

**MINUTES OF THE MEETING OF SENATE**

**APRIL 17, 2020**

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The meeting was held at 1:30 p.m. via Zoom.

SENATORS: 87

S. Basu	K. Gibbons	S. Morrison
A. Baxter	M. Grenier	S. Mumm
G. Belfry	A. Grzyb	A. Nelson
A. Borchert	C. Harasym	C. Nolan
L. Bot	M. Heath	J. Nord
H. Boyi	L. Henderson	N. Nuimat
L. Briens	K. Hibbert	K. Olson
D. Brou	H. Hill	I. Paul
S. Burke	V. Hocke	P. Peddle
E. Chamberlain	S. Hodgson	S. Pitel
A. Chant	A. Holm	S. Prichard
D. Cheng	A. Hrymak	V. Radcliffe
M. Cleveland	D. Jeffrey	G. Read
K. Cole	L. Jiang	G. Rezai-Rashti
K. Coley	V. Joe	S. Roland
J. Compton	R. Kennedy	C. Roulston
J. Corrigan	K. Kirkwood	A. Shepard
B. Craig	J. Kitz	V. Smye
J. Cuciurean	L. Logan	C. Steeves
S. Datars Bere	C. Ma	S. Taylor
M. Davison	D. Mallory	P. Thomlinson
C. Dick	A. Matchen	G. Tigert
J. Finegan	C. McLeod	J. Toswell
R. Flemming	L. Melnyk Gribble	S. Trosow
L. Frederking	K. Mequanint	G. West
M. Garabedian	A. Meyer	J. Wilson
B. Garcia	M. Milde	K. Yeung
J. Garland	L. Miller	B. Younker
L. Ghattas	K. Miller	R. Zitikis

Observers: T. Belton, R. Bgeginski, S. Camiletti, K. Campbell, R. Chelladurai, J. Ciriello, J. Doerksen, L. Gribbon, B. Jalayer, J. Kum, D. Laird, J. Massey, M. Ruddock, J. Weese.

**Land Acknowledgement**

D. Malloy read a Land Acknowledgement.

S.20-60

**MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of March 13, 2020 were approved as circulated.

S.20-61 **REPORT OF THE PRESIDENT** [Exhibit I]

The President's Report, distributed with the agenda, contained information on the following topics: Coronavirus update, Anti-Racism Working Group update, selection committees for the Vice-President (Research), Dean of Education, Dean of Social Science, Vice-Provost (Academic Planning, Policy & Faculty), and Vice-Provost & Associate Vice-President (Indigenous Initiatives) remain underway, and accolades for campus community members recently recognized with special honours.

The President additionally commented on the following items:

- Move to online learning for students to complete the academic year.
- Financial support for students: Student Relief Fund, International Reimbursement Fund, International Student Emergency Bursary and Loan Funds, graduate student summer bursaries.
- Delay of the Strategic planning process.

The President thanked the Western community, including faculty and staff, for their collaboration and willingness to assist in the effort to push the University forward in such an uncertain time. He thanked students for their resiliency and acknowledged how challenging the end of the term has been in light of the transition to online courses and exams. He further recognized that this was a time of heightened anxiety and stress within the Western community, and that there had been an additional sense of grief for many, because the year had not ended as expected. The President encouraged the use of campus resources available to faculty, staff, and students for anyone needing additional mental health support.

The President discussed his recent advocacy work with the provincial and federal governments, relating to student relief. With proper support from the federal and provincial governments, students will be able to continue their education in the fall, and these advocacy efforts aim to lessen the economic impact that students and their families may face with the rescinding of student summer internships and employment opportunities. The University has also increased financial aid for students by 30%.

The President outlined the budget process for the 2020-21 University Operating and Capital Budgets, noting that the budget was drafted before the COVID-19 pandemic and that changes may be required during the coming year in order to address unforeseeable concerns that may arise from the pandemic.

At this time, the recruitment of the upcoming class of 2020 continues to be a priority for the University. Currently, the University is unable to advise students as to whether the upcoming fall semester will be online, in-class or a blended approach. The President stated that a definitive decision at this time would be premature given the evolving nature of the situation.

The President concluded his report, expressing his admiration and thanks to the Western community.

A Senator requested further details on the work of the Selection/Review Committees noted within the report. A. Hrymak, Provost & Vice-President (Academic) advised that the work of the committees remained ongoing and that additional nominations for upcoming committees would be coming to Senate meetings as required

S.20-62 **UNANIMOUS CONSENT AGENDA** [Exhibit II]

It was moved by D. Cheng, seconded by K. Kirkwood,

That the items listed in the Unanimous Consent Agenda (Exhibit II), except items 11, 19 and 20, be approved or received for information by Senate by unanimous consent.

CARRIED

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

S.20-63 **Senate Vacancies Filled by Appointment**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the Senate seats be filled for the terms indicated below, by the appointment of the following individuals, at the recommendation of the units concerned, as shown in Exhibit III.

CARRIED (Unanimous Consent)

S.20-64 **Report of the Convocation Board: In Absentia Convocation May and June 2020**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the Senate approve the establishment of three in absentia convocations to be held May 7, 2020, May 22, 2020 and June 19, 2020 for students who complete their degree requirements and would normally have their name put forward as part of:

- the May 7, 2020, Huron Theology Convocation,
- the May 22, 2020, Schulich School of Medicine & Dentistry (MD) Convocation,
- the May 22, 2020, Richard Ivey School of Business (Graduate Programs Spring) Convocation,
- the June 8-12 and 15-19, 2020, Spring Convocations,

And that all students who have their degree conferred in absentia be given the opportunity to participate in a future Convocation ceremony.

