



## *The* UNIVERSITY of WESTERN ONTARIO

### MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS

May 6, 2004

The meeting was held at 1:30 p.m. in Room 330, Stevenson-Lawson Building.

PRESENT: Mr. D. McDougall, Chair  
Ms. J.K. Van Fleet, Secretary

Mr. S.N. Adams  
Mr. C. Colvin  
Ms. H. Connell  
Dr. P. Davenport  
Ms. G. Dybenko  
Mr. T. Garrard  
Mr. T. Gosnell  
Ms. S. Grindrod  
Mr. E. Holder  
Ms. R. Ivey  
Dr. F.J. Longstaffe  
Dr. K. McQuillan  
Ms. K. Meighen

Dr. G. Moran  
Mr. J. Nash  
Ms. M. Noble  
Ms. J. O'Brien  
Dr. N. Petersen  
Mr. M. Pickard  
Dr. S. Singh  
Mr. L. Ste. Marie  
Mr. E. Stewart  
Mr. H. Vander Laan  
Dr. A. Weedon  
Mr. B. Whitmore

By Invitation: R. Chelladurai, L. Koza, G. Kulczycki, D. Riddell

### REPORT OF THE CHAIR

BG.04-037 **Welcome to New Members**

The Chair welcomed Mr. Ed Holder and Deputy Mayor Tom Gosnell to their first Board meeting. Mr. Holder was recently appointed to the Board of Governors by Western's Alumni Association for a four-year term. Mr. Gosnell was named by City Council as the Alternate for Mayor DeCicco.

BG.04-038 **Board Retreat**

The Chair announced that Mr. John Nash and Dr. Greg Moran have agreed to serve as Co-Chairs for the Board Retreat which will be held September 29<sup>th</sup> and 30<sup>th</sup>. He asked that Board members submit topic suggestions to the Secretary.

BG.04-039 **REPORT OF THE PRESIDENT**

The President reported on the Provincial announcement of the Postsecondary Education Review and tuition freeze compensation; meetings with federal leaders in Ottawa; establishment of the Schulich School of Medicine by Senate; Spring Convocation 2004; "The Western Student"; performance indicators; Strategic Plan update; and activities of the President during the months of February, March and April 2004. Overhead slides used to highlight his presentation are attached as **Appendix 1** to these Minutes.

BG.04-040 **UNANIMOUS CONSENT AGENDA** [Appendix I]

It was moved by S.N. Adams, seconded by H. Connell,

That the items listed in the Unanimous Consent Agenda detailed in Appendix I, excluding items 3 - Student Organization Fees 2004-05, 17 - Development & Fundraising Committee, and 28 - Creation and Naming of the Schulich School of Medicine, be approved and/or received for information by the Board of Governors by unanimous consent.

CARRIED

BG.04-041 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of January 29, 2004, were approved as circulated.

**REPORT OF THE PROPERTY & FINANCE COMMITTEE** [Appendix II]

BG.04-042 **Operating and Capital Budgets, Tuition and Fees**

It was moved by G. Dybenko, seconded by S.N. Adams,

That the Board of Governors approve:

- (a) The 2004-05 University Operating Budget and Capital Budget (orange cover)
- (b) Other Fee Schedules and Tuition Deposits (yellow cover)

Dr. Moran provided an comprehensive overview of the 2004-05 University Operating and Capital Budgets. Copies of overheads used during his presentation are attached as **Appendix 2** to these Minutes. The presentation included an update of the 4-year budget plan, new initiatives in the 2004-05 budget, and an overview of the 2004-05 operating and capital budgets.

- for 2004-05, the operating budget projects revenues of \$409.4 million and expenditures of \$411.5 million
- the Capital Budget shows a planned expenditure level of \$95.7 million which includes \$56.4 million for new construction, \$27.1 million in Maintenance, Modernization, and Infrastructure (MMI) projects, and \$12.2 million in all other capital expenditures.

Mr. Vander Laan asked for clarification of the operating reserve as it relates to the four-year plan. Dr. Davenport acknowledged that the Board does not want an enormous reserve nor does it want a continuing deficit. The budget plan gradually drives the year-end reserve down to the Board target of \$2.5 million at the end of 2006-07 as shown in on page 37 (Table 1, line 37). However, minor variations in the assumptions underlying the multi-year projections can have a significant impact on the bottom line, i.e., the Operating Reserve. If the University receives less funding from the Provincial government, expenditures will need to be restrained.

Ms. Ivey asked about the University's plan to maintain the operation of its existing and future buildings, i.e., paying for the operation of a large capital investment. Dr. Davenport explained that the Physical Plant Department receives an allocation from the budget to cover the operating costs of buildings before other allocations are made. The budget planning process includes this first call on funds from the operating budget. Dr. Davenport referred to the section on Space Efficiencies at Western detailed on page 80 of the budget document. Western's formula space is equal to 73% of the space that is allocated by the provincial formula. Western uses its space more efficiently than other Ontario universities and directs funds saved towards renovations. Western continues to keep its new space to a minimum, preferring to focus on people and keeping existing space in good repair. The four-year plan includes a direct expense for increasing costs for the upkeep of the buildings.

