios:

- a Short-Term Portfolio (STP) generally invested in a bank account, a money market fund and a high-interest savings account; and
- a Mid-Term Portfolio (MTP) invested mainly in liquid stocks and fixed income securities.

The STP and MTP provide the University with the liquidity necessary for the allocation of spending from endowments. As a result, the University is able to manage the Fund with a very long-term focus, with little need for liquidity. In fact, the horizon of the Fund is perpetuity, and it is invested to withstand volatility in returns from quarter to quarter and year to year.

## Section 2 Statement of Investment Committee Beliefs

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The Investment Committee is guided by various investment beliefs, including:

- A governance framework is essential to achieve success in managing investments and consists of:
  - i) a diverse, independent and experienced Investment Committee to mentor, monitor and counsel University Administration;
  - ii) written investment objectives, policies and governance guidelines to facilitate efficient operations;
  - iii) acknowledgment and delegation of responsibilities amongst four levels of fiduciaries:
    - Board of Governors (“**Board**”) – approves policies and is ultimately responsible for results attained;
    - Property and Finance Committee (“**P&F**”) – recommends policies to the Board;
    - Investment Committee (the “**Committee**”) – designs policies and oversees implementation thereon; and
    - University Administration (“**Administration**”) - implements policy directly and through contracted agents.
  - iv) establishment of risk management policies, commensurate with the Portfolios’ circumstance, which attempt to address the greatest investment risks within the Portfolios. However, it must be recognized that in order to attain the stated objectives, some risk is essential within the Portfolios.
- A broadly diversified portfolio, which includes, among other vehicles, as appropriate, cash, bonds, equities and less liquid non-traditional investments such as private equity, private debt, real assets and absolute return strategies are the best way to achieve required nominal and real returns and is a prudent and cost-effective method of reducing risk.
- Cash is generally the asset class with the lowest expected long-term returns and should be minimized, except for the STP.
- Bonds provide a steady income stream and often experience lower volatility when equity performance is volatile.
- Equities provide dividend income and/or potential capital growth and are expected to outperform bonds by a risk and volatility premium.
- Equity premiums are dynamic and unpredictable; hence, diversification by market, investment manager and style is preferred.

- Non-liquid and non-traditional investments, particularly in private equity, private debt, real estate and infrastructure, provide income and potential capital growth, but generally require more specialized knowledge than public equities and have higher management fees.
- Active portfolio managers are expected to add value above their respective benchmark after taking into account related fees, particularly in less efficient markets such as Canadian, ~~Non-~~ North American equities and non-traditional investments, including private markets. Active portfolio management is defined as any strategy where a manager uses proprietary knowledge to outperform a benchmark, as opposed to only replicating the benchmark return.
- Portfolio return objectives and pursuits thereon must be evaluated on a net-of-fees basis.
- Portfolio rebalancing according to asset range guidelines is a procedure that maintains equity/bond exposures at risk policy levels.
- Due to the size of the Portfolios, it is more economical to use external investment managers (“**Managers**”). Managers should preferably be researched by the investment consulting community in order to be considered for managing a portion of the Portfolios.
- The Committee should remain mindful of the size of the Portfolios’ holdings with a particular Manager in relation to the size of the Manager’s assets under management.
- Liquidity needs will vary between the Fund, STP and the MTP. The Fund has a long duration with low liquidity needs and, as a result, can hold some of its assets in illiquid investments (e.g., non-traditional investments, including: real estate, private equity, private debt, infrastructure and hedge funds) with an objective to achieve additional diversification and an additional liquidity risk premium. The STP and the MTP have high and moderate liquidity needs, respectively, and as such, investments in illiquid asset should be minimized.
- Attempting to achieve investment return advantages through market timing practices, such as frequent asset allocation changes, poses unacceptable risks to the Fund and the MTP. It is extremely difficult to repeatedly time the market through ongoing changes to the equity/bond mix and in individual elements of each portfolio. The Committee should be mindful of market cycles and while not attempting to engage in market timing practices, should consider modest portfolio rebalancing with market cycles in mind.
- ~~Most~~While acknowledging that most University operating costs and obligations are denominated in Canadian dollars; ~~hence, some foreign currency hedging is desirable to reduce risk.~~
- ~~The, the~~ Committee recognizes that environmental, social foreign currency exposure can potentially mitigate or exacerbate risk depending on the currency pairings and governance factors may have an impact on corporate performance over the long term, although the impact can vary by industry, underlying asset classes. Foreign currency should be hedged when it is expected that it will exacerbate risk or where the volatility associated with currency movements will meaningfully alter the overall risk profile of the investment. The cost of hedging should also be considered when implementing currency hedging programs.
- A Responsible Investing (“RI”) approach and consideration of Environmental, Social and Governance (“ESG”) issues can enhance long-term performance and is aligned with our

objective of meeting the needs of current and future generations.

- Active stewardship is important for long-term value creation and for promoting best practices with our Managers.
- The risks posed by climate change are relevant and material to the Portfolios, and that we must manage and mitigate both physical and transition climate risks in order to achieve our objectives.
- An understanding of sustainability issues may lead to new investment opportunities that contribute to our Portfolio objectives.
- Responsible Investing is a journey that requires continuous learning, innovation, and a dynamic and adaptive approach. Being transparent with the University community and regularly reporting on our RI progress is fundamental to our long-term journey. Western's Responsible Investing Policy is covered in Section 7.
- As described in Section 6.4, members of the Committee will advise the Committee Chair of any conflicts of interest that arise.
- The above investment beliefs should be reviewed on an annual basis.

## **Section 3 Investment Objectives and Policies – Short-Term Portfolio**

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### **3.1 Portfolio Objectives**

- i) to preserve capital and minimize risk in order to meet the University's liquidity needs;
- ii) to obtain a reasonable level of return commensurate with risk, terms and liquidity.

### **3.2 Risk Tolerance**

Given the portfolio objectives listed above, risk tolerance is low and therefore investments should be limited to bank accounts, high interest savings accounts and high-quality money market securities.

### **3.3 Liquidity**

Liquidity needs are high given that the STP is used to fund day-to-day operations. Only investments that can settle into cash within a short period of time should be used.

## Section 4 Investment Objectives and Policies – Mid-Term Portfolio

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### 4.1 Portfolio Objectives

- i) to outperform the FTSE 91-Day T-Bill Index by 300 basis points over a 3 to 5 year period.
- ii) to generate investment returns that can be used to make additional allocations in relation to University priorities and needs.

### 4.2 Risk Tolerance

The risk tolerance is moderate, and the standard deviation of returns should normally fall between 3% and 7%. Preservation of capital over the investment horizon (3 to 5 years) is essential. Liquidity and currency risks are to be minimized. As the MTP will be the next source of liquidity should short-term assets be exhausted, the risk tolerance will fluctuate over time based on the position of the Operating Portfolio and its reserve ratio and should be reassessed periodically.

### 4.3 Asset Mix Policy

The asset mix policy of the MTP will be reviewed on an annual basis. Given the portfolio's objectives, risk tolerance and constraints, assets will be invested mostly in liquid equities and fixed income. The current target asset mix policy is 30% Equities and 70% Fixed Income.

The MTP's objectives can be achieved by gaining exposure to the following risk factors:

- Equity
- Interest rate (duration)
- Credit

The following types of mandates may be used in the MTP:

#### Equities

- Canadian equities
- Global equities

#### Fixed Income

- Short-term bonds
- Core fixed income
- Corporate bonds
- High-yield bonds
- Commercial mortgages

The allocation to each individual mandate is limited to 30% of the MTP market value. This constraint is in addition to the asset mix policy in Section 4.4.

The table below shows the risk factors that each strategic asset class is exposed to:

### Risk Factor Exposure

Strategic Asset Class	Risk Factors
<b>Equities (Growth)</b>	
Canadian Equities Global Equities	Equity Size (Small cap) Value <del>+</del> Growth <u>Momentum</u> <u>Quality</u>
<b>Fixed Income (Interest Sensitive)</b>	
Core Fixed Income Corporate Bonds Commercial Mortgages	Interest rate Credit Deflation <u>Inflation</u>

#### 4.4 Rebalancing Policy

Administration is permitted to deviate from the approved asset mix policy as follows:

Strategic Asset Class	Target Mix	Allowable Drift	Range
Equities			
<i>Canadian Equities</i>	10%	-5%, +5%	5% to 15%
<i>Global Equities</i>	20%	-5%, +5%	15% to 25%
Total Equities	30%	-5%, +5%	25% to 35%
Fixed Income	70%	-5%, +5%	65% to 75%

Changes to the asset mix policy beyond these ranges would require the approval of P&F on the recommendation of the Committee.

#### 4.5 Exposure to Non-Canadian Currencies

Given the fixed income focus of the MTP, currency exposure should be ~~minimized~~limited as it would increase the risk of the portfolio. ~~Non~~Most non-Canadian currency exposure should be ~~fully or almost fully~~ hedged on fixed income mandates. Managers are allowed to retain up to 10% of non-Canadian currency exposure for tactical purposes. The global equity component of the portfolio may remain unhedged, given the relatively small exposure and the diversification benefits it would bring.



#### 4.6 Measurement of Investment Returns

Investment returns are measured quarterly and assessed in relation to the following criteria:

- The overall objective is to achieve a gross rate of return in excess of the FTSE 91-Day T-Bills + 300 basis points over a 3 to 5 year period, with a level of risk, as measured by the standard deviation of returns, ranging from 3% to 7%.
- The Managers are expected to achieve the performance objectives included in their mandates over the relevant time horizon.

#### 4.7 Liquidity

Liquidity requirements for the MTP are moderate. In a normal environment, assets will not be taken out of the MTP to meet obligations. A significant portion of the portfolio should be convertible into cash in a relatively short timeframe, (30 days or less), given the nature of the obligations that the MTP is backing.

## Section 5 Investment Objectives and Policies – Operating & Endowment Fund

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### 5.1 Fund Objectives

- i) ~~Feto~~ maintain the purchasing power of the Fund after payout over the long-term. The required return, at a minimum, should meet (after fees) the University Investment Payout [Policy 2.11](#).
- ii) to earn the return produced by the asset mix policy (Section 5.3), based on the return of the market indices, plus a premium to reflect active portfolio management. The premium should at least cover the cost of active [portfolio](#) management; and
- iii) to meet the following payout requirements:

#### For the Endowed Portfolio

- a) Pay the total return generated by the endowment portfolio's share of the Fund to the capital of the endowment funds.

#### For the Operating Portfolio

- b) Pay the 30-day Treasury bill rate less an established administrative fee to a portion of the non-endowed funds, as outlined in [Policy 2.11](#). Such portion of the Operating Portfolio includes the Capital Fund, Ancillaries, and Trust Funds but do not include Research Funds.
- c) Pay the amounts required for the Supplemental Pension Plan and for Term Endowments as outlined in [Policy 2.11](#).
- d) Pay an allocation to the University, subject to availability and restricted to one-time allocations. Allocations will not be made to fund general operations of the University.
- e) Fund the initial and future allocations to the Major Strategic Opportunities Fund ("MSOF"), subject to the Major Strategic Opportunities Fund ~~Policy 2.31~~ [Policy 2.31](#)
- f) When investment returns exceed the above obligations and are in excess of the reserve requirements (as defined later in this document), the Board may make additional allocations in relation to University priorities and needs.

## 5.2 Risk Tolerance

The required real rate of return over time can only be achieved by accepting a level of volatility in returns from quarter to quarter and from year to year. The current expected asset mix policy return on the portfolioFund is ~~7.06.5%~~ and the expected standard deviation of returns is 10.8% ~~(see note 1 below).~~<sup>1</sup>. As a result, we expect that annual policy returns will fall within a range of minus ~~4.3-8%~~ to plus 17.83% about 67% of the time and that annual returns will fall outside of this range about 33% of the time.

## 5.3 Asset Mix Policy

The Committee reviews the asset mix policy on an annual basis to maintain, over the long-term, the best balance between investment returns within an acceptable level of risk. Assets will be allocated across four strategic asset classes, based on the role of the underlying assets in the portfolioFund. The four strategic classes are: Equities, Fixed Income, Real Assets, and Diversifiers (see Section 6.1 for a list of eligible investments for each strategic asset class). Each strategic asset class is exposed to particular risk factors:

- Equities are expected to generate most of the growth in the portfolioFund
- Fixed Income assets are expected to protect the portfolioFund in times of stress and provide some liquidity.
- Real Assets are expected to protect the Fund from high or unexpected inflation.
- Diversifiers provide additional diversification to the portfolioFund due to their low correlation with the other asset classes.

The universityUniversity is committed to invest ~~5%up~~ to 10% of the portfolioFund in sustainable investment strategies by 2025, including but not limited to strategies trying to find solutions to the world environmental and climate change issues. Allocations to sustainable opportunities can be made through an allocation within ~~equities, fixed income or real assets~~Equities, Fixed Income or Real Assets.

The current target asset mix policy is 60% in Equities, 15% in Fixed Income, 20% in Real Assets and 5% in Diversifiers. The asset mix policy is based on an optimization model that was externally developed and vetted by the Committee. This model projects investment return and risk based on historic relationships among the asset classes. To achieve the return objective, the portfolioFund has a substantial weight in growth assets.

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~~<sup>1</sup> Source: Mercer as of March 31, 2020.~~

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<sup>1</sup> Source: Mercer as of December 31, 2021

The table below shows the risk factors that each strategic asset class is exposed to:

**Risk Factor Exposure**

Strategic Asset Class	Risk Factors
<b>Equities (Growth)</b>	
Canadian Equities U.S. Equities EAFE Equities Global Equities Long/short Equities Private Equity	Equity Size (Small cap) Liquidity Value- <del>+</del> Growth <u>Momentum</u> <u>Quality</u> Foreign exchange
<b>Fixed Income (Interest Sensitive)</b>	
Core Fixed Income Commercial Mortgages Private Debt	Interest rate Credit Deflation <u>Inflation</u> Liquidity Foreign exchange
<b>Real Assets (<u>Inflation Sensitive</u>)</b>	
Real Estate Infrastructure Commodities	Inflation Liquidity Foreign exchange
<b>Diversifiers</b>	
Absolute Return Strategies Market Neutral Strategies Cash	High yield credit spread Liquidity

## 5.4 Rebalancing Policy

The Committee is permitted to deviate from the approved asset mix policy as follows:

### Fund Rebalancing Policy

Strategic Asset Class	Target Mix	Allowable Drift	Range <sup>2</sup>
Equities <sup>3</sup>			
<i>Canadian Equities</i>	12.5%	+/- 5%	7.5% to 17.5%
<i>U.S. Equities</i>	<del>17.5%</del>	+/- 5%	<del>2.5% to 12.5%</del> <del>22.5%</del>
<i>EAFE Equities</i>	<del>17.5%</del>	+/- 5%	<del>2.5% to 12.5%</del> <del>22.5%</del>
<i>Global Equities</i>	<u>20.0%</u>	<u>+/- 5%</u>	<u>15.0% to 25.0%</u>
<i>Private Equity</i>	12.5%	+/- 5%	7.5% to 17.5%
Total Equities	60%	+/- 7.5%	52.5% to 67.5%
Fixed Income			
<i>Core Fixed Income</i>	5%	+/- 5%	0% to 10%
<i>Commercial Mortgages</i>	5%	+/- 5%	0% to 10%
<i>Private Debt</i>	5%	+/- 5%	0% to 10%
Total Fixed Income	15%	+/- 7.5%	7.5% to 22.5%
Real Assets			
<i>Real Estate</i>	10%	+/- 5%	5% to 15%
<i>Infrastructure</i>	10%	+/- 5%	5% to 15%
Total Real Assets	20%	+/- 7.5%	12.5% to 27.5%
Diversifiers			
<i>Cash</i>	0%	-0%, +10%	0% to 10%
<i>Absolute Return Strategies, Market Neutral Strategies</i>	5%	+/- 5%	0% to 10%
Total Diversifiers	5%	<del>+/- 5%</del> , +7.5%	<del>2.5%</del> to 12.5%

The Administration may, at all times, rebalance the ~~portfolio~~Fund towards the target weights without prior approval of the Investment Committee, provided that the rebalancing is less than 2.5% of the Strategic Asset Class.

Changes to the asset mix policy beyond these ranges would require the approval of P&F on the recommendation of the Committee.

## 5.5 Target Ratios for the Operating Portfolio

The Administration provides quarterly reports to P&F, which monitor the reserve levels for the Operating Portfolio by reporting the ratio of the market value of investments to the obligations of the Operating Portfolio at the end of each fiscal quarter over time. The Board's

<sup>2</sup> The Fund may fall outside of these ranges as it transitions towards the new target mix. Temporary deviations are allowed.

<sup>3</sup> ~~Global equity strategies will be allocated to the appropriate region for compliance.~~

policy requires the ratio of investments to obligations to maintain a target level of at least 1.08, based on a 12 quarter moving average. It is recognized that due to volatility in investment returns this ratio may fall below 1.00 at the end of a given quarter. Any such shortfall will be shown in the annual financial statements but will not be used in calculating the balanced operating budget required by the Board.

The investment earnings objective is expected to exceed the payout requirements over time for the Operating Portfolio. Indeed, a fundamental premise is that investment returns in excess of the payout requirements will be generated to meet other important University needs.

Reserves, being the cumulative difference between investment returns and obligations are maintained for the Operating Portfolio to accommodate the short-term variability of investment returns and thus reduce, to an acceptable level, the risk associated with meeting the payout requirements discussed in Section 5.1 (b) and (c) above.

The reserve level is equal to the total market value of the Operating Portfolio portion of the Fund less the obligations owing to the Operating Portfolio. It is recognized that there is potential for the reserve level for non-endowed funds to be in deficit. Nevertheless, the Committee is expected to take a long-term view of the management of the Fund and to maintain an asset mix, which is expected to earn the required rate of return over the long run.

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## 5.6 Endowed Portfolio Payout Policy

The Board establishes policy for University Investment Payout ([Policy 2.11](#)), as amended from time to time. Such policies are designed to ensure that current and future generations share equally in the benefits of the endowments.

## 5.7 Exposure to Non-Canadian Currencies

The Canadian equity market represents approximately 4% of total world equity market in terms of total capitalization. Non-Canadian investments are included in the Fund in order to add diversification and reduce volatility of returns. Non-Canadian investments need not necessarily incur gains or losses from increases or decreases in the value of the Canadian dollar relative to currencies in other countries. This can be accomplished through currency hedging techniques employed by a Manager.

Although an analysis of the University's spending shows that less than 5% of all expenditures are in non-Canadian funds, the value of the Canadian dollar affects the price of imported materials that are resold in Canada. Accordingly, it is appropriate to have some exposure to investments within currencies that are ~~Non~~-Canadian to provide a hedge against a major fall in the value of the Canadian dollar. Given the rapidly evolving nature of currency markets, it is preferable to hire a Manager dedicated to the management of the Fund's currency exposure.

The policy range of exposure to ~~Non~~-Canadian currencies has been established to be within the range of 0% to ~~60~~80% of the total Fund, after currency hedging.

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## 5.8 Measurement of Investment Returns

Investment returns are measured quarterly and assessed in relation to the following criteria:

- The overall objective is to achieve the required rate of return over the long-term on the Fund, with an acceptable level of risk. The real rate of return is monitored on a 45 year annualized basis.
- The Managers are expected to achieve the performance objectives included in their mandates over the relevant time horizon.

## 5.9 Liquidity

The Committee will ensure that the Fund has sufficient liquidity to meet its future obligations. To properly assess the liquidity needs of the Fund, Administration will provide the Committee with regular updates on risk controls regarding liquidity, such as:

- i) the availability of short-term and mid-term assets;
- ii) the ratio of assets to obligations for the Operating Portfolio;
- ~~iii)~~ upcoming capital calls and distributions;
- ~~iv)~~ potential working capital needs and releases on rolling currency hedges in the currency hedging program;
- ~~iii)v)~~ any upcoming contributions to the University operating and capital budgets;
- ~~iv)v)~~ internal loans; and
- ~~v)vii)~~ borrowing within the Fund.

## 5.10 Borrowing

In order to meet short-term liquidity needs arising from activities such as rebalancing, capital calls or currency hedging, the Fund may consider using line(s) of credit, ~~secured by the Fund's assets.~~ Draws on the credit facilities will have a combined limit of ~~5% of the Fund~~ \$100 million and should be repaid within 90 days. A repayment plan from within the Fund shall be identified by Administration prior to any draw(s) on the credit facilities. Short-term borrowing is restricted for use within the Fund, and is not available for general University operations. Short-term borrowing costs will be netted against the performance of the Fund.

## Section 6 General Investment Guidelines and Operational Matters

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### 6.1 Eligible Investments

The following represents descriptions of eligible investments making up the strategic asset classes. The Portfolios may use these eligible investments except where specifically restricted by the individual portfolio guidelines.

#### **Equities**

Equity investments include common stock and equivalent securities, including, but not limited to, equity warrants, rights, call options, installment receipts, subscription receipts, convertible debentures, limited partnerships, private placements, REITs, preferred shares, stapled units (~~see note 2 below~~),<sup>4</sup> stock index futures, options on futures and other derivative securities to manage risk, such as currency futures. The common stock or equivalent securities may be traded on Canadian, U.S., international or emerging markets stock exchanges, but can also be privately held. Specific equity mandates may be classified as Canadian equity, U.S. equity, international equity, global equity or emerging markets equity. Equity investments may also involve short selling. Private equity investments may include leverage that is appropriate for that asset class.

#### **Fixed Income**

Fixed income investments may include Canadian Government and Guaranteed-Affiliates bonds, real return bonds, provincial and municipal bonds, corporates/credit sensitive securities (includes the debt of corporations, supranational agencies and municipal entities whether domiciled inside or outside Canada, in developed or developing countries), sovereign bonds from developed or developing countries, high-yield bonds, mortgages, preferred stock, commercial mortgage-backed securities, commercial mortgages, mortgage-backed securities, asset-backed securities, private placements, convertible securities, cash and equivalent and fixed income futures and options. Fixed income investments may be tradeable or privately held. Private debt investments may include leverage that is appropriate for that asset class.

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~~2—A stapled unit is a security that is contractually bound to one or more other securities to form a single salable unit.~~

<sup>4</sup> A stapled unit is a security that is contractually bound to one or more other securities to form a single salable unit.

### **Real Assets**

Real Asset investments include real estate, infrastructure and commodities.

Real estate investments are ownership investments in land and buildings that are used for office, industrial, retail or residential purposes. Returns from real estate are expected to provide an offset for inflation over time.

Infrastructure investments are investments in assets that provide essential services with sustainable demand and predicable cash flows ~~(see note 3 below)~~.<sup>5</sup> Returns from infrastructure are expected to provide an offset for inflation over time.

Real estate and infrastructure investments may include leverage that is appropriate for those asset classes.

Commodities may include direct investments, or investments through derivatives such as futures, in basic goods in the agriculture, livestock, energy and mining sectors.

### **Diversifiers**

Diversifiers include cash and cash equivalents, absolute return strategies and market neutral strategies.

Cash and cash equivalents may include the following securities:

- Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Federal Government of Canada;
- Treasury bills, notes, debentures and any obligations unconditionally guaranteed by a provincial government of Canada;
- Municipal notes, debentures and any obligations unconditionally guaranteed by a municipal government of Canada;
- Highly rated foreign government treasury bills, notes, debentures and any obligations unconditionally guaranteed by a foreign government;
- Highly rated Banker's Acceptances, Certificates of Deposits and other instruments issued by a Canadian or foreign bank;
- Highly rated commercial paper and corporate bonds of Canadian and foreign corporations;
- Repurchase agreements backed by a minimum of industry standard collateral;

<sup>5</sup> Infrastructure investment projects may include renewable energy, water, utilities, toll roads, bridges, tunnels, communications and airports, etc.

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~~3 Infrastructure investments projects include water, utilities, toll roads, bridges, tunnels, communications and airports, etc.~~

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- Floating-rate notes issued by Canadian or foreign issuers; and
- High interest savings accounts.

Absolute return strategies try to achieve positive returns irrespective of the market environment and exhibit low correlations with bonds and stock portfolios. These strategies may include, but are not limited to life settlements, litigation finance, reinsurance and insurance-linked securities.

Market neutral strategies are structured in such a way that they are not exposed significantly to market fluctuations.

Absolute return and market neutral strategies may include public and private securities as well as leverage that is appropriate for these types of assets.

## 6.2 Manager Structure

The Committee manages the risk profile of the Fund and the MTP by recommending for approval each portfolio's Asset Mix Policy to P&F and then, ultimately, to the Board. The Committee hires Managers with specific asset class investment mandates as opposed to balanced investment mandates and the Committee is thus able to manage the actual asset mix of the Fund and the MTP.

The Committee may hire either active or passive Managers. In general, passive management is preferred in markets where Managers have not been able to outperform the market indices, such as the current case in Canadian fixed income securities. Active Managers are required to earn a prescribed amount over the appropriate index return to cover their fees and to compensate for the greater risk and fee costs of active management.

Management of publicly traded equities may involve the use of leverage and short selling at a level with which the Committee stated at the outset of the Manager's mandate. The Committee may hire Managers where the mandate allows leverage and short selling ~~(see note 4 below).~~<sup>6</sup>

There is a preference for multiple manager styles for the total fund. Within equities, styles can include a diversified exposure to various factors, such as value and growth, size, momentum and quality is preferred. Within bonds, styles can include interest rate anticipation, sector selection, security selection, yield curve positioning and currency management or passive (index returns).

The University's tax-exempt status makes interest, dividends, capital gains and foreign exchange gains equally desirable.

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~~4—When a security is sold short, the security is borrowed from a broker and sold with the intention of making a profit by buying the security back at a lower value.~~

<sup>6</sup> When a security is sold short, the security is borrowed from a broker and sold with the intention of making a profit by buying the security back at a lower value.



### 6.3 Cash Flow Management

The objectives of the University's cash flow management process are as follows:

- i) to maximize the funds that are available for external management in the Fund, while maintaining sufficient short-term and mid-term investments outside of the Fund to meet the University's working capital requirements;
- ii) to generally maintain a positive cash balance throughout each year in order to meet the University's liquidity needs, investing temporary excess cash either in the STP or MTP;
- iii) to only borrow funds for short periods of time to support operating purposes of the Fund. A line of credit is maintained for the Fund's operating needs; and
- iv) to ensure, as much as reasonably possible, that the funds allocated to Managers are not subject to short-term cyclical variations as a result of the University's cash flow needs.

### 6.4 Conflict of Interest

If a member of the Committee or any agent of or advisor to the Committee has any material pecuniary interest, direct or indirect, in any matter in which the Portfolios are concerned and becomes aware of such a conflict, that person shall, without delay, disclose this interest in writing and shall not take part in any debate or vote on such a matter. It is noted that agents and advisors are permitted to present items to the Committee, and it is understood that such agents and advisors may benefit in the event that the Committee adopts the items.

The Committee shall include in the mandate of each Manager the requirement to comply with the Code of Ethics and Standards of Professional Conduct adopted by the CFA Institute.

Every disclosure of interest under this section shall be recorded in the minutes of the Committee meeting. The failure of a person to comply with the procedures described in this section shall not of itself invalidate any decision, contract or other matter.

If a conflict of interest is discovered or disclosed after the Committee has made a decision, the Committee will reconsider the decision in light of the new information.

### 6.5 Proxy Voting

The exercise of voting rights acquired through any investment is delegated to the Managers with the instruction to vote in favour of any proposal which, in their opinion, will accrue and enhance the investment value of the relevant security, and against any proposals which will unduly increase the risk level or reduce the investment value of the relevant security to the detriment of the Fund or the MTP. However, when it would be in the University's best interest to do so, the University reserves the right to exercise its voting rights.

If the Manager firm, or any employee or associate of the Manager firm, has any direct or indirect pecuniary interest in any matter on which the Fund or the MTP has a right to vote, it must be brought to the attention of the Committee, which has discretion to:

- i) instruct the Manager to exercise the voting right in line with the principles described above, on the grounds that the relevant pecuniary interest is not material; or,
- ii) instruct the Manager how to cast the Fund's or MTP's vote, having considered the principles described above; or,
- iii) authorize the Fund's and MTP's ~~custodian/trustee~~Custodian to exercise the voting right in line with the principles described above.

## 6.6 Securities Lending

The Portfolios may engage in securities lending activities to generate incremental income, subject to approval from the Committee, P&F and compliance with appropriate laws and regulations.

Such loans must be secured by Canadian government bonds, treasury bills, provincial bonds of any highly rated Canadian province and/or letters of credit, discount notes, and banker's acceptances of major Canadian chartered banks. The amount of collateral taken for securities lending should reflect best practices in local markets and marked to market on a daily basis.

The terms and conditions of any securities lending program, including the maximum exposure in aggregate and by counterparty, will be set out in a contract with the Custodian. The Custodian shall, at all times, ensure that the Administration has a current list of those institutions that are approved to borrow the Portfolios' investments. If the Portfolio's assets are invested in a pooled fund, security lending will be governed by the terms and conditions set out in the pooled fund contract.

## 6.7 Derivatives Usage

Derivatives may be used by the University or the Managers managing the Portfolios for hedging, risk management and portfolio rebalancing purposes, but not for leveraging the Portfolios. Derivative products include options, futures, forwards and swaps.

## 6.8 Valuation of Infrequently Traded Instruments

The valuation of infrequently traded investments shall be determined by the trustee or Custodian of the underlying fund. In the case of private investments, including but not limited to real estate, infrastructure, private equity and commercial mortgages, the valuation shall be based on independent opinions of qualified appraisers as required or should follow the best practices used for a particular asset class.

## Section 7 Responsible Investing

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### 7.1 Introduction and Definition

The Committee recognizes that Responsible Investing (“RI”) is a rapidly evolving approach to investing that understands sustainability as a fundamental concept in wisely allocating financial capital for the benefit of today and future generations. The Committee has a fiduciary obligation to invest funds for the benefit of the University in the interest of endowment funds/donors and RI is in keeping with that obligation.

~~The Committee has formed a Working Group on Responsible Investing (“WGRI”) to bring knowledge and expertise as needed to bear on the effective management of the Portfolios in its RI strategy.~~

### ~~7.2 Responsible Investing Strategy~~

~~As part of its mandate, the WGRI will define RI and carry out a process that will contribute to the Committee meeting its Portfolio objectives. The process will at all times be in keeping with the mission, aim, values and governance culture of the University.~~

~~The definition of RI, which is included in the WGRI Terms of Reference, is twofold:~~

~~a) it will reference using Environmental, Social, Governance (“ESG”) factors as an integral part of the process;~~

~~The Committee defines RI as an approach which integrates environmental, social, and governance (ESG) considerations into investment decisions. It is also recognizes that RI approaches and ESG issues will vary in the degree of relevance and materiality by asset class, strategy, and sector, but ultimately will provide a broader lens to understanding emerging and long-term systemic issues.~~

~~As such, the Investment Committee has incorporated the following components into our RI framework:~~

~~b)a) it will involve being pro-active by allocating capital to solutions-based investments that are considered progressive (see ~~section~~Section 7.8\_3 for a definition of ~~Western’s~~the Sustainable Investment Strategy); and~~

~~b) it will use ESG factors as an integral part of the investment process, such as investment decision making, Manager monitoring, and active ownership.~~

The Committee recognizes the importance of being up to date on ~~responsible investing~~RI issues and peer institutional best practice, requiring an adaptive approach and continuous improvement. It endeavors to look forward, be transparent and flexible in carrying out its long-term investment objectives and in meeting RI commitments. Western’s existing RI commitments are outlined in Section 7.2. The Committee will consider new commitments over time, as our RI framework evolves and adapts to changing circumstances.

RI activities will be reported to the University community on an annual basis. The report shall highlight our progress and milestones achieved as well as any challenges experienced in our RI journey.

At all times the RI strategies employed will be in keeping with the mission, aim, values and governance culture of the University.

## **7.2 Commitments and Targets**

### **a) Capital Allocation Commitment**

Western has committed to invest up to 10% of its Fund (by 2025) in accordance with the Sustainable Investment Strategy, as defined in Section 7.3.

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b) Climate Change Commitment(s)

Net-zero emissions target:

The University has committed to net-zero absolute carbon emissions by 2050, or sooner, and this commitment extends to the University's investments. This is a decarbonization strategy that encompasses all investment classes and industries. To monitor the performance of its climate change strategy, the Committee is setting the following targets for the MTP and the Fund:

- i) Western aims to reduce the carbon intensity by 45% by 2030, using 2020 as a base year, and;
- ii) Western aims to achieve net-zero absolute carbon emissions by 2050, or sooner.

These targets are consistent with those adopted by the University and are aligned with science-based targets to meet the goals of the Paris Agreement. As part of this decarbonization strategy, we will be reviewing all investments and how they align to our goal of net-zero by 2050, or sooner, and will take appropriate action where necessary to achieve those goals where engagement has proven ineffective.

Carbon measurements include Scope 1 & 2 greenhouse gas ("GHG") emissions. The Committee will consider material Scope 3 GHG emissions once accurate measurement and reporting are available.

