



Western
UNIVERSITY • CANADA

***Student Fee-Funded Units, Ancillaries,
Academic Support Units, and Associated
Companies 2021-22 Budgets***

March 31, 2021

Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies

2021-22 Budgets and Ancillary Fees

The budgets for Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies are presented in the context of the global pandemic. The units that operate as fully self-funding business units (i.e. the Ancillary Units and Associated Companies) were faced with the greatest financial impacts because of their reliance on revenue from sales and services. However, most of our fee-funded student service units were able to support our students by providing the wide array of services ranging from health and wellness supports, academic support services, career services, financial aid support, indigenous student services, and international student services – albeit through adaptations that led to virtual delivery of many services.

As we look ahead to the upcoming year, our primary planning assumption is that we will gradually ramp-up operations in the ancillary/business units in the coming months. Therefore, the year-over-year major fluctuations in revenues and expenditures for the business units (in Table 1) should be read in the context of the impact of COVID-19.

A. Introduction

Table 1 includes a summary of the 2020-21 projected year-end results and 2021-22 budgets for Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies. The Student Fee-Funded Units that are part of the Student Experience Portfolio have been reorganized into three inter-dependent pillars to enhance the integration and coordination of these important services and supports. The presentation in this report now directly aligns with the new organizational structure.

Tables 2 and 3 provide a listing of the 2020-21 Ancillary fees and the proposed Ancillary fee rates for 2021-22. The 2020-21 fee rates for the units in Student Experience Portfolio have been restated to align with the new organizational structure. It is proposed that the 2021-22 University Ancillary Fees remain unchanged from 2020-21, except for Graduate and MBA student fee rates that apply to the Leadership & Learning Pillar. With the approval of the Society of Graduate Students and the Student Services Committee, the Graduate and MBA ancillary fees in the Leadership & Learning Pillar have been reset to be the same as those for Undergraduate Students.

The following provides an overview of the funding source for each category of units detailed on Table 1 and noteworthy comments pertaining to specific 2020-21 year-end projections, 2021-22 budgets, and the 2021-22 projected unit reserve positions.

B. Student-Fee-Funded Units

Student Fee-Funded Units are supported, in whole or in part, by non-tuition-related compulsory ancillary fees. The proposed 2021-22 Student Organization and University Ancillary Fees are

presented on Tables 2 and 3. Student involvement in establishing fee levels for University fee-funded units is facilitated through the Student Services Committee (SSC) – a student-run group comprised of voting representatives from the University Students’ Council (USC), the Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

Our student service units were able to adapt procedures and programs to continue supporting students in a manner that was both safe and effective. The challenge was greater for units that rely substantially on physical facilities to deliver their programming, such as varsity sports and recreational programming. Unavoidable service reductions were necessary in these areas to keep students, faculty, and staff safe. To be reflective of the physical constraints, in the current year, the University refunded summer term fees for Recreation and refunded 50% of fall and winter term fees for all units in the Sport & Recreation Pillar. The University also made the early decision to refund summer term fees for Western Foot Patrol and Off-Campus Housing & Housing Mediation Services. Lower fee revenue was mitigated by reducing operational costs wherever possible. At year-end (when the actual financial impact of COVID-19 is known), the University has committed to provide backstop funding from the Operating Budget to the units in the Sport & Recreation Pillar, in order to ensure the continued fiscal health of these operations.

C. Ancillary Units

Revenues that support the *Ancillary Unit* budgets are derived primarily from the sale of goods and services to the general University community. Deficits are projected in 2020-21 for all of the units in this category due to the implications of COVID-19.

To accommodate students safely, Housing Services implemented a plan to de-densify residences by converting all double rooms in traditional style buildings to single occupancy. To further enhance safety, Housing Services shifted from self-serve dining halls to full-serve, increased cleaning frequencies, and requested that students delay their return to residences after the holiday break for a 5-week period. Residence fees were refunded for the duration of the delayed return. Housing Services provided financial relief to tenants of the Western Apartments by offering rent credits of about \$150 per unit and by pausing evictions due to non-payment of rent. On an annual basis, Housing Services makes a transfer to the University operating budget in lieu of land rent. To help mitigate the impact of lower revenue and increased operational costs, the University has waived the annual transfer for 2020-21 and has reduced the transfer by 50% for 2021-22.