The question was called and CARRIED.

BG.04-043 **Student Fee Funded Units, Ancillaries, and Academic Support Units**

It was moved by S.N. Adams, seconded by H. Connell,

That the Board of Governors approve the 2004-05 budgets for Student Fee Funded Units, Ancillaries, and Academic Support Units summarized in the report entitled "Student Fee Funded Units, Ancillaries, Academic Support Units, and Associated Companies" (green cover).

CARRIED by Unanimous Consent.

BG.04-044 **Student Organization Fees 2004-05**

Prior to presenting the motion regarding student organization fees for 2004-05, Ms. Dybenko asked that the Ivey MBA Student Association fees be withdrawn from consideration, as requested by the Association.

It was moved by G. Dybenko, seconded by H. Connell,

That the organization fees for the **University Students' Council** for 2004-05 shown in Table 2 be approved, subject to any change in the Health Plan Fee that may be reported to the administration prior to May 1, 2004;

That the organization fees for the **Business PhD Association** for 2004-05 shown in Table 3 be approved conditional upon the Association's submission of a review engagement report for 2003-04 from an external accountant and a 2004-05 budget on or before June 1, 2004.

That the organization fees for the **Society of Graduate Students** be approved shown in Table 3 [Graduate - Three Terms], but that implementation of the Dental Plan Fee be conditional on a successful referendum result being obtained (in April-May) and reported to the Secretary of the Board on or before June 1, 2004.

CARRIED

BG.04-045 **Distinguished University Professors and Faculty Scholars**

It was moved by S.N. Adams, seconded by H. Connell,

That the Board of Governors approve the establishment of Distinguished University Professorships and Faculty Scholars as detailed in Appendix II, Annex 1-A and Appendix II, Annex 1-B, respectively, as recommended by the Senate.

CARRIED by Unanimous Consent

BG.04-046 **Policy 1.37 - Parking and Traffic Regulations**

It was moved by S.N. Adams, seconded by H. Connell,

That the Board of Governors approve amendments to Policy 1.37 - Parking and Traffic Regulations - as shown in Appendix II, Annex 2.

CARRIED by Unanimous Consent

BG.04-047 **Donor Representation on Selection Committees**

It was moved by S.N. Adams, seconded by H. Connell,

That the Board of Governors approve amendments to the following policies as detailed Appendix II, in Annexes 3-5, as recommended by the Senate:

- Policy 2.10 Scholarships, Awards and Prizes - Definitions and Approval Processes (Appendix II, Annex 3)
- Policy 2.22 Funding of Academic Chairs and Professorships (Appendix II, Annex 4)
- Policy 2.26 Funding of Designated Faculty Fellowships (Appendix II, Annex 5)

CARRIED by Unanimous Consent

BG.04-048 **Property & Finance Report Information Items**

The Report of the Property & Finance Committee contained the following items of information. Complete details are found in Appendix II.

- The MBA '83 Faculty Fellowship
- Report on Investments
- Third Quarter Financial Report (Operating and Ancillary Budgets)
- Report on Environmental and/or Safety Incidents
- Formaldehyde Spill in Social Sciences Centre Lab
- Scholarships, Awards, Prizes

**REPORT OF THE CAMPUS & COMMUNITY AFFAIRS COMMITTEE** [Appendix III]

BG.04-049 **Code of Student Conduct**

It was moved by H. Vander Laan, seconded by M. Pickard,

That the Board of Governors receive the Report of the Code of Student Conduct Review Committee (Appendix III, Annex 1) and approve the amendments to the Code of Student Conduct recommended by the Review Committee, as detailed in Appendix III, Annex 1, Appendix 5.

CARRIED

BG.04-050 **Campus & Community Affairs Report Information Items**

The report of the Campus & Community Affairs Committee contained the following items of information. Complete details are found in Appendix III.

- Non-Tuition-Related Ancillary Fee Levels for 2004-05
- Non-Tuition-Related Ancillary Fees Proposed by Student Organizations
- Fees Proposed by the University Students' Council
- Fees Proposed by the Society of Graduate Students
- Fees Proposed by the Ivey MBA Association
- Fees Proposed by the Ivey PhD Association
- Annual Report of the University Students' Council on Activity within the University Community Centre
- Bridging the Solitudes: Consideration of Western's Community Relations
- Social Sciences and Humanities Research Council Restructuring

**REPORT OF THE BY-LAWS COMMITTEE** [Appendix IV]

BG.04-051 **Audit Committee**

It was moved by S.N. Adams, seconded by S. Singh,

That the Board of Governors approve the revised terms of reference of the Audit Committee detailed in Appendix IV, Annex 1,

and

That implementation of Section 6. requiring all members of the Audit Committee to be external to the University be deferred to February 1, 2005.

