



MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

April 26, 2018

The meeting was held at 1:00 p.m. in Room 4155 Stevenson Hall.

PRESENT: Mr. P. Jenkins, Chair
Ms. K. Kwan, Secretary

Ms. S. Bennett	Mr. D. Keddy
Dr. P. Bishop	Mr. R. Konrad
Ms. W. Boye	Mr. M. Lerner
Ms. C. Burghardt-Jesson	Ms. L. Logan
Dr. J. Capone	Dr. K. Mequanint
Dr. A. Chakma	Ms. N. Noonan
Ms. S. Chrominska	Mr. V. Pirone
Ms. K. Cole	Mr. B. Ross
Dr. J. Deakin	Ms. C. Stephenson
Mr. K. Gibbons	Mr. K. Sullivan
Dr. R. Giffin	Dr. J. Toswell
Mr. H. Hassan	Mr. M. Wilson
Mr. M. Helfand	

By Invitation: R. Chelladurai, L. Cechetto, D. Chiodo, J. Doerksen, P. Eluchok, R. Ezekiel,

Land Acknowledgement

D. Keddy read the Land Acknowledgement.

BG.18-27 **Chair's Remarks**

On behalf of the Board, the Chair thanked H. Hassan, former Chair of the Board, who retires after nine years of service at the end of April, for his time, leadership and support.

BG.18-28 **REPORT OF THE PRESIDENT**

The President's report, distributed with the agenda, consisted of the following topics:

- Official grand opening of the Western Interdisciplinary Research Building (WIRB)
- Provincial grant helps Western reduce greenhouse emissions
- Provincial budget highlights
- Federal budget invests in fundamental research
- Superclusters Initiative presents opportunity for Western
- Mental health Strategic Plan
- *Times Higher Education* Summit
- Western leadership update

The President also reported that Western's research performance has been making steady progress over the past 3 years and noted how important it is that Western received the allocation to create two Canada Research Chairs.

BG.18-29 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by P. Bishop, seconded by R. Konrad,

That the 16 items listed in Appendix I, Unanimous Consent Agenda (revised) be approved or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.18-30 **Minutes From the Previous Meeting**

The open session minutes of the meeting of January 25, 2018 were approved as circulated.

REPORT OF THE PROPERTY & FINANCE COMMITTEE [Appendix II]

Prior to considering the Report of the Property & Finance Committee, the Chair provided a high level overview of the recent work of the Committee.

BG.18-31 **2018-19 University Operating and Capital Budgets**

It was moved by M. Wilson, seconded by P. Bishop,

That the Board of Governors approve the 2018-19 University Operating and Capital Budgets and the proposed Program Specific Fees and Other Supplemental Fees for 2018-19 detailed in Appendix II, Annex 1.

The 2018-19 Operating and Capital Budgets were provided in Appendix II, Annex 1. Supplemental Fees and Other Charges, shown on Table 3 of the Program Specific Fees and Supplemental Fees report (Appendix II, Annex 2) are approved by the President throughout the year, as authorized under the Student Fee Policy (Policy 2.4) and were received for information.

Dr. J. Deakin, Provost and Vice-President (Academic), presented the 2018-19 University Operating and Capital Budgets detailed in Appendix II, Annex 1. Her presentation highlighted the internal and external planning and budgetary contexts, operating revenues for 2018-19, new initiatives and priorities, tuition recommendations, operating expenditures, including recommendations for faculties, and support units, university-wide expenditures, one-time expenditures, operating reserve forecast and an overview of the 2018-19 capital budget. Revenues for 2018-19 are projected to be \$756.4 million with \$759.1 million in expenditures.

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

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

Discussion about the budget included the following points/concerns:

- The Student Services Committee membership consists of executives from the USC, SOGS and MBAA; only voting members are students. Members of the administration serve as resource to the committee. The concern about the turn over of the membership each year is being addressed with the implementation of a new orientation timeline.
- Operating Reserve is projected at \$80.3 million at the end of the current year and will be expended as needed.
- Library Acquisitions Budget continues to be a high priority and sees an increase of \$300,000 to a level of \$15.4 million. Western Libraries and Institutional Planning and Budgeting have formulated a long-term plan to manage the impact of currency fluctuations in the future that will see an annual rate increase of 5.7%.

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

The question was called and CARRIED.

