



*created. He noted that there is a difference between supporting and enabling these kinds of initiatives and providing incentives or rewarding success. We should be recognizing excellence and not just enabling it. The Provost agreed, noting that these were all steps on a path. As reported by the President, in COU discussions about the funding formula review, there has been a proposal for the creation of a "performance fund" as part of the funding model. The Office of Institutional Planning & Budgeting already does a great deal of work on key performance indicators and it is possible to identify goals and measure against them. Determining what rewards should be in place if targets are met, as well as what to do if targets are not met, is the tricky part. As the funding formula develops, there may be opportunity for further discussion of this.*



That students currently enrolled in the modules be allowed to graduate with the old module names until September 1, 2019 upon fulfillment of the (old) requirements.

CARRIED

S.15-222 **Faculty of Arts and Humanities: Withdrawal and Introduction of Minors in Visual Arts**

It was moved by S. Macfie, seconded by C. Sprengler,

That effective September 1, 2016 the Minor in Visual Arts and the Minor in Art History and Criticism be withdrawn, and

That the Minor in Art History and Studio Art be introduced as shown in Exhibit II, Appendix 4, and

That students currently enrolled in the modules be allowed to graduate with the old module names until September 1, 2019 upon fulfillment of the (old) requirements.

CARRIED

S.15-223 **Faculty of Law: Revisions to Progress Requirements for the Combined Degree Programs**

It was moved by S. Macfie, seconded by I. Scott,

That the Progression Requirements for the Combined Degree Programs offered with the Faculty of Law be revised effective January 1, 2016 as shown in Exhibit II, Appendix 5.

CARRIED

S.15-224 **Faculty of Law: Withdrawal of Combined Degree Programs**

It was moved by S. Macfie, seconded by I. Scott,

That the following Combined Degree Programs be withdrawn with the last eligible students being admitted to the Faculty of Law in September 2018:

Combined Undergraduate Degree, Honors Specialization in Kinesiology (BA)/JD

Combined Undergraduate Degree, Honors Specialization in Media, Information and Technoculture (BA)/JD

Combined Honors Specialization in Political Science (BA)/JD

Combined Honors BSc (Computer Science)/JD

CARRIED

S.15-225 **Revisions to the "Definitions of Types of Examinations" Policy**

It was moved by S. Macfie, seconded by P. Bishop,

That effective December 1, 2015 the "Definitions of Types of Examinations" Policy be revised as shown in Exhibit II, Appendix 6.

CARRIED

S.15-226

**Revision to MAPP 2.10 – Scholarships, Awards and Prizes – Definitions and Approval Process**

It was moved by S. Macfie, seconded by J. Weese,

That

Slides for each of the presentations are contained in [Appendix 1](#) and [2](#), respectively, of these minutes.

Questions and comments included the following:

- D. Laird asked why the presentation did not include information about research funding. It was noted that in the aggregate operating budget, approximately 90 percent was attributable to enrolment; no direct operating revenue comes from granting agencies and

J. Deakin noted that Sue Herbert, Executive Lead, University Funding Model Reform stated that the employers they consulted said nothing about students being ill-prepared, and that they focused on skills rather than particular credentials. It was clear that the government was committed to looking at funding through the lens of learning outcomes.

S.15-234

**Transmittal of Reports from the Senate Committee on University Planning (SCUP) to Senate**

J. Toswell noted that SCUP's terms of reference indicate that the committee receives and transmits to Senate several reports and asked when the reports might come forward this year. The Secretary provided the following information:

- Annual Report of the University Librarian is on the bring forward list for SCUP in January
- The Report on Faculty Recruitment and Retention is given by Alan Weedon every year and would be submitted sometime between January and March meetings.
- Annual Report on Student Financial Aid: The separate report on student finances was discontinued in 2009 when the annual survey of students with respect to their finances was discontinued. The survey was discontinued because the number of respondents got too low to provide adequate data. To replace the separate report, a section was included

**ADJOURNMENT**

The meeting adjourned at 3:51 p.m.