CARRIED

S.20-65 **Information Items Reported by the Operations/Agenda Committee**

Exhibit III, Report of the Operations/Agenda Committee, contained the following items that were received for information by unanimous consent:

- Report of the Convocation Board: Spring Convocation (#315)
- Candidates for Degrees and Diplomas – Spring 2020
- Senate Membership – (SGPS) Schulich School of Medicine & Dentistry
- Nomination Process for the Nominating Committee 2020/21

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

S.20-66 **Nomination Process for Senate Committees in 2020/21**

It was moved by D. Cheng, seconded by K. Kirkwood,

That Senate approve, a temporary variation to the Senate Bylaws, Section 2(a), whereby the Vice-Chair of Senate “shall be elected annually at the first regular meeting of Senate held after the first day of April” to instead be that “the Vice-Chair of Senate shall be elected annually prior to the first meeting of the Senate for the academic year 2020/21 using the Simply Voting platform”.

CARRIED (Unanimous Consent)

**REPORT OF THE SENATE COMMITTEE ON ACADEMIC POLICY AND AWARDS** [Exhibit V]

S.20-67 **Faculty of Engineering, Department of Chemical and Biochemical Engineering: Withdrawal of the Green Process Engineering Program**

It was moved by D. Cheng, seconded by K. Kirkwood,

That effective September 1, 2020, admission to the Green Process Engineering Program be discontinued, and

That students currently enrolled in the program be permitted to graduate until August 31, 2024 upon fulfillment of the requirements, and

That effective September 1, 2024, the program be discontinued.

CARRIED (Unanimous Consent)

S.20-68 **School of Graduate and Postdoctoral Studies: Introduction of the Master of Science (MSc) in Interdisciplinary Medical Sciences (IMS)**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the Master of Science (MSc) in Interdisciplinary Medical Sciences (IMS) be introduced effective May 1, 2021, as shown in Exhibit V, Appendix 1.

CARRIED (Unanimous Consent)

S.20-69 **School of Graduate and Postdoctoral Studies: Introduction of the Master of Arts (MA) in Research for Policy and Evaluation**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the Master of Arts (MA) in Research for Policy and Evaluation be introduced effective September 1, 2020, as shown in Exhibit V, Appendix 3.

CARRIED (Unanimous Consent)

S.20-70 **School of Graduate and Postdoctoral Studies: Revisions to the Master of Nursing – Advanced Primary Health Care Nursing Practice (MN-PHCNP)**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the Master of Nursing – Advanced Primary Health Care Nursing Practice (MN-PHCNP) be revised effective September 1, 2020, as shown in Exhibit V, Appendix 5.

CARRIED (Unanimous Consent)

S.20-71 **School of Graduate and Postdoctoral Studies: Revisions to the Non-Thesis Master of Science (MSc) in Biochemistry**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the non-thesis Master of Science (MSc) in Biochemistry be revised effective September 1, 2020, as shown in Exhibit V.

CARRIED (Unanimous Consent)

S.20-72 **Faculty of Law: Revisions to the “Progression Requirements – Law” Policy**

It was moved by D. Cheng, seconded by K. Kirkwood,

That the “Progression Requirements – Law” Policy be revised effective September 1, 2020, as shown in Exhibit V, Appendix 6.

CARRIED

A Senator requested clarification on a change within the policy which would create a requirement for any law student who fails to carry the minimum required credit load to extend their studies by a semester to make up the missing credits without the opportunity to take additional courses. He expressed concern that the policy could be interpreted such that OSAP eligibility could be impacted to the detriment of students.

E. Chamberlain (Dean, Faculty of Law) noted that it was her understanding that the changes to the policy with respect to the concern noted by the Senator, were intended to dissuade students that had previously experienced academic difficulties from taking additional courses when returning to the Faculty to complete required courses only.

A Senator noted that the wording within the progression requirements had not been previously included within the policy. The additional wording would address a problem that is rarely encountered and would provide the faculty with the opportunity to impose sanctions on students in those cases. He spoke in favour of the item being reviewed again at the Faculty level, as it would be unlikely that a student would be at risk of the noted consequences given the rarity with which these circumstances arise.

The President referred the item to the Faculty for further consideration of the above-noted concern.

S.20-73 **Faculty of Health Sciences, School of Health Studies: Revisions to the Admission Requirements of the Health Sciences Modules**

S.20-73a **Introduction of Health Sciences 1110A/B (Personal and Social Determinants of Resilience and Wellbeing)**

It was moved by D. Cheng, seconded by K. Kirkwood,

That effective September 1, 2020, Health Sciences 1110A/B (Personal and Social Determinants of Resilience and Wellbeing) be introduced into the course offerings of the School of Health Studies as shown in Exhibit V.