The Committee will assess carbon measurements annually and publicly report progress towards the net-zero commitment. It is recognized that the global carbon emission measurement frameworks continue to evolve and standardize. The Committee will review measurement frameworks at least tri-annually to determine if existing measurements continue to be industry best-practice and modify as necessary. For example, while we have committed to a reduction in carbon intensity by 2030, as information on absolute carbon emissions for all asset classes becomes available, we expect to converge to this measurement over time.

**7.3 Sustainable Investment Strategy**

Western recognizes the role of RI in achieving a forward-looking Fund for the benefit of future generations.

To help steer its Sustainable Investment Strategy, the University is guided by the United Nations Sustainable Development Goals ("SDGs"). These 17 goals have been developed to confront major issues.

Western takes a broad and dynamic approach to sustainable investing; however, a few issues have surfaced as being critical to its stakeholders. These include:

- Access to clean water
- Carbon footprint reduction
- Pollution abatement

Solving those issues presents new opportunities for investors and there is a growing number of businesses providing solutions to these problems and add to the University's long-term investment returns.

The University is committing to invest a portion of its Fund (up to 10% by 2025) in companies providing solutions along the following themes:

- Clean and renewable energy
- Water treatment solutions
- Waste management solutions

These investments will be funded from the Fund public equity investments.

By focusing on those investment themes, Western would ensure that its investments will contribute to the following SDGs:

- SDG #6: Clean water and sanitation
- SDG #7: Affordable and clean energy
- SDG #13: Climate action

As the University's understanding of sustainable investment practices, opportunities and stakeholders' preference evolve, additional themes and SDGs may be considered.

The University reserves the right to select the appropriate investment vehicle to implement its strategy, in order to take advantage of all the opportunities available. These may include, in addition to publicly traded equities:

- Fixed income (such as green bonds)
- Natural resources (such as farmland and timber)
- Infrastructure assets
- Private equity

#### **7.37.4 Monitoring Managers**

Given the relatively small size of the Portfolios and the fact that most investments are held in pooled vehicles, it is ~~not practical at this time~~ impractical for the University to directly engage with all individual companies on ESG related issues. Instead, the University will monitor the Managers it hires to manage the Portfolios on how they integrate ESG factors into their portfolio building process.

The cornerstone of the process by which the University monitors its Managers is a required ESG due diligence questionnaire. The ESG questionnaire should cover the following areas:

- Commitment of resources both financial and personnel;
- Transparency of process, including individual company;
- Evolution and advancement of manager expertise in ESG consideration;
- Appropriate manager marketing to the public;
- Policies and practices around the managers' shareholder engagement activities, as part of an overall responsible investing RI strategy. Managers are to assess companies' management practices in contributing to the long-term health of each investee company.

#### **7.45 Engaging Companies**

Company engagement activities, such as dialogue with management, proxy voting or shareholder resolution filing are delegated to the Managers. Managers are expected to report to the University on a regular basis on their engagement work and provide a rationale for their decision to alter a portfolio position based on ESG factors.

The University may also participate in corporate engagement services, where a collective engagement strategy is desirable and may lead to positive change on specific ESG related topics.

#### **7.56 Divestment**

The University leaves the decision to exclude a security to the Managers hired to manage a portion of the Portfolios, as they possess the necessary expertise and information to make the decision that is in the best interest of the Portfolios.

The University believes that, in most situations, engagement is a superior approach to divestment in effecting changes on ESG related issues. Engagement allows investors to retain their voice in terms of voting on shareholder resolutions and maintaining or escalating, as needed, a dialogue with portfolio company management.

Divestment will be considered for issues in which there is wide investor consensus, where engagement has failed or is not feasible.

#### **7.67 Advocacy and Collaboration**

The University endeavours to remain up to date on sustainability investing issues and the impact of ESG factors on its Fund investments. In order to maintain its knowledge of the field of sustainability investing RI and to contribute to its development, the University will liaise with other institutional investors and industry associations to discuss key issues.

#### **7.78 Disclosure**

The University will make available to the University community, upon request, the most recent list of publicly traded investments of the Portfolios, subject to blackout periods imposed by the underlying managers Managers. Publicly traded investments are defined fixed income securities for which there is a reasonably liquid market and equities of companies listed on a stock exchange. Requests need to comply with the Disclosure of Information on Western Investments Disclosure of Information on Western Investments Policy 2.14 of the Board.

#### **7.8 Sustainable Investment Strategy**

~~Western recognizes the role of Responsible Investing in achieving a forward-looking Operating & Endowment Fund for the benefit of future generations.~~

~~To help steer its responsible investing strategy, Western is guided by the United Nations Sustainable Development Goals (“SDGs”). These 17 goals have been developed to confront major issues.~~

~~Western takes a broad and dynamic approach to sustainable investing, however a few issues have surfaced as being critical to its stakeholders. These include:~~

- ~~• Access to clean water~~
- ~~• Carbon footprint reduction~~
- ~~• Pollution abatement~~

~~Solving these issues presents new opportunities for investors and there is a growing number of businesses providing solutions to these problems and add to the University's long-term investment returns~~

~~Western is committing to invest a portion of its Operating & Endowment Fund (5% to 10% over the next five years) in companies providing solutions along the following themes:~~

- ~~• Clean and renewable energy~~
- ~~• Water treatment solutions~~
- ~~• Waste management solutions~~

~~These investments will be funded from the Operating & Endowment Fund public equity investments.~~

~~By focusing on these investment themes, Western would ensure that its investments will contribute to the following SDGs:~~

- ~~6) Clean water and sanitation~~
- ~~7) Affordable and clean energy~~
- ~~13) Climate action~~

~~The University reserves the right to select the appropriate investment vehicle to implement its strategy, in order to take advantage of all the opportunities available. These may include, in addition to publicly traded equities:~~

- ~~• Fixed income (such as green bonds)~~
- ~~• Natural resources (such as farmland and timber)~~
- ~~• Infrastructure assets~~
- ~~• Private equity~~

~~The selected investment strategies must demonstrate the pursuit of a lower carbon footprint, than is represented in global investment markets.~~

## Section 8 Governance

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Responsibilities are divided among P&F, the Committee, and Administration as noted below. Additional stakeholders involved with the Portfolios include Managers, a ~~custodian, investment consultant and a performance measurement consultant~~Custodian, Investment Consultant and a Performance Measurement Consultant.

### 8.1 Property and Finance Committee

The Property & Finance Committee is a standing committee of the Board of Governors constituted for the review and approval of policy, and decision-making in respect of the property and financial resources of the University. As it relates to the Portfolios and the Investment Committee, P&F:

- i) makes recommendations to the Board on investment policies and governance as recommended by the Investment Committee;
- ii) appoints members of the Investment Committee; and
- iii) reports investment activities to the Board.

### 8.2 Investment Committee

The Committee is a sub-committee of P&F. The overall objective of the Committee is to bring expert advice and knowledge to bear on the effective management of the Portfolios consistent with the approved fund objectives. Within this general mandate, the Committee:

- i) establishes and regularly reviews investment policy, objectives and strategy;
- ii) appoints Managers and retains a fund measurement service and other investment consultants as appropriate; and
- iii) regularly reviews the Portfolios and the performance of the Managers and takes action as may be deemed appropriate.

### 8.3 Administration

- i) ensures compliance with legal and University requirements;
- ii) rebalances the Portfolios by transferring funds among ~~managers~~Managers and asset classes ~~appropriate~~appropriately according to policies approved by the Committee and reports such activity to the Committee;
- iii) manages University cash flows and any short-term borrowing of the Fund in accordance with the objectives and policies outlined in ~~Section~~Sections 6 and 5.10 of this document. Reports to the Committee about the University's cash flows and short-

- term investing activities on a periodic basis;
- iv) executes investment decisions made by the Committee;
- v) reports to the Committee on the performance of individual managers and of the Portfolios. Keeps the Committee informed of all other issues and developments relative to the management of the University Portfolios;
- vi) works closely with and directs the Consultant, the Custodian and the Managers as appropriate;
- vii) reports to the Committee on other University activities that have an impact on the investment portfolio;
- viii) periodically meets with each member of the Committee to discuss any concerns, additional information requirements and suggestions for improvement;
- ix) maintains an awareness of progressive investment management policies and practices at other Canadian and US universities;
- x) reports to the Committee and to the P&F on the ratio of investments to obligations for the non-endowed portion of the portfolio; and
- xi) makes recommendations to the Committee concerning terminating Managers and hiring new Managers.

#### **8.4 Managers**

- i) manage a specific investment mandate according to a set of investment guidelines and maintain compliance to those guidelines;
- ii) aim to achieve a performance objective;
- iii) report to the University on performance by providing attribution analysis, but also on changes at the firm in terms of organizational structure, personnel and investment process; and
- iv) vote proxies on behalf of the University according to proxy voting guidelines.

#### **8.5 Custodian**

- i) holds assets owned directly by the University and provides monthly valuation of those assets;
- ii) executes instructions provided by authorized representatives of Administration; and
- iii) coordinates securities lending, if any.



## **8.6 Investment Consultant**

- i) assists the Committee in the development of governance structures, policies and procedures;
- ii) assists the Committee in identifying the objectives and risks to be managed and in implementing the appropriate asset mix;
- iii) provides research on emerging investment strategies;
- iv) maintains research on Managers employed by the University;
- v) assists with manager searches by giving the University access to its database of Managers, narrowing the universe, providing performance analysis, preparing questionnaires and attending finalist meetings;
- vi) provides quarterly opinions on the Fund's and MTP's performance;
- vii) informs the Committee on successful, seasoned, and state-of-the-art investment management technologies where relevant and appropriate; and
- viii) attends Committee meetings, at the invitation of the Investment Committee Chair.

## **8.7 Performance Measurement Consultant**

- i) provides performance measurement services and analytical services through research reports, data and/or database(s) to be delivered by electronic means or hard copy format;
- ii) provides total fund, individual Manager and asset class return on a monthly basis; and
- iii) provides quarterly performance reports that include capital market commentary, market indexes, asset class summary by class and Manager, returns over selective time periods by class and Manager, returns attribution analysis, and comparative analysis measurement for active Managers.

**4.2(a) MAPP 3.12 Disconnecting from Work Policy and Procedure**

**ACTION REQUIRED:**       FOR APPROVAL       FOR INFORMATION

**RECOMMENDED:**    That the Board of Governors approve the Disconnecting from Work Policy as shown in Item 4.2(a).

**EXECUTIVE SUMMARY:**

Human Resources prepared the Disconnecting from Work Policy and accompanying Procedure in consultation with the Office of Faculty Relations and external legal partners to comply with recent amendments to the *Employment Standard Act, 2000* (ESA). Human Resources consulted with the employee groups from March 10, 2022, to March 29, 2022. The effective date of the Policy will be June 2, 2022, as required by the ESA.

Under the Senior Policy and Operations Committee's terms of reference, the committee recommends to the Board new or amended human resources MAPP policies as proposed by the President and/or the Associate Vice-President (Human Resources).

At its meeting on April 12, 2022, SPOC recommended the new policy to the Board for approval.

Following the approval of the Policy, the associated Procedure will be approved by the Responsible Officer of the Policy pursuant to MAPP Policy 1.51 – Policy on Establishing University Policies and Procedures.

**Background**

The ESA was recently amended to require employers to introduce a policy on disconnecting from work. The legislative requirement is not accompanied by prescriptive regulation, allowing employers to tailor policies to their workforce and organization.

Further, the legislation does not establish a substantive right to disconnect, and employer policies are not required to enhance this right. Moreover, employees' rights to not perform work are already established through other sections of the ESA, including hours of work and eating periods, vacation with pay, and public holidays.

The Ministry of Labour has confirmed that the disconnecting from work policy must apply to all employees, including managerial and executive staff as well as part-time and casual employees.

Disconnecting from work is defined by the ESA as "not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work."

### **Western's Disconnecting from Work Policy and Procedure**

Western's proposed Policy recognizes the benefits of disconnecting from work for employees' well-being, restoration, and retention. The Policy encourages employees to disconnect from work-related communications outside of work hours to prioritize their well-being and the well-being of colleagues.

The Policy defines the following terms for clarity: a) disconnecting from work, b) emergency, c) employee, and d) work hours.

The University's obligations under the Policy are to ensure employees can take rest periods and time away from work as required by law, employment contracts, policies, or collective agreements.

Employees' obligations under the Policy are to take time away from work and to be considerate of their colleagues' work hours while engaging in work-related communications.

Section C 3.00 'Ability to Disconnect' of the Policy highlights instances, such as an emergency or timely matter (e.g., scheduling), where employees may not be able to disconnect from work and are expected to respond accordingly. This section also confirms that employees are permitted to work or send work-related communications after work hours if they choose to do so.

The Procedure outlines communications standards that promote employees' ability to disconnect, such as using out-of-office messaging while on vacation or on leave. In addition, the Procedure guides employees on reporting concerns and establishes posting, notice and retention practices per the ESA.

### **Implementation**

In compliance with ESA requirements, Western will provide employees with a virtual copy of the Policy within 30 days of its implementation and after any revisions are made.

The Policy and Procedure will be accompanied by education and communication resources to further support leaders and employees with the rollout of this Policy. Human Resources will leverage existing meetings, including Employee Group meetings, to build awareness of these resources. A website is also being designed that will explain the Policy and help employees and leaders understand how it might enhance their approach to disconnecting from work and improve their own wellness and well-being and that of their teams.

The site will include a series of best practice tips and tools for employees that align well with the intent of the Policy, including:

- Email footers that outline the employee's working hours;
- Templates for a variety of "out of office" messages (i.e., vacation messages, away for personal reasons, away for work-related events/conferences, away on leave, etc.);
- Technical tips for creating email footers, out of office messages, and using the delay or schedule feature to ensure emails are sent during work hours;
- Tips from our Well-being Team on how to disconnect from work;
- Contact information and resources for employees experiencing challenges disconnecting from work.

**ATTACHMENT(S):**

[MAPP 3.12 Disconnecting from Work Policy](#)

[Disconnecting from Work Policy Associated Procedures](#)

**Policy Category:** Personnel - All

**Subject:** Disconnecting from Work Policy

**Approving Authority:** Board of Governors

**Responsible Officer:** Associate Vice-President, Human Resources

**Responsible Office:** Division of Human Resources

**Related Procedures:** Disconnecting from Work Procedure

**Related University Policies:** [Emergency Response and Preparedness](#), [Emergency Service Reduction or Closure](#), [Employee Assistance Program](#), [Health and Safety](#), [Adjunct Academic Appointments of Faculty](#), [Conditions of Appointment for Physicians](#)

**Prepared Date:**

**Supersedes:** (NEW)

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**A. PURPOSE**

- 1.00 Western University (the "University") values the contributions of its employees. The University encourages and supports employees in prioritizing their mental and physical health, and professional and personal development and is committed to providing an environment that promotes well-being.
- 2.00 The University recognizes that people benefit from uninterrupted breaks from work. Time away from performing or thinking about work is important for one's restoration and contributes to achieving a healthy and sustainable professional and personal life. The University has implemented this Disconnecting from Work Policy (the "Policy") to encourage employees to disconnect from work outside of their work hours.
- 3.00 This Policy should be read alongside the University's associated policies, collective agreements, individual employment contracts, and any applicable and/or relevant legislation. Employees should also refer to the University's Procedure for the Policy when reviewing and/or consulting this Policy.
- 4.00 This Policy applies to all employees of the University.

**B. DEFINITIONS**

- 1.00 The following definitions shall apply to this Policy:
  - 1.01 **Disconnecting from work:** to not engage in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.

- 1.02 **Emergency:** An urgent and/or critical situation, temporary in nature, that threatens or causes harm to people, the environment, University property or disrupts operations.
- 1.03 **Employee:** Staff, faculty, clinical faculty, adjunct faculty, clinical adjunct faculty, managers and leaders, librarians and archivists, post-doctoral associates, graduate teaching assistants or any other individual who is an “employee” for the purposes of the *Employment Standards Act, 2000*.
- 1.04 **Work Hours:** The hours in which an employee performs their work as directed by their individual employment contract, policies, or collective agreement.

**C. POLICY**

1.00 **University Obligations**

- 1.01 The University will support and develop programs and resources to enhance employees’ well-being and promote their ability to disconnect from work.
- 1.02 The University will take steps to ensure that all employees are:
  - a) Informed of the circumstances in which they will be expected to engage in work-related communications outside their work hours.
  - b) Able to take applicable meal, rest periods and hours free from work as required by law, contract, policies, or applicable collective agreement.
  - c) Able to take vacation or other leave entitlements as required by law, contract, policies, or other applicable collective agreement.
  - d) Able to work in a healthy and safe work environment.

2.00 **Employee Obligations**

- 2.01 The University encourages all employees to consider the following in the course of their work:
  - a) Be considerate of colleagues’ work hours (e.g., by not routinely emailing or calling outside of work hours).
  - b) Take their applicable meal, rest periods and hours free from work as set out in their individual employment contracts, policies, or collective agreement.
  - c) In a timely manner, speak with their supervisor or leader if they feel their workload is preventing them from being able to disconnect from work.
  - d) Request and take their approved vacation entitlements as set out in their individual employment contract, policies, or collective agreement.

3.00 **Ability to Disconnect from Work**

- 3.01 To support the University’s academic and operational requirements, work hours may vary across departments, positions, and staff and academic appointments.
- 3.02 An employee’s ability to disconnect from work at a given time depends on the

University's academic and operational needs and the duties and obligations of the employee's position, subject to an employee's employment contract, policies, applicable collective agreement and/or minimum statutory entitlements under the *Employment Standards Act, 2000*.

- 3.03 An employee's ability to disconnect from work may be impacted in cases of emergency, and other unforeseen circumstances. Employees may also be contacted outside of work hours regarding timely matters, such as scheduling and academic, operational, and support needs.
- 3.04 This Policy shall not prevent the University or employees from engaging in communications outside of what may be considered work hours.
- 3.05 This Policy shall not limit or amend the provisions of other policies or the provisions of collective agreements entered into between the University and its employee groups and where such policies and agreements have application, those provisions shall prevail.

4.00 **Reporting Concerns**

- 4.01 All employees are expected to report any concerns or issues they may have that impact their ability to disconnect from work and/or impact their health and well-being.
- 4.02 Employees will not be subject to reprisal for reporting such concerns as outlined within the Procedure.

**A. General**

- 1.00 In these Procedures, reference to the “Policy” shall mean the Policy on Disconnecting from Work.
- 2.00 These following Procedures apply to all employees of the University.

**B. Communications**

- 1.00 Where possible, work-related communications should be checked or sent during work hours as applicable.
  - 1.01 Due to differing/non-standard work schedules, some employees may send communications when other employees are not performing work, such as evenings, weekends, or holidays.
  - 1.02 The sender should consider the timing of their communication and should consider whether a response outside of the recipient’s working hours is necessary.
  - 1.03 The recipient should understand that they will not be expected to respond until their work time recommences unless a response is otherwise required in accordance with the recipient’s duties, or in instances requiring a timely or emergency response.
- 2.00 Leaders should establish a protocol for alerting employees about situations requiring a timely or emergency response.
- 3.00 Employees on vacation or leave are encouraged to use an out-of-office message on their email and voicemail to notify others that they are not available.
- 4.00 For clarity, this Procedure shall not prevent the University or its employees from engaging in communications outside of what may be considered working hours and nothing within this Procedure shall be considered to confer or grant employees a right or benefit beyond what they are entitled to under their individual employment contract, policies, applicable collective agreement and/or minimum statutory entitlements under the *Employment Standards Act, 2000*.

**C. Reporting Concerns**

- 1.00 Employees are encouraged to report concerns or issues with respect to disconnecting from work to their leader. In circumstances where this is not feasible, or the matter cannot be resolved by speaking to a leader, employees should direct their concerns or issues to Human Resources, the Office of Faculty Relations, or a representative of their employee group as applicable.
- 2.00 All employees are encouraged to seek assistance for concerns relating to their health and well-being. The University has resources and supports available through the Employee Well-being division of Human Resources.

**D. Posting, Notice and Retention**

- 1.00 All employees will be provided a copy of this Policy in accordance with the *Employment Standards Act, 2000*.
- 2.00 The University will retain a copy of the Policy for three years after it ceases to be in effect.

**ITEM 4.3(a) – Campus Safety & Emergency Services 2022 Annual Report**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

**EXECUTIVE SUMMARY:**

Bill Chantler, Director, Special Constable Service will present the Campus Safety & Emergency Services 2022 Annual Report as attached.

This report is provided to the Board of Governors annually for information.

**ATTACHMENT:**

[Campus Safety and Emergency Services 2022 Annual Report](#)

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## Campus Safety & Emergency Services 2022 Annual Report

### Overview

Campus Safety & Emergency Services (CSES) consists of the following Units:

- Western Special Constable Services (WSCS);
- Emergency Management & Continuity of Operations (EM);
- Fire Safety (FS);
- Foot Patrol (FP); and,
- Building Access Control (BAC).

CSES are values driven services, focusing on collaborative, community-centric, problem-solving, approaches to create, maintain and support an environment of safety, security and well-being for all on campus.

2021 was a year of significant change and strategic growth for CSES. During 2021 a new Director, Campus Safety & Emergency Services, a new Manager, Emergency Management & Continuity of Operations, a new Communications Operator (dispatcher) and 6 new Special Constables joined the CSES team.

Brent Shea stepped down from his position as Director, Campus Safety & Emergency Service and William (Bill) Chantler was appointed Director, Campus Safety & Emergency Services.

Scott Davis joined CSES in the new position of Manager, Emergency Management & Continuity of Operations. The addition of Scott in this position significantly enhances the ability of CSES to plan for, respond to, manage, and recover from major events, critical incidents, and natural disasters that may impact on Western.

### Western Special Constable Service



### Special Constables

Within the WSCS, the transition and re-branding from “Campus Police” to “Special Constable Service” was completed in 2021. This change was required to comply with changing Provincial legislation related to the *Police Services Act* and associated Regulations regarding Special Constables employed outside of provincial or municipal police services.



In 2021, WSCS recruited and hired 2 Special Constables and 1 Communications Operator (dispatcher) to fill on-going vacancies in these positions. In addition, 4 new Special Constable positions were hired.



## Campus Safety & Emergency Services 2022 Annual Report

The fulfilment of the Special Constable authorized complement and increase of staffing of WSCS has significantly enhanced our capacity and capability to provide for safety security and well-being on campus.



### Campus Community Patrol and Response

WSCS campus community patrol and response is provided by 4 Special Constable Patrol Sections each consisting of 1 Sergeant, 4 Special Constables, and 1 Communications Operator (dispatcher). Patrol and first response are provided by WSCS 24/7, 365 days a year to Western University central campus, the 3 Affiliates – King’s University College, Brescia University College and Huron University College, as well as Research Park.

**Table 1** reports the number of and type of incidents investigated by WSCS. In 2021 there were 4,588 incidents investigated by WSCS compared to 5,760 in 2020, 4,376 in 2019 and 13,293 in 2018.

**Table 1**

Type	2018	2019	2020	2021
<b>Total Occurrences</b>	13,293	4,376	5,760	4,588
General	2,004	1,834	1,495	1,282
Administrative Reports	378	395	385	369
Criminal	302	296	137	187
Provincial Statutes	208	187	145	128
Traffic	166	160	131	68
Intrusion Alarms	10,000	1,274	3,264	2,378
Fire and Fire Alarms	153	135	99	115
CPTED	51	51	49	45
Residence Liaison Officer Reports	19	27	43	10
Other	12	17	12	6

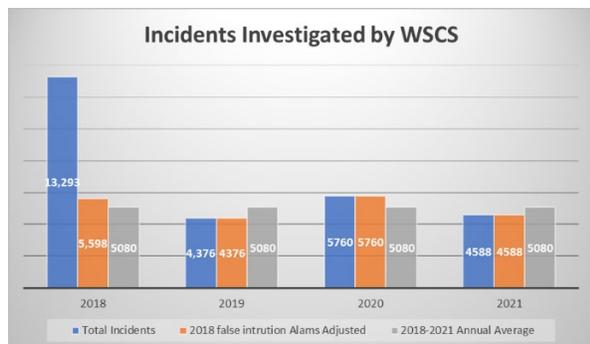
The disproportionately high number of occurrences investigated by WSCS in 2018 is attributable to the unusually high volume of false intrusion alarms during 2018.

With the disproportionate number of false intrusion alarms in 2018 removed (and replaced with the 2019-2021 average number of intrusion alarms – 2,305) the average number of incidents investigated by WSCS annually is 5,080.

In 2021 there were 10% fewer incidents investigated by WSCS than the 4-year average 2018-2021.



Campus Safety & Emergency Services **2022 Annual Report**



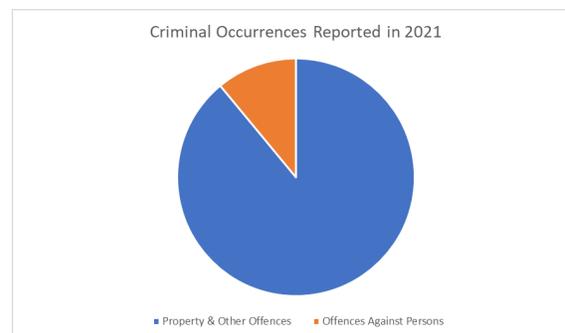
Special Constables are granted specific law-enforcement authorities under the Ontario Police Services Act which are provided to Western Special Constables through the London Police Services Board. Western Special Constables have authorities to investigate and take law-enforcement actions related to various sections of the Criminal Code as well as provincial legislation including the Highway Traffic Act, Liquor Licence Act, Trespass to Property Act and the Mental Health Act.

**Table 2** reports the frequency of specific criminal code related incidents investigated by WSCS. In 2021 there were 183 of these types of incidents investigated by WSCS compared to 133 in 2020, 280 in 2019 and 284 in 2018.

**Table 2**

Type	2018	2019	2020	2021
<b>Criminal Occurrences</b>	284	280	133	183
Theft/Attempt Thefts	210	213	72	107
Mischief	29	22	24	35
Break and Enter	12	13	10	10
Sexual Assault	2	4	1	6
Possession Stolen Property	1	2	0	6
Criminal Harassment	5	3	2	5
Fraud/False Pretences/Forgery	7	9	16	5
Threats	2	2	3	4
Assault	13	10	4	3
Indecent Exposure/Act and other Public Morals	2	2	0	2
Impaired Driving	1	0	1	0

Of the 183 criminal occurrences reported 20, or 11%, were offences against persons while 89% were property offences or offences of another nature.



**Table 3** reports the frequency of provincial offences, municipal by-law, and Mental Health Act incidents investigated by WSCS. In 2021 there were 128 of these incidents investigated by WSCS compared to 145 in 2020, 187 in 2019 and 208 in 2018.

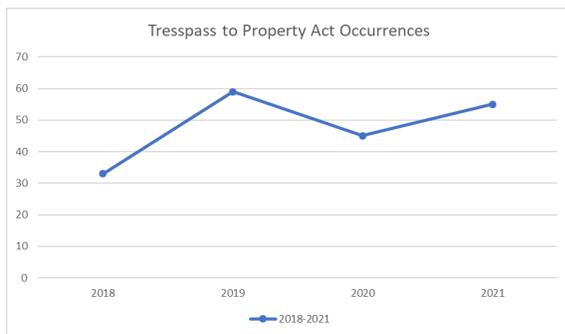


Campus Safety & Emergency Services **2022 Annual Report**

Table 3

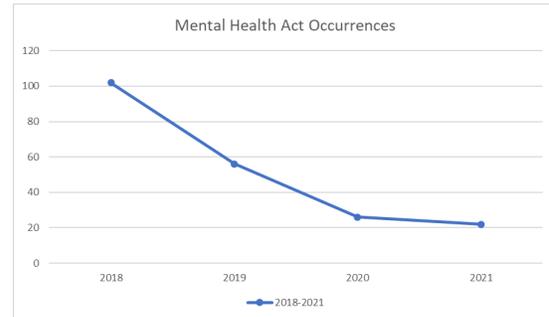
Type	2018	2019	2020	2021
<b>Provincial Statutes</b>	208	187	145	128
Trespass to Property Act	33	59	45	55
Municipal Bylaw	40	40	58	48
Mental Health Act	102	56	26	22
Highway Traffic Act	10	13	7	2
Liquor License Act	24	18	9	1

There was an 22% increase in Trespass to Property Act incidents in 2021 (55) compared to 2020 (45). This is a result of issues in the broader community in relation to unsheltered individuals and these individuals making their way on to Western and Affiliates campuses.



WSCS responded to 22 Mental Health Act (MHA) incidents during 2021 which was a small decrease in these types of incidents from 26 in 2020. MHA incidents in both 2021 and 2020 were significantly lower than those in 2018 (102) and 2019 (56). The downward trend in MHA incidents on campus between 2018 to 2021 is positive but may be the result of fewer

people on campus over this time period due to the Covid19 pandemic.



There were 48 Municipal By-law incidents investigated by WSCS in 2021 compared to 58 in 2020, 40 in 2019 and 40 in 2018. These charges are related to noise complaints in student apartment units.

**Campus Safety Provided Through Environmental Design (CSPTED)**

Environmental design looks at how the physical environment can be altered to improve and promote campus safety. CSPTED strategies that reduce these risks include target-hardening, improved sight lines and natural surveillance, proper maintenance, territorial reinforcement, and additional surveillance. Not all illegal and unwanted behaviour can be prevented entirely by design alone, however safe practices can assist in loss prevention, and provide an overall safer environment and quality of life on campus.

CSPTED has been successfully applied on Western’s campus since 2006. Every year the demand for these reviews increases with additional high-risk locations identified within a growing community. While areas



## Campus Safety & Emergency Services 2022 Annual Report

deemed high-risk are priority locations, maintaining an overall safe and secure environment for all of campus and affiliates always takes precedence.

In 2021, 55 CSPTED reports were completed and approximately 75 locations were reviewed. CSPTED reviews can be requested by anyone on campus who has identified a safety risk and/or would like to improve the safety of any Western University space. Typically, these reviews are conducted for an office, study or work area that has been identified as high risk, is vulnerable, has been subjected to unauthorized activity, or where a person may feel unsafe. These reviews are also completed for exterior walkways, roadways, parking lots and areas where the community may congregate, or isolated spaces where an increased opportunity for unlawful activities may exist.

The goal of these audits is to review each perimeter access point, issue the most appropriate target-hardening components, improve lines of sight and natural surveillance opportunity, increase patrol and when appropriate, add video surveillance cameras.

Recommendations often include improved lock hardware, access control, alarm monitoring and response protocol and other relevant security features that will assist in identifying vulnerabilities and insecurities.

All reviews must be completed by the CSPTED Coordinator and must all be approved by the Director, CSES.

### Video Monitoring Cameras

In 2021, approximately 200 cameras were installed with a total of 1,261 cameras to date.

In accordance with Western's Video Monitoring Committee, a CSPTED report must be completed for any video surveillance camera that is added, relocated, or removed. The camera locations and images must receive the final approval from the Director, CSES. Security cameras have proven to assist in deterring unauthorized activity, improving safety, and detecting and identifying potential suspects. The footage is restricted primarily to the WSCS, is used for investigative purposes, and can be used as evidence if necessary.

### Safety Planning, De-escalation, and Emergency Response

The CSPTED Coordinator continues to provide safety presentations to the Western campus community. In 2021, many safety presentations took place for a variety of staff and faculty across campus, including most of the Dental Sciences department staff, faculty, and students.

This approach focuses on the importance of mental preparedness, situational awareness, and effective de-escalation techniques in a variety of crisis situations. Although very unlikely, individuals and organizations must be logistically ready and psychologically prepared in the event that a dangerous and potentially life-threatening situation arises on campus. This proactive approach to safe planning is one of the most important and effective strategies in ensuring one's personal safety. These sessions aim to increase individual awareness of



## Campus Safety & Emergency Services 2022 Annual Report

surroundings and assist in developing an environment that promotes personal safety.

### **Residence Liaison Officer Program**

Western provides housing accommodations to approximately 7200 students on campus, approximately 5800 of which are first-year students. In order to meet Western's commitment to provide all interested first year students with residence accommodation the number of undergraduate residence buildings was expanded from 9 to 10 this past fall and will increase to 11 buildings in September 2022. Many of the first-year students are in the 17-18-year age group, living away from home for the first time.

The Residence Liaison Officer (RLO) program is designed to ensure positive interaction and relationship building between first-year students and Special Constables. The RLO program facilitates collaboration and coordination within the various Western Housing communities. It is based on a mutual understanding of expectations, effective communications, education, training, and the professionalism of each individual. Special Constables are encouraged to engage residents in dialogue, as well as participate in meetings and programs promoting campus objectives.

During the 2021 school year, the various covid related health parameters eliminated most, if not all, in person community events in Residence. Despite this, our Special Constables remained in close communication with Residence staff and participated in directed floor meetings and covid compliant special events when appropriate.

The WSCS proactive approach continues to enhance the opportunity to engage student residents and develop positive relationships.

### **Gender-Based & Sexual Violence**

WSCS is an important partner in Western's Gender Based and Sexual Violence (GGBSV) approach that includes prevention and response. WSCS is a designated safe & supportive location for individuals wanting to disclose GBSV incidents. WSCS Supervisors respond to disclosures of GBSV with oversight provided by the Investigative Staff Sergeant. This member has the prerequisite knowledge, skills, and abilities related to GBSV and other serious criminal offences, and ensures that the appropriate response occurs. Further, the Staff-Sergeant liaises with the victim/survivor, Western staff, and the London Police Service. This process is designed to ensure the victim/survivor is fully informed of all available community resources and supports.