Mr. Stewart asked why students are not included in the revised membership of the Audit Committee. Ms. Noble explained that requiring all members of the Audit Committee be external to the University is recommended in the spirit of meeting best practice standards of independence. The "best practice" benchmarks were provided by KPMG, the University's accountants, to the working group charged with reviewing the Audit Committee terms of reference.

The question was called and CARRIED.

BG.04-052 **Development & Fundraising Committee**

The Chair requested that, due to the changing fundraising climate, consideration of the proposed the revised terms of reference for the Development & Fundraising Committee be deferred to the September Board meeting.

BG.04-053     **Solicitation Committee**

It was moved by S.N. Adams, seconded by H. Connell,

That the Board of Governors approve the establishment of the Solicitation Committee as a subcommittee of the Development & Fundraising Committee with the terms of reference shown in Appendix IV, Annex 3.

CARRIED by Unanimous Consent

BG.04-054     **Campus & Community Affairs Committee**

It was moved by S.N. Adams, seconded by H. Connell

That the Board of Governors approve the amendments to the Terms of Reference of the Campus & Community Affairs Committee, detailed in Appendix IV, Annex 4.

CARRIED by Unanimous Consent

BG.04-055     **Notice of Motion - Amendments to By-Law No. 1**

By-Law No. 1 of the Board of Governors requires that “any motion to enact, amend or repeal any By-Law of the Board shall be given at the meeting of the Board preceding the meeting at which the motion is to be presented.” Accordingly, the By-Laws Committee gave notice that proposals detailed in Appendix IV will be presented for approval at the June 29, 2004, meeting of the Board of Governors. These include: (1) Authority to Delegate: Secretary of the Board of Governors; (2) revision of the Amendment provision; and (3) Voting by Electronic Mail at the committee level.

BG.04-057     **By-Laws Committee Report Information Items**

The By-Laws Committee Report contained the following items of information. Complete details are found in Appendix IV.

- Special Resolution No. 11 - Provost & Vice-President (Academic)
- Fall 2004 Board of Governors Election Schedule
- Committee Terms of Reference to be Reviewed

**REPORT OF THE SENIOR OPERATIONS COMMITTEE** [Appendix V]

BG.04-058     **Advisory Council of Western Engineering**

It was moved by S.N. Adams, seconded by H. Connell

That the Board of Governors approve the terms of reference and composition of the Advisory Council of Western Engineering (ACWE) (Appendix V, Annex 1) which replaces the Engineering Science Advisory Council (ESAC).

CARRIED by Unanimous Consent

BG.04-059     **Membership of Standing Committees of the Board**

On behalf of the Board of Governors, the Senior Operations Committee appointed Errol Stewart to the Property & Finance Committee, effective March 22, 2004.

**ITEMS REFERRED BY SENATE** [Appendix VI]

BG.04-060     **Casual Academic Appointments of Faculty**

It was moved by S.N. Adams, seconded by H. Connell,

That policy on *Casual Academic Appointments of Faculty* be amended as shown in Appendix VI, Annex 1.

CARRIED by Unanimous Consent

BG.04-061     **Western Home Page Policy**

It was moved by S.N. Adams, seconded by H. Connell,

That the Western Home Page policy be revised to read as shown in Appendix VI, Annex 2.

CARRIED by Unanimous Consent

BG.04-062     **Creation and Naming of the Schulich School of Medicine**

Dr. Davenport reported that Senate, at its meeting of April 16, 2004, debated and approved the creation and naming of the Schulich School of Medicine.

BG.04-063     **Information Items Referred by Senate**

The report, Items Referred by Senate, contained the following information items. Complete details are contained in Appendix VI.

- 2004-05 University Operating and Capital Budgets
- Winners of the Edward G. Pleva Award for Excellence in Teaching and the Marilyn Robinson Award for Excellence in Teaching
- Annual Report on Making Choices: Western's Commitment as a Research-Intensive University
- Report of the Academic Colleague on the 269<sup>th</sup> Meeting of the Council of Ontario Universities
- Report of the Subcommittee on Priorities in Academic Development
- Appointments to Academic Administrative Positions

BG.04-064     **SELECTED CLIPPINGS**

The Board received selected media clippings about the University (Appendix VII)

**Adjournment**

The meeting adjourned to reconvene in confidential session.