Retail and Hospitality Services includes the University Bookstore, Graphic Services, the Campus Computer Store, and campus eateries. In the current year, revenue generated by Retail and Hospitality Services was substantially impacted by spring and summer campus closures, reduced retail traffic on campus in the fall and winter terms, a significant shift from physical textbooks to lower-margin digital course materials, reduced requirements for printed exams, and the cancellation of spring and fall convocations. On an annual basis, Retail and Hospitality Services transfer occupancy fees to the University operating budget to cover the costs of utilities, caretaking, and general maintenance of their spaces. To help mitigate the impact of COVID-19, the University has waived the standard occupancy transfers for 2020-21.

Parking Services suspended parking fees for students, staff, and faculty during the lockdown periods and phased re-openings. Costs were mitigated by reducing enforcement staff to basic levels required

to maintain fire routes and accessibility spaces and booths remained unattended during the lockdown periods. On an annual basis, Parking Services makes a transfer to the central operating budget in lieu of land rent. To help offset the impact of lost revenue, the University reduced the annual operating budget contribution by 50% for 2020-21.

At the end of 2020-21 (when the actual financial impact of COVID-19 is known), a multi-year plan will be developed to eliminate deficits in the business units.

D. Academic Support Units

The budgets for the *Academic Support Units* are funded from various sources, including recoveries from internal research projects, revenues from external industrial contracts, and course fees. In addition, Animal Care & Veterinary Services receives support from the University operating budget to help offset the costs of housing research animals, unrecoverable regulatory requirements, and training for animal users.

All of the operations included in this category were able to continue operations on a modified basis in 2020-21. All the units that directly support research (Animal Care & Veterinary Services, Boundary Layer Wind Tunnel, University Machine Services, Fraunhofer Project Centre, and Surface Science Western) received funding from the Federal Canada Research Continuity Emergency Fund to help sustain operations during the lockdown periods. In addition, the Fraunhofer Project Centre received one-time funding from the Faculty of Engineering to eliminate the unit's accumulated startup debt.

E. Associated Companies

The Associated Companies are separate legal business entities that are consolidated into the overall Combined Western University Financial Statements.

The deficit projected by the Western Research Parks for 2020-21 is primarily due to the closure of Windermere Manor for commercial purposes. A restructuring plan for Windermere Manor is currently under development and will be brought forward to the Board of Governors for approval in April 2021.

The Ivey Business School Foundation is projecting deficits for 2020-21 and 2021-22, primarily due to the impact of COVID-19 related travel restrictions for the Ivey Spencer Leadership Centre and Donald K. Johnson Centre in Toronto. Revenues from the Ivey Academy and Ivey publishing are also down due to COVID-19, but both business streams are anticipated to be profitable at a reduced level in 2020-21 and 2021-22. The reserves for the Ivey Business School Foundation are sufficient to cover the net shortfalls.

