



**MIN** **ATE**

**FEBRUARY 17, 2017**

The meeting was held at 1:30 p.m. in Room 1R40, Arts and Humanities Building.

SENATORS: 67

A. Abuhussein  
R. An 16 >>B

S.17-22 **REPORT OF THE PRESIDENT** [Exhibit I]

The President's report distributed with the agenda contained information on the following topics: Support for diversity and inclusion, approval by the Board of Governors of the rapid transit proposal, Western's Deputy Minister University Champion visits campus, leadership update and the President's Lecture on March 8, 2017 featuring His Excellency the Right Honourable David Johnston, Governor General of Canada.

S.17-23 **Strategic Mandate Agreement (SMA) Process**

The Provost was invited to provide an update on the status of the Strategic Mandate Agreement (SMA) process. Overhead slides used to highlight the presentation are attached as **Appendix 1**. In terms of strategy, for this round of SMA discussions, she expected that little would change from SMA 1, which identified five areas of institutional strength defined as broadly as possible to provide maximum flexibility in establishing new programs. Of more importance is the return to a corridor-based funding model. With the updated funding formula, the government will be shifting focus from growth to "high-quality student outcomes." While the government has stated that the new formula will provide funding protection for enrolment declines and that institutions will be kept whole, it will not provide funding for enrolment growth and there will be no new money added to the system. Additionally, the new formula will shift some funding to support differentiation for each institution.

In SMA 3, it is expected that the differentiation funds will be allocated on a competitive basis using outcome measures such as student experience, innovation and teaching, access, research excellence and economic development. System metrics will be established by the government and universities will be asked to develop institution-specific metrics. However, the outcome metrics are not well defined and will need to be tracked to determine if they are meaningful, sensitive to change and reliable.

In response to a question, J. Deakin confirmed that the 2016-17 enrolment numbers would be used to establish Western's corridor position. However, it remained important for faculties to meet the 2017-18 targets because Western is in the middle of the budget cycle and will continue revenue share.3(16)9oh1(t)-1.1(e(d))-12.2(w)-2.9(1(t)-1.1(he bu)-12.)16(c)-8(l)-8.9(e an)-12.]]TJ T\* [(t)Tw 10.819



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

S.17-31

**Introduction of a Fall Reading Week and Related Amendments to Academic Policies**

It was move











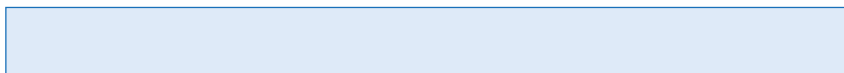


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2017-2020 Cycle 'SMA2'

## Next Steps

- Funding Formula technical briefings with the sector February 8 2017.
- Final SMA Templates out to institutions mid February 2017.
- SMA2 Institution visits by negotiators to mid March 2017.
- SMA2 expected to be finalized by early summer 2017.



## Planning Issues: **University-wide Items**

Increased pressure to Align Expenditures and Revenues

Overall Enrolment Level

Revenue Growth 

Differential Enrolment Demand across Faculties – leading to Differential Budget Pressures