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D. McDougall  
Chair

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J.K. Van Fleet  
Secretary

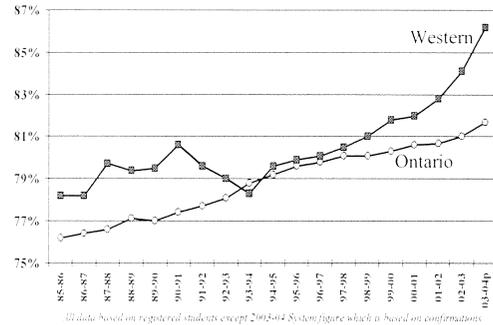
President's Report to the Board of Governors

- Provincial Announcement on PSE Review and Tuition Freeze Compensation
- Meetings with Federal Leaders in Ottawa
- The Western Student
- Spring Convocation 2004
- Performance Indicators
- Strategic Plan Update
- Establishment of the Schulich School of Medicine

Dr. Paul Davenport May 6, 2004

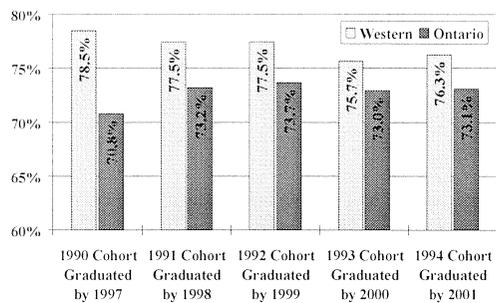
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Average Entering Grades of New Full-Time 1st Year High School Students



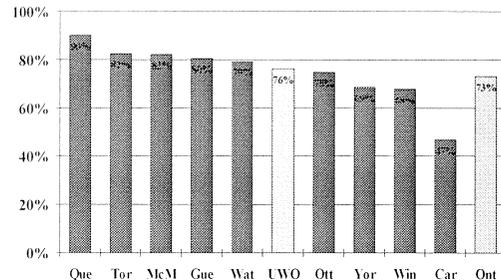
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Graduation Rates of Undergraduate Students Western Compared to Ontario



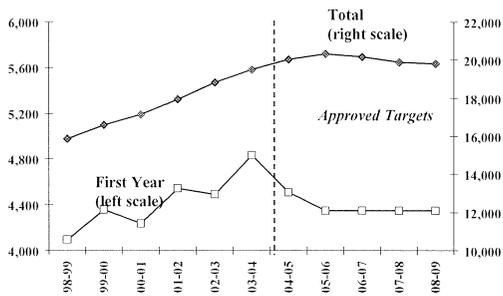
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Graduation Rates in Ontario Universities Undergraduate students entering in 1994 who had graduated by 2001



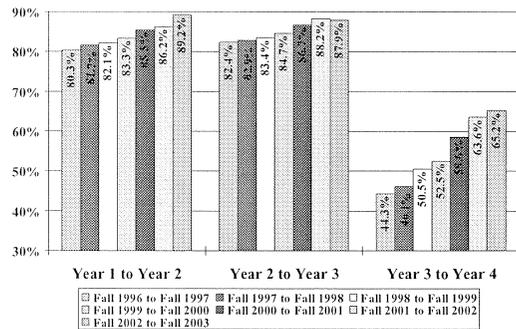
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Undergraduate Students at Western