Table 1

Western University

**Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2021-22 Budget (\$ 000)**

	2020-21 Projected			2021-22 Budget			% Change		Budgeted Reserves at April 30, 2022		
	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital	
1	A - Student Fee-Funded Units										
2	<i>Student Experience Fee-Funded Ancillary Units</i>										
3	<i>Sport & Recreation Pillar</i>										
4	Recreation	2,209.2	3,773.5	-1,564.3	4,764.4	4,719.1	45.3	115.66%	25.06%	-913.1	928.5
5	Sport	3,425.3	3,770.1	-344.8	4,873.1	4,864.7	8.4	42.27%	29.03%	-24.6	
6	Spirit & Connection (Thompson Recreation & Athletic Centre)	525.4	727.7	-202.3	874.4	831.9	42.5	66.43%	14.32%	101.2	370.0
7	Spirit & Connection (Spirited Activities & Events)	130.2	224.1	-93.9	320.1	282.2	37.9	145.85%	25.93%	-0.8	
8	<i>Wellness & Well-being Pillar</i>										
9	Health & Wellness	5,761.4	5,602.6	158.8	6,102.7	6,023.7	79.0	5.92%	7.52%	1,307.0	280.0
10	Wellness & Equity Education	526.3	412.7	113.6	551.9	550.8	1.1	4.86%	33.46%	165.1	200.0
11	Student Support & Case Management	346.3	245.1	101.2	364.7	350.4	14.3	5.31%	42.96%	125.6	60.0
12	<i>Leadership & Learning Pillar</i>										
13	Academic Support & Engagement	1,674.0	1,667.6	6.4	1,756.7	1,749.0	7.7	4.94%	4.88%	401.3	73.1
14	Careers & Experience	1,358.7	1,342.3	16.4	1,484.8	1,466.3	18.5	9.28%	9.24%	123.4	
15	<i>All Other Fee-Funded Ancillary Units</i>										
16	Financial Aid Office	1,259.0	1,202.4	56.6	1,260.1	1,243.9	16.2	0.09%	3.45%	38.8	
17	International Student Services	520.6	520.7	-0.1	521.1	520.7	0.4	0.10%	0.00%	0.1	
18	Indigenous Student Centre	888.0	831.3	56.7	875.5	873.9	1.6	-1.41%	5.12%	367.9	
19	Off-Campus Housing & Housing Mediation Services	461.3	450.5	10.8	485.4	438.6	46.8	5.22%	-2.64%	226.1	
20	Western Foot Patrol	195.1	195.6	-0.5	205.8	205.2	0.6	5.48%	4.91%	49.4	52.5
21	Sub-Total	19,280.8	20,966.2	-1,685.4	24,440.7	24,120.4	320.3	26.76%	15.04%	1,967.4	1,964.1
22	B - Ancillary Units										
23	Family Practice Clinic and Workplace Health Svcs	504.0	605.4	-101.4	482.1	555.3	-73.2	-4.35%	-8.28%	13.7	
24	Housing Services	53,246.5	61,437.4	-8,190.9	86,012.2	75,011.7	11,000.5	61.54%	22.09%	77,421.0	
25	Retail and Hospitality Services	11,013.0	14,854.8	-3,841.8	27,809.0	28,911.1	-1,102.1	152.51%	94.62%	-6,146.3	
26	Parking Services	1,587.5	4,135.0	-2,547.5	6,634.6	5,990.4	644.2	317.93%	44.87%	4,238.0	
27	Sub-Total	66,351.0	81,032.6	-14,681.6	120,937.9	110,468.5	10,469.4	82.27%	36.33%	75,526.4	0.0
28	C - Academic Support Units										
29	Animal Care & Veterinary Services	8,165.0	8,150.5	14.5	6,042.3	6,103.4	-61.1	-26.00%	-25.12%	302.5	
30	Boundary Layer Wind Tunnel	1,945.7	1,937.4	8.3	2,004.7	1,957.9	46.8	3.03%	1.06%	646.8	300.0
31	University Machine Services	2,280.0	2,246.9	33.1	1,827.2	1,820.2	7.0	-19.86%	-18.99%	249.2	
32	Fraunhofer Project Centre	1,669.8	990.4	679.4	1,364.8	1,349.0	15.8	-18.27%	36.21%	15.8	154.9
33	Surface Science Western	1,623.9	1,565.0	58.9	1,557.0	1,551.8	5.2	-4.12%	-0.84%	317.9	407.4
34	Continuing Studies at Western	2,785.2	2,591.0	194.2	2,566.1	2,652.1	-86.0	-7.87%	2.36%	803.5	
35	Sub-Total	18,469.6	17,481.2	988.4	15,362.1	15,434.4	-72.3	-16.82%	-11.71%	2,335.7	862.3
36	D - Associated Companies										
37	Western Research Parks (incl. Windermere Manor, ADEISS & AMP)	5,105.4	7,094.4	-1,989.0	4,641.1	4,677.5	-36.4	-9.09%	-34.07%	2,708.8	
38	Ivey Business School Foundation	15,873.0	18,140.0	-2,267.0	23,931.0	24,368.0	-437.0	50.77%	34.33%	13,584.9	
39	Ivey Business School Asia Limited	2,837.0	2,849.0	-12.0	3,465.0	3,461.0	4.0	22.14%	21.48%	-1,680.7	
40	Sub-Total	23,815.4	28,083.4	-4,268.0	32,037.1	32,506.5	-469.4	34.52%	15.75%	14,613.0	0.0
41	Grand Total	127,916.8	147,563.4	-19,646.6	192,777.8	182,529.8	10,248.0	50.71%	23.70%	94,442.5	2,826.4