---

M. Milde  
Vice-Chair

---

I. Birrell  
Secretary



# Western's Approach to Planning and Budgeting

## Background/Context and Outcomes

Senate  
December 4, 2015

### History . . . . Background/Context

- **Back in the mid-1990's . . . . . At Western . . . . .**
- Declining Student Quality and Demand . . . . Party School Image
  - Average Entering Grade below Ontario Average
  - Low Undergraduate Student Retention and Graduation Rates
- Government Funding Cutbacks
  - Social Contract
  - Common Sense Revolution (CSR)
  - Discounted Funding for Growth (if any)
- New President (in 1994) was faced with an accumulated deficit
- **No relationship between Enrolments/Teaching Levels and Faculty Budgets**
  - Budgets changes were “across the board” – on a historical base budget

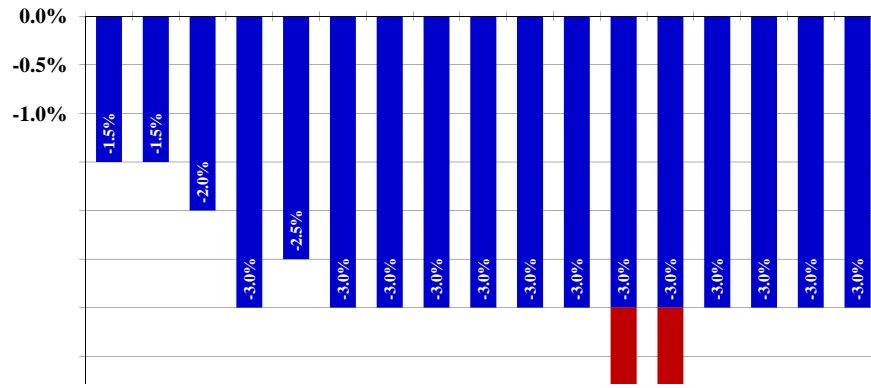
## History . . . . Background/Context

- After dealing with the large cuts from the CSR . . . . But still in a period of constrained resources . . . .
  - Tuition Controls and No Inflationary Funding from Governments
- A New Approach to Planning and Budgeting was Implemented – with the following objectives:
  - **Improving Student Quality became Priority #1**
    - Enrolment planning was based on student quality and demand
    - Year 1 intake was constrained to 4,000 – with a common entrance standard approach (3,725 target in 1995-96 and 1996-97)
    - Increased Central University Recruitment Efforts
    - Scholarship Guarantee, Housing Guarantee, First-Year Course Guarantee

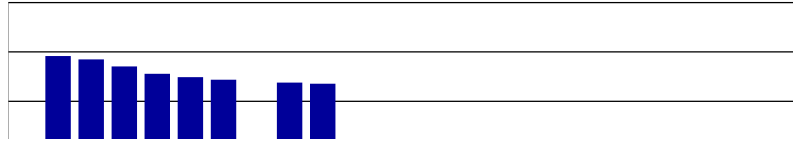
## History . . . . Background/Context

- A New Approach to Planning and Budgeting . . . . .
  - Faculty Budgets should have some relationship to Enrolments/Teaching
    - Enrolment Contingent Funding (ECF) Introduced
  - Need to Budget for “Inflationary Costs”
    - The “Initial Budget Adjustment (IBA)” was Introduced
    - **Note: Today, the IBA does not cover Salary Increases**
  - Retain Central Funds to Pursue Strategic Priorities
    - The “University Priorities Investment Fund” (UPIF) was Created
- This Budget/Planning Framework – based on “Academic Priorities” – has been in place since 1997
  - i.e. IBA, Central Funding for Salary Increases, Enrolment Growth Funding, and Selective Investments in University Priorities