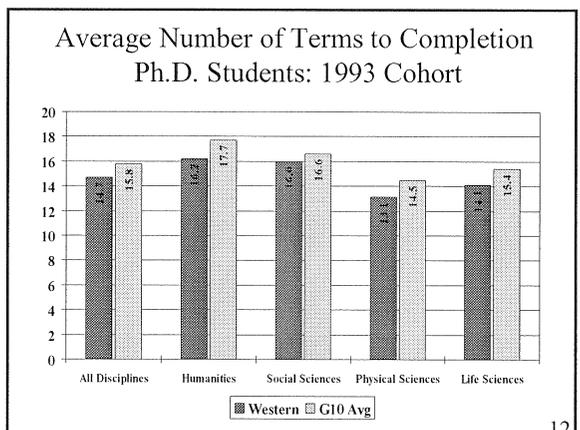
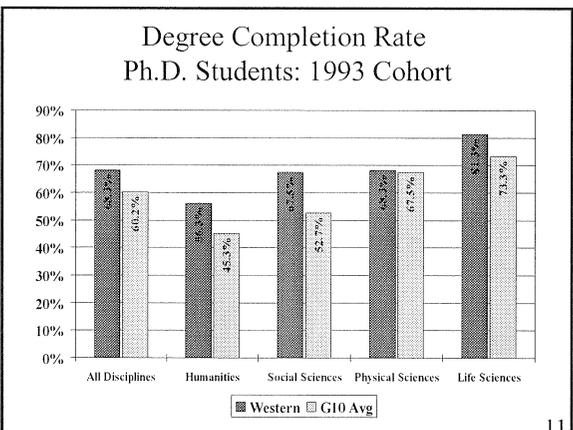
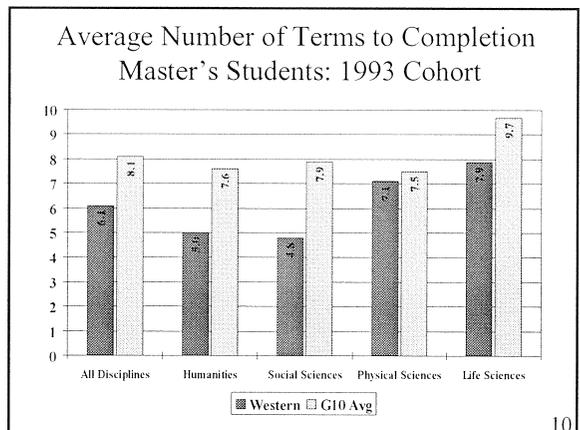
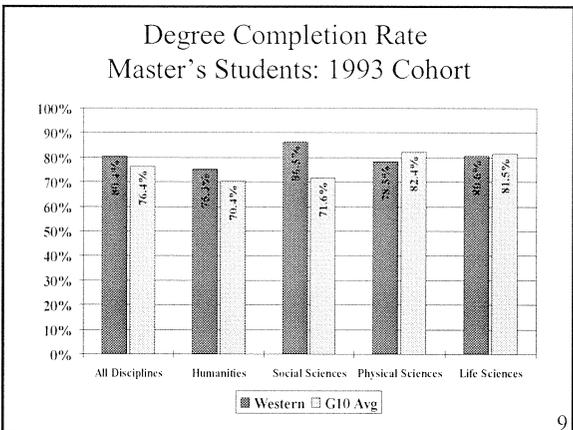
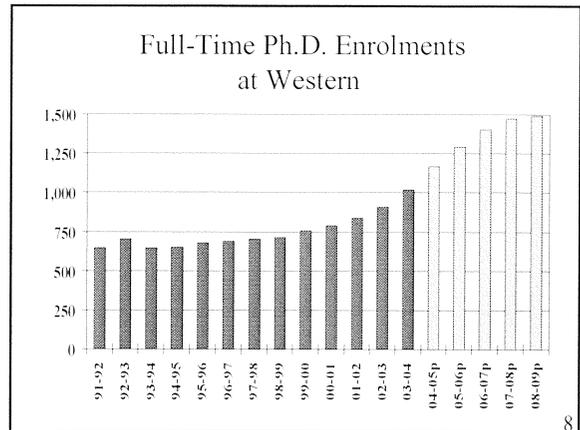
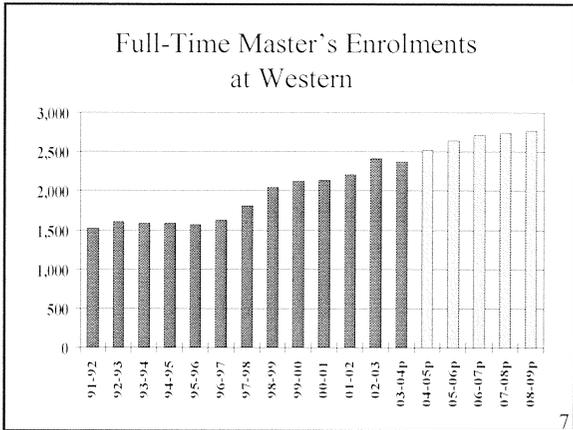