Where the victim/survivor requests formal police involvement, in compliance with provincial guidelines, the London Police Service or the police service of jurisdiction, assumes responsibility for the investigation.

WSCS members participate in ongoing GBSV training as it relates to a trauma informed approach, dating/domestic violence, harassment, informed consent, and sexual violence.

The Investigative Staff Sergeant is a member of the Sexual Violence Review Team thereby ensuring a collaborative response to Sexual Violence. The Investigative Staff Sergeant is also involved with Western prevention and safety



## Campus Safety & Emergency Services **2022 Annual Report**

initiatives, such as the Gender-Based & Sexual Violence Action Committee (AC-GBSV).

### **Building Access Control**

#### **Building Security**

BAC is responsible for providing and managing card access for approximately 68 buildings and alarm systems, including high-risk locations, campus wide.

#### **Support Service**

BAC is a resource to and support for the card access administrators throughout campus (Affiliates and Departments) to ensure required user access is provided, buildings lock and unlock on master schedules, as well as providing for unique classroom-booking automated unlocking and locking.

2021 was a challenging year for BAC due to COVID causing campus buildings to locked down a number of times and significant, frequent user access changes.

During 2021, BAC responded to over 12,107 emails, sent to the card access email account. (Not including emails sent directly to the members of BAC). The requests for support include hardware / system service; user access (often for 100 or more users) additions, deletions, or changes; and, automated unlock / lock schedule additions, deletions or changes.

#### **Service Calls**

In 2021 BAC responded to approximately 300 Service Calls (card access and alarms) ranging from equipment failure to battery changes.

In addition, BAC supports renovation and new building projects, relocating and adding equipment as directed by FM project managers.

#### **New AFx Enterprise ICT System 2021**

During 2021 Western initiated a major project to update and enhance the building card access system. The installation of the new AFx Enterprise system has required the BAC Team to learn a new system working along side the Chubb Installation Team and FM project manager. This project is very challenging and requires a significant amount of time and focus of the BAC team.

### **Emergency Management & Continuity of Operations**

To enhance Western's emergency preparedness, and ability to respond to and recover from emergencies, a new position was added to the CSES team in 2021. The Manager, Emergency Management & Continuity of Operations commenced in September and has been building a sustainable emergency management program focusing on life safety of students, faculty, staff, and visitors on campus while protecting infrastructure and environment. A review of natural, technological, and human caused emergencies on campus and their frequency and consequence is being undertaken to prioritize emergency preparedness activities. Collaboration with the City of London – Emergency Management Department is identifying off-campus identified threats, risks, and stressors that could impact the campus community. This position is also reviewing Western faculty and departmental continuity of



## Campus Safety & Emergency Services 2022 Annual Report

operations plans to identify gaps and bring them up to date to build Western’s resilience in the event of an emergency or disaster. The Manager supports Western’s senior leadership who are members of the Emergency Operations Control Group (EOCG). This coordination can occur virtually or in-person at Western’s Emergency Operations Centre (EOC).



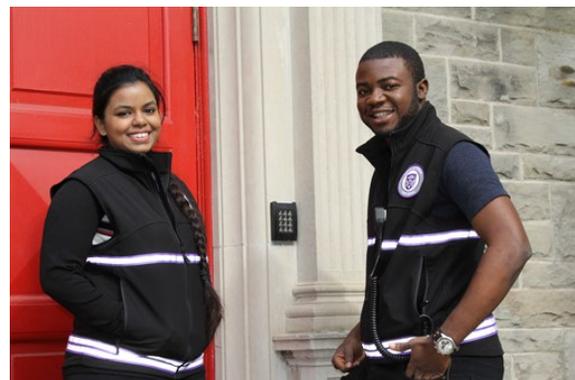
Western’s Emergency Operations Centre

### Foot Patrol



Western Foot Patrol (FP) is a student volunteer-based service, supervised by a full-time manager. This team of volunteers provide safe campus escorts, both on foot and by vehicle, wear high visibility vests to deter crime, and promote safety awareness across the main and affiliate college campuses.

In addition to Foot Patrol escorts, the team also completes emergency blue phone and monthly exterior light audits. These services assist in reducing crime and enhancing campus safety. Foot Patrol also operates Western’s main Lost & Found, handling hundreds of requests each year. Only items of value are managed by WSCS.





## Campus Safety & Emergency Services 2022 Annual Report

Pandemic restrictions and campus closures affected all metrics and hours of service in 2021. Despite these challenges, FP continued to provide services. The return of in-person classes in September and student concerns for personal safety saw an increase in demand for the service. For the first two months of school, FP averaged four escorts per hour – a significant increase over previous years.

Program videos, highlighting services and volunteering, can be found at:

<https://youtu.be/cdyBFboQJHU>

### Fire Safety

FS provides expertise in fire safety and fire prevention to ensure the safety, security, and quality of life for the Western Community.



FS members are responsible for the testing, inspection, and maintenance of life safety equipment such as fire alarms, sprinklers, standpipes, kitchen suppression systems and fire extinguishers. Fire Safety is responsible for the testing and inspection of 84 Fire Alarm Systems, 28,580 Fire Alarm Devices, 64 Sprinkler Systems, 9 Pre-acting Suppression Systems, 27 Kitchen Suppression Systems, and 4,424 Fire Extinguishers.

FS members also provide education and training to faculty, staff and students. FS Personnel are accredited through the National Fire Protection Association and technicians are certified through the Canadian Fire Alarm Association. Throughout 2021, FS continued to build on the concept of creating and maintaining strong collaborative

working relationships with our Western colleagues and external partners as the foundation for our team dynamic moving forward.

2021 was a year of continued transition within FS with ongoing integration of the Fire Safety Emergency Specialist and Fire Protection Coordinator positions hired in 2020 and the reduction Fire Alarm Technicians from 2 to 1.

FS has a very capable level of in-house expertise in all areas of Fire & Life Safety, our team was able to navigate and adapt to the various challenges presented in 2021 to ensure that Western is meeting all legislative obligations and safeguarding the campus community.

### 2021 Fire Alarm Occurrences

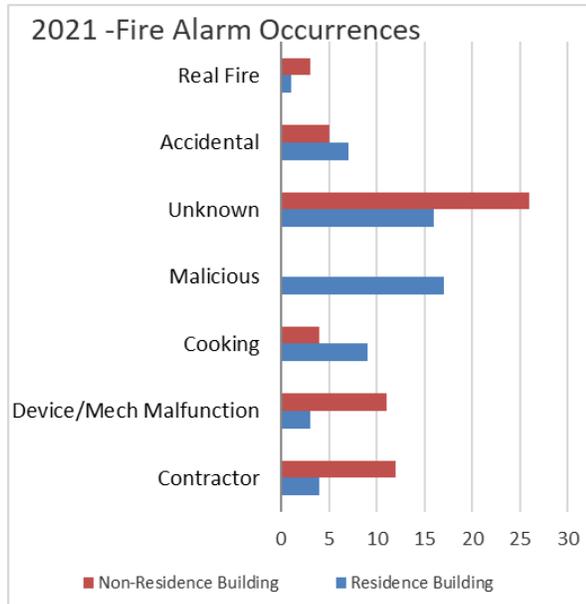
In 2021, false fire alarm occurrences increased by 19 from a year earlier in 2020, but decreased by 17 from 2019 representing a 13% decline in total occurrences from our last pre-Covid year of data. The increase in occurrences from 2020 to 2021 represents a return to more normal activities in residences and the increase in building renovation activity on campus.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Actual Fires	6	4	2	<b>4</b>
False Fire Alarms	147	131	97	<b>114</b>

Of the actual fire occurrences in 2021, one was a vehicular fire on a campus street, one was a small fire started outside by an unsheltered person, one was a cooking incident, and one was a small fire in a fume-hood cabinet in a research setting.



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Overall, the decline in occurrences from pre-Covid years can be partially attributed to a decrease in overall campus activities due to Covid19 in addition to proactive measures employed by FS. Specifically, FS staff continued to work collaboratively with FM colleagues to establish solutions unique to each site, ensuring adequate and appropriate fire detection coverage was in place for an actual fire event, while at the same time preventing nuisance alarms.

### **Fire Alarm System Upgrades & Enhancements**

During 2021, in collaboration with Facilities Management (FM), FS completed the upgrade of three fire alarm system control panels and two fire alarm system annunciator panels, including all required testing and commissioning. Additionally, FS has begun work in the Science Complex (CHB, B&G, NSC, TL) for system enhancements to this large networked fire alarm system.

Western has primary responsibility and control over 84 fire alarm systems – following these upgrades all 84 systems will now have contemporary head-end fire alarm control panels.

By leveraging the modern technology established in all head-end control panels and our increased internal capabilities, FS is able to customize the fire alarm system functions to address operational issues and improve efficiencies. Together this large number of small efficiencies continues to reduce testing/maintenance time and improve system performance simultaneously allowing the focus of resources to other areas of need. Perhaps most importantly these enhancements increase response time to emergencies for our first responders.

### **Fire Protection**

FS, in collaboration with FM, is continuing to address new fire code requirements related to hydrostatic (pressure) testing of fire department connections at our various campus sites. This will be a multi-year project due to the age and physical location of some of the infrastructure needing to be accessed/modified for testing.

**ITEM 4.4(a) – Vice-Provost’s Annual Report on Faculty Recruitment and Retention**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

The Annual Report on Faculty Recruitment and Retention prepared by the Office of the Vice-Provost (Academic Planning, Policy and Faculty) is provided to the Board of Governors for information.

**ATTACHMENT(S):**

[Vice-Provost’s Annual Report on Faculty Recruitment and Retention](#)

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

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

**February 2022**

# History, Purpose and Format of the Report

- Beginning 2014, the Faculty Collective agreement has required an annual reporting of metrics related to faculty recruitment
- The data in this report fulfill that objective; as well, this report provides additional faculty recruitment & retention data
- Data and analyses are provided with numerical “counts” in order to allow for readers of the report to extract and review these data from a variety of lenses

# Organization of the Report

The report is organized by faculty group:

1. Probationary and Tenured Faculty
2. Limited-Term non-Clinical Faculty
3. Part-Time non-Clinical Faculty
4. Full-Time Clinical Faculty

Definitions for each group and descriptions of data sources are provided.

# Section 1: Probationary and Tenured Faculty

- Data are cross-sectional counts as of October 1; the most recent data in Western's HRIS system is October 1, 2021; the most recent U15 (comparator) data are from the 2020 data
  - reflected by different timelines where comparator data are used
- This section pertains to all Full-Time Probationary (Tenure-track) and Tenured Faculty
- It includes those in senior academic administrative roles who are exempt from the UWOFA Collective Agreement provisions

# Key Observations from slides 9 to 23

## Probationary and Tenured Faculty

- The total number of Probationary/Tenured faculty increased from 1998 to 2008, stabilized, then decreased modestly since 2015; in 2019 and 2020 a further decrease was due largely to a retirement incentive window, followed by an increase in hiring in 2021
- In the 2020 data reflected in slides 10-11, women comprised 37.6% of all Western faculty and 46.8% of Assistant Professors, illustrating increasing representation with recent cohorts
- New probationary/tenured faculty hires were approximately 50% women in 2018 and 2019, then dropped slightly in the following years.

# Key Observations from slides 9 to 23

## *continued*

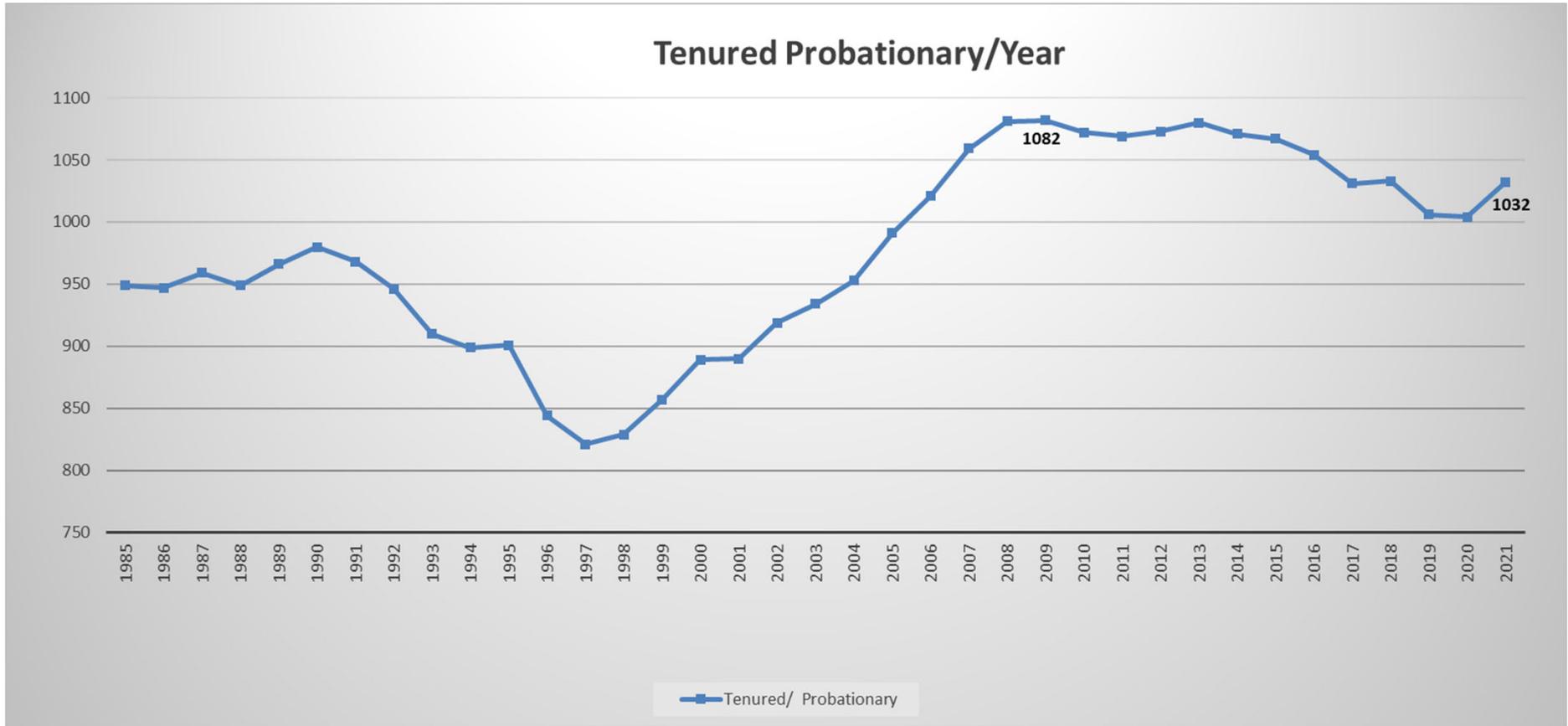
- Representation of women varies by discipline (the data include all faculty thus reflect historic, as well as recent, cohorts)
- Time-to-tenure and time-to-promotion shows little influence of gender but greater influence of discipline (some of this is likely explained by longer post-doctoral training in STEM disciplines)
- Probationary cohort success rates are similar for men and women; data in slide 18-19 reflect the cohorts who would ordinarily have completed their probationary period
- Resignation patterns for tenured and probationary faculty illustrate disciplinary differences in retention with annual attrition rates of 1.65% for women and 1.37 % for men

# Key Observations from slides 9 to 23

## *continued*

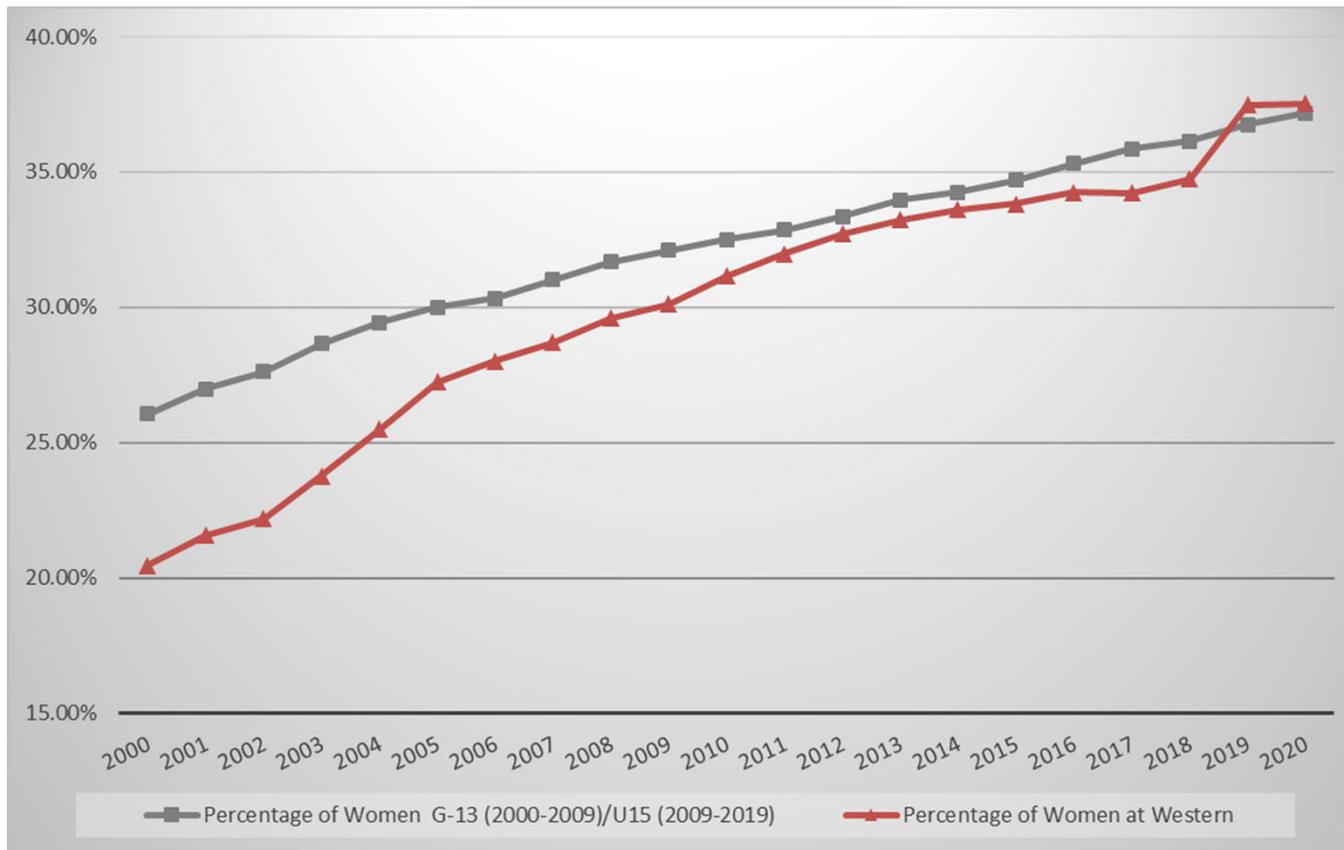
- The count of faculty over the age of 65 increased from 2006, then stabilized in 2016 as the rate of exit due to retirement became similar to the rate of entry of new cohorts into the post-65 age group; it decreased in 2019 and 2020 as a result of an incented retirement window, before continuing it's upward trend again.
- The difference between the black and grey lines in slide 23 reflect individuals with a retirement plan on record

# Probationary and Tenured Faculty at Western 1985 - 2021



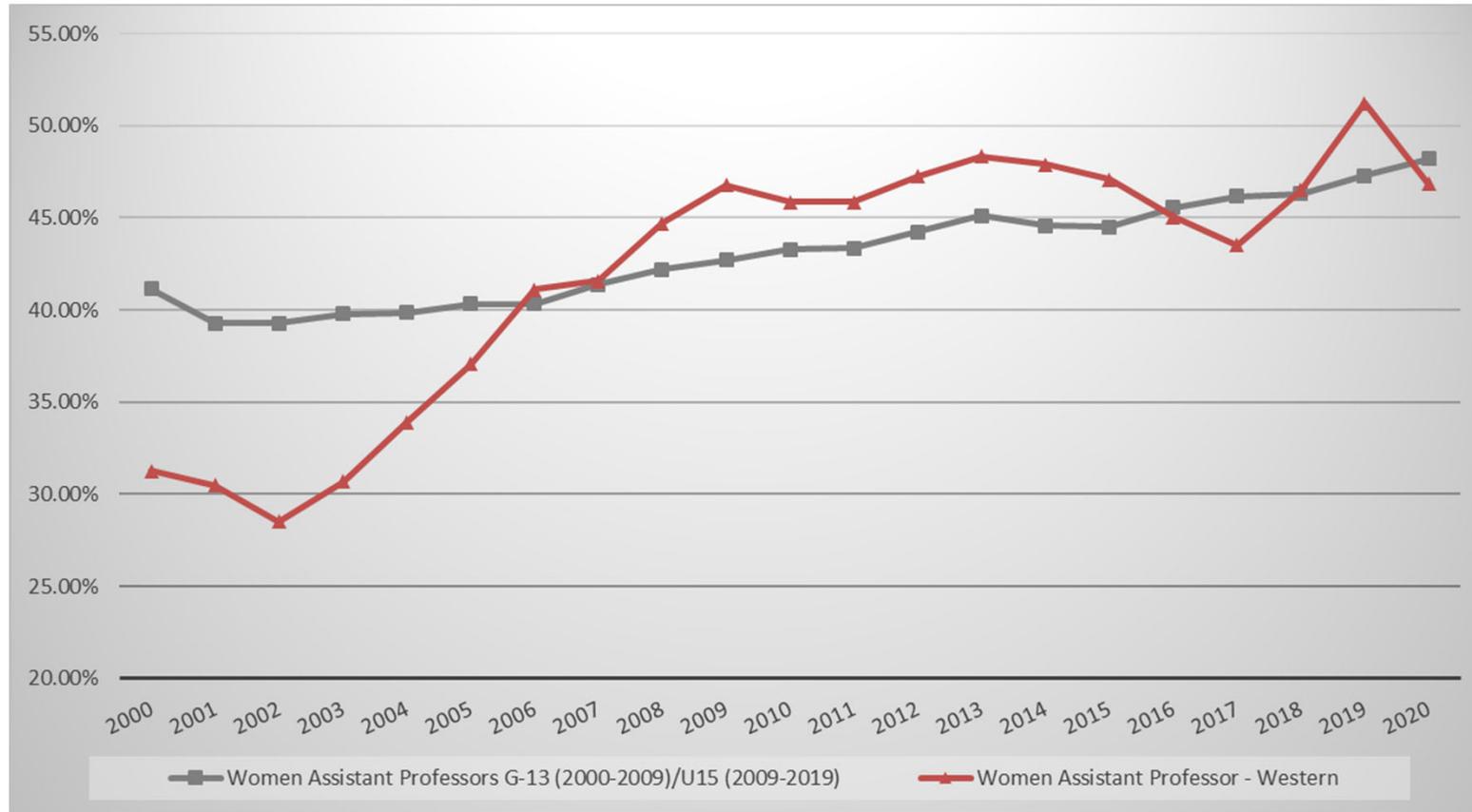
Source: Western Corporate Information 1985 – 1999  
UCASS Data 1999 – 2009  
U15 Data 2009 – 2019  
Human Resources Information System – 2020-2021

## Women as a Percentage of Tenured/Probationary Faculty: G-13/U15 excluding Western vs. Western



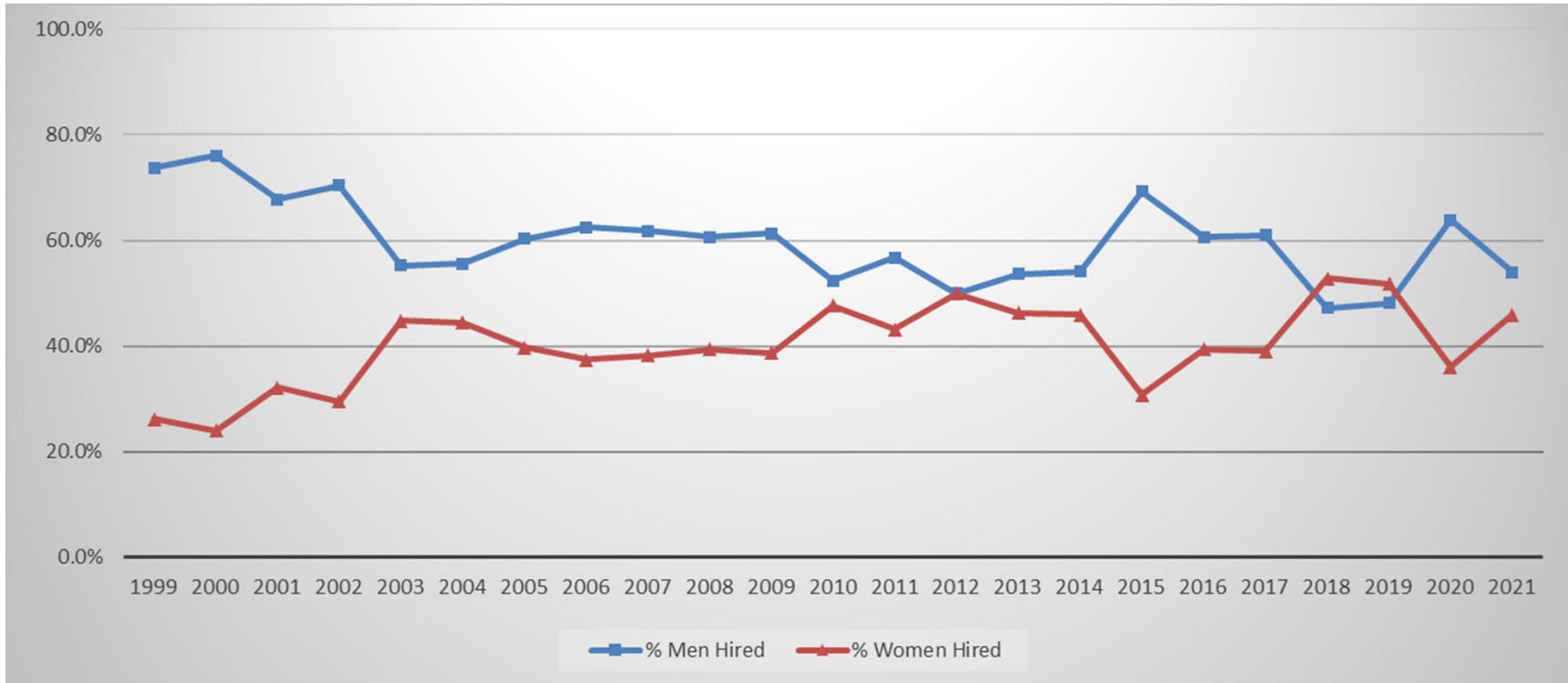
Source: UCASS Data 2000-2009, U15 Data 2009-2020  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, Saskatchewan, 2015, and Toronto 2020. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

## Women as a Percentage of Probationary Assistant Professors, G-13 /U15 excluding Western vs. Western



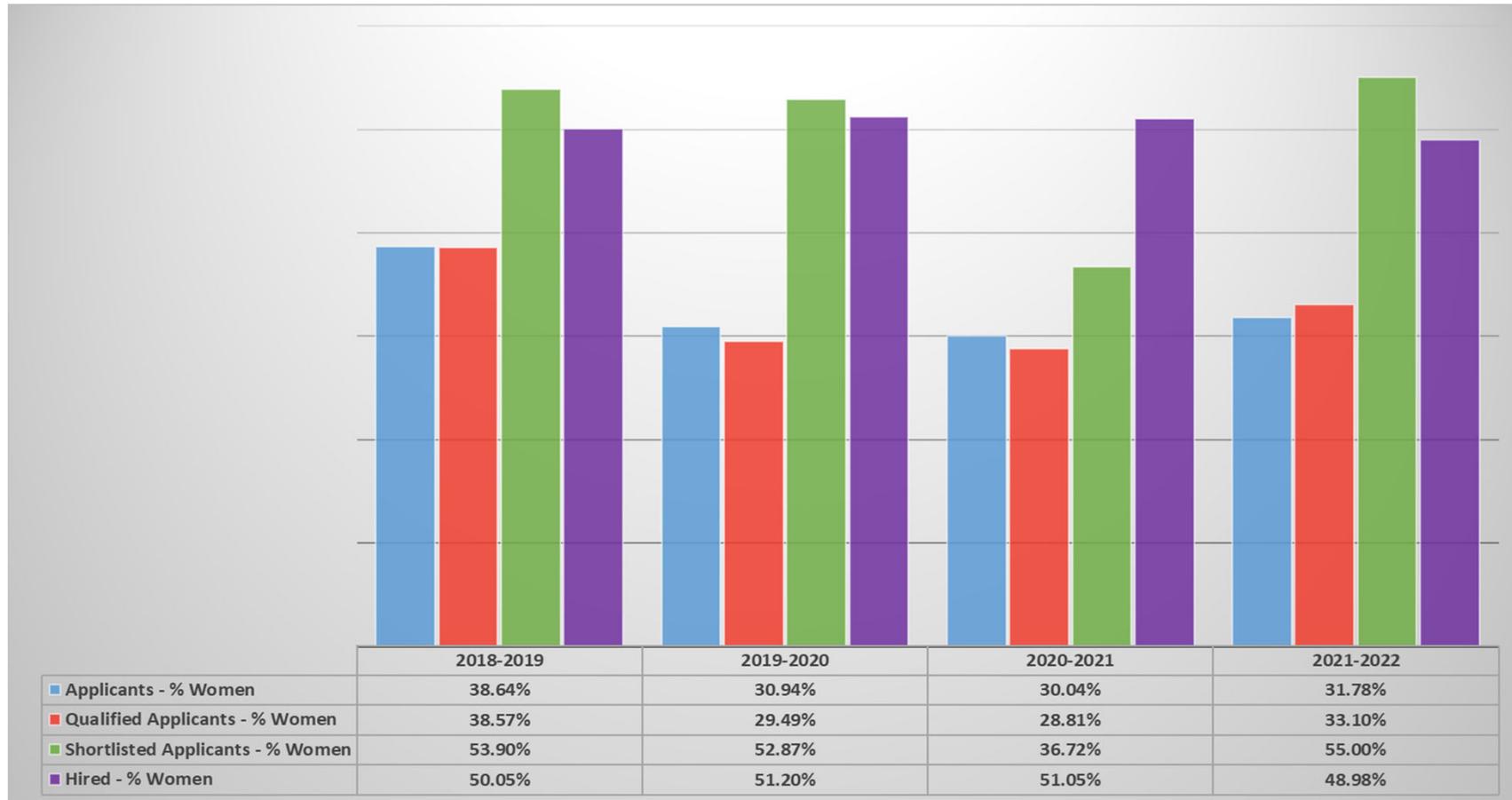
Source: UCASS Data 2000-2009, U15 Data 2009-2020  
(Data unavailable for: Laval and Montreal for 2012-2013, Montreal for 2013-2016, Saskatchewan, 2015, and Toronto 2020. Montreal data includes Ecole Polytechnique & Ecole des Hautes Etudes Commerciales)

# Gender distribution, Newly hired Tenured/Probationary Faculty at Western (including those at Western previously in a Limited Term position): 1999 – 2021



Source: UCASS Data for 1999 – 2010  
Western Human Resources Information Systems 2011 - 2021 (October)  
Data excludes faculty joining from Robarts

# Percentage of Women as Applicants, Qualified Applicants, Shortlisted Applicants and New Hires 2018-2019 through 2021-2022 Academic Years



Source: Faculty Relations' Search Reports  
 Excludes those hired under the CRC and Indigenous Cluster Search  
 Excludes those hired under advertisement waivers and decanal searches

## Percentage of Women, Tenured/Probationary Faculty, 2009 to 2021

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Arts and Humanities	42.31%	44.19%	45.45%	47.06%	44.60%	45.00%	45.65%	45.52%	45.31%	42.62%	45.22%	45.54%	46.30%
Business	21.67%	26.09%	24.00%	25.33%	26.92%	25.97%	22.22%	19.74%	18.57%	22.37%	25.00%	25.97%	25.00%
Education	47.62%	48.72%	50.00%	52.94%	54.55%	54.29%	57.14%	61.90%	65.85%	69.05%	68.29%	65.91%	67.39%
Engineering	11.63%	11.63%	11.49%	11.36%	12.36%	12.50%	11.63%	12.64%	15.96%	16.67%	17.35%	17.89%	16.67%
Health Sciences	58.43%	58.70%	59.57%	59.78%	60.22%	60.87%	62.22%	63.33%	60.47%	62.07%	70.00%	70.37%	70.59%
Information & Media Studies	59.46%	58.33%	57.14%	58.82%	58.82%	57.58%	59.38%	57.14%	57.14%	59.26%	60.71%	60.71%	62.07%
Law	23.33%	22.58%	24.14%	27.59%	32.26%	31.03%	34.48%	35.71%	37.50%	39.29%	39.29%	34.62%	31.25%
Medicine & Dentistry	19.65%	20.12%	20.37%	21.34%	22.56%	22.94%	23.84%	24.00%	23.84%	23.39%	27.11%	28.22%	29.09%
Music	32.43%	33.33%	36.11%	35.14%	32.43%	33.33%	34.21%	37.14%	37.14%	36.36%	35.48%	35.48%	34.38%
Science	19.15%	20.65%	21.98%	22.78%	23.89%	23.73%	24.72%	24.43%	23.70%	23.53%	25.75%	25.31%	26.19%
Social Science	31.25%	32.16%	33.50%	32.50%	33.33%	36.13%	35.64%	36.61%	37.78%	40.11%	44.32%	43.02%	43.85%

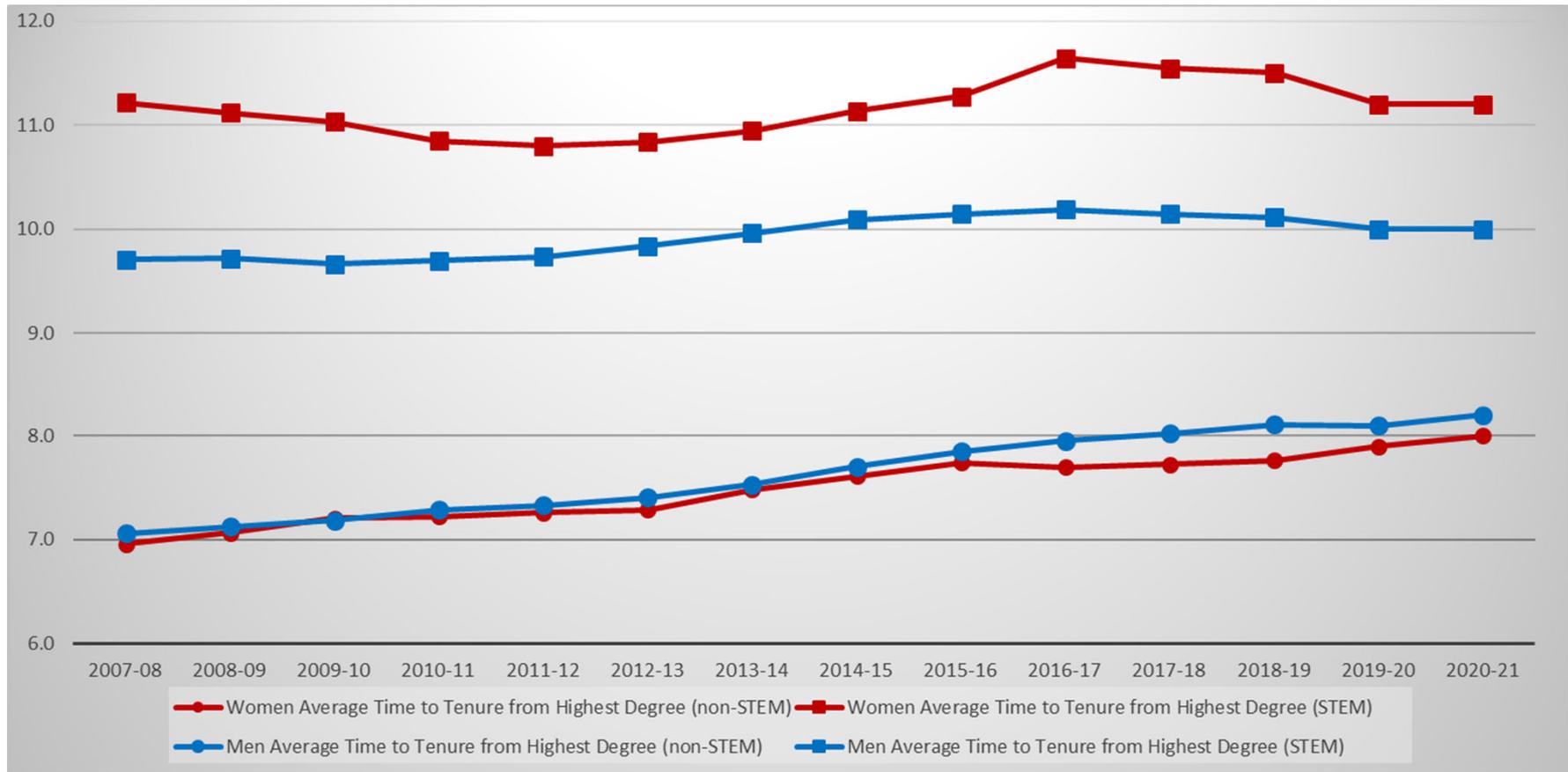
Western Human Resources Information System 2009 – 2021 (October).