# IBA History

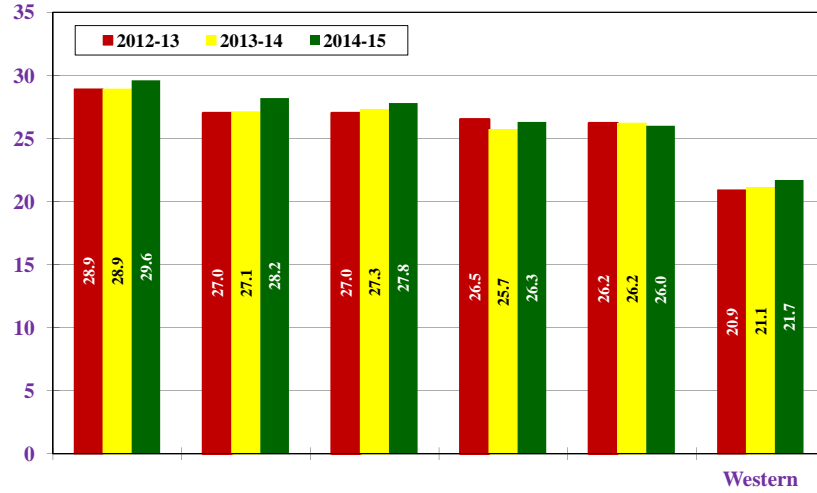


## 2013-14 Average Entering Grade

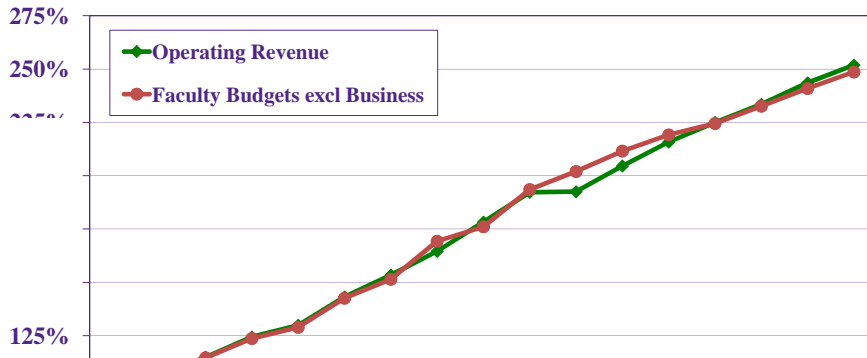




## Ontario U15 Universities Full-Time Student to Full-Time Faculty Ratio



## Operating Revenue and Faculty Budgets *Indexed to 1998-99*



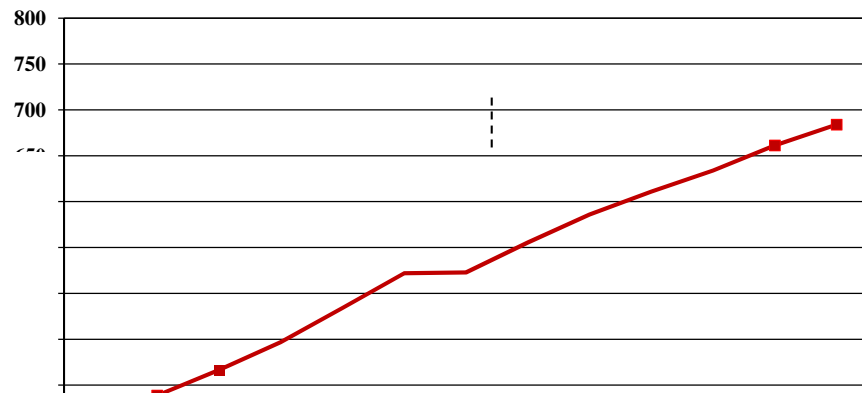
## History . . . . From 2000 to 2014

- Western experienced substantial growth in the period between 2000 and 2014
- Enrolment Growth
  - Undergraduate and Graduate
  - Domestic and International
  - **Large part of the undergraduate growth was due to increased retention rates and students pursuing 4-year degrees instead of 3-year degrees**
- Substantial Growth in Operating Revenue
  - Government Investments – “Reaching Higher” and “Putting Students First”
  - Enrolment Growth
  - International Undergraduate Enrolment Tuition

### Western: Total Constituent FTE Enrolment (Full-Time plus Part-time FTEs)

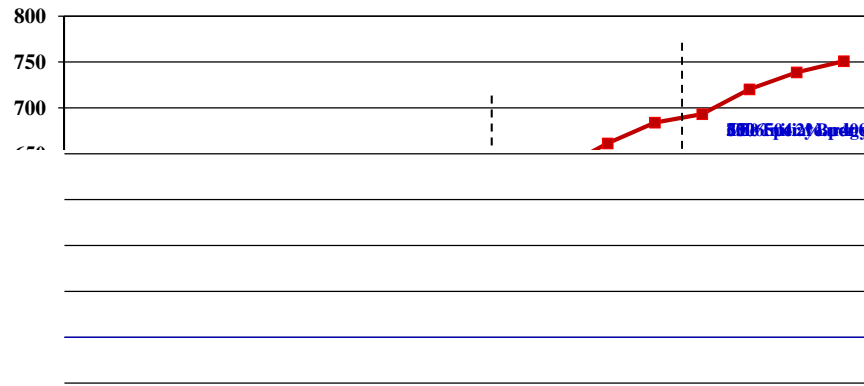


## Operating Revenues (\$M)





## Operating Revenues (\$M)



2013-2017  
m98 2B 0012505506008.650



20451 ô 'furÂð ? 'çÄ l ð "À\$ Ôfäp"ba( úç ðÁ Ð7 end

**A Primer on Western's  
 Investments and Debt**

Senate  
 December 4, 2015

### Investments

Two broad categories:

Endowed funds	\$554M
Non endowed funds	<u>\$466M</u>
Total investments Sept. 30, 2015	\$1,020M
Cash/liquid funds	\$