Table 2
Western University
2020-2021 and 2021-2022 Full-Time Student Organization and University Ancillary Fee Rates

	Full-Time Undergraduate			Full-Time Graduate - 3 Terms			Full-Time MBA		
	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change
1	Student Organization Fees:								
2	Organization Fee	-	-	81.57	82.38	1.0%	600.00	600.00	0.0%
3	Student Buildings	129.08	129.65	0.4%	24.72	24.72	0.0%	-	-
4	Student Recreation Centre Fund	85.55	88.12	3.0%	85.55	88.12	3.0%	85.55	88.12
5	Transit Pass	269.24	273.50	1.6%	266.25	271.08	1.8%	288.75	<e>308.75
6	Safe Transit Program	16.48	16.73	1.5%	-	-	-	-	-
7	Health and Wellness	8.72	9.81	12.5%	-	-	-	-	-
8	Health Plan <Incl. Dental for Graduate Students> <d>	172.28	183.44	6.5%	622.74	679.32	9.1%	195.96	<c>215.55
9	Dental Plan <d>	166.22	177.01	6.5%	-	-	-	-	-
10	Academic Support (includes Ombuds Fee)	10.50	12.84	22.3%	3.38	3.23	-4.4%	-	-
11	Community Legal Services	5.83	5.93	1.7%	5.83	5.93	1.7%	-	-
12	Grad Club Levy	-	-	-	9.99	9.99	0.0%	-	-
13	Canadian Federation of Students Fee	-	-	-	17.43	17.58	0.9%	-	-
14	Government Advocacy	8.69	11.28	29.8%	-	-	-	-	-
15	Student Life	13.72	15.22	10.9%	-	-	-	-	-
16	Peer Programs	2.88	3.84	33.3%	-	-	-	-	-
17	Clubs Administration	8.27	10.28	24.3%	-	-	-	-	-
18	Orientation Week Fee <first year students only>	119.74	120.00	0.2%	-	-	-	-	-
19	Student Initiative Grants	5.93	5.96	0.5%	-	-	-	-	-
20	Gazette	18.65	17.53	-6.0%	-	-	-	-	-
21	Radio Western	11.48	10.64	-7.3%	-	-	-	-	-
22	Student Refugee Program	0.85	0.86	1.2%	-	-	-	-	-
23	Marching Band Fee	2.00	2.00	0.0%	-	-	-	-	-
24	Faculty and Affiliate Councils	4.32	4.39	1.6%	-	-	-	-	-
25	Student Bursary Fund	50.00	50.00	0.0%	-	-	-	-	-
26	Sub-Total: Student Organization Fees	1,110.43	1,149.03	3.5%	1,117.46	1,182.35	5.8%	1,170.26	1,212.42
27	University Ancillary Fees:								
28	Student Experience Fees								
29	Sport & Recreation Pillar								
30	Recreation	105.34	105.34	0.0%	133.55	133.55	0.0%	133.55	133.55
31	Sport	87.40	87.40	0.0%	87.40	87.40	0.0%	87.40	87.40
32	Spirit & Connection (Thompson Recreation & Athletic Centre)	20.37	20.37	0.0%	20.37	20.37	0.0%	20.37	20.37
33	Spirit & Connection (Spirited Activities & Events)	5.58	5.58	0.0%	5.58	5.58	0.0%	5.58	5.58
34	Wellness & Well-being Pillar								
35	Health & Wellness	110.83	110.83	0.0%	110.83	110.83	0.0%	110.83	110.83
36	Wellness & Equity Education	11.16	11.16	0.0%	11.16	11.16	0.0%	11.16	11.16
37	Student Support & Case Management	8.04	8.04	0.0%	8.04	8.04	0.0%	8.04	8.04
38	Leadership & Learning Pillar								
39	Academic Support & Engagement	44.82	44.82	0.0%	39.65	44.82	13.0%	39.65	44.82
40	Careers & Experience	37.59	37.59	0.0%	24.87	37.59	51.1%	24.87	37.59
41	All Other Unit Fees								
42	Financial Aid Office	40.21	40.21	0.0%	40.21	40.21	0.0%	40.21	40.21
43	International Student Services	14.74	14.74	0.0%	14.74	14.74	0.0%	14.74	14.74
44	Indigenous Student Centre	12.63	12.63	0.0%	12.63	12.63	0.0%	12.63	12.63
45	Off-Campus Housing & Housing Medication Services	9.36	9.36	0.0%	9.36	9.36	0.0%	9.36	9.36
46	Western Foot Patrol	4.95	4.95	0.0%	4.95	4.95	0.0%	4.95	4.95
47	Sub-Total: University Ancillary Fees	513.02	513.02	0.0%	523.34	541.23	3.4%	523.34	541.23
48	Grand Total	1,623.45	1,662.05	2.4%	1,640.80	1,723.58	5.0%	1,693.60	1,753.65