## Percentage of Women, Probationary Assistant Professor Rank 2009 to 2021

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Arts and Humanities	55.56%	52.63%	55.88%	69.70%	58.06%	50.00%	54.17%	47.37%	53.33%	40.00%	50.00%	100.00%	100.00%
Business	40.00%	39.13%	27.59%	27.59%	32.26%	29.03%	30.30%	26.92%	20.00%	30.43%	33.33%	34.78%	30.77%
Education	80.00%	75.00%	77.78%	71.43%	60.00%	57.14%	50.00%	66.67%	66.67%	81.82%	81.82%	66.67%	76.92%
Engineering	22.22%	18.75%	21.43%	18.18%	23.08%	18.18%	14.29%	12.50%	35.71%	29.41%	29.41%	31.25%	29.41%
Health Sciences	71.43%	61.54%	65.38%	65.22%	68.42%	72.22%	80.00%	90.91%	84.62%	82.35%	90.00%	85.00%	85.71%
Information & Media Studies	84.62%	80.00%	77.78%	75.00%	100.00%	100.00%	100.00%	--	--	--	100.00%	75.00%	83.33%
Law	62.50%	71.43%	80.00%	100.00%	100.00%	100.00%	75.00%	57.14%	60.00%	50.00%	50.00%	37.50%	36.36%
Medicine & Dentistry	29.55%	30.00%	27.27%	32.26%	34.62%	35.71%	36.67%	38.71%	37.50%	37.93%	44.44%	39.13%	47.83%
Music	40.00%	40.00%	30.00%	28.57%	40.00%	50.00%	50.00%	40.00%	33.33%	50.00%	--	--	--
Science	34.09%	38.89%	38.46%	35.00%	43.75%	50.00%	50.00%	50.00%	41.67%	45.45%	46.67%	47.06%	60.00%
Social Science	44.00%	48.72%	52.94%	48.28%	57.14%	66.67%	57.89%	47.83%	37.50%	43.75%	47.06%	36.36%	40.63%

Western Human Resources Information System 2009 - 2021 (October).

## Time to Tenure from Highest Degree (STEM and non-STEM Disciplines)

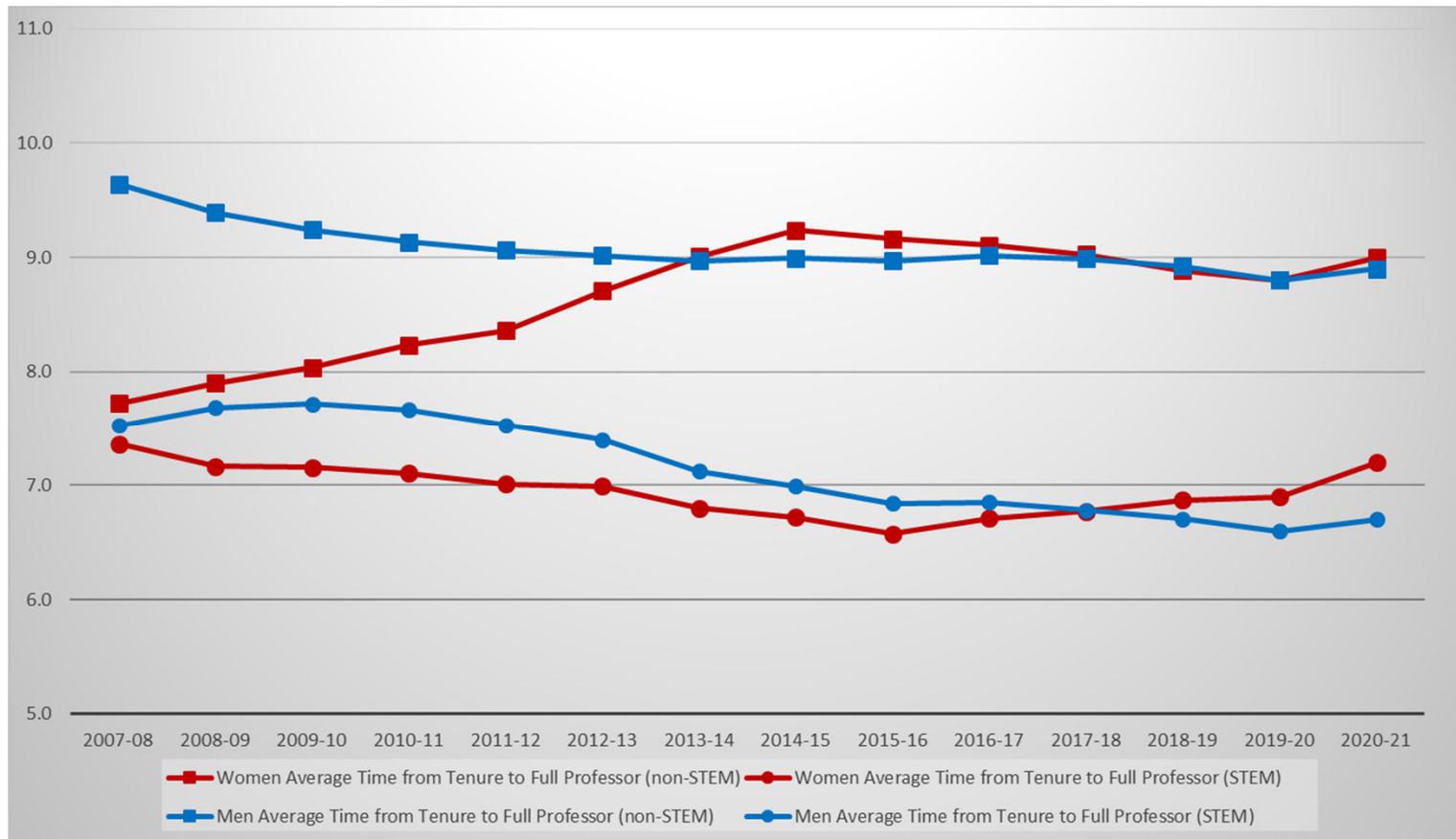


For the purpose of this analysis:

- “STEM” = Faculty of Engineering, Science, Medicine & Dentistry
  - Only those with > 3 years from RF to Tenure are included
  - Three year rolling average

Source: Western HR Information System

## Time to Full Professor from Tenure (STEM and non-STEM Disciplines)



For the purpose of this analysis:

- “STEM” = Faculty of Engineering, Science, Medicine & Dentistry
  - Only those with > 3 years from RF to Tenure are included
  - Three year rolling average

Source: Western HR Information System

## Probationary Cohort Outcomes for Faculty with Probationary Start dates from 2002-03 through 2015-16

Action	Women (n)	Men (n)	Total (n)
Granted Tenure	212 (78.23%)	287 (77.99%)	499 (78.09%)
Denied P&T	4 (1.48%)	13 (3.53%)	17 (2.66%)
Withdrew from P&T	4 (1.48%)	10 (2.72%)	14 (2.19%)
Moved to Limited Term	3 (1.11%)	1 (0.27%)	4 (0.63%)
Resigned	43 (15.87%)	49 (13.32%)	92 (14.40%)
Other	2 (.74%)	2 (0.54%)	4 (0.63%)
Probationary Extension	3 (1.11%)	3 (0.82%)	6 (0.94%)
Still in Probationary Period	0	3 (.82%)	3 (0.47%)
<b>Grand Total</b>	<b>271 (100%)</b>	<b>368 (100%)</b>	<b>639 (100%)</b>

Outcomes for Probationary faculty who have entered the P&T cycle

Action	Women (n)	Men (n)
Granted Tenure	212 (96.36%)	287 (92.58%)
Denied P&T	4 (1.82%)	13 (4.19%)
Withdrew from P&T	4 (1.82%)	10 (3.23%)
<b>Grand Total</b>	<b>220 (100%)</b>	<b>310 (100%)</b>

- \* Withdrew after entering the P&T queue
- \*\* Hired into a new Limited Term role before entering P&T queue
- \*\*\* Those continuing beyond their initial P&T consideration date (due to leaves etc.) or those hired in fall/winter of the 2014-15 academic year considered in 2021

## Reasons for Resignation: Probationary Cohort with Start dates from 2002-03 through 2015-16

### Reasons for Resignation During Probationary Period (Exit Interviews)

Action	Women (n)	% of Women Total	Men (n)	% of Men Total
Career Development and Salary	11	25.58%	15	30.61%
Family and Geography	26	60.46%	23	46.94%
Other	3	6.98%	5	10.20%
P&T Performance Problem	3	6.98%	6	12.25%
<b>Grand Total</b>	<b>43</b>	<b>100.00%</b>	<b>49</b>	<b>100.00%</b>

## Reasons for Resignation: All Probationary and Tenured faculty resigning from 2004-05 through 2020-21

Reasons for Resignation	Women N (%)	Men N (%)	Total N (%)
Performance - Not Tracking to P&T	6.0 (6.5%)	25.5 (15.4%)	31.5 (12.2%)
Family and Geography	37 (40.2%)	45.83 (27.6%)	82.83 (32.1%)
Career Development and Salary	40.0 (43.5%)	74.49 (44.8%)	114.49 (44.4%)
Other	9.0 (9.8%)	20.18 (12.2%)	29.18 (11.3%)
<b>Grand Total</b>	<b>92 (100%)</b>	<b>166 (100%)</b>	<b>258 (100%)</b>

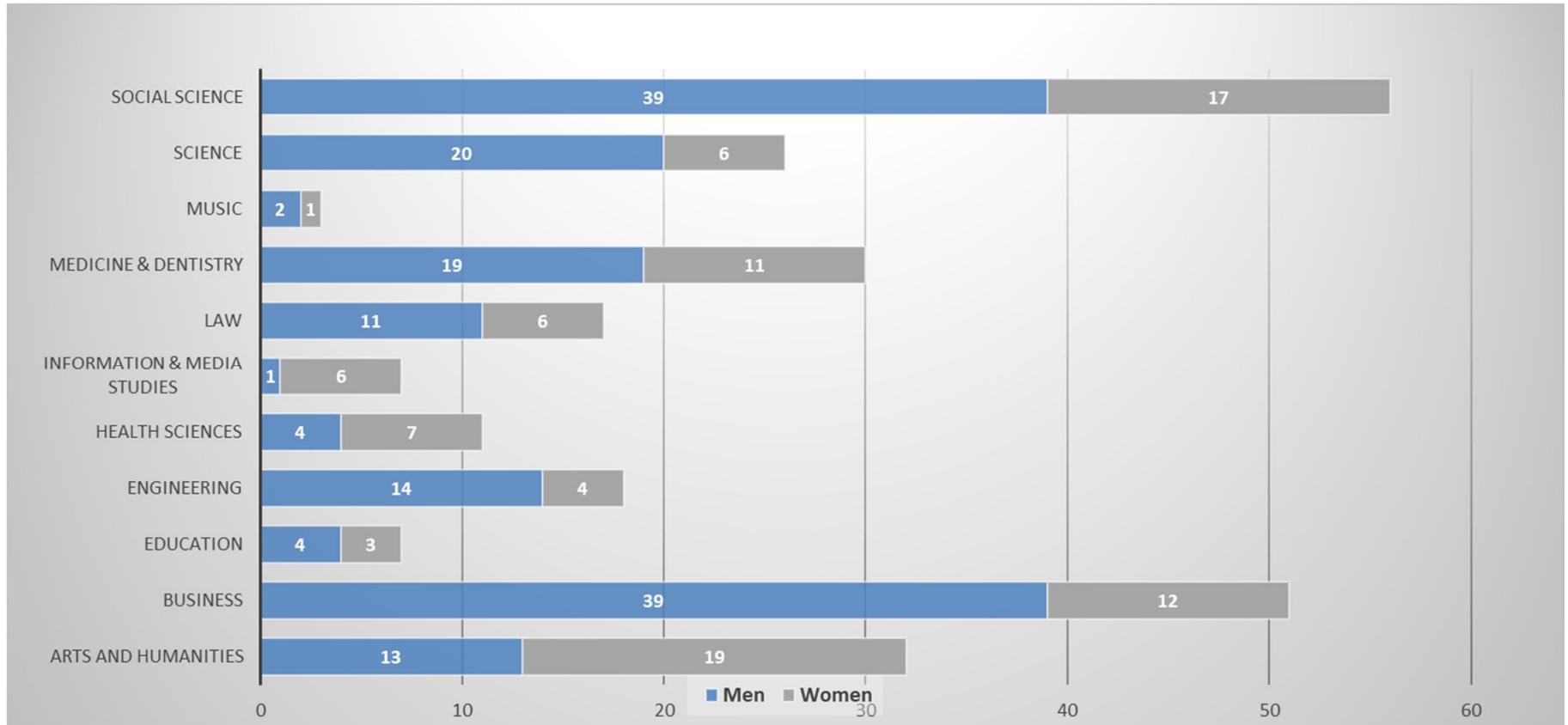
UWO Total Resignations: Women: 92 Men: 166

Women: 1.65% average attrition rate (annual attrition rate = resignations/current year faculty count)

Men: 1.37% average attrition rate (annual attrition rate = resignations/current year faculty count)

Data Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member. Fractional numbers result when multiple reasons are given for resignation; one individual is fractionally attributed across reasons they gave.

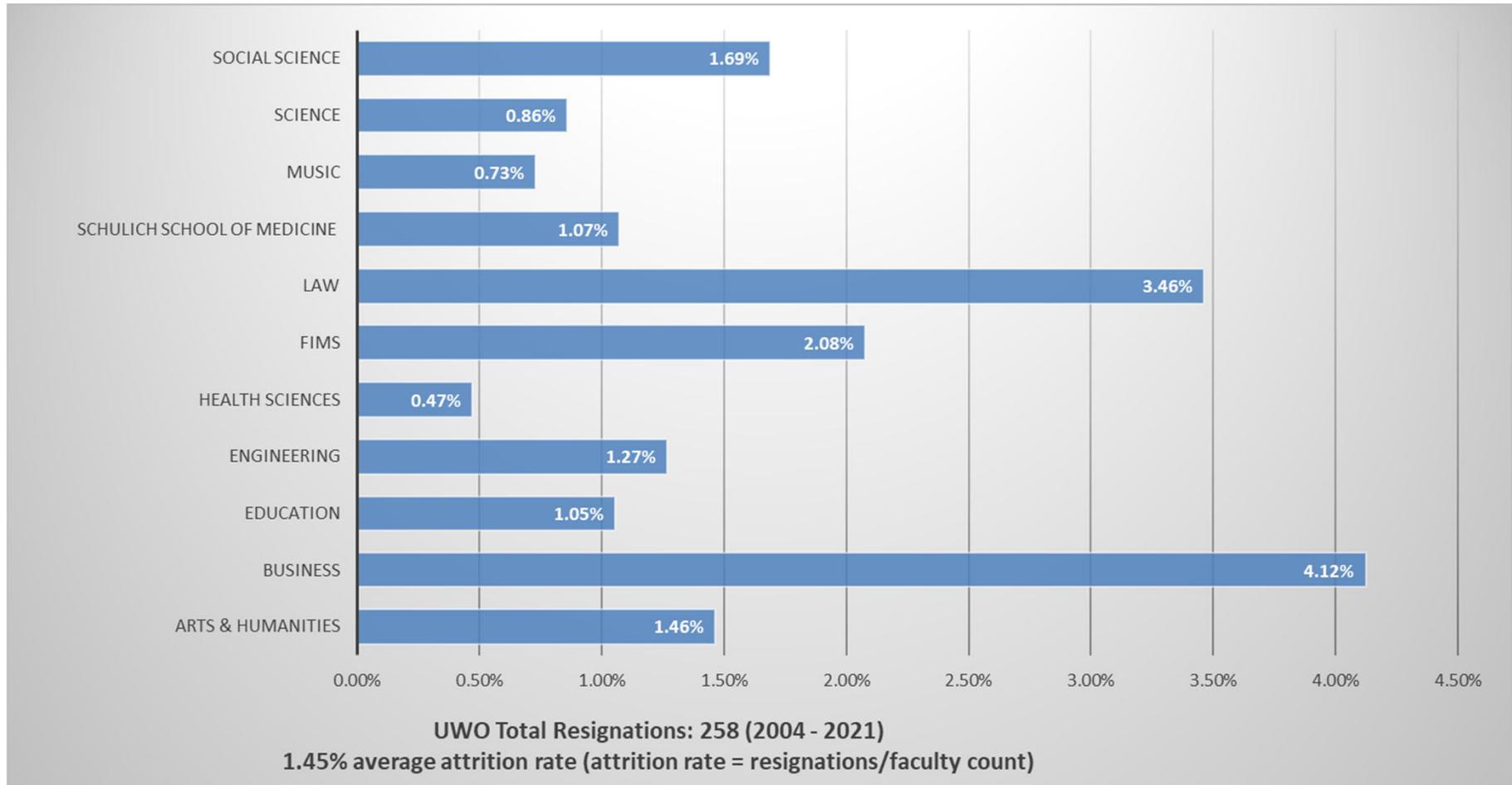
## Total Probationary & Tenured Resignations by Faculty: resigning from 2004-05 to 2020-21



Source: Western Information Systems as of January 2022

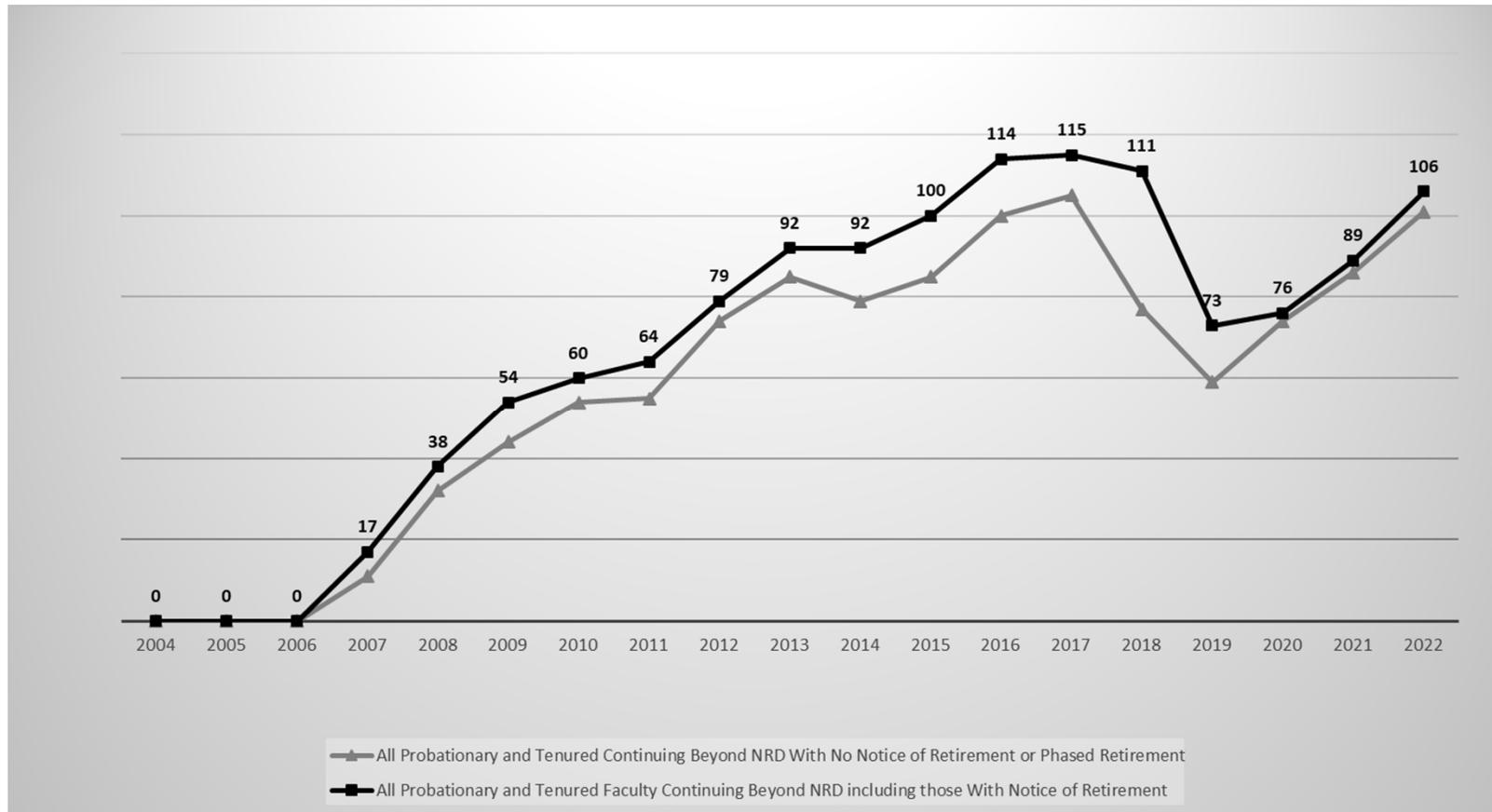
Includes only faculty under age 55 at the time of resignation.

## Total Probationary & Tenured Resignations % within each Faculty: exit dates 2004-05 to 2020-21



Includes only faculty under age 55 at the time of resignation.

## Probationary and Tenured Faculty at Western: Continuing Beyond Normal Retirement Date (NRD)



Source: Western Human Resources Information System  
Cohort continuing with  $\leq$  July 1 NRD in each year

## Section 2: Limited Term Appointments

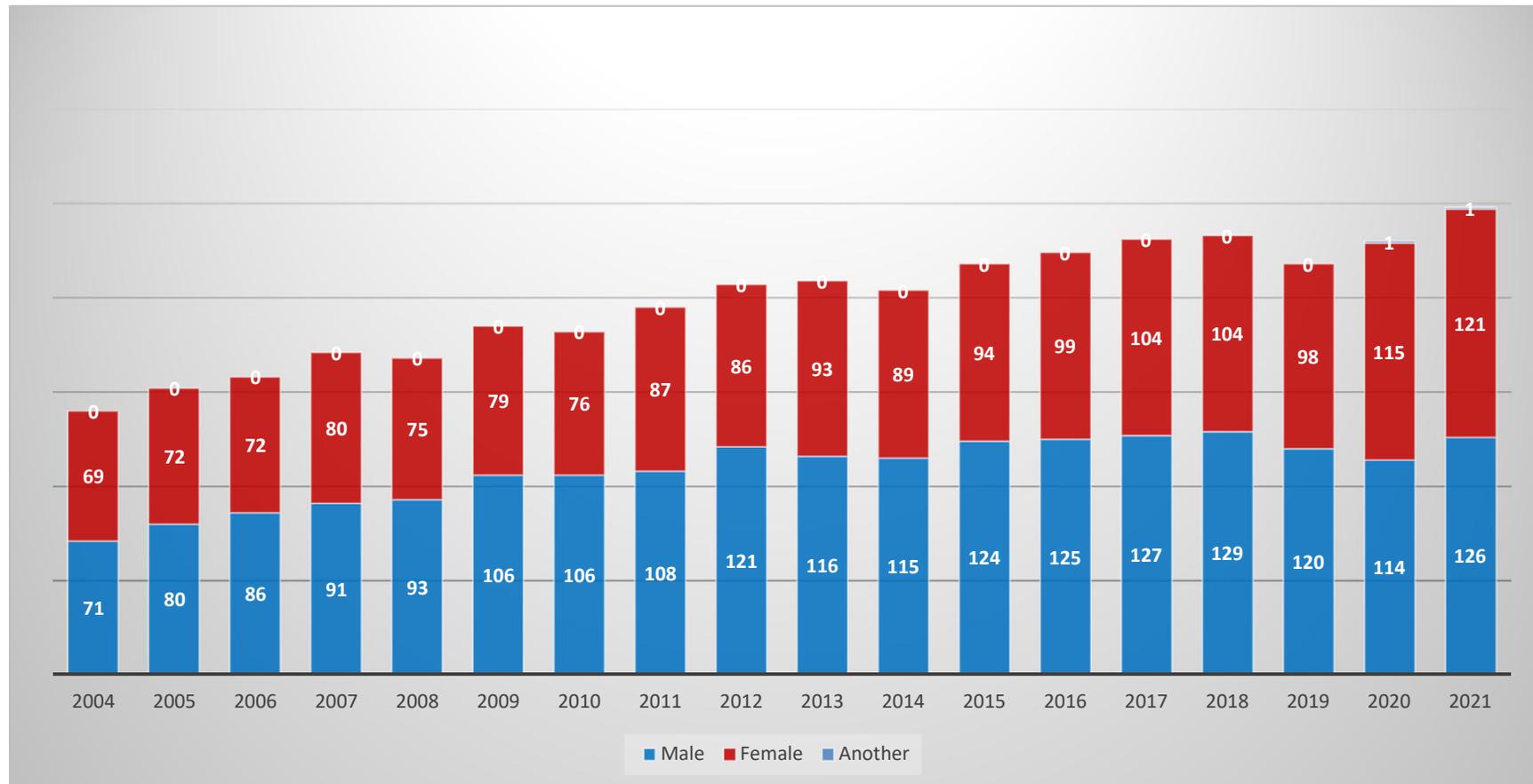
- Data are cross-sectional counts as of October 1, 2021
- Includes Limited Term UWOFA faculty:
  - Those with fixed-term (with end date)
  - Full-time contract faculty “without end date”
  - Full-time contract faculty who are “permanent”
- Does not include:
  - Visiting faculty
  - Externally funded faculty

# Key Observations from Slides 26 to 29

## Limited Term Faculty

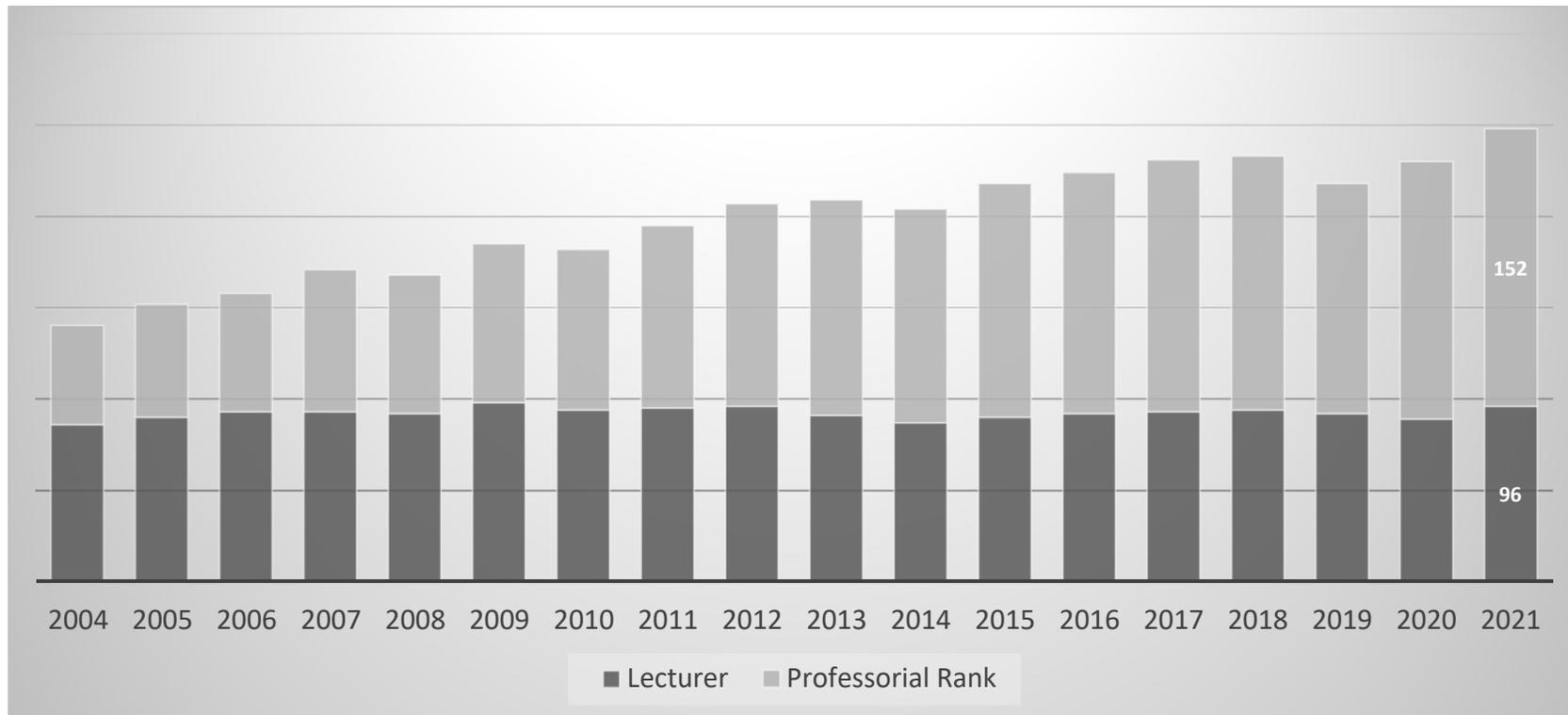
- On October 1, 2021 there were 248 LT faculty with the following characteristics:
  - 121 (48.8%) are women and 126 (50.8%) are men and 1(0.4%) identify as other.
  - 152 (61.3%) were at the Professorial ranks
  - Length of employment at Western
    - 73 (29.4%) had been employed  $\geq 12$  years (therefore are either “without end date” or “permanent” or eligible for “without end date” status at next renewal)
    - 137 (55.2%) have been in LT contract status for <7 years
- Each vertical bar in slide 29 represents the workload of one LT individual; most LT faculty are teaching-intensive; other WLs are seen (e.g. Basic Scientists in a Clinical Department are often research-focused)