CARRIED (Unanimous Consent)

S.20-73b **Revisions to the Admission Requirements of the Honours Specialization, Specialization, and Major in Health Sciences, Honours Specialization in Health Sciences – Health and Aging, Honours Specialization in Health Sciences – Health Promotion, and Honours Specialization in Health Sciences with Biology**

It was moved by D. Cheng, seconded by K. Kirkwood,

That effective September 1, 2020, the admission requirements of the following modules be revised to include Health Sciences 1110A/B, as shown in Exhibit V, Appendix 7:

Honours Specialization in Health Sciences  
Specialization in Health Sciences  
Major in Health Sciences  
Honours Specialization in Health Sciences – Health and Aging  
Honours Specialization in Health Sciences – Health Promotion  
Honours Specialization in Health Sciences with Biology

CARRIED (Unanimous Consent)

S.20-73c Revisions to the Course Requisites and Course Notes for Health Sciences 2110A/B

It was moved by D. Cheng, seconded by K. Kirkwood,

That effective September 1, 2020, the calendar copy for Health Sciences 2110A/B be revised as shown in Exhibit V, Appendix 8.

CARRIED (Unanimous Consent)

S.20-74 Renewal of the Articulation Agreement between Western University, Bachelor of Science, Computer Science Program and Fanshawe College regarding the transfer of credit for students in the Computer Programmer Analyst Program

It was moved by D. Cheng, seconded by K. Kirkwood,

That Senate approve the renewal of the Articulation Agreement between Western University, Bachelor of Science, Computer Science Program and Fanshawe College regarding the transfer of credit for students in the Computer Programmer Analyst program, effective March 1, 2020, as shown in Exhibit V, Appendix 9.

CARRIED (Unanimous Consent)

S.20-75 Renewal of the Articulation Agreement between Western University, Brescia University College, Huron University College, King's University College, and Fanshawe College regarding the transfer of credit for students in the General Arts and Science Program

It was moved by D. Cheng, seconded by K. Kirkwood,

That Senate approve, and recommend to the Board of Governors, the renewal of the Articulation Agreement between Western University, Brescia University College, Huron University College, King's University College, and Fanshawe College regarding the transfer of credit for students in the General Arts and Science program, effective March 1, 2020, as shown in Exhibit V, Appendix 10.

CARRIED (Unanimous Consent)

S.20-76 Revisions to the "English Language Proficiency for Admission" Policy

S.20-76a Revisions to the "English Language Proficiency for Admission" Policy to Add C1 Advanced and C2 Proficiency to the List of Recognized English Language Proficiency Tests

It was moved by D. Cheng, seconded by K. Kirkwood,

That the "English Language Proficiency for Admission" Policy be revised effective April 17, 2020, as shown in Exhibit V, Appendix 11.

CARRIED (Unanimous Consent)

S.20-76b Revisions to the "English Language Proficiency for Admission" Policy to Remove the Michigan English Language Assessment Battery (MELAB) from the List of Recognized English Language Proficiency Tests and Accept the Paper Delivered TOFEL on a Case-By-Case Basis

It was moved by D. Cheng, seconded by K. Kirkwood,

That the "English Language Proficiency for Admission" Policy be revised effective September 1, 2020, as shown in Exhibit V, Appendix 12.

CARRIED (Unanimous Consent)

S.20-77 **Revisions to the “Structure of the Academic Year” Policy (Scheduling of Fall Convocation)**

It was moved by D. Cheng, seconded by K. Kirkwood,

That effective April 17, 2020, the “Structure of the Academic Year” Policy be revised, as shown in Exhibit V.

CARRIED

S.20-78 **Information Items Reported by the Senate Committee on Academic Policy and Awards**

Exhibit V, Report of the Senate Committee on Academic Policy and Awards, contained the following items that were received for information by unanimous consent:

- Revisions to the “Structure of the Academic Year” Policy (Table of Dates)
- Revision to the transfer credit granted under the Articulation Agreement between Western University, Brescia University College, Huron University College, King’s University College, and Fanshawe College for Qualified Graduates of the Police Foundations Diploma Program
- New Scholarships and Awards

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING** [EXHIBIT VI]

S.20-79 **2020-21 University Operating and Capital Budgets**

It was moved by D. Cheng, seconded by K. Kirkwood,

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending the approval of the 2020-21 University Operating and Capital Budgets as shown in Exhibit VI, Appendix 1.

CARRIED

A. Hrymak, Provost & Vice-President (Academic) provided Senators with a presentation on the 2020-21 University Operating and Capital Budgets, provided as [Appendix 1](#). The presentation included the following items:

- A \$13.5-million student support fund: including scholarships, bursaries, work-study, summer research opportunities, and residence accommodation;
- Funding for the Western Academy for Advanced Research;
- Western Research Chairs program;
- Office of Indigenous Initiatives with base funding for permanent staffing
- University-wide data strategy initiative

The University continues to prioritize projects from past budget years, including:

- Support the further development of Western Entrepreneurship;
- Efficiency and Innovation Fund;
- An Innovation and Collaboration Hub for Advanced X-Ray Imaging and Intervention in the Robarts Research Institute;
- Growth of Endowed Matching Chairs program; and,
- Key capital projects.

The budget assumes that provincial grant funding and federal research funding will remain unchanged. The Provost noted that the budget will enable Western to thrive long-term, as the University plans to

strengthen research and scholarships, upgrade facilities, and support more students in the coming year.