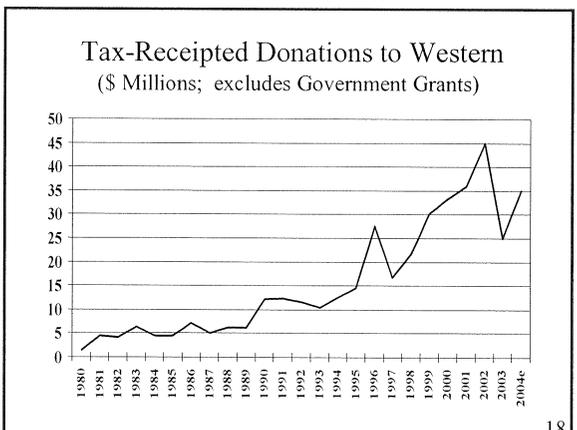
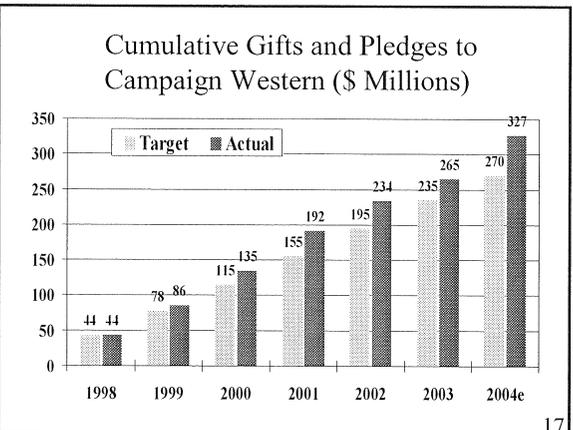
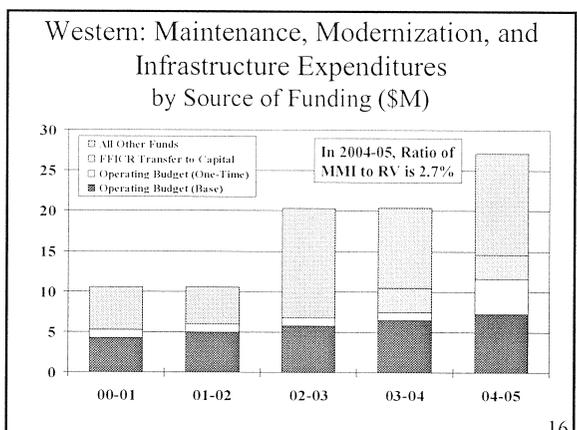
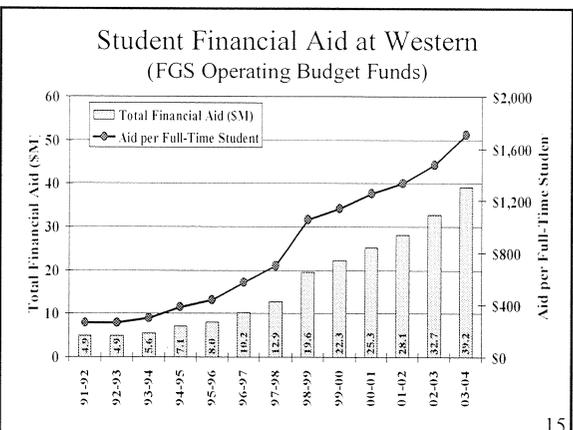
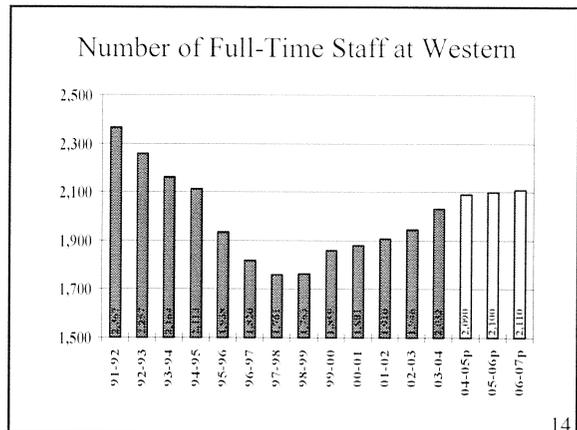
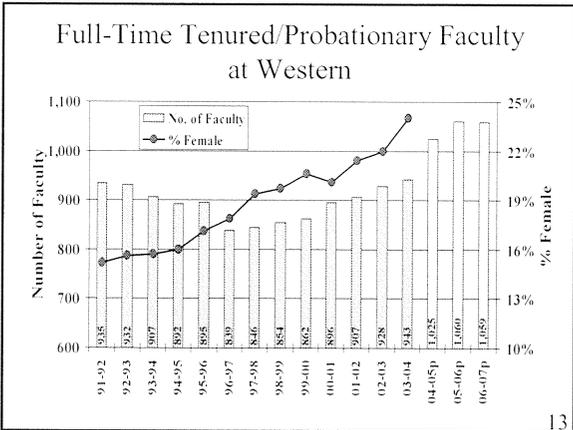
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Retention Rates of Cohorts in Direct-Entry Programs at Western



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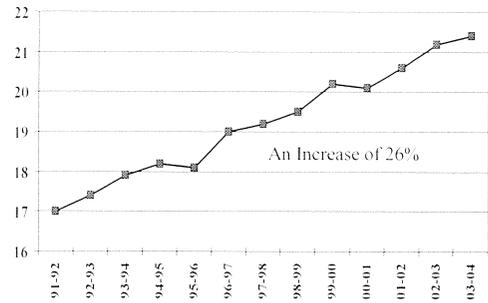




## Additional Indicators Requested by Board Members

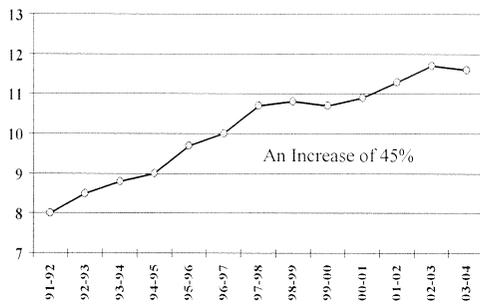
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### Student / Faculty Ratios at Western Full-Time Students per Full-Time Faculty