# Number of Individuals with Limited Term Appointments: Stratified by Gender 2004 to 2021



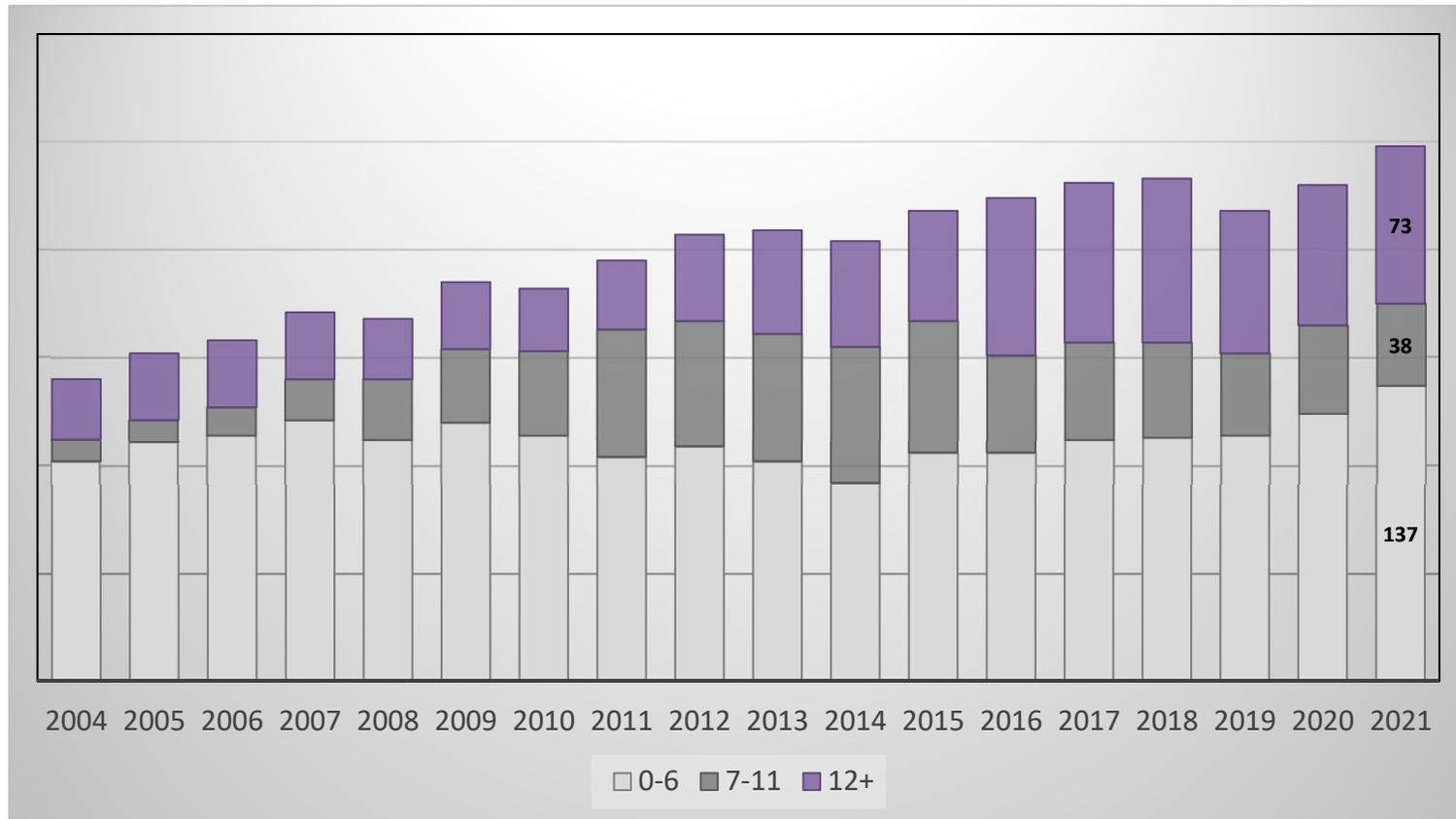
Source: Western's Human Resources Information Systems 2004 – 2021 (October)

## Number of Individuals with Limited Term Appointments Stratified by Rank, 2004 - 2021



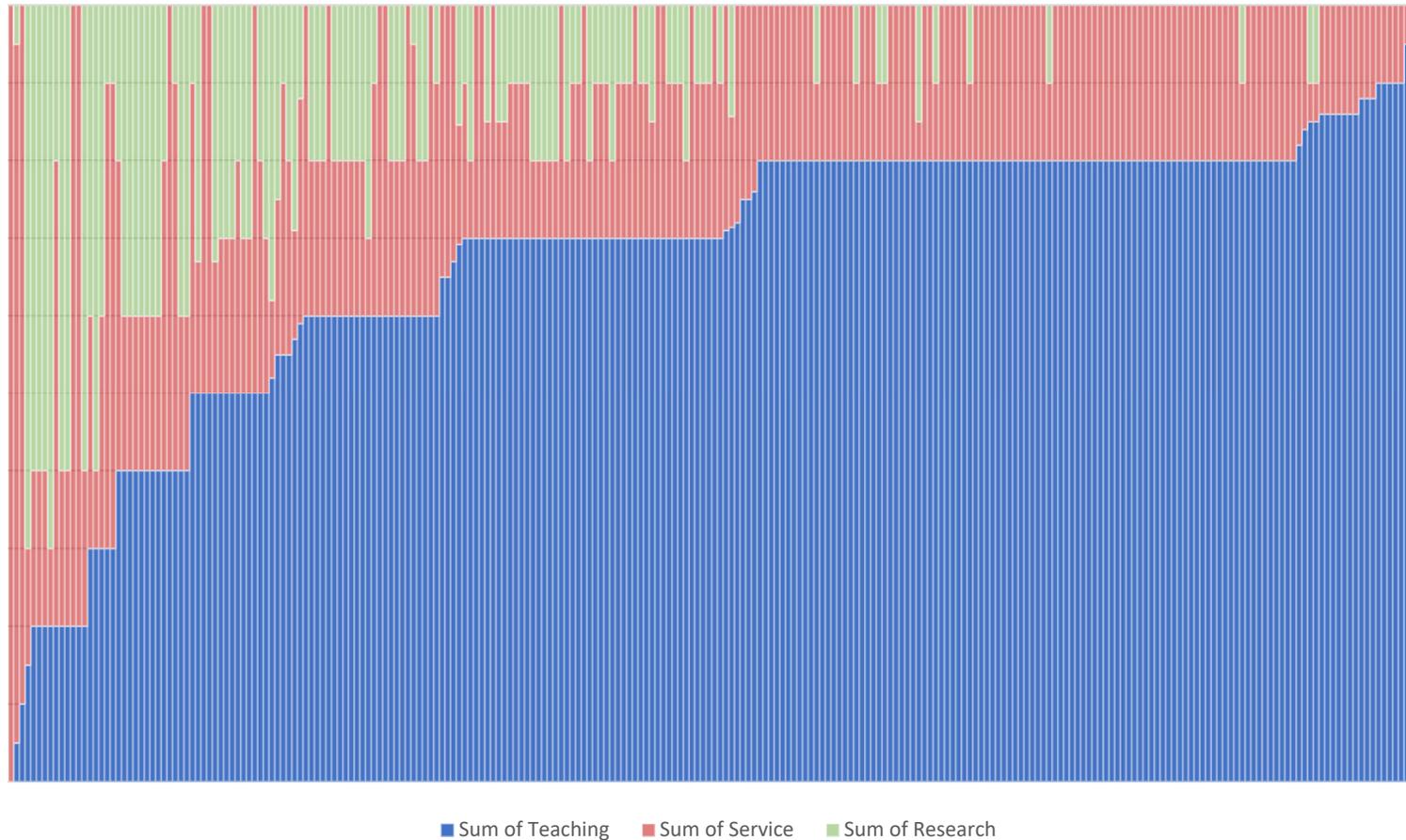
Source: Western's Human Resources Information Systems 2004 - 2021 (October)

# Number of Limited Term Appointments by Years of Service 2004 - 2021



Source: Western's Human Resources Information Systems 2003 - 2021 (October)

# All Active Limited Term Appointments by Workload Percentages 2021



Source: Western's Human Resources Information Systems 2021 (October)

## Section 3: Part-Time Faculty

- Count of individuals employed, by fiscal year, as part-time faculty including:
  - Limited Duties Appointments through competitive advertising (includes individuals with no other employment relationship with Western as well as Post-Retirement individuals, Extra-Load, and Graduate Students or Post doctoral trainees who applied to an open Limited Duties competition)
  - Standing Assignments and Course Authoring agreements
  - Post Doctoral and Graduate Student Teaching Assignments hired under Appointments Article, Clause 3. d) of the UWOFA Collective Agreement
  - Excludes Limited Duties Appointments at Trois Pistoles
- In fiscal 2020-21, there were 768 Part-time faculty; of these, 371 were UWOFA members (taught  $\geq$  a half-course in each of 2 of the last 3 fiscal years)

# Key Observations from Slides 32 to 37

## Part-Time Non-Clinical Faculty

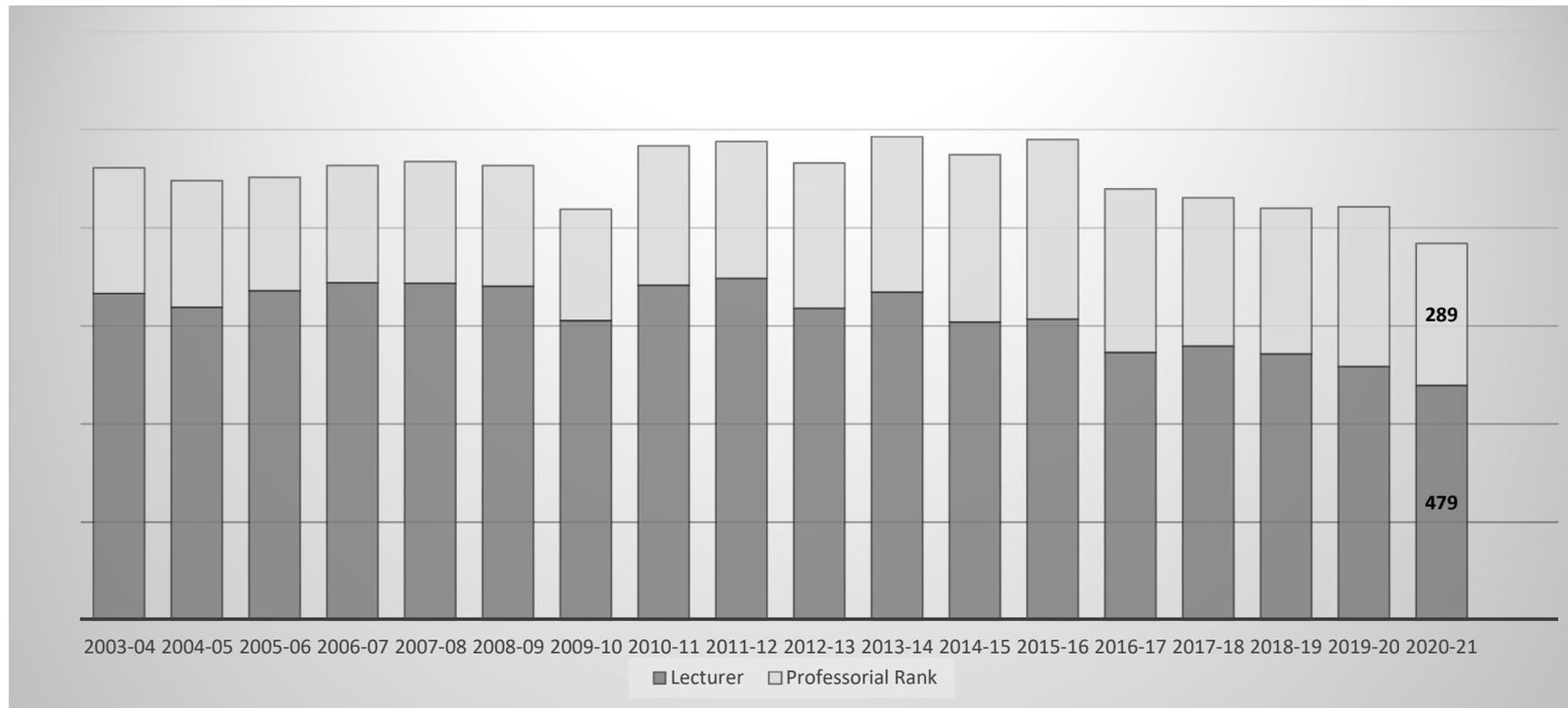
- In fiscal 2020-21, of the 768 part-time non-clinical faculty
  - 407 (53.0%) were women
  - 289 (37.6%) were at a Professorial rank
- The number of part-time faculty varied by discipline (in Professional programs, this can reflect the part-time employment at Western of professionals employed elsewhere in the community)
- Most part-time faculty are employed for low teaching loads and short duration

## Number of Individuals with Part-Time Faculty Appointments, Stratified by Gender, Fiscal Years 2002-03 to 2019-20



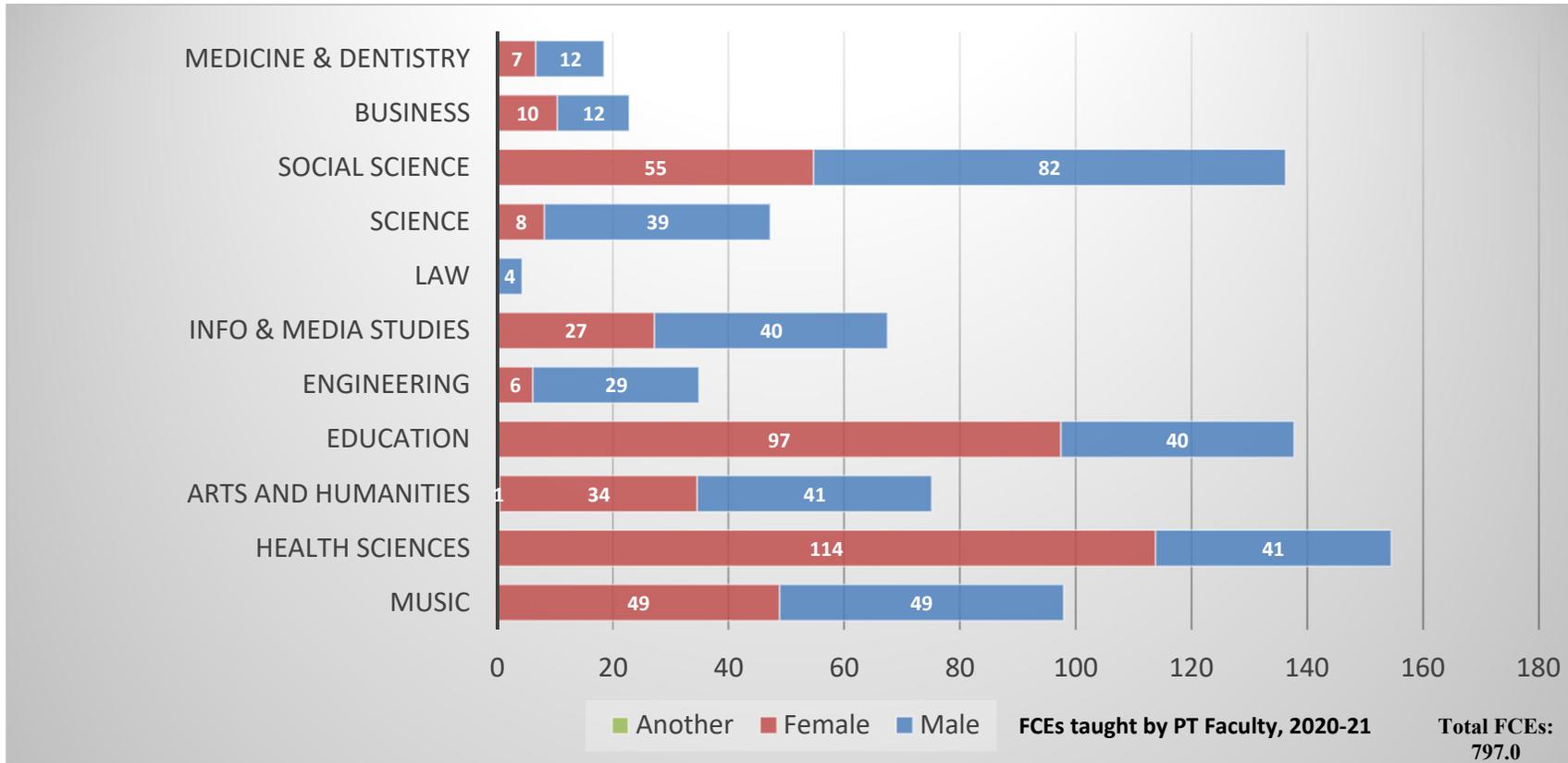
Source: Western Human Resources Information Systems

## Number of Individuals with Part-Time Faculty Appointments Stratified by Rank, Fiscal Years 2003-04 to 2020-2021



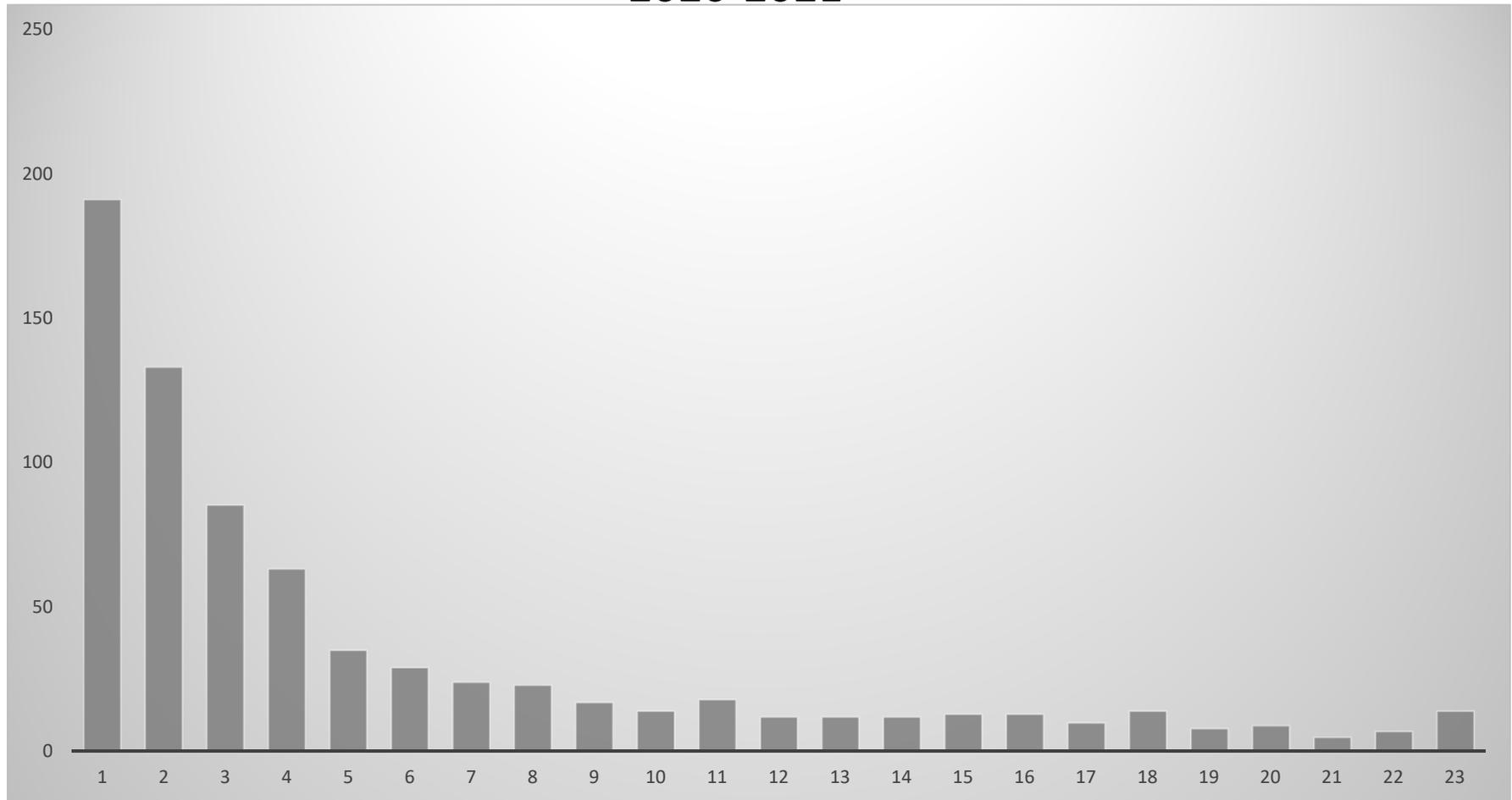
Source: Western Human Resources Information Systems

## Degree Credit Courses taught by Part-Time Faculty by Faculty and Gender: 2020-21 (Fiscal Year)



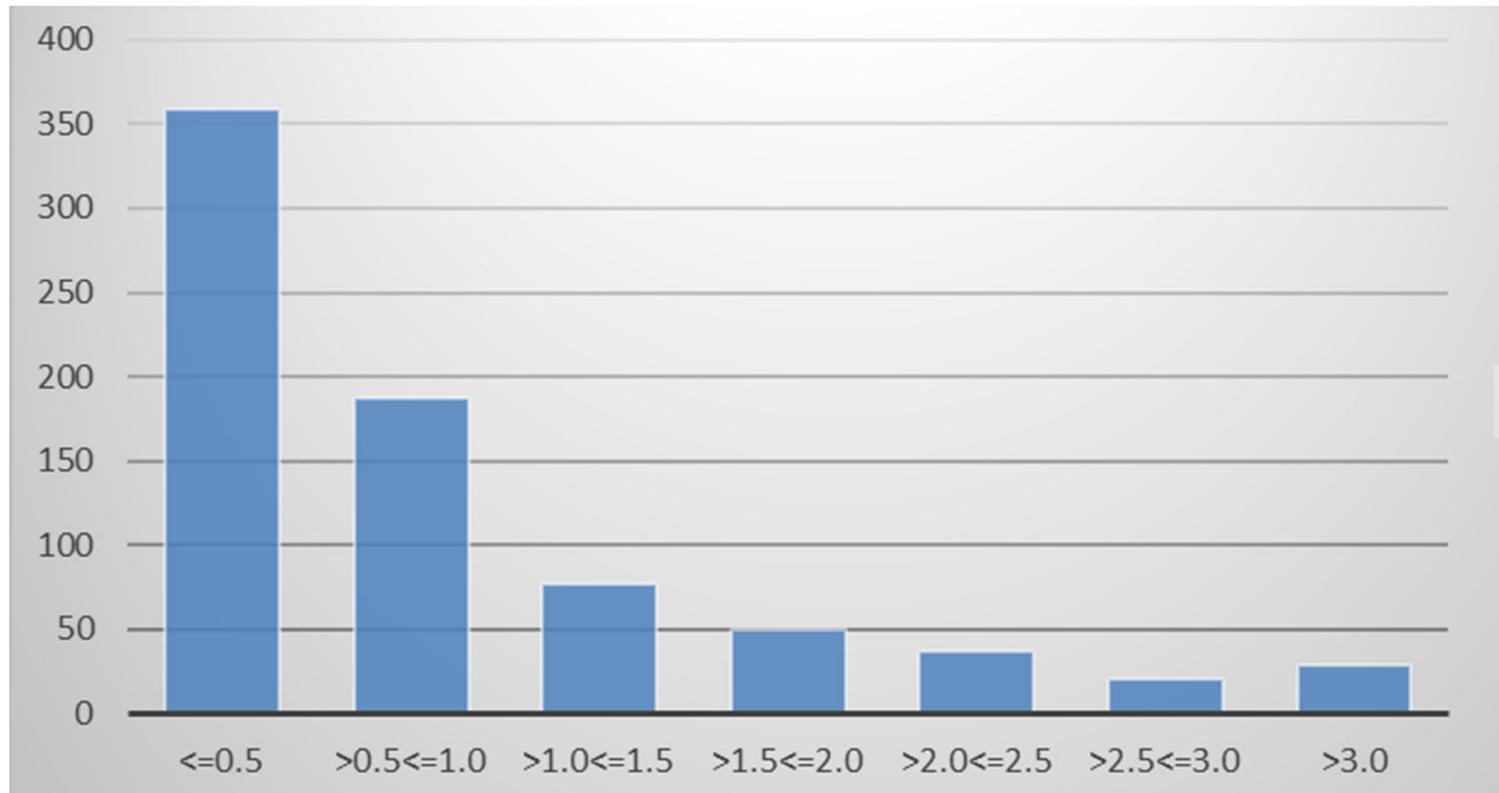
Source: Western Information Systems

## Number of Individuals with Part-Time Faculty Appointments by Years of Service 2020-2021



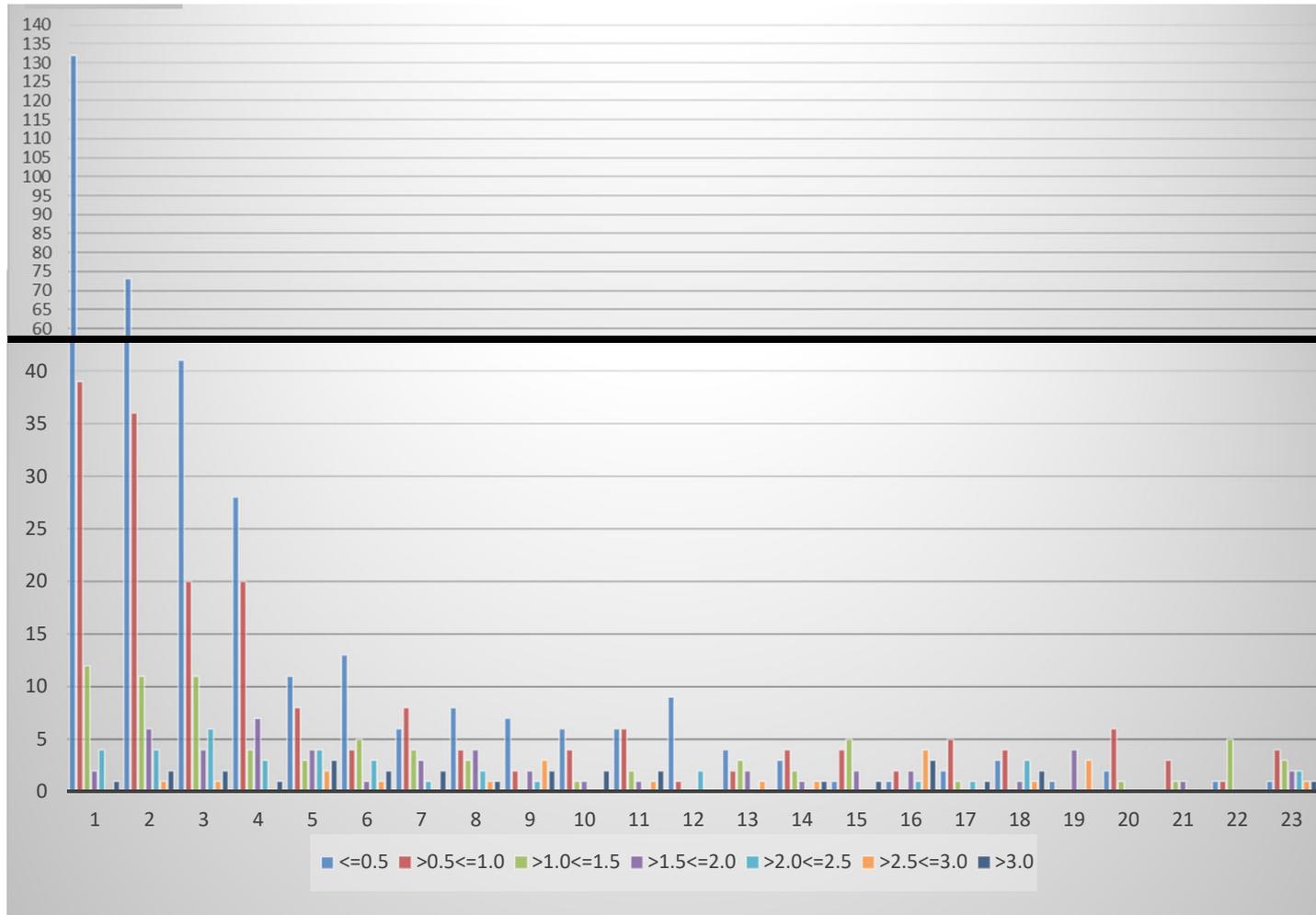
Source: Western Human Resources Information Systems  
Includes Consecutive Years of Service, allowing for one single year gap  
Excludes Extra Load Teaching and Course Authoring Appointments

## Number of Individuals with Part-Time Faculty Appointments by Range of Full Course Equivalents (FCE), 2020-21



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

# Number of Individuals with Part-Time Faculty Appointments by Average Range of FCEs Taught by Years of Service 2020-2021



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

## Section 4: Clinical Full-Time Faculty

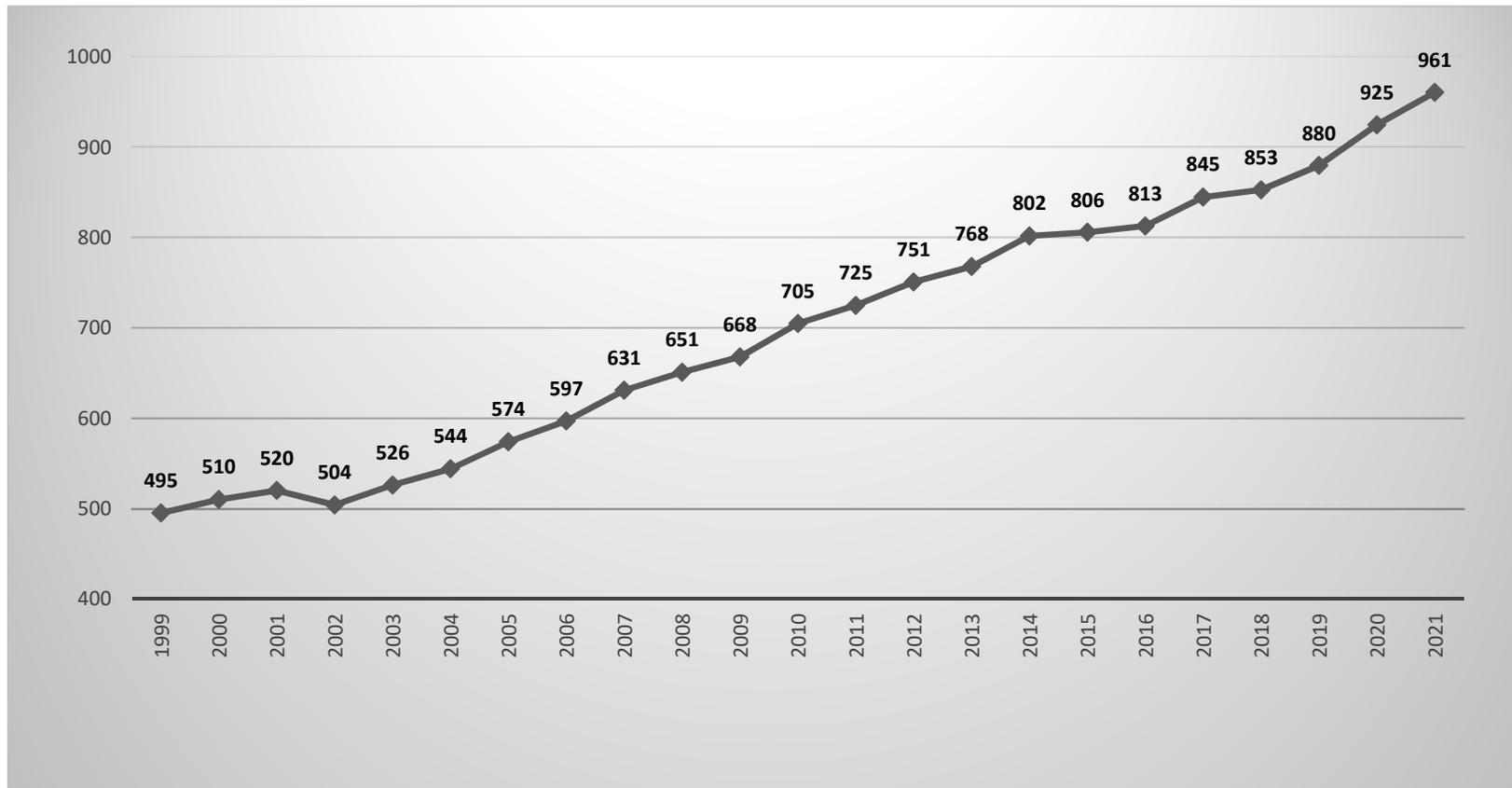
- Cross-sectional counts on October 1
- Includes Physicians in Schulich hired under the “Conditions of Appointment for Physicians” under the following appointment types:
  - Continuing Clinical Appointment
  - Clinical Limited Term Appointment (some of these will go on to become Continuing Clinical Appointments since “Continuing Track” hires are initially Clinical LT)