<a> The proposed rates are effective September 1, 2021, except for the Student Recreation Centre fee, which is effective May 1, 2021.

 In addition to the Full-Time Undergraduate fees, a \$400.00 fee will be collected on behalf of the HBA Association from HBA students entering the first year of their program. The \$400.00 fee covers both years of the program.

<c> The MBA Health Plan is administered by the USC and provides coverage to MBA students for a 13 month period. The corresponding rate for the MBA Directs and Accelerated MBAs is \$198.97 (compared to \$180.88 for 2020-21).

<d> Eligible for opt-out upon presentation of proof of coverage from another source.

<e> The MBA, MBA Direct, & AMBA transit pass fee is administered by the USC and will be effective commencing March 1, 2022. When determined, the fee rate is not to exceed \$308.75 and provides a transit pass for a 13 month period.

Table 3
Western University
2020-2021 and 2021-2022 Part-Time Student Organization and University Ancillary Fee Rates

	Part-Time Undergraduate - per full course			Undergraduate: Summer - per full course			Part-Time Graduate - per term			
	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	2020-21 Rate	<a> Proposed 2021-22 Rate	% change	
1	Student Organization Fees:									
2	Organization Fee	0.00	0.00	-	-	-	16.73	16.89	1.0%	
3	Student Buildings	25.82	25.93	0.4%	12.91	12.97	0.5%	0.00	0.00	-
4	Student Recreation Centre Fund	17.11	17.62	3.0%	8.86	9.13	3.0%	14.26	14.69	3.0%
5	Safe Transit Program	3.30	3.35	1.5%	-	-	-	-	-	-
6	Health and Wellness	1.74	1.96	12.6%	0.87	0.98	12.6%	-	-	-
7	Academic Support (includes Ombuds Fee)	2.10	2.57	22.4%	1.05	1.29	22.9%	-	-	-
8	Community Legal Services	1.17	1.19	1.7%	0.59	0.60	1.7%	-	-	-
9	Grad Club Levy	0.00	0.00	-	-	-	1.11	1.11	0.0%	
10	Canadian Federation of Students Fee	0.00	0.00	-	-	-	2.90	2.93	1.0%	
11	Government Advocacy	1.74	2.26	29.9%	0.87	1.13	29.9%	-	-	-
12	Student Life	2.74	3.04	10.9%	1.37	1.52	10.9%	-	-	-
13	Peer Programs	0.58	0.77	32.8%	0.29	0.39	34.5%	-	-	-
14	Clubs Administration	1.65	2.06	24.8%	0.83	1.03	24.1%	-	-	-
