

**ACADEMIC POLICY COMMITTEE (APC)
Minutes of Meeting**

Date: Friday, January 7, 2011

Time: 1:00pm-3:00pm

Committee Members: Dr. Lorna de Witt, Dr. Amy Fitzgerald, Mr. Anthony Meloche, Dr. Victoria Paraschak, Ms. Kim Orr, Dr. Katherine Quinsey, Ms. Ayesha Raza, Prof. Larry Wilson, Dr. Bruce Tucker (Acting Chair), Mr. Stephen Willetts.

Absent: Mr. Ahmed Abou Gharam, Dr. Majid Ahmadi, Ms. Joan Dalton (regrets), Dr. Diane Kao, Dr. Jagdish Pathak (Chair) (regrets), Dr. Cyril Rodrigues (regrets), Dr. Kara Smith (regrets), Dr. Alan Wright (regrets).

In Attendance: Ms. Jennie Atkins, Ms. Sandra Aversa, Mr. Mark Charlton, Ms. Kim Moore, Dr. Clayton Smith, Ms. Alison Zilli (University Secretariat).

Formal Business

1 Approval of Agenda

MOTION: That the agenda be approved.

Raza/Paraschak
CARRIED

2 Approval of Minutes

MOTION: That the minutes of the meeting of December 1, 2010 be approved, as amended.

Wilson/Fitzgerald
CARRIED

3 Business arising from the minutes

Nothing to report.

4 Outstanding business

Nothing to report.

Items for Approval

5 Reports/New Business

5.1 Key Budget Issues

It was NOTED that:

- A presentation was given of the major assumptions and priorities governing the 2011-2012 Operating Budget.
- The key budget issues are presented to APC each year as part of the broad consultation undertaken to develop the final budget proposal for approval by the Board of Governors.
- Members were reminded that the University is currently in a structural deficit position as existing expenditures continue to outpace revenues.
- Given that government grants will not meet the needs of the University's structural problems outlined in last year's budget, the University has been actively pursuing cost containment strategies through a review and realignment of all base budgets.
- Planning for the 2011/2012 operating budget is premised on the need for continued prudent fiscal management in support of the University's mission.
- It is critical that the University review all its structures and processes in order to put itself in a strong position for ensuring a balanced budget for the 2011/2012 fiscal year.

- The 2011/2012 Operating Budget will represent the budget plan that supports the final year of a three-year strategy to reposition the University.
- The key Operating Budget assumptions include: Strategic Priority Fund, Activity Based Budgeting, Capital Markets, Enrolment, Government Grants, Tuition Framework, Operating Cost, Faculty Collective Agreements, and Pension Costs.
- The establishment of the Strategic Priority Fund which was announced as part of the 2009/2010 Operating Budget will continue to serve as a tool to align the Operating Budget with the University's strategic plan.
- The Government framework for tuition fees (announced in March 2010) has been incorporated into the projected tuition revenue for 2010/2011.
- There has been an decrease of \$471,000 in government grants this year which is due to the following: 1) a decrease in the Education expansion grant; 2) an increase in the nursing collaborative grant, 3) graduate expansion has been budgeted to achieve Domestic Masters Graduate enrolment; and 4) No grant expected for undergraduate growth as Windsor is still below the corridor.
- In response to the question raised regarding the minimum needed to be in the "corridor", it was noted that as of the 2009-2010 fiscal year Windsor fell short by 700 students.
- In terms of Operating Costs, the major factors are the Faculty Collective Agreement which expires on July 1, 2011 and the University of Windsor Pension Plans (Faculty and Employee).
- The Faculty and Employee pension contributions are a significant cost for the University as they affect the Operating Budget in the following ways: 1) 2010/11 - budgeted contributions: \$13.75m; 2) 2011/12, pension contribution budget to increase by approximately \$2.3m; and, 3) 2012/13 - pension contribution budget to increase by an additional amount approximating \$ 6.5m.
- Other Costs considered include the following: 1) Centre for Engineering Innovation (Phase I) opens April 2011; 2) Contractual Increases; and, 3) Scholarships.
- Based on all assumption, the Operating Budget shortfall to be resolved through current realignments is \$2.0 million whereas the additional pension contributions to be resolved through current realignments are \$2.3 million, particularly with the Faculty pension plan.
- The 2011-2012 realignment targets include the following: 1) Minimum realignment announced in August 2010 of 2%; 2) Supplemental realignment target to address Fall 2010 activities; 3) Realignment adjustment to address Activity Based Budgeting; and, 4) Realignment Adjustment to address pension issues.
- The 2011-2012 Operating Budget will reflect a balanced budget as mandated by the Board and a base budget to address 100% of the additional pension contributions for 2011-2012.
- Activity Based Budgeting is a method of budgeting in which activities and services that incur costs in functional areas are accounted for and linked to the strategic mission of the University.
- The range of the total realignment targets to balance the operating budget in 2011-2012 is between 1.25% and 2.5%. In response to a question raised regarding the budget alignment for administrative offices, it was noted that the range is about 1.75%.
- The budget plan continues to position the institution for long term success and supports the multi-year commitment approved by the Board of Governors.