# Key Observations from Slides 40 to 44

## Clinical Full-Time Faculty

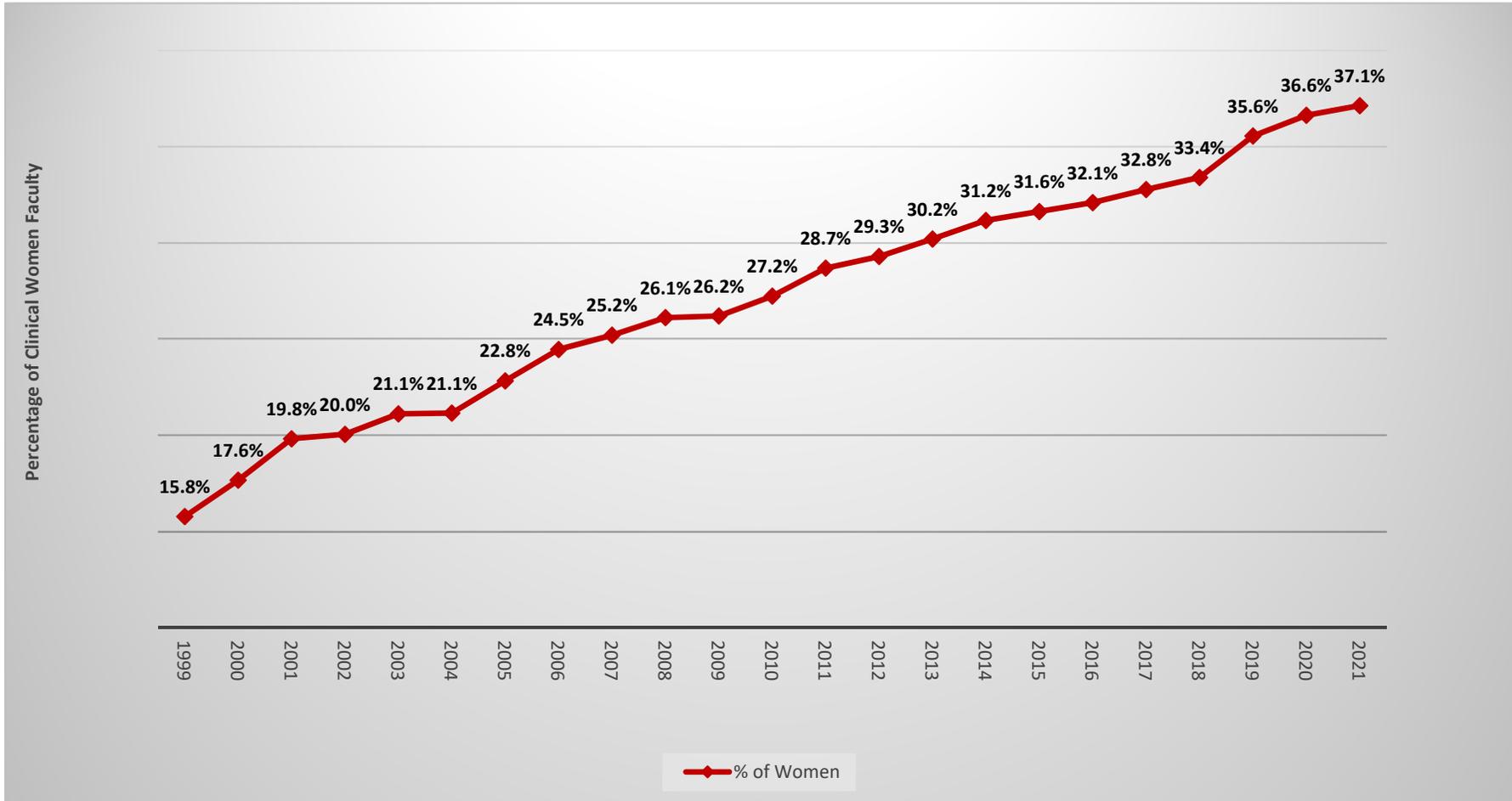
- The number of Clinical full-time faculty has been steadily increasing and is currently 961
- The percentage of women overall, inclusive of all career stages, is increasing and is currently 37.1%
- The representation of women was 45.6% among those hired in 2020-2021
- Annual resignation rates fluctuate due to small numbers

# Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2021



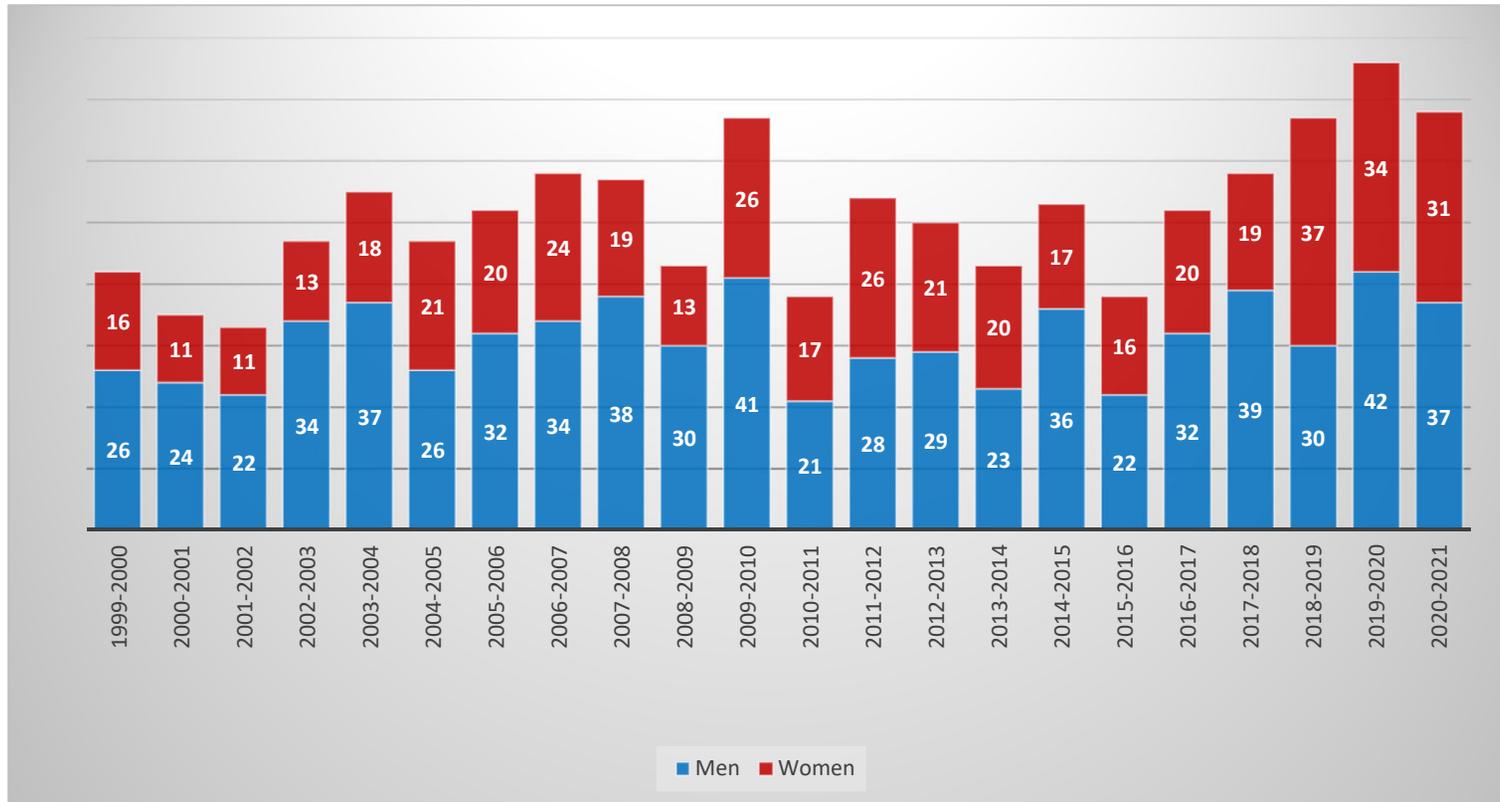
Source: Western Human Resources Information Systems

# Women as a Percentage of Full-Time Clinical Faculty at Western, 1999 – 2021



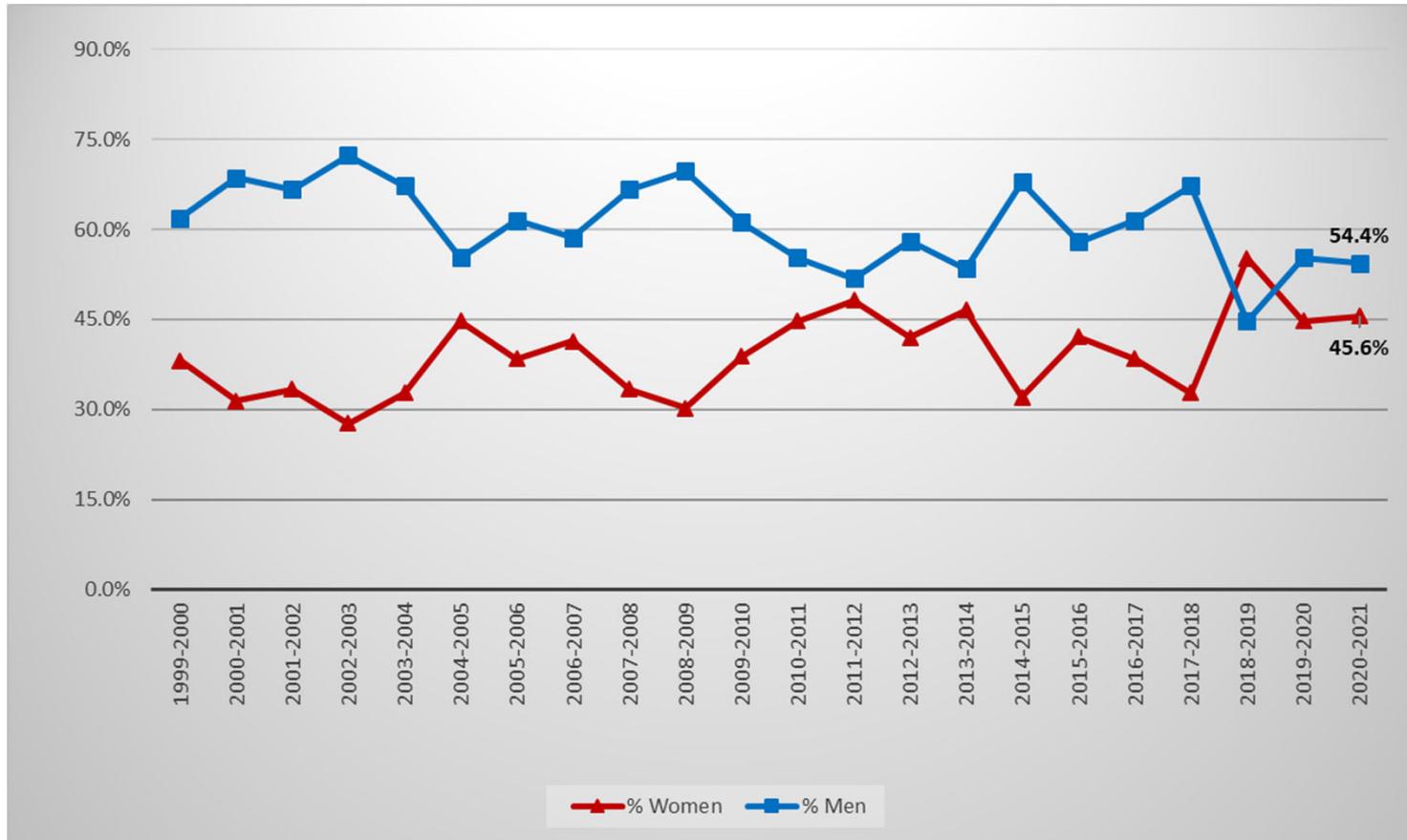
Source: Western Human Resources Information Systems

# Newly Hired Clinical Full Time Faculty (Physicians in Schulich) at Western by Gender: 2000 – 2021



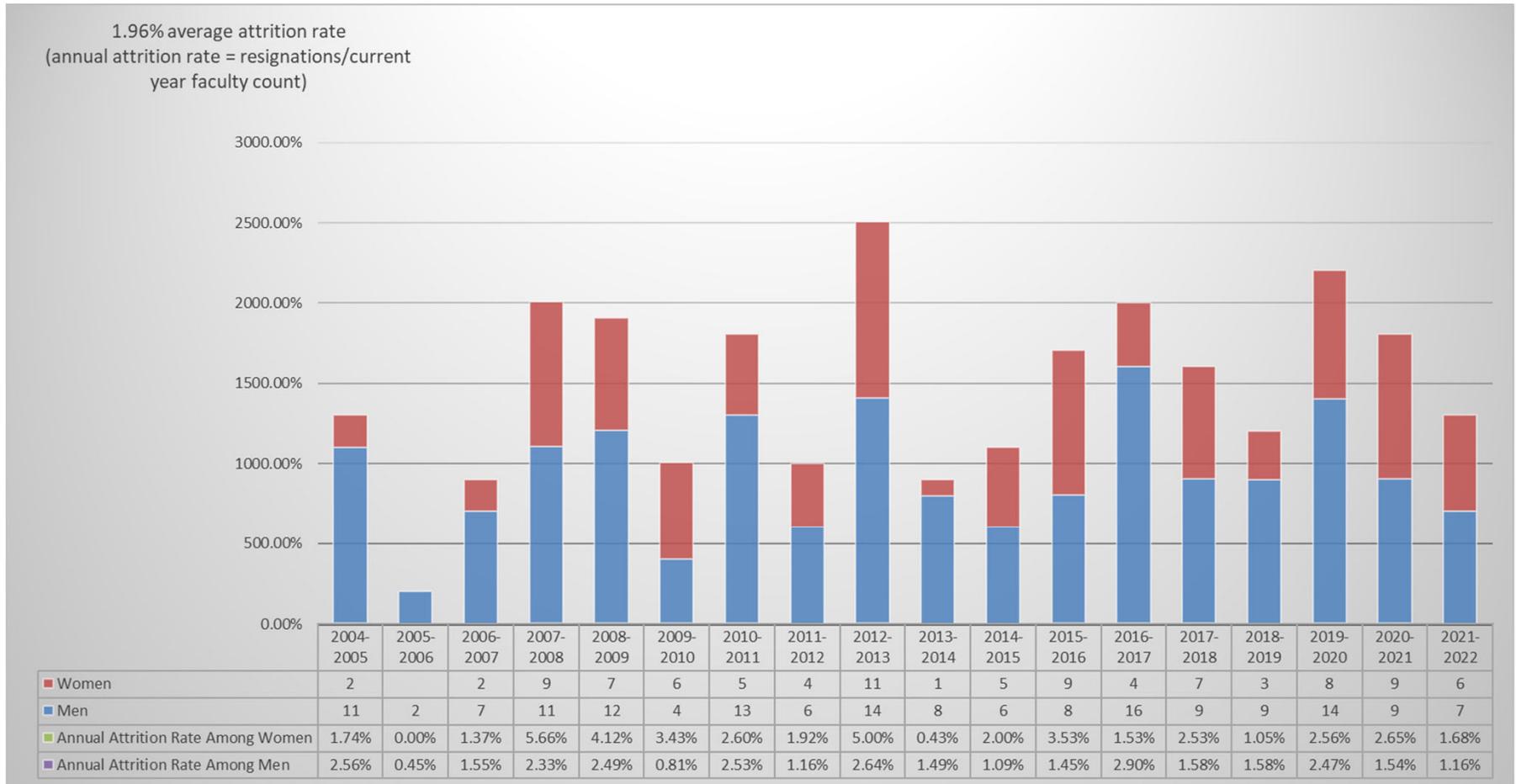
Source: Western Human Resources Information Systems

## Percentage of New Full Time Clinical Faculty at Western by Gender: 1999-00 – 2020-21



Source: Western Human Resources Information Systems

# Full Time Clinical Faculty Resignations by Gender 2004-05 – 2020-2021



Source: Western Human Resources Information System

# For further information

- After presentation at SCUP, this report can be found at:  
[http://uwo.ca/facultyrelations/academic\\_planning](http://uwo.ca/facultyrelations/academic_planning)  
**Reports:** Recruitment and Retention Report 2022
- The report on Promotion and Tenure of UWOFA faculty, librarians and archivists, which is presented at the end of each promotion cycle, can be found at:  
<https://www.uwo.ca/facultyrelations/pdf/Promotion-and-Tenured-Report-2021.pdf>
- For additional information on academic staff, Institutional Planning and Budgeting's website contains additional data:  
<https://www.ipb.uwo.ca/>

***(Note: definitions, inclusion criteria and the dates at which data are collected will influence counts. Therefore, counts may differ slightly among reports prepared from different data sources and for different purposes.)***

**ITEM 4.4(b) – Revisions to MAPP 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**Recommended:**    That the Board of Governors approve MAPP 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates as revised.

**EXECUTIVE SUMMARY:**

A highly competitive global employment market has contributed to a trend toward doctoral graduates pursuing more than one (successive) postdoctoral scholar position. Accordingly, many universities and funding agencies have revised their postdoctoral eligibility criteria, expanding the window following completion of the doctorate.

MAPP 7.6, last revised in 2008, defines a postdoctoral scholar as one who completed their doctoral degree within three years. This policy generally precludes opportunities beyond a scholar’s first postdoctoral position and is increasingly inconsistent with the eligibility requirements of universities and funding agencies internationally.

The proposed revisions to MAPP 7.6 would increase the eligibility window for postdoctoral scholars from three to five years following completion of the doctoral degree. The proposed eligibility window includes an upper limit (rather than an open-ended criterion) reflecting a commitment to promoting equitable career advancement for postdoctoral scholars. A provision for extensions to the eligibility window based on career interruptions, or external funding awarded to the postdoctoral scholar, is included.

**ATTACHMENT(S):**

[Revisions to MAPP 7.6 Guideline for Postdoctoral Fellows and Postdoctoral Associates](#)

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**POLICY 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates**

**Policy Category:** Research

**Effective Date:** ~~TBD~~ **September 30, 2008**

**Supersedes:** **September 30, 2008;** January 26, 1995

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A: **PREAMBLE**

Postdoctoral Fellows (PDFs) and Postdoctoral Associates (PDAs) are valued members of the University community. As trained researchers making the transition from graduate student to independent scholar, they have the opportunity to make significant contributions to the research environment of the University as well as their chosen fields.

B: **DEFINITION**

The University defines a PDF or PDA as an individual who meets the following criteria:

1. the individual has completed **their** ~~his or her~~ doctoral degree within **five** ~~three~~ years;
2. the postdoctoral appointment is time limited, for a period of up to four years (**i.e., counted from the first appointment at Western**), with the possibility of a one-year renewal (for a maximum length of 5 years);
- ~~3.~~ **the appointment is viewed as preparatory for a full-time academic career, and (or) a research career in other sectors;**
- ~~3.~~ **4.** the appointment involves full-time **research**, scholarship, **and creative activity** ~~and research~~;
- 4.** **the individual is encouraged and expected to publish and disseminate their research during the period of the appointment; and**
5. the individual will work independently in association with a faculty mentor. ~~; and,~~

## POLICY 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates

6. ~~the individual is encouraged and expected to publish the results of his or her research during the period of the appointment.~~

~~The above-noted time periods may be extended if an individual's career was interrupted due to~~ There may be exceptional ~~extenuating~~ **extenuating** circumstances requiring a break in the PDF's or PDA's research career that will impact the above-noted time periods (e.g. ~~parental responsibilities or military service~~ **parental leave and/or responsibilities, illness, health-related family responsibilities, military service, civil conflicts and/or natural disasters in the country of residence, or socioeconomic factors**) or in cases where the individual is awarded external postdoctoral funding. It is otherwise the expectation of the University that all individuals who do not meet the definition of PDF or PDA will be appointed as Research Associates.

### C: TERMS AND CONDITIONS

The appointment of a PDF or PDA is time-limited and not ongoing. Generally, PDFs and PDAs are appointed for a term of one to four years, with the possibility of a one-year renewal. ~~In consultation with their faculty mentors, individuals receiving Postdoctoral appointments may determine that they will be either entering into an employment relationship with the University as Postdoctoral Associates, or be undertaking their training as independent Postdoctoral Fellows.~~ The documentation setting out the specific terms and conditions of engagement for PDFs and PDAs will be reviewed with the individual prior to the commencement of ~~his or her~~ **their** appointment.

PDFs are not employees of the University, but rather individuals who contract with the University to obtain specialized training and contribute to the University's scholarship and research mission through the use of University facilities and other developmental opportunities. As a PDF is providing ~~his or her~~ **their** services as an independent contractor and not as an employee, ~~they are~~ **he or she is** responsible for all personal tax obligations. Any stipend provided to the PDF and administered through the University's payroll system will be without statutory deduction for income tax, Canada Pension Plan, Employment Insurance or similar deductions or remittances. PDFs are not entitled to any benefits which the University may extend to its employees.

PDAs are employees of the University and will be required to enter into an Employment Contract prior to the commencement of their appointment. Any stipend provided to the PDA will be administered through the University's payroll system and will be subject to statutory deductions for income tax, Canada Pension Plan, Employment Insurance or similar deductions or remittances. However, PDAs are not entitled to benefits which the University may extend to its other employees.

## **POLICY 7.6 – Guideline for Postdoctoral Fellows and Postdoctoral Associates**

Administrative procedures for the appointment of PDFs and PDAs are set by the Vice-Provost (Graduate and Postdoctoral Studies) in conjunction with Human Resources ~~Services~~.

As members of the University community, PDFs and PDAs are expected to adhere to **all University** ~~adhere to appropriate administrative policies maintained by the University Secretariat.~~

In the event of a problem related to ~~their~~ **their** ~~his or her~~ appointment that requires resolution, it is expected that the PDF or PDA will arrange an informal discussion of the matter with the faculty mentor as soon as possible following the identification of the problem. In most instances, the concerns will be resolved at this juncture. If the problem remains unresolved, PDFs or PDAs are encouraged to request a meeting with the Department Chair, School Director or Faculty Dean. If resolution is not possible through these interventions, any of the affected parties may request assistance from the Vice-Provost (Graduate and Postdoctoral Studies) or designate in reaching a resolution. Any decisions of the supervisor, Chair, School Director, Faculty Dean and/or Vice-Provost (Graduate and Postdoctoral Studies), shall be timely and in writing. At the request of any participants, assistance from Human Resources ~~Services~~ may be obtained at any point in the process.

### **ITEM 5.0 – Consent Agenda**

**ACTION:**     APPROVAL       INFORMATION       DISCUSSION

**Recommended:**    That the items listed on the consent agenda be approved or received for information by the Board of Governors by unanimous consent.

#### **EXECUTIVE SUMMARY:**

The Board's parliamentary authority - *American Institute of Parliamentarians Standard Code of Parliamentary Procedure* (formerly called *Sturgis Standard Code of Parliamentary Procedure*) - explains the consent agenda:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual votes.

A number of Canadian university governing bodies have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the governing body to focus on major items of business. While approval of an omnibus motion saves time at meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

#### **How it works:**

The University Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, they may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. In each Committee's report, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, they can ask to have it removed from the consent agenda** by contacting the University Secretary prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way following the Consent Agenda item.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

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**ITEM 5.1(a) – New Scholarships, Awards, and Prizes**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

At its meeting on April 12, 2022, the Property and Finance Committee, on behalf of the Board of Governors, approved the Terms of Reference for the new scholarships, awards, and prizes.

Scholarships, Awards, and Prizes are funded in two different ways, through donor funding and through operating funding. Donor-funded scholarships, awards, and prizes are recommended by the Senate for approval by the Property and Finance Committee on behalf of the Board in accordance with the Property and Finance Committee Terms of Reference.

For reference, the new donor-funded and operating-funded scholarship, awards, and prizes are attached.

**ATTACHMENT(S):**

[New Donor-Funded Scholarships, Awards, and Prizes](#)

[New Operating-Funded Scholarships, Awards and Prizes](#) (for information)

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**New Donor-Funded Scholarships, Awards, and Prizes**

**Bill Pollard Football Award (Athletics)**

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Men's Football Team. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). This award was established by Glenn Hadden (BA 1996) in honour of Bill Pollard (BA 1967).

Value: 1 at \$1,000

Effective Date: 2022-2023 academic year

*Bill Pollard was the Defensive Line Coach from 1983-1993, during Glenn Hadden's time in the Western Football program from 1990-1992. He was an exceptional teacher and leader as well as being a very kind and inspirational coach to his players, and was a true emblem of the excellence that is Mustang Football.*

**Bradley Family Leadership Award in Nursing (Health Sciences)**

Awarded annually to an undergraduate Nursing student in any program and any year who is a Canadian citizen or Permanent Resident based on academic achievement, leadership skills and/or a strong work ethic. Nursing students in the Western-Fanshawe program are eligible for consideration. Preference will be given to a student who is making a career change and/or has family commitments. To be considered, students must submit an application to the Nursing Office by October 15. The recipient will be selected by the Nursing Scholarship and Awards Committee. This award was made possible by a generous donation from Paul Bradley (BA 1977) and his family.

Value: 1 at \$1,500

Effective Date: 2022-2023 to 2026-2027 academic years inclusive

**Angeliki Tataridou Memorial Graduate Award (Education)**

Awarded annually to a full-time graduate student in the PhD or MA program in the Faculty of Education based on academic achievement with a preference for a student with a research focus on mathematics education. The graduate scholarship committee, within the Faculty of Education, will select the recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral studies. This scholarship was established through a generous gift from George Gadanidis.

Value: 1 at \$2,000  
Effective Date: May 2022 to April 2029 inclusive

Carol Johnston Scholarship in Early Childhood Education (Education)

Awarded to a full-time first-year student in the Primary/Junior program of the Bachelor of Education based on academic achievement. Preference will be given to students demonstrating leadership through community service and facing life challenges. Final selection of the recipient will be made by the Teacher Education Office in the Faculty of Education from information provided in the Bachelor of Education admission application. The scholarship will continue provided the recipient progresses to year two. If a recipient fails to retain the scholarship, a new student in first year will be selected. Only one student may hold this scholarship at any given time. This scholarship was established by The Ralph M. Barford Foundation in honour of Carol Johnston.

Value: 1 at \$9,300, continuing for two years  
Effective Date: 2022-2023 academic year

Ralph Aldrich String Award (Music)

Awarded annually to a full-time undergraduate student in the Don Wright Faculty of Music based on academic achievement. Preference will be given to students who demonstrate performance excellence in viola, or another string instrument if a viola student is not eligible. The Scholarship and Awards Committee in the Don Wright Faculty of Music will select the recipient. This award was established by the Gordon Jeffery Music Foundation Board in appreciation for the years of service to the organization by Ralph Aldrich, accomplished violist and Professor Emeritus, Western University.

Value: 1 at \$2,000  
Effective Date: 2022-2023 academic year

The O'Donnell Family Men's Hockey Award (Athletics)

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Men's Hockey Team. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. The Western Athletic Financial Awards Committee will select the recipients. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). This award was established by Cam O'Donnell (BA '82, MA '85) and Paula O'Donnell (BA '83, MA '86).

Value: 1 at \$4,000  
Effective Date: 2022-2023 academic year

Paul and Kathryn Lycett Graduate Scholarship (Science)

Awarded annually to a full-time graduate student, based on academic achievement. Preference will be given to students in the Department of Physics and Astronomy who are conducting research in astronomy or planetary science. The Graduate Scholarship Committee in the Department of Physics and Astronomy will select the recipient. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral Studies. This scholarship was established by Paul Lycett and Kathryn Lycett (BA '74, DipEd '75).

Value: 1 at \$1,000

Effective Date: May 2022

Professor W.E. Collin Scholarship in Canadian Literature (Arts and Humanities)

Awarded to a full-time graduate student in a Master's or Doctoral program within the Faculty of Arts and Humanities studying Canadian Literature in French OR English, based on academic achievement. Preference will be given to a student studying French-Canadian Literature. A committee in the Faculty of Arts and Humanities, with representation by a current member of the School of Graduate and Postdoctoral Studies, will select the recipient.

Value: 1 at \$4,000

Effective Date: May 2022

*This graduate scholarship was established by Dr. Arthur E. Collin (B.Sc '53; M.Sc '57) in honour of his father, W.E Collin (MA '25; Honorary DLitt '75). Dr. Collin began his 40-year teaching career at Western in 1923 and was a pioneer in both Canadian and French Canadian Literature. As one of Western's most distinguished Professors, Dr. Collin was known for his tireless dedication to his students which was particularly noted when he was granted an honorary Doctor of Letters degree in 1975. This scholarship honors his legacy at Western and commitment to students in the Faculty of Arts and Humanities.*

Dr. Dan Belliveau Memorial Bursary (Health Sciences)

Awarded to a full-time undergraduate student in any year of the Bachelor of Health Sciences program in the Faculty of Health Sciences who demonstrates financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31st. The Office of the Registrar will select the recipient. This bursary was established by a generous gift from Margaret Belliveau and friends and family in memory of Dr. Dan Belliveau.

Value: 1 at \$1,900

Effective Date: 2022-2023 academic year

*Dr. Dan Belliveau served Western in a variety of roles, including as Undergraduate Chair and Director of the School of Health Studies. As a leader, Dan brought people together and possessed a unique way of uniting colleagues. He was the recipient of*

*numerous teaching awards and shared a passion for teaching and learning that inspired others. A neuroscientist and gross anatomist by training, his research focused on three-dimensional representations of anatomy and their enhancement of the learning environment, and the factors that influence the successful transition into higher education.*

Enbridge Award (Engineering)

Awarded to a full-time undergraduate student in any year of the Faculty of Engineering based on academic achievement. Preference will be given to self-identified women who also self-identify as Indigenous, Black, or racialized person of colour. An award application must be completed online through the Engineering Undergraduate Services Web site (<http://www.eng.uwo.ca/undergraduate>) by September 30. The recipient will be selected by the Scholarship and Awards Committee in the Faculty of Engineering. This award is made possible by Enbridge Inc.

Value: 1 at \$2,000

Effective Date: 2022-2023 to 2026-2027 academic years inclusive

Sigma Nursing - Iota Omicron Chapter 35th Anniversary Graduate Student Scholarship (Health Sciences)

Awarded annually to a full-time or part-time graduate student entering the School of Nursing, based on academic achievement. The recipient will be selected by the Scholarship Committee in the Arthur Labatt Family School of Nursing, Faculty of Health Sciences, of which at least one representative is a member of the School of Graduate and Postdoctoral Studies.

Value: 1 at \$1,500

Effective Date: May 2022

Professor Jane Howell Memorial MBA Scholarship (Ivey)

Awarded annually to a full-time student entering the Master of Business Administration program at the Ivey Business School, based on financial need, academic achievement, and outstanding leadership qualities. Selection of the recipient will be made by the MBA Scholarship Review Committee. At least one member of the committee must hold membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$4,600

Effective Date: May 2022

*This award was generously established in memory of the late Jane Howell, by her family, friends and colleagues in recognition of Jane's commitment to the development of future leaders and business executives as a professor at the Ivey Business School for more than 30 years. Jane was a trailblazer in her teaching, research and in her service to Ivey. She won many awards and accomplished many firsts during her remarkable career, including the distinction of being the first woman full professor at Ivey and the first woman Associate Dean.*

Jal Tata Award in Physiotherapy (Social Science)

Awarded annually to a graduate student in the Faculty of Health Sciences, Health and Rehabilitation Sciences program, in the field of Physical Therapy, based on academic achievement. Recipients will be selected by the Awards Committee of which at least one representative will hold current membership in the School of Graduate and Postdoctoral Studies. This award was established through a generous donation from Liz Tata and the Ontario Physiotherapy Association in memory of Jal Tata and to recognize students who are working on impactful and significant research.

Value: 1 at \$1,000

Effective Date: May 2022

Cory Brekelmans Hockey Award (Athletics)

Awarded annually to a full-time undergraduate or graduate student in any year of any degree program at Western, including the Affiliated University Colleges, who is making a significant contribution as a member of the Men's Hockey Team. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. The Western Athletic Financial Awards Committee will select the recipient. This committee will base its decision on its evaluation of academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). This award was established by Cory Brekelmans, a proud member of the varsity Men's Hockey Team.

Value: 1 at \$1,500

Effective Date: 2022-2023 to 2031-2032 academic years inclusive

Jacques Menard Memorial Award (Ivey)

Awarded annually to a full-time graduate student entering the Master of Business Administration program at the Ivey Business School based on academic achievement and demonstrated community leadership. Final selection of the recipient will be made by the MBA Scholarship Review Committee, with at least one member of the selection committee holding membership in the School of Graduate and Postdoctoral Studies.