Numerous Capital Needs

Academic Space Renewal and Expansion

Student Learning and Study Spaces

Utilities Infrastructure under Pressure

Safe Campus, Traffic Management, Parking

# Budgetary Context

## We're into a Period of Constrained Revenues and Continued Increases in Cost Pressures

Enrolments Reaching Steady-State

New Funding Formula to be implemented in 2017-18

Corridor System – with no incremental funding for domestic enrolment growth

Domestic Tuition Capped at 3% Overall

## Costs Continue to Increase

Employee Salaries

IT Infrastructure

Space/Facilities Costs

Utilities, Deferred Maintenance, Operating Costs

# High-level Budget Assumptions

## Undergraduate Enrolments

First-year Class of ~5,100 with 600 International

## Graduate Enrolments come from Faculties

Ambitions Growth Plans – Allocation limits

More Conservative Figures used for Budget Planning

## Grant Funding flat at 2016-17 Levels

## Tuition

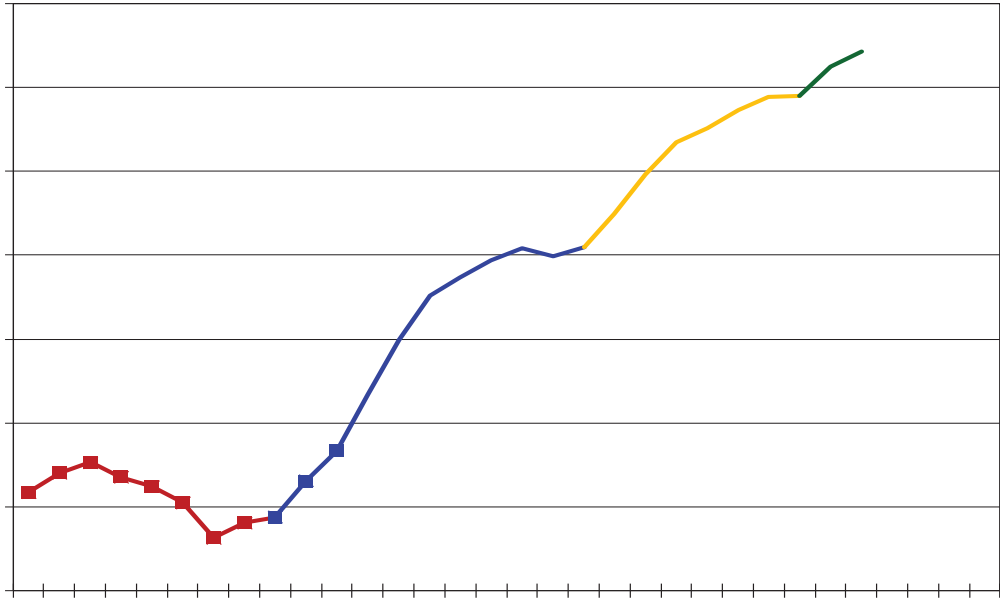
Domestic: Overall Increase of 3%

International Tuition – moving towards Ontario U6 levels

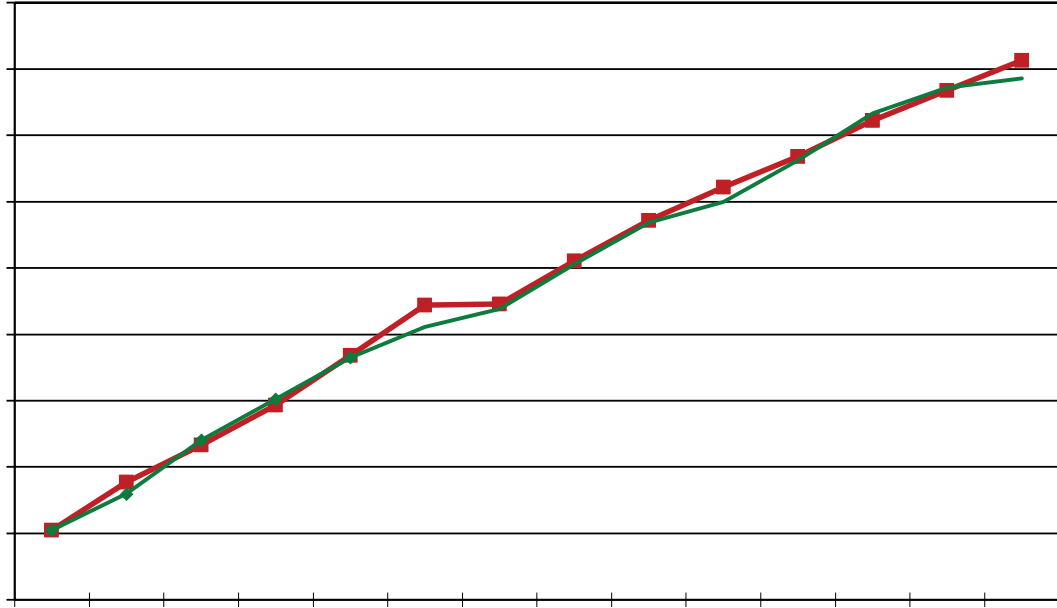
Patterns of Increases similar to recent years



# Western: Constituent University FTE Enrolment



# History of Operating Revenue and Expenditures (\$M)



## Other **University-wide** Issues Under Review/Consideration

### Additional Capital Needs

Modernization of Instructional Facilities

Energy Efficiency Initiatives

Sports Facilities Upgrades

Emergency Communications Infrastructure

IT Infrastructure Needs

## Next Steps

Review Support Unit recommendations – and inform Unit Heads by late February

IPB to finalize University-level budget forecasts in mid-March

Followed by finalization of other University-level recommendations **based on available resources**

Full Budget comes to Senate through SCUP in April

Approval by Board of Governors in early May