BG.18-32 **Student Fee-Funded Units, Ancillaries and Academic Supports**

It was moved by M. Wilson, seconded by P. Bishop,

That the Board of Governors approve the 2018-19 budgets for Student Fee- Funded Units, Ancillaries, and Academic Units summarized in the report entitled "Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies".

CARRIED

BG.18-33 **Student Organization Fee Proposals for 2018-19**

The tables referenced in the motion below are in the report entitled "Student Fee-Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (Annex 3).

It was moved by M. Wilson, seconded by P. Bishop,

That the organization fees for the University Students' Council for 2018-19 shown in Table 2 (full-time undergraduates) and Table 3 (part-time undergraduates) be approved, as requested by the USC.

That the organization fees for the Society of Graduate Students shown in Table 2 (full-time graduate Students – three terms) and Table 3 (part-time graduate students) be approved as requested by SOGS.

That the organization fees for the Honors Business Administration Association for 2018-19 shown in Table 2, note (b) be approved, as requested by the HBAA, contingent on Property and Finance receiving the Review of Engagement Report and final Financial Statements no later than May 25, 2018.

That the organization fees for the Master of Business Administration Association for 2018-19 shown in Table 2, note (c) be approved, as requested by the MBAA, contingent on Property and Finance receiving the Review of Engagement Report and final Financial Statements no later than May 25, 2018.

CARRIED

BG.18-34 **Annual Report and Recommendations of the Student Services Committee**

It was moved by M. Lerner, seconded by P. Bishop,

That the ancillary fees collected by the University be those detailed in Appendix II, Annex 4, as recommended by the Student Services Committee.

CARRIED

The issue of continuity of membership was discussed; the Committee is taking steps to address this problem by beginning the orientation process earlier so that by September the committee will be trained and can begin to conduct the business of the committee.

BG.18-35 **New MAPP Policy and Procedures on Intellectual Property**
(P. Eluchok and L. Cechetto were present to respond to questions.)

It was moved by D. Keddy, seconded by B. Ross,

That the new MAPP Policy 7.XX, Policies on Intellectual Property, detailed in Appendix II, Annex 5, Appendix 1, be approved.

P. Eluchok and L. Cechetto provided an overview of the new Policy on Intellectual Property detailed in Appendix II, Annex 5, Appendix 1, highlighting in particular the rationale behind the proposed policy and corresponding procedures (pages 1-2 of Annex 5).

Responding to questions about the letter received from the President of the University of Western Ontario Faculty Association contained in Appendix II, Annex 5, Appendix 3, L. Cechetto reported that many of UWOFA's suggestions were incorporated, however, with respect to setting a threshold as suggested by UWOFA, she said it is very difficult to establish a threshold when material has not yet been sold. Since the reporting requirement is to report at the time of intent to commercialize, the University would need to speculate at what the materiality would be. The significance and value of reporting the creation of Intellectual Property is to promote the achievements of Western's members and enhance the opportunities for commercialisation. There is also the potential for intellectual property to have a positive impact on the University's overall rankings. L. Cechetto added that Western's inventor-owned policy is an attractive recruiting tool and the University's revenue-sharing model is at par or better than those at other Canadian universities.

P. Eluchok added that an overriding principle behind the policy is the need for transparency because potentially, public funds could be used to generate private income. Also, there could be legal obligations imposed by a third party and/or a funding source to report on any revenue. As a result, there are both legal and practical compliance risks to be considered.

The question was called and CARRIED.

BG.18-36 **Open Space Strategy**

It was moved by S. Chrominska, seconded by M. Lerner,

That the Open Space Strategy detailed in Appendix II, Annex 6, Appendix 1 be approved.

L. Logan, Vice-President (Operations & Finance), provided an overview of the Open Space Strategy detailed in Appendix II, Annex 6 including a review of the feedback received since the January Board meeting detailed in Annex 6. She noted that this is a long-term project that requires flexibility. Approval of projects identified in the plan will proceed through the appropriate approval process.

Asked if the Strategy will interface with the Bus Rapid Transit initiative, L. Logan emphasized that projects contained in the Open Space Strategy are independent of the City's BRT plan.

The question was called and CARRIED.

BG.18-37 **Information Items reported by the Property & Finance Committee**

The Report of the Property & Finance Committee, detailed in Appendix II, contained the following items that were received for information by unanimous consent:

- Report of the Investment Committee
- Credit Rating Review: February 21, 2018
- Quarterly Financial Report (Operating Budgets)
- New Scholarships and Awards

REPORT OF THE GOVERNANCE & BY-LAWS COMMITTEE [Appendix III]

Prior to considering the Report of the Governance & By-Laws Committee, the Chair provided a high level overview of the recent work of the Committee.