5.2 Comprehensive International Student Recruitment Report (2009-2010)

(See document APC110107-5.2 for more details.)

It was NOTED that:

- An overview was provided on the University of Windsor international student recruitment model. It was noted that in 1998 the University initiated a process that led to external firms overseeing our international student recruitment effort.
- *Higher-Edge* the University's main recruitment agency (who has a main office in Toronto) has developed outreach centres throughout most of the developing world, with offices in Africa, the Middle East, South Asia and South America. However, the University has also worked with Can-Zhong International Education to represent the Centre for Executive and Professional Education (CEPE) in China.
- Given that data suggests that on-line application forms have higher admission yield rates than paper-based application forms, the University has implemented a one-stop Web page for all international student applications for admission.
- International recruitment continues to be challenging due to the global economic downturn, natural disasters, the strengthening Canadian dollar, and increased competition in the international student recruitment field.

- Course-based graduate programs are becoming increasingly attractive in the international field.
- Engineering and graduate Business programs continue to be the primary disciplines of choice for international students. However, there is a distribution of interest across a wide range of Faculties and departments.
- A Strategic Priorities Fund grant to study the reasons why international students leave the University before completing their studies has recently been approved. This will help identify the factors that contribute to attrition and learn more about what can be done to improve the academic success of international students.
- A review of the University's international student recruitment activities from a financial and operational perspective is underway under the auspices of the Office of the Vice-Provost, Students and International.
- The Office of the Vice-Provost, Students and International has drafted an internationalization action plan, '*From Commitment to Action: Internationalization at the University of Windsor*', to operationalize the five key international engagement elements of the University's strategic plan.
- The University has created a new web presence to enhance our internationalization efforts and related student services.
- The location of the International Students' Centre is currently being assessed with a view to determining a more appropriate location.
- In response to a question raised regarding the issue that government grants are not provided for international students and that there is a cost incurred by the University, it was noted that some areas have a large number of international students that contribute to their programs which is extremely important in the long run.
- In response to a question raised regarding increasing international recruitment for Nursing, it was noted that this is the first time that there are international spots allocated for Nursing students.
- In response to a concern raised regarding recruitment presence in the United States, it was noted that notwithstanding the JD/JD program with Detroit Mercy, recruitment efforts over the past decade were focussed on participating in regional fairs and direct mailings, but it has been determined that there is tremendous competition in the Detroit/Michigan area which has deterred students from coming across the border and paying out-of-state fees.
- Although international recruitment rankings do affect where students decide to go to university, it was noted that Windsor's strategy is to focus on quality of education and the education experience in target areas.
- Concern was raised regarding the issue that attention must be given to ensuring that international students are given appropriate information and counselling from the moment that they are accepted to Windsor. This is particularly important as many full-time international students who began this past Fall could not register into a full load of courses. Although this particular issue is being dealt with on a person-to-person basis, it has been problematic and provides undue stress for these students. Part of the problem is that international students are initially approved for their tuition but they often do not consider registration in courses until they are physically present on campus.
- Focus groups are currently in progress to determine how Windsor can improve international student retention rates and ensure that there is mechanism in place to develop positive transitions for international students.
- Concern was raised regarding the issue that similar to international student challenges, domestic students often are delayed from being able to register in classes until their OSAP is approved. This is an issue because it sends the message to students that if you are not financially well off, then you are disadvantaged from the onset. These administrative delays block a meaningful set of course choices for students.
- The document was received for information.

Additional Business

7 Question period/Other Business

Nothing to report.

8 Adjournment

MOTION: That the meeting be adjourned.

Paraschak/Meloche
CARRIED