R. Chelladurai, Associate Vice-President (Planning, Budgeting & Information Technology) addressed a question (Question 1, [Appendix 2](#)) submitted by a member in advance of the meeting, relating to the use of operating revenue to fund long-term capital projects. He advised Senators that Western presents an integrated operating and capital budget to highlight the needs of the spaces on campus that carry out academic activities. The funding provided to the University does not adequately support the capital needs on campus; currently, the amount of government funding for facilities renewal is \$4.6M. This funding does not provide sufficient resources to address the regular maintenance or repair of campus buildings on an annual basis. The University funds a number of these expenses through borrowing (currently at \$350M), which is additionally used to complete a number of the major projects outlined in the Long-Range Space Plan. Where one-time flexibility is available, a recommendation for a transfer from the operating budget to the capital budget is put forward to offset these ongoing costs, which enable and support the academic endeavors of the University.

A Senator requested clarification on whether the Head and Heart Program would still be funded in the proposed budget and noted concerns relating to Indigenous Studies faculty including support for indigenous languages and learning on campus. A. Hrymak noted that the program would continue to be funded as part of the proposed budget. Additionally, the University plans to support indigenous languages and learning on campus through the addition of the Office of Indigenous Initiatives. This plan includes additional base funding and permanent staffing in community relations, faculty, admissions, enrolment planning, advisement in curriculum and pedagogy, elders-in-residence, and elders to support the principles of reconciliation. He noted that the concerns relating to the spoken indigenous languages are also a priority for the University, as fewer people within the population speak these languages, making recruitment for these specific languages more challenging.

A Senator asked for clarification on the type of support available for contract academic faculty within the proposed budget. A. Hrymak advised that the faculty budgets had been submitted and that each faculty would allocate resources to best support the teaching needs within their unit via the various faculty roles, which may include limited-term faculty positions.

A Senator noted that the discussion relating to the financing of capital projects via the operating budget has been discussed at Senate in past budget presentations. He advised members that the expenditures relating to the capital projects support the academic mission of the University. Without the buildings, equipment, and facilities on campus, faculty would not be able to accomplish their academic goals. Campus buildings and infrastructure are assets that require repair, renewal, replacement, and new construction in order to permit expansion. If the government does not finance these costs, then the University must finance these costs from available resources.

A Senator expressed concerns with the allocation of funds from the operating budget to the capital budget, advising that once the transfer is complete, the funds would no longer be available for operating expenditures. Transfers for the maintenance and repair of campus buildings was not at issue but objected to the transfer of operating funds to fund new construction projects at a time of uncertainty and fiscal restraint at the faculty level. Given the credit position of the University the costs could be funded via borrowing. R. Chelladurai noted that the University's current borrowing equated to approximately \$350M. He further noted that Board of Governors Policy 2.30 – Capital Debt Policy limits the amount of capital debt the University is permitted to retain. A. Hrymak reminded Senators that the operations of teaching include classrooms, technology, teaching and research spaces, and other infrastructure. Without ongoing maintenance, the classroom experience would suffer along with the student experience. This one-time funding would be 8% of the current operating budget and would be set aside for priority renovations and new infrastructure.

L. Logan, Vice-President (Operations & Finance) clarified to Senators that the University is a growing institution and growth requires capital investment. The funds being transferred from the operating budget to the capital budget are reinvested into the University's campus for renovations, infrastructure maintenance, and new construction projects. These projects have been outlined within the Long-Range Space Plan, but the amounts have not been fully allocated at this time, in order to provide flexibility. She stated that the University has incurred additional debt in recent months, but cautioned against the further use of debt funding, given the uncertainty surrounding current market volatility. Ultimately, any debt



incurred by the University would need to be repaid, and the only source for repayment remains the operating budget.

A Senator requested an explanation on the allocation of funds being transferred in order to fund the capital projects outlined in Table 17, specifically the multi-level parking structure. L. Logan advised that the items identified in Table 17 are projects that are noted as potential expenditures, but that the funding for these items does not necessarily come from the operating budget transfer. The parking structure construction is being funded by debt, and this project remains in the planning phase. The amounts being set aside at this time are for the Schulich School of Medicine & Dentistry. It was moved by G. Belfry, seconded by M. Heath,

That the main motion be amended as follows:

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending the approval of the 2020-21 University Operating and Capital Budgets as presented in Appendix 1, save and except that the budget be amended to provide for a one-time allocation to the Vice-President Research Office: Support for Research/Scholarship Initiatives to be increased from \$2,953,808 to \$10,000,000.

S. Prichard (Acting) Vice-President (Research), spoke against the amendment to the motion. She clarified to members that the current budget, as presented, already supports research at the University. Faculty at the University are provided 40% of their time and compensation to research endeavors, accounting for an \$80M investment from the University in research activities. The University further provides researching faculty the tools to complete their research, via research spaces on campus including world-class equipment, libraries, animal care facilities and commitments from the University to further expand those resources via Canada Foundation for Innovation (CFI) matching. Additionally, the medical sciences building accounts for a \$50M investment in research. The University also supplies funding for research personnel; including the Western Research Office and research officers and support staff within faculties. The University supports the expansion of research at the university via grants, the Chair Endowment Match program, and recruitment programs for graduate students and post-doctoral fellows to further research capacity at Western. Lastly, the University promotes and invests in the interest of Western's research endeavors by way of advocacy efforts undertaken at all levels of government.

The amendment to the main motion was called and NOT CARRIED.

The main motion was called and CARRIED.

S.20-80

**Report of the Provost's Task Force for Online Education March 2020**

Senate received for information the Report of the Provost's Task Force for Online Education March 2020, as shown in Exhibit VI, Appendix 3.