BG.18-38 **Amendments to Special Resolution No. 1-C – Terms of Reference of the Fund Raising and Donor Relations Committee**

It was moved by P. Bishop, seconded by R. Konrad,

That the Membership and Procedures in Terms of Reference of the Fund Raising and Donor Relations Committee be amended to change the Chair of the Ivey Development Committee (or designate) and the President of the Alumni Association (or designate) from non-voting to voting members.

CARRIED (By Unanimous Consent)

BG.18-39 **Question from Senate re Recommendations from the Report of the Governance Review Task Force**

The Board received for information the response to the Senate's request for an update on the progress that has been made towards implementing the recommendations from the Report of the Governance Review Task Force detailed in Appendix III, item 2.

BG.18-40 **Governance Review Task Force Implementation – Progress Report**

The Progress Report, detailed in Appendix III, item 3, was received for information. Points covered in the Report included progress on recommendations regarding relationships and communications with the community, structure of the Board, role of the Board and Board members.

REPORT OF THE SENIOR POLICY & OPERATIONS COMMITTEE [Appendix IV]

BG.18-41 **Code of Student Conduct Revisions**
(S. Jarrett was present to respond to questions).

It was moved by K. Gibbons, seconded by W. Boye,

That the Board of Governors approve the revisions to the Code of Student Conduct, as provided in Appendix IV, Annex 3a.

S. Jarrett provided an overview of the revisions to the Code of Student Conduct detailed in Appendix IV. He noted that the recommended revisions increase the clarity of the document;

include additional wording to emphasize that it may apply to online communications/postings; and, clearly centralize responsibility for handling of complaints. He recommended that no changes be made to the Code relating to its jurisdiction over off-campus conduct.

A member voiced concern that the revisions to the Code are being considered at a time when the students are leaving campus and should be tabled until September. S. Jarrett explained that once the revised Code is approved it will be circulated to the Western Community. Members believe that it is important that the Code be in place for September, the start of a new academic year.

The question was called and CARRIED.

REPORT OF THE FUND RAISING AND DONOR RELATIONS COMMITTEE [Appendix V]

Prior to considering the Report of the Fund Raising and Donor Relations Committee, the Chair provided a high level overview of the recent work of the Committee.

BG.18-42

Information Item Reported by the Fund Raising and Donor Relations Committee

The Report of the Fund Raising and Donor Relations Committee, detailed in Appendix V, contained the following item that was received for information by unanimous consent:

- Fund Raising Activity Quarterly Report to January 31, 2018

ITEMS REFERRED BY SENATE [Appendix VI]

BG.18-43

Western's Student Mental Health and Wellness Strategic Plan – Final Report

(Rick Ezekiel, Deborah Chiodo, and John Doerksen were present to respond to questions.)

It was moved by M. Lerner, seconded by P. Bishop,

That Western's Student Mental Health and Wellness Strategic Plan, detailed in Appendix VI, Annex 1, be approved.

R. Ezekiel, D. Chiodo, and J. Doerksen provided an overview of Western's Student Mental Health and Wellness Strategic Plan, referencing the material contained in Appendix VI, Annex 1, including the plan's four key pillars: (1) promote and support a resilient campus community; (2) develop and deliver effective mental health and wellness education; (3) inclusive curriculum and pedagogy to support student mental health, and (4) provide accessible and effective mental health and wellness services. A key goal is to heighten awareness of services available for students living on and off campus.

Discussion included the following:

- Development of a role-out plan to the Western Community
- Identification of funding priorities
- Delivering health and wellness education
- Become pro-active with the community
- On-line outreach
- Early alert platforms

The question was called and CARRIED.

BG.18-44 **Faculty of Engineering – Establishment of New Academic Units - School of Biomedical Engineering and Centre of Engineering Leadership and Innovation (CELI)**

It was moved by P. Bishop, seconded by R. Konrad,

That the Board of Governors approve the establishment of the new School of Biomedical Engineering and the Centre of Engineering Leadership and Innovation (CELI) in the Faculty of Engineering, effective July 1, 2018, shown in Appendix VI, Annex 2.