15	Student Initiative Grants	1.19	1.19	0.0%	0.60	0.60	0.0%	-	-	-
16	Gazette	3.73	3.51	-5.9%	1.87	1.76	-5.9%	-	-	-
17	Radio Western	2.30	2.13	-7.4%	1.15	1.07	-7.0%	-	-	-
18	Marching Band Fee	0.40	0.40	0.0%	0.20	0.20	0.0%	-	-	-
19	Faculty and Affiliate Councils	0.86	0.88	2.3%	0.43	0.44	2.3%	-	-	-
20	Student Bursary Fund	10.00	10.00	0.0%	5.00	5.00	0.0%	-	-	-
21	Sub-Total: Student Organization Fees	76.43	78.86	3.2%	36.89	38.11	3.3%	35.00	35.62	1.8%
22	University Ancillary Fees:									
23	<i>Student Experience Fees</i>	0.00	0.00	0.0%	0.00	0.00	0.0%	0.00	0.00	0.0%
24	<i>Sport & Recreation Pillar</i>									
25	Recreation	21.07	21.07	0.0%	10.53	10.53	0.0%	0.00	0.00	0.0%
26	Sport	17.47	17.47	0.0%	8.74	8.74	0.0%	0.00	0.00	0.0%
27	Spirit & Connection (Thompson Recreation & Athletic	4.07	4.07	0.0%	2.04	2.04	-0.1%	0.00	0.00	0.0%
28	Spirit & Connection (Spirited Activities & Events)	1.12	1.12	0.0%	0.56	0.56	-0.4%	0.00	0.00	0.0%
29	<i>Wellness & Well-being Pillar</i>									
30	Health & Wellness	22.17	22.17	0.0%	11.09	11.09	0.0%	8.96	18.46	106.0%
31	Wellness & Equity Education	2.23	2.23	0.0%	1.11	1.11	-0.4%	1.86	1.86	0.0%
32	Student Support & Case Management	1.61	1.61	0.0%	0.81	0.81	0.5%	1.34	1.34	0.0%
33	<i>Leadership & Learning Pillar</i>									
34	Academic Support & Engagement	8.96	8.96	0.0%	4.49	4.49	0.0%	3.68	7.47	103.0%
35	Careers & Experience	7.52	7.52	0.0%	3.76	3.76	0.0%	4.15	6.27	51.1%
36	<i>All Other Unit Fees</i>									
37	Financial Aid Office	8.04	8.04	0.0%	4.02	4.02	0.0%	6.70	6.70	0.0%
38	International Student Services	2.95	2.95	0.0%	1.47	1.47	0.3%	2.46	2.46	0.0%
39	Indigenous Student Centre	2.52	2.52	0.0%	1.26	1.26	0.2%	2.11	2.11	0.0%
40	Off-Campus Housing & Housing Medication Services	1.87	1.87	0.0%	0.94	0.94	-0.4%	0.00	0.00	0.0%
41	Western Foot Patrol	0.99	0.99	0.0%	0.50	0.50	-1.0%	0.83	0.83	0.0%
42	Sub-Total: University Ancillary Fees	102.59	102.59	0.0%	51.32	51.32	0.0%	32.09	47.50	48.0%
43	Grand Total	179.02	181.45	1.4%	88.21	89.43	1.4%	67.09	83.12	23.9%

<a> The proposed rates are effective September 1, 2021, except for the Student Recreation Centre fee, which is effective May 1, 2021.