A. Hrymak, Provost & Vice-President (Academic) addressed a question (Question 2, [Appendix 2](#)) submitted by a member in advance of the meeting. He noted that the report would be coming to Senate and encouraged anyone with comments or feedback on the report to provide their submission to the Chair or committee members for consideration.

A member advised that four faculties had not been included in the composition of the committee, (namely, Arts and Humanities, Social Science, Science, and Law) and that representatives from these faculties may be important going forward if the project moves into an implementation phase.

A member noted that the Provost's Task Force for Online Education may need to extend its scope of inquiry to include concerns relating to ZOOM, a cloud-based peer-to-peer software platform, and to explore a more diverse set of options with respect to web-based applications.

A Senator requested clarification, given the March 30, 2020 announcement that the provincial government was investing \$25M into funding the eCampusOntario initiative, that some faculties on campus made the decision to re-weight course components rather than implementing this fully-proctored

examination platform to permit courses to be completed in an environment of academic integrity. A. Hrymak advised that alternative modes for final exams were implemented. The turn-around time of one week was insufficient to allow for a thorough review, testing, and implementation of the proctoring platforms, given the complexity of the software. Alternative tools will be explored for the spring and summer course offerings.

A Senator requested clarification on the appeals process in light of the changes at the end of the Fall/Winter academic term. J. Doerksen, Vice-Provost (Academic Programs) advised that flexibility, highlighting student choice, was provided to meet the needs of the majority of students, with the understanding that situation-specific or faculty specific accommodations may also need to be individually addressed. Historically, the Dean's Office has flexibility to provide solutions for students, and in this case the situation would be managed where a student is able to demonstrate that the pandemic has been a barrier to completing course requirements.

S.20-81 **Interim Report of the Provost's Task Force on Open Access and Scholarly Communication February 2020**

Senate received for information the Interim Report of the Provost's Task Force on Open Access and Scholarly Communication (February 2020), as shown in Exhibit VI, Appendix 4.

A. Hrymak, Provost & Vice-President (Academic) noted that the Task Force had requested additional time to consult with the campus community, given the complexity of the issues being investigated.

**REPORT OF THE UNIVERSITY RESEARCH BOARD** [EXHIBIT VII]

S.20-82 **URB Report (March 2020)**

S. Prichard, Acting Vice-President (Research) presented the URB Report (March 2020), as shown in Exhibit VII, Appendix 1.

A Senator requested information on how the University is supporting Indigenous research on campus. S. Prichard, advised that the Head and Heart Program directly supports Indigenous students via a 10-week fellowship, but also targets Indigenous faculty recruitment to further expand capacity in the area of Indigenous research and course instruction. She noted that the University could build up its capacity in this area, and this starts with undergraduate recruitment and builds through postgraduate work until these students become future faculty members.

S.20-83 **DISCUSSIONS AND QUESTION PERIOD**

Q1 S. Pitel, Senator

1. During the pandemic, many provisions of the Faculty and Librarians & Archivists Collective Agreements cannot be strictly applied. They require collaborative modification by both Western and UWOFA. Why has Western refused to discuss UWOFA's proposals to enter into Letters of Understanding to modify the Faculty and Librarian & Archivists Collective Agreements to address significant issues arising from the pandemic? Instead, Western's Office of Faculty Relations does not accept a need for Letters of Understanding "at this time" despite the fact that such documents have been signed at some universities and are actively being negotiated at others.
2. Many North American universities, including some in Canada, have announced automatic one-year extensions to probationary periods pre-tenure to accommodate the effects of the pandemic, particularly on research. Why has Western not done this?
3. Why has Western not announced that faculty members currently on sabbatical whose research has been negatively affected by the pandemic will be able to choose to defer a part of the sabbatical beyond the current period of leave?

4. Will Western agree to provide, to the extent allowed by law, at least limited access by faculty members, librarians and archivists to their offices, laboratories and other research facilities in order to retrieve required materials or perform tasks they cannot do remotely?

A. Hrymak, Provost & Vice-President (Academic) advised that the Office of Faculty Relations and UWOFAs executive have been working through concerns as they have been presented during the COVID-19 crisis. Sections of the Agreement that could not be strictly applied within the Faculty and Librarian & Archivists Collective Agreement have been adapted, with contingencies and remedies posted to the Faculty Relations website. At this time, entering into Binding Letters of Understanding is premature when there is uncertainty with respect to the long-term impact and implications of the pandemic. With respect to the automatic one-year extensions to probationary periods, he noted that it was too early to address these concerns, as the impacts to faculty vary based on discipline and personal circumstances. He stated that in order to maintain an equitable response, a contextual analysis would need to take place, but he advised that the Collective Agreement provides an avenue for faculty to address concerns related to individual, circumstance-based delays. A memorandum relating to the process for the deferral of sabbaticals was sent to Deans and endorsed by UWOFAs in March, where the effects of COVID-19 could be anticipated to disrupt the safety or success of the sabbatical plan. At this time, the University continues to abide by the Emergency Orders put in place by the Ontario government; permitting faculty and staff to return to campus places essential employees at risk. In special circumstances, if a faculty member requires access to an office or facility an escort will be provided by Campus Police.

A member commented that the inability to access research materials and office spaces has caused faculty distress and urged that a consistent process be outlined for faculty to request access to their offices and materials. A. Hrymak noted that he would take the comments back to Faculty Relations.