CARRIED (By Unanimous Consent)

BG.18-45 **Information Items Referred by Senate**

Appendix VI, Items Referred by Senate, contained the following items that were received for information by unanimous consent:

- 2018-19 University Operating and Capital Budgets
- 2018 Entrance Standards for Undergraduate First-Year Admissions
- Five-Year Enrolment Projections
- Report on Year One Class and Entering Averages
- National Survey of Student Engagement (NSSE)
- Vice-President (Research) 2017 Annual Report
- Report of the Academic Colleague
- Academic Administrative Appointments
- Western's Excellence in Teaching Award Winners for 2017-2018
- Spring Convocations 2018 – Honorary Degree Recipients

QUESTIONS FROM MEMBERS

BG.18-46 **QS World University Rankings/Research World Ranking**

J. Capone, Vice-President (Research) reviewed the progress that Western has been achieving in a number of research areas, with large projects being an area where there has been significant progress. Universities in Asia have been progressing their rankings and this will be an area to be cognizant of for the future.

J. Capone clarified that the QS rankings system does group some academic areas which might account for the discrepancies that were picked up by a member.

The meeting adjourned to the confidential session.

P. Jenkins
Chair

K. Kwan
Secretary

2018-19 Operating and Capital Budgets

Board of Governors Meeting
April 26, 2018

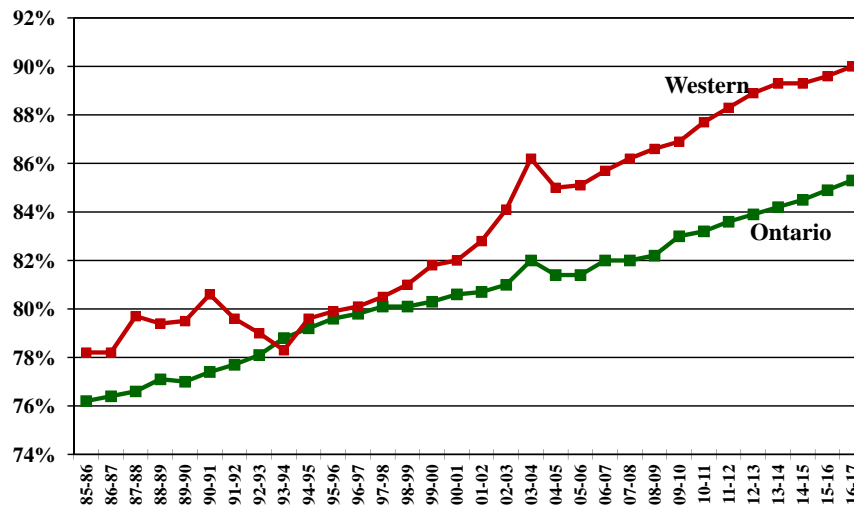
External Context

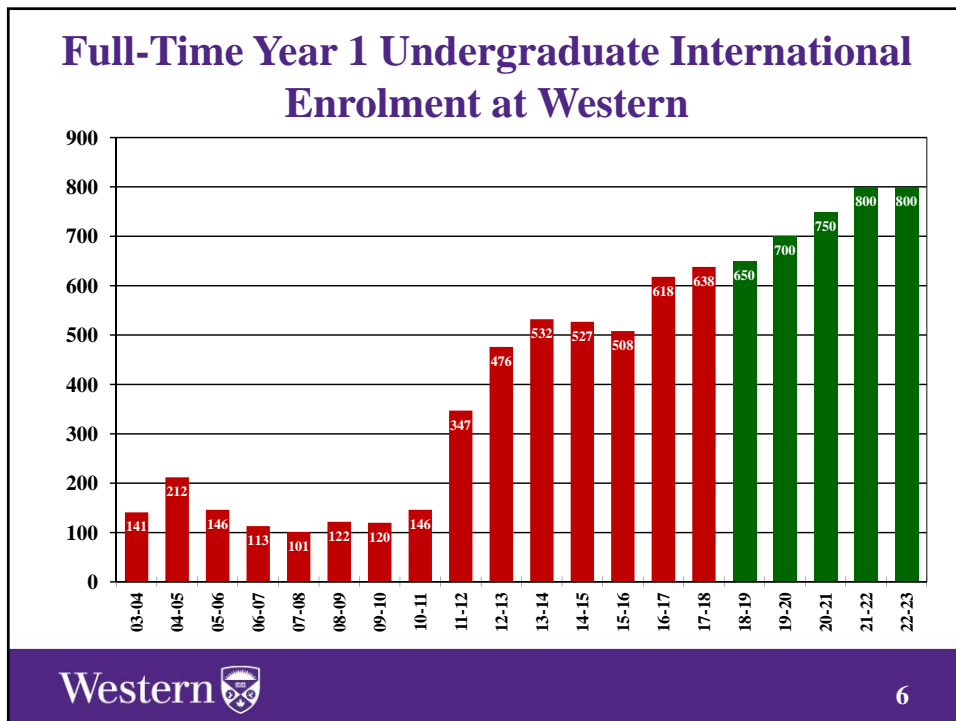
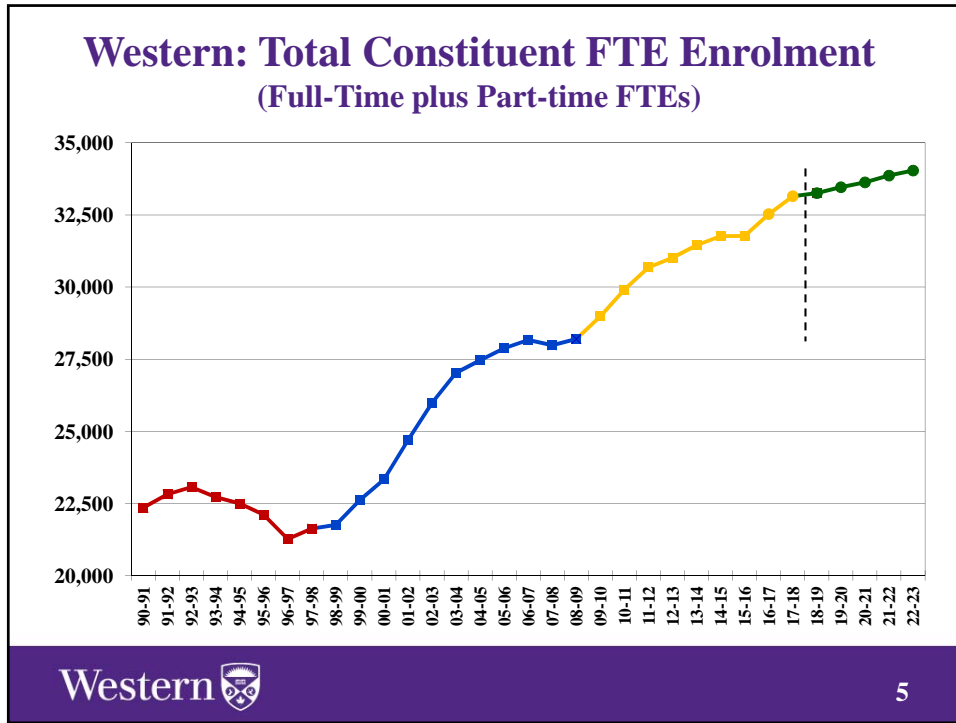
- Provincial Situation
 - Deficit continues; Debt rises; Upcoming election
- New Funding Formula for Universities
 - Corridor System – no automatic funding for domestic enrolment growth beyond 2016-17 levels
- Final Year of Current Tuition Framework
 - Aligns with our current 4-year cycle
 - Allows for 3% overall increase

Western's Planning Parameters

- Moving to Final Year of 4-Year Plan
- Recommendations Guided by Strategic Plan
- Enrolments
 - Undergraduate: First-Year Class of about 5,170
 - With 650 International
 - Graduate: as per Faculty Plans
- Final Year of Current Revenue-Sharing System
 - Up to 2017-18 Enrolments/Teaching
- Tuition Rates for 2018-19
 - Domestic Rates at Maximum of 3% Overall
 - Undergrad Int'l: still moving towards Ontario-U6 levels

Average Entering Grade of Full-Time First-Year Students from Ontario High Schools





