



.

•

•

•

•

---







## Update on Planning aS

### External Context: **Back in September**

É Fall 2018 Planning based on possibility of revenue reductions

- **Uncertainties about Tuition Framework**
- **Uncertainties about Government Grants**

É Units asked to Model 2 Scenarios for each of Next 2 Years

–

a x **PI1**

**\$43.3M Shortfall . . .**  
**In the Context of our Budget**

É Faculty and Support Unit Base Budgets sum to a Total of \$445M  
 – i.e. the “Cutable Base”

**É Therefore, with No Other Changes/Actions, we need a Reduction of ~10% in Unit Base Budgets over the Next 2 Years**

**We are working to do all we can to lower the “Required 10% Reduction”**

**É Revenue Generation**

± International Enrolments, Professional Masters Programs, On-line Programs

É Review *all expenditures* outside the \$445M Unit Base Budgets – and reduce/defer (as appropriate)

**The Way Forward at Western . . .**

É Use Reserves (i.e. one-time funding) to help transitioning to a lower base spending structure  
 – Operating Reserve  
 – Carryforwards

**É But we must ensure that we achieve “Structurally Stable/Balanced Budgets”**

– Both at the University and Unit levels  
 – Cannot use one-time funds to solve Base or Ongoing Budget Shortfalls

**Unit Budgets**

É Current Budget Model Continues

– 3% Inflationary Budget Adjustment (IBA)

–6

## Current Status of Planning Process

### É Faculty Recommendations Completed

1. Revised and Enhanced Revenue-sharing Mechanism
2. Academic Priorities Fund (APF) Allocations
3. Small(er) Capital Projects
4. Innovation Fund

É Support Unit Recommendations currently being considered

## Looking Beyond the Current Planning Assumptions

### É What about the future . . . ?

- Government Grant situation is not clear
- Future of domestic tuition – after the 2 years ?
- Impact of OSAP changes on our budget ?
- Impact of Ancillary Fee changes ?
- International Enrolments
  - É Competition ? Global Political Issues ?
  - É Diversification of Source and Destination ?
  - É Tuition Levels ?

– **We'll need to adjust if/as needed \*\*\*\***

## Summary

É Additional Budget Reductions

É Revenue Generation

É Innovation, Efficiencies

- Innovation Fund

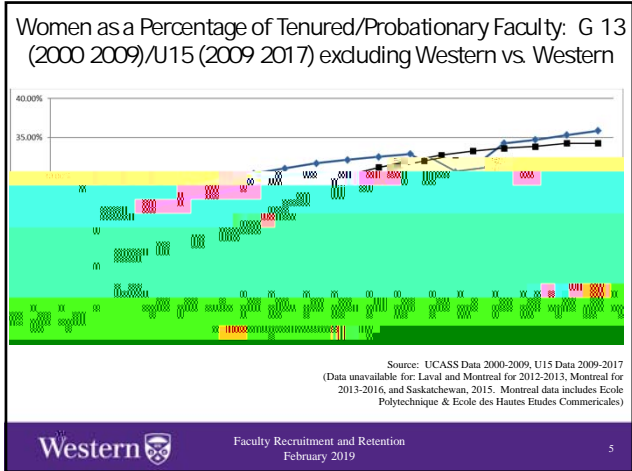
É **Must have Balanced Budgets – both at the University and Unit Levels**