Q2 A. Borchert, Senator

1. How is the university supporting our current international students, both graduate and undergraduate, who have not able to return home and who are likely facing challenges with funding or finding employment in the present situation?

Linda Miller, Vice-Provost (Graduate and Postdoctoral Studies) advised that a number of changes had taken place at the University to support undergraduate and graduate international students. For graduate students, the University has moved to online thesis defenses, allowing students that returned home to still defend their thesis without the need to return to campus. Additionally, financial supports have been created to assist graduate students such as bursaries for PhD, Masters, and professional school Master's program students. Students may also apply for assistance via the Student Relief Fund and the SOGs Bursary. She noted that the tuition deadline has been moved to June 1, 2020. Thesis submission deadlines have also been accommodated to provide students with a longer period of time before the requirement to pay tuition commences. The University has increased the number of online courses available over the summer term and transitioned to online professional development offerings to enable international students to continue their course work remotely. Lastly, the School of Graduate and Postdoctoral Studies is providing support for students with respect to immigration concerns, via the Postdoctoral Services Coordinator. Students were encouraged to apply for relief if needed.

## **ADJOURNMENT**

The meeting adjourned at 4:26 p.m.

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A. Shepard  
Chair

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K. Kwan  
Secretary

# **Budget 2020-21**

Senate  
April 17, 2020

# **Context / Background**

## Internal Planning Parameters

- Moving to Second Year of 2-Year Planning Period
- A Year Ago . . . . (i.e. Year 1)
  - Domestic Tuition Rolled Back 10% -- estimated \$43M base revenue loss over two years
  - Internal Budget Planning Included:
    - 3% Inflationary Budget Adjustment (IBA)
    - Selective Investments through APF/SUPF
    - Funding for Strategic Priorities
    - Tuition Revenue Sharing with Faculties
    - Additional 2.5% reduction in each of 2 years

## Internal Planning Parameters

- For Year 2 – as of Mid-February 2020
  - Year 1 Assumptions and Parameters in place
  - Completed Planning Process for Year 2
  - Unit and University Budget Plans Developed
  - Faculty and Support Unit Recommendations provided February 6<sup>th</sup> and 20<sup>th</sup> respectively
  - University Budget Developed – end of February
- March 2020 – COVID-19
  - Enrolment and Revenue Uncertainties

## External Context

- Mid-February 2020 – Revenue Parameters
  - Domestic Tuition Rolled-back 10% in 2019-20 and held flat in 2020-21
  - No formal word on Government Grants
    - Corridor System in place
    - Our assumption – no change in grant levels
- March 2020 – COVID-19
  - Pressures on the Province; Economic Downturn
  - Concerns about Future Grant Funding Levels

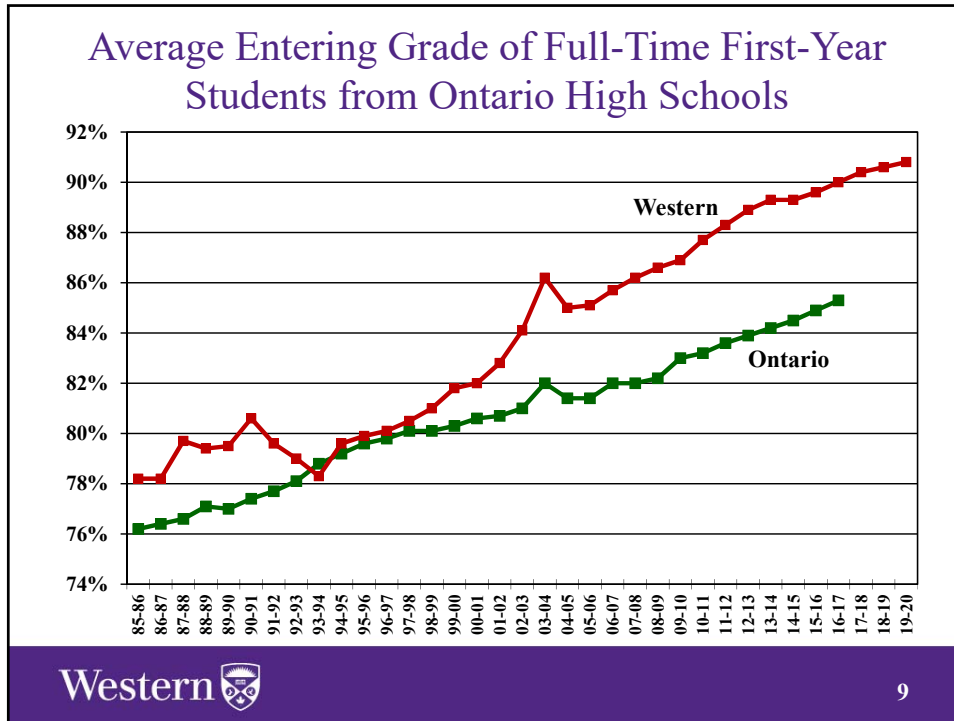
## Our Recommendations

- With Revenue Risks as background . . . .
- Continue with Budget Plan for 2020-21 – which has the ability respond to possible lower revenues, by deferring one-time expenditures as needed
- Assume 7.5% reduction in int'l undergrad tuition revenue
- The Operating Reserve will also allow us to manage through any revenue downturn (for next year)
- If the Revenue Issues continue past next year, then will have to make adjustments in future years
- This approach will allow our units to move forward with planning for 2020-21