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

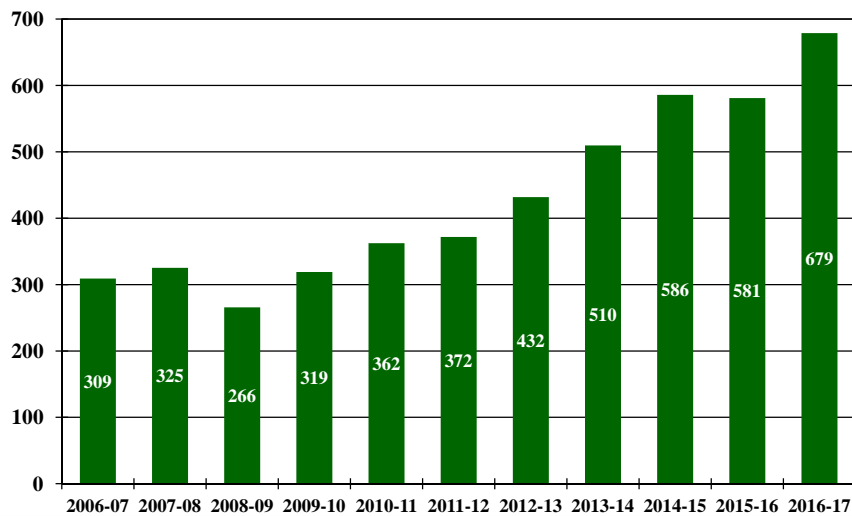
Our Strategic Plan Priorities

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

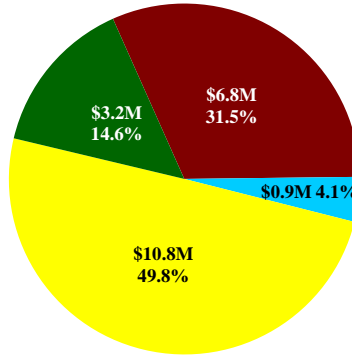
Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
Growing Our Endowments: The Endowed Chairs Matching Program	\$15 M One-Time	1, 3, 4
Long-Range Space/Capital Plan: Weldon Library, Wellness Centre, NSc & Taylor Library	\$35 M One-Time	1, 2
Strategic Expansion of Engineering: Multi-Year Self-Funding Plan	\$6.8 M One-Time & \$898K Base	1, 2, 4
Scholarship Initiatives in SSHRC Disciplines Endowment	\$2.5 M One-Time	1, 4
Pedestrian-Friendly & Safe Campus Initiatives	\$2 M One-Time	2
Energy Conservation Initiatives	\$1.5 M One-Time	4
Postdoctoral Fellowships Program (Pilot)	\$226K One-Time	1, 4
Indigenous Initiatives – New Faculty Appts	\$600K Base	2, 3
Front-Line Mental Health Services	\$400K Base	2

Western's Total Endowment Value -- \$M



Endowment Income Available for Spending in 2016-17 (Total = \$21.6M)



■ Chairs/Professorships/Fellowships ■ Research Initiatives ■ Student Aid ■ Other

Summary of the Operating Budget

Summary of the 2018-19 Operating Budget (Table 2)

- **Revenue Forecast** = \$ 787.3M
– Increase of 2.7%
- **Expenditure Plan** = \$ 808.2M
– Increase of 7.1%
- **Projected In-Year Position** = \$ -20.9M
- **Projected Operating Reserve** = \$ 59.4M

Operating Revenues

2018-19 Operating Revenues (Table 3)

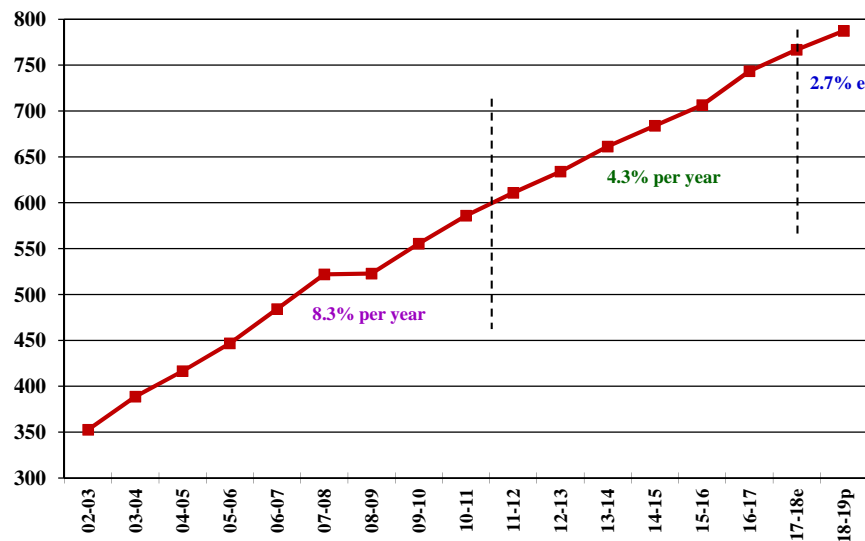
- Government Grants Remain Constant at ~\$290M
 - 37% of Total Revenue

