Western University

Planning & Budgeting for the Next 3-Year Cycle
2023-24 to 2025-26

Town Hall Meeting
February 1st, 2023
Budget Planning at Western

- Operating Budget, Sources of Revenue, and Environment
- Our Enrolments
- Strategic Plan Priorities
- Planning and Budget Objectives
- Budget Approach & Structure
- Academic Outcome Metrics
Funding Sources and Environment

Where the **Operating Budget** Money Comes From

Money comes from:
- Government Grants
- Student Tuition
- Research Overheads
- Royalties and Licenses
- Ancillary Units – for space and admin support

Pays for:
- Teaching and Indirect Costs of Research
- Services and Infrastructure
- Administrative Support
- Student Financial Aid

Operating Fund does not pay for:
- Housing
- Ancillary Services
  - Food Services
  - Research park
- Direct Costs of Research
  - Equipment, Staffing

Total = $857.0 Million
Declining Government Support and Increased Reliance on Tuition Revenue

- Government Support (74% in 85-86) decreases to 52% (2012-2013) and then stabilizes at 35% (2021-2022).
- Tuition Revenue (17% in 85-86) increases to 52% (2012-2013) and then stabilizes at 35% (2021-2022).

Graph shows data from 1985-1986 to 2021-2022.
Funding Sources and Environment

Where the Operating Budget Money Goes

63.3 cents of each dollar goes to the Faculties
• E.g., Salaries and Benefits, Instructional Equipment, Academic Counselling and Graduate Student Funding

17.0 cents of each dollar goes to Support Services
• E.g., Libraries, Central I.T, Student Services, Fundraising and Communication Activities

15.5 cents of each dollar goes to University-Wide Expenditures
• E.g., Utilities, transfers to capital, and I.T. Infrastructure

4.2 cents of each dollar goes to Centrally-Funded Student Aid
• Includes Undergraduate Scholarships and Needs-based Student Support
Western’s Operating Revenues

• Nearly 87% of our operating revenues are based on enrolments
  – Government operating grants (35%) and tuition fees (52%)
• Province controls $2/3$ of our operating revenue
  – Operating grants and domestic tuition
• Universities have (at present) full control over international tuition and self-funded program tuition
Current Fiscal Environment in Ontario

• Grants frozen at 2016-17 levels – with no incremental grant funding for incremental domestic enrolments

• Domestic tuition rolled back 10% in 2019-20 and held constant up to 2022-23
  – No word on future framework

• We need to operate/manage with these revenue parameters and while accommodating inflationary cost pressures
Our Enrolments
Total Full-Time Year 1 Undergraduate at Western
Total Full-Time Masters Enrolment at Western

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolment</th>
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<tbody>
<tr>
<td>03-04</td>
<td>2,380</td>
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<tr>
<td>04-05</td>
<td>2,307</td>
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<td>2,299</td>
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<td>06-07</td>
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<td>12-13</td>
<td>2,756</td>
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<td>13-14</td>
<td>2,977</td>
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<td>14-15</td>
<td>3,146</td>
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<td>15-16</td>
<td>3,276</td>
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<td>16-17</td>
<td>3,431</td>
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<td>17-18</td>
<td>3,750</td>
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<tr>
<td>18-19</td>
<td>3,734</td>
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<td>19-20</td>
<td>3,946</td>
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<td>20-21</td>
<td>3,869</td>
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<td>21-22</td>
<td>4,360</td>
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<td>22-23</td>
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<td>23-24p</td>
<td>4,744</td>
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<tr>
<td>24-25p</td>
<td>5,069</td>
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<tr>
<td>25-26p</td>
<td>5,259</td>
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</table>
Constituent University Total FTE Enrolment
Full-Time Enrolments at Western: % International

PhD
Masters
All Students
Undergrad
Towards Western at 150

“The world needs the very best from its universities. Generations are depending on it. And so, we must take seriously our role in serving the public good.”
Strategic Plan Priorities and Commitments

Greater Impact:
• Grow Strategically
  – Expand student enrolment
  – Increase faculty and staff complements as needed
  – **Secure resources** and build infrastructure
• Stimulate our research, scholarship, and creative activity
• Promote teaching and learning for the future
• Enrich the student experience

People, Community, and Culture:
• Advance Reconciliation with Indigenous Communities
• Create a more equitable and inclusive Western
• Thriving through belonging
Western’s Place in the World

• Concentrate on place, right here in London
  – Strengthen our relationships with nearby communities, agencies and services

• Engage the World
  – Increase international student population to 20-25%
  – Double the # of int’l experiences for our students
  – Offer learning experiences around the world

• Sustainability, an imperative
  – Achieve net-zero emissions by 2050
Investments in the Most Recent Budget (2022-23)
(aligned to Strategic Plan Priorities)

• **Greater Impact: Growth**
  – Enrolments
    • Engineering Expansion
    • Funding Program to support PhD enrolment growth
  – Faculty and Staff Complements
    • Cluster hire Initiative → 6 Black Scholars & 3 Indigenous Scholars
    • Endowed Chairs Matching Program ($15M added)
    • Unit plans → Growth of 127 faculty and 219 staff
  – Space/Facilities/Infrastructure
    • Student spaces in SSC, Weldon Modernization, Bio-convergence Centre, new Engineering Building
Investments in the Most Recent Budget (2022-23)
(aligned to Strategic Plan Priorities)