É **Can't lose focus on Strategic Plan Priorities**

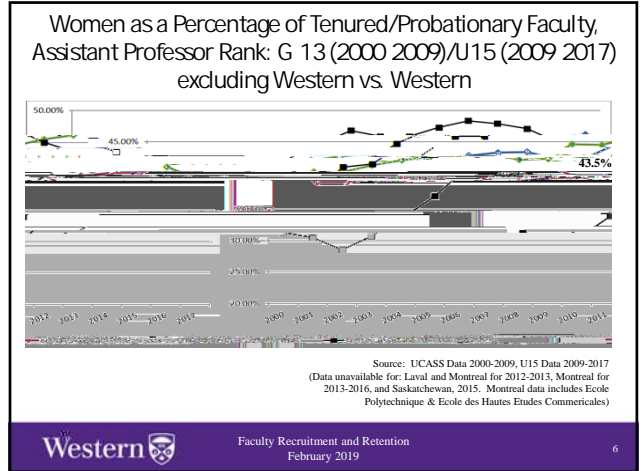
**End**



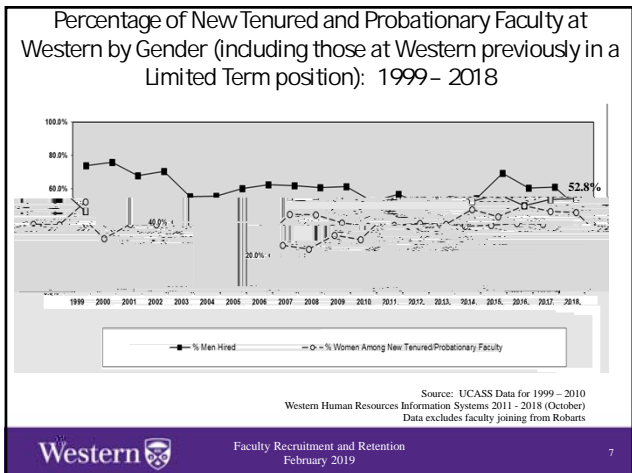




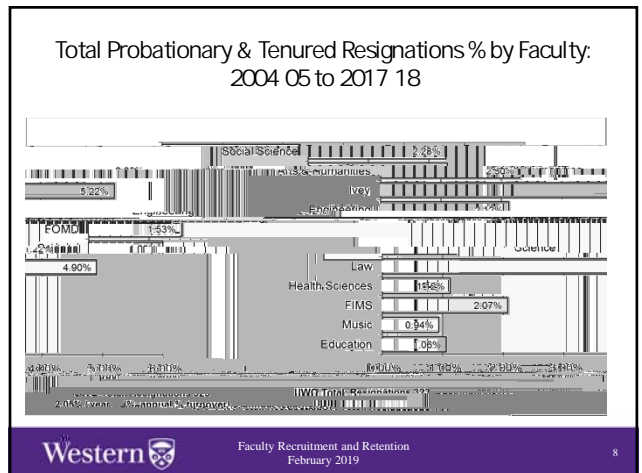
5



6

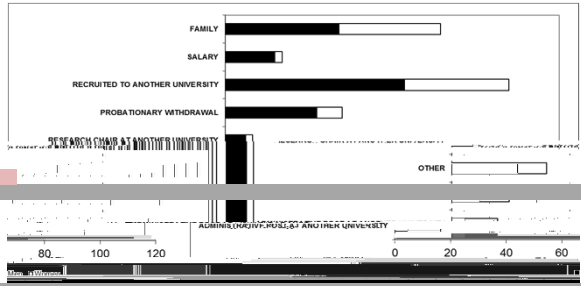


7



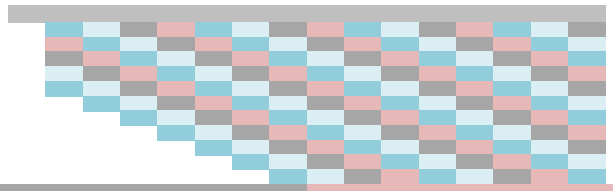
8

Probationary and Tenured Faculty Reasons for Leaving:  
2004 05 to 2017 18



Source: Exit interviews conducted with the Faculty Member or Chair/Dean of the Department/Faculty and letters received from Faculty Member.

Probationary and Tenured Faculty at Western:  
Cohorts Aged 60 or Greater



Source: CCASS 2009 - 2010  
UWO Data 2011 - 2018

Limited Term Appointments:  
1999 to 2018

## Part Time Faculty

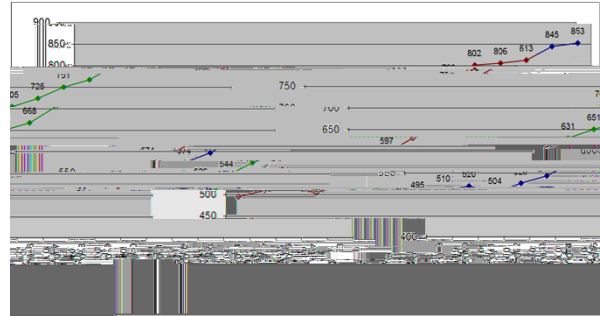
- i Count by fiscal year
- i Includes
  - É Limited Duties Appointments
    - i Includes Regular, Graduate Student, Post Retirement, Extra Load Limited Duties and Limited Duties Course Authoring
    - i Excludes Limited Duties Appointments at Trois Pistoles
  - É Standing Assignments
  - É Post Doctoral and Graduate Student Teaching Assignments

Degree Credit Courses taught by Part Time Faculty  
by Faculty and Gender: 2017-18 (Fiscal Year)

## Clinical Full Time Faculty

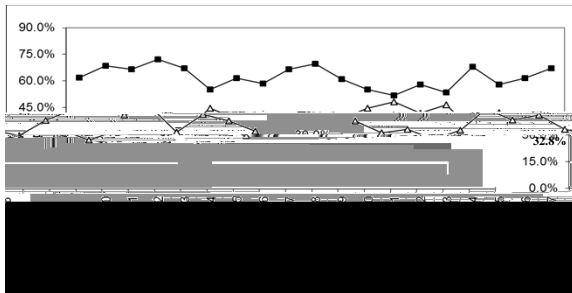
- i October 1 Count
- i Includes Physicians in Schulich under:
  - È Continuing Clinical Appointment OR
  - È Clinical Limited Term Appointment

## Full Time Clinical Faculty (Physicians in Schulich) at Western, 1999 – 2018



Source: Western Human Resources Information Systems

## Percentage of New Full Time Clinical Faculty at Western by Gender: 1999 00 – 2017 18



Source: Western Human Resources Information Systems

## Further Reference:

- i This faculty recruitment and retention report can be found at [h](#)