Value: 1 at \$4,000

Effective Date: May 2022

Stephen G.A. Pitel Award in Private International Law (Law)

Awarded annually to full-time undergraduate students in the Faculty of Law based on academic achievement. Preference will be given to students taking International Commercial Litigation (Law 5670A/D). If International Commercial Litigation (Law 5670A/D) is not taught in a particular year then preference will be for a student in any other private international law course. The Faculty of Law will select the recipient. This award is made possible by a generous gift from Maureen Littlejohn (LLB '08).

Value: 1 at \$2000

Effective Date: 2021-2022 to 2025-2026 academic years inclusive

Jim Henderson Continuing Award in Medicine (Schulich School of Medicine & Dentistry)  
Awarded annually to a full-time student entering first year of the Doctor of Medicine (MD) program, based on academic achievement and demonstrated financial need. Preference will be given to Indigenous students (First Nations, Métis, or Inuit) or students from under-serviced areas of Canada. Online financial assistance applications are available through Student Center and must be submitted by September 30. The Office of the Registrar will select the recipient. This award will continue for up to four years provided that the recipient progresses satisfactorily and continues to demonstrate financial need each year. If the recipient fails to retain the award, another student who meets the criteria will be selected from the same year. This award was established by the family and friends of the late Donald James (Jim) Henderson.

Value: 1 at \$1,000, only one student may hold this award at any one time

Effective Date: 2022-2023 academic year

*Jim was a humanitarian, with a lifelong interest in public and current affairs. He had a long career as a psychiatrist, with a special interest in underserved communities. Jim was elected as the member of Provincial Parliament for the riding of Humber (renamed Etobicoke - Humber), for three terms from 1985 to 1995. Jim died in 2020 at the age of 79.*

Dr. Kwan Yee (K.Y.) Lo Undergraduate Research Fellowship (Engineering)

Awarded annually to a full-time undergraduate student in the Faculty of Engineering based on academic achievement and a desire to complete a research experience prior to completing their final year of study under the supervision of a faculty member in the Faculty of Engineering's Geotechnical Research Centre. Candidates must complete an application and hold an Undergraduate Student Research Award (USRA) or Undergraduate Student Research Internship (USRI) through the Faculty of Engineering and be eligible to work in Canada. Recipients will be selected by a faculty committee in the Geotechnical Research Centre. This fellowship is made possible through generous donations honouring Dr. Kwan Yee (K.Y.) Lo from his colleagues and friends to recognize and encourage bright engineering students to pursue a summer research opportunity within the Geotechnical Research Centre.

Value: 1 at \$3,900

Effective: 2022-2023 academic year

*During his 45 years at Western, Dr. Lo has made lasting contributions to the development of stress measurements in rocks, applicable to design and construction of underground structures. He was instrumental in developing the university's Geotechnical Research Centre and has trained and mentored over 50 graduate students, many who rose to senior leadership positions throughout the world. Dr. Lo has*

*also authored many papers, research reports and contributed as an editor or author to the writing of six books.*

Law Class of 1974 Bursary (Law)

Awarded to full-time undergraduate students in the Faculty of Law based on financial need. Online financial assistance applications are available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients. This bursary was established by a generous gift from members of the Law Class of 1974 in honour of their law school education, and in memory of the classmates they have lost over the years.

Value: 1 at \$2,240, awarded annually

Effective Date: 2022-2023 to 2026-2027 academic years inclusive

Hunter Family Football Award (Athletics)

Awarded to full-time undergraduate or graduate students in any year of any degree program at Western, including the Affiliated University Colleges, who are making a significant contribution as members of the Men's Football Team. As per OUA and U SPORTS regulations, an entering student athlete must have a minimum admission average of 80% and a non-entering student must have an in-course average of 70%. Candidates must be in compliance with current OUA and U SPORTS regulations. Evaluation is based on academic performance/potential (20%) and the written recommendations from the Head Coach assessing athletic performance/potential and team/campus leadership (weighted as 60% and 20%, respectively). The Western Athletic Financial Awards Committee will select the recipients. This award was established with a generous gift from Steven Hunter (BA '99).

Value: 1 at \$1,500, awarded annually

Effective Date: 2022-2023 to 2026-2027 academic year inclusive

Prof. David Wolfe Graduate Research Award (Any Graduate Program)

Awarded to full-time graduate students from Western or the Affiliated University Colleges based on academic achievement with a preference for students who have demonstrated excellence in violence prevention research. Representatives from the Centre for School Mental Health, together with the graduate scholarship committee, within the Faculty of Education, will select the recipients. At least one representative of the committee must hold membership in the School of Graduate and Postdoctoral studies. This scholarship was established through a generous gift from David Wolfe.

Value: 1 at \$2,500, awarded annually

Effective Date: May 2022 to May 2031 inclusive

Pembroke Asset Management Prize in Social Enterprise (Ivey)

Awarded to the team presenting at the Ivey Business Plan Competition a venture deemed to have the most effective and widespread social impact at the graduate or undergraduate level of the competition. This award is open to both Western and non-Western students participating in the Business Plan Competition.

Value: \$5,000 annually, to be divided between the winning team

Effective Date: 2022-2023 academic year

**New Operating-Funded Scholarships, Awards and Prizes (for information)**

President's Entrance Scholarship for Black Students (Any undergraduate program)  
Awarded annually to an outstanding international or domestic secondary school student who self-identifies as Black entering the first year of any first-entry undergraduate program at Western University. Eligibility is based on outstanding academic performance (minimum 90%), a passion for the pursuit of learning, creative and innovative thought, engagement in extra-curricular activities such as the arts and athletics, as well as community service through contributions to school and community life. To be considered, students must be nominated by their school and submit an online National Scholarship application including an essay by February 14<sup>th</sup>. Selected candidates will be invited for a National Scholarship Interview in early April. Scholarship offers will be communicated to selected recipients by the end of April. This scholarship will continue for a maximum of four years provided the recipient maintains an 80% average on a full time status (minimum 3.5 course load) every academic year.

Value: 5 at \$50,000 (\$20,000 for year one, \$10,000 annually for years two to four)  
Effective Date: 2022-2023 academic year

Western Continuing Admission Scholarship of Excellence for Black Students (Any first-entry undergraduate program)

Awarded to entering, full-time, first-year domestic or international students, applying for admission to a first-entry undergraduate program directly from secondary school (or equivalent), based on a competitive admission average as calculated by Western. Students in receipt of a National Scholarship or a Schulich Leader Scholarship are not eligible. This scholarship will continue for up to 4 years provided the recipient maintains an 80% average on a full time status (minimum 3.5 course load) every academic year.

Value: 30 at \$6,000 continuing for up to 4 years, plus \$2,000 for optional study abroad experience.  
Effective Date: 2022-2023 academic year

Western Continuing Admission Scholarship of Distinction for Black Students (Any first-entry undergraduate program)

Awarded to entering, full-time, first-year domestic or international students, applying for admission to a first-entry undergraduate program directly from secondary school (or equivalent), based on a competitive admission average as calculated by Western. Students in receipt of a National Scholarship or a Schulich Leader Scholarship are not eligible. This scholarship will continue for up to 4 years provided the recipient maintains an 80% average on a full time status (minimum 3.5 course load) every academic year.

Value: 10 at \$2,500 continuing for up to 4 years, plus \$2,000 for optional study abroad experience.  
Effective Date: 2022-2023 academic year

Western University Bursary for Black Students (Any undergraduate program)

Available to full-time and part-time domestic students in any year of an undergraduate program on Western's main campus who are in financial need and self-identify as Black. An online financial assistance application is available through Student Center and must be submitted by October 31. The Office of the Registrar will select the recipients.

Value: number and value will vary

Effective Date: 2022-2023 academic year

Western Continuing Admission Scholarship of Excellence for Indigenous Students (Any first-entry undergraduate program)

Awarded to entering, full-time, first-year students applying for admission to a first-entry undergraduate program directly from secondary school (or equivalent), based on overall academic performance. Students in receipt of a National Scholarship or a Schulich Leader Scholarship are not eligible. This scholarship will continue for up to 4 years provided the recipient maintains a 80% average on a full time status (minimum 3.5 course load) every academic year.

Value: 30 at \$6,000 continuing for up to 4 years, plus \$2,000 for optional study abroad experience.

Effective Date: 2022-2023 academic year

Equity and Diversity Social Science Doctoral Fellowship (EDSSDF) (Social Science)

The Faculty of Social Science is committed to increasing representation of racialized and other historically marginalized groups. It is a Faculty priority to recruit and support students who are Black, Indigenous (First Nations, Inuit and Métis), LGBTQ2s+, and students with a disability. Successful applicants will demonstrate outstanding research potential and dedication to scholarly activity, which come in many forms. We annually offer up to two \$20,000 scholarships (\$5,000 per year for four years) to support successful applicants to any of our PhD programs. Indigenous scholars may also apply to our Indigenous Social Science Doctoral Fellowship (ISSDF).

Value: 2 awards at \$5,000 per year for 4 years (12 terms) for a maximum of \$20,000 per award

Effective Date: May 2021

Indigenous Social Science Doctoral Fellowship (ISSDF) (Social Science)

The Faculty of Social Science prioritizes encouraging, mentoring, and supporting Indigenous scholars. As part of these efforts, we annually offer a \$20,000 scholarship (\$5,000 per year for four years) to support Indigenous (First Nations, Inuit and Métis) applicants to any of our PhD programs. Successful applicants will demonstrate outstanding research potential and dedication to scholarly activity, which come in many forms. Indigenous scholars will also be considered for our Equity and Diversity Social Science Doctoral Fellowship (EDSSDF).

Value: 1 award at \$5000 per year for 4 years (12 terms) for a maximum of \$20,000  
Effective Date: May 2021

PPE 4100E Senior Essay Prize (Social Science)

Awarded to the student in Politics, Philosophy and Economics 4100E whose essay for the course is judged to be the best essay that year. The student must be registered in the PPE-E or PPE-P module. If the selected paper was co-authored, the prize will be awarded jointly to the coauthors. The recipient(s) will be selected by the PPE Steering Committee in consultation with the instructor of the course. The award was established by the Department of Economics.

Value: certificate and book prize valued at \$150  
Effective Date: 2021-2022 academic year

Western Engineering Student Community Legacy Award (Engineering)

Awarded to undergraduate students in their graduating year, in the Faculty of Engineering who have demonstrated mission-focus in support of future success of the Faculty of Engineering. Recipients of this award will have demonstrated creativity, collegiality and leadership capabilities that embrace change and innovation leading to a more vibrant engineering community through participation in clubs and committees, involvement in student led organizations, engagement in student governance, Work Study or internship roles within the engineering community. Students, faculty or staff can submit a nomination including a cover letter (two pages maximum) outlining how their nominee meets these eligibility requirements. Self-nominations are also welcome. Nominations are to be submitted online through the Engineering Undergraduate Services website (<http://www.eng.uwo.ca/undergraduate>) by the first Friday of the academic term in January. A committee appointed by the Dean of Engineering will review the nominations and select the recipient. This award was established to honour and recognize faculty and staff who have dedicated 25+ years to the Faculty of Engineering creating a lasting legacy on the Western Engineering community and family.

Value: 1 at \$2000, awarded annually  
Effective Date: 2022-2023 academic year

**ITEM 5.1(b) – Western University Standard and Poor’s Credit Rating**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

The S&P Credit Rating Report is published annually and provides the University’s credit rating score. The report is provided to Property and Finance committee and the Board of Governors on an annual basis for information. The current report states that the University has maintained its existing AA credit rating with a stable outlook.

The AA Stable rating is similar to other comparable Ontario institutions’ most recent ratings, such as the University of Toronto (AA Stable), Queens (AA Stable), McMaster (AA Stable), Ottawa (AA- Stable,) and York (A+ Stable).

**ATTACHMENT(S):**

[Memo from the Associate Vice-President \(Operations & Finance\)  
Credit Rating Report](#)

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## MEMORANDUM

To: Property & Finance Committee

From: Eric Mallory

Date: February 23, 2022

Re: S&P Credit Rating Report – AA Stable

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Members of the Committee,

I'm pleased to share that Western's credit rating report was issued by S&P Global on February 15, 2022, maintaining our existing AA credit rating with a stable outlook.

In their report, S&P continues to reference the strength of Western's enterprise and financial profile. We view this as a positive result and an external indicator of Western's financial health.

The published credit rating report is attached for your reference. I'll be pleased to field questions or comments members may have when this item is presented for information in April.

Take care,



Eric Mallory  
Associate Vice-President (Financial Services)

# University of Western Ontario

February 15, 2022

*This report does not constitute a rating action.*

## Credit Highlights

### Overview

#### Enterprise profile

The University of Western Ontario continues to benefit from excellent student quality metrics and a solid market position.

-- Its core catchment area in the Province of Ontario has excellent economic fundamentals and supportive demographics.

-- However, as Western attracts most of its students from Ontario, it has a more limited geographic draw relative to Canadian peers.

-- Despite the impacts of lockdowns and remote learning, student demand and quality have remained high.

#### Financial profile

Despite operational disruptions, the COVID-19 pandemic has not had a material impact on Western's financial performance.

-- We expect that, driven by strong projected enrollment, the university will continue generating positive operating margins.

-- Very strong operating margins in the past several years fueled by enrollment growth have helped maintain a moderate debt burden.

-- Western's credit profile is bolstered by strong liquidity.

#### PRIMARY CONTACT

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S&P Global Ratings' long-term issuer credit rating on the University of Western Ontario is 'AA'. The rating reflects Western's 'aa' stand-alone credit profile, which is based on our combined assessment of the university's very strong enterprise and financial profiles. The rating also reflects our opinion of a moderately high likelihood that the Ontario government would provide extraordinary support in the event of financial distress. The pandemic severely disrupted on-campus activities in the past two years; however, Western has continued to generate very strong financial results, with excellent investment returns and healthy student demand helping to offset losses in ancillary operations and flat government funding and domestic tuition revenue.

## Outlook

The stable outlook reflects S&P Global Ratings' expectation that, in the next two years, Western will be able to manage its budgetary pressures to generate strong operating margins greater than 5% of adjusted operating expenses on average, its levels of available

resources will remain high, and it will maintain a healthy enrollment and demand profile. The outlook also reflects our expectation that the university's relationship with the province will be stable.

### **Downside scenario**

We could lower the ratings in the next two years if a material disruption to the university's operations impairs enrollment levels and revenue, resulting in significantly weaker financial performance and available resources. Furthermore, evidence of negative government intervention, a strengthening of our assessment of the link between the university and province, or a significant reduction in our assessment of Western's resilience to an Ontario default scenario could also cause us to lower the ratings on the university, potentially to on par with or below those on the province, depending on the severity.

### **Upside scenario**

An improvement in Western's already healthy enterprise profile could lead to a positive rating action. Specifically, a selectivity ratio consistently below 50% or increased geographic diversification of the student body, with out-of-province students accounting for more than 30% of total full-time equivalents (FTEs), could lead to a positive rating action in the next two years.

## **Rationale**

Founded in 1878 and located in the city of London, Ont., the University of Western Ontario is a research-intensive, doctoral university with 12 faculties and schools, including schools of medicine and dentistry, law, engineering, and business. The local population is approximately 422,000. As of fall 2021, the university had 36,828 FTE students on its main campus, a 4.4% increase from the previous year. It also has affiliations with three research institutes, three university colleges, and two teaching hospitals.

Western's very strong enterprise profile is characterized by a healthy demand profile and market position, as well as good management and governance practices. In fall 2021, the first-year selectivity rate (offers-to-applications) of 64% was higher than typical; however, this is in-line with peer Canadian universities, which all increased domestic offers in anticipation of a drop in international student enrolments. Consequently, Western's total headcount in fall 2021 rose 4.8%, with substantial growth in graduate student numbers helping to offset a modest decline in international enrollment. A high proportion of students (77%) are from Ontario, and we therefore view Western's student draw as having limited geographic diversity relative to that of some peers. The university is working toward increasing its international student body and expanding its source countries, which could support revenue diversity. Western has consistently demonstrated strong retention rates greater than 90% and six-year graduation rates averaging almost 84% in the past four years. Also supporting our assessment is our view of the higher education sector's low industry risk, with counter-cyclicality and low competitive risk and growth. In addition, the university benefits from excellent economic fundamentals, as measured by the province's GDP per capita, which we estimate to be about US\$50,000 in 2021; good income indicators; and moderate employment and population growth projections.

In our view, the university's senior administration has sufficient depth and expertise, and has demonstrated consistent operational effectiveness, as evidenced by a track record of healthy operating margins that we believe lends stability to the credit profile. Overall, we consider Western's transparency and disclosure good, with policies, procedures, and risk management capacity to adequately identify, monitor, and mitigate risks. The university typically conducts its activities according to a four-year operating and capital plan that contains what we view as appropriate assumptions. It prepares externally audited financial statements, which have been unqualified, and has formal policies for endowments, investments, debt, and reserves.

We assess Western's financial profile as very strong, supported by very strong operating margins of almost 14% on a three-year weighted-average basis. Western's fiscal 2021 ended with a very high net operating margin of 15.7% (S&P Global Ratings adjusted), reflecting operating expenditure constraint and high investment income following very strong market returns. However, this was tempered by lower sales and service revenue due to limited on-campus activities. The university anticipates ending fiscal 2022 in a balanced position, with slightly higher revenues largely caused by increased tuition revenue. This will be mitigated by higher-than-expected pandemic-related expenditures and lower-than-anticipated ancillary operations revenues (housing, parking, food services, etc.), which continue to generate weaker results.

Similar to that of Canadian peers, the university's limited flexibility to increase its student-generated revenue somewhat offsets its strong financial performance. This is primarily because Ontario monitors and guides domestic tuition rates and student aid (through the tuition framework), and enrollment expansion (through operating grants, which are not expected to increase in real terms).

Western has what we view as very healthy liquidity. At fiscal year-end 2021, our measure of its available resources (internally restricted net assets plus internally restricted endowments) increased to C\$1.23 billion from C\$968 million the year before. This was sufficient to cover more than 95% of adjusted expenses on a three-year weighted-average basis. At fiscal year-end 2021, total cash and investments increased slightly to C\$2.7 billion from C\$2.3 billion in 2020, equal to almost 7.9x debt outstanding and more than 2x our measure of available resources, indicating very robust liquidity. This high level of cash bolsters our assessment of the financial resources potentially available to the university under a stress scenario. Given that we expect the broader material impacts of the omicron variant to be temporary, Western's liquidity will remain more than sufficient to fund all debt service requirements and provide a significant buffer against medium-term stress.

Western has the eighth-largest endowment among Canadian universities, with a market value of C\$990 million at fiscal year-end 2021. While endowment growth is historically stable year-over-year, high investment returns during the fiscal year of C\$175 million were key in bolstering this growth. Approximately C\$32 million of endowed investment returns were allocated for spending in fiscal 2021, in line with the university's spending policy of 4% of the five-year average market value of the endowment.

In our view, the university has a moderate debt burden. At fiscal year-end 2021, total gross debt outstanding was C\$344.6 million and consisted of: two 40-year fixed-rate bullet debentures totaling C\$288.7 million (maturing in 2047 and 2057); C\$9.4 million related to Western's research park; and C\$46 million in amortizing banker's acceptances (from a C\$100 million nonrevolving facility maturing in fiscal 2027). In our view, Western's debt structure is aggressive, because more than 50% of total debt is non-amortizing; however, the university has established sinking funds to help repay the bullet debentures (C\$39 million at the end of fiscal 2021), partially mitigating the associated risks. Our estimate of maximum annual debt service (which includes an estimated principal component for non-amortizing debt) equals 3.7% of adjusted fiscal 2021 expenses. In our view, the university's debt burden is manageable, given Western's good operating performance and the healthy level of available resources equal to 3x debt based on a three-year weighted average. The university does not expect to take on additional external debt in the next several years and we believe that debt service coverage will remain more than adequate throughout our outlook horizon.

Among rated Canadian universities, Western is the only one to sponsor a wholly defined-contribution pension plan for current employees, shifting the plan's investment risks away from itself. This contrasts with some institutions that face the potential requirement to make special solvency payments on their pension plan deficits. The university has a legacy defined-benefit plan that was in a very modest surplus position of C\$280,000 at fiscal year-end 2021. We do not consider the liabilities associated with this plan significant. Most of Western's postemployment liabilities relate to unfunded non-pension benefits, such as medical and dental. At fiscal year-end 2021, these liabilities amounted to C\$565.3 million, up 0.6% from the previous year. The university took steps to contain the costs of these liabilities in previous labor negotiations.

Based on public disclosures, we do not believe that Western has any additional contingent liabilities that could materially affect our view of its credit profile.

#### **Moderately high likelihood of extraordinary provincial government support**

In accordance with our criteria for government-related entities, our view of Western's moderately high likelihood of extraordinary government support reflects our assessment of the university's important role in the province, given that postsecondary education is one of Ontario's priorities in both expenditure and mandate (after health care and school boards), despite recent changes to university funding. Moreover, our assessment of Western's important role recognizes the absence of viable private alternatives. It also reflects the university's size, strong reputation, and research capabilities, which would make it hard to replace. The province's oversight, program-approval rights, and tuition regulation over Western suggest a strong link to the government. Also supporting this

view is that the province provides substantial operating grants, which account for about 21% of the university's total revenue, and it appoints four of 28 board members.

We rate Western two notches above Ontario. The differential reflects our view that there is a measurable likelihood that the university's substantial financial resources would meet ongoing operational and debt service requirements should the government default and temporarily suspend payments to Western. In addition, the differential reflects our belief that the university operates independently of the Ontario government as an autonomous legal entity with ownership of its assets. The board is responsible for the management, administration, and control of Western's property and other assets and all business affairs. We consider the risk of extraordinary negative government intervention to be low, given the university's operational independence, important public policy role, and the government's hands-off approach to the sector.

In January 2019, the government of Ontario imposed a 10% reduction to domestic tuition for the 2019-2020 academic year and a freeze in 2020-2021 and 2021-2022. Furthermore, the province did not provide additional grant revenue to offset the tuition cut and has yet to release an updated tuition framework beyond fiscal 2022. Neither the federal nor provincial government has announced any material financial support to the post-secondary sector. Although we are not expecting any material increase in ongoing operating or capital funding from the province in the medium term, we continue to believe that there is a moderately high likelihood that the province would provide support to Western in a distress scenario.

## Key Statistics

### University of Western Ontario -- Selected Indicators

	--Fiscal year ended April 30--					Medians for 'AA' U.S. public colleges & universities*
(Mil. C\$)	2022	2021	2020	2019	2018	2020
<b>Enterprise profile</b>						
Full-time equivalent enrollment (no.)	36,828	35,259	33,737	33,353	33,059	38,513
Selectivity rate (%)	63.5	66.3	53.4	54.9	51.5	68.9
Undergraduates as a % of total enrollment	79.8	80.6	79.9	80.5	80.5	78.7
Retention rate (%)	N.A.	N.A.	94.5	93.6	93.4	86.7
Graduation rates (%)	N.A.	85.0	82.9	83.4	83.2	MNR
<b>Financial profile</b>						
Adjusted operating revenue	N.A.	1,280.4	1,290.2	1,305.6	1,259.4	MNR
Adjusted operating expense	N.A.	1,106.5	1,160.7	1,146.4	1,100.3	MNR
Net adjusted operating margin (%)†	N.A.	15.7	11.2	13.9	14.5	0.8
Student dependence (%)	N.A.	35.6	35.1	35.3	34.6	40.0
Government operating grant dependence (%)	N.A.	21.0	20.6	20.4	20.9	19.3
Investment income dependence (%)	N.A.	18.0	3.1	7.1	6.3	1.3
Outstanding debt	N.A.	344.6	352.6	360.8	376.6	1,021.7

University of Western Ontario

Maximum annual debt service/total operating expense (%)	N.A.	3.7	3.5	3.7	3.9	3.3
Available resources to adjusted operating expenses (%)	N.A.	111.2	83.4	79.1	71.1	36.2
Available resources to total debt (%)	N.A.	357.1	274.7	251.5	207.8	104.9

\*U.S. median figures are in U.S. dollars. †As % of adjusted operating expense. N.A.--Not available. MNR--Median not reported.

## Related Criteria

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Published Oct. 10, 2021
- General Criteria: Methodology: Not-For-Profit Public And Private Colleges And Universities, Published Jan. 6, 2016
- General Criteria: Rating Government-Related Entities: Methodology And Assumptions, Published March 25, 2015
- General Criteria: Principles Of Credit Ratings, Published Feb. 16, 2011

## Related Research

- Outlook For Global Not-For-Profit Higher Education: Out Of The Woods But Not Yet In The Clear, Published Jan. 20, 2022
- Australia, Canada, Mexico, And U.K. Universities Medians Report: Credit Metrics Remain Largely Stable Through Persistent Headwinds, Published June 30, 2021
- U.S. Not-For-Profit Public College And University Fiscal 2020 Median Ratios, Published June 23, 2021
- 'Back To School' Will Take On New Meaning This Fall, Published May 27, 2021

## Ratings Detail (as of February 15, 2022)\*

### University of Western Ontario

Issuer Credit Rating AA/Stable/--  
Senior Unsecured AA

### Issuer Credit Ratings History

26-Feb-2013 AA/Stable/--  
14-Dec-2010 AA/Negative/--  
04-May-2007 AA/Stable/--

\*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings credit ratings on the global scale are comparable across countries. S&P Global Ratings credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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**ITEM 5.1(c) – Annual Report and Recommendations of the Student Services Committee**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

The Student Services Committee Report provides a detailed explanation regarding the recommended Full-Time Student Activity Fee Rates shown in tables 2 and 3 of Item 4.1(a)(iii).

**ATTACHMENTS:**

[Student Services Committee Report](#)

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## Student Services Committee Report

Item:	Student Services Committee Report for the 2021/2022 Academic Year
Author:	Nathan Szierer, Student Services Committee Chairperson
Date:	March 30, 2022

### Summary

This year saw the continuation of the global pandemic, and other events which put abnormal pressure on our student population. The cost of living increased, and many areas of the student experience were negatively impacted. As a result, the SSC continued to prioritize affordability and financial transparency, but also chose to look at the work of this group through an equity lens. The collaborative relationship between student and administrative representatives on the SSC lent itself to a relatively smooth year of operations; this year, there were also no major or controversial projects undertaken through the SSC. This year also saw continued cooperation between the University Students' Council (USC), Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA) for the work being done on the SSC.

### Inflationary Increases

This year, the COVID-19 pandemic continued to put various pressures on the student population, not the least of which was increased financial pressure. This made it particularly important to continue to prioritize affordability on the SSC this year, however, this should always continue to be at the forefront of consideration before all SSC decisions no matter the year's context. As they did last year, University Administration recommended no inflationary-based increases to their fees for the 2021-2022 academic year. It is possible that this trend may continue into next year; if it does not, inflationary increases should not be retroactive to make up for previous years of no inflationary increase.

### GBSV Supports Proposal

This year, the only fee increase requested and approved through the SSC was directly related to the University's GBSV Supports proposal. This proposal was in direct and indirect response to the events of Gender and Sexual Based Violence that took place at the start of this academic year, and came as a result of the strengthened advocacy work of the student bodies represented here. The student associations of Western and its students-at-large have long asked the University to increase support on this file, and were happy to see a formal proposal to increase financial resources in this area come to the Committee. A fee increase of \$3.56 was approved to support the implementation of this proposal (Appendix A). Western also committed to contributing 50% of the funding needed to implement this proposal into the future, helping satisfy the Committee's concerns of affordability.

### Conclusion

This was a straightforward yet constructive year on the SSC. Student representatives felt the committee was successful in its goal of ensuring students are supported fairly and comprehensively through the services and units funded by the student fees approved through the SCC.

Board of Governors

April 28, 2022

ITEM 5.1(c)

Signed,

A handwritten signature in black ink that reads "Nathan Szierer". The signature is written in a cursive, flowing style.

Nathan Szierer

Student Service Committee Chairperson

University Students' Council, VP Governance and Finance

kirstyn seanor

Society of Graduate Students, President

Jenny Zhang

Master of Business Administration Association, President

**ITEM 5.1(d) - Fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

**EXECUTIVE SUMMARY:**

In 2018, 2020 and 2021, an anonymous donor made a gift to establish the first, second and third Wolfe-Western Fellowships At-Large for Outstanding New Research Scholars. The Donor's goal is to support innovative researchers in their first year of appointment at the University and the Donor is therefore making another gift to establish a fourth Fellowship.

The fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars will provide support for someone who has contributed to research excellence and innovation in their chosen field in Canada and internationally relative to their career stage.

The Property and Finance Committee approved the naming and terms of reference for the fellowship that mirrors the first, second and third fellowships previously approved.

Separately, the Property and Finance Committee approved an exception to policy for the endowment funded by the donor to support this fellowship, along with the second and third fellowships. This is in alignment with the exception to the policy that was approved for the first fellowship established in 2019.

With respect to the policy exception, in accordance with the donor agreement, the following exception to MAPP 2.11 – Investment Payout Policy was requested and is applicable to the Donor's gift for endowment only:

- Annually, a calculation will be made using the original value of the donor's initial gift of \$937,500 to "adjust" that value on a cumulative basis by any increase in the CPI on a year-over-year basis. This will be known as the "donor's adjusted gift amount."
- No allocation for expenditure from the endowment will be paid out in any year that would have the effect of reducing the capital of the endowment below the donor's adjusted gift amount. This means:
  1. If the actual value of the capital of the endowment is greater than the donor's adjusted gift amount, an allocation up to the maximum amount allowed under MAPP 2.11 – Investment Payout Policy may be made, such that the capital balance does not fall below the donor's adjusted gift amount.

2. If the actual value of the capital of the endowment is equal to or less than the donor's adjusted gift amount, no allocation for expenditure may be made.

The donor's intent is that a minimum amount equal to or greater than the donor's adjusted gift amount remains within the capital of the endowment at all times. Therefore, encroachment on the donor's adjusted gift amount, or the original capital value of the donor's gift for endowment, will only take place as a result of negative investment returns, net of investment management fees.

These exceptions are not applicable to the matching funds received from the University in support of the endowed fellowship. The \$937,500 in matching funds from the University for the Fellowship will be held separately and managed in accordance with the provisions of MAPP 2.11 – Investment Payout Policy.

Any unspent allocations for expenditure from the donor's gift for endowment may be used to meet the expected minimum annual funding requirements for the fellowship in future years, including years in which there is a reduced allocation or no allocation from the donor's gift for endowment. Similarly, any unspent allocations for expenditure from the University's endowed matching funds for the fellowship may also be used in this way.

Should additional financial resources be required to meet the expected minimum annual funding requirements for the Fellowship, additional funds may be provided by the University, as determined and arranged jointly by the Vice-President (Research) and the Vice-President (University Advancement).

The fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars was approved by the Senate Committee on University Planning on February 7, 2022 and by the Senate on February 17, 2022.

**ATTACHMENT:**

[Terms of the fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars](#)

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**ITEM 5.1(d) – Terms of the Fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars**

**Approval Process:**

MAPP Policy 2.22 Appendix 2 provides both an open and a confidential process for the approval of a Chair. University Advancement is utilizing the open process in respect of this Chair.

**Donor and Funding:**

The Donor has provided \$937,500 to establish an endowed Fellowship. Funds were also provided by the University through a matching program to create a \$1,875,000 endowment in support of the Fellowship. It is expected that the new Fellow will be appointed in March 2023.

**Effective Date:**

March 1, 2022

**Purpose:**

Appointments to the fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars will be conducted according to Policy 2.22 – Funding of Academic Chairs, Professorships and Designated Faculty Fellowships ([https://www.uwo.ca/univsec/pdf/policies\\_procedures/section2/mapp222.pdf](https://www.uwo.ca/univsec/pdf/policies_procedures/section2/mapp222.pdf)) of the University.

Appointments to the Fellowship will be for a maximum of five years, subject to an annual review of continued eligibility based on the quality of the incumbent's research program and overall performance. The Fellowship may be held only once by a faculty member.

The fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars will provide support for someone who has contributed to research excellence and innovation in their chosen field in Canada and internationally relative to their career stage.

**Criteria:**

The appointment of the Fellowship will be in the appointee's first or second year at the University, whether the appointee is an Assistant, Associate or full Professor and is open to any Faculty / Department across the University campus. Appointees must demonstrate leadership and exceptional future potential within their areas of research. It is expected that the Fellowship holder will spend at least 75% of her/his academic time on research or research-related activities.

Selection of the Fellow will be based on the quality of the nominee's research and record of accomplishments, as well as the extent to which the nominee has contributed to research excellence and innovation in their chosen field in Canada and internationally relative to their career stage. It will also be based on the candidate's leadership potential in their chosen field in Canada and internationally.

A selection committee, chaired by the Vice-President (Research) or designate, will choose the recipient of the Fellowship. Membership of the selection committee will include an appropriate balance across Faculties to enable adjudication of a broad range of research disciplines.

The Fellowship will be awarded on a competitive basis and in accordance with the University's policies and practices.

**Allowable Expenses:**

Funds available will be used exclusively to support salary and benefits of the holder. The administration of the spending of resources for the Fellowship will be in accordance with the University's policies and procedures.