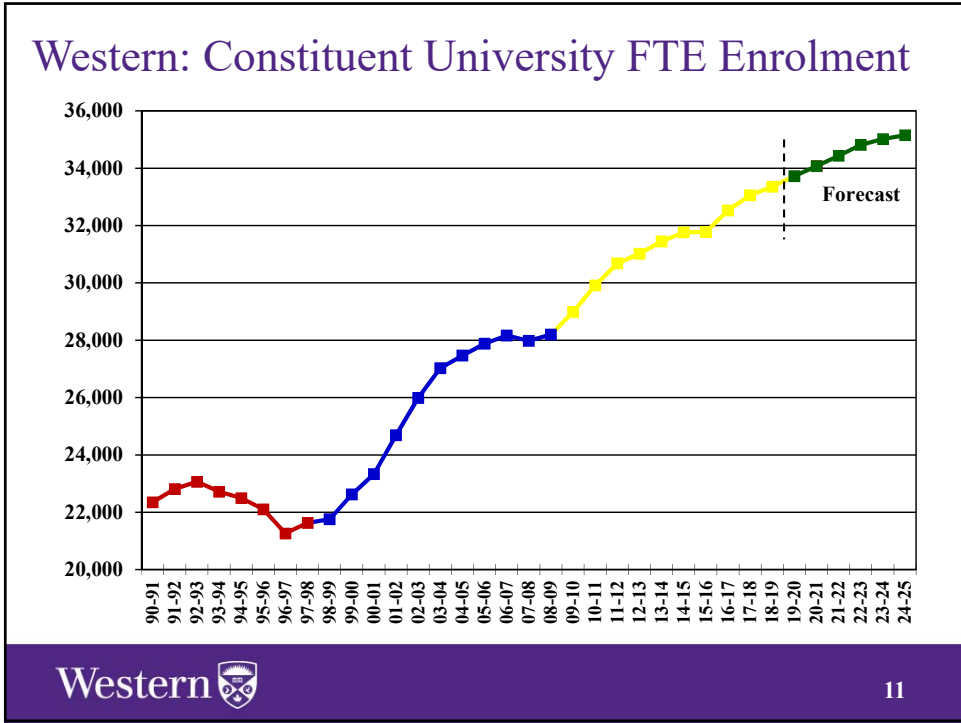
## **Enrolments: The Main Driver of Operating Revenues**

## **SUEPP-approved Enrolment Forecasts For 2020-21 Budget Planning Purposes**


- Undergraduate
  - First-year class of 5,430
  - Which includes International intake of 830
    - Based on input from Deans and academic/educational quality considerations
- Graduate
  - As per the Plans submitted by the Faculties
- **COVID-19 could impact these plans**



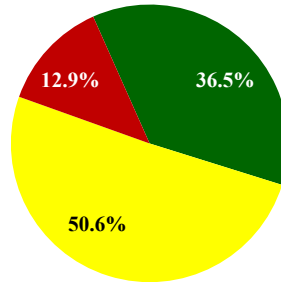




## The 2020-21 Operating Budget

Western  12

## Projected 2020-21 Operating Revenues (Total = \$807.5M)



■ Govt Grants   
 ■ Tuition   
 ■ All Other

## Our Strategic Priorities

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

## Investments and New Initiatives in this Budget

Investment / New Initiative	Investment	Strategic Plan Pillars
NEW Office of Indigenous Initiatives	\$760K Base	2, 3
Long-Range Space/Plan: University Community Hub, Science/Medicine ID Facilities, Medical School Facilities, Pedestrian-friendly Campus, Energy Conservation, Sports Dome	\$65.5M One-Time	1, 2
COVID-19 Related Student Financial Support Programs	\$13.5M One-Time	2
Continuation of Western Research Chair Program	\$10M One-Time	1, 2
Interdisciplinary Initiatives (IDIs)	\$2.9M One-Time	1, 2
The Western Academy for Advanced Research	\$1M One-Time	1, 2, 3
University-wide Data Strategy Initiatives	\$1M One-Time	1, 2, 3
Strategic Expansion of Engineering: Multi-Year Self-Funding Plan	\$11M One-Time; \$912K Base	1, 2, 4

## Summary of the 2020-21 Operating Budget (Table 2)

- **Revenue Forecast** = \$ 807.5M  
– Increase of 1.4%
- **Expenditure Plan** = \$ 841.9M  
– Increase of 5.2%
- **Projected In-Year Position** = \$ -34.4M
- **Projected Operating Reserve** = \$ 56.7M

## The 2020-21 Capital Budget

### Overview of the 2020-21 Capital Budget

- Supports Long-Range Space Plan (Page 33, Table 13)
- Major Projects – underway or upcoming (Category 1)
  - Modernization of Thames Hall
  - Weldon Library Modernization
  - Biomedical Research Facility: Phase 1 of Medical Project
  - Public Health & Family Medicine Building 3<sup>rd</sup> Floor Completion
  - Indigenous Learning Spaces
  - Ivey Spencer Leadership Centre Renewal / Expansion
  - Entrepreneurship and Innovation Centre
  - Pedestrian-friendly Campus Initiatives
- Preliminary Planning underway for Category 2 Projects
  - University Community Hub, Science/Medicine ID Facilities
  - Future Medical School Phases, Parking Structures, Sports Facilities