- Tuition Revenues Increase by \$19.7M -- to ~\$403M
 - 51% of Total Revenue

- Modest Increase in All Other Revenues Increase
 - CRCs reflect only 42 Chairs with incumbents
 - Our allocation is 64 Chairs

- Overall Revenue Increase of \$20.5M (or 2.7%)

Operating Revenues (\$M)



Operating Expenditures

Recommendations for the Faculties (Table 4)

- Initial Budget Adjustment (IBA)
- Faculty Turnover Recovery – if applicable
- Academic Priorities Fund (APF) Allocations
- Ivey School’s Funding Model
- CRC Allocations
- Revenue Sharing Mechanism for the Faculties
- **Total Base Allocation of \$492.6M**
- Faculties also receive \$8.7M in One-Time Funding – as shown in Table 8, lines 15 to 25

Scholarships and Bursaries (Table 5)

- Undergraduate Scholarships estimated at \$7.3M
- Tuition Re-Investment increases by \$440K – to \$16.4M
- Privately-funded Student Aid projected to be \$7.3M
- **Total Student Aid Spending of \$33.6M from Central Budget**
- Faculties now responsible for Graduate Support – \$58M Projected for 2018-19

Recommendations for Support Units (Table 6)

- Initial Budget Adjustment (IBA)
- Support Unit Priorities Fund (SUPF) Allocations
- Base Allocations to “Maintain Core Services”
- Operating Costs of New Facilities
 - To Facilities Management and Police
- **Total Base Allocation of \$101.3M**
- Support Units also receive \$4.1M in One-Time Funding (shown in Table 8, lines 26 to 41)

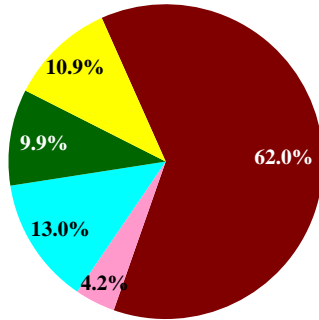
University-wide Expenditures (Table 7)

- **Total of \$80.1M**
- Major items:
 - Utilities (\$25.7M)
 - Library Acquisitions (\$15.4M)
 - Includes incremental base allocation
 - MMI Transfer held constant at \$15.5M
 - IT Infrastructure (\$10.1M)

One-Time Allocations (Table 8)

- **Total of \$79.6M**
- Major Priority Items
 - Support for the Endowed Chairs Matching Program (\$15M)
 - Long-Range Space Plan (\$35M)
 - Weldon (\$15M); Wellness Centre (\$10M); Student Spaces in NSc and Taylor Library(\$10M)
 - Multi-year Plan for New Engineering Building (\$6.8M)
 - Scholarship Initiatives in the SSHRC Disciplines (\$2.5M)
 - Pedestrian-friendly and Campus Safety Initiatives (\$2M)
 - Energy Conservation Initiatives (\$1M)
 - Support for Hosting 2020 SSHRC Congress (\$1M)
 - Classroom Modernization (\$1M)

2018-19 Operating Expenditures (Total = \$808.2M)



- Faculty Base + One-Time
- Centrally-Funded Student Aid
- Support Units Base + One-Time
- University-Wide Expenditures
- All Other

The Capital Budget

Overview of the 2018-19 Capital Budget

- Supports Long-Range Space Plan (Page 37, Table 14)
- Major Projects – underway or upcoming
 - Modernization of University College
 - Western Interdisciplinary Research Building
 - ThreeC+ -- the New Engineering Building
 - Biomedical Research Facility: Phase 1 of Medical School Project
 - Modernization of Thames Hall
 - Multi-Level Parking Structures
 - Will require re-alignment of parking lot categories and increases to parking rates
 - University-wide Infrastructure Projects
 - Planning for Renewal of Library Facilities

Overview of the 2018-19 Capital Budget

- **Total Spending of \$104.2M** (Table 15, line 10)
 - \$31.2M for New Construction (Table 18, line 10)
 - \$14.9M for Major Renovations (Table 18, line 18)
 - \$58.1M for All Other Expenditures
 - Utilities and Infrastructure
 - Modernization of Academic Facilities
 - General Maintenance and Modernization
 - Housing and Ancillary Projects

END