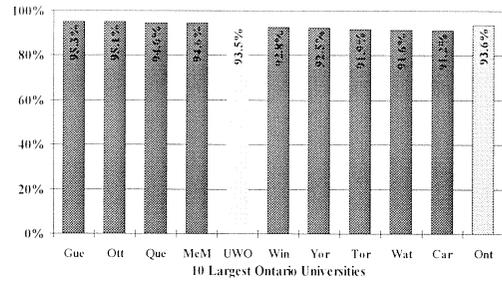
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### Student / Staff Ratios at Western Full-Time Students per Full-Time Staff



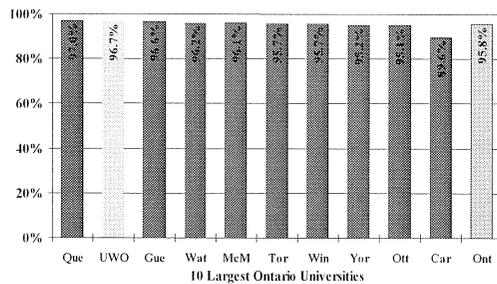
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### Employment Rates in Ontario Universities Employment Rate of 2001 Graduates 6 Months after Graduation



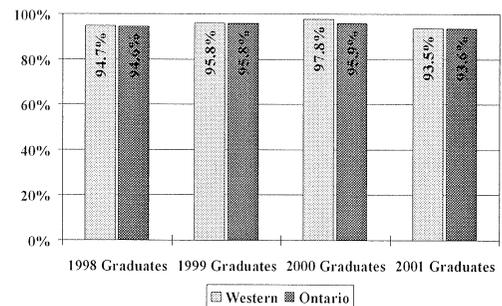
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### Employment Rates in Ontario Universities Employment Rate of 2001 Graduates 2 Years after Graduation



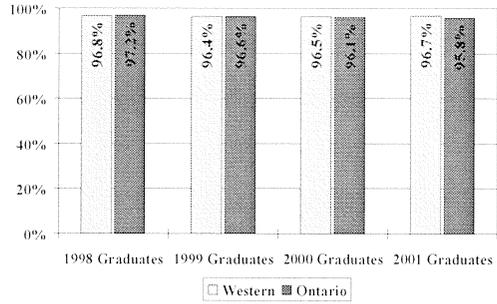
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### Employment Rates 6 Months after Graduation Western Compared to Ontario



24

### Employment Rates 2 Years after Graduation Western Compared to Ontario



*The University of Western Ontario*

## 2004-05 Operating and Capital Budgets

Board of Governors  
May 6, 2004

## Presentation Outline

- Update of 4-Year Plan
- New Initiatives in 2004-05 Budget
- 2004-05 Operating Budget
- 2004-05 Capital Budget

## Update of 4-Year Plan

## Update of 4-Year Plan

- 2<sup>nd</sup> Year of 4-Year Budget Plan
- Update of Academic/Operational Plans
- Additional Investments in Faculties and Support Units
  - Commitments from Year 1 Honoured
  - Incremental UPIF, ECF, ICF, Expansion-related Funding for Support Units
  - Update to Hiring Plans
- New Initiatives in 2004-05

## New Initiatives in 2004-05 Budget

## New Initiatives in 2004-05

- Further Expansion of Graduate Enrolments
  - Objective of Doubling of PhD Enrolment over Next Decade
- Faculty-specific Development/Communication Officers
- Modifications to Ivey School Funding Model
  - Transfer of Funds Equivalent to Tuition & Grants
  - Ivey Receives No Other Allocation from UWO
  - Payment for Services to UWO

### New Initiatives in 2004-05

- New Research Support Initiatives
  - RISF and WIF
- Programs of Scholarly Excellence
  - Distinguished University Professors and Faculty Scholars
- Investments in Facilities
  - Continuation of \$750K Increase to MMI Transfer for Another 10 Years after 2005-06, until the Transfer Reaches \$15.5M
  - Continuation of \$3M FFICR Transfer to Capital as Base Transfer

### 2004-05 Operating Budget

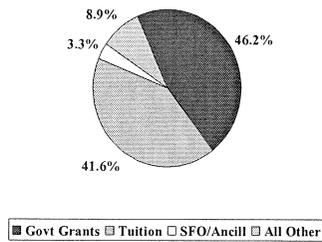
### 2004-05 Revenues

- 2004-05 Revenues = \$409.4M (Table 5)
- 5.1% Increase over 2003-04
- Increase in Provincial Government Grants
  - Accessibility Funding for Undergraduate Enrolment Growth
  - Tuition Offset Grants
  - Quality Assurance Fund Increase
  - Program Expansion Grants (MD, Nursing)

### 2004-05 Revenues

- Modest Growth in FFICR
- Tuition Fees
  - Frozen -- But, Additional Revenue due to Enrolment Growth
  - Modest Increases to International Tuition
- Growth in Other Revenues
  - 12 Additional CRCs
  - Transfer from Affiliated Colleges
  - Contribution from Self-Funded and Ancillary Operations