**Reporting:**

The University will report to the Donor annually regarding the activities of the fourth Wolfe-Western Fellowship At-Large for Outstanding Newly Recruited Research Scholars.

**Background:**

This position has been funded by an anonymous donor. Information about the donor was previously shared with the Provost & Vice-President (Academic), Vice-President (Research) and Vice-President (University Advancement).

**Reputational Risk:**

As part of its due diligence process in respect of prospective donations, University Advancement reviews public information regarding donors and their related entities from the perspective of reputational risk to the University. Reputational risk is assessed as low, medium or high and is determined as agreed among the Vice-President (University Advancement), the Dean(s) of the Faculty to which the academic position is appointed, and the Provost and/or Vice-President (Research) as appropriate.

Risk Assessment:           Low

**ITEM 5.2(a) – Fund Raising Activity Quarterly Report to January 31, 2022**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

The Fundraising Quarterly Report at January 31, 2022 shows contributions received of \$66.7M surpassing the projection of \$63.7M. This represents revenue on previously booked pledges as well as payments on new pledges and one-time gifts.

**ATTACHMENT:**

[Fund Raising Activity Quarterly Report to January 31, 2022](#)

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**FUND RAISING QUARTERLY REPORT  
as at January 31, 2022  
(with comparative figures for Fiscal Year 2021 and 2020)**

**PLEDGE DATA**

	May 1, 2021 to Jan 31, 2022 (000's)			Fiscal Year 2021 (000's)		Fiscal Year 2020 (000's)	
	Target	Actual	Actual as a % of Target	Year to Date May to Jan	Year End May to April	Year to Date May to Jan	Year End May to April
Pledges outstanding May 1st;	86,866	86,866	N/A	90,430	90,430	103,042	103,042
New Gifts & Pledges (Gross)	67,500	57,751	85.56%	28,724	71,398	34,668	66,792
Pledges cancelled/amended on new/prior pledges	(1,633)	(28)	1.71%	(311)	(795)	(706)	(2,092)
<b>Net New Pledges/Gifts</b>	<b>65,867</b>	<b>57,723</b>	<b>87.64%</b>	<b>28,413</b>	<b>70,603</b>	<b>33,962</b>	<b>64,699</b>
Contributions received in payment of pledges/gifts;	63,652	66,710	104.80%	42,013	74,167	27,532	77,311
<b>Net Pledges Outstanding</b>	<b>89,081</b>	<b>77,879</b>	<b>87.43%</b>	<b>76,830</b>	<b>86,866</b>	<b>109,472</b>	<b>90,430</b>

**COST PER DOLLAR RAISED**

	May 1, 2021 to Jan 31, 2022 (000's)			May 1, 2020 to April 30, 2021 (000's)			May 1, 2019 to April 30, 2020 (000's)		
	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised	Net Pledges/Gifts	Expenses	Cost per Dollar Raised
Advancement Fundraising Units									
Alumni Relations & Development	40,229	6,891	N/A	51,650	8,653	\$0.17	57,329	8,949	\$0.16
Richard Ivey School of Business	17,343	1,071	N/A	19,737	1,437	\$0.07	9,014	1,098	\$0.12
<b>Total Expenses/Cost Per Dollar Raised</b>	<b>57,571</b>	<b>7,962</b>	<b>N/A</b>	<b>71,387</b>	<b>10,091</b>	<b>\$0.14</b>	<b>66,343</b>	<b>10,047</b>	<b>\$0.15</b>
<b>3-Year Average Cost Per Dollar Raised</b>				<b>71,845</b>	<b>10,159</b>	<b>\$0.14</b>	<b>71,390</b>	<b>10,040</b>	<b>\$0.14</b>

**RETURN ON INVESTMENT**

	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment	Revenue Cash Received	Expenses	Return on Investment
<b>Total Return on Investment</b>	<b>44,333</b>	<b>7,962</b>	<b>N/A</b>	62,172	10,091	<b>\$6.16</b>	62,492	10,047	<b>\$6.22</b>
<b>3-Year Average Return on Investment</b>				57,472	10,166	<b>\$5.65</b>	54,384	10,040	<b>\$5.42</b>

<sup>1</sup> Includes total activity of:

- Western University
- The University of Western Ontario Inc.
- The University of Western Ontario (UK) Foundation
- The University of Western Ontario (HK) Foundation
- Richard Ivey School of Business (Asia) Limited

<sup>2</sup> Represents all contributions including cash, gift in kind and gift in purchase discounts entered in the CRM within reporting period and may differ from the general ledger reporting period.

<sup>3</sup> 3 Year Rolling Average - reflects the major gift factor and the post campaign period. Return on Investment and Cost per Dollar raised are included on April 30th Quarter reports.

**ITEM 5.3(a) – 2022-23 University Operating and Capital Budgets**

**ACTION:**     APPROVAL     INFORMATION     DISCUSSION

**EXECUTIVE SUMMARY:**

Senate, at its meeting on April 22, 2022, reviewed the 2022-23 University Operating and Capital Budgets and offered its advice to the Board by recommending approval of those budgets (see the Report of the Property and Finance Committee and the budget documents issued as shown in Item 4.1(a)).

The Operating and Capital Budgets and setting of tuition fees are in the purview of the Board of Governors. The Senate may provide advice to the Board under the authority of Section 30(f) of the *UWO Act*.

The Senate may pass resolutions and make recommendations to the Board with respect to any matter connected with the administration of the University and the promotion of its affairs but this clause shall not be construed to subtract from the powers and duties conferred on the Board elsewhere in [the] Act.

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**ITEM 5.3(b) – Revisions to the Articulation Agreement for the Admission of Graduates of the Food Nutrition Management Program at Fanshawe College into the Bachelor of Science (Foods and Nutrition) Program at Brescia University College**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

**Recommended:**            That the Board of Governors approve that effective April 22, 2022, the articulation agreement for the admission of graduates of the Food and Nutrition Management Program at Fanshawe College into the Bachelor of Science (Foods and Nutrition) Program at Brescia University College be revised as shown in Item 5.3(b)(i).

**EXECUTIVE SUMMARY:**

At its meeting on September 21, 2021, the Board of Governors approved the renewal of an articulation agreement for the admission of graduates of the Food Nutrition Management Program at Fanshawe College into the Bachelor of Science (Foods and Nutrition) Program at Brescia University College (Honours Specialization in Nutrition and Dietetics, Honours Specialization in Foods and Nutrition, Specialization in Foods and Nutrition).

Revisions to the articulation agreement are now required due to recent changes to the Food Nutrition Management Program at Fanshawe College in terms of program name and courses. The program name has been changed to Nutrition and Food Services Management. The list of Fanshawe courses listed in Appendix 1 has been updated to reflect the new curriculum.

Senate, at its meeting on February 17, 2022, reviewed the revisions to the Articulation Agreement and offered its advice to the Board by recommending approval of those changes.

The Senate may provide advice to the Board under the authority of Section 30(f) of the *UWO Act*.

The Senate may pass resolutions and make recommendations to the Board with respect to any matter connected with the administration of the University and the promotion of its affairs but this clause shall not be construed to subtract from the powers and duties conferred on the Board elsewhere in [the] Act.

**ATTACHMENT(S):**

[Revised Articulation Agreement](#)

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**AGREEMENT FOR OUTBOUND ARTICULATION**

**B E T W E E N:**

**FANSHAWE COLLEGE**

*1001 Fanshawe College Blvd, London ON N5Y 5R6*

hereinafter referred to as "**Fanshawe**" of the first part.

-and-

**BRESCIA UNIVERSITY COLLEGE**

*1285 Western Rd, London, ON N6G 1H2*

hereinafter referred to as "**Brescia**" of the second part;

**THIS AGREEMENT** made this **June 2021**

## ARTICULATION AGREEMENT

THIS AGREEMENT made BETWEEN:

**THE UNIVERSITY OF WESTERN ONTARIO**  
(hereinafter called "Western")  
and

**BRESCIA UNIVERSITY COLLEGE**  
(hereinafter called "Brescia")  
and

**FANSHAWE COLLEGE**  
(hereinafter called "Fanshawe")

WHEREAS Brescia, Western and Fanshawe wish to increase student mobility between Brescia, Western and Fanshawe, and the parties recognize that credit transfer is a key means to encourage such mobility;

AND WHEREAS the parties wish to facilitate the admission of qualified graduates of the **Nutrition and Food Services Management** ~~Food and Nutrition Management~~ program at Fanshawe to the Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics program, or Honours Specialization in Foods and Nutrition, or Specialization in Foods and Nutrition program at Western/Brescia by entering into an articulation agreement recognized by the Ontario Council for Articulation and Transfer (ONCAT), and wish to set out clearly defined processes for the movement of the graduates between Fanshawe and Western and Fanshawe and Brescia;

NOW THEREFORE in consideration of the mutual covenants herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follow:

### ADMISSION

1. Western and Brescia agree to consider for admission to the Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics, or Honours Specialization in **Foods and Nutrition**, or **Specialization in Foods and Nutrition** program graduates of the **Nutrition and Food Services Management** ~~Food and Nutrition Management~~ diploma program from Fanshawe who meet the following requirements:
  - a. Successful completion of the **Nutrition and Food Services Management** ~~Food and Nutrition Management~~ diploma with a competitive overall admission average for the year in which they apply as calculated by Western and Brescia;
  - b. Completion of the prescribed set of courses within the **Nutrition and Food Services Management** ~~Food and Nutrition Management~~ diploma with a minimum grade of "C" or 2.00 GPA in each college course as outlined in Appendix 1; and
  - c. Successful completion of Ontario Secondary School Biology (SBI4U) and Chemistry (SCH4U); or equivalents.
2. To be considered for admission, Fanshawe students must apply to Western or Brescia by June 1<sup>st</sup> of the year in which they are seeking admission.

3. Admissions decisions are within the sole discretion of Western and Brescia and are not appealable. Applicants who meet the requirements set out above are not guaranteed admission under this Agreement. The decision as to the number of students who will be accepted in any academic year may vary from year to year. Final determination of the validity of all admissions under this agreement rests with the Registrars at Western and Brescia in accordance with the provisions of the affiliation agreement between Western and Brescia.

#### TRANSFER CREDIT

4. Western and Brescia shall grant transfer credit to successful applicants for Fanshawe courses in accordance with **Appendix 1**.
5. The course names and numbers set out in **Appendix 1** may be revised from time to time with the agreement in writing of the parties. Failure to provide timely notification to Western and Brescia of changes to Fanshawe's course names or numbers may result in denial of admission and transfer credit to qualified applicants.
6. The parties acknowledge that the granting of transfer credit is based on an assessment of the **Nutrition and Food Services Management** ~~Food and Nutrition Management~~ diploma program curriculum and the courses as of the date of this Agreement. It is the responsibility of Fanshawe to notify Western and Brescia of any subsequent changes or anticipated changes to the curriculum or content of the courses and provide sufficient information to enable Western and Brescia to decide whether transfer credit will continue to be granted for these courses.

#### GENERAL

7. Students accepted under this Agreement must complete the courses set out in **Appendices 2A, 2B or 2C** and meet the progression and graduation requirements for a Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics (Appendix 2A), or Honours Specialization in Foods and Nutrition (Appendix 2B), or Specialization in Foods and Nutrition Program (Appendix 2C). These progression and degree requirements are subject to change during the term of this Agreement, and Western and Brescia will give Fanshawe written notice of any changes.
8. Students who subsequently fail to meet progression or degree requirements for the Bachelor of Science (Foods and Nutrition): Honours Specialization in Nutrition and Dietetics, or Honours Specialization in Foods and Nutrition, or Specialization in Foods and Nutrition Program but who do meet requirements for another program at Brescia or Western may be permitted to transfer to another program at the discretion of the relevant Faculty. Students who transfer to another program or campus may have the transfer credits removed from their academic record and credit for college courses may be re-assessed by the relevant Faculty.
9. Western and Brescia agree to provide Fanshawe students with information about the transfer credits and encourage qualified students to apply.
10. The parties shall each designate a program representative to assist with the operation of this Agreement. The program representatives and other relevant staff at each institution shall meet at least once every two years to review their processes and determine if changes are needed to meet the objectives of the parties.

**TERM**

**11.(a)** This Agreement is effective May 2021 and shall continue in force unless terminated by a party as set out herein.

**(b)** Any party may terminate this Agreement upon three months' written notice of termination to the other parties. No applicants will be considered for admission after the date of such notice.

**(c)** Notwithstanding paragraph (b), if Western or Brescia decide to terminate this Agreement due to changes to the Fanshawe's curriculum or course content, this Agreement shall terminate on a date that is the earlier of three months after written notice of termination is given to Fanshawe and the date that the changes were made by Fanshawe.

**(d)** Students accepted for admission under this Agreement prior to issuance of a notice of termination shall be permitted to complete their studies under the terms of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement under the hands of their duly authorized officers.

**FANSHAWE COLLEGE**

\*

\_\_\_\_\_  
Mr. Peter Devlin  
President

\_\_\_\_\_  
Date

**BRESCIA UNIVERSITY COLLEGE**

\*

\_\_\_\_\_  
Dr. Laretta Frederking  
President

\_\_\_\_\_  
Date

**THE UNIVERSITY OF WESTERN ONTARIO**

\*

\_\_\_\_\_  
Dr. John Doerksen  
Vice-Provost (Academic Programs)

\_\_\_\_\_  
Date

\*I have authority to bind the institution.

**APPENDIX 1**

Articulation Agreement between  
The University of Western Ontario and Brescia University College's  
Bachelor of Science (Foods and Nutrition), Honours Specialization in Nutrition and Dietetics, Honours  
Specialization in Foods and Nutrition or Specialization in Foods **and in** Nutrition  
and  
Fanshawe College (**Nutrition and Food Services Management** ~~Food and Nutrition Management~~  
diploma),  
May 2021

Western/Brescia Course	Western/Brescia Credit Weight	Fanshawe Course	Fanshawe Course Title	Fanshawe Credit Weight
Foods and Nutrition 1070A/B	0.5	NUTR-1011	The Science of Food & Nutrition	3.0
		NUTR-1012	Physiology & Normal Nutrition	2.0
		NUTR-1018	Nutrition - Intro	2.0
Foods and Nutrition 2249A/B	0.5	<b>ACCT-1104</b> <del>ACCT-1004</del>	<b>Accounting Fundamentals</b> <del>Principles of Accounting I</del>	<b>3.0</b> <del>4.0</del>
		HOSP-1013	Employee Relations	3.0
		FINA-3038	Finance for Food & Nutrition Management	3.0
		<b>MKTG-3041</b> <del>MGMT-3041</del>	Marketing Nutrition	3.0
Writing 1020F/G	0.5	WRIT-1042	Reason & Writing I – Tourism & Hospitality	3.0
Foods and Nutrition 2100TRN	0.5	<b>FDMG-1104</b> <del>FDMG-1104</del>	Basic Culinary Knowledge	3.0
Foods and Nutrition 2100TRN	1.0	NUTR-3004	Clinical Placement	4.8
		NUTR-1013	Clinical Documentation	2.0
		NUTR-1014	Therapeutic Nutrition	2.0
Foods and Nutrition 2130	1.0	FDMG-1113	Food Preparation 1	4.0
		FDMG-3043	Food Preparation 2	4.0
Foods and Nutrition 3348A/B and Foods and Nutrition 2100TRN	0.5 and 0.5	FDMG-5018	Auditing & Compliance	3.0
		FDMG-1064	Purchasing & Menu Planning	2.0
		<b>SFTY-1067</b>	<b>Food Safety, Smart Serve, First Aid and WSA online</b>	<b>1.0</b>
		<b>MGM-3099</b> <del>FDMG-1060</del>	<b>Facilities Management</b> <del>Institutional Facility Design</del>	3.0
Foods and Nutrition 3400A/B	0.5	NUTR-3006	Nutrition Screening	3.0
		ANTH-1002	The Anthropology of Modern Gastronomy	3.0

**Total: 5.5 credits**

**APPENDIX 2A**

Articulation Agreement between  
The University of Western Ontario and Brescia University College's  
Bachelor of Science (Foods and Nutrition), Honours Specialization in Nutrition and Dietetics,  
and  
Fanshawe College (**Nutrition and Food Services Management** ~~Food and Nutrition Management~~  
diploma),  
May 2021

<b>Course Requirements for Degree Completion</b> <b>Brescia Bachelor of Science (Foods and Nutrition) Honours Degree Program</b>		
<b>Honours Specialization in Nutrition and Dietetics</b>		
<p>To graduate from the BSc Honours Specialization in Nutrition and Dietetics degree program at Brescia, students admitted under this articulation agreement must successfully complete the 14.0 courses listed below. Brescia will provide Fanshawe with written notice of any changes to these course requirements. A final average of 75%, with no grade less than 60% must be achieved to graduate from the BSc (F&amp;N) degree program.</p>		
Credit Weight	Brescia/Western Course Number	Brescia/Western Course Name
<b>Year 2 Requirements (Fall/Winter Term)</b>		
0.5	Chemistry 1301A/B	Discovering Chemical Structure
0.5	Chemistry 1302A/B	Discovering Chemical Energetics
0.5	Biology 1290B	Biology and Microorganisms
1.0	Physiology 1021	Introduction to Human Physiology
0.5	Human Ecology 2222A/B	Professional Perspectives
0.5	Foods and Nutrition 1241 A/B	Lifecycle Nutrition
0.5	Foods and Nutrition 2266F/G	Nutrition Education and Communication
0.5	Foods and Nutrition 3355A/B	Agriculture and Food Systems: Critical Conversations
0.5	Elective	Breadth Requirement: Category "B" Arts and Humanities, or Languages
<b>Year 3 Requirements (Fall/Winter Term)</b>		
0.5	Biochemistry 2288A	Biochemistry and Molecular Biology for Foods and Nutrition
0.5	Chemistry 2003A/B	Organic and Biological Chemistry for Food Science
0.5	Foods and Nutrition 2230A/B	Integrated Human Nutrition
1.0	Foods and Nutrition 2232	Principles of Food Science
0.5	Foods and Nutrition 3344A/B	Diet and Nutritional Assessment
0.5	Foods and Nutrition 3351A/B	Clinical Nutrition I
0.5	Foods and Nutrition 3361A/B	Fundamentals of Community Nutrition
1.0	Elective	(Consider choosing essay designated course to fulfill essay course requirements for graduation)
<b>Year 4 Requirements (Fall/Winter Term – only 4.0 credits required for final year)</b>		
0.5	Foods and Nutrition 3342A/B	Advanced Food Science
1.0	Foods and Nutrition 3390W/X	Research Methods and Statistics for Food and Nutrition
0.5	Foods and Nutrition 4429A/B	Advanced Management for Foods and Nutrition
0.5	Foods and Nutrition 4453A/B	Clinical Nutrition II
0.5	Foods and Nutrition 4460A/B	Nutrition Counselling
0.5	Foods and Nutrition 4471A/B	Nutrition and Metabolic Processes
0.5	Elective	

<https://www.westerncalendar.uwo.ca/Modules.cfm?ModuleID=20841&SelectedCalendar=Live&ArchiveID>

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**APPENDIX 2B**

Articulation Agreement between  
The University of Western Ontario and Brescia University College's  
Bachelor of Science (Foods and Nutrition), Honours Specialization in Foods and Nutrition,  
and  
Fanshawe College (**Nutrition and Food Services Management** ~~Food and Nutrition Management~~  
diploma),  
May 2021

<b>Course Requirements for Degree Completion</b>		
<b>Brescia Bachelor of Science (Foods and Nutrition) Honours Degree Program</b>		
<b>Honours Specialization in Foods and Nutrition</b>		
To graduate from the BSc Honours Specialization in Foods and Nutrition degree program at Brescia, students admitted under this articulation agreement must successfully complete the 14.0 credits listed below. Brescia will provide Fanshawe with written notice of any changes to these course requirements. A final average of 75%, with no grade less than 60% must be achieved to graduate from the BSc (F&N) degree program.		
Credit Weight	Brescia/Western Course Number	Brescia/Western Course Name
<b>Year 2 Requirements (Fall/Winter Term)</b>		
0.5	Chemistry 1301A/B	Discovering Chemical Structure
0.5	Chemistry 1302A/B	Discovering Chemical Energetics
0.5	Biology 1290B	Biology and Microorganisms
1.0	Physiology 1021	Introduction to Human Physiology
0.5	Human Ecology 2222A/B	Professional Perspectives
0.5	Foods and Nutrition 1241 A/B	Lifecycle Nutrition
0.5	Foods and Nutrition 2266F/G	Nutrition Education and Communication
1.0	Elective	Breadth Requirement: Category "B" Arts and Humanities, or Languages
<b>Year 3 Requirements (Fall/Winter Term)</b>		
0.5	Biochemistry 2288A	Biochemistry and Molecular Biology for Foods and Nutrition
0.5	Chemistry 2003A/B	Organic and Biological Chemistry for Food Science
0.5	Foods and Nutrition 2230A/B	Integrated Human Nutrition
1.0	Foods and Nutrition 2232	Principles of Food Science
0.5	Foods and Nutrition 3361A/B	Fundamentals of Community Nutrition
2.0	Electives	(Consider choosing essay designated course to fulfill essay course requirements for graduation)
<b>Year 4 Requirements (Fall/Winter Term – only 4.0 credits required for final year)</b>		
0.5	Foods and Nutrition 3342A/B	Advanced Food Science
1.0	Foods and Nutrition 3390W/X	Research Methods and Statistics for Food and Nutrition
0.5	Foods and Nutrition 3380A/B, or	Policy Development and Advocacy
2.0	Food and Nutrition or Human Ecology 3000 or 4000 level	

<https://www.westerncalendar.uwo.ca/Modules.cfm?ModuleID=21634&SelectedCalendar=Live&ArchiveID>

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**APPENDIX 2C**

Articulation Agreement between  
The University of Western Ontario and Brescia University College's  
Bachelor of Science (Foods and Nutrition), Specialization in Foods and Nutrition,  
and  
Fanshawe College (**Nutrition and Food Services Management** ~~Food and Nutrition Management~~  
diploma),  
May 2021

Course Requirements for Degree Completion Brescia Bachelor of Science (Foods and Nutrition) <b>Honours</b> Degree Program		
Specialization in Foods and Nutrition		
To graduate from the BSc <b>Honours</b> Specialization in <b>Foods and Nutrition</b> <del>Nutrition and Dietetics</del> degree program at Brescia, students admitted under this articulation agreement must successfully complete the 14.0 courses listed below. Brescia will provide Fanshawe with written notice of any changes to these course requirements. A final average of 75%, with no grade less than 60% must be achieved to graduate from the BSc (F&N) degree program.		
Credit Weight	Brescia/Western Course Number	Brescia/Western Course Name
<b>Year 2 Requirements (Fall/Winter Term)</b>		
0.5	Chemistry 1301A/B	Discovering Chemical Structure
0.5	Chemistry 1302A/B	Discovering Chemical Energetics
0.5	Biology 1290B	Biology and Microorganisms
1.0	Physiology 1021	Introduction to Human Physiology
0.5	Human Ecology 2222A/B	Professional Perspectives
0.5	Foods and Nutrition 1241 A/B	Lifecycle Nutrition
0.5	Foods and Nutrition 2266F/G	Nutrition Education and Communication
1.0	Elective	Breadth Requirement: Category "B" Arts and Humanities, or Languages
<b>Year 3 Requirements (Fall/Winter Term)</b>		
0.5	Biochemistry 2288A	Biochemistry and Molecular Biology for Foods and Nutrition
0.5	Chemistry 2003A/B	Organic and Biological Chemistry for Food Science
0.5	Foods and Nutrition 2230A/B	Integrated Human Nutrition
1.0	Foods and Nutrition 2232	Principles of Food Science
1.0	Foods and Nutrition or Human Ecology at the 3000 or 4000-level	
1.5	Electives	(Consider choosing essay designated course to fulfill essay course requirements for graduation)
<b>Year 4 Requirements (Fall/Winter Term – only 4.0 credits required for final year)</b>		
0.5	Foods and Nutrition 3342A/B	Advanced Food Science
3.5	Foods and Nutrition or Human Ecology at the 3000 or 4000-level	

<https://www.westerncalendar.uwo.ca/Modules.cfm?ModuleID=20843&SelectedCalendar=Live&ArchiveID>

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**ITEM 5.3(c) – Academic Administrative Appointments**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

**EXECUTIVE SUMMARY:**

Faculty Relations advised of the following academic administrative appointments as of the month of April 2022.

**ATTACHMENT(S):**

[Academic Administrative Appointments](#)

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**Academic Administrative Appointments**

<b>Information for the Board of Governors – April 2022</b>				
<b>Start Date</b>	<b>End Date</b>	<b>Name</b>	<b>Admin Appointment</b>	<b>Department</b>
2/1/2022	1/31/2023	Hatch, Kelly	Associate Chief Librarian	Office of the Chief Librarian
2/1/2022	6/30/2022	Teasell, Robert	Clinical Department Chair	Physical Medicine and Rehab
2/1/2022	1/31/2027	McKay, Scott	Clinical Department Chair	Family Medicine
3/1/2022	1/31/2026	Santos, Maria	Assistant Dean	Schulich – Office of the Dean
3/1/2022	5/31/2022	Finegan, Joan	Acting Associate Dean (Undergraduate Programs)	Social Science – Office of the Dean

**ITEM 5.3(d)(i) – Report of the Academic Colleague**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

The COU Academic Colleagues met by Zoom February 15 and 16, 2022.

**Bringing the community into the classroom:** Prof. Victoria Barham, Dean of the Faculty of Social Science, University of Ottawa, gave a presentation on bringing the community into the classroom. Prof. Barham pointed out that there are equity issues involved in work-integrated learning programs that send students out into the community: doing the reverse can avoid such issues and helps students make the connections between classes and careers. Supported by a significant external donation, the uOttawa program brings community organizations into large second-year classes with a problem for the students to consider and supports fourth-year students who carry out policy research projects under the direction of a civil servant.

**Applications to Ontario universities:** as of February, applications from Ontario high school students were up 1.7% overall, with applications from domestic students up 3.4% and applications from international students down 14.5% (likely in part because fewer international students came to Ontario for high school during the pandemic). In December, the British Council IELTS released a report indicating rapidly increasing competition from European and Asian markets for international students in high-demand programs. This is considered a significant risk for Ontario institutions.

**Program approval:** the Ministry of Colleges and Universities is revamping how it performs program approvals with a goal of speeding up the process. This change affects only the Ministry approval step, not the Quality Council requirements.

**Advocacy:** COU is pursuing internal government advocacy on issues such as tuition flexibility, increases in operating grant funding and increases in university capacity, particularly in high-demand areas. Its public-facing campaign emphasizing the role universities have to play in pandemic recovery, will run from January until April.

**Strategic Mandate Agreements (SMA3):** Performance-based funding for Ontario universities is scheduled to be activated for 2022-23. This is after the government delayed activation for the first two years of SMA3 to mitigate the impacts of COVID on performance evaluation. In December, COU sent a letter to the ministry expressing the sector's concerns regarding the timing of recoupling performance funding given the impact of COVID-19. The Faculty Activity and Faculty Compensation reporting metrics are scheduled to be implemented for 2022-23. These metrics are not tied to performance but will be made public. The ministry has started a consultation process on the proposed reporting template.

**Math Proficiency Test for Teacher Candidates:** In December the Ontario Superior Court of Justice Divisional Court found the Math Proficiency Test (MPT) requirement infringes on the Canadian Charter of Rights and Freedoms. The court found that the MPT had an adverse impact on entry to the teaching profession for racialized teacher candidates and other reasonable alternatives should have been implemented. While the government has filed a motion to appeal, the MPT will not be a requirement in the interim.

**ITEM 5.3(d)(ii) – Report of the Academic Colleague**

**ACTION:**     APPROVAL         INFORMATION         DISCUSSION

The COU Academic Colleagues met by Zoom on April 5 and 6, 2022; the full Council met by Zoom on April 8.

**New COU members:** The Northern Ontario School of Medicine and l'Université de Hearst are recently formed institutions formerly affiliated with Laurentian University. Both submitted applications for COU membership, and provisional membership was approved by Council vote at the April 2022 meeting.

**Decolonizing academia:** Academic Colleagues and Council discussed this topic, including a presentation from Prof. Sheila Cote-Meek (VP Equity, People and Culture, York University). Issues of broader recognition of knowledge production, having more voices heard in hiring Indigenous faculty, and preparing departments to hire Indigenous scholars were discussed.

**Tuition:** On March 23 the Ontario government announced the tuition fees framework for colleges and universities for 2022-23. Tuition for domestic Ontario students will remain frozen. Tuition for out-of-province domestic students can increase by up to 5%, up from 3% for 2021-22.

**Strategic Mandate Agreements (SMA3):** On February 25 the Ministry sent a memo announcing that the Ministry will delay the coupling to performance-based funding by another year (to 2023-24) and that will assess the sector's readiness for activation in Year 4 (2023-24) at a planned system-wide portion of 10% increasing to 25% in Year 5 (2024-25).

On April 4, 2022, MCU shared with universities the criteria and guidelines related to the SMA3. This follows a government decision to forgo using the Education and Skills Online (ESO) assessment as the standardized measuring tool and to provide more flexibility to institutions by allowing them to create and post their own institution-specific specific measures in SMA3 Year 3.

**International:** eCampusOntario is funding a consortium of universities, colleges and Indigenous institutes to develop an Ontario Council on International Education (OCIE), focusing on the following four pillars: international strategic enrolment management; development of an Ontario Education study brand for international education; development of a centralized Ontario Education web presence that highlights virtual, blended, and in-person international programs offered by Ontario's publicly-funded postsecondary institutions; and development of a sector-wide toolkit that will allow institutions to enhance virtual marketing, search engine optimization, content marketing, and sector-wide web-based data analytics.

**OURA Equity Admissions Data Collection Project:** OURA (Ontario Universities Registrars Association) is working with OUAC to consider and propose changes to the shared OUAC undergraduate application form to enable the collection of equity data. Options are also being explored for how an institution's equity data may be best shared with the institution. Implementation is targeted for Fall 2022 for 101 (high school entry) and 105 (non-high-school entry) applications.

**COVID-19 Policies:** COU issued a statement on February 22 on behalf of the sector that universities would continue to maintain vaccination policies until the end of winter term (end of April 2022). On March 11, a second statement was issued indicating masking would also continue until the end of term. As of March 22, institutions began announcing their policies for the spring term.

**ITEM 5.3(e) – Report of the Subcommittee on Teaching Awards (SUTA):  
Recipients of Western’s Excellence in Teaching Awards for 2021-22**

**ACTION:**     APPROVAL       INFORMATION       DISCUSSION

**EXECUTIVE SUMMARY:**

The recipients of Western’s Excellence in Teaching Awards are selected by the Subcommittee on Teaching Awards (SUTA).

The recipients of Western’s Excellence in Teaching Awards for 2021-22 were announced to Senate on April 7, 2022 and were published in a Western News story on April 8, 2022.

**ATTACHMENT(S):**

[Recipients of Western's Excellence in Teaching Award Winners for 2021-22](#)

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**Report of the Subcommittee on Teaching Awards (SUTA):  
Recipients of Western's Excellence in Teaching Award Winners for 2021-22**

The Subcommittee on Teaching Awards (SUTA) has chosen the following members of faculty as recipients of Western's Excellence in Teaching Awards for 2021-22:

**THE EDWARD G. PLEVA AWARD FOR EXCELLENCE IN TEACHING**

**Shauna Burke**

Faculty of Health Sciences, School of Health Studies

**Maria Ferraro**

Faculty of Social Science, DAN Department of Management & Organizational Studies

**Joe Gilroy**

Faculty of Science, Department of Chemistry

**Sarah McLean**

Schulich School of Medicine & Dentistry, Department of Anatomy and Cell Biology

**THE MARILYN ROBINSON AWARD FOR EXCELLENCE IN TEACHING**

**Julie Theurer**

Faculty of Health Sciences, School of Communication Sciences and Disorders

**THE ANGELA ARMITT AWARD FOR EXCELLENCE IN TEACHING BY PART-TIME FACULTY**

**Anita Cramp**

Faculty of Health Sciences, School of Health Studies

Three additional teaching awards were provided by the Office of the Vice-Provost (Academic Programs):

**THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN COLLABORATIVE TEACHING**

**Cheryle Séguin and Trevor Birmingham**

Schulich School of Medicine & Dentistry, Department of Physiology and Pharmacology

**THE VICE-PROVOST (ACADEMIC PROGRAMS) AWARD FOR EXCELLENCE IN ONLINE TEACHING AND LEARNING**

**Tricia Johnson**

Faculty of Arts and Humanities, Department of Visual Arts

**Anatomy Education Team: Brian Allman, Michele Barbeau, Tyler Beveridge, Dave Creces, Haley Linklater, Charys Martin and Timothy Wilson**

Schulich School of Medicine & Dentistry, Department of Anatomy and Cell Biology

The names of the award winners were shared with Senate on April 7, 2022 and were published in a Western News story on April 8, 2022.

**ITEM 6.0 - Items Removed from the Consent Agenda**

**ACTION:**     APPROVAL       INFORMATION       DISCUSSION

**EXECUTIVE SUMMARY:**

There have been no requests to remove items from the Consent Agenda as at April 22, 2022.

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