• **Greater Impact: Enhancing our Scholarship/Research Profile**
  – Expansion of Clinical Research Facilities
  – Post-Doc Fellowship Program

• **Greater Impact: Enhancing the Learning Experience**
  – Undergraduate Summer Research Internship Program
  – Renewal of campus-wide I.T. Infrastructure
Investments in the Most Recent Budget (2022-23)  
(aligned to Strategic Plan Priorities)

- **People, Community, and Cultures**
  - Cluster Hire Initiative → 6 Black Scholars & 3 Indigenous Scholars
  - Funding to support programming in the Office of Indigenous Initiatives and the EDI Office
  - Scholarships aimed at recruiting Black and Indigenous Students

- **Western’s Place in the World**
  - Support for Long Range Space Plan – facilities expansions
  - New facility in Downtown London – 450 Talbot Street
  - Campus-wide Sustainability Initiatives
Planning and Budget Objectives for the Upcoming 3-Year Cycle
Planning Objectives and Budget Priorities

• Continue to align resources with Strategic Plan priorities
• Enrolment Growth in areas of demand and societal need – with a focus on internationalization
• Grow our faculty and staff complements as needed
• Maintain services to support a growing student body
• Enhance our Scholarship/Research Profile
• Expand physical and I.T. infrastructure to support growth
• Support other Revenue Generation Initiatives
  – Continuing Education, Fundraising → Campaign
Space/Facilities to Support Growth and Impact

• Major Projects – underway
  – Weldon Library Modernization
  – Biomedical Research Facility
  – Entrepreneurship and Innovation Centre
  – New Engineering Building
  – Downtown Facility – 450 Talbot
  – Open Space Strategy → Pedestrian-friendly Campus
Space/Facilities to Support Growth and Impact

• **Major Projects – in Planning Stages**
  – Interdisciplinary Bio-convergence Centre
  – University Gathering Hub
  – Multi-Sport Field House – with Parking Garage
  – Student Spaces in the Social Science Centre
  – Undergraduate and Graduate Residence Expansion
  – Space to consolidate Faculty of Education Clinics
  – Space to support Faculty of Health Sciences growth
  – Research Facilities supported through Government Funding Programs
Budget Structure
Budget Elements: Faculties

• Inflationary Budget Adjustment (IBA)
• Enrolment-growth-related Revenue Sharing
• Funding to support PhD Enrolment Growth
• Multi-year funding commitments to support Black and Indigenous Faculty hires
• Academic Priorities Fund (APF) – envelope TBD
• Space/Facilities and Capital Needs
Budget Elements: Support Units

• Inflationary Budget Adjustment (IBA)
• Base Funding to maintain services
• Support Units Priorities Fund (SUPF)
  – Base and One-Time
  – Envelopes TBD
• Space/Facilities and Capital Needs
Outcomes of our Budget Approach
Ontario: Year 1 to Year 2 Retention Rates
2020-21 Cohort

Western
Ontario

94.0% 93.2% 93.0% 92.1% 91.7% 91.1% 90.0% 89.7% 89.2% 88.6% 88.1% 87.1% 85.8% 84.7% 83.1% 82.8% 80.8% 80.8% 71.4% 62.4%
6-Year Graduation Rates

Western

U15

Ontario
Ontario: 6-Year Graduation Rates
2015-16 Cohort

Western
85.5%
Ontario
84.5%
83.3%
82.2%
78.8%
77.1%
75.8%
75.4%
75.3%
72.7%
70.6%
70.0%
69.0%
65.6%
65.0%
64.3%
63.6%
63.5%
63.0%
62.0%
49.3%
Instructional & Research Expenditures as a % of Total Operating Expenditures

Ontario Universities -- 2020-21 (Source: COFO Reports)

Western: 63.5%
Ontario: 60.8%, 59.4%, 59.0%, 57.9%, 57.3%, 57.1%, 56.1%, 55.5%, 55.0%, 54.5%, 54.0%, 53.3%, 53.3%, 52.1%, 51.7%, 50.1%
Full-Time Faculty at Western (excludes Clinical Faculty)

Includes Robarts from 2007-08
Full-Time Non-Academic Staff at Western

Includes Robarts from 2007-08
2021-22: Full-Time Student to Full-Time Faculty Ratio, U6

<table>
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<tr>
<th>University</th>
<th>Ratio</th>
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<tr>
<td>Univ 1</td>
<td>36.9</td>
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<td>Univ 5</td>
<td>26.3</td>
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<tr>
<td>Western</td>
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Planning Process Timeline
Planning Process

- 3-Year Cycle: 2023-24 through 2025-26
- Guided by our Strategic Plan
- Steps and Timeline:
  - Provost’s Retreat: August 28-29, 2022
  - Planning Guidelines released: September 28, 2022
  - Units developed Plans: Oct. - Nov. 2022
  - Planning Meetings: Nov. - Dec. 2022
  - Revenue Forecasts: January 2023
  - Provost’s Recommendations: February 2023
  - University Budget Preparation: March - April 2023
Discussion