### Distribution of 2004-05 Revenues (\$409.4M)



### 2004-05 Expenditures

- Faculties (Table 6)
  - Additional \$15.3M
  - Incremental UPIF, ECF, ICF, Program Expansion Funding, CRCs
  - 35 Additional Tenured/Probationary Faculty
  - 30 Additional Staff
  - New Support for Research through RISF
  - One-time Support through PASF for Technology Initiatives, Bridge Funding, Course/Program Development

### 2004-05 Expenditures

- Scholarships and Bursaries (Table 7)
  - \$38.7M in 2004-05, including the \$2.4M Funded through the Ivey School
  - Restructuring of Undergraduate Scholarship Program results in Modest Reduction in Funding
  - \$1.1M Increase in Graduate Student Funding, including the \$0.4M Funded through the Ivey School

### 2004-05 Expenditures

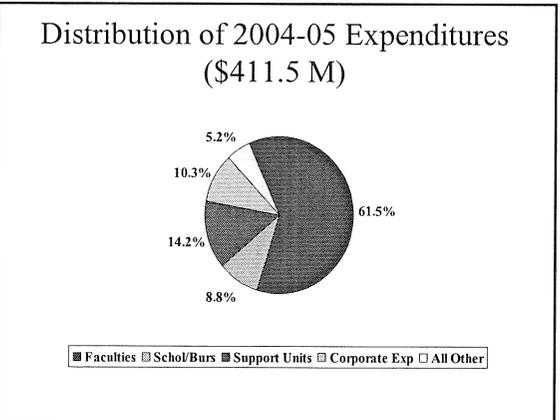
- Support Units (Table 8)
  - Additional \$2.7M
  - Incremental UPIF Funds 25 Staff Positions
  - Investments in Priority Areas:
    - Core IT Services, Staffing in Libraries
    - Classroom Support, Research Support
    - Student Recruitment, Staff Development
    - Development and Communications
    - Campus Security

### 2004-05 Expenditures

- Other Base Expenditures (Table 9)
  - Increased Utilities Costs due to New Buildings
  - 5% Increase in Library Acquisitions
  - \$750K Increase to MMI Transfer
  - FFICR Transfer to Capital Continues as Base
  - \$700K for Capital Debt Financing Costs
  - Modest Funding for Intercollegiate Athletics
- \$9.8M for Salary and Other Cost Increases

### 2004-05 Expenditures

- One-Time Expenditures (Table 10)
  - \$11.7M in 2004-05
  - Strategic New Major Allocations Include:
    - B&G Project (\$2.5M)
    - Female Faculty Recruitment (\$1.5M)
    - GU Teaching Facilities (\$1.4M)
    - Organic Chemistry Lab (\$940K)
    - Clinical Skills Facility (\$560K)
    - Admin Systems Upgrade (\$500K)
    - Classrooms in Law Bldg (\$400K)



### 2004-05 Capital Budget

## Capital Budget

- New Presentation of Budget
  - 3 Broad Categories of Capital Projects/Expenditures
    - New Construction
    - Maintenance/Modernization/Infrastructure (MMI)
    - All Other (Housing, Ancillaries, Other)
- Planned Expenditure of \$95M in 2004-05
  - \$56.3M for New Construction
  - \$27.1M for MMI
  - \$12.2M in All Other

## Capital Budget

- Sources of Funding
  - Government Grants (Province, City Grant)
  - CFI/OIT/Matching
  - Operating Budget
    - MMI Transfer, FFICR Transfer, Multi-Year Facilities Expansion Funded through Tuition Fees, One-Time Targetted Allocations
  - Fundraising
  - Borrowing
  - Self-Funded Operations (e.g. Housing, Ancillaries)

## Capital Budget

- Current Major Projects (\$1M +)
  - Utilities Infrastructure
  - North Campus Building
  - Medical Science Building Renovations
  - South Valley Building
  - Innovarium
  - Child Care Facility
  - Clinical Skills Facility
  - Engineering Building Renovations

## Capital Budget

- Planned Future Major Projects (\$1M +)
  - New Residence on Western Road
  - B&G Building Renovation
  - Law Building Expansion
  - Middlesex College / Western Science Centre Renovations
  - Further Utilities and Infrastructure Upgrades
  - Asset Acquisitions
  - P&A Building Renovations
  - Althouse College Renovations
  - Chemistry Addition Renovations

## Capital Budget

- Future Projects (excluding New Residence) are MMI Projects
  - Will Modernize Ageing Facilities
  - Will Create State-of-the-Art Teaching and Research Facilities
  - Will Allow us to Recruit Outstanding Faculty and Provide a High Quality Education to our Students
  - Will Provide Safer Facilities