## Overview of the 2020-21 Capital Budget

- **Total Spending of \$130.7M** (Table 14, line 10)
  - \$44.5M for New Construction (Table 17, line 10)
  - \$33.7M for Major Renovations (Table 17, line 18)
  - \$52.5M for All Other Expenditures
    - Utilities and Infrastructure
    - Modernization of Academic Facilities
    - General Maintenance and Modernization
    - Housing and Ancillary Projects

**END**

## **QUESTIONS FOR SENATE**

### S. Pitel, Senator (Question 1)

The Operating Budget for 2020-21 includes, as one-time allocations, “\$50 million to support the following major projects: A University Community Hub – aimed at creating common/gathering spaces, similar to the University Community Centre; An Interdisciplinary Science/Medicine Research Facility; Future stages of the multi-phased Medical School Project; and Multi-level Parking Structures” and “\$4.5 million to support the installation of a multi-sport inflatable sports dome at TD Stadium during the winter months” (page 6).

On what basis are these expenses characterized as operating expenses rather than as capital expenses?

If these expenses were treated as capital expenses rather than operating expenses, they would have to be funded from the Capital Budget. That would retain \$54.5 million in the Operating Budget to be used, over time, for the annual operating costs of the university, such as the cost of providing quality services to students and providing fair compensation and benefits to employees.

The Capital Budget for 2020-21 shows that transfers from the Operating Budget is now one of the largest sources of funding for capital projects. This is not just in respect of maintenance, but also new construction. These transfers are happening at the same time as budget units across campus continue to be required to model reductions to their budget every year.

Why is Western using operating revenue – money that came to Western primarily from student tuition and government grants – to fund long-term capital projects?

### G. Belfry, Senator (Question 2)

#### One Time Budget Allocations for 2020-21

I would like to propose an amendment to the main motion for approval of the 2020-21 University and Capital Budgets.

Initially, let me commend the President, Provost, and CFO for their recognition that Western’s budgetary surplus was unnecessarily high, and that a one-time allocation could be utilized to enhance our University’s activities.

I would like to bring your attention to this Western University: 2020-21 Operating and Capital Budgets, Table 8, One Time Budget Allocations for 2020-21, Pg 27. This Table summarizes the Provost and CFO’s recommendations for dissemination of ≈ \$121 million. Please note the major research expenditures. They are listed here:

1. Continuation of Western Research Chairs Program	\$10,000,000
2. Interdisciplinary Initiatives Program	\$2,855,515
3. The Western Academy for Advanced Research	\$1,000,000
4. Vice-President (Research): Support for Research/Scholarship Initiatives	\$2,953,808

These account for approximately \$17 million (14%) of the one-time allocations total of \$121,000,000.

One of Western’s stated primary objectives is to move up the World University Rankings. As greater than 50% of the various metrics utilized for the different world rankings are based on research, it would

seem prudent for Western to support research to the greatest degree that is financially possible. The bulk of the stated financial research initiatives listed above, favour a very small number of Western's research faculty (Canada Research Chairs). This is admirable, however, there are literally hundreds more Western researchers that could benefit from an increased allocation to the Vice-President's Research Office from the currently recommended \$2.95 million, to \$10 million. This could be made possible by a reduction to the Support for Long Range Space Plan allocation.

The funds would be used to support Western researchers (from a diversity of perspectives and disciplines) and be targeted for equipment, post-docs, graduate students and travel, as approved by the VP Research's office. This \$10 million would support a minimum of 500 faculty to a maximum of \$20,000 per grant. This financial commitment from central administration, to such a large number of faculty, would also promote a notable boost in morale and trust in Western faculty during this difficult time.

In summary, the overarching intention of this budget allocation change, is to have money, specifically targeted for research, benefiting as many of Western's faculty as possible. This financial adjustment in turn, will facilitate Western's ascension of the World University rankings as expeditiously as possible.

I, Glen Belfry PhD, would like to move an amendment to the main Budget motion. It reads...

That Senate provide advice to the Board of Governors, through the President and Vice-Chancellor, recommending the approval of the 2020-21 University Operating and Capital Budgets as presented in (Appendix 1) save and except that the budget be amended to provide for a one-time allocation to the Vice President Research Office: Support for Research/Scholarship Initiatives to be increased from \$2,953,808 to \$10,000,000.

Seconded: Matthew Heath, PhD

#### A. Borchert, Senator (Question 3)

1. The comprehensive and multi-faceted Report of the Provost's Taskforce on Online Learning raises many questions but primarily one urgent one: The May 2013 E-Learning Taskforce Report to the Provost indicated the need to "[a]ppoint instructional designers centrally in support of course development" (p.5). Six years later, the current report reiterates and expands on that same need initially in Recommendation 3 "Western should strategically increase its institutional capacity for implementing an online program development and delivery life cycle. Shared, centralized resources should be developed in-house so as to enable efficient and equitable access for Faculties, departments, and units" (p.10) and in more detail, for example with regards to needed "instructional design expertise" (A-3-8) incorporating an "instructional designer" as well as an "educational technologist" (A5-4). Given that 6 years have passed, and this need (and a number of others) are still being identified, and given that in our current context, instructors are being asked if they are willing to teach courses originally designed as face-to-face courses in the online environment, could we expect timely action now?